



Local Government
Amalgamation Services

May 2016



Copyright © 2014
Galapagos Pty Ltd t/a
iPLATINUM
Level 2, Suite 212
410 Elizabeth Street, SURRY HILLS NSW 2010

All rights reserved.

Revision History

Date	Version	Responsible Officer	Comments
July, 2014	1.0	Mike Preedy	Initial Document
May 2015	2.0	Mike Preedy	Revised Document
May 2016	3.0	Mike Preedy	Amalgamation Version

iPLATINUM

No part of this document may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying and recording for any purpose without the express permission of iPLATINUM. All trademarks and registered trademarks mentioned in this manual are the property of their respective holders.

Warranty and Disclaimer

While every precaution has been taken in the preparation of this document, iPLATINUM assume no responsibility for errors or omissions, or damages resulting from its use.

Documentation Information	
Publication Ref:	iPLATINUM/proposals
Publication Date:	10 th May 2016
Version Number	3.0
Contact::	Mike Preedy Director iPLATINUM mikep@iplatinum.com.au Phone: +61 2 8986 9454 Mobile: + 61 404 102 500

Contents

INTRODUCTION	1
CUSTOMERS IN THE KNOW	2
OUR COMPANY AND PEOPLE	3
Specific Disclosure Information	4
SUMMARY OF SERVICES	5
BRAINSTORMING AND PLANNING SESSIONS	5
CORPORATE SYSTEMS REVIEWS	6
DATA CLEANSING AND MIGRATION	6
EOI AND RFT SERVICES	6
PROJECT MANAGEMENT/DIRECTOR SERVICES	7
IT STRATEGIC PLANNING	7
SYSTEM BRIDGING AND INTERROGATION SOLUTIONS	8
INFORMATION DISCOVERY AND ACCESS SOLUTIONS	8
DATA ARCHIVING	8
LOCAL GOVERNMENT EXPERTISE	9
INTRODUCTION	9
PROJECT EXPERIENCE	9
References	9
Project Highlights	9
ADDITIONAL INFORMATION	12
Company Profile	12
Insurance Details	12
Indicative Service Rates	12
RESUMES	13

1

Introduction

Thank you for the opportunity to present this amalgamation services overview, designed to provide an insight into the services on offer from iPLATINUM that will assist councils through an amalgamation process.

iPLATINUM has been working with Local Government since 2001 and many of our staff have in excess of 25-30 years' experience working with the industry including amalgamations locally and in other regions. As a result, we intimately understand the market, including the Council environment, IT systems, business processes, databases and the core vendor offerings in terms of product and delivery approach. More precisely, we understand the reform process and the issues associated with this change from a business systems perspective.

Many councils in New South Wales are in the process of evaluating their position and plans in relation to the reform agenda. This will, in many cases, involve a review of corporate systems to ensure they are fit to handle change for interim measures and the longer term needs of merged or amalgamated entities. For some councils, this will include considering structural change and modifying their corporate systems approach to accommodate this change.

iPLATINUM has provided independent IT consulting and services to circa 100 Local Councils and we are well equipped to assist manage change and equip councils with knowledge and technology to ensure they are in control of their future from an IT perspective.

The strategic services and products available from iPLATINUM applicable to reform include:

- Brainstorming and Planning sessions
- Corporate System Reviews
- Data Cleansing and Migration (iCleanse)
- EOI and RFT Services
- Project Management/Director Services
- IT Strategic Planning
- System Bridging and Interrogation solutions
- Information Discovery and Access solutions (iFerret)
- Data Archiving (iArchive)

iPLATINUM's experience gained over many years across this breadth of engagement has enabled us to develop great expertise across a wide variety of council systems including:

- Finance
- HR/Payroll
- Land Information (Revenue and Regulatory)
- Records and Document Management
- Assets Management
- Community Engagement and online services

- Bookings and Facilities Management
- Geographic Information Systems
- Executive Information Systems
- Mobile Computing
- Cloud

iPLATINUM can provide experienced industry professionals to guide councils through the reform process. iPLATINUM's extensive experience in delivering these services enables us to fix price many of these engagements to enable councils to deliver the appropriate outcomes within defined budgets.

iPLATINUM has many council customers in Australia and New Zealand and all of them are regarded as references for our services.

