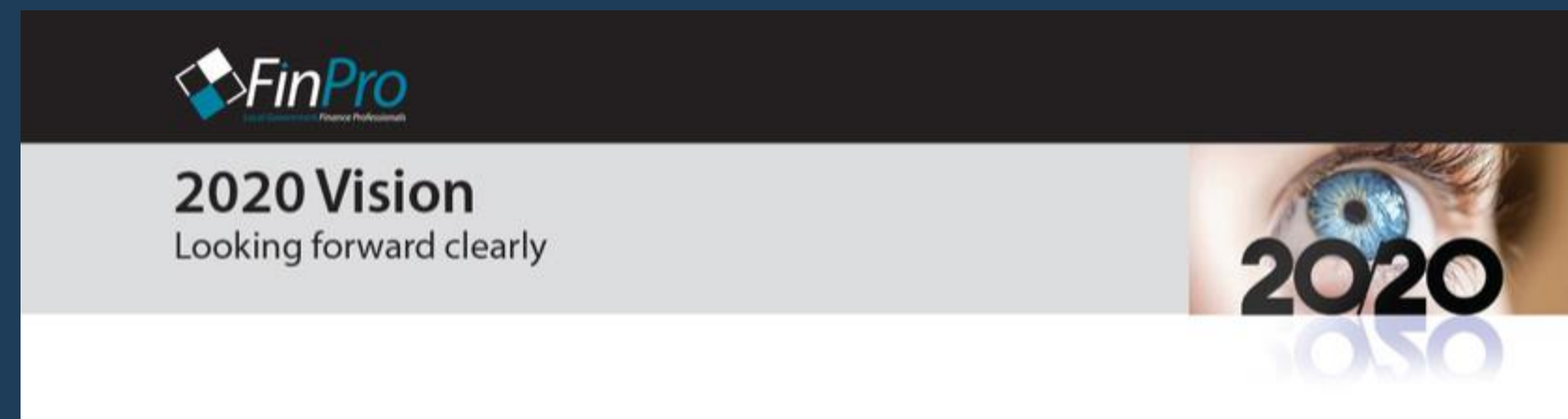


# FAST TIMES

## CORANGAMITE SHIRE COUNCIL



Presented by David Rae







An aerial photograph of a rugged coastline. In the foreground, several large, light-colored rock formations (sea stacks) stand in the water. A winding road runs along the right side of the image, curving through a forested area. The background shows a vast expanse of water and distant landmasses under a clear sky.

