Town of Port Hedland

ICT Strategic Plan 2012 - 2017

Town of Port Hedland

December2012

Table of Content

Executive summary 3

Town of Port Hedland Strategic Community Plan 3

Business Context 5

Activities of growth and change 6

ICT Strategic Plan Development Process 7

Why we need an ICT Strategy 7

What our strategy addresses 8

The Strategy 8

About the ICT Strategic Framework 9

Integrated Planning and Reporting 9

Key objectives for the ICT Team 9

ICT Specific Themes 10
- Business systems and applications 10
- Information management 10
- Emerging trend & technologies 10
- Governance 10
- Infrastructure and technology 11

How we know we have got there 11

Driving productivity through innovation 11

Emerging opportunities and transformation 11
- National Broadband Network 11
- ICT and Innovation 11
- Use of Government Services 11
- ICT and Sustainability 12
- Cloud computing 12

Delivering better services 12

Building capability 12

Creating knowledge awareness 12

Collaborating effectively 13

Timeframe 13

How do we know our maturity level? 14

Baseline Implementation Model 15

Executive summary

The Town of Port Hedland is moving through a significant period of change and development. In recognition of this and the need to ensure that it can continue to meet the aspirations of the community, the Town of Port Hedland has undertaken to put in place a number Strategic and Business Plans to deliver short, medium, and long term objectives. The Town of Port Hedland is committed in providing strategic planning and leadership, focused on strengthening our community, providing growth, and diversifying the local economy for the vision of being a city.

ICT has profoundly changed almost all aspects of society. It is now central to how people communicate, interact, make decisions, and do business. For the Town of Port Hedland his includes the way we operate and deliver services. A key role for ICT is the transformation of services created by current and emerging technologies. Information and Communication Technology (ICT)[1] services are presently provided to approximately 190 full time, part time, and casual employees across nine (9) sites for the Town of Port Hedland, as well as to the community and stakeholders. This ICT Strategic Plan establishes a course of action to guide the future development and delivery of ICT services for the Town of Port Hedland.

This plan is one of the informing strategies and plans that form part of the Integrated Strategic Planning and Reporting Framework (IPR). The ICT Strategic Plan, is one of a number of 'informing strategies', that identifies actions that are not only specific to the general implementation and operation of ICT services, but enables the objectives identified within the Corporate Business Plan and aspirations of the Strategic Community Plan. This relationship within the IPR is shown diagrammatically in Figure 1.

