Shoalhaven
City Council

Draft Information Communications Technology

Strategy 2022-26

Information Communications Technology Strategy

Information, systems and technology are major contributors in driving business change and decision making across a number of industries.

Local government is no exception to this requiring the use of new technologies and systems to support our workforce in delivering services and providing an outstanding customer experience.

Shoalhaven City Council is a large coastal council that offers its community a diverse range of service offerings from water supply through to tourism and accommodation. Council has recognised in recent years the value of refreshing systems moving away from multiple on premise, disconnected bespoke solutions to consolidated Cloud based offerings that centralise data and reporting as well as enabling flexible working and access anywhere, anytime.

Council has also been subject to a number of natural disasters in recent times from bushfires to major flood events damaging infrastructure and impacting supporting services. To create a more resilient environment, Council's existing Microwave network infrastructure which connects the majority of sites needs to be gradually upgraded and blended with more contemporary technologies such as satellite Internet, fibre and SD WAN.

Above all else, Council prides itself on delivering an exceptional customer experience and has recently created a centralised Customer Experience function to better serve the community. An opportunity exists to build on this investment through online self-service systems and channels to provide an opportunity to interact with Council 24/7 and create a more personalised customer experience.

As identified in the Long Term Financial Plan and the Asset Management Strategy, the management of Council's asset information is essential to ensure long term financial sustainability. Council's asset management information systems is currently lacking and requires improvement which has been included as a major initiative under the 'Treat data as a strategic assets to drive the decision-making process' strategic objective.

The Council is also seeking enhancements to the project initiation and selection processes to enable financially responsible decisions to be made when approving and funding capital works projects. Improvements to information systems will support an enhanced project management framework, enabling an effective decision making framework for the initiation, selection, prioritisation and reporting of projects.

Opportunities also exist to develop internal capabilities and maturity regionally through Council's Illawarra Shoalhaven Joint Organisation (ISJO) membership, collaborating with other Council's across areas of interest such as cyber security, CCTV management and Smart Cities.

Shoalhaven's ICT strategy outlines how we will address the factors and opportunities described above and build on the recent investment made in systems and technologies to create an exceptional customer experience.

Elements of the ICT Strategy

Vision Statement

At the centre of the ICT strategy is Council's vision statement.

'To create an exceptional customer experience through the delivery of a secure, efficient and innovative service'

The vision statement implies that regardless of what systems, technologies and solutions are provided - customer experience for our community is paramount and we as a Council must strive to set an exceptional standard for service delivery.

Strategic Objectives

The ICT Strategy has five strategic objectives which have been derived from the following themes that are significant to Council and the community:

- Customer Experience
- Data
- Partnership
- Resiliency/Sustainability
- Mobility

The strategic objectives will be used over the life of the ICT strategy to guide the adoption and investment in initiatives, projects and technologies.

Guiding Pillars

The ICT Strategy is underpinned by three guiding pillars and it is expected that any initiatives, projects and technologies satisfy these pillars in the following ways:

