



“Embracing Digital Modernisation”

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Embracing Digital Modernisation

In today's fast-paced world, organisations must embrace digital modernisation and adapt to unlock its immense benefits. Scenic Rim Regional Council, though currently underutilising technology, stands at the precipice of a new era. By taking full advantage of our Information and Communication Technology (ICT) investments, we can drive towards innovative digital solutions that revolutionise service delivery, streamline operations, and empower our residents.

This ICT Strategic Plan delivers the roadmap to realise the extensive and transformative advantages of digital modernisation. It is informed by the outcomes of the recent ICT review, current Council strategies and responses by key executive and business stakeholders during interviews and workshops.

Support for Councils Community Plan, Corporate Plan and Annual Operational Plan is achieved through the ICT Strategic Plan's Vision, Mission, Guiding Principles and Goals. Underpinning the delivery of the ICT Strategic Plan will be the introduction of a revised ICT Governance Framework to ensure that priority projects and programs of work deliver business outcomes in a sustainable way.

Council has invested significantly in ICT infrastructure and systems, and is expecting measured business improvement from robust, secure, fit for purpose systems that support modernisation and ultimately innovation. By integrating technology, we can enhance operational efficiency, optimise resource utilisation, and ensure fiscal responsibility.

Effective ICT services aligned to the business goals and community outcomes are essential to allow Council the opportunity to elevate service quality, empower our staff, engage our residents and build a resilient community.



ICT Strategic Plan

Council Vision

By 2026, Scenic Rim will be a network of unique rural communities embedded in a productive and sustainable landscape.

Council
will enable a
sustainable
future
for our unique
communities and
rich environments.

ICT Vision

Modern Digital Services Drive
Council to be a Contemporary,
Innovative Organisation that
Actively Supports Our Community.

ICT Mission

By Harnessing the Power of Information, we will
Enhance Our Services, Optimise Operational
Efficiency and Drive Positive Change

Our Guiding Principles

Digital Services
support excellent
customer service

The right tools for
the right job
supports a strong
culture

We gain maximum
value from our
technology

Technology enables
smarter working and
greater experiences

Goals

ICT
is an enabler for
business and
community
outcomes

Our technology
environment
supports digital
business
transformation and
continuous service
improvements

ICT Governance is
established and
embodies
our organisational
values and culture

Information assets
are secure and
managed to enable
efficient,
transparent,
accountable
and continuous
operations

Our technology
capability is
modern,
fit-for-purpose and
delivers positive
return on
investment

Guiding Principles

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

1. DIGITAL SERVICES SUPPORT EXCELLENT CUSTOMER SERVICE

- ✓ A Customer-centric approach to service delivery.
- ✓ Leverage ICT to enhance and streamline customer interactions, both internal and external, ensuring a positive and efficient user experience.
- ✓ Foster a culture of continuous improvement and innovation in service delivery promoting accessibility and delivering services that prioritise user satisfaction
- ✓ We adhere to process and industry best practice but are adaptive when required.

2. The Right Tools For The Right Job Supports A Strong Culture

- ✓ Our executive leadership drives our technology investment strategy and maintains strong understanding of technology's potential to advance the organisation and community
- ✓ Matching ICT tools with specific job requirements to enhance overall productivity and employee satisfaction
- ✓ We understand the need to be always growing our mindsets, be brave, curious, change and improve
- ✓ We seek to continually evolve in ways of working better together
- ✓ We all work to the singular purpose of delivering best outcomes for the community



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 services and the strategy for their digital delivery
- ✓ We know our technology assets, when to optimise what we have and when to buy new
- ✓ We prioritise running a safe and secure cyber environment

4. TECHNOLOGY ENABLES SMARTER WORKING AND GREATER EXPERIENCES

- ✓ 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 continually seek ways to improve our efficiency and performance through upskilling, automation, monitoring, reporting, partnering and seeking collaboration opportunities with other LGAs
- ✓ Our customers can access our digital services anywhere, anytime

Our Goals

The objectives of this strategy are directed by Council'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 is an enabler for business and community outcomes	<ul style="list-style-type: none"> ✓ Digital services offer our customers and employees choice in how they interact with Council services ✓ Information Services and Technology partnering with Business Units to understand our internal and external customer's needs (the why). ✓ Structured and skilled in achieving lasting outcomes that meet business needs. ✓ Keeping our customers informed (the good and the bad). ✓ Customer feedback is captured, analysed and actioned. ✓ Our technology solutions adapt to changing service delivery requirements. ✓ We celebrate success and learn from failures as a team.
GOAL 2	
Our technology environment supports digital business transformation and continuous service improvement	<ul style="list-style-type: none"> ✓ 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. ✓ IST team skillset is centred on optimising business capability, working with an integrated 'One Team' approach forming cross-functional teams to digitise business processes across Council. ✓ 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 Council's corporate knowledge and knowhow.

