



Cardinia Shire Council

# **The Innovation Journey at Cardinia Shire Council - Riding the AI wave**

30<sup>th</sup> May 2018



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# Cardinia Digital Transformation

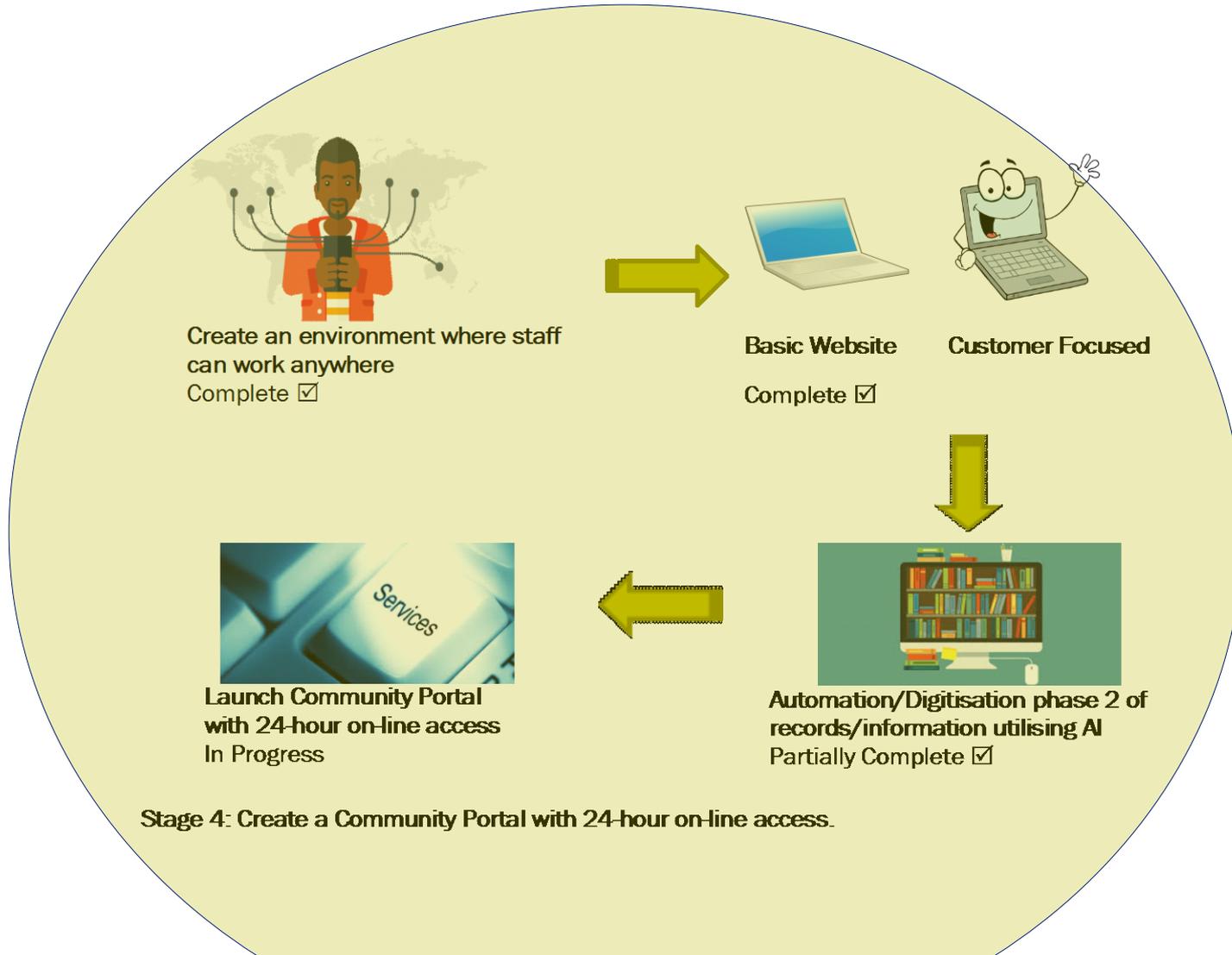
Why did Cardinia choose the Digital Transformation Path?

**We either had to disrupt or be disrupted**



- Were one of the most indebted Councils in Victoria.
- With the lowest staffing ratio's in the sector.
- High growth rate in land development, building
- Rapidly rising population growth
- **Population growth is currently at 6 families a day.**
- Global influences shifting community expectation
- Old ways of working doesn't fit modern world competition
- Have to do more with less

