

“Enhancing the delivery of smart, simple and seamless services to the city of Ipswich”

The ICT Strategy 2019-24 lays out a roadmap to guide the organisation towards harnessing digital technologies, adaptive approaches, innovative capabilities and enabling platforms. By taking a citizen-centric approach to service design and by aligning people, process, information and technology we will help ourselves to build an exemplary, progressive and digitally-enabled Council, serving the city of Ipswich. Some of the highlights follow:

1. Ipswich City Council’s Information will be managed as an asset

ICC will work to consolidate fragmented systems and create single source of truth for HR, asset, operational financial and spatial data. We will also develop analytics and reporting capabilities that will enable proactive decision support and empower knowledge and field workers to service the community promptly and accurately anywhere and at any time.

Implications

Good practice standards for data and information management will be applied to enhance and ensure the accuracy and reliability of the Council’s information assets. Custodians will be given responsibility and authority to develop the integrity of information in order to safeguard corporate knowledge reserves.

- 3.4 Guiding Principles – Information is an Asset
- 4.2.2 ICT Operating Model - Information Management
- 5.1.4 Information Management Operating Model (ITGOV04)
- 5.2.2 Interim Dashboard and Data Lake (BP02)
- 5.2.3 Information Management / Information Governance Enablers (BP03)

2. The Strategy involves material effort and investment to execute but is expected to enable OPEX savings and operational improvements to offset

Estimates in the Strategy identify ~9000 FTE days of work and a further investment of approximately \$10.5m into the ICT portfolio. Estimates provided are not final, endorsed or automatically provisioned; they are simply rough estimates and are intended to provide high-level guidance to stakeholders on the potential magnitude for each initiative.

Implications

All initiatives are expected to develop a business case (as per project governance requirements) and be subject to both annual budget planning cycles and screening, gating and prioritisation by the ICT Steering Committee.

- 5.6 Financial and Resource Perspective (Transition Costs per Phase)

3. Digital and ICT investments will support strategic business objectives

Five strategic themes encapsulate the new Digital & ICT Strategy:

- a. Secure, stable and measured ICT Services
- b. Unlocking the value of information
- c. Simplify, streamline and leverage ICT for business value
- d. Innovation in operations and workforce
- e. Digital Products and Services

Implications

Unless strategic fit can be ensured and positive business cases can be demonstrated, ICT initiatives will not be considered by Council. Initiatives should demonstrate value to Council as a whole and ultimately to the Ipswich community.

- 3.3 Key Trends & Influences - Business Capability-Based Planning and Design
- 3.4 Guiding Principles – Business Value
- 4.2.4 ICT Practice Capabilities - Manage IT Like a Business
- 4.2.4 ICT Practice Capabilities - Manage Business Value
- 5.1.1 ICT Steering Committee (ITGOV01)

4. A single, integrated platform will form the heart of ICC's Digital & ICT environment

The most significant aspect of the new ICC Digital and ICT Strategy is a move towards a single ICT Platform to accommodate the majority of Council's requirements. This will aim to:

- a. Build "One Council"
- b. Consolidate applications and reduce systems complexity and costs
- c. Standardise the look and feel and customer user interface
- d. Enforce industry good practice
- e. Achieve functional 'fit for purpose'

Implications

Once Council's ICT Platform of the Future has been identified, this will form the basis of our core systems. Departure from this platform will be by exception only and strong governance will be necessary to ensure that we collectively draw benefit from the cost and standardisation advantages.

5. A Business-led ICT Steering Committee ensures compliance with the ICT Strategy and governs future spending on ICT

The focus of the ICT Steering Committee will be on:

- a. Prioritising new projects/investments
- b. Approving business cases
- c. Applying ICT Principles and good practices to protect platform and systems integrity
- d. Seeking independent advice on Digital and ICT directions
- e. Fast-tracking digital initiatives to deliver quick wins

Implications

Business leadership will determine the priority and the relative value of ICT initiatives for Council with ICT Branch acting as a trusted advisor. ICT initiatives will complement and enable business led change under the direction of an Enterprise Program Management Office (EPMO).

6. A Centre-led ICT operating model will be implemented

Satellite ICT teams will be formally connected to the centralised ICT Branch. Federated decision making will be adopted for line-of-business specific activities where:

- a. ICC's preferred platform(s) will not service a particular business need
- b. The business case stacks up
- c. The particular requirements can't reasonably be accommodated by another solution already in use at Council

All solutions will need to comply with ICC's approved enterprise architecture and Information Security requirements with approval being obtained through the ICT Steering Committee.

Implications

ICT Branch will preside over a Centre-led Digital & ICT operating Model in Council. Satellite ICT Teams will be formally connected to an ICT Branch Section, whilst residing in business areas. They will retain a dotted line reporting relationship with the business owner.

- 3.4 Guiding Principles – Common & Open Platform
- 3.5 ICT Strategy Map – Platform by Design
- 4.2.3 ICT Portfolio - Platform Architecture
- 5.2.7 Platform of the Future (PotF) (BP07)

- 3.3 Key Trends & Influences - Future of IT Governance Roles
- 3.3 Key Trends & Influences - Business Capability-Based Planning and Design
- 3.4 Guiding Principles – Business Value
- 4.2.1 ICT Governance – Corporate Governance System
- 4.2.1 ICT Governance – Governance Committees
- 5.1.1 ICT Steering Committee (ITGOV01)

- 3.4 Guiding Principles – Governed and Centre-led
- 4.2.2 ICT Operating Model - Information Management
- 5.1.4 Information Management Operating Model
- 4.2.2 ICT Operating Model - Service Provider Model

7. ICC's digital future will reside in the cloud

A 'cloud-first' model will be promoted for all future Digital and ICT capability. An exemption from the ICT Steering Committee will be needed prior to procurement of any on premise solutions. Likewise, ICT Requirements for cloud services have been prepared as a guideline for business units looking to adopt cloud services and provides specific guidelines for ensuring compatibility, sustainability and security of Council's ICT portfolio, specifically where these services move to the cloud.

Implications

ICT is trending towards the cloud with ICT as a Service becoming commonplace. The future will see more subscription-based (operational expenditure) and less capital investment on ICT.

8. Technology will enable ICC to become an agile and adaptive organisation

A focus on Digital Business will be encouraged to embrace agile and iterative techniques and adaptive skills and mindset to create simple and intuitive customer experiences. Offering more channels for service delivery with access from any device will define the normal mode of operation not the exception.

Implications

Less focus on large projects and waterfall delivery methodologies and more emphasis on agile and iterative techniques will mark the difference. Multi-functional, self-managed teams will be deployed to deliver digital products to reap low hanging fruit quickly.

- 3.4 Guiding Principles – Cloud First
- 4.2.2 ICT Operating Model – Sourcing Model
- 4.2.3 ICT Portfolio – Platform Architecture
- 5.2.7 Platform of the Future (PotF) (BP07)

- 3.4 Guiding Principles – Innovative, Agile & Responsive
- 4.2.2 ICT Operating Model - Project/Portfolio Management
- 4.2.4 ICT Practice Capabilities - Solution Delivery Methods & Tools
- 5.4.3 Staff Plan - Phase 3 (Capability & Skills Uplift) (ITCAP03)
- 5.4.5 ICT Project Lifecycle Uplift (Bi-Modal) (ITCAP05)