



ICT Strategy

2020-2025





**Ngalak kaadtitj nidja boodja
Baal Whadjuk Noongar
boodja Ngalak nyininy**

**We-together know this land.
It Whadjuk Noongar land.
We together sitting.**

In the language of the first people
of this land we say that we know we
are gathered together here on the
land of the Whadjuk Noongar
people. Always was, always will be.

EXECUTIVE SUMMARY

OVERVIEW

The Information Communication Technology (ICT) Strategy outlines the strategic direction for the use of Information and Communication Technology by the Town of Bassendean from 2020 to 2025.

The ICT Strategy provides a vision for how the Town would like to utilise technology to deliver ICT services and improve business performance over the next five years.

This is the first formal ICT Strategy developed by the Town. The ICT Strategy will guide the Town's future investment in Information and Communication Technology to provide a stable, robust, and secure ICT platform that will adequately support the unique operational requirements of the Town into the future.

The ICT Strategy is supported by the ICT Strategic Plan, which outlines key projects and actions for each of the five years of the ICT Strategy.

BACKGROUND

The appointment of a new CEO in 2018 and Executive team in 2019 has brought recognition that the Town's current ICT systems are inadequate, unstable and inhibit efficient business processes. The Executive team and Council now have a strong desire for investment in technology to provide a stable and secure ICT platform into the future and to improve the efficiency of the Town's operations.

Council allocated funds in the 2018/19 annual budget for a Strategic Information Systems Review and the Town engaged BroadReach Consulting to conduct the review. The deliverable was an IT Roadmap with recommendations to guide ICT investment and decision-making.

BroadReach conducted the review between October and December 2019. BroadReach held individual sessions and group workshops with staff from all business units within the Town (47 persons in 14 meetings) to discover the current ICT related barriers to efficiency and opportunities to invest to improve the quality of service delivery by the Town. The work also included a review of available ICT policies and procedures, consultation with the primary software provider and strategic input from the Town's Council and Executive.

BroadReach assessed the current state, identified key ICT priorities for the Town, and proposed a roadmap to help guide future investment in ICT.

General observations regarding the current state included:

- Reliability and performance of communications paths and the lengthy upgrade process for the remote desktop configuration significantly impacts the effectiveness of the central ICT system in every business unit
- Desktop and telephony devices are aged, inconsistent and constrain functionality
- Mobility is poorly enabled and not integrated with core systems workflow
- Employees using their own devices are poorly supported
- Outsourcing of key functionality has been effective for several business units but is not integrated with the core system
- ICT operating costs are very low (<1% of business expenses, compared to the industry average of 3.8% according to a survey by Deloitte) (Source: BroadReach Consulting report: Information Technology (IT) Strategy and Roadmap, 2019).

Significantly, BroadReach identified the need for greater investment to stabilise the ICT environment, and to improve the efficiency and quality of service delivery. BroadReach recommended a “program of change that will stabilise the current environment and improve the efficiency and quality of service delivery,” and suggested a moderate rate of change with an emphasis on “lean investments in projects that deliver maximum value to the Town.”

The Town created a new position of Manager Information and Technology, and appointed the current Manager in April 2020. The Town also made provision for a second IT Support Officer in the 2020/21 annual budget. The new Manager commissioned a Network Audit, which was undertaken by Stott and Hoare. The purpose of the network audit was to identify the root cause(s) of the network performance issues identified in the Information Services Review. Stott and Hoare identified a number of critical security and network performance issues and recommended remedial action as a priority.

Around the same time, the Auditor-General appointed new auditors for the Town, RSM Australia, and instructed RSM to include an ICT audit as part of its interim audit of the Town. RSM conducted the ICT audit in June 2020 and made similar recommendations to those made by Stott and Hoare. The Town has included the findings and recommendations of both audits in the Towns Audit Risk Register for quarterly reporting to the Audit and Governance Committee.

This ICT Strategy builds on the work undertaken by BroadReach, Stott and Hoare and RSM to deliver a strategy tailored to the Town’s operations, in the context of the Town’s priorities, budget and capacity for change.

WHY WE NEED AN ICT STRATEGY

Information and the technology systems that support it, underpin every aspect of the Town's operations and service delivery.

Appropriate investment in ICT infrastructure and the adoption of contemporary software systems and technologies over the next five years, is critical to ensure the Town has a reliable and secure platform that enables the efficient and effective delivery of its services, and supports the priority areas and strategies as outlined in the Strategic Community Plan.