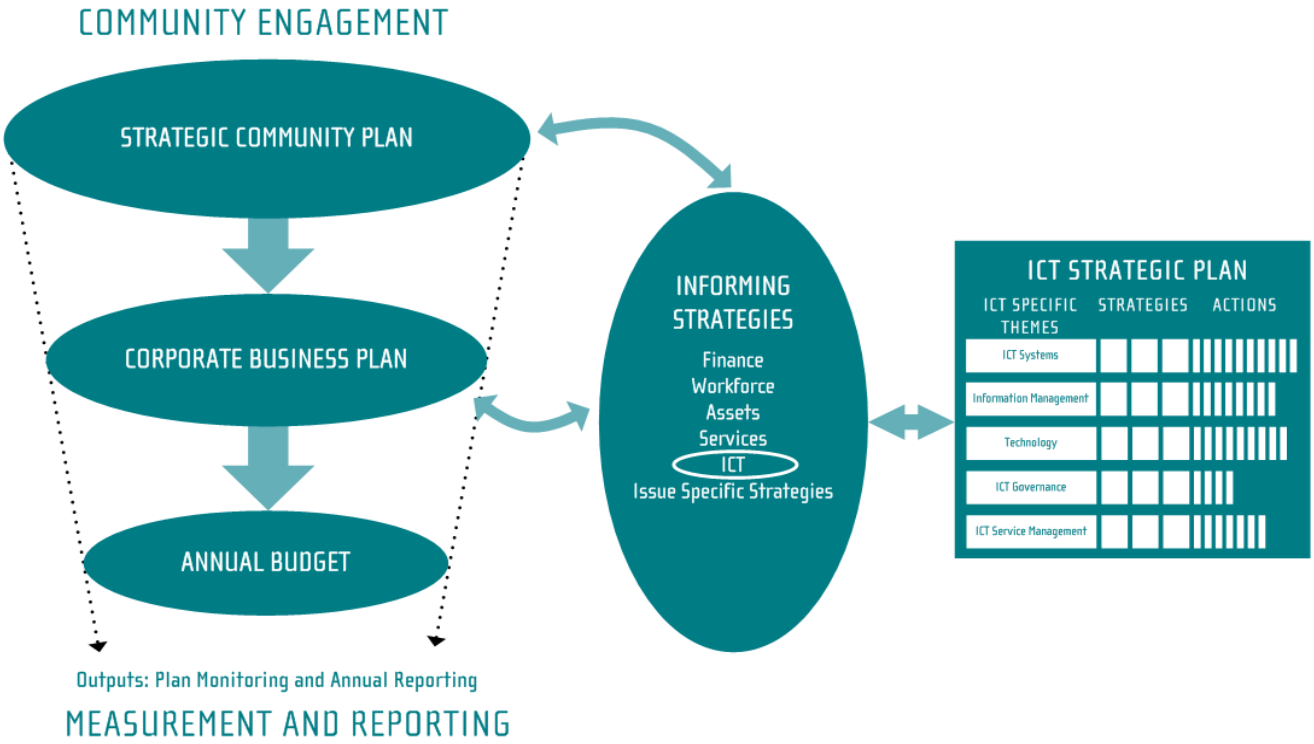


Figure 1 – IPR Framework and ICT Strategic Plan Relationship

Town of Port Hedland Strategic Community Plan

The themes identified by the community during the development of the Strategic Community Plan (SCP) are as follows:

[1] The term ICT is interchangeable with the term IT (Information Technology). The use of the term ICT, which is more current, is due to the merging of traditional telephone communication with general computing and network technologies.

COMMUNITY	We are a friendly, exciting city of neighbours that is vibrant and diverse
Building a unified and connected community is a key priority for our regional city. Recognised as a vibrant destination by local residents as well as national and international tourists, Port Hedland will be a city of neighbours, alive with recreational, cultural and entertainment activities to enrich the quality of life of residents and visitors.	
ECONOMIC	**Our economy is resilient and provides choice and opportunities**
An economic powerhouse of Australia, Port Hedland will be a domestic and international gateway into and out of Western Australia. We will be a diversified economy and major distribution and transport hub. The Town of Port Hedland will boast local employment and investment opportunities that allow families in our community to grow and prosper.	
ENVIRONMENT	**A city in which we live in balance with our unique surrounds**
Creating a vibrant and diverse place to live that is in balance with the natural elements of our surroundings and cultural heritage. A safe, modern, and attractive city, Port Hedland is a community where generations of residents are proud to call home and establish themselves as a permanent fixture in the unique environment of Port Hedland.	
LOCAL LEADERSHIP	**We are leaders in the community, with a structured commitment to transforming Port Hedland**
The Town of Port Hedland provides committed strategic planning and leadership, focused on strengthening Port Hedland's community, providing growth opportunities, and diversifying the local economy. Bringing transformation to the Pilbara and enhancing the quality of life for Port Hedland's residents, the organisation is governed in an ethically responsible manner that meets all of its legislative and community obligations.	

Specific strategies have been developed for ICT through analysis of business and community requirements along with general factors that are driving ICT change. The majority of the strategies and actions fall within the SCP theme of 'Local Leadership' as they grow and improve the Town's services.

A summary of the ICT strategies is tabled in the following page, while details for each strategy are contained in the relevant sections for each ICT Strategic Theme. Endorsement of the strategies contained in this plan does not automatically endorse the allocation of funds and/or resources identified in the Action Plans. Implications of these strategies will be captured in the 10 year Long Term Financial Plan.

Business Context

Corporate Vision

The Town of Port Hedland's vision is to be ***"A nationally significant, friendly city, where people want to live and are proud to call home"***.