Customers in the Know

By way of introduction iPLATINUM consultants have been engaged in circa 100 key projects with Councils, including the complete management of a range of corporate system reviews and systems replacement projects, working with a number of different vendors commonly known in this market.

With most assignments we have been engaged at the project planning phase. However, we have also been asked to takeover projects which have been deemed to be struggling, requiring both an analysis of issues as well as implementation of innovative strategies to bring projects back on track and deliver successful outcomes. This experience has enabled us to gain a detailed understanding of each of the core vendors/systems and their strengths and weaknesses along with a detailed understanding of councils business and supporting processes.

Some of the councils and vendors who have engaged iPLATINUM in core IT projects include:

Albury	Gladstone (QLD)	Manly	Shellharbour
Ashfield	Gosford	Maribyrnong (VIC)	Shoalhaven
Auburn	Gosnells	Marrickville	Snowy River
Bankstown	Great Lakes	MidCoast Water	South Sydney
Bathurst	Griffith	Mildura (VIC)	Stonnington (VIC)
Bega	Hastings	Moree	Surf Coast (VIC)
Blacktown	Hawkesbury	Mosman	Sutherland
Burwood	Hornsby Shire	Mudgee Shire	Tamworth
Cairns (QLD)	Horowhenua (NZ)	Newcastle	TechnologyOne
Camden	Hurstville	Noosa Shire (QLD)	The Hills Shire
Canterbury	Inverell Shire	North Sydney	Tweed Shire
Canada Bay	Ipswich (QLD)	Orange	Yarra Ranges (VIC)
Casey (VIC)	Kempsey	Peoplecare (Health)	Wagga Wagga
City of Sydney	Kiama	Parramatta	Warringah
Civica	Kingston (VIC)	Penrith Regional	Warrumbungle
Campbelltown	Kogarah	Pittwater	Waverley
Clarence Valley	Ku-ring-gai	Port Stephens	WBC Alliance
Coffs Harbour	Lake Macquarie	Queanbeyan	Willoughby
Dalby (QLD)	Launceston (TAS)	Randwick	Wingecarribee
Dubbo	Lismore	REROC	Woollahra
Eurobodalla	Livingstone (QLD)	Richmond Valley	Wollondilly
Fujitsu	MainPac	Rockdale	Wollongong
Geac	Maitland	Singleton Shire	Wyong

Our Company and People

iPLATINUM is an Australian company with offices in Sydney, Melbourne and Brisbane focused solely on Local Government and our products and services are designed to increase the effectiveness of councils software applications.

Our management team collectively has worked with many councils throughout Australia and New Zealand and includes Trevor Wilson (CEO), Mike Preedy (Director), Steve Congdon (Technical Services Manager) and Terry Mohan (Manager Solutions). Our team is well known and respected in Local Government and the skillsets offered are complementary and comprehensive.

The iPLATINUM philosophy is simple:-

- focus on executive value add
- enhance, not compete with core systems
- make IT a more effective resource for council
- assist management in responding to increased demands
- improve return from investment in IT
- provide solutions that are flexible, efficient and effective

Our focus is on the delivery of products and services which comprise technology, consulting, training and support to ensure client requirements are met and exceeded. This is backed by a team of Local Government professionals who know council business.

Resumes for two of our senior consultants are attached as appendices to this document.

Specific Disclosure Information

iPLATINUM is an independent services and solutions company working within the Local Government marketplace. In this role we work with a variety of different vendors and partner organisations and members of our board have been previously engaged with various other organisations. Below is an outline of our current associations and relationships.

It should be noted that iPLATINUM has in the past provided consulting services for Geac(INFOR), TechnologyOne, Deloitte, Fujitsu, Congruent, AXSOne, Civica and Datacom.

iPLATINUM is of the belief that these associations will not cause a conflict within the scope of the proposed engagement.

Should you require any additional information or qualification of any details contained within this document the iPLATINUM Contact is:

Michael Preedy
Director
iPLATINUM
mikep@iplatinum.com.au
Mobile: + 61 405 102 500

2

Summary of Services

As indicated above the scope of our engagements is varied and diverse and many are tailored to suit specific organisational needs but below is a summary of some of the more common engagement types provided by iPLATINUM applicable to reform.