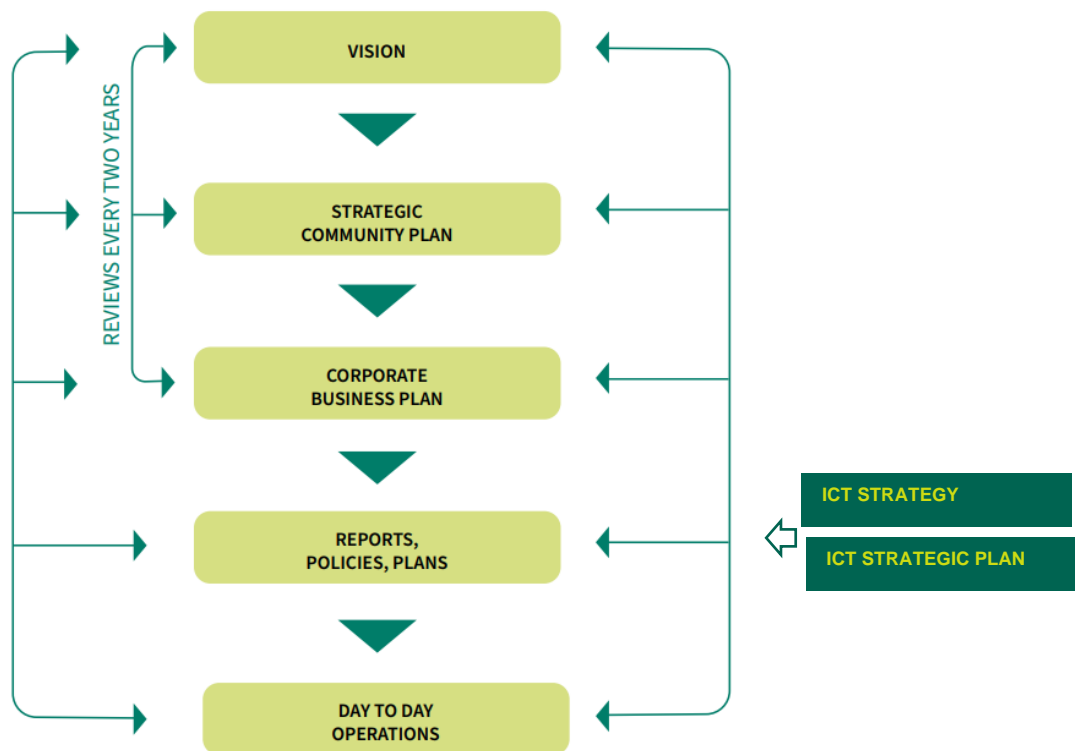
Lack of investment in ICT by the Town over many years has resulted in aged infrastructure, systems, and equipment. This is having a significant impact on the efficiency of operations, and inhibiting the adoption of contemporary technologies and practices such as online services, mobile computing, electronic workflows, automation of business processes, reporting dashboards and analytical capability.

With an ever-increasing reliance on information and communication technology, having a robust ICT Strategy in place will provide the Town with an important roadmap to the strategic ICT improvements and investments required to ensure effective operations and reliable service delivery into the future. The ICT Strategy will allow the Town to more effectively budget for ICT investment and plan and implement ICT improvements.



STRATEGIC ALIGNMENT

The ICT Strategy has been developed in line with Council's Strategic Community Plan (SCP) and Corporate Business Plan, and establishes a framework to ensure ICT services and systems are consistent with Town's vision and strategic priorities, and are closely aligned with the operational requirements of each area of the Town's operations.



Council adopted the Town's new 10-year SCP in July 2020. The SCP outlines seven priorities areas, developed in consultation with the community and refined during workshops with Councillors and staff.



1. Strengthening and connecting our community



2. Leading environmental sustainability



3. Creating a vibrant town and precincts



4. Driving financial sustainability



5. Facilitating people-centred services



6. Providing visionary leadership and making great decisions



7. Building community identity by celebrating culture and heritage

The ICT Strategy, together with the ICT Strategic Plan, strongly supports the priority areas and strategies outlined in the SCP, and projects and actions outlined in the Corporate Business Plan, by delivering a program of works to significantly upgrade and improve the Town's information systems and technology platform, to ensure it is capable of adequately supporting the Town's priorities and strategies.