ICT Vision

To underpin the delivery of services to the community and assist the Town of Port Hedland in achieving its vision, the following ICT Vision statement has been developed to drive the ICT Strategic Plan:

"Deliver business and community focussed ICT products and services that are effective, robust, and scalable"

The ICT vision, which focuses on four main objectives, would be met through 'leading practice' and contemporary standards for ICT Service Management. The objectives are:

Business and Community Focus:

Increased awareness of the business and community aspirations will drive the provision of more relevant ICT products and services.

Effectiveness:

ICT will be used to improve how Local Government services are delivered and allow for new services and tasks to be carried out.

The effectiveness of ICT systems will be maximised through automation and knowledge management while minimising costs to ensure the Town of Port Hedland will provide optimum benefit to the Community.

Scalability:

By carefully and correctly specifying and selecting ICT systems and technologies, the Town of Port Hedland will be better placed in terms of scalable and robust ICT that will ensure it continues to meet the growing needs of the community.

Confidence in ICT:

The Town of Port Hedland will have confidence that the ICT Team can continue to deliver the required products and services through a culture of continuous improvement.

ACTIVITIES OF GROWTH AND CHANGE

The rate of change in terms of business service requirements and the associated ICT is increasing. It is essential for the Town of Port Hedland to understand how it will take advantage of ICT to deliver improvements to services over the next five years covered by this plan.

It is the aim of this ICT Strategic Plan to convey the technological direction to all parties that receive services from or deliver services to the Town of Port Hedland.

As a result of the identification of actions year-on-year and linkage to accepted strategies and objectives, the associated costs can more easily captured and managed within the 10 year Long Term Financial Plan.

In line with continuous improvement, our ICT strategy and actions will need to be reviewed regularly and updated as appropriate within the timeframe of this plan or as circumstances change and require changes to either or both the Strategic Community Plan (SCP) and Corporate Business Plan (CBP).

During the timeframe covered by the ICT Strategic Plan (2012 – 2017), there will be an increased dependency on ICT and a corresponding increase in the number of systems and services. This is an ongoing and accelerating phenomenon not unique to the Town of Port Hedland.

The Town of Port Hedland is seeing a continuous need to adopt new technologies and systems and upgrades to their ICT investment. Drivers for this change are:

- Regulatory obligation is becoming an increasingly significant driver for ICT services within organisations. For the Town of Port Hedland, information recording and reporting requirements along with delivering the community's service needs are vitally important. ICT will play a role in meeting most community, economic, environment, and local leadership objectives.
- Funding and staffing imperatives contribute to the need for ICT. Efficiencies can be gained through implementation of integrated systems with ICT technologies and services.
- Obsolescence of ICT hardware and software is also a major contributor to ICT change. Software updates increase the need for improved hardware and shortening the estimated life of the original hardware is linked to return in investment. As all hardware has a certain lifetime/warranty function after which the likelihood of failures increases significantly, it is considered 'leading practice' to replace hardware within pre-defined timeframes to ensure reliability and efficiency gains.
- More frequent emergence of new technologies and application improvements plus increasing complex vendor partnerships mean that organisations must maintain flexible with interoperable systems to ensure business continuity.
- An organisation's ability to maintain and control ICT assets is vital to overall operational functions. These need to be aligned with the overall TOPH Asset Management Framework to ensure appropriate management of resources.
- Making more efficient use of technology platforms and smart devises such as mobile tablets, phones and other available independent devises to ensure optimal delivery of information to community and stakeholders.

ICT Strategic Plan Development Process

A simple methodology was used to develop this plan and consisted of the stages shown below.

