



# ICT Strategy Plan

2013-2018

**Document Control**

<b>Version No.</b>	<b>Date</b>	<b>Revision Details</b>	<b>Author</b>	<b>Approver</b>
0.1	9/07/2013	Draft	David Wheeler	Steve Embry, Sharon McMeeken
0.2	29/09/2013	Draft	David Wheeler	Steve Embry, Lisa Schiff, Ron Hartley, Sharon McMeeken

## GLC Strategic Information Technology Plan 2012-2018

### Executive Summary

The Senior Management of the Great Lakes Council (hereafter referred to as GLC) actively pursues and supports the increased use of leading-edge technology throughout the Council. From the recent strategic ICT planning process through the development, implementation, and deployment of operational ICT systems, the GLC Senior Management encourages an all of Council approach to seek out secure and innovative approaches to achieving the GLC VISION more effectively, and to deliver services of the highest quality while maintaining sustainable costs and introduce efficiencies.

The purpose of this ICT Strategic Plan is to focus attention on each sections high-level, strategic application of ICT to the overall Council's mission. It is imperative that all sections strategic ICT plans highlight compliance with Councils' strategic objectives, architectural goals, comprehensive risk management planning, and ICT security.

This plan 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 figure (Figure 1. Vision to Strategy), illustrates the journey that the Council has taken to develop the ICT Strategy that will be used to deliver a fresh approach to how the Council;

- Imposes a governance regime over ICT
- Makes decisions on ICT infrastructure investments
- Manages and prioritises decisions on projects
- Ensures investments are reflective of 'all of Council' requirements
- Takes account of all stakeholder requirements
- Imposes controls to ensure cost effective decisions are made across all resources
- Directs and controls how innovation will be implemented within the Council
- Ensures that all information and collective knowledge will be managed holistically
- Operates and manages the ICT environment for maximum productivity and effectiveness

This journey has included extensive research from within the GLC organisation itself and from the external community (Inputs), governing bodies and other reviews, standards and best practice (Big Picture View).

The Councillors and Senior Management have reviewed and approved the method by which the ICT Strategy has been developed and will now take on the challenge to progress the Council ICT environment to a future state as defined by a **VISION** and directed by this **GLC ICT Strategy**.

- 1) 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**

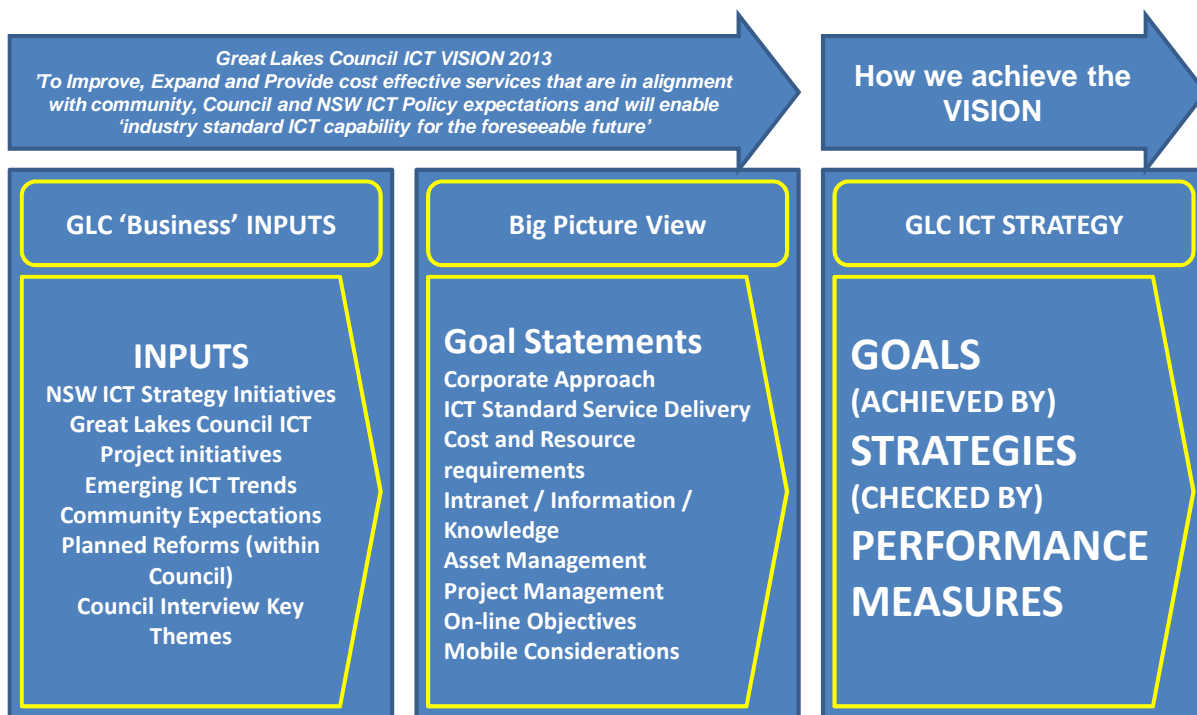


Figure 1: Vision to Strategy

- 2) The forward view diagram (**Figure 9. Forward View - Appendix 2**) illustrates the overall development and implementation view of the **GLC ICT Strategy**.

## Background

The organisation relies on the ICT infrastructure to operate effectively and to provide services and information to customers. Over the past 10 years the number of computer users in the council has grown from 143 to 280 users excluding the library.

The four main corporate systems, Finance One, Pathway, ECM and Latitude were implemented in 2002 with basic functionality. With the exception of Latitude all systems have under gone 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

The GLC is organised into many separate sections, with investigations indicating that there could be greater cooperation and interaction of resources. The current siloed approach has primarily evolved due to the manner in which technology solutions has been provided and because the technology to share information and services across sections did not always exist when they were first established.

