

## Purpose

The Information Communication Technology (ICT) Strategic Plan identifies strategies and actions that will build a framework to implement systems that align with Great Lakes 2030, the Community Strategy Plan 2013 - 2030 and the Delivery Program 2013 – 2018. ICT comes under the Key Direction of Local Leadership for the provision of services and includes:

- 14.1 Set a strategic direction for Council that focuses on current and future customer needs and deploy plans to achieve those strategies
- 14.2 Develop an organisational culture that applies resources effectively to deliver quality outcomes
- 14.3 Provide good governance
- 14.4 Apply structured continuous improvement methods to achieve effectiveness and efficiencies
- 14.5 Assess organisational performance against strategic objectives and use information to ensure sustainability

## Other Reforms

Consideration has also been given to suggestions and recommendations identified in the Service Level Review, the NSW Government ICT Strategy 2012 guidelines and nationally via the Australian Public Service ICT Strategy 2012-2015.

## Background

The Council has become increasingly dependent on a broad array of technologies to manage and maintain the business activities. Therefore an integrated and comprehensive approach to the governance of ICT and its resources is becoming critical to more effectively align, invest, deploy, measure, and sustain the strategic and tactical direction and value of ICT in support of the business. Over the past 10 years the number of computer users in the council has grown from 143 to 280 users excluding the library.

There are four main corporate systems: Finance One, Pathway, ECM and GIS. These systems were implemented in 2002 with basic functionality at the time the systems were chosen for the best fit for the organization to meet the business needs and base on the integration of the products. All systems have undergone upgrades to incorporate the constant change in hardware and operating systems as well as new functionality to introduce

efficiencies and changes regarding statutory requirements.

## Current Position – Collaboration

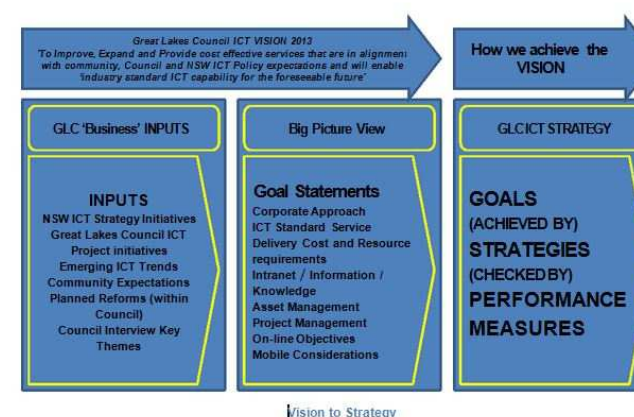
The ICT Strategic Plan has been developed in collaboration with representatives from all sections of Council to ensure that the outcomes address the needs of the whole organisation rather than just having an IT focus. Workshops were conducted with individual teams and data is based on current and future requirements

Information from the workshops was collated and analysed and the following themes were identified:

- Development of **consistent processes** across all Council departments
- Consistent source of **knowledge, data and images**
- More **effective communication** via smart devices, phones, emails, website
- **Consolidated Components** with regard to web, data, documents, mail
- **Linking Council departments** with greater integration of applications and processes
- The use of an **Intranet** for search and discovery of data, repository for policies, linked records, procedures and information
- **Common approval and management** of the Council website
- Appropriate **Training** to improve skills and productivity
- **Focused resourcing** for cross-Council activities
- **Governance structures** such as steering committee to monitor, guide and direct ICT activities and priorities
- **ICT procedures** aligned with best practice for identification, selection and implementation of ICT components

As the themes indicate the Strategy is not about just technology; it includes, and is in fact driven by, a transformation of the business processes of the Council – the way we conduct business. Naturally, technology will play a significant role in enabling this transformation and new way of doing business, but **it is the vision, goals, objectives, and performance measures established in this Strategic Plan that guide the creation and use of information services in support of the Council and the community for the future.**

The following diagram illustrates the link between the GLC ICT VISION developed with considerable stakeholder input and review and the GOALS – STRATEGIES and PERFORMANCE MEASURES which will enable the **GLC ICT STRATEGY**



## The Objectives

The overarching objectives of the ICT Strategic planning process are:

- To ensure decisions relating to ICT investment and management are fully informed and that they are made with the best information available
- To leverage the power of ICT to improve delivery of products and services both within the Council and for the community
- To anticipate future trends in technology and to ensure that those trends are exploited in the fulfilment of Council's mission
- To ensure that key stakeholders are properly identified and intimately involved in the planning, acquisition, and management of Council's information assets
- To intelligently evaluate alternatives for fulfilling the Council's ICT needs and to ensure that decisions made reflect an optimal approach to satisfying cost, schedule, and performance requirements
- To ensure that decisions made regarding ICT acquisition and management properly incorporate full consideration of the requirements for the management and security of information assets and that principles of individual privacy are fully integrated into ICT solutions
- To promote a fully integrated approach to program planning, ICT security management, and the processes of investment evaluation, selection, and control

- To ensure that the products and services delivered to our customers reflect full value for the resources expended.