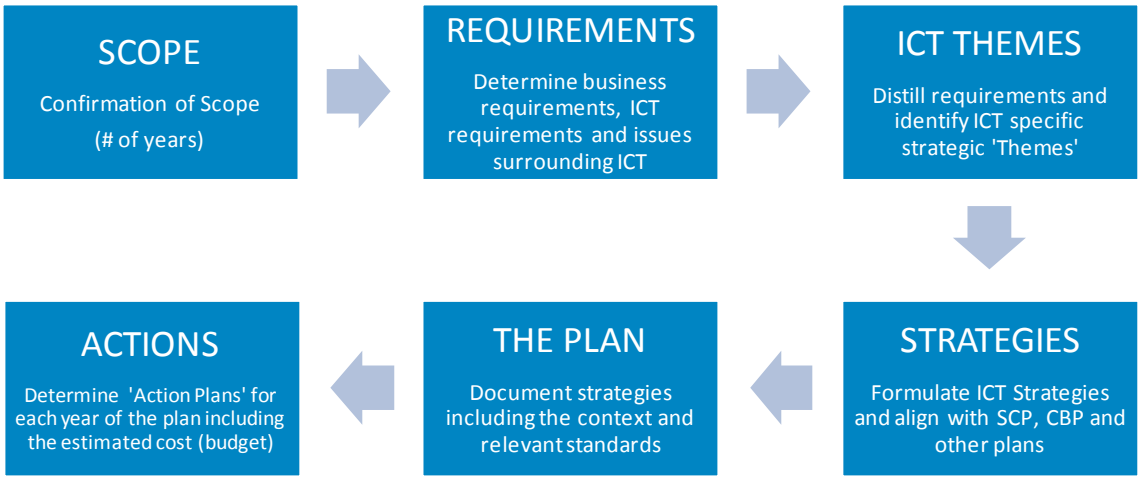


Figure 2 – Methodology to develop the Plan

The ICT Strategic Framework to deliver the TOPH Strategic Plan 2012-2017 addresses the themes of business systems and applications, information management, emerging trends and technologies, governance and infrastructure and technology to ensure alignment with the services to our community and operational obligations articulated in the SCP and CBP.. Each of the sub elements in this plan supports the overarching strategic theme of Local Leadership from the TOPH Strategic Community Plan. This theme articulates the aspiration of the organisation to be governed in an ethically responsible manner that meets all of its legislative and community obligations.

Why we need an ICT Strategy

ICT has radically changed many aspects of our community and society in general; it is an integral part of our corporate and personal life. We are more connected, more often and from more locations than ever before. Vast amounts of information and diverse opinions are literally at our fingertips. People rely on a range of technologies to communicate, interact, inform decisions, and to provide and receive services and products on a daily basis.

Technological developments have increased personal, business, and corporate productivity. ICT has also become fundamental to how local government operates. ICT offers new ways to design, develop and deliver services, automate existing services, and more effectively consult and engage with a broader range of stakeholders.

Ongoing and rapid changes in the technology landscape include increasing business use of technology originally developed for personal use. Other developments include the unparalleled spread and influence of social media and the increased use of mobile services, broadband and cloud computing. Such changes can profoundly influence government, local government and industry choices about investing in ICT and delivering services.

The Strategy provides an implementation plan for the future to guide service delivery strategies, ICT investment for local government and contributes to efficient operations to our community and local business engagements.

What our strategy addresses

The ICT strategy addresses the following;

- Our Strategy outlines a method for the Town of Port Hedland to use ICT to transform our operations and services to meet the objectives of the SCP and CBP.
- An adoption of an ICT management framework which is endorsed by local government and adheres to policy[2]
- Improved operational productivity and streamlined interaction within our community, our people, and business across many areas to ensure appropriate levels of support are provided.
- Ensure visibility and focus on ICT design and investment, decisions, processes, and evolution within ICT systems while considering the broader implications for services across our community services, our people, and our organisation..
- Our Strategy supports the broader policy statement of all tiers of government objectives with respect to major programs of work, including focusing on productivity growth, use of the National Broadband Network, Mobility, and Cloud developing trends.