Investigations also support the fact that due to an extensive amount of change being initiated the Information Technology section resources are under pressure to provide end-to-end services.

To facilitate the business transformation and to extract the most value from our limited resources, we need to think of our enterprise in a new perspective. It means that some of the functions that are today replicated across sections will be provided as a common, shared service across all of them, leaving the sections themselves to focus on their respective objectives.

Recently GLC undertook a Service Delivery Review (SDR) aimed at identifying work practices that could introduce efficiencies. Staff has been enthusiastic about the SDR and are keen to use new and innovative technologies as a means to be effective in their work and to provide better services to all customers

The transformation of change will involve all sections in the Council, many processes will be reviewed and staff right across Council will be included. It is not a series of disconnected projects, but rather a new way of thinking. This ICT Strategic Plan is an attempt to provide GLC employees and citizens alike with an understanding of what we are trying to accomplish, and how we intend to accomplish it.

### **Focus on Key Performance Indicators in the Council 4 Year Delivery Program (and GL2030 Community Strategic Plan**

The ICT Strategy Plan aligns with the Great Lakes 2030 Community Plan, **Key Direction 4: Local Leadership**: the objective being to Deliver Council services which are effective and efficient and will be measured by the performance indicators:

- Overall level of satisfaction with performance of Council
- Overall level of satisfaction with communication and information from Council
- Organisational performance is reviewed in accordance with a recognised improvement framework
- Advocacy undertaken on behalf of the community on identified community priorities in the long term Community Strategic Plan

The Local Leadership functions support and enable some of the functionality for the first three key directions being: Our environment, Strong local communities and Vibrant & connected Communities.

The Delivery Program 2013-2017 and the Operational Plan 2013-14 provides details and actions associated with each of the strategies under Local Leadership for the provision of services and includes:

#### **Strategy**

- 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

### **An Ongoing Strategy**

The purpose for the ICT Strategy should not be to state the ‘end game’ or ‘final position’ because that would leave no future purpose or continual improvement, rather the ICT Strategy should provide a means to achieve an ever-evolving and adjusted mission based upon internal and external reflection of the critical objectives of the Council and the community it represents and serves.

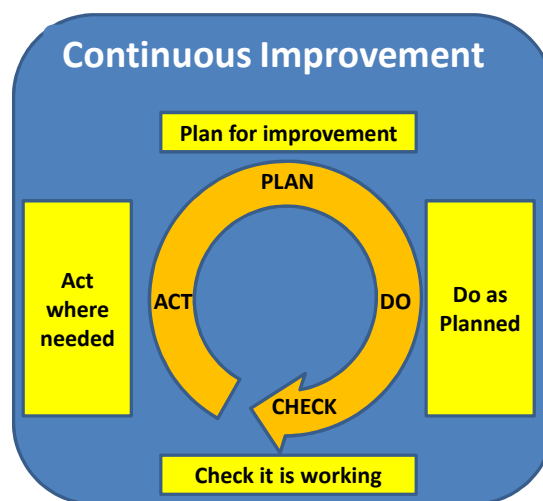


Figure 2: Continuous Improvement

This mission will necessarily inject the appropriate ICT focus into the 4 year Delivery Program and the twelve month Operational Plan, and should reflect the greater community recommendations to assist greater collaboration and interaction.

### **The Objectives**

The 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 proof of concept for the Council is in the selection and rational migration toward well-constructed target architectures.

A cultural shift to a new vision is required to inspire and drive a change to ensure that the future vision and strategy will be achieved. There is a critical requirement that management at all levels maintain vigilance in ensuring that this culture shift is guided towards excellence and continual improvement.

***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.

Kotter and Schlesinger said there are four reasons that people are resistant to change:

1. Parochial self-interest (concerned more about the implication of the change for themselves and how it will affect their own interests rather than considering the effects for the success of the business)
2. Misunderstanding (communication problems; inadequate information)
3. Low tolerance to change
4. Different assessment of the situation

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 need 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 3: Governance Framework) illustrates the ICT Governance process;

- 1) The Council sections (The Business) should provide clear and concise proposals (Proposals)
- 2) These proposals require formal oversight (Policies and Directives)
- 3) The appropriate authority (The Steering Committee)
- 4) Will make effective decisions to select and prioritise investments for any new or modified ICT infrastructure.

Implementing the investments will be undertaken with attention;

- 5) To plans, risk and efficient delivery (Project Management)
- 6) That will hand over the completed ICT components to the ICT section for operational management (Manage).

To complete this cycle of management;

- 7) There will be monitoring and reporting to the Senior Management for continual review and oversight that that the ICT environment is working effectively for business objectives and appropriate resources are in place.