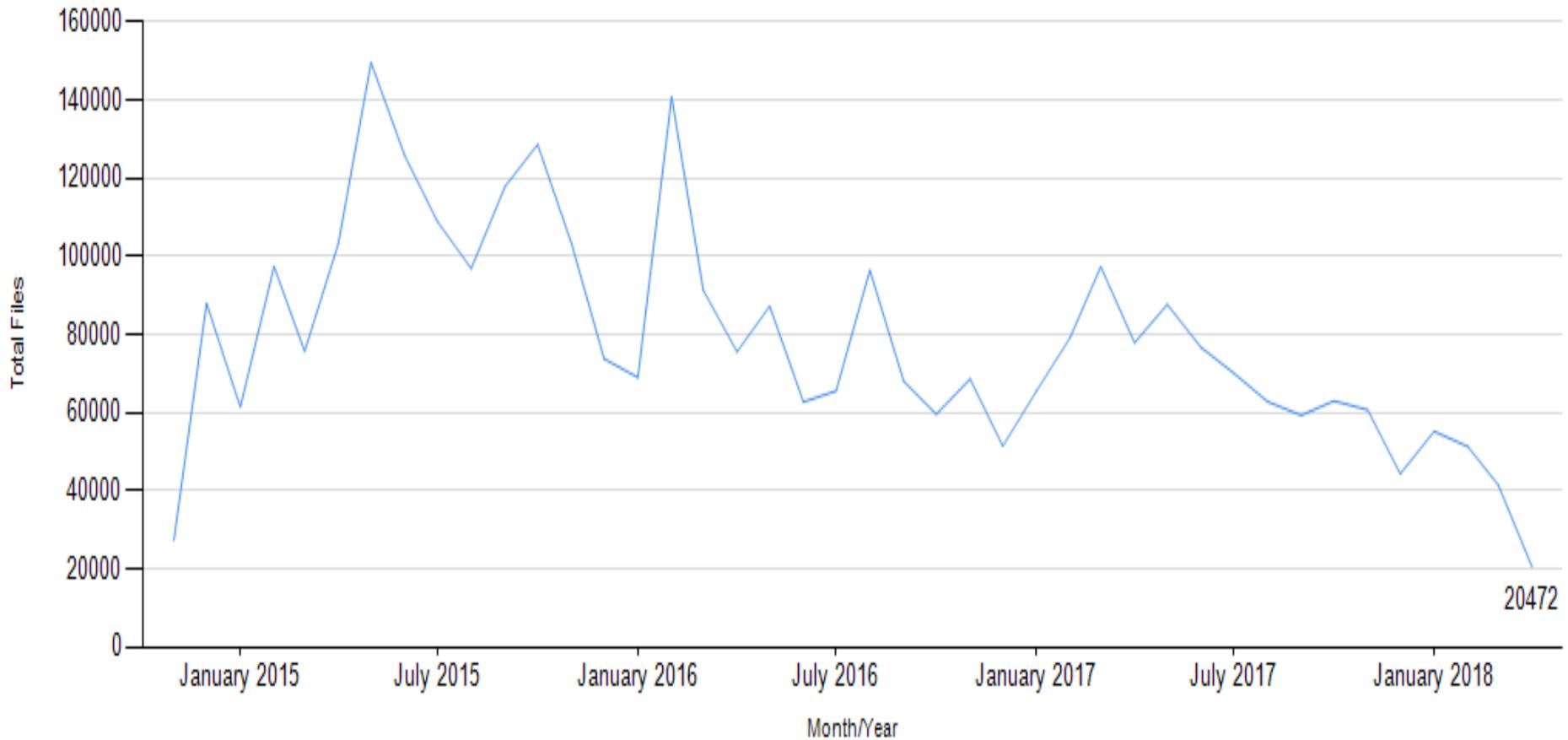
# Problems we set out to solve



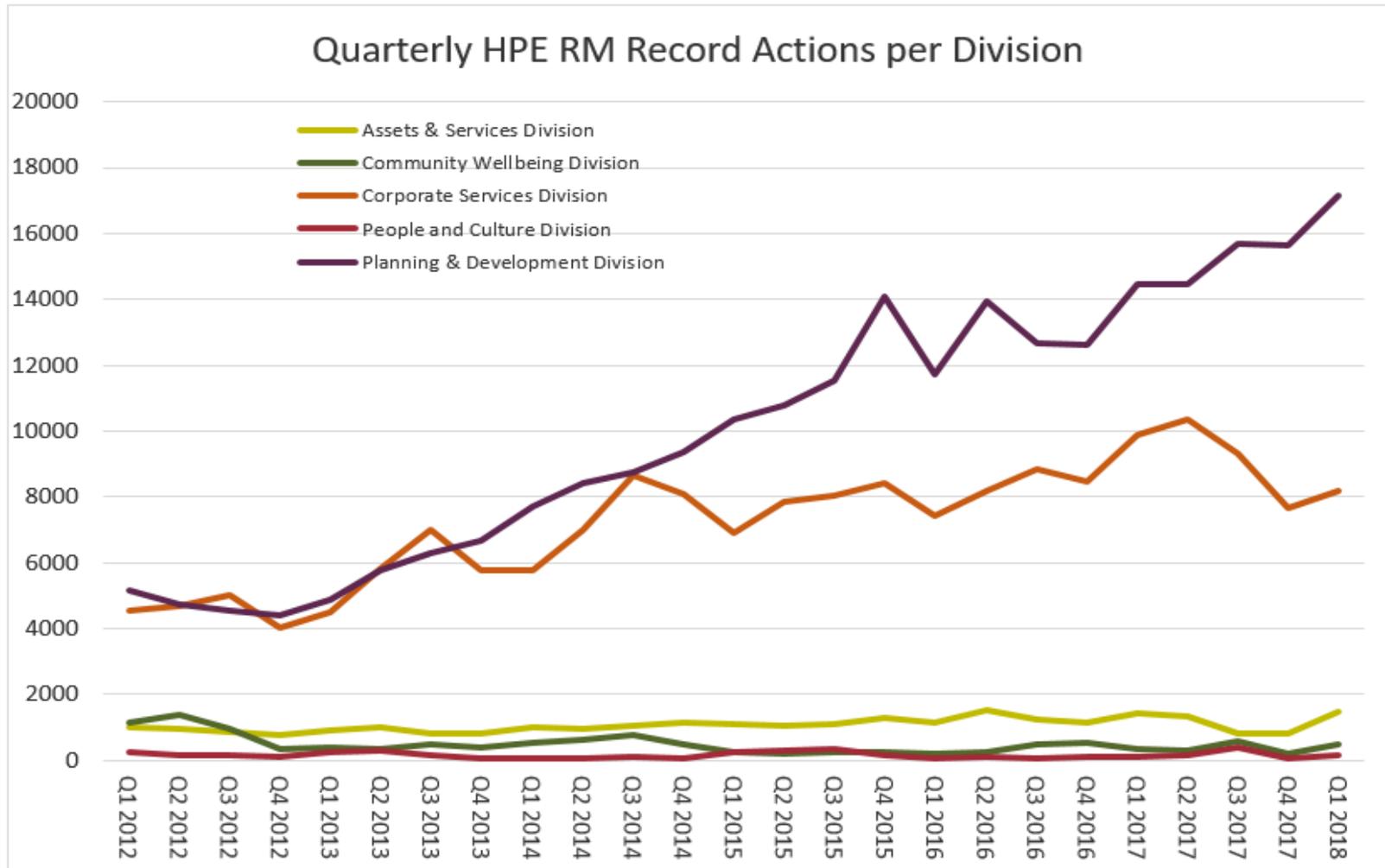
Stage 4: Create a Community Portal with 24-hour on-line access.

