

ICT Strategy Progress Report

Details	The Information, Communication and Technology (ICT) Strategy 2019-2024 has a roadmap/workplan addressing 26 individual initiatives to be delivered over 4 years.	Governance Oversight	ICT Steering Committee
Project Manager	Chief Information Officer	Reporting Period	January to March 2022
Overall Health	<p>Council has just passed the half-way point of the ICT Strategy. To provide an update on progress against the Strategy, a mid-point report card was developed and presented to the ICT Steering Committee in December 2021 (attached). The report shows positive progress has been achieved in Horizon 2 (2021-22) with several key initiatives already delivered and many in progress. Planning for Horizon 3 (2022-23) initiatives has commenced in line with Council's budget process, along with the ability to deliver the broader Organisation initiatives that require ICT input.</p> <p>Positive progress has been achieved across the ICT Governance Initiatives, with the focus on continuing to mature the newer governance functions. This uplift has continued into Quarter 3, particularly in relation to risk and issue management. The ICT Business Case for Change (ICT Operating Model) project has been implemented, including some key functional activities realigned to other areas of Council which are now being operationalised into business-as-usual, the project closure report was presented and endorsed by the ICT Steering Committee on 17 February 2022.</p> <p>As part of the major transformation program, the delivery of the migration of Council's ICT Infrastructure and data to a hybrid cloud environment was completed successfully in Quarter 2. In Quarter 3, the implementation of a Disaster Recovery (DR) solution has been implemented, with the test plans developed. Initial testing (small sample) has proven successful. The DR capability has been aligned to Council's approved Business Continuity Plan (BCP), which identifies Council's core systems for recovery. The remainder of the environment has disaster recovery capability. The testing for the DR (broader sample) is to be completed in Quarter 4.</p> <p>The DMZ re-design and migration activity is near completion and will be completed in Quarter 4. A penetration test will then also be scheduled for Quarter 4, to test the security of the environment, and highlight if there are any potential vulnerabilities that need remediating. A project audit is currently underway as part of the project closure activities.</p> <p>The optimisation of the new hybrid cloud environment will continue into Quarter 4. This activity is addressing the right-sizing of the infrastructure, the application lifecycle plan, particularly for older applications that need to remain on VMWare and not compatible with AWS Native, and working closely with the Information Management Unit to ensure the data retention policies are applied correctly.</p>		

Item	Initiative	Progress this Period
ICT Governance	Rebuild ICT Governance and Controls Function	<ul style="list-style-type: none"> The initial forming phase of this team and activities is now complete. ICT Governance controls have been designed and implemented, with the capability now able to support further maturing and improvements to the application of controls and integration between the governance layers both internal and external to the Branch.
	Digital / Smart City / ICT Operating Model	<ul style="list-style-type: none"> The focus of the Digital / Smart City Strategy priority has changed, with other focus areas taking a higher priority at this time. Further development in this area is currently on hold.
	Information Management Operating Model	<ul style="list-style-type: none"> In Quarter 2, the Information Management Unit (IMU) identified ICT as responsible for delivering advice and relevant governance documents for

		<p>several key domains and sub-domains within the <i>Information Management Strategic Plan 2022-2026</i>.</p> <ul style="list-style-type: none"> The domains include: <ul style="list-style-type: none"> Information Asset Management Data Management Information Security The required documentation is expected to be delivered in alignment with the IMU's roadmap. This continues to be relevant for Quarter 3 and will continue into Quarter 4.
	ICT Directives Overhaul	<ul style="list-style-type: none"> The ICT Policy was reviewed in Quarter 2 and endorsed by the Executive Leadership Team in December 2021. Before this can proceed to be endorsed by Council, the proposed ICT Policy should be confirmed as remaining consistent with the Code of Conduct applicable to Councillors in Queensland through relevant stakeholder engagement, which should occur in Quarter 4. The changes made to the ICT Policy: <ul style="list-style-type: none"> improve alignment with the ICT Strategy Principles, strengthen commitment to cyber and digital security controls, and address proposals arising from Internal and External audits. As part of the Information Security Management System (ISMS) Project, an overhaul of the Information Security Policy and Directives will now commence in Quarter 4. This will be informed through the engagement for the ISMS Strategy and Framework that is currently underway. The review of the remaining ICT procedures to be addressed in accordance with Transformation Project 9 Policies and Procedures is continuing in consultation with Council staff.
Business Platform	Oracle Enterprise Business Solution End of Life Risk Management Plan (BP01)	<ul style="list-style-type: none"> Oracle infrastructure virtualisation and the transition to AWS (including Disaster Recovery implementation) is underway, scheduled for completion in Quarter 4. This was delayed due to some challenges with obtaining Oracle EBS resources in the market. The infrastructure has been tested and when a resource is available, the migration will be completed. While this won't mitigate the End of Life of the environment, it will implement a DR capability not previously available. Post-implementation options available for ongoing support and maintenance are currently under review in line with the timelines of delivering iVolve.
	Customer Engagement System (CES) and Pathway	<ul style="list-style-type: none"> Work has commenced on implementation of the Customer Experience Strategy, including a number of initiatives to improve the Customer experience. To further enable this, an upgrade of Pathway and implementation of e-Pathway in Quarter 4, has been scheduled.