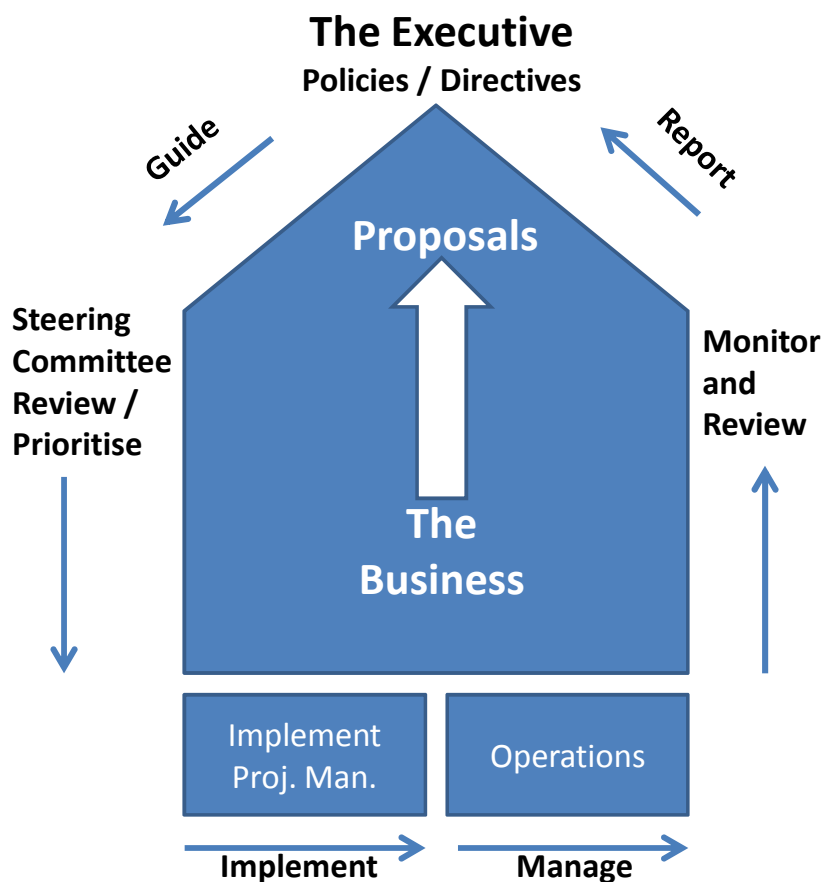


Figure 4: Governance Framework (based on ISO38500)

## Stakeholder needs

This ICT Strategic Plan has been developed with extensive engagement from key stakeholders who have been consulted in the preparation of the VISION, Plan, as well as the development of key strategies, initiatives and projects. This will ensure that the ICT Strategy is NOT developed in isolation to the business and that stakeholder needs are at the forefront of driving the desired outcomes of the Plan.

Input into this Strategic plan has been obtained from the GLC Senior Management, Section Management and staff who were invited to submit suggestions in series of workshops. In addition a community survey was undertaken to obtain public views and expectations regarding community expectations, including ICT improvements.

The NSW Government ICT initiatives document which highlights the need to improve government delivery of services 'anytime – anywhere' has been consulted and the suggestions have formed part of the forward plan for the GLC.

There have also been a number of other reviews and groups who have had significant input into the formulation of the final vision which can be represented figuratively by the following diagram.

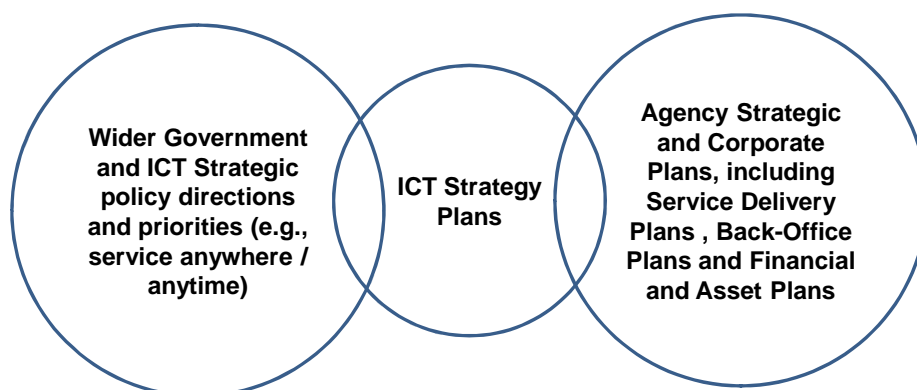


Figure 5: Stakeholder Analysis

It has been recognised as part of the workshops in developing this ICT Strategy that stakeholder requirements are evolving e.g. Government agencies now requiring reports and submissions on-line, and it is therefore important to be continually monitoring and updating the expectations of all stakeholders.

### **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'**

### **The Goals**

The above Great Lakes Council ICT VISION 2013 is then further expanded with eight Supporting Goal statements that have been generated as a result of the analysis of all 'inputs' across the technology domains that will have an impact on the future ICT Strategy of the Great Lakes Council. These inputs included:

- NSW ICT Strategy Initiatives
- Great Lakes Council ICT Project initiatives
- Emerging ICT Trends
- Community Expectations
- Planned Reforms (within Council)
- Council Interview Key Themes

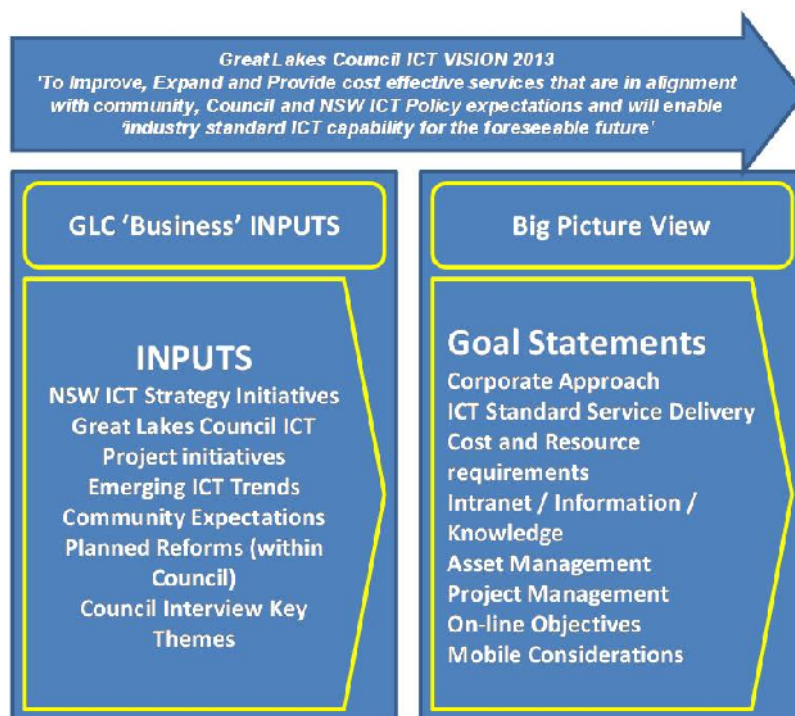


Figure 6: GLC Vision

## The Strategy approach

The overall Council approach ***'to seek out secure and innovative approaches to achieving the GLC mission more effectively and to deliver services of the highest quality while maintaining low cost and efficiency'*** will not be achieved by a singular approach.

