



# Case Study

## About Queanbeyan City Council

Aptly described as 'country living with city benefits', the city of Queanbeyan is only 10kms from Parliament House in the National Capital, Canberra. With a population of more than 37,500 citizens, Queanbeyan is part of a vibrant region, which includes Canberra and the southern tablelands.

### The issue

In May 2009, the NSW Government announced draft legislation changing councils' planning and reporting structures, requiring them to develop a 10-year Community Strategic Plan, a Resourcing Strategy, and a four-year Delivery Program.

The Local Government Amendment (Planning and Reporting) Act 2009 was assented to in October. By this time Queanbeyan City Council, which has a budget of \$80m and 304 staff, had already decided to become a 'Group One' Council – the first to present their plans by the end of June 2010.

Although Queanbeyan City Council already used TechnologyOne Financials and Performance Planning, it was using PowerBudget for internal budgeting and still using manual Excel spreadsheets to do salaries. This meant the data needed for integrated planning was in different systems.

### The Solution

Queanbeyan City Council implemented TechnologyOne Business Intelligence and Enterprise Budgeting alongside its existing TechnologyOne Financials and Performance Planning solutions to ensure it had an integrated approach to its integrated planning needs.

The Council is now one of the first organisations in Australia to have TechnologyOne's Corporate Performance Management (CPM) solution, which combines Enterprise Budgeting, Performance Planning and Business Intelligence. The solution was implemented by an in-house team in only two months and went live in February 2010.



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# The green light for the road ahead

Queanbeyan had a head start under the new planning and reporting laws, as it started integrated planning at the beginning of 2008 and was already ticking a lot of the boxes; it had the beginnings of a strategic workforce plan, a community vision and a long-term asset management plan.

However, to get from the very high-level, long-term strategic priorities, such as 'Culture and Leisure Lifestyle' to a number of shorter term goals and detailed plans, budgets needed to be set, staff allocated and key performance indicators (KPIs) agreed. All employees at every level would have to be involved, their true costs accounted for and their own targets put in place.

One of the major selling points of the new solution was the Business Intelligence dashboards, which have helped make an incredibly complex planning and reporting system very simple for the individual user.

Queanbeyan implemented the software to fit around its own internal reporting structure so managers only have to think about their division and their KPIs. Budgeting is now the divisional managers' responsibility rather than finance's, and the integrated system means they can allocate it against projects and priorities. This means the budget is properly applied as managers can easily finetune it. It also helps them justify their budget when the next financial year comes around.

One of the largest costs for Council is staff and managers can now allocate a percentage of an individual full time employee's (FTE) time to a project for greater accountability and to understand the real cost of a project. Previously they had to fill in a worksheet and send to finance, who would then upload it.

The integrated solution also means all updates are made to the main ledger rather than data being extracted and then updated in an external system. This cuts work for everyone.

In terms of KPIs, a traffic light system lets users know if something is not going to plan and directors and managers can take a screen shot and email it to a divisional manager to find out what's happening if a red light shows. There is no flipping between systems and no printing out pages of data. Reports,

such as a period analysis, can be run by just clicking on a link. Training is greatly simplified for the most basic user – the CPM solution is so well designed, it even fits the screen so there is no scrolling.

Any user can go into the system and see how a division is performing at the top level and then drill down by simply clicking on a hyperlink to a cost centre and then into transactional detail such as purchase orders.

Paul Spyve, Executive Manager Corporate Planning, said Queanbeyan City Council had a head start because TechnologyOne Financials was already implemented.

"Many projects and programmes were already in the system with staff and budgets allocated, so we just had to go through all cost centres and start linking them to strategic priorities," Mr Spyve explained.

Like all TechnologyOne solutions, CPM has been configured to the needs of the user determined by job specific KPIs.

"The core architecture allows drill-down so all stakeholders can see how the plans, programmes and projects all link together without anyone having to re-enter data.

"The performance targets can then be entered using the new CPM solution – the software is invaluable to this process now and going into the future."

## The strategic plan:

In June 2010 Queanbeyan City Council presented to NSW State Government:

- a 10 year strategic plan based on community aspirations and underpinned by a resource plan covering funding, assets and staffing;
- a four-year delivery programme to tie in with the Council's elected term and taking the form of a 'social contract', covering what programmes and projects the Council will deliver and how it will fund them; and
- a one-year operational plan, similar to an annual budget with KPIs.

## Products

**Technology Corporate Performance Management** – TechnologyOne CPM enables organisations to monitor and manage performance across revenue, service and operational costs and seamlessly plan, act on, check and review their strategic and operational KPIs on a daily, quarterly or annual basis. It was designed to address the growing demand for sustainability measurement and triple or quadruple bottom line reporting.