VISION

TRANSFORM: Through modernising technology and automating processes

SIMPLIFY: Simplify access to information, systems, and data

INNOVATE: Identify better ways to use information and technology

GUIDING ICT PRINCIPLES

- | | |
|---------------------|--|
| Principle 1: | We will use our ICT Strategy to guide our ICT investments and decisions |
| Principle 2: | We will treat our information as a key strategic asset |
| Principle 3: | We will provide a contemporary, stable, and secure ICT platform |
| Principle 4: | We will treat business and user requirements as a key consideration in all ICT decisions |
| Principle 5: | We will be transparent in our decision-making and resource use |
| Principle 6: | We will foster and enable the Town's culture of innovation and collaboration |
| Principle 7: | We will adopt cloud platforms and use commodity ICT services where appropriate |
| Principle 8: | We will embrace a Green ICT approach in line with the Towns One Planet living sustainability framework |

VALUE FOR MONEY

The key projects and actions outlined in this ICT Strategy will be assessed for risk, sustainability, business outcomes and value for money. Key projects and actions will be considered as part of annual budget processes and procurement activity will be conducted in compliance with Council's Purchasing Policy and the Town's Procurement Manual.

The ICT Strategy will be supported by annual IT Operational plans and budget submissions.

KEY PRIORITIES

Modern & Secure ICT Architecture

Implement a robust, secure, and contemporary ICT architecture that improves productivity and service delivery, and ensures the integrity, availability, and confidentiality of information

Access Anywhere, Anytime

Improve infrastructure to make it easy for customers to transact with us online and provide for an enhanced digital experience for Council and staff

Transform and Simplify

Transform the way we work and deliver our services. Simplify access to information and systems

Mobility

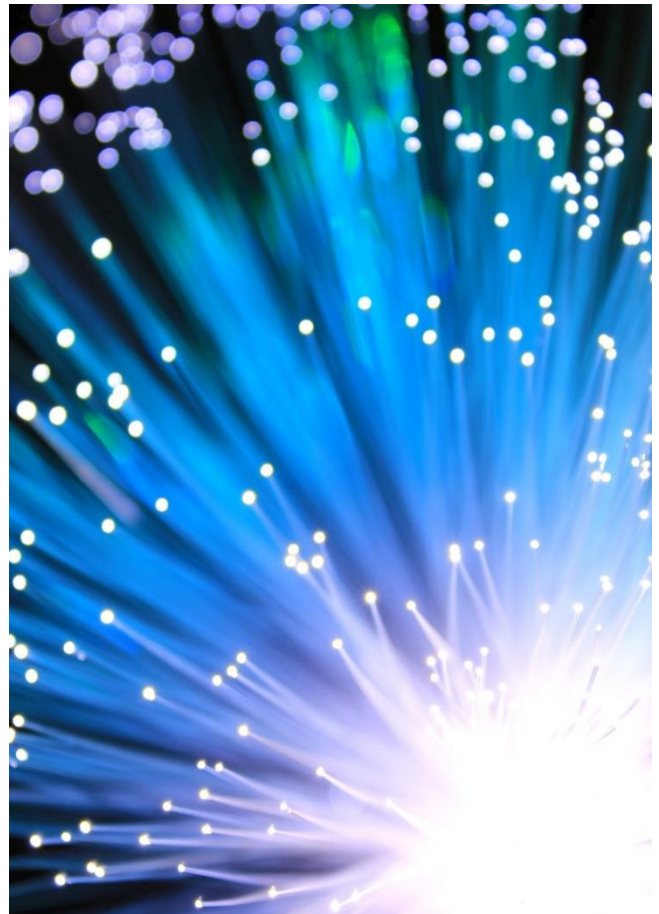
Equip our staff with mobile computing devices, enabling access to information and systems in the field to enhance productivity and efficiency

Information Management

Improve strategic and operational and decision-making capability by unifying information, establishing information management standards, and improving our reporting and data analytical capability

Sustainable IT

Implement sustainable technology initiatives that reduce the impact of technology use on the environment



Priority 1: Modern and Secure ICT Architecture

Objective

Implement a robust, secure, and contemporary ICT architecture that improves productivity and service delivery, and ensures the integrity, availability, and confidentiality of information

Key Outcomes

A secure, stable, and reliable IT platform

Improved network stability and performance

Improved disaster recovery and business continuity capability

Reduced risk

Improved network performance

Reliable and stable telecommunications

Supports flexible working and disaster response

Key Projects

Invest in cyber security infrastructure to ensure the availability, integrity and confidentiality of our information, systems, and network

