ICT Strategic Plan

Shire of Broome

Shire of
Broome
A future, for everyone

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Introduction

The purpose of this Information & Communications Technology (ICT) Strategic Plan is to define a set of principles and goals that provide Shire of Broome (the Shire) with the ICT planning and investment direction needed to align with its Strategic Community Plan 2021 – 2031, *Broome – a future, for everyone* and the Shire's vision, purpose and values:

> *Broome – a future, for everyone;*
> *where our vision is achieved by four supporting aspirational pillars – people, place, prosperity and performance delivered by a Shire that exists to provide, facilitate and advocate for services and facilities to improve quality of life for everyone in Broome.*
>
> PROACTIVE FOR EVERYONE ACCOUNTABLE RESPECTFUL LISTENING SUSTAINABLE

In achieving its community purpose, the Shire executive confirmed the importance of digital services to the community and aspiration for Shire of Broome to be at the forefront of innovative service delivery.

To achieve this aspiration, the Shire must adopt a business strategy for the digital age, that is, use technology to improve its business performance, through digitising its core systems and evolving its mindset to think differently, to deliver best practice across whole-of-council and grow new opportunities.

The ICT Systems Review found that overall, the Shire does not maintain an ICT environment that meets the necessary standard for its intended use, operating with an average level of performance for delivering and maintaining safe and efficient operations across the community.

This strategy describes *three critical phases* the Shire will need to move through to progress from its current position and achieve its digital aspiration: **Foundations**, **Transformation** and **Evolvement**. To ensure success implementation will require:

Organisational Maturity
- Measuring performance
- Stabilising work teams and knowledge

Governance
- Prioritise, direct, manage, report on the approved program of work

Enterprise Capability
- Build the environment to innovate and deliver digital customer experiences aligned to the expectations of the community

Transforming the Shire will require an agile approach. As such this ICT Strategic Plan becomes a living document, measured and refreshed annually to match the speed of change in technology and the increasing changes in business and community expectations for innovative services.
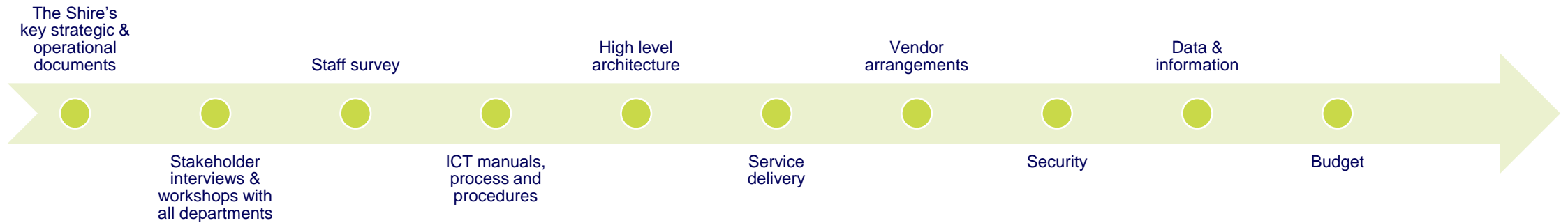
This document provides the objectives and measurements critical to the Foundations phase, the first of the Shire's 3 phase evolution. This will be measured, revised and adjusted as the Shire matures and progresses into its Transformation and Evolvement phases.

Strategic Plan Approach

To develop this ICT Strategic Plan, Strategic Directions has applied a systematic phased approach.

DISCOVERY

Desktop Document Review

Face-to-face Staff Engagement

Online Staff Survey

Environment Examination

ANALYSIS

ICT Review – Validation and Findings

STRATEGY

ICT Strategic Plan

DELIVERY

Final Approval

The discovery phase was conducted to enable thorough review of Shire of Broome's operations by undertaking detailed analysis of the Shire's entire ICT environment to present an accurate and reliable account of the current state of the Shire's ICT services & systems, including:

The Shire's key strategic & operational documents

Staff survey

High level architecture

Vendor arrangements

Data & information

Stakeholder interviews & workshops with all departments

ICT manuals, process and procedures

Service delivery

Security

Budget

4

ICT Review Findings

Governance

Gaps in governance policies and processes exist from high staff turnover

Rate of turnover of ICT management has resulted in an immature state of operations and planning

People

High staff turnover creates gaps in business continuity with heavy reliance on key staff

ICT team capacity is unable to meet the broad range of needs across the Shire

Staff are frustrated with the poor integration of data across the Shire's systems

CCTV operates on a platform lacking consistent management, compromising capacity to fulfill its essential community and staff safety role

GIS vendor support does not deliver timely responses and services to the Shire's GIS platform

Process

Service delivery quality and productivity is heavily compromised by the Shire's dated ERP system inhibiting enterprise planning capability