# Cardinia Digital Transformation

Count of Modified files over time up to April 2018

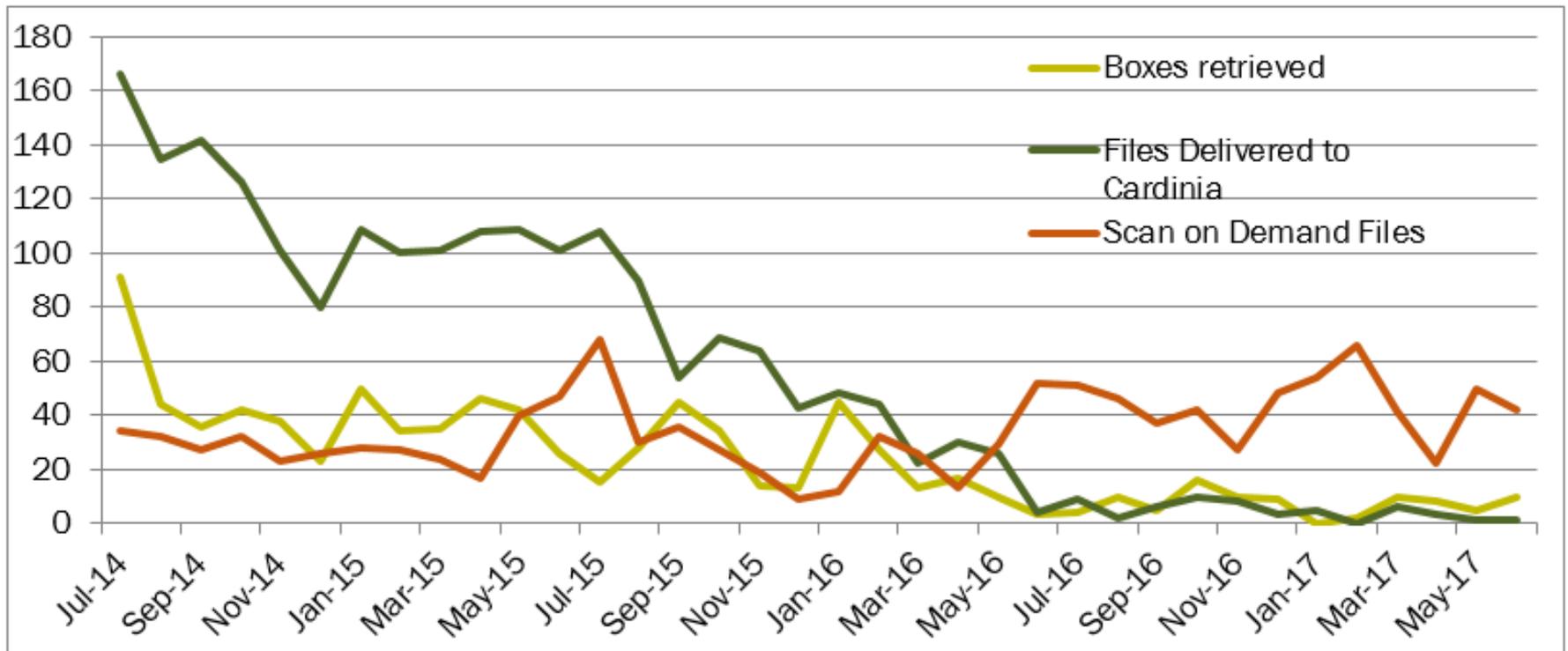


# Cardinia Digital Transformation

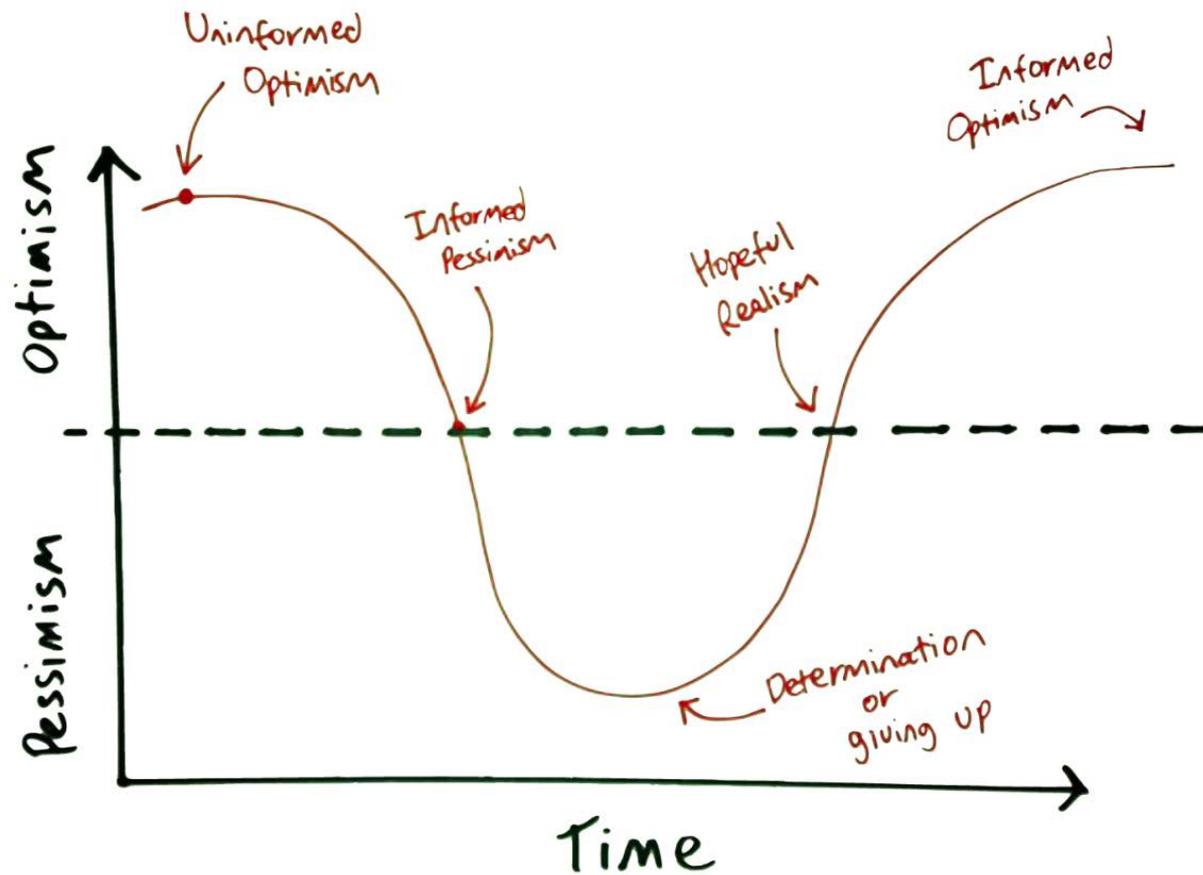


# Cardinia Digital Transformation

Retrievals from GRACE – Past 12 Months

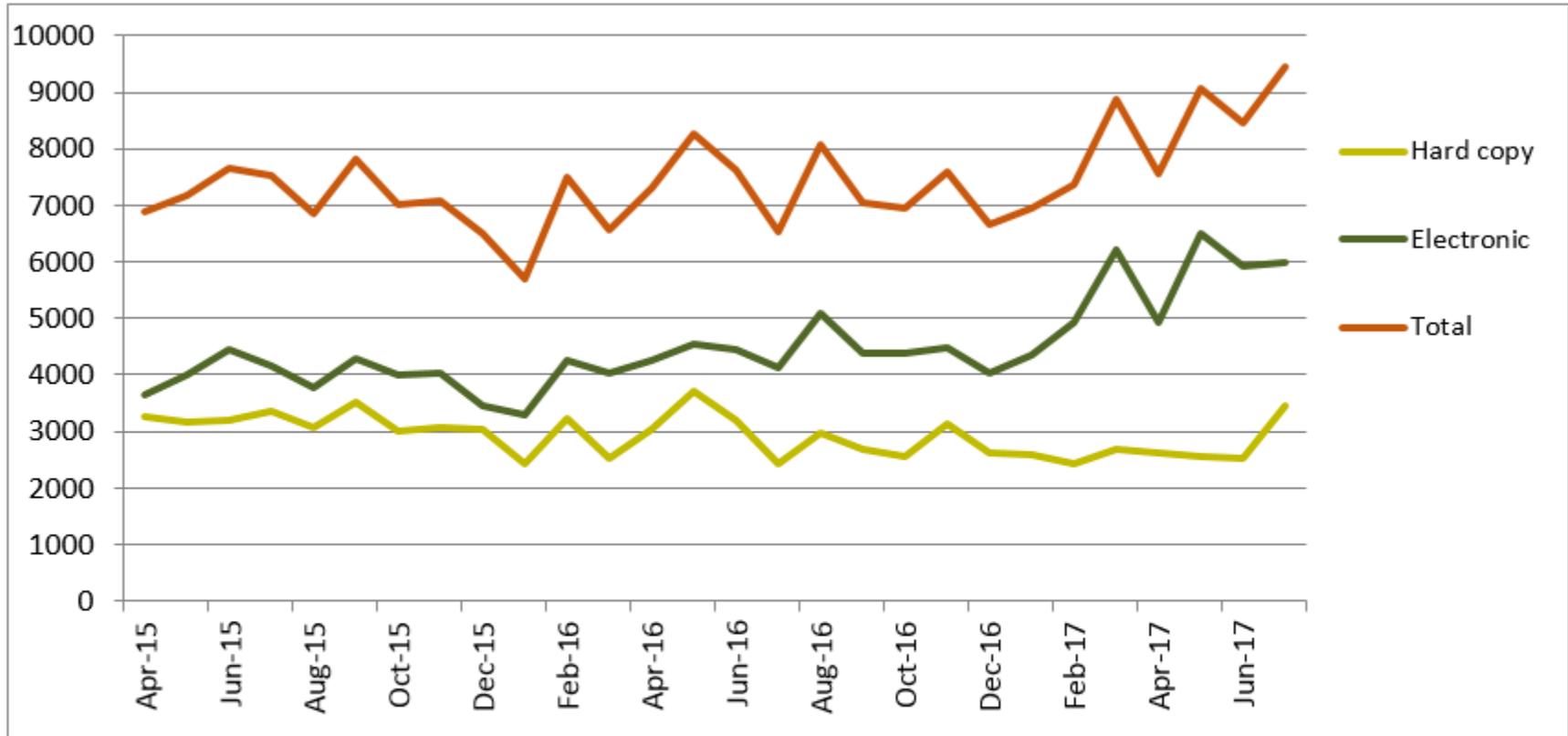


# Emotional cycle of change



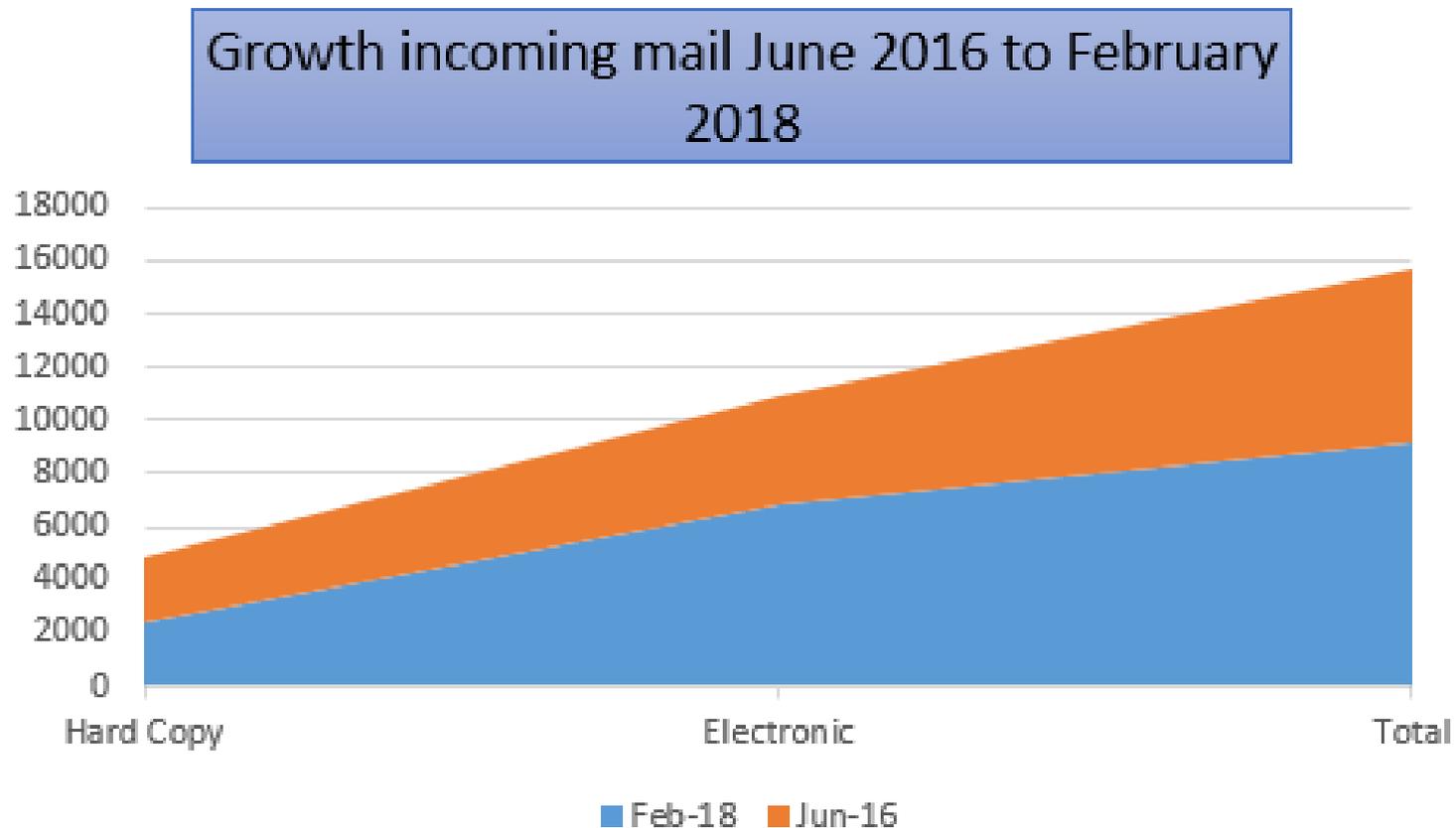
# Cardinia Digital Transformation

## Incoming Correspondence Trend



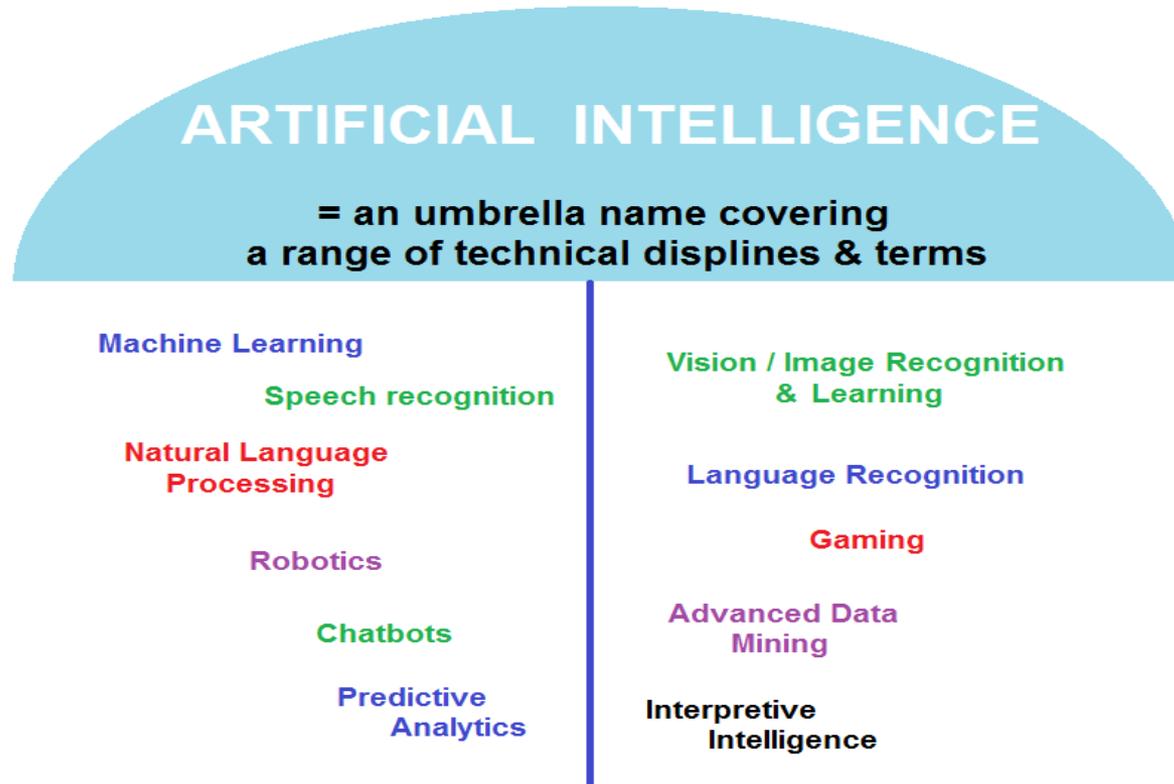
NOTE: Receipt of **Incoming Correspondence** remains steady with electronic continuing to be the most used method of communication with Council.