The Strategy

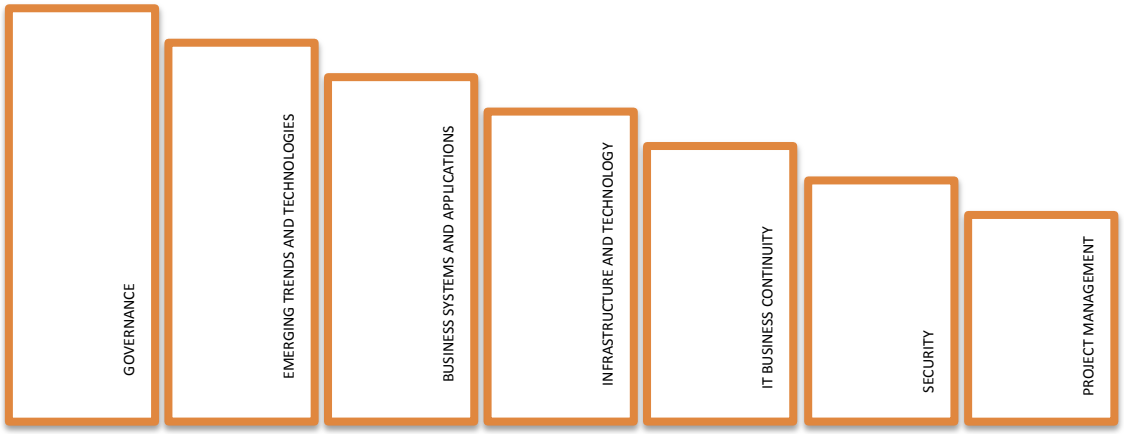
The Strategy is built on a vision which interacts with people, business, corporate stakeholders, and our community. Decisions will be better informed through open, transparent, interactive, sustainable, and collaborative approaches. Our aspirations are to deliver a more integrated, responsive and targeted informational services to our community.

Using technology independent of platforms or vendors, along with other newer technologies will assist us to be more informed while staying in touch with local community activities. Equally, through utilising new applications and technology solutions that match our needs, whilst allowing ICT to collaborate with business opportunities will drive and increase organisational productivity.

[2] An Information and Communications Technology (ICT) Strategic Framework for Local Government published 28 February 2012

About the ICT Strategic Framework

The Information Communications and Technology (ICT) Strategic Framework is made up of eight elements which incorporate standards and baseline functions across a wide range of function within ICT:



These elements make up the fabric in managing information, systems, networks and infrastructure to ensure that ICT systems are secure, protected from risk, adequately tested and controlled, and developed and maintained in line with corporate objectives.

Integrated Planning and Reporting

The Town of Port Hedland's Integrated Planning and Reporting (IPR) Framework sets out our organisations plan for our future through the development of the Strategic Community Plan (SCP), and Corporate Business Plan (CBP). The resources needed to implement these plans are identified and managed through our Asset Management Framework, 4 Year Workforce Plan and Office Accommodation Strategy, 10 year Long-Term Financial Plan and this ICT Strategic Plan. In the ICT Strategic Plan, information and information technology resources are planned and managed so that they support the strategic objectives and priorities of the Town of Port Hedland, as well as ensuring the business continuity of our day-to-day operations.

Key objectives for the ICT Team

Three key objectives that the ICT Team will strive towards to reinforce the importance of ICT for the Town of Port Hedland and to achieve the strategies identified in this plan have been identified and are as follows:

Standardise	• Adopt 'Leading Practice' and Standards • Select relevant Technologies • Maintain effective and agreed policies
Simplify	• Eliminate duplication • Reduce process complexity • Automate for effectiveness and efficiency
Improve	• Adopt 'Green' ICT initiatives • Integrate systems where possible • Service should meet Business Objectives

ICT Specific Themes

The ICT Strategic Framework to deliver the TOPH Strategic Plan 2012-2017 addresses the following themes to ensure alignment with the services to our community and operational obligations articulated in the SCP and CBP.

Business systems and applications

- Encompassing ICT systems which will be appropriate to the organisational needs and to provide required service to staff and external consumers.
- The provision of effective and efficient use of ICT Systems through defined ICT development training and staff capabilities.
- Integration of ICT Systems where possible to ensure optimisation of business processes.
- Improvement of online services for staff and external service consumers through the provision of more contemporary systems.
- Automation of input processes and relevant notifications will be implemented to improve efficiency and end-user services.

Information management

- Information stores will have relevant and up-to-date data through better alignment with processes and regular audits.
- Knowledge Management will be improved across the workforce through defined policies and practices for usage of systems.
- The security of information resources will be secured through adopting leading- practice process and contemporary standards.
- Information will be managed and classified in line with its value and regulatory requirements.

Emerging trend & technologies

- Technologies will be chosen and implemented to ensure efficient and effective access to ICT systems and services for the organisation and the community.
- All essential ICT hardware and software will be managed through a defined and documented lifecycle in line with the Asset Management Plan.
- Robust, scalable, secure voice and data services will be used to meet the growing service needs of the organisation and community.
- The ICT team will employ environmentally appropriate technology procurement and asscoaited operational practices.