Staff lack confidence in the Shire systems' data integrity due to the fragmented processes that result from the disconnected data environment

Disparate project management practices across the Shire result in poor information management compliance

The Shire maintains inefficient and high risk paper based processes

The working environment is not designed from the user perspective resulting in workflows and tools that don't effectively match job tasks

Technology

SynergySoft's investment in the Shire as a core partner is poor resulting in below acceptable performance of SynergySoft as an enterprise platform to run Shire operations

Security and network architecture is vulnerable to downtime and intrusion

Mobility equipment is not standardised and matched to meeting the efficiency and safety needs of field staff

Using the hybrid Skype/Teams telephony solution is unreliable and has an inconsistent experience for staff and customers

CCTV technology is not standardised for investment or management as an asset

These detailed findings form the baseline of the Shire's current challenges and constraints that are addressed in the Guiding Principles, Goals and proposed Roadmap of this ICT Strategic Plan.

Business Strategy for a Digital Age

The first phase of the Shire's evolution into a leading local government organisation delivering a superior digital experience to its community is the Foundations phase. This is where the Shire will focus on organisational maturity, governance and enterprise capability and on embedding cultural values in digital transformation within the ICT team and across the whole of the Shire.

These values are incorporated into the Guiding Principles and Goals of this strategic plan.

Openness towards change →
- the pace of introducing new technologies to avoid "innovation fatigue"
- growing resilience from optimism about outcomes and control over the situation

Customer-centricity →
- willingness to adapt to meet customer needs

Communication →
- knowledge sharing and management sharing the vision and goal of digital transformation with all participants

Participation →
- non-hierarchical openness in decision making with employee engagement in digital projects across all organisation levels

Cooperation →
- positive attitude towards teamwork, cross-functional collaboration and cooperation with external parties eg customers

Tolerance towards failure →
- a culture built upon acceptance towards mistakes creating an environment supporting new initiatives, exploration and a successful digital transformation process

Risk affinity →
- willingness to evolve risk appetite for managing decision making under uncertain circumstances

Trust →
- mutual trust in leadership, staff and external parties

Continuous improvements →
- a positive attitude towards the constant revision of processes and conditions for better performance

Agility →
- flexibility and adaptability towards change; in organisational structure and culture to promote fast responsiveness to changes and new customer needs

Innovation →
- organisational encouragement of enterprising initiatives and open innovation with the structures of modern systems leading to the enhanced use of tools and services

Guiding Principles

Establishing a set of guiding principles to support the assessment of ever-changing technological capabilities as they become available/cost effective.

1. WE ARE SUSTAINABLE AND INNOVATIVE

- ✓ We understand our business challenges, our performance and how to prioritise technology investment to effect maximum success
- ✓ We use data and best practice to inform our decisions
- ✓ We continually seek ways to improve our efficiency and performance through automation, monitoring, reporting, partnering and seeking collaboration opportunities with other LGAs
- ✓ We know our customer and how they feel about our services, celebrating when they are happy and responding with empathy when they are not

2. OUR ORGANISATIONAL CULTURE IS STRONG

- ✓ Our executive leadership drives our technology investment strategy and maintains strong understanding of technology's potential to advance the community
- ✓ We aspire to be experts in our fields utilising the latest in thinking and techniques
- ✓ We understand the need to be always growing our mindsets, be brave, curious, change and improve
- ✓ We seek to continually evolve innovative new ways of working better together
- ✓ We all work to the singular purpose of delivering best outcomes for the community

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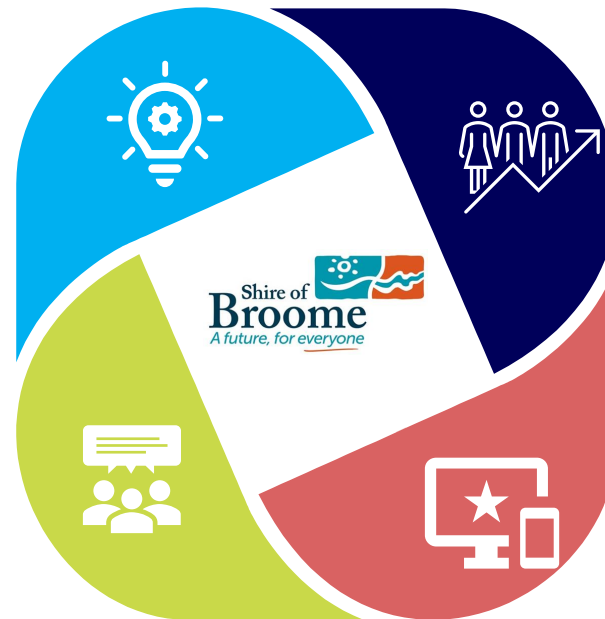
3. WE GAIN MAXIMUM VALUE FROM OUR TECHNOLOGY