- Demonstrated to be SECURE and doesn't expose Council to unnecessary risk
- Passes through a CENTRALISED GOVERNANCE process so visibility and requirements to support the solution can be maintained
- Creates measurable EFFICIENCIES and savings through OPTIMISATION or AUTOMATION
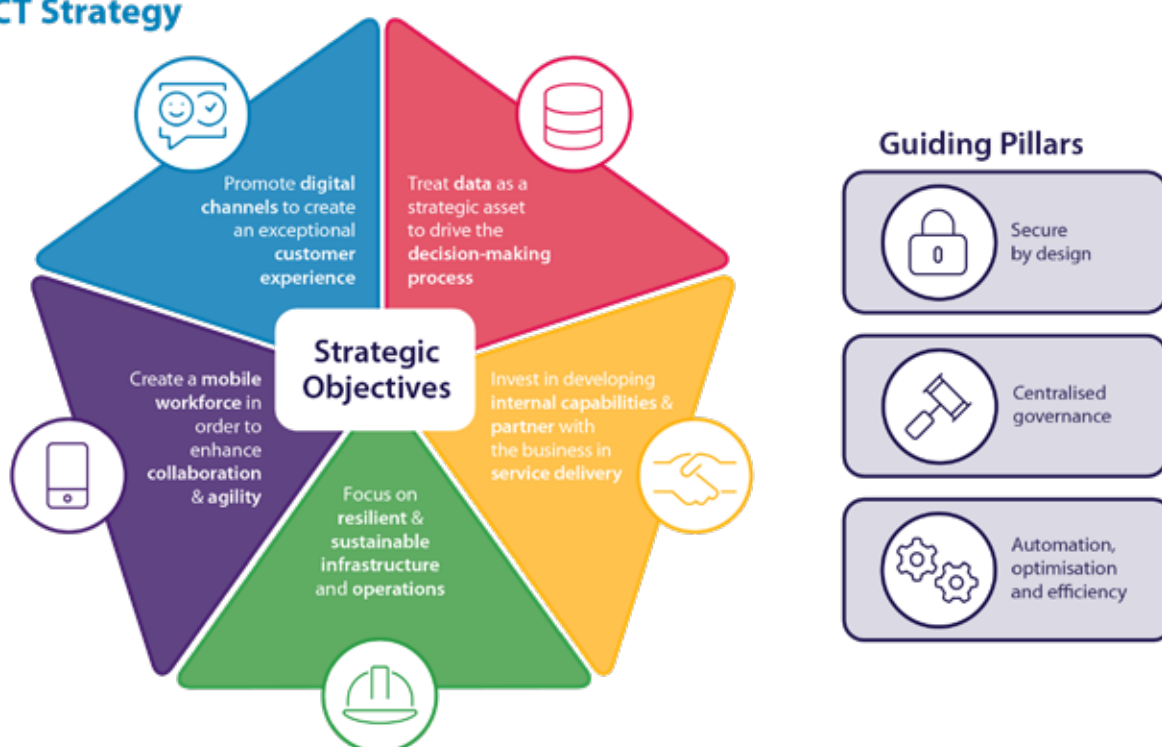
The ICT Strategy

Supporting Projects and Initiatives

Promote DIGITAL CHANNELS to create an exceptional CUSTOMER EXPERIENCE

How we will achieve this objective	Projects/Initiatives
Promote solutions that allow the customer to self-service	• Online request implementation • Bookings system refresh • IT Service Management (ITSM) platform review/refresh • Review/refresh of online mapping solution
Create a single view of the customer and personalise service offerings based on our communities needs	• Single view of the customer solution
Collaboratively review and improve our customer service offerings	• Establishment of a cross functional customer digital services working Group • Employ an agile/design thinking approach to solve problems and improve customer experience offerings • Website information architecture and content review

Treat data as a STRATEGIC ASSET to drive the DECISION-MAKING PROCESS

How we will achieve this objective	Projects/Initiatives
Ensure the Council's Asset Management Information System (AMIS), project management and spatial systems are optimised to provide meaningful information to support capital works planning, project prioritisation and asset management planning processes and decision making.	• Review and enhance the current use of the OneCouncil asset register, maintenance planning and work management systems – including linking work orders to assets, both capital and operating, and incorporating forecasts for maintenance and renewal expenditures through the Asset Management Information System. • Support the enhancement and integration of the Project Management Framework with systems that enable efficient selection, prioritisation and reporting of projects – including the capital works plan.
Take measures to identify key datasets and manage them to ensure their accuracy	• Develop and implement a data governance and reporting framework across core systems and GIS
Provide intelligent centralised reporting solutions	• Implement intelligent/self-service reporting solutions to support operational and management reporting as well as strategic analysis/modelling

How we will achieve this objective	Projects/Initiatives
Invest in 'Smart' initiatives in order gain insights and improve services	• Adopt and invest in a Smart Cities strategy to derive insights

Invest in developing INTERNAL CAPABILITES AND PARTNER with the business in SERVICE DELIVERY