- Brainstorming and Planning sessions
- Corporate System Reviews
- Data Cleansing and Migration
- EOI and RFT Services
- Project Management/Director Services
- IT Strategic Planning
- System Bridging and Interrogation solutions
- Information Discovery and Access solutions
- Data Archiving

Brainstorming and Planning Sessions

iPLATINUM has already commenced a series of sessions with councils to enable them to start to plan expectations for the change process with customers early to mitigate risk and improve outcomes. During these sessions we discuss the concepts of:

- Making early decisions regarding priorities for corporate systems and management of information
- A phased approach is recommended as the preferred method to merge systems
- Minimise risks by minimising change
- Drivers to be customer focused (note that customers include staff)
- Define what has to be done in each phase by priority
- Break into front office and back office tasks

This process commences with the ½ day brainstorming and planning session to set expectations and form the basis of the change plan relative to corporate systems.

Corporate Systems Reviews

It can be a complex and indeed time-consuming task for local government to stay on top of current trends in information technology and their impact on service delivery. For this reason many councils endorse the importance of iPLATINUM's corporate system reviews.

The best starting point for the development of an IT strategy and future plan is to consider the strengths and weaknesses of current systems. iPLATINUM system audits help ensure these are identified and reported as part of an informed decision making process.

A system review involves working with the key stakeholders of council information systems to determine how the corporate systems are being used and where opportunities for improvement may exist. The review focuses on the gaps between requirements and functionality, as well as determining future requirements. It looks at opportunities for improvement which may form the basis of a remediation/change plan.

Data Cleansing and Migration

Whether it be for a new systems implementation or maintenance of existing systems, iPLATINUM can provide services to cleanse, migrate and archive data. Over a period of time we have developed methodologies and technologies that enable us to complete this process with reduced effort and improved outcomes.

In the case of a new systems implementation, we will work closely with the customer and vendor(s) to ensure data is smoothly transitioned in a format that is suitable to future needs. iPLATINUM has developed tools to automate these processes for the best possible outcomes including iCleanse.

EOI and RFT Services

iPLATINUM's tender preparation and evaluation services provide an holistic process designed to address the complete cycle from initial business analysis and design, tender document preparation, evaluation assessment, selection and implementation. The hallmark of those services is a consistent approach to the development of system replacement tenders and associated evaluation processes.

Our methodology is based on a series of template documents developed while working with a range of requirements and councils. It therefore includes evaluation of the potential solutions from a functional, useability and referenceability perspective.

Project Management/Director Services

A new IT initiative often involves the reallocation of busy resources, already with limited opportunity to be removed from day-to-day processes. So, at worst, the responsibility for project management may not be assigned or, even at best, it may be assigned to someone whose self-interest precludes a whole-of-project focus. iPLATINUM's project management services can eliminate these potential threats to project success.

Our project managers' extensive experience governed by a single-minded focus on the success of a project is a powerful argument to regard an independent project manager as a necessity, rather than an option. Our project management approach is based on proven techniques and methodologies, which are adapted and scaled to suit the needs of every project.

Whether the project is big or small our project management services will help ensure the best possible outcome, at cost-effective rates.

IT Strategic Planning

iPLATINUM consultants have comprehensive experience helping determine short and long term IT requirements, including the development of a rigorous IT plan which conforms to industry standards. Our consultants work with the organisation, often under the guidance of the IT manager, to ensure that an IT strategy document supports an organisation's objectives.

Each project by definition must detail key benefits, ownership, timeframe and costs. The key areas identified as being essential components of the ICT plan include:

- Alignment of ICT provision to business needs
- Effectiveness and suitability of current technology (hard and soft)
- Identification of gaps in existing service provision
- Governance framework
- Performance measures
- Future service provision alternatives
- Opportunities and impacts of cloud, managed and shared services
- Disaster recovery and business continuity
- Risk management
- Future opportunities including mobile and community engagement
- Cost of provision

iPLATINUM would consider each of the above as being fundamental components of an effective ICT Strategy.

System Bridging and Interrogation Solutions

iPLATINUM consultants have in excess of 30 years experience specifying and designing solutions to meet the needs of Local Government. These skills can be used in the analysis of system requirements for councils and the design of solutions to meet these requirements. This may include the sourcing of an off the shelf solution to meet that identified need, recommendations for modifications to existing systems or the development of new technology to address a specific need.

