

16 REPORTS FOR INFORMATION

16.1 OneCouncil Implementation Plan update

Responsible Director: Office of the Chief Executive Officer

Item 16.1

Background

In 2019 Kiama Council issued a tender to evaluate whether Authority remained the most suitable Enterprise Resource Planning (ERP) solution. Following this assessment, the TechnologyOne ERP system, OneCouncil, was chosen as the preferred replacement to enhance operational efficiency and meet evolving organisational needs. The rollout of OneCouncil began in 2020.

The project baseline, set during the planning phase in September 2019, divided the implementation into three distinct phases:

- **Release 1** (January 2020 – June 2021):
 - *Release 1a*: Financials (General Ledger, Bank Reconciliation, etc.)
 - *Release 1b*: Supply Chain (Accounts Payable, Purchasing, Inventory), Risk and Compliance, Financial Assets
 - *Release 1c*: Contracts, Performance Planning
- **Release 2** (January 2021 – June 2022):
 - *Release 2a*: Payroll
 - *Release 2b*: Enterprise Budgeting, Human Resources, Strategic and Enterprise Asset Management
- **Release 3** (June 2022 – June 2023):
 - Property and Rating (including Rates, Fees and Charges, Enterprise Cash Receipting), Enterprise Content Management (Records), Customer Request Management, and Spatial

However, the project faced significant challenges, including lack of dedicated expert staff, lack of scoping and contract management, no backfill arrangements, staff turnover and urgent issues like inaccuracy of accounting records, a Performance Improvement Order and financial data migration challenges. Several reports to the Audit, Risk and Improvement Committee (ARIC) and prior elected bodies were submitted which outlined these issues so that appropriate disclosures were made, along with client meetings with contractors.

On reviewing of these challenges and with consultation with elected bodies and ARIC the project was paused in 2022 before the implementation of Release 3.

Completing the OneCouncil implementation is crucial for the Council's long-term sustainability. Running two ERP systems is both costly and resource-intensive, especially for a Council of this size. Fully implementing OneCouncil will provide significant benefits to both staff and external customers.

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16.1 OneCouncil Implementation Plan update (cont)

The urgency of completing OneCouncil is underscored by a revised Performance Improvement Order (PIO) issued in May 2024, which requires Council to finalise ERP implementation by the end of the 2026-27 financial year.

The Executive Leadership team and the elected body endorsed a OneCouncil roadmap in November 2024 to meet the requirements under the PIO.

Project Implementation progress

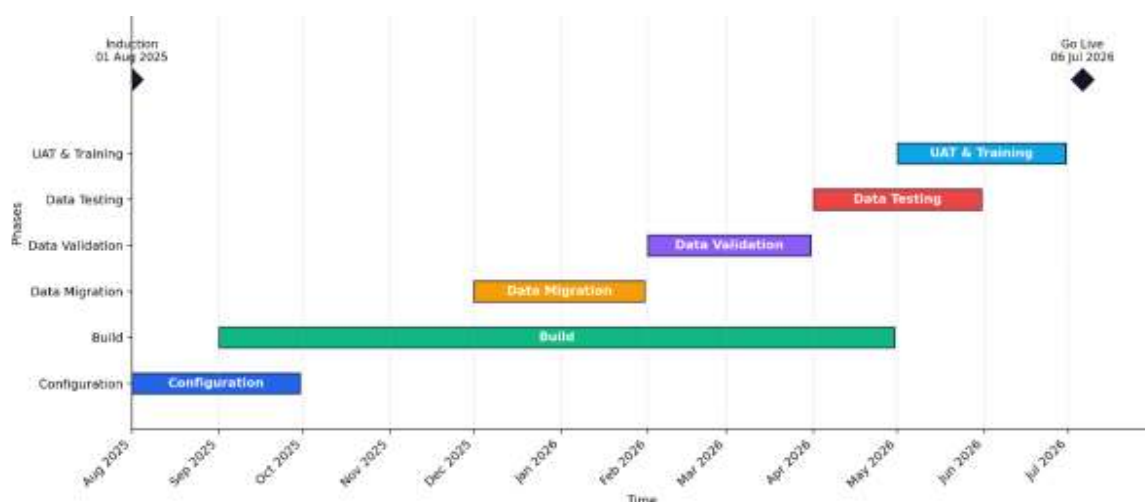
Following the endorsement of the roadmap in late 2024, Leander Consulting were the successful tenderer to partner with Council staff in delivering the PnR Implementation project providing Council with project management and specialist technical expertise.