To achieve the objective encompassed in this statement will require a multi-faceted regime across a number of key strategies or themes.

The Goal statements brought forward from the VISION;

- 1) Each have been identified with a **'strategy'** (as outlined in the following tables)
- 2) The **'strategy'** outlines how GLC will effectively achieve the 'VISION'
- 3) Along with a set of **performance measures** which
- 4) Can be used to determine how **successfully the strategy is being realised**

The diagram (Figure 5: Following Through) illustrates that to achieve the required VISION, the set of strategies outlined in the following tables will need to set in motion and need to be monitored on a regular basis to ensure that we are moving in the direction of the VISION.



Figure 7: Following Through

**Note: In the following tables;**  
**Goals** are highlighted in **BLUE**  
**Strategies** are highlighted in **RED**  
**Performance measures** are highlighted in **GREEN**

## Goals, Strategies, and Performance Measures

### GOAL Statement 1

*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.*

Key Theme	Corporate Approach
<b>Strategic Objective</b>	A consistent, holistic, all of Council approach to ICT requirements, selection, implementation and operation
<b>Strategy</b>	<i>Implement a set of management frameworks to ensure appropriate oversight of all Council decisions regarding new and modified services and ICT components</i>
<b>Action Items</b>	<ul style="list-style-type: none"> <li>✓ <i>Implement an ICT Steering Committee</i></li> <li>✓ <i>Implement robust Project Management</i></li> <li>✓ <i>Monitor and enforce ICT proposals to be submitted to ICT Steering Committee</i></li> <li>✓ <i>Council managers responsible to ensure business cases submitted to ICT Steering Committee</i></li> <li>✓ <i>Senior Management will review and provide oversight on ICT decisions and process</i></li> <li>✓ <i>ICT Steering Committee will provide monthly report for review by Senior Management</i></li> <li>✓ <i>Services common to multiple Sections have been identified and defined</i></li> </ul>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>✓ <i>100% of Councils ICT requirements are in alignment with and consistent with the goals outlined in strategic plans</i></li> <li>✓ <i>100% of GLC ICT investments with an investment value greater than \$10K will be approved and prioritised by the ICT Steering Committee</i></li> <li>✓ <i>100% of projects considered by the ICT Steering Committee will have risks associated with ICT investments / upgrades and modifications assessed using the Council Risk Management procedure</i></li> <li>✓ <i>All managers of sections will be held accountable and responsible to ensure that procedures are followed and managed</i></li> <li>✓ <i>Senior Management will be accountable and responsible to ensure that managers are enabled with resources (time, effort, finances) to follow</i></li> </ul>

	<p><b>procedures</b></p> <ul style="list-style-type: none"> <li>✓ <b>The ICT Strategy will be maintained and reviewed every 12 months to improve ICT</b></li> <li>✓ <b>A Community satisfaction rating for the delivery of ‘technology services to community’ of &gt; 60% will be maintained.</b></li> <li>✓ <b>An audit of these measures will be undertaken at least on a 12 monthly basis</b></li> </ul>
--	---

**GOAL Statement 2**

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

<b>Key Theme</b>	<b>ICT Standard Service Delivery</b>
<b>Strategic Objective</b>	Deliver ICT services based upon a consistent framework of appropriate skills, processes and tools
<b>Strategy</b>	<i><b>Identify and support all GLC services with industry standard processes, skills and toolsets that will ensure effective and efficient delivery if ICT requirements</b></i>
<b>Action Items</b>	<ul style="list-style-type: none"> <li>✓ <b>The Director Corporate and Community Services will coordinate the identification and documentation of all Council services</b></li> <li>✓ <b>A Skills matrix will be maintained for all ICT staff aligning skills with identified services</b></li> <li>✓ <b>All new and modified ICT services and components will be reviewed and approved by the ICT Steering Committee</b></li> <li>✓ <b>All ICT investments are based on an all of Council strategy approach</b></li> <li>✓ <b>ICT investments will have a business case to outline benefits, costs and risks</b></li> <li>✓ <b>All infrastructure and services are backed up in with fail-safe capability</b></li> <li>✓ <b>Plans are in place and periodically tested for Continuity of Operations</b></li> <li>✓ <b>A culture of security awareness has been established to reduce the probability of loss of confidentiality / integrity of data</b></li> </ul>
<b>Performance Measures</b>	✓ <b>100% of GLC services are identified, documented and maintained</b>

	<ul style="list-style-type: none"> <li>✓ A skills matrix is maintained for all ICT resources aligned with identified services to be delivered</li> <li>✓ All GLC ICT services will be assessed on an 'all of Council' approach (through ICT Steering Committee representation) to ensure maximum benefits for all Council</li> <li>✓ All ICT investments will be based on good governance (policy and processes), risk (risk assessments) and ICT Steering Committee recommendations</li> <li>✓ All ICT investments will be based on approved Strategy objectives as outlined in this document</li> <li>✓ All ICT investments will focus on improved services (through a well developed business case)</li> <li>✓ 100% of ICT investments will be supported by management frameworks (Governance / projects / Service Management) used to support and direct any decision process</li> <li>✓ All GLC strategic improvements will be supported by a corporate management approach (Governance / Risk / Project Man.) which will provide Senior Management support and resources</li> <li>✓ An audit of these measures will be undertaken at least on a 12 monthly basis</li> </ul>
--	---

**GOAL Statement 3**

*Resources will be effectively managed across the 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.*