# Setting the scene



COUNCIL CONSTRAINTS

GOVERNMENT PRESSURES



# Local Government Bill – A reform proposal

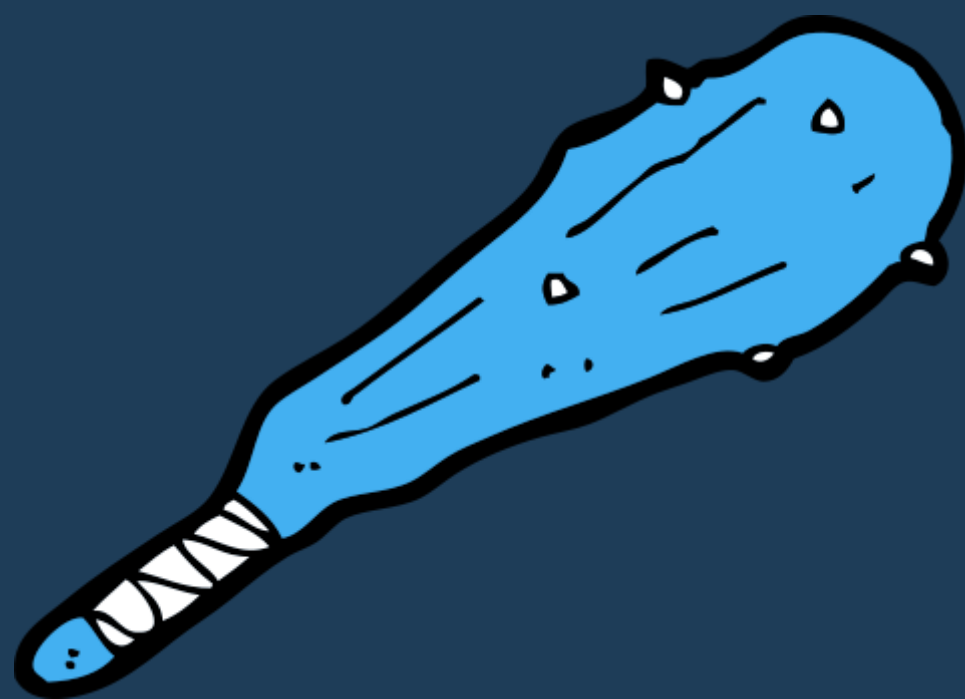


## Shared Services and Collaboration is flavour of the month

We are moving from a  
voluntary model to an  
incentivised model



# Alternative Approach





health.vic  
Victoria's hub for health services & business

Search

Hospitals & health services

Primary & community health

Public health

Mental health

Alcohol & drug

Home > About > News and events > Hospital circulars > Hospital Circular 17/08

Rural public health care agencies alliances policy

**Issue number:**  
17/2008

**Date Issued:**  
17 Jun 2008

**Issued to:**  
CEOs of rural health services, rural hospitals, rural multipurpose services, rural standalone community health centres

**Purpose:**  
To advise rural health services, hospitals and health centres about changes to the Rural public health care agencies alliances policy

This replaces circulars 6/2008 and 14/2008

This Rural public health care agencies alliances policy outlines government requirements for the operation of rural health information and communication technology (ICT) alliances.

The policy was first released as circular 6/2008 in April 2008 and updated as 14/2008. This circular updates the template joint venture agreement with changes to align it with the Australian accounting standards.

The principle change is to have the members agree, by simple majority vote, on the annual workplan and budget. The changes are in section three of the policy document, and the following sections of the joint venture agreement template: recitals H and I, and clauses 1.3, 5 and 7.6. References to chief information officer in the policy document have also been altered to executive officer for consistency.





## **VISITOR SERVICING**

Determination of the optimum model for delivering a regionalised approach to visitor servicing for the Great Ocean Road



## **TECHNOLOGY PLATFORM**

Investigate feasibility of integrating core technology platforms (ERP) of three councils into a shared service model





# VISITOR SERVICING

## STRATEGIC CONTEXT

Trends and visitor  
behaviour  
300km of coastline  
Low Yield  
High cost

## PARTNERS



## THE WAY FORWARD

Multi-Channel  
Contemporary  
Pilot Project

## BENEFITS

\$18.7M saving over 10  
Years\*



TECHNOLOGY PLATFORM

HOW \$75K  
BECAME  
\$4.5M



LEVERAGING FAST FUNDING





# Shared Challenges

Across a common ERP



Demand



Resources



Technology



Funding





# THE POSITIVES



UNIQUE OPPORTUNITY



TRUST



HISTORY OF COLLABORATION



# Strategic Context

## Where we were at

Financial pressure on expenditure combined with rate capping and a reduction in grant availability was impacting financial sustainability and service delivery.

Basically having to do more with less.



## GOVERNMENT PRESSURES



## COUNCIL CONSTRAINTS

## A NEW BUSINESS MODEL



Creating new Innovative services and having the means to deliver those services.



Leveraging opportunities across councils while managing cost, risk and quality tradeoffs.



Making best use of technologies and skills across Councils to the benefit of staff and the Community.





# Options

## BUSINESS AS USUAL

Safe.