Improve staff cyber security awareness and capability

Stabilise network connectivity and performance

Develop and Implement an IT Governance Framework

Improve our ICT Disaster Recovery and backup capability

Upgrade the data links between the Town's various locations

Consolidate and upgrade internet links

Stabilise voice communications

Move from on premise to cloud based infrastructure

Implement IT Equipment lifecycle management

Priority 2: Access Anywhere, Anytime

Objective

Improve infrastructure to make it easy for customers to transact with us online and provide for an enhanced digital experience for Council and our staff

Key Outcomes

Improved website accessibility and functionality

Compliance with website accessibility standards

Improved customer experience by enabling online payments

More convenient and streamlined building application lodgement and processing

Online development application tracking and real time application status

Customer requests to be lodged anywhere anytime

Key Projects

Develop a contemporary corporate website that is accessible and easy to use

Implement online payment of rates, debtor payments and infringements

Implement online lodgement of building licence, permit lodgement and tracking

Priority 3: Transform and Simplify

Objective

Transform the way we work and deliver our services

Simplify access to information and systems

Key Outcomes

Software provides ongoing value for money and meets the contemporary business requirements

Replace paper inspection processes and enable staff to schedule, undertake and report using a modern digital platform

Improved risk identification, mitigation, and management

Enhanced decision making, predictive business analysis and proactive risk management

Enhanced digital live streaming experience

Simplified business processes and automation of manual process

A digital environment that improves the Councillor and staff experience

Improved communication between Council and Administration

Greater use of enterprise collaboration, planning and productivity tools

Better management of ICT asset registers and ICT equipment lifecycle

Key Projects

Review and update software systems to ensure they are fit for purpose, provide value for money, and meet the contemporary business requirements of the Town

Determine requirements for the enterprise application system

Utilise new technologies to improve business efficiency

Develop the corporate intranet as a contemporary corporate knowledge base and collaboration tool

Promote greater utilisation of collaboration and productivity tools available through Office 365

Implement Council Agenda and Minutes software

Implement corporate online forms

Centralisation of ICT procurement

Priority 4: Mobility

Objective

Equip our staff with mobile computing devices, enabling access to information and systems in the field to enhance productivity and efficiency

Key Outcomes

Enable staff to work effectively regardless of location

Supports more flexible and mobile work arrangements

Provides clarity in the application of Councillors communication allowance

Outlines Councillor information recording requirements

Provides secure access to the Towns information and systems on mobility devices

More efficient and effective business operations

Reduced duplication of effort and streamlines business processes

Improved asset management and asset condition assessment

More informed decision-making capability

Key Projects

Invest in mobile computing devices such as tablets or laptops based on business need

Develop a Councillor ICT Policy

Develop a BYOD policy

Implement a secure corporate Wi-Fi network across the Towns office locations

Implement mobile security technologies such as multi-factor authentication and VPN

Implement a mobility application suite

Priority 5: Information Management

Objective

Improve strategic and operational and decision-making capability by unifying information and, establishing information management standards

Key Outcomes

Improved information management and capability

Improved discoverability and searchability of information

Consistent standards for naming of documents

One centralised location for information

Provides a holistic view of available information

Compliance with legislation

Better informed strategic and operational decision making

Key Projects

Review and update the Information Management Framework

Improve information search capability

Create a holistic view of customer and corporate information

Implement a compliant email archive solution

Improve management and use of spatially enabled information and GIS capability

Foster a paper appropriate culture

Priority 6: Sustainable ICT

Objective

Implement sustainable technology initiatives that reduce the impact of technology use on the environment

Key Outcomes

Support the Towns One Planet Sustainability initiatives

Reduced environmental impact

Reduced electricity consumption

Promotes repurposing and reuse of ICT Equipment

Minimise E-waste going to landfill

Reduced printing costs

Key Projects

Implement energy efficient technology where appropriate to the business environment

Sustainable ICT Procurement

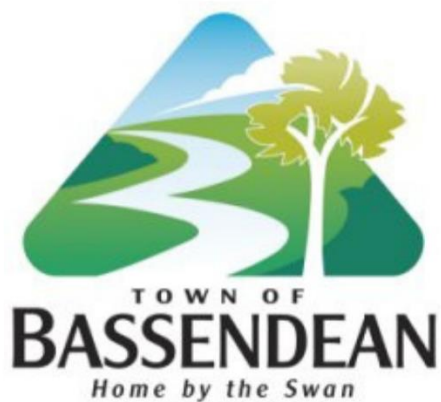
Reduction of E-Waste and improved Recycling

Implement corporate wide smart printing initiatives



**ONE PLANET
LIVING PRINCIPLES**





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