## Demonstrated Benefits

Development of a solid, forward-looking, strategic planning effort requires initiative and sustained work over a long period. As with any strategic planning function, benefits are generally realized in the long term.

**The majority of challenges that will be encountered are not related to technology or process, but rather, are based on the human impact of change.**

The transformation will have very tangible effects for many people. In order to ensure that the uncertain and uncomfortable nature of change does not de-rail the project, we will develop a rigorous change management approach. Adopting a proactive approach to helping people transition allows us to more quickly identify roadblocks, gain widespread support, and build the momentum needed to drive the realization of our vision.

The focus should be upon **communication, education, participation and involvement**. These are the key to success in any organisational change and **not just implementation of service management processes and technology components**.

Communication and change management are the foundation of successful transformation. Senior Management needs to see value in the investment they make in business process reengineering. Project managers have to understand how their systems and initiatives interact with and influence others.

To support and enforce the intention of the ICT Strategy, appropriate policies should be developed and mandated by the Council Senior Management that ensures all personnel recognise the commitment and motivation of the Senior Management to the changes required.

**ICT Governance**

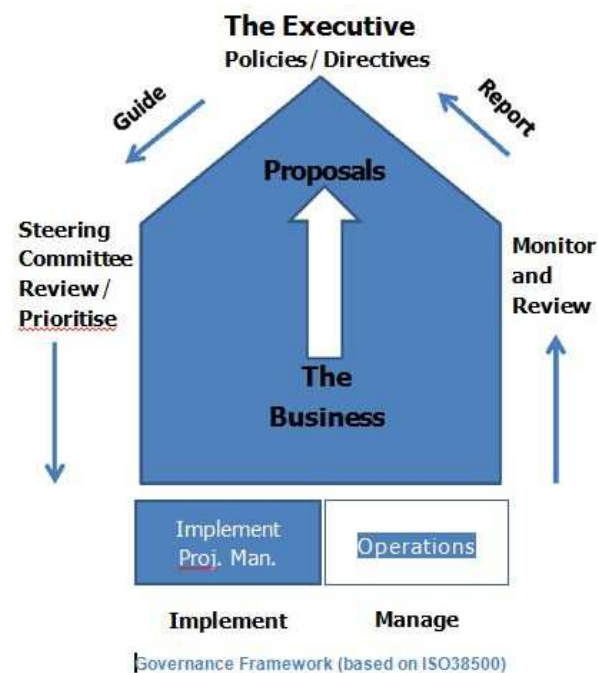
Council has moved to implement an ICT Steering Committee to oversee the selection and prioritisation of ICT infrastructure and ensure that a formal process is involved in all GLC ICT investments.

This governance process focuses on the consistent selection, evaluation, and control of our ICT investments in a manner that is efficient, effective and transparent to all stakeholders.

This process is designed to be fully compliant with all appropriate laws and regulations, and is intended to fully integrate across all Council sections.

The Manager Information Systems input is critical for ICT governance process. Also key to our ICT governance process is a proper recognition of the human talent to successfully management our ICT investments.

The following diagram (Figure 2: Governance Framework) illustrates the ICT Governance process based on ISO38500:



**The VISION**

The GLC has approved a GLC ICT 'VISION' which provides a high level appreciation of the future objectives that the Council seeks to achieve:

**Great Lakes Council ICT VISION 2013**

**'To Improve, Expand and Provide cost effective services that are in alignment with community, Council and NSW ICT Policy expectations and will enable 'industry standard ICT capability for the foreseeable future'**

**Current Initiatives**

Major ICT initiatives underway currently include the implementation of an **ICT Steering Committee** to oversee and prioritise ICT investments, the implementation of a robust project management methodology, modernization efforts, and infrastructure upgrade and improvement specific initiatives.

The ICT Steering Committee (ICTSC) has a formal charter and serves as a Council wide forum for reviewing new initiatives, addressing issues and making recommendations related to ICT investment responsibilities and activities. The ICTSC provides a forum for discussion of issues specific to ICT issues.