The roadmap of the Property and Rating (PnR) Implementation project is broken into two releases. The first section is release 3 which focuses on the revenue modules, the scope of the project includes:

Release 3 – Revenue ECR

- Property and Land
- Names
- Service Management – Waste
- Debtors/Billing
- Valuations & Rates
- Electronic Cash Receipting (ECR)
- Spatial.

Release 3 is currently on track to be implemented by 6 July 2026.

Timeline of Implementation of Release 3:

The second component of the OneCouncil PnR implementation roadmap is release 4. This includes the following modules:

Release 4 - Compliance, ECM & CRM

- Development & Other Applications
- Planning & Policy
- Bonds & Guarantees
- Leases & Licenses
- Infringements & Enforcements
- Permits & Certificates
- Cemetery
- Customer Request Management (CRM)
- Enterprise Content Management (ECM)
- Portals/website
- Mobility.

The planning, induction, initiation and discovery/ phase for Release 4 is commencing in April 2026.

Budget

The project budget approved in November 2024 is provided in the table below.

Financial year	Total annual budget
2024-25	1,100,000
2025-26	2,200,000
2026-27	1,026,250
Total:	4,326,250

Limited work commenced during the 2024-25 financial year due to the planning stage of the project; \$51,173.81 was spent during the 2024-25 year from the \$1M budget. This was reclassified to operational expenditure as part of EOFY financial statements changes. The remainder was carried forward into 2025-26 capital budget.

The following table demonstrates the current project budget tracking of release 3, PnR implementation budget and commitments as of end of January 2026:

Project budget	\$2,417,335
YTD spend	\$952,980
Balance remaining	\$1,464,355
Percentage spent	39%

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Forward commitments	\$1,080,454
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In the report to Council in November 2024, the following items listed below were excluded from the budget and would need to be managed as part of the project:

- Archiving old system (Authority): One-off investment range \$90k-\$200k depending on the software
- Annual cost range \$12k-\$40k.
- NSW Planning Portal integration • Implementation cost estimate for all Application types \$45K (one off)
- Hosting and maintenance estimate \$15K-\$20K per annum, in most cases this is based on population
- Ongoing system administration resource and post go-live business improvement: outsourcing vs. in-house vs hybrid options will be considered.

The diagram at the end of the report outlines the TechnologyOne ERP system stack modules have been implemented and next to be implementation across the Council.