Governance

- There will be alignment of ICT systems, services, and budget with the Town's strategic and operational directions.
- The appropriate ICT Governance model will incorporate business rules and procedures which are designed to validate activities with parameters and KPI measurements which reflect linkages to the SCP and CBP activities and delegations.

Infrastructure and technology

- ICT infrastructure and technology services will be delivered through the appropriate service providers and be reviewed as service needs change.
- Transparency and accountability of ICT will be provided through relevant applications, monitoring, user confidence surveys, and appropriate corporate reporting.
- Leading practice ICT Service Management processes will be used to ensure the achievement of service level which will ensure the needs of the organisation and other external service consumers are met.

How we know we have got there

Our organisation and community expect services delivered by ICT to be secured by protecting our privacy but at the same time readily assessable. They also expect state of the art, high quality and easily available services. These expectations are driving the ICT team to adopt new tools and to establish new platforms for innovation to ensure clarity and connectivity to resources and information through online media capabilities. The following success indicators will allow us to evaluate our achievement in delivery the expectations of those affected:

Driving productivity through innovation

Driving innovation through increased skills and increasing capabilities of our staff, investing in infrastructure will create an environment which enables flexibility that is responsive to community aspirations and demands driven by SCP and CBP themes. Being innovative and enhancing interactions with local government, community, and stakeholders will further ensure productivity by increasing efficiency and streamlining processes.

Emerging opportunities and transformation

Implementation of the ICT Strategic Framework will ensure that emerging opportunities and transformation technologies are included in the ICT solutions that are provided to ensure we meet the community aspirations and service obligations. Some of these opportunities to be utilised include:

National Broadband Network

- The NBN will significantly enhance the communications capabilities that are critical to provide an enabling platform for further improvements to the delivery of current community, and local government services. We will ensure we capture every opportunity over the next few years as regional expansion of the NBN becomes viable and reachable.

ICT and Innovation

- We will utilise international and local research that has a significant impact on both product and process innovation. This will ensure that the innovation in ICT and its use in business management will improve the quality of policy and therefore service delivery.

Use of Government Services

- Government generates large volumes of information including spatial and location data. Better use of data through and in conjunction with ICT has the potential to improve services via online access, using SaaS (Software as a Service).

ICT and Sustainability

- We will ensure that effective purchasing, use, and disposal of ICT will be undertaken to improve sustainability and reduce carbon emissions through managing energy cost and use thus reducing the environmental impact of communities whilst improving infrastructure management.

Cloud computing

- As Cloud Computing offers the potential for flexible and cost-efficient computing solutions by using the internet to access software, hardware, and storage solutions conveniently this innovation will be utilised where possible to enhance service offering and deliver community expectation.

Delivering better services

We will adopt an annual review of system and platform use of ICT services to ensure we continue to deliver improved productivity, and provide easy to use and linkages to other services in-line with architecture and platform models use by the Town of Port Hedland. This will allow us to understand and take advantage of technology to improve policy and service delivery through integration and reuse of existing technologies adopted. By reviewing lifecycles of software installations we will be able to ensure adaptability with environmental conditions that support overall directions and objectives articulated in our SPC and CBP.

We will ensure service provided is seamlessly and integrated through third party vendors which are customised to meet our requirements and reflect corporate and community needs. This will therefore allow better use of ICT investments to more effectively meet the expectations and needs of our community and stakeholders.

Building capability

Improving our ICT knowledge, skills and capacity across all aspects of our delivery model will provide more efficient, effective, and improved services. By ensuring critical high quality ICT capability we will be confident that we will be successful in the delivery of local government services to the community and corporate services to the organisation to ensure achievement in productivity.

By providing a more innovative and strategic use of ICT we will ensure greater value and more effective service delivery better able to take advantage of technology-enabled opportunities. Our community will have more confidence in how the Town of Port Hedland uses its ICT and other resources to meet their needs.

Better management of ICT investment will enable us to respond more rapidly to emerging issues by making informed and timely decision regarding ICT to maximise its value and reduce administration costs.