		<ul style="list-style-type: none"> Ongoing reviews into support options for CES and Pathway continue to ensure the best possible coverage to support optimal outcomes for the business and its customer.
	Interim Dashboard and Data Lake (BP02)	<ul style="list-style-type: none"> The Digital Services team has delivered the Data Management Strategy and Implementation Plan which was endorsed by the ICT Steering Committee in February 2022 (out of session). Planned implementation activities are being progressed.
	Information Management / Information Governance Enablers (BP03)	<ul style="list-style-type: none"> As per the <i>Information Management Strategic Plan 2022-2026</i>, ICT is responsible for the enablement of governance for several domains/sub-domains of Information Management and expects to deliver relevant governance documents as outlined in the planned roadmap. This is an ongoing activity.
	Internet of Things (IoT) Platform (BP04)	<ul style="list-style-type: none"> Further development of the existing IoT Platform has been descoped from the 2021/22 ICT Portfolio The current infrastructure in place is sufficient to maintain the existing IoT devices in function across Council. Future work is subject to prioritisation and direction from the Business Owner and the Executive Leadership Team.
	GIS & Spatial Systems Operating Model & Architecture	<ul style="list-style-type: none"> A business case has been approved to proceed to implement a new enterprise GIS platform. The specifications and procurement plan were completed in Quarter 1 and Quarter 2 respectively, with the procurement process progressing in Quarter 3. Council approved a sole supplier approach for this platform, and this activity is currently with procurement.
	iVolve Project (formerly Platform of the Future Project)	<ul style="list-style-type: none"> A Program Director has been engaged and a Program Management Plan (including a detailed stage approach) has been developed which defines the scope, timeframe, cost, and resourcing requirements for Stage 3. The Plan was accepted by the ICT Steering Committee on 2 December 2021. It is anticipated that the approach defined within this document will assist in minimising the delays experienced to date with a Final Business Case. The approach to market plan is currently in design phase.
ICT Service Management	ICT Service Catalogue, Service Level & Reporting Uplift	Completed and operating as business as usual.
	Restructure Information Security Controls (ITSM03)	<ul style="list-style-type: none"> The Information Security Management System (ISMS) Project was initiated in December 2021 and is currently underway. The ISMS project includes development of ISMS Artefacts, Security Policies, Standards, Controls, a Framework, Cyber Security Program Roadmap and Cyber Security Assurance Activities Plan. The project completion was estimated by end of Quarter 3, however, will continue into Quarter 4