It is the intention of the GLC management that all new and changing business ICT requirements will be presented to the ICT Steering Committee in the form of a business case and will be formally reviewed to ensure the investment value is identified technically and from an all-of-Council perspective.

**Project Management Methodology**

The Council will implement a Project Management / Programme Management methodology to be used for all ICT projects and will be based on best principles for delivering solutions that are cost effective and ensuring all information is suitably gathered and recorded.

Project Management has been recognised as a critical factor in the planning and ongoing management of activities associated with effective implementation of services and ICT components.

**Modernisation Efforts**

There are a number of currently active projects to upgrade important systems across the ICT environment and lays the foundation for improved capability for modernisation of service capability for Council customers.

The upgrades will be enablers to ensure that technological solutions such as Mobile computing and social media can be considered for future implementation as well as improved and faster services between Council sections and Council / customer interactions.

**Infrastructure Upgrades**

A number of systems across the Council have been upgraded to accommodate improved functionality and greater efficiency. These include upgraded Windows operating system, Microsoft Office upgrade to 2010 version and upgrades to the GIS system.

**Improvement specific initiatives**

In addition a number of specific initiatives are being undertaken such as the implementation of the ICON planning tool which will enable future capability for on-line interactivity being Council and the public seeking planning updates.

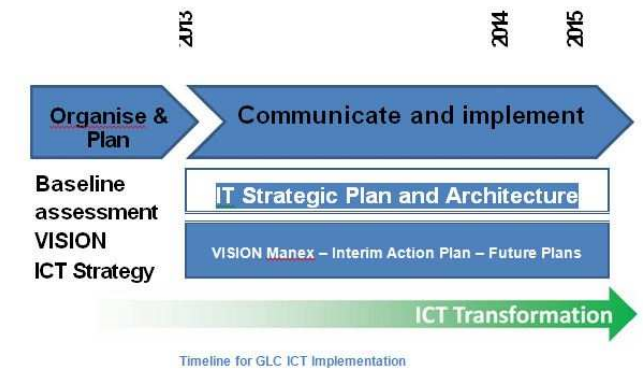
These initiatives are aligned with providing greater efficiency, improved productivity and capability to deliver emerging technologies such as on-line services and mobile technologies. They form an important part of the overall strategy for the Council to deliver a more effective suite of services in line with community expectations, NSW ICT initiatives and modernisation of the Council ICT environment in general.

**Conclusion**

The GLC ICT Strategy Plan will serve as a guideline to everyone in the transformation of Great Lakes Council to a more modern and responsive ICT environment.

The VISION, goals, strategies, and performance measures established in this plan will provide clarity to the leadership in their resource allocation, prioritization decisions and in addition transparency to the community as to what their Council intends to accomplish.

While this plan represents the VISION, goals and strategies of the GLC ICT transformation, it is only the starting point as the diagram below indicates.





## Goals Strategies & Actions

### ICT Standard Service Delivery

As part of our Strategy to improve the Council ICT we will implement a management framework (which includes an ICT Steering Committee) to ensure that services are delivered with best fit industry standard service delivery approach, across all Council sections.

Implement a set of management frameworks to ensure appropriate oversight of all Council decisions regarding new and modified services and ICT components.

- Implement an ICT Steering Committee
- Implement robust Project Management
- Monitor and enforce ICT proposals to be submitted to ICT Steering Committee
- Council managers responsible to ensure business cases submitted to ICT Steering Committee
- Senior Management will review and provide oversight on ICT decisions and process
- ICT Steering Committee will provide monthly report for review by Senior Management
- Services common to multiple Sections have been identified and defined

### ICT Standard Service Delivery

The delivery of ICT services will be based upon industry standard frameworks and methods and applied as appropriate to the Council resources. A Steering Committee will review business requirements and provide recommendations based on strategic objectives to improve services delivered to Council Divisions.

Deliver ICT services based upon a consistent framework of appropriate skills, processes and tools.

- The Director Corporate and Community Services will coordinate the identification and documentation of all Council services
- A Skills matrix will be maintained for all ICT staff aligning skills with identified services
- All new and modified ICT services and components will be reviewed and approved by the ICT Steering Committee
- All ICT investments are based on an all of Council strategy approach
- ICT investments will have a business case to outline benefits, costs and risks
- All infrastructure and services are backed up in with fail-safe capability
- Plans are in place and periodically tested for Continuity of Operations

- A culture of security awareness has been established to reduce the probability of loss of confidentiality / integrity of data

### Cost & Resource Requirements

Resources will be effectively managed across Council by a management structure that focuses on a whole of Council approach and architectural view. More effective decisions based on good knowledge of business processes and effective implementation of services through a structured project management method.