# Oasis Omail using AI



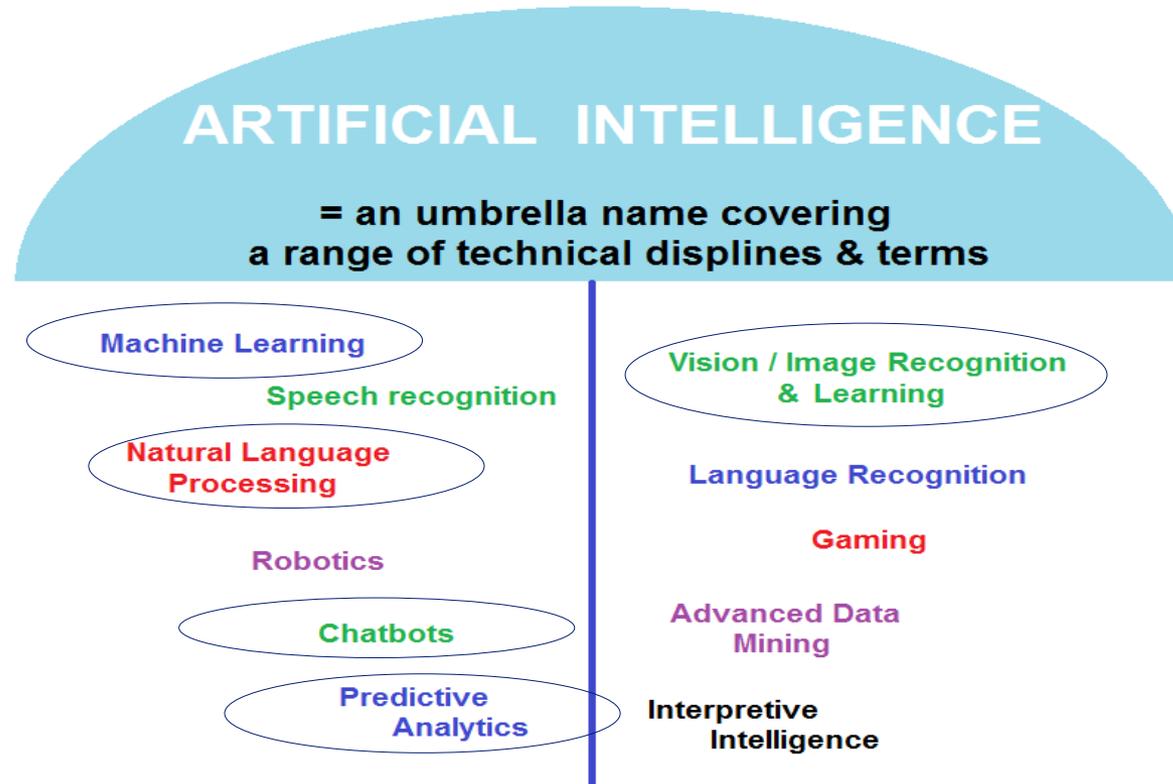


## Definition of Artificial Intelligence

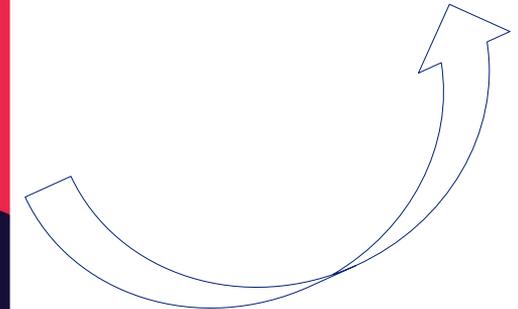
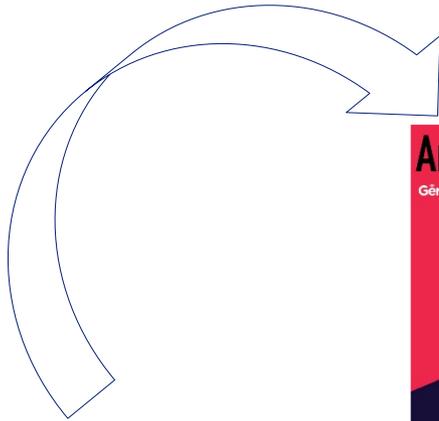


# Omail Oasis focuses on

## Definition of Artificial Intelligence



# AI Comes to Cardinia





# Automation/Digitisation

- Did it just happen?
  - Commenced late 2016, 3 month Trial
  - March 2017 went live
    - 10% exception rate requiring human intervention
  - July 2017 – eCloud Digitisation Centre opens in Cardinia Offices



# Oasis Invoices using AI

- Expansion of AI to manage Accounts Payable
  - All Invoices received are matched with the purchase order automatically.
- End to end process is achieved
  - Electronic invoice received
  - Invoice automatically matched to PO
  - Invoice approved for payment
  - Automatically goes into accounts payable payment run.





# Impact on staff in the area

Corporate Information team –

a) responsible for NAR standards stewardship and training.

b) eForms stewardship and development.

c) Training and support in HPRM use elevated for smarter use across the organisation.

e) Expanded use of HPRM functionality for users.

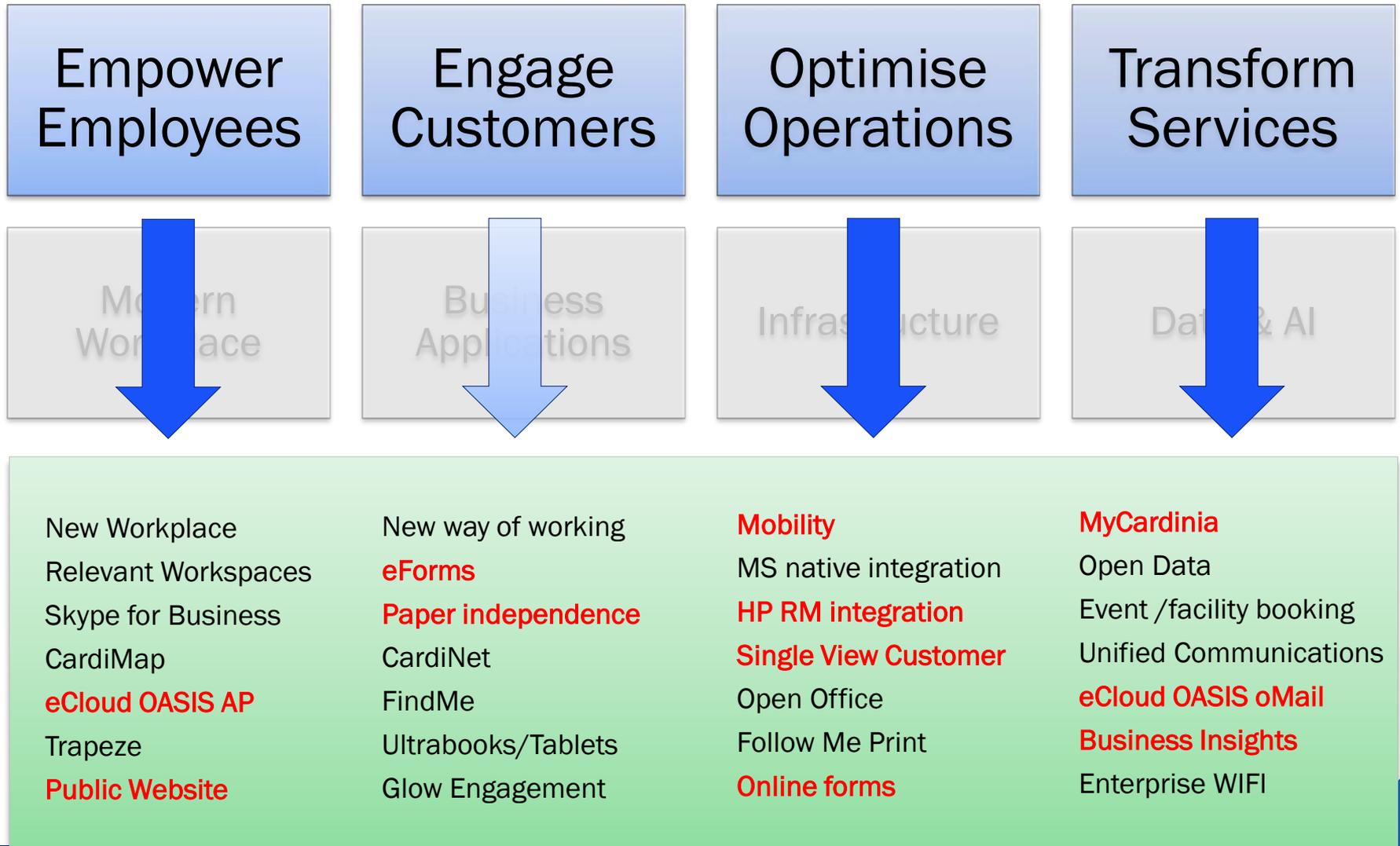
f) Due diligence monitoring of new systems, technology and services – privacy and security assessment.