During an amalgamation process there will be a need to access information across disparate systems across multiple corporate platforms. iPLATINUM has developed technology to enable this process to occur simply, quickly and seamlessly thus giving staff efficient access to information across multiple repositories.

Information Discovery and Access Solutions

Organisations have long realised that there is a wealth of information which is not used adequately because staff either don't know the information exists or have trouble accessing that information in context. This is where iFerret excels. Its core search engine technology helps deliver greater accessibility to information across all the corporate digital assets. As intuitively as searching in Google, any user can now find any piece of information which they have permission to access, whether that information is in a document management system, corporate application, email, email archive or network drive.

Both structured and non-structured information becomes quickly and easily accessible through a single user interface with no need to log in to multiple complex corporate applications.

iFerret can be installed across multiple systems in multiple locations giving council the capability to access information across systems and locations using a single user interface.

Data Archiving

The iPLATINUM data archival solution, iArchive, helps with the decommissioning of legacy systems, while allowing councils to store historical data independent of application technology. This gives councils a mechanism to query and report on this data without the need for an application to support it.

iFerret is now used as the interface into archived historical information giving council officers the capability to easily query and extract historical and current transaction information through a common user interface.

3

Local Government Expertise

Introduction

iPLATINUM staff have extensive experience in a range of Information Technology disciplines including Infrastructure, Applications, Strategic Planning, Tender Preparation, Evaluation and Contract Negotiations and Project Management, including the implementation of solutions in Local Government. We have worked with all of the major vendors and have a good working relationships with the various application suppliers to Local Government.

Project Experience

Over the last 15 years iPLATINUM personnel have acted as consultants for circa 100 Local Government authorities and other organisations, including the following;

References

City Canada Bay – Bruce Cook, Director Corporate Services
Email: bruce.cook@canadabay.nsw.gov.au Phone: 02 9911 6525

Maribyrnong City Council (Victoria) – Celia Haddock, Director Corporate Services
Email: celia.haddock@maribyrnong.vic.gov.au Phone: 03 9688 0319

Eurobodalla Council – Jeff Phillips, Divisional Manager – Governance and Information
Email: jeff.phillips@eurobodalla.nsw.gov.au Phone: 02 4474 1267

Warringah Council – Richard McManus, Chief Information Officer
Email: Richard.McManus@warringah.nsw.gov.au Phone: 02 9942 2277

Blacktown City Council - Mark Cleland, Manager Information Technology Email:
mark.cleland@blacktown.nsw.gov.au Phone: 02 9839 9170

Project Highlights

City of Canada Bay – Three (3) significant projects

- Project Management Corporate Business Systems Replacement Project (March, 2013 to July, 2014 Multi-Phased Project)
- Name and Address Management Data Cleansing Project (July, 2013 to July, 2014)
- Corporate Business Systems Replacement Project RFT (Apr, 2012 to Dec, 2012)

The focus of the Project Management consultancy was to take singular responsibility as the Project Manager for managing the implementation of the complete TechnologyOne OneCouncil solution.

Council chose the OneCouncil solution to provide a complete range of Implementation Services by way of replacing the current "best of breed" suite of applications.

Solutions being implemented include;

- Financial Management System
- Property, Revenue & Regulatory
- Human Resources and Payroll Management System
- Enterprise Asset Management System (both Operational and Strategic Asset Management)
- Electronic Document & Records Management System (Existing ECM but Reinvigorated)
- Customer Request Management
- Corporate Performance Planning
- Complete range of eBusiness capabilities including;
 - Customer Request Lodgement and Tracking
 - Application Lodgement, Tracking and Submission management
 - Full range of Account Payment Options
 - Employee Self Service

In addition the new solutions are expected to provide the following;

- Management Reporting and ad-hoc report capabilities
- Solutions which allow staff to access any system at anytime from any work location.
- Full integration between the above components and other Corporate Applications including Geographic Information System (MapInfo) and a range of other special purpose corporate applications.

TechnologyOne is solely responsible for migration of all data from legacy systems into their solution, as well as the provision of a complete end user training program. In both instances iPLATINUM is fully engaged in the management of these aspects to ensure delivery against required objectives and requisite level of quality.