Key Theme	Cost and Resource requirements
<b>Strategic Objective</b>	Managing the costs and resources associated with delivering effective and efficient ICT services within the boundaries of Council capability – leveraging and sharing across sections and projects as assisted by the ICT Steering Committee.
<b>Strategy</b>	<p><i>To realize a wide ranging suite of improvements in the manner in which ICT services are assessed, approved, implemented and supported operationally.</i></p> <p><i>This will include the submission of a business</i></p>



	<p><i>case for all new and modified ICT components to the ICT Steering Committee for approval and prioritisation.</i></p> <p><i>The decisions made by the ICT Steering Committee will be based upon benefits to all of Council and the infrastructure requirements and capability.</i></p> <p><i>All implementation of significance will be undertaken with a formal project management approach with due attention to risks, costs and resources.</i></p>
<p><b>Action Items</b></p>	<ul style="list-style-type: none"> <li>✓ <i>When assessing new ICT investments an ‘all of Council approach will be used to ensure maximum benefit and capability</i></li> <li>✓ <i>When new investments have been approved, they will be implemented using a formal project management approach</i></li> <li>✓ <i>Business processes are to be mapped to ensure visibility of process flows across the Council</i></li> <li>✓ <i>Costs, Risks and resourcing in projects will be managed to ensure efficiency of ICT investments</i></li> <li>✓ <i>When implementing new ICT investments the infrastructure components will be documented and an up to date architectural map of systems maintained</i></li> </ul>
<p><b>Performance Measures</b></p>	<ul style="list-style-type: none"> <li>✓ <i>100% of ICT implementations will be conducted with the appropriate use of project management techniques</i></li> <li>✓ <i>100% of assets will be managed with the use of selected tools and processes to ensure efficient and effective use of relevant data and information</i></li> <li>✓ <i>100% of relevant processes utilised in business communications will be mapped and maintained</i></li> <li>✓ <i>A positive coefficient of cost reduction and efficiency will be maintained</i></li> <li>✓ <i>An architectural map of the Council ICT infrastructure will be maintained and updated with all new and modified components with links to all projects</i></li> <li>✓ <i>100% of ICT investments will be reviewed by the ICT Steering Committee with a focus on risk and efficiency</i></li> <li>✓ <i>100% of projects and new ICT implementations</i></li> </ul>



	<p><b>will be undertaken with a project management method</b></p> <ul style="list-style-type: none"> <li>✓ <b>100% of ICT investments will be supported by a management framework used to support and direct any decision process</b></li> <li>✓ <b>All GLC strategic improvements will be supported by a corporate management approach (Governance / Risk / Project Man.) which will provide Senior Management support and resources</b></li> <li>✓ <b>An audit of these measures will be undertaken at least on a 12 monthly basis</b></li> </ul>
--	---

**GOAL Statement 4**

*A single consistent source of knowledge will be developed that will enable the Council sections 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.*

<b>Key Theme</b>	<b>Intranet / Information / Knowledge</b>
<b>Strategic Objective</b>	A single consistent source of Council 'knowledge' that is available for all sections, is structured and in a format that is easily searched and retrievable.
<b>Strategy</b>	<b><i>GLC will implement selected processes, tools and techniques to ensure a consistent and effective source of information that will be available to all personnel and structured so that the information will be readily available and in a useable and consistent format across all of Council</i></b>
<b>Action Items</b>	<ul style="list-style-type: none"> <li>✓ <b><i>A means of presenting a consistent and efficient source of information will be installed across all Council sections</i></b></li> <li>✓ <b><i>Council information will be made available between sections and the community in an appropriate and effective manner</i></b></li> <li>✓ <b><i>Online and mobile communication will be implemented where it complements work requirements and is cost effective</i></b></li> <li>✓ <b><i>Infrastructure requirements will be assessed and installed as required and approved by the ICT Steering Committee</i></b></li> <li>✓ <b><i>Business processes are to be mapped to ensure visibility of process flows across the Council</i></b></li> <li>✓ <b><i>Community privacy and personal data are</i></b></li> </ul>

	<p><i>never compromised</i></p> <ul style="list-style-type: none"> <li>✓ <i>All appropriate Council services are available through a single Portal, and the Portal is available to all Community</i></li> <li>✓ <i>Council published datasets are available to the Community as required</i></li> <li>✓ <i>Definitions and understanding of common business terms and functions are shared across all Council Sections</i></li> <li>✓ <i>Sections use common infrastructure and services</i></li> </ul>
<p><b>Performance Measures</b></p>	<ul style="list-style-type: none"> <li>✓ <b>ICT Infrastructure will be managed so that all Council can access information</b></li> <li>✓ <b>A skills matrix will be maintained to identify required skills to manage information and associated tools and processes</b></li> <li>✓ <b>Community and industry requirements will be investigated and managed for appropriate collaboration and communication through online services</b></li> <li>✓ <b>GIS capability will be implemented for all required products and services</b></li> <li>✓ <b>On-line objectives will be implemented in line with point 3 above as agreed with the ICT Steering Committee</b></li> <li>✓ <b>Mobile considerations and smart devices will be implemented as approved and prioritised by the ICT Steering Committee</b></li> <li>✓ <b>The ICT Steering Committee will be responsible for the ongoing transformation of Council ICT for better services</b></li> <li>✓ <b>The recommendations of the Service Delivery Review will be used as a reference for improved ICT services</b></li> <li>✓ <b>A program of process mapping within all sections will be instigated with an ongoing requirement of 20% of processes mapped within each year</b></li> </ul>