# AI - Key benefits



1. Speed of processing
2. Accuracy of processing
3. Time savings used to redeploy staff to higher value projects & work

# Cardinia Digitisation Centre



# Business Intelligence

The screenshot shows a web browser displaying the Cardinia Performance Report Dashboard. The browser address bar shows the URL: [https://www.cardinia.vic.gov.au/homepage/81/performance\\_report\\_dashboard](https://www.cardinia.vic.gov.au/homepage/81/performance_report_dashboard). The dashboard header includes the Cardinia logo and navigation links for Pay, Report, Apply, and MyCardinia, along with a search icon. The main title is "Performance report dashboard".

Below the title, there is a brief description: "You can view the dashboard in full screen or share it by clicking the icons in the bottom right corner. You can filter the graphs by clicking on the columns, the table data and/or the Year Filter."

The dashboard content is organized into several sections:

- Quarter in Review** (highlighted in red): A summary section showing "88% Council Plan actions completed and on-track".
- Growing Cardinia** (highlighted in green): A section for growth-related metrics.
- Customer Responsiveness** (highlighted in purple): A section for customer-related metrics.
- Council Services** (highlighted in orange): A section for service-related metrics.

The "Quarter in Review" section provides a detailed breakdown of key events and metrics:

Category	Metric 1	Metric 2	Metric 3	Action
CEO's Quarterly Report	'Safe and Supported in Cardinia' program Funding secured	Cardinia Food Plan Activities commenced	Bridgwood Primary School & integrated Child & Family Centre Officially opened	CEO's Quarterly Report
Government Interaction	57 Projects to advocate	\$12m Grant applications lodged	State Government Taxation Bill Passed by State Government	Government Interaction
Major Capital Projects	6 Key projects			Major Capital Projects
Business Innovation	60 Business Improvement actions	\$0 Savings delivered	0% Savings target	Business Innovation
Council Plan	138 Council Plan actions	28.3% Council Plan actions completed	59.4% Council Plan actions on-track	Council Plan

At the bottom left, it says "Microsoft Power BI". At the bottom right, there is a notification: "No new notifications".

You can view the dashboard in full screen or share it by clicking the icons in the bottom right corner.  
You can filter the graphs by clicking on the columns, the table data and/or the Year Filter.

[Quarter in Review](#)[Growing Cardinia](#)[Customer Responsiveness](#)[Council Services](#)

## Growing Cardinia

Cardinia Shire is a growing community. This growth places demands on both our service and infrastructure provision. This section contains key indicators of growth that are combined with population projections to plan our activities.

**6**

Families moving to the Shire per day



Population Forecast

**185,387**  
People by 2036**3.26%**  
Average growth rate per annum[Population Forecast](#)

Future Development

**11% ↑**

Lots lodged compared to last year

**-27% ↓**

Lots issued SOC compared to last year

**1359**

Lots issued SOC this year

[Residential Land Development](#)[Residential Subdivisions](#)

Current Activity

**1% ↑**

Planning permits received compared to last year

**26% ↑**

Residential buildings completed compared to last year

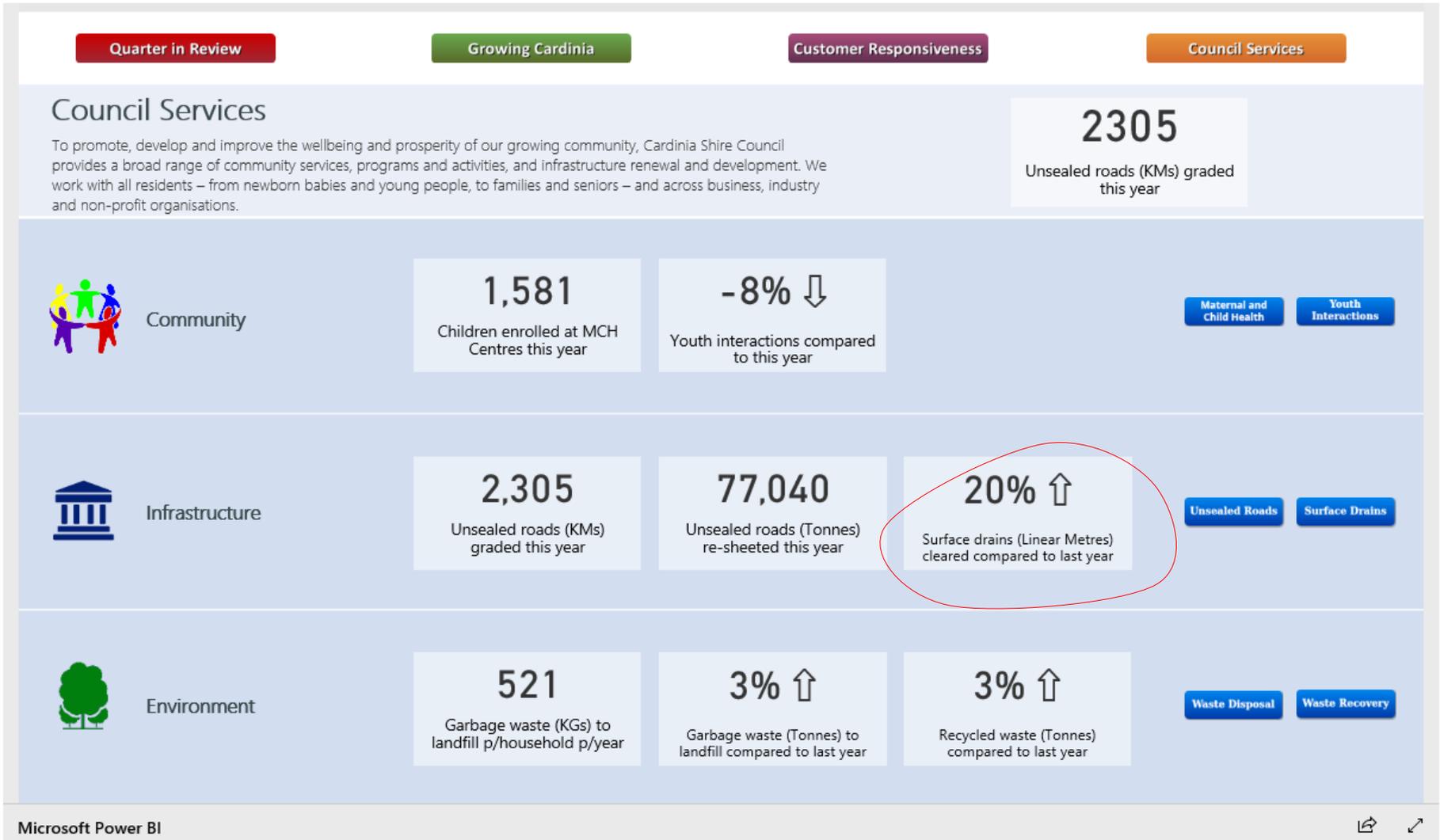
**19.06**

New roads (KMs) constructed this year

[Planning Applications](#)[Building Permits](#)[Land Information Certificates](#)[Household Garbage Service](#)[Sealed Roads and Footpaths](#)[Maternal and Child Health](#)