Managing the costs and resources associated with delivering effective and efficient ICT services within the boundaries of Council capability – leveraging and sharing across divisions and projects as assisted by the Steering Committee.

- When assessing new ICT investments an 'all of Council approach will be used to ensure maximum benefit and capability
- When new investments have been approved, they will be implemented using a formal project management approach
- Business processes are to be mapped to ensure visibility of process flows across the Council
- Costs, Risks and resourcing in projects will be managed to ensure efficiency of ICT investments
- When implementing new ICT investments the infrastructure components will be documented and an up to date architectural map of systems maintained

### Intranet/Information/Knowledge

A single consistent source of knowledge will be developed that will enable Council divisions to interact and share information and resources more effectively, and enable (where appropriate) the sharing of this information on web pages / social interfaces / smart device tools.

A single consistent source of Council 'knowledge' that is available for all divisions, is structured and in a format that is easily searched and retrievable.

- A means of presenting a consistent and efficient source of information will be installed across all Council sections
- Council information will be made available between sections and the community in an appropriate and effective manner
- Online and mobile communication will be implemented where it complements work requirements and is cost effective
- Infrastructure requirements will be assessed and installed as required and approved by the ICT Steering Committee

- Business processes are to be mapped to ensure visibility of process flows across the Council
- Community privacy and personal data are never compromised
- All appropriate Council services are available through a single Portal, and the Portal is available to all Community
- Council published datasets are available to the Community as required
- Definitions and understanding of common business terms and functions are shared across all Council Sections
- Sections use common infrastructure and services

### Asset Management

Council will use appropriate tools and techniques to identify, collect, record and manage the diversity of assets in order to meet current and future levels of service for the community and to ensure Council services and infrastructure are provided in a sustainable manner.

An 'all of Council' approach to manage all asset domains using a consistent tool and methods, allowing for the sharing, updating, identifying and consistent use of the data collected.

- Formal asset management tools will be installed across all GLC
- Business processes are to be mapped to ensure visibility of process flows across the Council
- Online and Mobile tools will be used to manage assets where it complements work requirements and is cost effective
- Council assets will be identified, documented and controlled effectively

### Project Management / Programme Management

Council will implement a Project Management / Program Management method to be used by all Council divisions based on best principles for delivering solutions that are cost effective and ensuring all information is suitably gathered and recorded.

A consistent and efficient method of managing the delivery of projects, inclusive of scoping, planning, delivering and reviewing using an 'all of Council' approach to ensure costs and outcomes are within agreed boundaries.

- A project management method will be installed across all GLC
- All managers will ensure that ICT proposals are submitted through a business case to the ICT Steering Committee
- Projects will follow a formal project plan, with resources, risks and costs managed

- ICT projects will ensure all component information is captured, documented and managed
- ICT projects will be approved, prioritised and monitored by the ICT Steering Committee
- All investments are aligned with strategic goals
- All processes in the Council have been reviewed and reengineered to optimise efficiency and effectiveness
- Projects are a combination of business processes and ICT

### On-line Objectives (Web / Social Media / Cloud)

The Council will develop a plan and associated policies for the appropriate use of on-line (web / social media / cloud) capability, based on 'business' needs to enable effective communication, marketing and community interaction.

The use of internet / Intranet based functionality to communicate market and transfer information between users, community and business.

- Council services will be modernised to deliver as effectively as costs and resources will appropriately enable 'anytime – anywhere'
- The Council will utilise online capability for greater interaction and collaboration with the community and other entities
- Council infrastructure will be effectively managed to enable maximum use of online services
- Council uses appropriate online tools such as social media (e.g. Twitter, Google+, Facebook, etc.) and other current technologies (e.g. Web 2.0, etc.) to communicate with Community and business

### Mobile Considerations

The Council will develop a plan and associated policies for the use of mobile / smart devices where there is a demonstrable business case for cost efficiencies and significant productivity improvements.

The use of mobile and smart devices to enable more cost effective and productive use of Council's personnel time when working on Council related activities.

- Where mobile functionality complements Council work and is cost effective it will be installed as approved by the ICT Steering Committee
- A formal business case will need to be submitted and approved by the ICT Steering Committee for mobile proposals
- Council infrastructure will be effectively managed to enable maximum use of mobile capability
- Business processes are to be mapped to ensure visibility of process flows across the Council for maximum benefit of mobile capability