**GOAL Statement 5**

*The 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.*

Key Theme	Asset Management
Strategic Objective	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.
Strategy	<b><i>All ICT investments will be approved from using a formal process through the ICT Steering Committee. This process will be consistent across all of Council and will be mandatory for all sections and their managers</i></b>
Action Items	<ul style="list-style-type: none"> <li>✓ <b><i>Formal asset management tools will be installed across all GLC</i></b></li> <li>✓ <b><i>Business processes are to be mapped to ensure visibility of process flows across the Council</i></b></li> <li>✓ <b><i>Online and Mobile tools will be used to manage assets where it complements work requirements and is cost effective</i></b></li> <li>✓ <b><i>Council assets will be identified, documented and controlled effectively</i></b></li> </ul>
Performance Measures	<ul style="list-style-type: none"> <li>✓ <b><i>ICT Infrastructure will be managed so that there are less than 50 incidents per month under investigation across the Council</i></b></li> <li>✓ <b><i>A skills matrix will be maintained to identify required skills to manage information and associated tools and processes</i></b></li> <li>✓ <b><i>A program of process mapping within all sections will be instigated with an ongoing requirement of 20% of processes mapped within each year</i></b></li> <li>✓ <b><i>100% of ICT investments will be supported by a management framework used to support and direct any decision process</i></b></li> <li>✓ <b><i>All GLC strategic improvements will be supported by a corporate management approach (Governance / Risk / Project Man.) which will provide Senior Management support and resources</i></b></li> <li>✓ <b><i>Information will be available and shared across all of Council and there will be less than 50 complaints through customer satisfaction surveys, with a reduction to 10 in 5 years</i></b></li> <li>✓ <b><i>Community interaction with the Council will demonstrate an improvement as detailed in Customer Service feedback with any complaints formally recorded and managed</i></b></li> <li>✓ <b><i>On-line objectives will be implemented in line</i></b></li> </ul>

	<p>with ICT Steering Committee ICT recommendations</p> <ul style="list-style-type: none"> <li>✓ Mobile considerations and smart devices will be implemented as approved and prioritised by the ICT Steering Committee</li> <li>✓ The ICT Steering Committee will be responsible for the ongoing transformation of Council ICT for better services</li> </ul>
--	--

**GOAL Statement 6**

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

<b>Key Theme</b>	<b>Project Management / Programme Management</b>
<b>Strategic Objective</b>	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.
<b>Strategy</b>	<b><i>A Project / Programme Management methodology will be implemented across all GLC to ensure a consistent and effective means to implement processes, components and services</i></b>
<b>Action Items</b>	<ul style="list-style-type: none"> <li>✓ <b><i>A project management method will be installed across all GLC</i></b></li> <li>✓ <b><i>All managers will ensure that ICT proposals are submitted through a business case to the ICT Steering Committee</i></b></li> <li>✓ <b><i>Projects will follow a formal project plan, with resources, risks and costs managed</i></b></li> <li>✓ <b><i>ICT projects will ensure all component information is captured, documented and managed</i></b></li> <li>✓ <b><i>ICT projects will be approved, prioritised and monitored by the ICT Steering Committee</i></b></li> <li>✓ <b><i>All investments are aligned with strategic goals</i></b></li> <li>✓ <b><i>All processes in the Council have been reviewed and reengineered to optimise efficiency and effectiveness</i></b></li> <li>✓ <b><i>Projects are a combination of business processes and ICT</i></b></li> </ul>

	<ul style="list-style-type: none"> <li>✓ <b>Projects are managed as a portfolio</b></li> <li>✓ <b>Reporting is undertaken on all projects</b></li> </ul>
Performance Measures	<ul style="list-style-type: none"> <li>✓ <b>ICT Infrastructure will be managed so that there are less than 50 incidents per month under investigation across the Council</b></li> <li>✓ <b>A skills matrix will be maintained to identify required skills to manage information and associated tools and processes</b></li> <li>✓ <b>100% of projects will track project costs and resource requirements throughout the project lifecycle</b></li> <li>✓ <b>100% of assets will be collected and managed in an Asset Management system across all Council</b></li> <li>✓ <b>100% of projects will ensure that appropriate process mapping is undertaken as part of the project work</b></li> <li>✓ <b>100% of projects will focus on cost reduction and efficiency by developing project plans and tracking</b></li> <li>✓ <b>100% of ICT investments will be supported by a management framework (Governance / Risk / Project Man.) used to support and direct any decision process</b></li> <li>✓ <b>All GLC strategic improvements will be supported by a corporate management (Governance / Risk / Project Man.) approach which will provide Senior Management support and resources</b></li> <li>✓ <b>Performance indicators will be measured across all strategic improvements and monitored regularly</b></li> <li>✓ <b>The ICT Steering Committee will be responsible for the ongoing transformation of Council ICT for better services</b></li> <li>✓ <b>All infrastructure components will be identified and updated via projects in an Architectural diagram(s)</b></li> </ul>

**GOAL Statement 7**

*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.*

<b>Key Theme</b>	<b>On-line Objectives (Web / Social Media /</b>
------------------	---

	<b>Cloud)</b>
<b>Strategic Objective</b>	The use of internet / Intranet based functionality to communicate market and transfer information between users, community and business.
<b>Strategy</b>	<i>The Council will utilise on-line means to deliver services more effectively and efficiently in line with the principle of ‘services anytime – anywhere’. The Council will endeavour to maximise potential for community interaction and collaboration and where appropriate use social media and cloud services in an innovative and structured manner.</i>  <i>This will be undertaken wherever it is considered cost-effective and in alignment with Council strategic objectives</i>
<b>Action Items</b>	<ul style="list-style-type: none"> <li>✓ <b>Council services will be modernised to deliver as effectively as costs and resources will appropriately enable ‘anytime – anywhere’</b></li> <li>✓ <b>The Council will utilise online capability for greater interaction and collaboration with the community and other entities</b></li> <li>✓ <b>Council infrastructure will be effectively managed to enable maximum use of online services</b></li> <li>✓ <b>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</b></li> </ul>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>✓ <b>ICT Infrastructure will be managed so that there are less than 50 incidents per month under investigation across the Council</b></li> <li>✓ <b>A skills matrix will be maintained to identify required skills to manage information and associated tools and processes</b></li> <li>✓ <b>Information will be available and shared across all of Council and there will be less than 50 complaints through customer satisfaction surveys</b></li> <li>✓ <b>All mobile considerations will be investigated and approved by a business case to the ICT Steering Committee</b></li> <li>✓ <b>All new considerations to the ‘Services anywhere / anytime’ principle will be investigated and</b></li> </ul>