- ✓ We focus on whole-of-council delivery and community benefits
- ✓ We believe in the power of good governance to deliver quality outcomes working in a performance driven, transparent and ethical framework
- ✓ We know our products and the strategy for their digital delivery
- ✓ We know our technology assets, when to optimise what we have and when to buy new

4. OUR SERVICE DELIVERY IS SECOND TO NONE

- ✓ We seek to maintain contemporary knowledge of technological innovations in order to inform our decisions and develop our future strategy
- ✓ Our knowledge capital is a vital asset we ensure is shared, current, accurate, available and secure
- ✓ We take pride in delivering a modern, integrated and secure ICT environment with the skills to match
- ✓ Our customers can access our digital services anywhere, anytime
- ✓ We prioritise running a safe and secure cyber environment

Our Goals

The goals of this strategy are directed by the Shire's strategic objectives. The ICT Roadmap and Action Plan are designed to deliver our Goals. Each strategic activity is aligned to one or more of our Goals as defined in the focus areas below. Performance is measured against these Goals utilising our Guiding Principles to guide decision-making.

Our Goals	Our Focus
GOAL 1 ICT Governance is established and embodies our organisational Values and Culture of Transparency, Accountability and Sustainability	▶ The Executive team communicates the vision, leads the change, targets the investment and directs the prioritisation of ICT services and projects to meet the Shire's transformation objectives. ▶ Governance of the ICT program of work is integrated into the corporate governance and policy framework where appropriate policies are applied, and transparent allocation of resources is managed, to develop quality products delivering successful business and customer outcomes. ▶ All business cases are created from best practice templates that include priority in relation to corporate objectives, total cost of ownership methodology and fit with the architecture framework. ▶ Procurement of all solutions is centralised through the ICT governance process. ▶ All ICT services and vendors are monitored, measured and their performance reported monthly.
GOAL 2 The Shire's technology capability is contemporary, fit-for-purpose and delivers positive return on investment	▶ ICT services are centered on contemporary architectural standards, principles and practices that deliver an efficient, fit-for-purpose ICT environment providing an agile enterprise platform for delivering the Shire's business priorities. ▶ All solutions meet the expectations and needs of users through embedding principles and practices of user-centered design. ▶ The Shire maximises external partnerships and collaboration opportunities with other local government authorities to enhance performance and minimize technology overheads and risks. ▶ Transition to cloud services is managed by well informed processes that optimise business outcomes and minimise risk.

Our Goals

Our Goals	Our Focus
GOAL 3 The Shire's technology environment enables our digital business transformation for customer service excellence	▶ High value business processes are identified and digitised end-to-end to deliver customer satisfaction and organisational efficiency. ▶ Internal and external customers can access our secure systems anywhere from their device to efficiently complete their tasks. ▶ ICT team skillset is centred on optimising business capability, working with an integrated 'One Team' approach forming cross-functional teams to digitise business processes across the Shire. ▶ Infrastructure is capably managed with vital partners providing 24/7 business continuity. ▶ Dedicated training and professional development is ongoing to maximise business value of corporate systems whilst optimising the Shire's corporate knowledge and knowhow. ▶ ICT services measures its fit for purpose environment by its customers' satisfaction.
GOAL 4 the Shire information assets are managed to enable efficient, transparent, accountable and continuous operations	▶ Information is defined and managed so that it is accurate and can be understood, shared, protected, accessed and exploited efficiently by all the Shire's stakeholders anywhere anytime. ▶ Relevant intellectual capital is captured for every role to ensure continuity of service. ▶ Equity of access to the right information and tools for the job is embedded as a core principle for all staff roles across the Shire to deliver safe, high quality services. ▶ Maintaining cyber security vigilance is embedded as business as usual operations.

Digital Business Maturity Phases

Program Phases	2022	2023	2024	2025	2026	2027	2028	2029	2030	Future Optimised Environment
Foundations • New Governance Model • Enterprise Architecture • Essential 8 Maturity • CCTV & desktop renewal • Business Continuity • Skills Capability • Vendor Management • Organisational Change		**Phase One**								
Transformation • ERP strategy • Digital Customer Experience • Business Efficiency • Information Management • Business Continuity • Training & Professional Dev.					**Phase Two**					
Evolvement • Digital Business Leader • Business Optimisation • Integrated Agile Platforms • Innovation Opportunities • Connected Community • Smart City Enhancements								**Phase Three**		

ICT Strategic Road Map

Shire of Broome — A future, for everyone

Digital Economy
- Community & Business Engagement
- Digital Economy & Innovation
- Regional Leadership

ERP Decision
Develop ERP Strategy Platform for the Future

Preparing
- Governance Model
- Essential 8 Maturity
- Enterprise Architecture
- Office 365 / Desktop & Infrastructure Refresh
- Vendor & Skills Capability
- Organisational Change