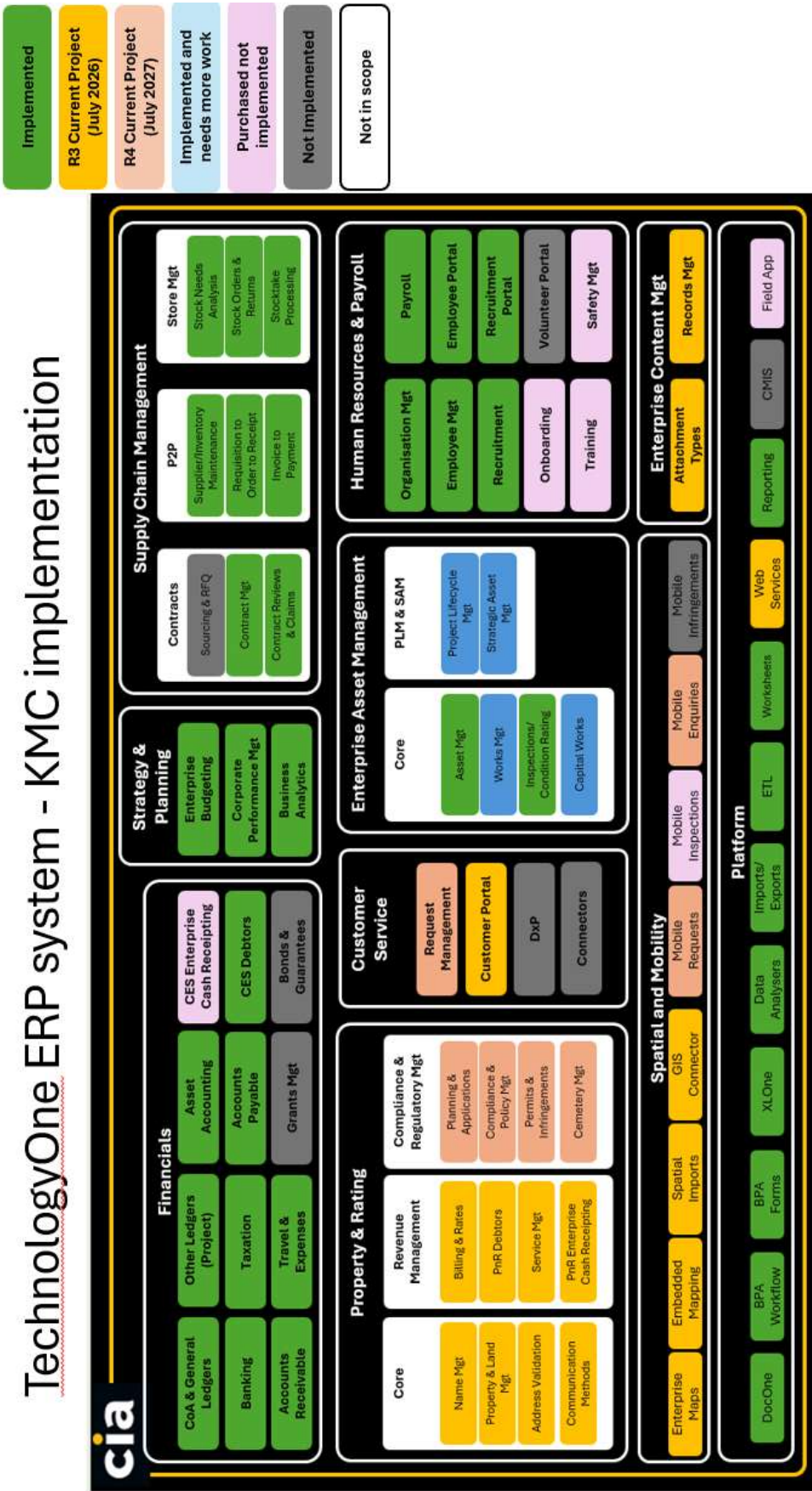
Communication/Community Engagement

Communication with community will be required as part of the change of systems that will outline the impact on how our customers access information.

Risk implication

Completing the OneCouncil implementation is crucial for the Council’s long-term sustainability. Council is currently running two ERP systems as transitions which is both costly and resource-intensive, for a Council of this size.

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16.2 Outstanding Questions with Notice Register for March 2026Responsible Director: Office of the Chief Executive Officer

Report

Enclosed for Councillors' information is a list of the outstanding questions with notice for March 2026.

Communication/Community Engagement

This report provides the community with the status and timeframes for a response to any outstanding questions with notice from Councillors from previous meetings.

Risk implication

This register provides tracking of responses to questions with notice submitted by Councillors to ensure that all questions are responded to, therefore removing the risk of a question being missed.

Enclosures

- 1 Outstanding Questions with notice Register - March 2026 [⇒](#)

16.3 Submission to the Inquiry into Government service delivery standards in regional NSWResponsible Director: Strategies and Communities

Report

The Legislative Assembly Committee on Investment, Industry and Regional Development conducted an inquiry into Government service delivery standards in regional NSW. Council was invited to provide a submission by 15 February 2026.

The scope of the inquiry included:

- current performance measurements, accountability mechanisms, monitoring metrics, and reporting frameworks for services in regional NSW outsourced to third-party providers.
- differences in government service delivery standards between metropolitan and regional areas.
- options to improve monitoring, evaluation and reporting of the delivery of government funded services in regional NSW, with reference to the social justice and community sector.
- the need to reform and develop legislative frameworks to improve government service delivery standards in regional NSW.

This report presents the submission provided to the inquiry from Council. A copy of the submission is enclosed for the information of Council.

Communication/Community Engagement

Office of the CEO.

Risk implication

Nil.

Enclosures

- 1 Council submission on Government Service Delivery Standards in Regional NSW [↗](#)