How we will achieve this objective	Projects/Initiatives
Proactive and strategic approach to partner with the business in service delivery	• Establishment of business partner model to support service provision • Development of an information management strategic plan and staff education program • Introduction of corporate GIS steering Group to improve governance and coordination
Invest in staff through mentoring and capability uplift across core systems, technologies and methodologies	• Invest in professional development in core systems and technologies • Engage external experts to help drive major projects and build in-house knowledge and capability • Develop standardised methodologies and procedures around project management, change management and communications

Partner with Council's within the region to further develop capability in specialised areas and share ideas	• Partner with Council's across the region to lift maturity and knowledge across:
	  • Cyber Security
	  • Smart Cities/IoT
	  • CCTV Management

Focus on RESILIENT AND SUSTAINABLE INFRASTRUCTURE AND OPERATIONS

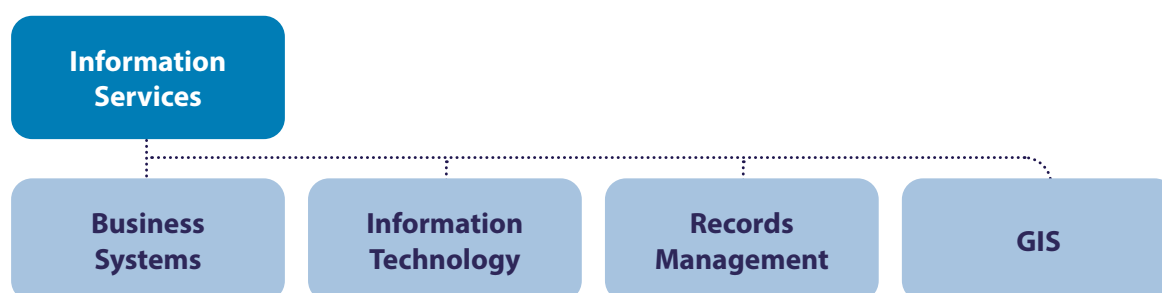| How we will achieve this objective	Projects/Initiatives
Invest in outsourcing technical complexity	• Implement a Cloud strategy to migrate systems that do not support staff in working anywhere, anytime • Implement a cloud disaster recovery solution
Review and standardise integration layers to make them more robust	• Identify key integration points and review standardised integration options
Revitalise network connectivity with high bandwidth, lower cost technologies	• Progress SD WAN implementation • Review and upgrade Council's corporate internet connection • Wireless Internet (WiFI) Rollout • Support the Recovery into Resilience Project (RRP) through the provision of satellite internet connections and interactive screens

Create a MOBILE WORKFORCE in order to enhance COLLABORATION AND AGILITY

How we will achieve this objective	Projects/Initiatives
Increase the rollout of mobile devices and systems so staff can work anywhere, anytime	• Increase the percentage of laptops or equivalent mobile devices to increase mobility • Renew the mobile telecommunications contract • Implement a position and role-based Identity framework to simplify, standardise and automate our access management demands

How we will achieve this objective	Projects/Initiatives
Standardise, consolidate and improve Council's field mobility solution	• Consolidate and further develop Council's field mobility solutions across works, assets, and regulatory functions
Enhance and uplift shared spaces to promote collaboration in the workforce	• Meeting room video conferencing refresh

Resourcing the Strategy

Council's Information Services Department will be primarily responsible for the delivery of this strategy. The department has four teams that will collaboratively work together to deliver the projects and initiatives outlined.

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                    Information
                     Services
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 Business     Information      Records        GIS
 Systems      Technology      Management
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Business Systems – Responsible for strategically managing and driving the development of corporate information systems

Information Technology – Responsible for managing Council's IT infrastructure, service desk and telecommunications ensuring services levels meet the needs of the organisation

Records Management – Responsible for the management of Council records including storage, archiving, retention, and disposal

GIS – Responsible for the governance and management of corporate spatial data and mapping based solutions

Actions from this strategy will be incorporated into the Delivery Program Operational Plan with implementation progress reported through quarterly performance report.