	<p>approved by a business case to the ICT Steering Committee</p> <ul style="list-style-type: none"> <li>✓ The improvements outlined within the Countrytell project will be monitored and reported to the ICT Steering Committee</li> <li>✓ The improvements outlined within the Network upgrade project will be monitored and reported to the ICT Steering Committee</li> <li>✓ The improvements outlined within the PC replacement project will be monitored and reported to the ICT Steering Committee</li> <li>✓ The improvements outlined within MS Office upgrade project will be monitored and reported to the ICT Steering Committee</li> <li>✓ The improvements outlined within the GIS upgrade project will be monitored and reported to the ICT Steering Committee</li> <li>✓ The 2030 plan will be monitored and reviewed annually for developments from this Strategy</li> </ul>
--	--

**GOAL Statement 8**

*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.*

<b>Key Theme</b>	<b>Mobile Considerations</b>
<b>Strategic Objective</b>	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.
<b>Strategy</b>	<i>The GLC will make use of mobile and smart devices where these devices can be demonstrated to provide cost effective improvements in productivity of personnel and greater efficiencies in collaborating with community and other relevant entities</i>
<b>Action Items</b>	<ul style="list-style-type: none"> <li>✓ <i>Where mobile functionality complements Council work and is cost effective it will be installed as approved by the ICT Steering Committee</i></li> <li>✓ <i>A formal business case will need to be submitted and approved by the ICT Steering Committee for mobile proposals</i></li> <li>✓ <i>Council infrastructure will be effectively managed to enable maximum use of mobile capability</i></li> </ul>



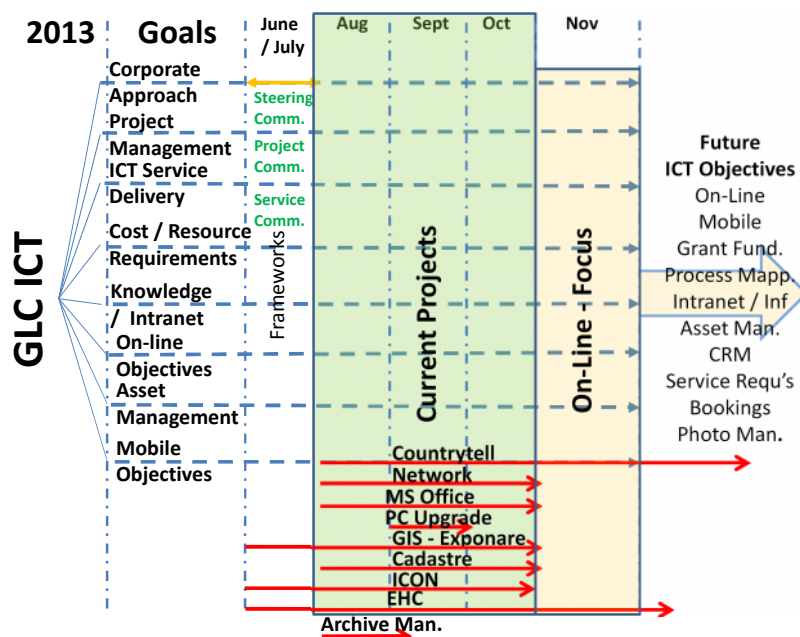
	<ul style="list-style-type: none"> <li>✓ <b><i>Business processes are to be mapped to ensure visibility of process flows across the Council for maximum benefit of mobile capability</i></b></li> </ul>
<p><b>Performance Measures</b></p>	<ul style="list-style-type: none"> <li>✓ <b>ICT Infrastructure will be managed so that there are less than 50 incidents per month under investigation across the Council</b></li> <li>✓ <b>A skills matrix will be maintained to identify required skills to manage information and associated tools and processes</b></li> <li>✓ <b>All new On-line objectives will be investigated and reviewed by the ICT Steering Committee for recommendation and approval</b></li> <li>✓ <b>ICT Infrastructure will be managed so that all Council can access information across a common platform</b></li> <li>✓ <b>All Council asset information will be identified and appropriately collected, managed and maintained</b></li> <li>✓ <b>Mobile connectivity will be monitored and improvements identified where formally approved</b></li> <li>✓ <b>Network connectivity will be monitored and improvements identified where formally approved</b></li> <li>✓ <b>All Council architecture will be identified and mapped in architecture diagrams which will be maintained via all projects and upgrade work</b></li> </ul>

### **Current Initiatives**

A number of current projects are being implemented that have been approved and identified as providing necessary upgrades and infrastructure improvements for future objectives.

The following diagram illustrates the current agenda along with a number of future ICT objectives that will be implemented in the next round of projects.





## Supporting ICT Initiatives in GLC

As identified by the previous 1-8 goal statements (which provide guidance, direction and controls for the overall GLC ICT Strategy), a number of the initiatives identified have already been introduced into Council operations.

These initiatives are in alignment with and provide support to the overall strategic plans that the GLC is intending to introduce as part of the collective ICT Strategy.

It is a formal requirement that any major ICT investment demonstrates clear alignment with one or more of our Council strategic goals and that redundancy in ICT investments are eliminated wherever possible. This disciplined approach to ICT investments will allow GLC to fully align ICT investment with our strategic objectives, eliminate redundant administrative systems, and develop section-wide approaches to managing ICT requirements.