Planning for Sustainability
- Digital Customer Experience
- Business Efficiency
- Cyber Security Awareness
- Information Management
- Business Continuity

Working Better
- Co-design & collaboration
- Cyber Security Improvements

Optimisation
- Applications
- IT Infrastructure
- Opportunities & Innovation
- Business Process

ERP Strategy Implementation
- New Business Processes
- Digitisation & Integration
- Process Efficiency

Working Smarter
- Customer Experience Implementation
- Enterprise Mobility
- End-to-end Digital Services

Business Intelligence
- Effective Reporting
- Analytics
- Integrated Applications

| 2022/23 | 2024/25 | 2025/26 | 2027/28 | 2028/29 | |

Foundations — **Transformation** — **Evolvement**

Major Actions

FOUNDATIONS	TRANSFORMATION	EVOLVEMENT

FOUNDATIONS

Governance model, including:
- Program Steering Committee
- Organisational Change Capability
- Communications program
- Performance measurement / reporting
- Policies & Procedures
- Vendor Management Framework

ICT Service Management Standards

Enterprise Architecture Framework

Information / collaboration / productivity / communications:
- Office 365
- Enterprise ERP Decision
- Cyber security capability and training
- Infrastructure and device upgrades
- Business continuity planning and testing

TRANSFORMATION

Desktop / Mobility Re-alignment

Solutions Integration / Middleware implementation

Customer Experience improvements (Internal & External)

Digitisation – external and internal services

ERP Strategy - Implementation

Staff Training & Capability program

Disaster recovery and business continuity

Cyber security program – Continuous Improvement

CCTV Strategy Implementation

EVOLVEMENT

Growth mindset

Organisational learning

Optimise mobile and online service capability

Data analytics / Business Intelligence

ERP Strategy - Optimisation

Digital Economy – Business & Community Engagement – Regional Leadership

Sustainability – Optimised Business Processes and ICT Operations

Governance
"*a controlled way to transform our business*"

A revised Governance Framework is required to oversee the implementation of the ICT Strategic Plan and ensure that priority projects / programs are allocated appropriate resources and effectively monitored to ensure business outcomes are delivered in a sustainable way.

As the Shire drives achievement of digital business transformation to deliver exceptional customer experience, governance of the technology program must be integrated into the Shire's corporate Governance Framework to ensure transparency, accountability and delivery of business value.

Ongoing professional development investment to ensure continuous improvement of these critical skillsets is required.

'Governance' is **'the framework of rules, relationships, systems and processes within and by which authority is exercised and controlled** ... It encompasses the mechanisms by which [organisations], and **those in control, are held to account**.'
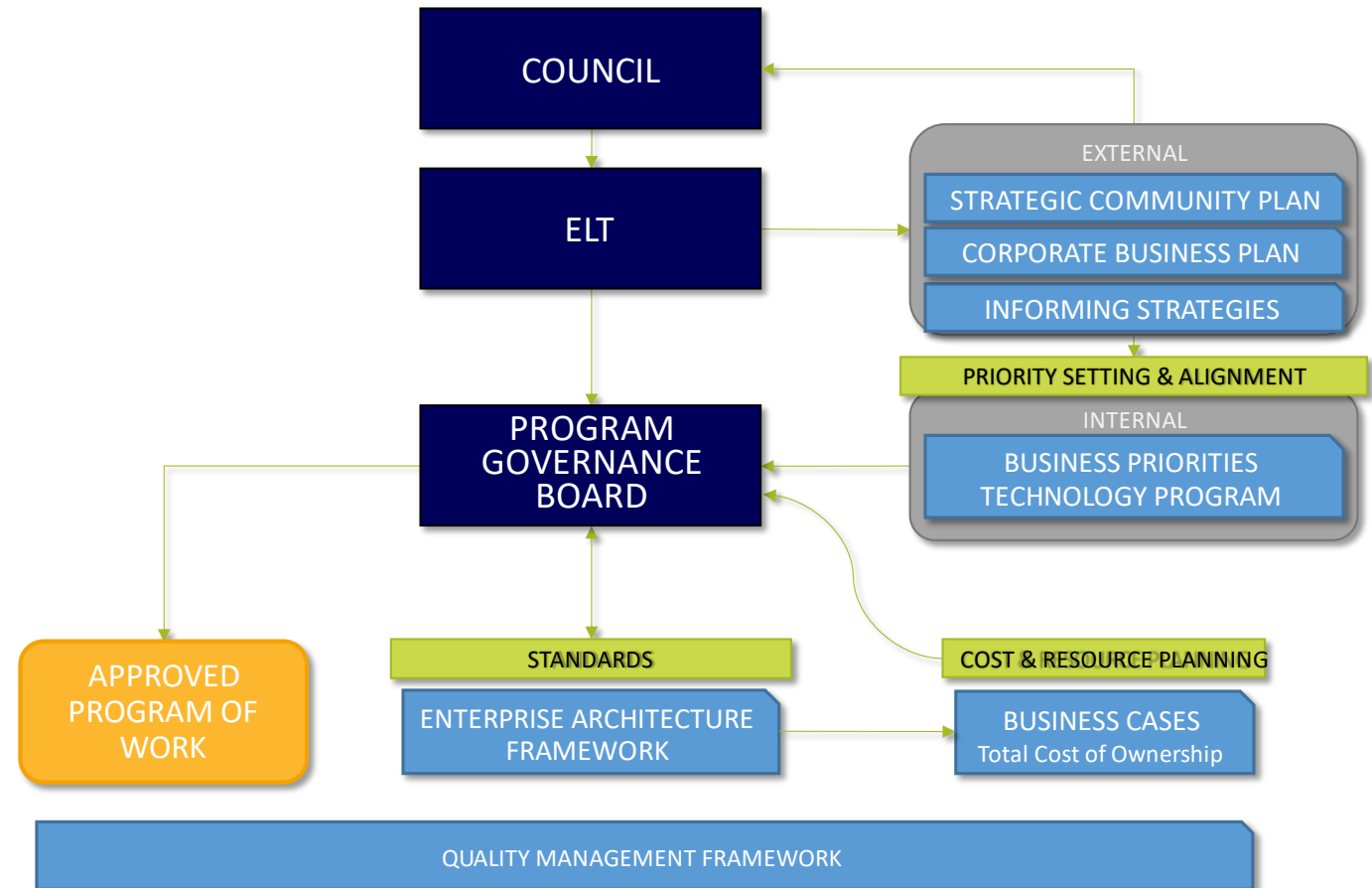
Program Governance Board – Roles & Responsibilities