		<p>due to unforeseen events impacting resourcing in January/February.</p> <ul style="list-style-type: none"> The ISMS project will inform how ICT security is delivered for ICC.
	Firewalls, Checkpoint and Bluecoat Upgrade	<ul style="list-style-type: none"> All implementation and upgrades complete. DMZ environment redesigned, improving security further for Council. Palo Alto virtualised into AWS. Ongoing ICT security management is currently under review to ensure cyber security and infrastructure security managed as per best practices. This will be actioned in Quarter 4, as the contract expires in Quarter 1 22/23.
	Outsourcing Model & Service Partner Optimisation (ITSM02)	<ul style="list-style-type: none"> Phase 1 – Complete. Phase 2 – Complete (as per original project scope) Note: Oracle infrastructure transition is a variation to Phase 2 and was out of scope. Was brought into the project to deliver a DR for Councils ERP. This is expected to be completed by the end of April.
	Identity Management (ITSM04)	<ul style="list-style-type: none"> This initiative and funding has been amalgamated with Disaster Recovery (DR) Enablement (ITSM06). This initiative has been addressed through the design and delivery of the AWS hybrid cloud environment from an infrastructure perspective, and will be further addressed by some of the controls that come from the ISMS project.
	Capacity Management & Application Performance Monitoring	<ul style="list-style-type: none"> Initiative will be delivered through the Optimisation of the AWS hybrid cloud environment. Monitoring tools and capacity management tools have been applied to the environment, which provides a proactive management function from an infrastructure, and application performance perspective. These tools also deliver a financial management, forward projection, and reporting capability.
	Disaster Recovery (DR) Enablement (ITSM06) and Cloud Needs Analysis and Roadmap (ITSM08)	<ul style="list-style-type: none"> Transition-in of services is underway; for systems already transitioned, Disaster Recovery services have been enabled – Completed. Once full transition is complete, and Oracle infrastructure has transitioned, review of Disaster Recovery implementation will take place to refine the DR capability. – Pending final Oracle migration to be completed in April (delayed due to resource availability issues). Ongoing roadmap will be informed through the optimisation of the AWS hybrid environment, and the outcome of the iVolve procurement process.
	Desktop Virtualisation / DaaS (ITSM07)	<ul style="list-style-type: none"> This initiative and funding has been amalgamated with Disaster Recovery (DR) Enablement (ITSM06) due to common design dependencies. Needs analysis to be undertaken in Quarter 4.

	Cloud Needs Analysis & Roadmap (ITSM08)	<ul style="list-style-type: none"> This initiative and funding has been amalgamated with Disaster Recovery (DR) Enablement (ITSM06). Ongoing roadmap will be informed through the optimisation of the AWS hybrid environment, and the outcome of the iVolve procurement process.
ICT Capability	Staff Plan - Phase 1 (Leadership & Engagement)	<ul style="list-style-type: none"> Completed in Quarter 1 2021/22. A new ICT Management and Leadership Team has been established and onboarded.
	Staff Plan - Phase 2 (Job Restructuring)	<ul style="list-style-type: none"> Completed in Quarter 2 2021/22. As part of the Business Case for Change a robust, transparent, and equitable filling and recruitment process was undertaken between April and December 2021 to ensure the ICT Branch had the required capability, skills, and experience to meet its mandate and deliver on the ICT Strategy. The new structure has now been finalised and implemented. The demand in the ICT market, has seen a lower retention of staff, increasing the turnover. Local Government salaries for ICT staff have hindered the ability to attract the required resources. Ongoing recruitment activities are now managed as business as usual.
	Staff Plan - Phase 3 (Capability & Skills Uplift)	<ul style="list-style-type: none"> Performance Plans are in place including professional development planning at an individual and team level. Additional targeted training and upskilling in key competencies is underway. ICT specific training tools have been implemented. Investment into the teams and skill uplift has now transitioned to BAU.
	Architecture and Application Portfolio Management Uplift (ITCAP04)	<ul style="list-style-type: none"> Architecture and Application Portfolio Management Uplift is a pre-requisite activity for iVolve and is included in the scope of Stage 3 of iVolve, with a Solution Architect engaged to enable this. An application lifecycle will be informed through the optimisation of the AWS cloud environment. This is captured in the 2022/23 ICT Business Plan and will continue across the next 2-3 years.
	ICT Project Lifecycle Uplift (Bi-Modal) (ITCAP05)	<ul style="list-style-type: none"> A program of work has commenced and has continued in Quarter 3, with three sub-projects contributing to the ICT Project Lifecycle Uplift initiative: <ul style="list-style-type: none"> PPM Tool - Following a compliant procurement process, a solution for Council's Program Project Management Tool has been selected, for implementation in Quarters 3 and 4. SDLC Tool (HP Quality Centre / Apps Traceability Tool) ICT Project Lifecycle Uplift (specific governance/ processes / templates etc)