The implementation project has been segmented into multiple phases and is being undertaken by a whole of council project team, managed by iPLATINUM.

iPLATINUM has provided significant intellectual property and methodologies to Council for the management of the project including provision of a range of documents eg. Project Initiation

Contact: Bruce Cook – Director Corporate Services; Phone: 02 9911 6525 Email: bruce.cook@canadabay.nsw.gov.au or Peter Beck - Manager Information Systems; Phone 02 9911 6570 Email: peter.beck@canadabay.nsw.gov.au

Maribyrnong City Council – Two (2) Significant Projects

- Project Assurance Corporate Business Systems Replacement Project (September, 2013 to July, 2015 Multi-Phased Project)
- Corporate Business Systems Replacement Project (August, 2012 to May, 2013)

iPLATINUM has been engaged to provide Project Assurance consulting for the implementation of the Civica AUTHORITY solution as a part of a complete Business Systems refresh project being undertaken by Maribyrnong City Council.

This engagement follows iPLATINUM's previous engagement with Council by way of managing the complete Request For Tender and Evaluation Process.

The role of Project Assurance Manager is to provide initial consulting advice in regard to the initiation and definition of the implementation project and then undertake regular quality assurance reviews to ensure that the project is being both undertaken with agreed protocols and delivers against agreed project objectives.

On-going advice in terms of strategies for management of project related risks and issues is also provided on an ad-hoc basis.

In addition iPLATINUM has taken the lead in developing requirements for Data Migration and End User training, both of which are the responsibility of Civica.

Maribyrnong City Council (Victoria) - Marnie Williams Executive Manager, Organisational Development & Business Transformation

Email: marnie.williams@maribyrnong.vic.gov.au Phone: 03 9688 0319

Blacktown Council – Four (4) Significant Projects

- Development of Business Technology 2012 – 2016 Strategic Plan (2011 timeframe)
- Business Requirements Study (2010)
- Business Systems Replacement Project EOI (2010)
- Business Systems Replacement Project RFT (2013)

Contact: Mark Cleland - Manager Information Technology Phone: 02 9839 9170

Email: mark.cleland@blacktown.nsw.gov.au

iPLATINUM used its considerable expertise and existing intellectual property to undertake the initial analysis, via interactive workshop sessions, of each Council's Corporate Information Systems requirements including a set of broad requirements suitable for issuing to the market via an Expression of Interest (EOI) or Request for Tender process. This project included the development of an Evaluation Model and Methodology.

Each project required iPLATINUM to manage the entire set of deliverables including provision of regular advice to Council resources involved in each of the projects.

Some projects, including City Canada Bay and Maribyrnong City Council, also required iPLATINUM to direct the Contract Negotiation phase once a preferred Vendor had been identified.

All projects were undertaken on a Fixed Price basis and were delivered on-time and within budget.

Additional Information

Company Profile

Vendor Name	Galapagos Pty Ltd, trading as iPLATINUM
Australian Business Number (ABN)	36002322910
Principal Business Address	Suite 212, Level 2 410 Elizabeth Street SURRY HILLS NSW 2010
Telephone	02 8986 9454 or 1300 Ferret
Facsimile	02 9281 2150
Contact Person (Name, Phone, Email)	Mike Preedy, Director Mobile: 0405 102 500, Email: mikep@iplatinum.com.au

Galapagos is an Australian company formed in 2001 and focused solely on Local Government and our products and services are designed to increase the effectiveness of Council software applications.

Insurance Details

See separate Certificate of Currency documents;

- Employers Mutual – Workers Compensation
- CGU – Business Insurance including Public and Product Liability
- QBE – ICT Consulting Services including Acts, Errors & Omissions and Personal / Property Damage

Indicative Service Rates

iPLATINUM services are generally provided to New South Wales Local Government at the discounted rate of \$1980 per day. Technology and products are priced according to engagement requirements.