An effective decision-making body controlling the Shire's investments.
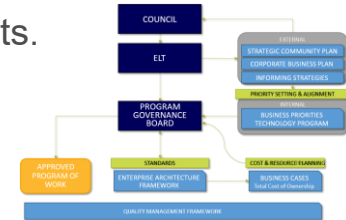
Purpose

The governance board controls the approval and successful delivery of the program of work, setting the direction for the program, approving projects and resource allocation, supporting project managers in decision-making, ensuring quality assurance and adherence to standards and methods and overseeing the overall progress of the program.

Responsibilities

Provide the strategic direction of the program.

Ensure the quality assurance of its products.

Approve projects and plans.

Ensure the required resources are available.

Manage the risks.

Resolve deviations and conflicts.

Ensure communication of the program.

Skills and Attributes

Ensure the board has representation of all requisite control skillsets.

Understand business cases and project plans.

Own and communicate the program vision as change advocates.

Delegate authority as required to ensure the program meets its objectives.

Manage external influences and how it may affect the program.

Organisational Change

Transformational change starts with honest acknowledgement of how hard the work is going to be, how much capacity and discipline an organisation actually has and the personal commitment of the executive team as the principal sponsors to change first.

Further, communicating change effectively requires listening to the organisation twice as much as telling the organisation about the change.
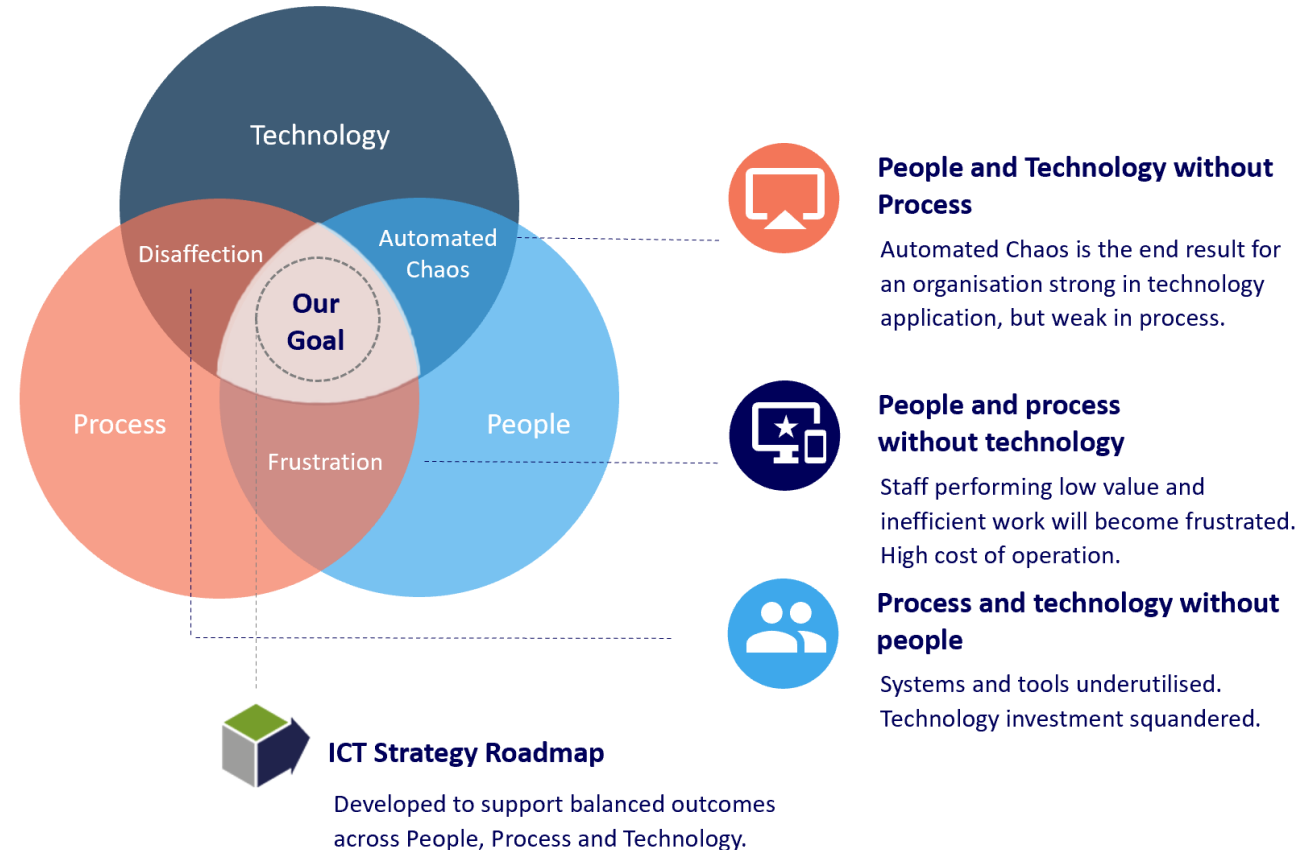
Multifaceted transformational change needs to be appropriately scoped, resourced, and most importantly, integrated. Every initiative must be linked to every other initiative. Staff need to connect their own sense of purpose to the aspirations of the transformation.

Leading and embedding effective organisational change management throughout the Shire is therefore an essential capability required to successfully deliver the goals in this ICT Strategy and Roadmap; and any other major business improvement initiatives across the Shire.

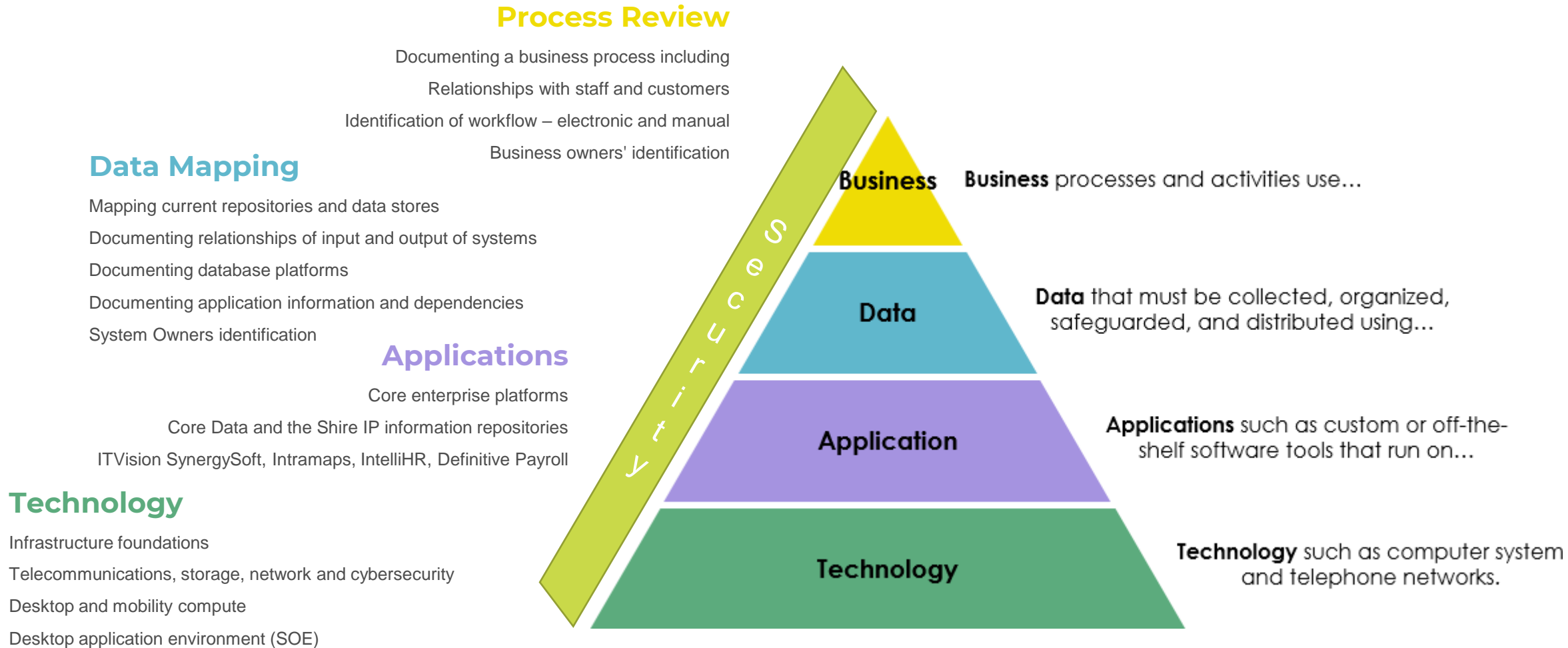**Simply purchasing new technology or services will not improve business efficiency or customer experience**.