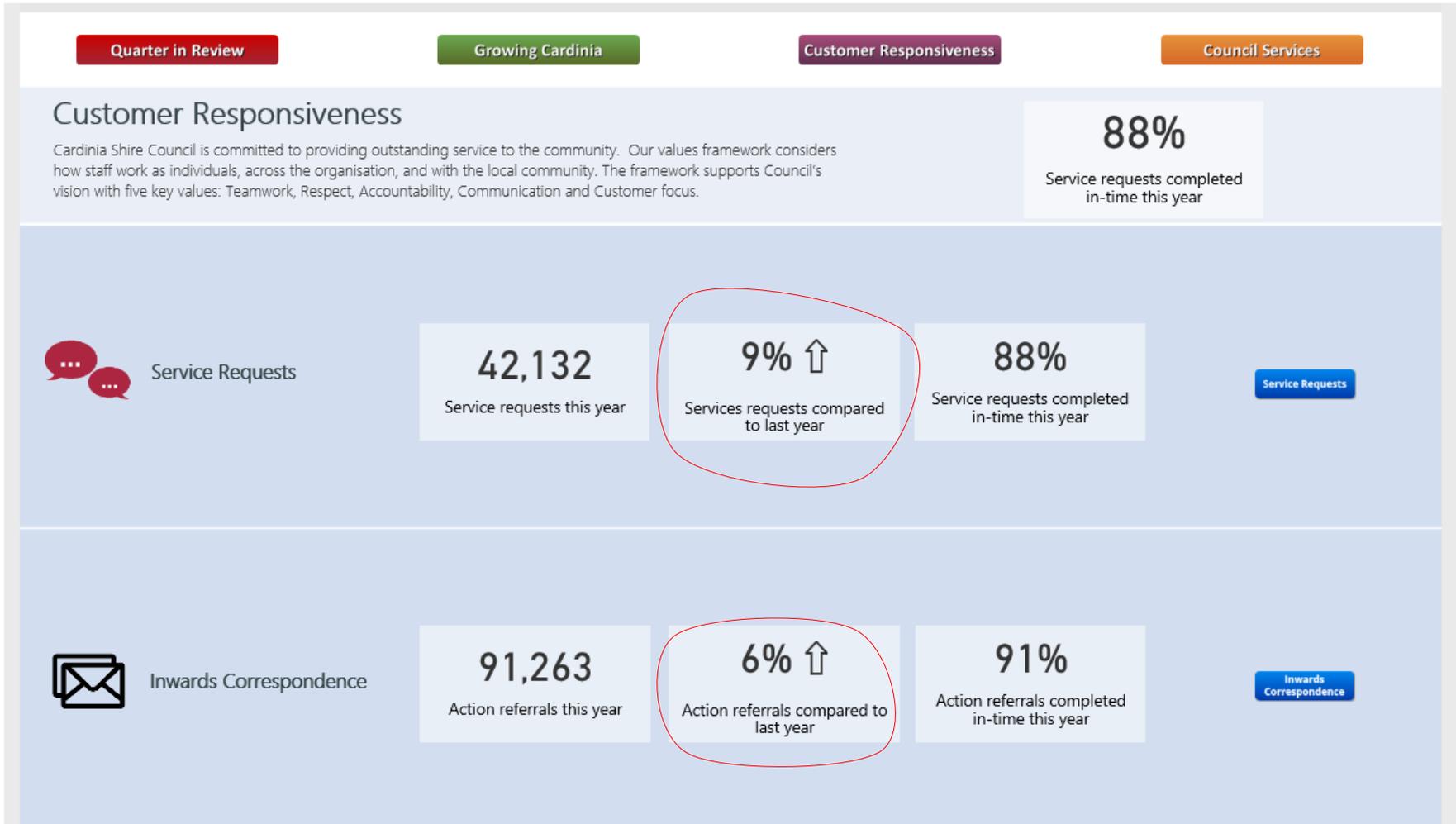


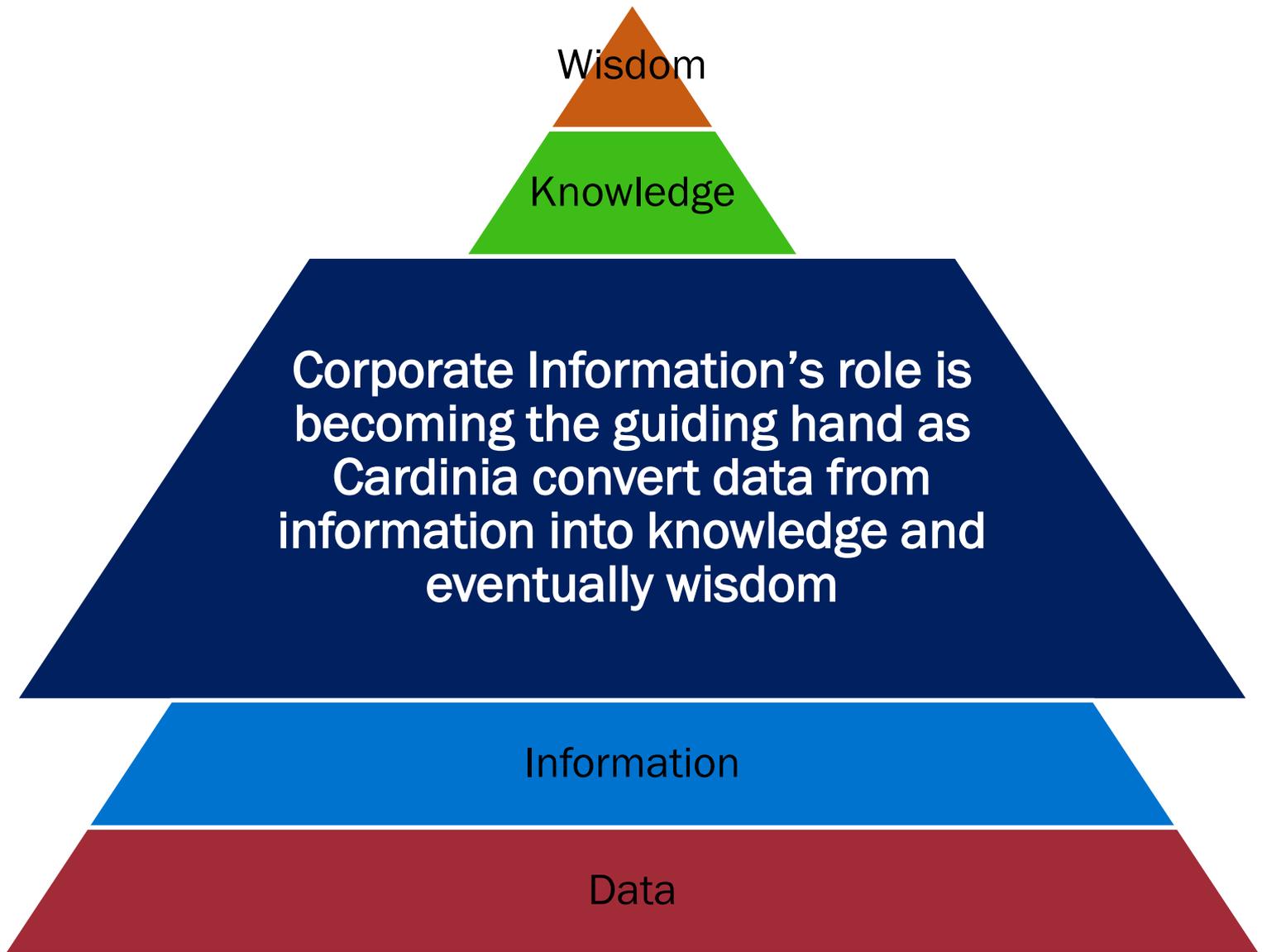
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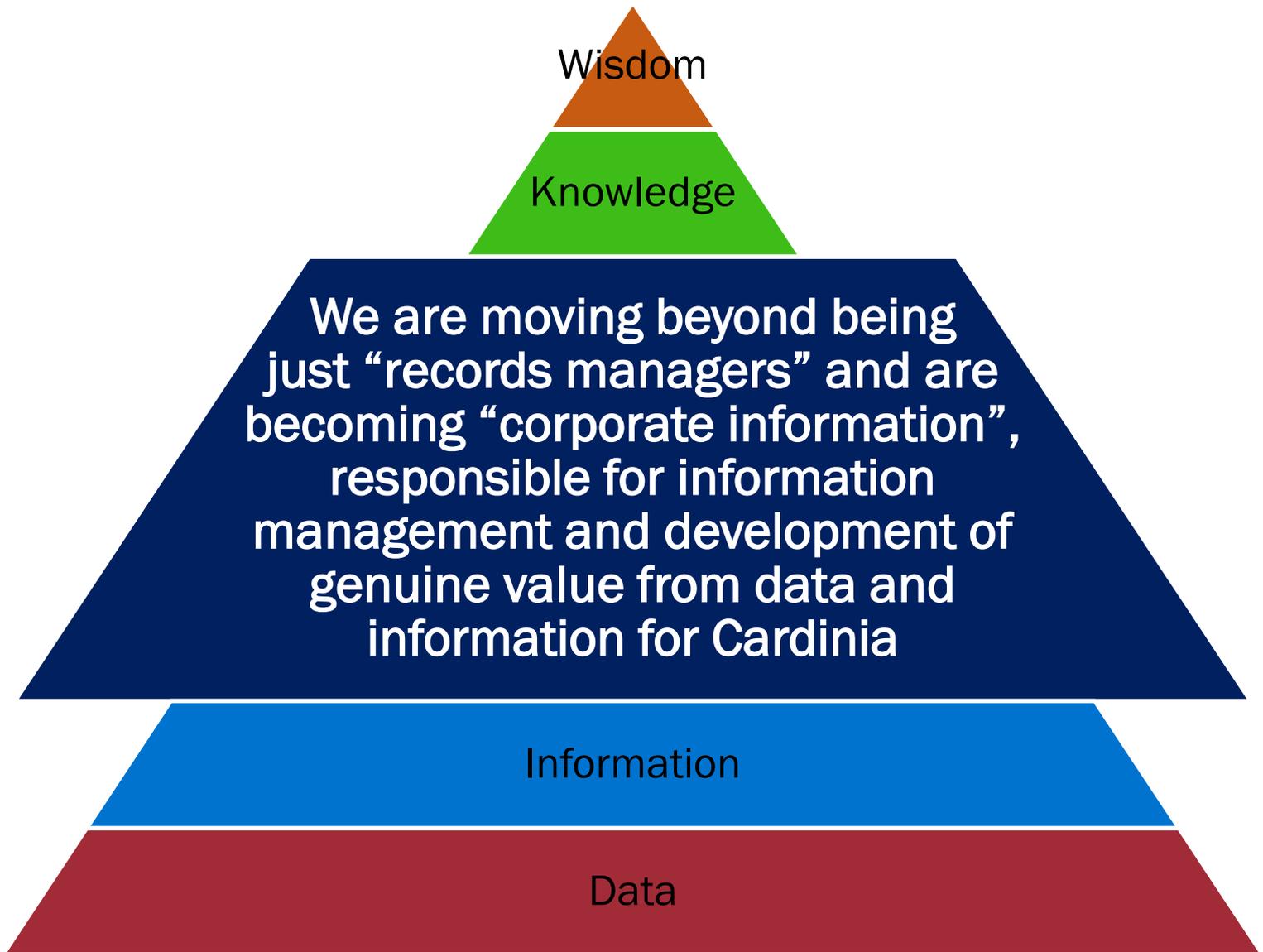