Creating knowledge awareness

When we generate, share and manage more effectively our information we improve decision-making, drive economic growth and tailor services to our community and stakeholders and develop policies to ensure compliance with all required legislation.

Through adopting such a knowledge management approach, the Town of Port Hedland will also gain more value from its information and knowledge resources which will to inform policy decisions, improve service delivery based on needs, and streamline our ICT operations. An increased knowledge of customer needs, preferences, and activities will enable improved targeting of services and further automation of service delivery to our community.

Collaborating effectively

We will be strengthening our networks and creating partnerships through using a variety of technologies to facilitate a more collaborative approach with the community to involve them in developing and delivery the services and information they require.

This same collaborative approach will allow us to build on existing partnerships both within and outside our organisation.

Targeted consultations with our staff, our community and businesses stakeholders will be supported using new technologies as they emerge.

By using these interactive technologies we will enable communities of interest and expertise to develop which will enhance understanding of issues and solve problems as they emerge.

Timeframe

Our Strategy provides a timeline to deliver these ICT outcomes that is reflected in our CBP and aligns with commitments articulated in the SCP. The Implementation Plan associated with this Strategic Plan outlines proposed projects and associated costs and timeframes for delivery.

As with all corporate plans and strategies associated with the IPR Framework, achievement against the Implementation Plan will be assessed and reviewed annually basis to ensure continued delivery of the and expectations of the community and stakeholders.

How do we know our maturity level?

The **Information Technology Framework** Supporting Documentation supports the Information Technology Framework by identifying the types of documents (strategies, policies, schedules, and plans) that should be in place to effectively manage information, communications, and technology.

The supporting documentation schedule identifies the baseline IT standard for local government, which is the proposed minimum standard for managing local government information technology.

INFORMATION TECHNOLOGY FRAMEWORK

Maturity Levels

GOVERNANCE

ICT Strategic Plan	ICT Annual Business plans
Risk Management strategy and plan	Internal KPIs & Service Level Agreements

EMERGING TREND & TECHNOLOGIES

Social Media Policy	Online Services plan	Cloud Computing Policy
Bring-your-own-Device Policy	Open Data Policy	

BUSINESS SYSTEMS AND APPLICATIONS	INFRASTRUCTURE AND TECHNOLOGY	ICT BUSINESS CONTINUITY	SECURITY
Systems Documentation	ICT Acceptable Usage Policy	IT Disaster Recovery Plan	ICT Security Policy
Systems Test and Implementation plans	Systems Documentation	Backup Policy	Password Policy
Website and Intranet Business plan	IT Asset Register	ICT Risk Assessment Matrix	Security Audit Policy
Website Accessibility Policy	ICT Asset Management Plan	ICT Risk Mitigation Plan	Incident Response Policy
Systems Upgrade Policy	ICT Asset Replacement Policy		Incident management Plan
Software Asset Management Policy	Infrastructure Capacity Plan		
Change Management /Version Control Policy	Virtualisation Policy		

PROJECT MANAGEMENT

Business Case	Project Statement (defines scope and deliverables)	
Project Schedule	Project Status Report	Project Plan
Project Risk Register	Project Issues Register	Post implementation Review
Project Communication Plan	Project Quality Plan	

Colour Coding represents suggested minimum requirements to meet the standards below. The actual level of uptake needs to be determined by each local government based on its size and specific business requirements.

- = ICT Baseline standard
- = Intermediate (Recommended) standard
- = Advanced (Ideal) standard

Baseline Implementation Model

The following diagram depicts the strategic actions within the five priority areas which will achieve a baseline position described within the required Information Technology Framework as part of the IPR Framework. Once we have achieved this baseline maturity, we will be in position to plan for further improvement to achieve the recommended maturity levels within the framework. We will be able to map and record our growth and increasing maturity against the various stages and milestones in accordance with the overall organisational direction.

These five strategic themes form the basis of the outline of the ICT Implementation Plan supporting this Strategic Plan. Under each of these five themes in the Implementation Plan are outlined the detailed activities to be undertaken to deliver the required outcomes within the necessary timeframes after consultation with Town of Port Hedland staff.