Instead, an appropriate organisational change model with a balanced approach to People, Process and Technology, will allow the Shire to transition from the current ICT service mix to a new fit for purpose environment delivering efficient and effective services aligned to the business needs and priorities of its Staff and Community.

This Strategy, Roadmap and Action Plan is designed to allow the Shire to reach the centre of the Venn diagram.

Technology

Disaffection

Automated Chaos

Our Goal

Process

Frustration

People

People and Technology without Process

Automated Chaos is the end result for an organisation strong in technology application, but weak in process.

People and process without technology

Staff performing low value and inefficient work will become frustrated. High cost of operation.

Process and technology without people

Systems and tools underutilised. Technology investment squandered.

ICT Strategy Roadmap

Developed to support balanced outcomes across People, Process and Technology.

Enterprise Architecture Framework

Principles and practices that enable systemic design decisions on all the components of the operating environment.

Process Review

Documenting a business process including

Relationships with staff and customers

Identification of workflow – electronic and manual

Business owners' identification

Data Mapping

Mapping current repositories and data stores

Documenting relationships of input and output of systems

Documenting database platforms

Documenting application information and dependencies

System Owners identification

Applications

Core enterprise platforms

Core Data and the Shire IP information repositories

ITVision SynergySoft, Intramaps, IntelliHR, Definitive Payroll

Technology

Infrastructure foundations

Telecommunications, storage, network and cybersecurity

Desktop and mobility compute

Desktop application environment (SOE)

Security / **Success**

Business — Business processes and activities use…

Data that must be collected, organized, safeguarded, and distributed using…

Applications such as custom or off-the-shelf software tools that run on…

Technology such as computer system and telephone networks.

Critical Success Factors

Goal	Success criteria	Performance measurement	Frequency
ICT Governance is instituted and embodies our organisational Values and Culture of Transparency, Accountability and Sustainability	Program of work is being effectively governed	Program meeting defined strategic / operational objectives	Quarterly
	Projects in the program of work are delivered on time & on budget	Project Performance Reporting	Monthly
	Staff understand the program vision and changes ahead	Staff survey	Quarterly
	Delivery of vendor services is optimised in accordance with vendor service contracts	Vendor Performance Reporting	Quarterly
The Shire's technology capability is contemporary, fit-for-purpose and delivers positive return on investment	Enterprise Architecture Framework is complete and accurate	Architecture review	Annually
	Roles are optimised by the implementation of efficiently designed toolsets	Performance reporting	Annually
	Capability of technology team transitioned to high value business focus to optimise the business value from our ICT investments	Skills audit	Annually
The Shire's technology environment enables our digital business transformation for customer service excellence	The Shire's brand is positively enhanced by improved customer experience	Customer satisfaction reporting	Annually
	Business processes are optimised as integrated digital workflows	Performance reporting	Annually
	Corporate systems contain essential corporate knowledge being utilised to maximum efficiency	Training program report	Annually
The Shire information assets are managed to enable efficient, transparent and accountable operations	System and Information ownership is unambiguous and accurate	System ownership documented	Annually
	All staff have access to the right information and tools for their job	Performance reporting	Annually
	Systems and data are resilient and secure	Vulnerability and Penetration testing	Annually