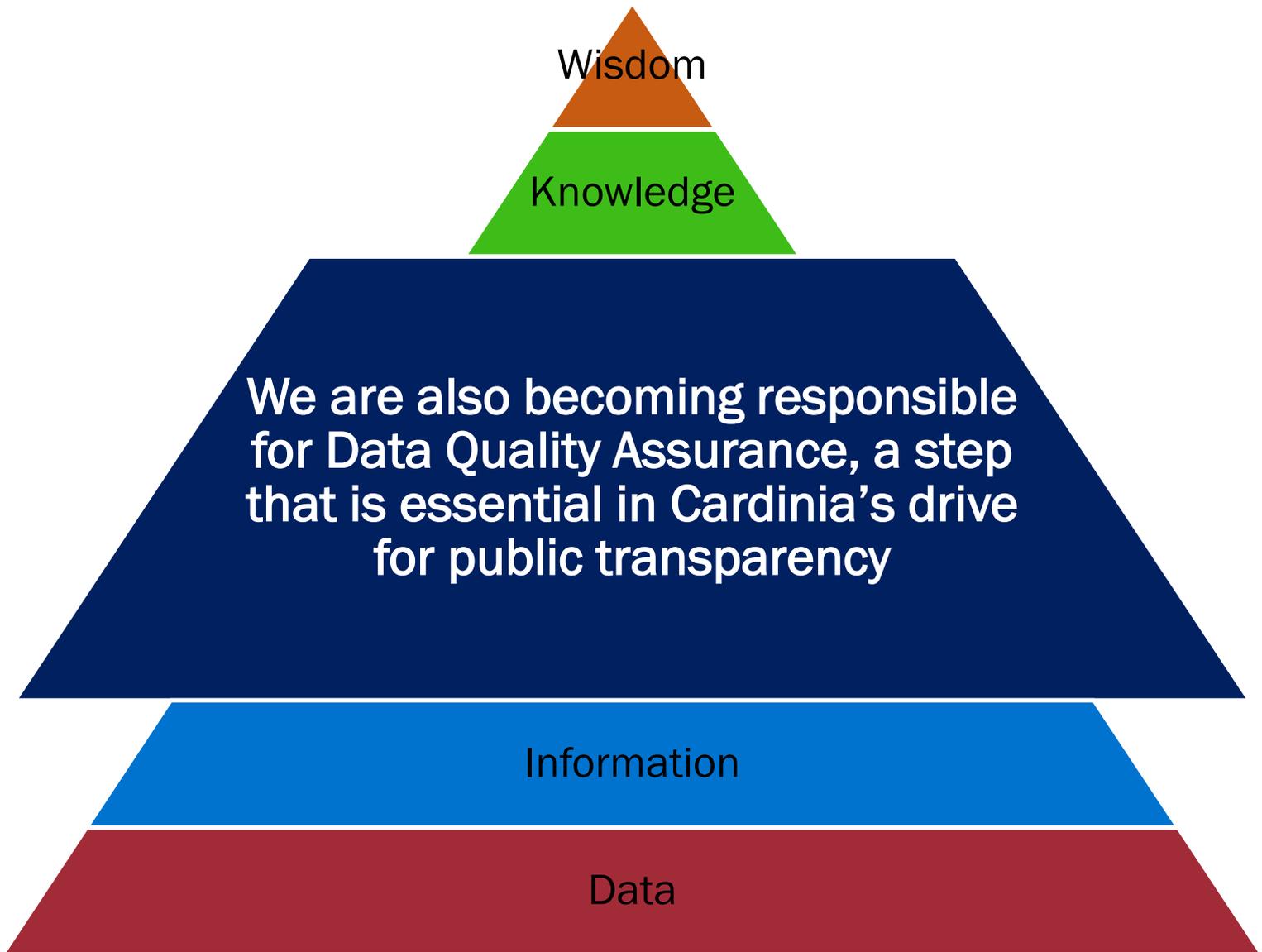


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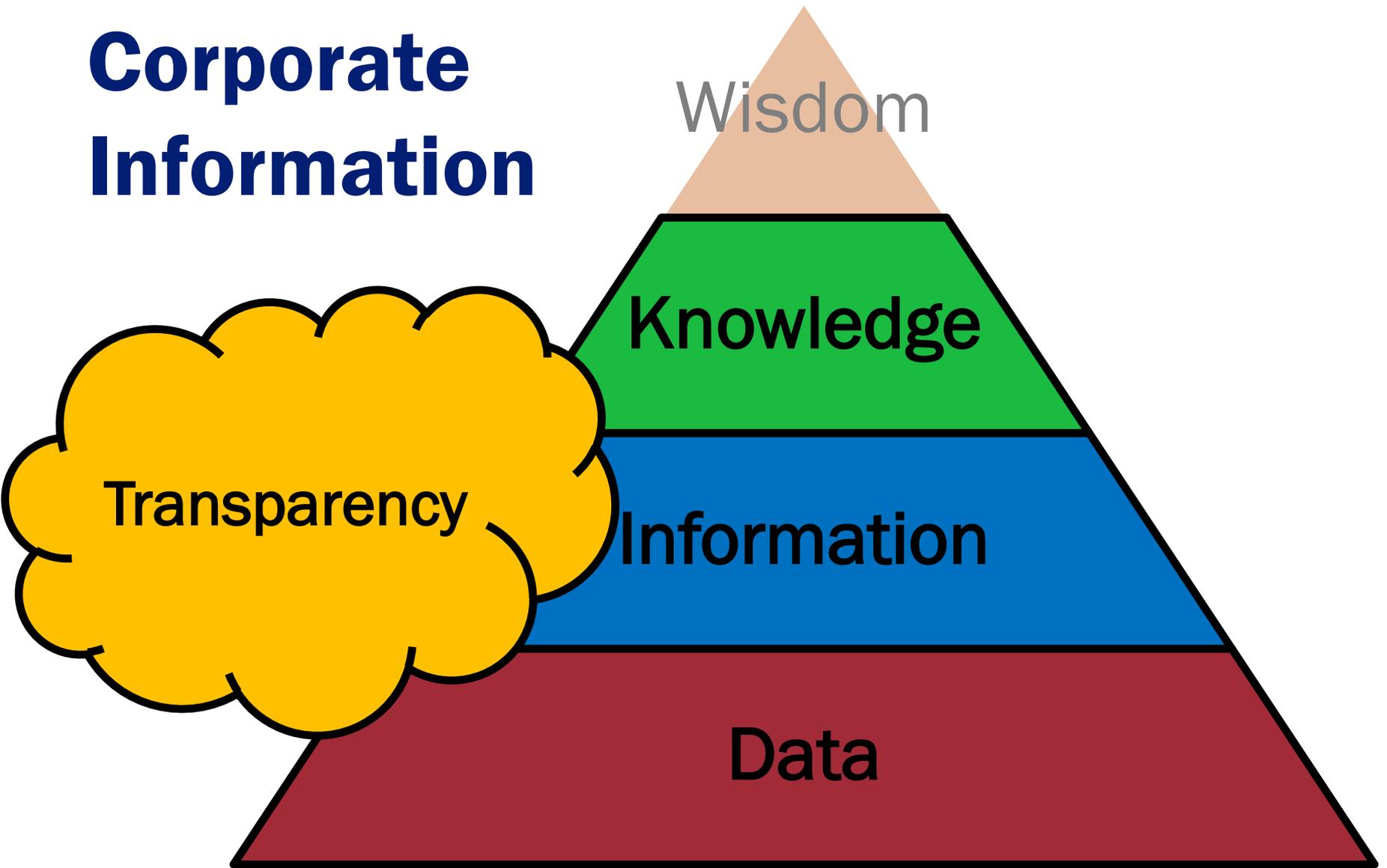