Appendix A

Resumes

Full Name	Terry Mohan
Position	Manager Solutions / Project Manager/ Management Consultant
Attributes	<p>People Management: ability to manage people from a broad range of disciplines to form a cohesive and effective team.</p> <p>Inter-personal skills: ability to liaise effectively with people from all levels of an organisation and from all walks of life due to an open, friendly and respectful disposition.</p> <p>Excellent communication and presentation skills: fluent written and oral communication and an experienced public speaker.</p> <p>Project Management: proven track record of successful projects.</p> <p>Business Analysis: broad business exposure with ability to quickly comprehend business issues, particularly from an end users perspective.</p> <p>Conscientious and highly motivated to achieve results: a personal strength which also provides leadership by example.</p>
Experience	<p>2001 – Present</p> <p>Strategic IT Management Consultancy Cairns, Wollongong, City Of Sydney, Willoughby, Tweed Shire, Yass, Canterbury, Fairfield, Great Lakes / City Greater Taree, Shellharbour, Deloitte, Fujitsu, Councils Online, Blacktown, Ku-ring-gai, Newcastle</p> <p>Project Management Great Lakes, Wollongong, Inverell, G5 (Hornsby, Lake Macquarie, Parramatta, Randwick, Wyong) Councils Online (Geac), City of Canada Bay, Liverpool, City of Sydney, Auburn, Snowy River Shire, Canterbury, Warringah, Fairfield, City of Ryde, Maribyrnong City</p> <p>Tender Preparation & Evaluation City of Sydney, City of Canterbury, Fairfield, Warringah, City of Ryde, Shellharbour, Blacktown, Randwick, Hurstville, NSW Rural Fire Service, WBC Alliance, Shoalhaven, Richmond Valley, RERO, City of Canada Bay, Maribyrnong (Vic), Newcastle City Council, MidCoast Water, Port Stephens Council</p> <p>Other</p> <p>iFerret Implementation Projects – North Sydney, Canterbury, Baulkham Hills, Randwick, Manly, Orange, Willoughby, Kuringai, Pittwater, Wyong, Lake Macquarie, Fairfield, Sutherland, Marrickville</p> <p>eProcurement Implementations - Baulkham Hills Council, Noosa Shire Council, Local Buy (LGAQ)</p>

Full Name	Terry Mohan
	<p>eBusiness RRIF Implementation Management - Canterbury, Auburn 2000-2001</p> <p>Sanderson Local Govt Solutions Customer Services Manager</p> <p>Major Projects included</p> <ul style="list-style-type: none">• Integration of two support call centres, Management, re-skilling of support analysts in AUTHORITY, Management of support services across two product groups• Management of the AUTHORITY 4.5 Release• GST Project• Gap Analysis/Co-ordinatnor• Strategic Relationship Review Gosford City <p>1991-1999</p> <p>Genasys Systems</p> <p>Support Analyst, Project Leader – Business Analyst, Senior Consultant</p>

Full Name	Steve Watson
Position	Project Manager/ Management Consultant
Attributes	<p>Project Management: a proven track record in a range of successful projects using multiple technologies covering both software and infrastructure</p> <p>Solution and Service Delivery: experienced Delivery Manager for a variety of enterprise solutions covering both financial and operational systems</p> <p>Strategic and Business Management: experienced in resource planning, setting strategic objectives, cost control and forecasting</p> <p>People Skills: ability to manage people from a broad range of disciplines and experienced in large team situations. Ability to work with people in all levels of an organisation</p> <p>Business Analysis: broad business exposure and capability to comprehend issues from an end-user perspective</p>
Experience	<p>2012 – present Project Manager and Business Consultant for Local Government and private organisations – solutions for RFT Preparation & Evaluation and implementations. Strategic plan development and general project management activities</p> <p>2008 – 2012 CDC - Professional Services Manager and Business Consultant and Delivery Manager. Management of solution delivery teams and delivery programme for the national customer base. Business consulting for IT Strategic planning and projects</p> <p>2001 – 2008 Project Manager for Local Government solution RFT and evaluations Tender Preparation & Evaluation</p> <p>Project Manager for implementation, deployment and customisation of enterprise Local Government solutions</p> <p>Business Consulting for Local Government such as Strategic Plan development, IT skills reviews and Information Management reporting</p> <p>1998 - 2001 Sanderson (Civica) Local Government Solutions Development Manager for the Local government suite of products and infrastructure support of customer sites</p> <p>1996 - 1998 Genasys USA Client services Manager for the delivery of professional services, support desk, training and in-house IT services</p>