But won't solve our problems



## OUTSOURCED

Loss of control

High risk



## SHARED SERVICES

Shared risk

Cost effective



# RISKS



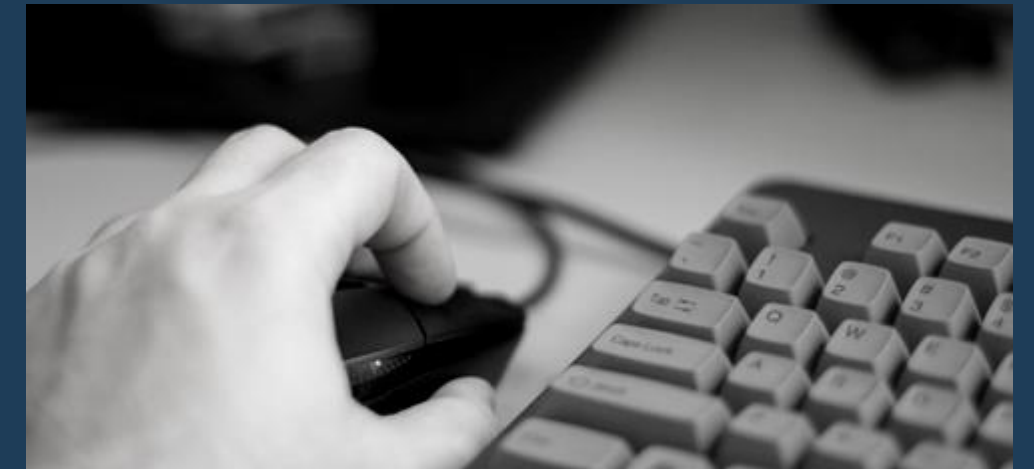
## FIRST MOVER

There hasn't been many success stories



## COMMITMENT

Key person risk and commitment required by executive and staff of all Councils



## ERP PROVIDER

The selected provider must provide maximum value and performance



# OUTCOME

1

## Better Value for Money

NPV Positive after 5 years

2

## Flexible Services

Increase in "sales" channels by 48%

Increase coverage of features from 80% to 100%

3

## Better Investment

Benefits achieved

ROI Achieved

4

## Cheaper cost of doing business

Reduction in recurrent costs

Economies of scale

5

## Higher level of engagement

Reduction in duplication by 35%

Knowledge increase

# Timeline

## Stage 1

### GRANT APPLICATION

2015-2016

Unsuccessful

### FAST GRANT APPLICATION

February 2017

Successful

### COMPLETE BUSINESS CASE

December 2017 - June 2018

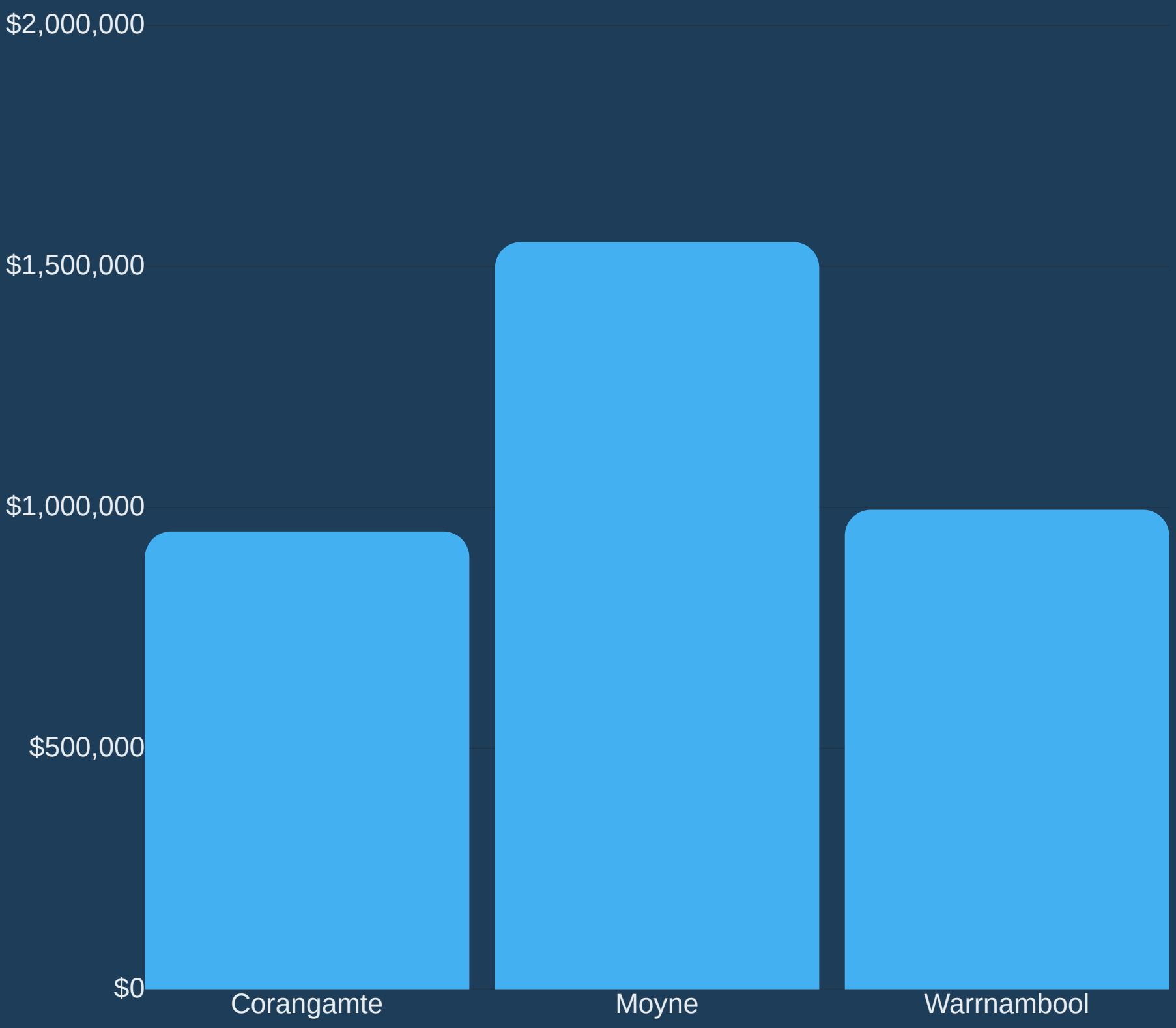
### INTERNAL BRIEFINGS

June 2018

### LGV BRIEFING

9 August 2018





# But how do we fund it?

## Little appetite

Despite enthusiasm there was little appetite by all Councils to fund a \$3.5M+ ICT project

# Timeline

## Stage 2

### RCTP ANOUNCED

14 August 2018

### RCTP EOI SUCCESSFUL

November 2018

### PREPARE RCTP APPLICATION

December 2018 - March 2018