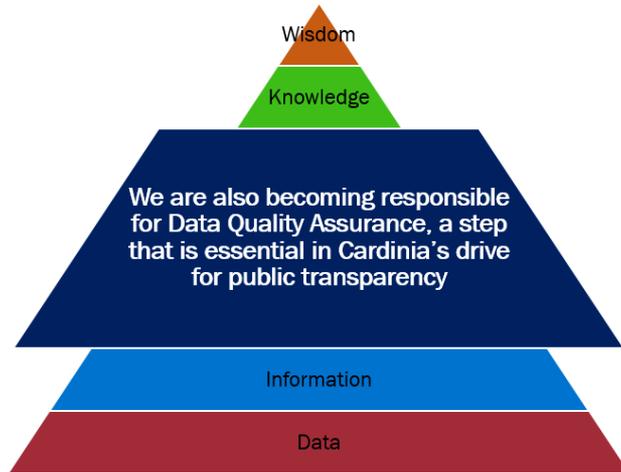




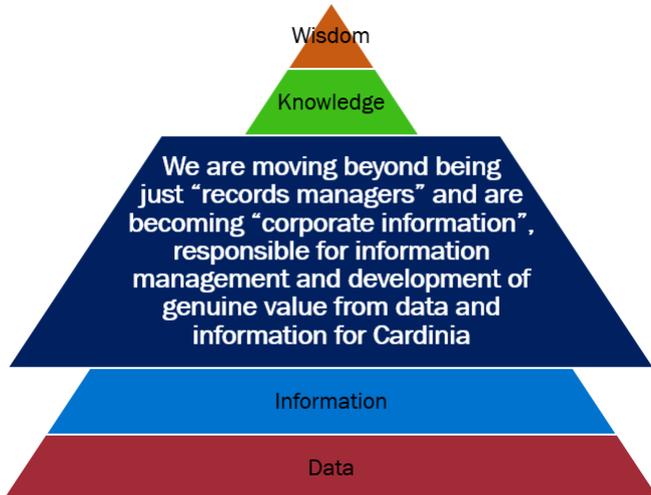
# Corporate Information



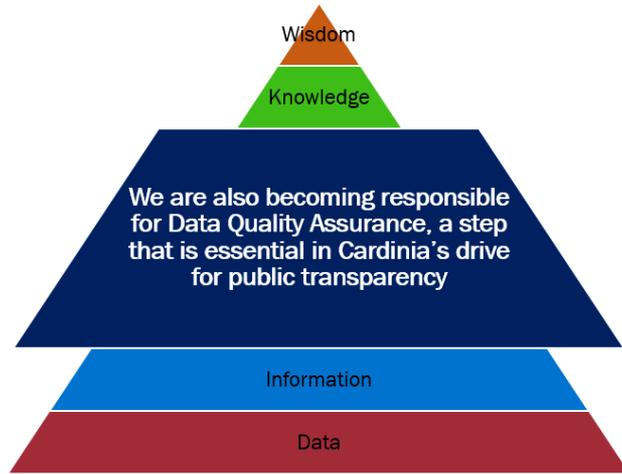
# We are riding the AI Wave to succeed



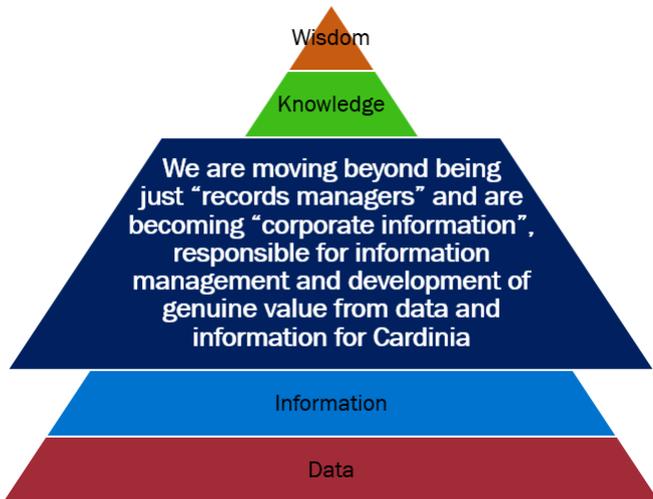
1. Information Management Framework  
- Information Management Strategy
2. We have our Records Management Strategy
3. We have our Digitisation Plan
4. The team are taking up their Data Governance Roles
5. The team are taking up their Data QA Roles
6. Strengthening RM management, support, education & training
7. Engaging with customers to traverse data initiatives



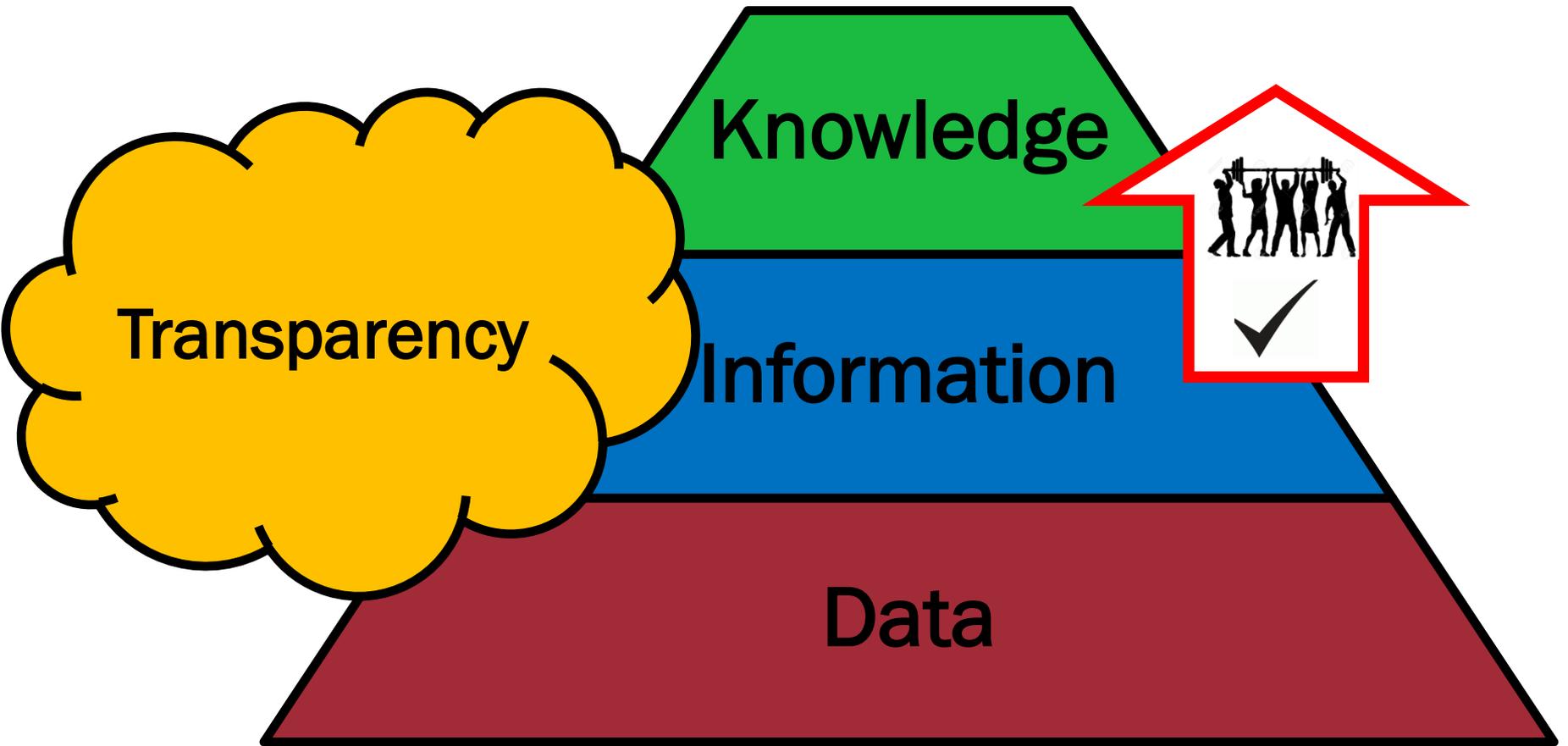
# We are riding the AI Wave to succeed



1. Leadership
2. Stewardship
3. Governance
4. Guides



# Corporate Information





# Cardinia Digitisation Centre – what's gone right?

- Cost savings
- Accuracy of work
- Elimination of human error
- Release of resources
- Preparing staff for the future of work





# Embrace Change!

A word cloud graphic featuring several terms in various colors and orientations. The central and largest words are 'simple' and 'Change' in pink. Other prominent words include 'audience' (yellow, vertical), 'Fear' (green, diagonal), 'Obfuscation' (yellow, horizontal), and 'solution' (dark green, horizontal). Smaller words include 'knowledge' (black, diagonal), 'KnowBig your' (black, horizontal), 'words' (red, horizontal), 'Success' (teal, horizontal), and 'Acronyms' (blue, horizontal).

audience  
Fear  
knowledge  
simple  
KnowBig your  
Change  
words Success  
Obfuscation  
solution  
Acronyms



# Cardinia Digital Transformation – lessons learnt?

- Keep asking WHY?
- Because it was always been done that way does not make it right.
- Change is hard and people will find innovative (!?) ways to resist.
- It's OK to fail.



# References

## Cardinia Digitisation Centre

- eCloud Website: <https://ecloudservices.com.au/>
- Cardinia Shire and eCloud: <https://www.linkedin.com/pulse/cardinia-shire-council-welcomes-ecloud-digitisation-centre-madden/>

## Cardinia Digital Transformation

- Public Website: <https://www.linkedin.com/pulse/new-local-government-website-puts-residents-first-peta-levett/?trackingId=a5Z%2BRwbr8regLKhp%2FKYD1w%3D%3D>
- Paper reduction: <https://www.linkedin.com/pulse/creating-700000-saving-organisation-story-paper-reduction-madden/>
- Paper reduction: <https://www.linkedin.com/feed/update/urn:li:activity:6337185255501455360/>
- Rate Notice: <https://www.linkedin.com/pulse/cardinia-redesigned-traditional-rate-notice-based-do-madden-acma-/>