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**.

### Information Communication Technology Steering Committee:

The Information Communication Technology 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 presented in this document 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.

**Appendix 1.**

Time Line for Implementation GLC ICT Strategy

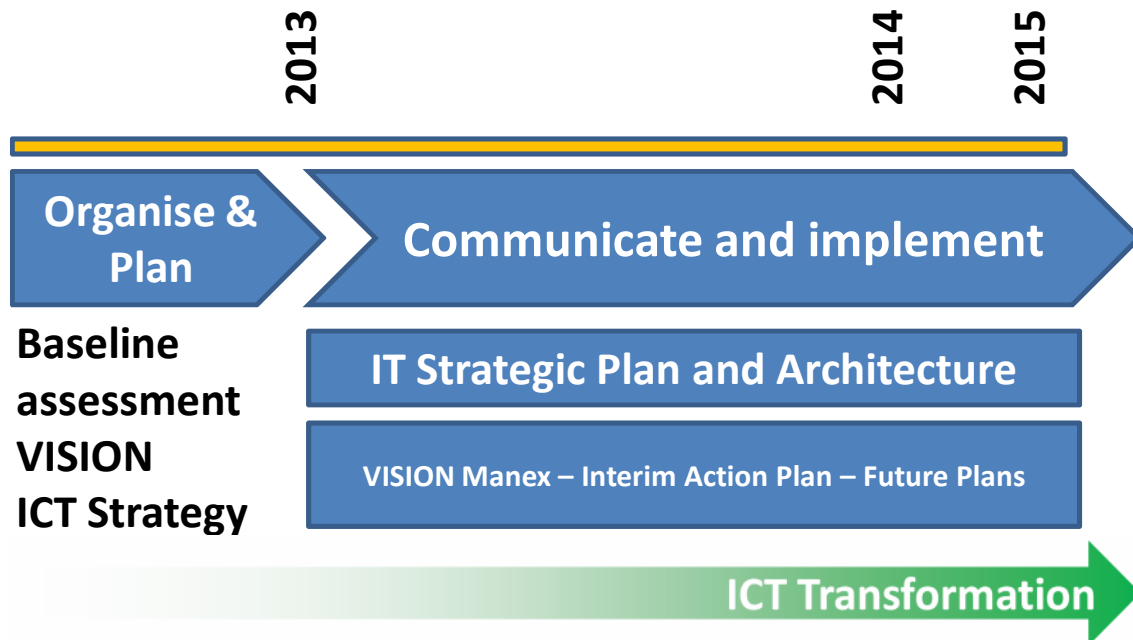


Figure 8: Timeline for GLC ICT Implementation

Appendix 2  
Forward View

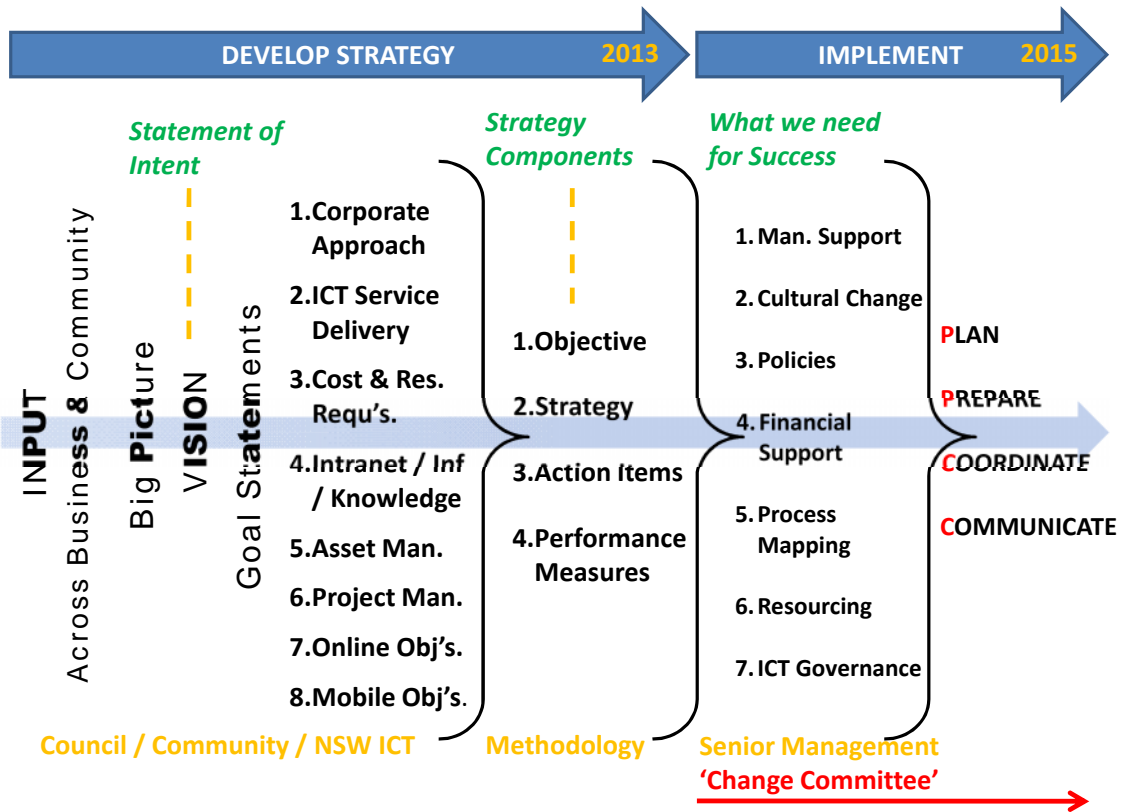


Figure 9: Forward View

**Appendix 3**

Current Architecture View v's Future Architecture View

**END OF DOCUMENT**