- Rework initial business case
- Internal briefings
- Joint sitting of Audit Committees
- Council resolutions
- Submit application

### APPLICATION SUCCESSFUL

June 2019





# What worked well

## MANAGING THE POLITICAL RISK

Early engagement with Councillors and Audit Committee

## COLLABORATION AMONGST COUNCILS

Strong leadership and commitment

## CONSULTANTS

Experienced, flexible, established relationships

## SMALL SCALE

Agile, reduces some risk





# What were the challenges

## SOMETIMES IT WAS BIT LIKE HERDING CATS

Presentations are communication tools that can be used as lectures, reports, and more.

## ORGANISATIONAL ENGAGEMENT

Was limited. We should have done better.

## VENDOR ENGAGEMENT

A sense we were just playing







# Lessons

## YOU WONT ALWAYS GET WHAT YOU WANT

Be prepared to lose to win

## ITS NO SMALL COMMITMENT

Expect a lot of hard work

## TRUST YOUR TEAMS

Key success factor

## COMMUNICATION

No surprises





# Where are we now

## DEBRIEF WITH LGV

Mostly positive

Some deficiencies in the business case - risk mitigation

## RE-ENGAGE CONSULTANT

Address short-comings to ensure project risk (time, cost, benefits) is mitigated as far as practicable.

## ENGAGED WITH LAWYERS

Governance arrangements and structure.





**THIS IS IMPORTANT**

**THANK  
THE  
FUNDERS**

**AT EVERY OPPORTUNITY**

# Get in Touch

Would love to hear from you

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