It can capture both financial and non-financial metrics from revenue and running costs to customer satisfaction, community engagement, and social and environmental impacts.

It links all activity to relevant plan components such as outcomes, outputs, business units, services and projects and a variety of qualitative and quantitative performance measures track team targets.

The ten-year plan has seven strategic priorities:

1. Building an image for the future
2. Business and industry
3. Education, skills and training
4. Culture and leisure lifestyle
5. Infrastructure, access and transport
6. Community and belonging
7. Environment and sustainability

These priorities were pinpointed through revisiting a community vision project that had been completed two years previously. Prior to the new planning and reporting laws, NSW councils would draft plans for their local communities, publish them and place an advertisement inviting any feedback by a set deadline. Under the new legislation, Councils have to engage with the public to pinpoint community aspirations for local area and expectations regarding service levels. They then negotiate a plan and budget to deliver those aspirations and services. For example, if the community asks for a new road, are they prepared to pay for it, or will another solution be sufficient? This open and accountable approach results in a social contract between Council and community that is delivered through the four-year programme.

For example, Queanbeyan City Council's fourth strategic priority is 'Culture and Leisure Lifestyle'. By talking to the public, the Council then broke that priority down into five long-term goals for the four-year delivery programme:

1. Recognising, protecting and celebrating the city's natural and built environment
2. Creating lifestyle opportunities
3. Cycle and walkways
4. Expanding cultural activities
5. Creating opportunities for youth

A plan has been drafted for each goal, with specific projects and KPIs. For example, one of the KPIs is to develop and deliver a business plan for Queanbeyan Showgrounds to start in year

2010/11. This has now been allocated a budget, staff and individual KPIs for staff. Not only is this level of detail presented for State Government, but it is open for the public to see at the top and the most detailed level.

## Planning for the future:

Queanbeyan City Council intends to continue working with TechnologyOne to add to and further upgrade its software. In the next few months it will fully integrate its system with the new TechnologyOne Performance Planning solution. TechnologyOne software is uncoupled, meaning a customer can have a fully integrated enterprise suite but upgrade its software products independently.

The new TechnologyOne Performance Planning will be available in the July-October 2010 quarter. It will pull in data from other systems using TechnologyOne's sophisticated Business ETL tool (Extract, Transform and Load) to replace other activities normally performed outside of the system and capture that information into Business Intelligence dashboards with the same end result – for example, a report will still print as a word document. Queanbeyan City Council will use it to form graphical displays of hierarchies of components according to strategic priorities.

This means the Council will never have to manipulate data in another system and can present projects, priorities and results to the public in an easy to understand format.

Paul Spyve said the Council liked working with TechnologyOne as it appreciated how much the software company committed to research and development.

"TechnologyOne's takes a true partnership approach, it talks to its customers and continually refines its software to ensure it addresses our needs," Mr Spyve said.

"Because of this, the task of putting a strategic plan in place has been relatively easy, whereas it could have been a herculean effort.

"As a result Queanbeyan City Council has become a 'Group One' Council, placing us in a great position ahead of the pack."

**"The core architecture allows drill down so all stakeholders can see how the plans, programmes and projects all link together without anyone having to re-enter data. The performance targets can then be entered using the new CPM solution – the software is invaluable to this process now and going into the future."**

Paul Spyve  
Executive Manager Corporate Planning  
Queanbeyan City Council



# TechnologyOne Solution Suite for the Local Government Sector

TechnologyOne provides totally integrated enterprise software solutions. Each product in our solution suite stands alone as best in class, or can seamlessly join together to create one total enterprise solution.

Our integrated enterprise suite for the Local Government sector includes:

- TechnologyOne Financials
- TechnologyOne Human Resource & Payroll
- TechnologyOne Supply Chain
- TechnologyOne Business Intelligence
- TechnologyOne Budgeting
- TechnologyOne Property & Rating
- TechnologyOne Performance Planning
- TechnologyOne Works & Assets
- TechnologyOne Enterprise Content Management (ECM)
- TechnologyOne Customer Relationship Management (CRM)

Each solution is built on our leading edge, Connected Intelligence platform which is based on an advanced service oriented architecture, setting the benchmark for true people-centric business tools.

## About TechnologyOne

TechnologyOne (ASX: TNE) is a leading enterprise software solutions provider. For more than 20 years we have been providing deeply integrated software solutions for business, government, financial services, health and community, education and the utilities sectors. Tens of thousands of people each day use our world class solutions which we develop, implement and support. Our organisation wide solution suite, integration solutions and custom designed solutions provide world-class services which are based on leading edge technology and are backed up by a substantial R&D program providing our customers with a long term, secure and valuable partnership. TechnologyOne employs more than 700 people and has offices in each State and Territory of Australia, New Zealand, Malaysia and the United Kingdom.



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