Risk Management

Risk	Mitigation Strategy
Human Resources - Lack of available resources in the market with skills and capabilities to deliver the ICT Strategy and Roadmap - Unable to attract and retain the skilled resources required to fill the job - Loss of critical knowledge and knowhow due to staff turnover / lack of succession planning - Having the appropriate resource levels to maintain and effectively support ICT services - Having the knowledge and education to perform the tasks required	▶ Clearly define roles and skills for major projects/activities and identify internal or external resources who are available to deliver projects ▶ Include total cost of ownership (TCO) in all project business cases and apply TCO to all projects in flight to enable enterprise human resource planning ▶ Implement cross functional teams / knowledge sharing / cross skilling processes during all business process transitions ▶ Documentation of all key services, processes and architecture is up-to-date ▶ Develop professional development program aligned to the strategy and program of work at team and individual level to ensure skills are available, optimised and up to date ▶ Engage specialised ICT partners or contract / temporary resources to uplift capability and capacity as needed
Governance - Poor alignment of ICT services to business priorities - Project resources and funding is not available for corporate priorities - Business is not aware of ICT roadmap or program of work - Business stakeholders do not plan their utilisation of ICT services in accordance with the requirements of ICT as an enterprise resource - the Shire unable to ensure value is obtained from the third party services it purchases and can't determine the most effective way to manage strategic, tactical, foundational and legacy relationships	▶ Implement Governance Board where membership of the Board encompasses contemporary knowledge of the control skillsets required to govern the program of work ▶ Enable an enterprise governance model where the IT Manager works as a business partner to assist ELT deliver the outcomes of the strategy ▶ IT Manager produces a corporate ICT Strategy and enterprise program of work that incorporates whole-of-council ICT project planning and operational requirements ▶ All ICT staff are involved in the strategic planning process ▶ Implement a vendor management framework and develop vendor management plans ▶ Develop appropriate ICT Policy Framework to integrate with the Shire's Corporate Framework and support the Shire's ICT Roadmap implementation.

Risk Management

Risk	Mitigation Strategy
Systems ▪ Systems do not meet business requirements ▪ Systems are inefficient or costly to manage ▪ Cloud transitions being mandated by vendors are not aligned to the Shire business priorities ▪ Poor data quality reduces business opportunities or ability to meet obligations	▶ ICT engages in a design thinking approach, co-designing business requirements and working cross-functionally with stakeholders on the systems development process ▶ Conduct systems review and identify whole of product lifecycle requirements ▶ Conduct business process and data mapping review in partnership with system owner to identify data issues and rectification strategy ▶ Develop whole-of-council cloud services strategy
Cyber security & information ▪ Occurrence of a disaster event ▪ Internal and external threats, hacks, ransomware, viruses and potential security breaches ▪ Loss of intellectual property ▪ Loss of data/information ▪ Loss of system access ▪ Notifiable privacy breach ▪ Lack of responsibility for ownership, accuracy and security of information resulting in loss of corporate data, poor data quality, lack of compliance and increased data breach risk	▶ Disaster Recovery capability aligned to the Business Continuity Plan that is tested regularly ▶ External auditing of security via penetration testing and automated auditing toolkits ▶ Internal security auditing and monitoring of services and access ▶ Quarterly review of Data Breach and Privacy Response Plan ▶ Commit to regular staff cyber security and awareness training and whole-of-council email alerts for all security threats ▶ Develop actions to implement the Essential Eight Maturity Model from ACSC ▶ Data responsibilities for all roles are clearly defined and measured ▶ All staff maintain up to date documentation on how to perform the core processes of their role as a mandated requirement of their position

Risk Management

Risk	Mitigation Strategy
Budget, financials - Unable to meet service expectations within budget provisions - Unexpected service costs - Cloud providers increase annual / support costs - Increasing operational costs for ICT services - Business areas don't include cost of ICT resources in their planning - Lack of sound contracting principles leaves organisation vulnerable to poor and high-risk investments	▶ Implement total cost of ownership methodology across all the Shire asset/project budgeting processes ▶ Measure and report whole-of-life costs for all enterprise ICT services ▶ Lock in firm price models for contract/SaaS services prior to commencing transition process ▶ Make effective use of sub-contractors ▶ Measure and report whole-of-life costs for all major ICT services ▶ Regular reporting of ICT service performance and operational costs
Organisational change management - No change management capability in place to support corporate transformational change - Changing roles and responsibilities for decisions relating to ICT investments and solutions are not managed in a timely manner - Staff across the Shire resist adopting new enterprise planning processes impacting critical resource planning - Staff resistance to role restructuring and adoption of changed responsibilities impacts delivery of program of work - Limited capabilities of staff and customers to effectively use technology and online services resulting in inefficient use of corporate resources	▶ ELT undertake a contemporary leading change training program to optimise skillset and champion delivery of the program of work ▶ Implement effective ICT Governance where key roles meet their change leadership responsibilities ▶ Incorporate change management training into a dedicated leadership development program run across the Shire to build internal capability of managers and team leaders to help staff connect with the aspirations of the transformation ▶ Dedicated training program accompanies the program of work to bring about increase in corporate capability whilst building staff and customer buy in ▶ Continually measure impacts of simultaneous change across the Shire to avoid overload ▶ Assess change management success with learnings built into standard review and improvement processes

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