Our Goals	Our Focus
<p>GOAL 3</p> <p>ICT Governance is established and embodies our organisational values and culture</p>	<ul style="list-style-type: none"> ✓ The Executive team communicates the vision, leads the change, targets the investment and directs the prioritisation of ICT services and projects to meet Council'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 product that's deliver 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. ✓ Organisational change management leveraged to support ICT change awareness, understanding and acceptance.
<p>GOAL 4</p> <p>Information assets are secure and managed to enable efficient, transparent, accountable and continuous operations</p>	<ul style="list-style-type: none"> ✓ Cyber security is embedded in our culture and information is protected through both behavioural and technical layers ✓ Information is defined and managed so that it is fit for purpose and can be understood, shared, protected, accessed and harnessed efficiently by all Council'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 Council to deliver safe, high-quality services. ✓ Maintaining cyber security vigilance is embedded as business-as-usual operations through the implementation of the Australian Signals Directorate Essential Eight.

Our Goals	Our Focus
<p>GOAL 5</p> <p>Council's technology capability is modern, fit-for-purpose and delivers positive return on investment</p>	<ul style="list-style-type: none"> ✓ ICT services are centred on modern architectural standards, principles and practices that deliver an efficient, fit-for-purpose ICT environment providing an agile enterprise platform for delivering Council's business priorities. ✓ All solutions meet the expectations and needs of users through embedding principles and practices of user-centred design. By having a clear understanding of user and task requirements. ✓ Transition to cloud services is managed by well-informed processes that optimise business outcomes and minimise risk.

Towards Continuous Improvement

The **ICT Strategy Roadmap** has been developed to support balanced outcomes across People, Process & Technology

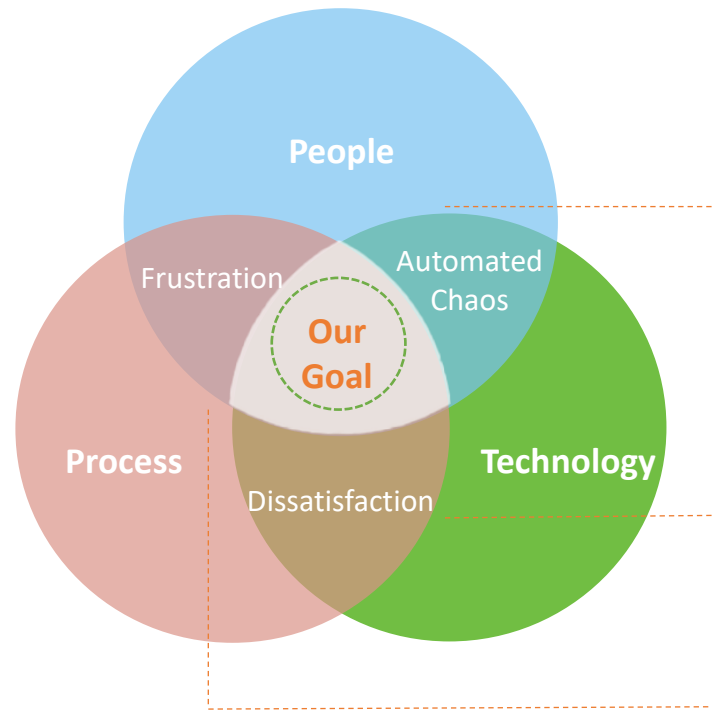
When an imbalance occurs, the potential consequences include inefficiency, poor communication and collaboration, reduced innovation, decreased employee satisfaction and missed opportunities

Now

Council has invested in ICT systems and infrastructure, but poor implementations and support are frustrating business with suboptimal outcomes and many workarounds. Through this journey the mix of People, Process & Technology may not have been effectively incorporated, somewhat leaving Council in a state of **Frustration**.

Future

Through appropriate governance and a balanced approach to People, Process and Technology, Council will be able to build on the foundations in this current state to deliver efficient and effective services to its staff and the Community. The goal is to reach the centre of the Venn diagram opposite.



People and Technology without Process

An organisation strong in technology application, but weak in process. Poor customer service.



Process and technology without people

Systems and tools underutilised. Technology investment squandered.



People and process without technology

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

The Roadmap, Action Plan, Guiding Principles and Objectives within this Strategy have been developed to support outcomes within **People & Process** to leverage the advances of the **Technology** investment.

“a controlled way to transform our business”

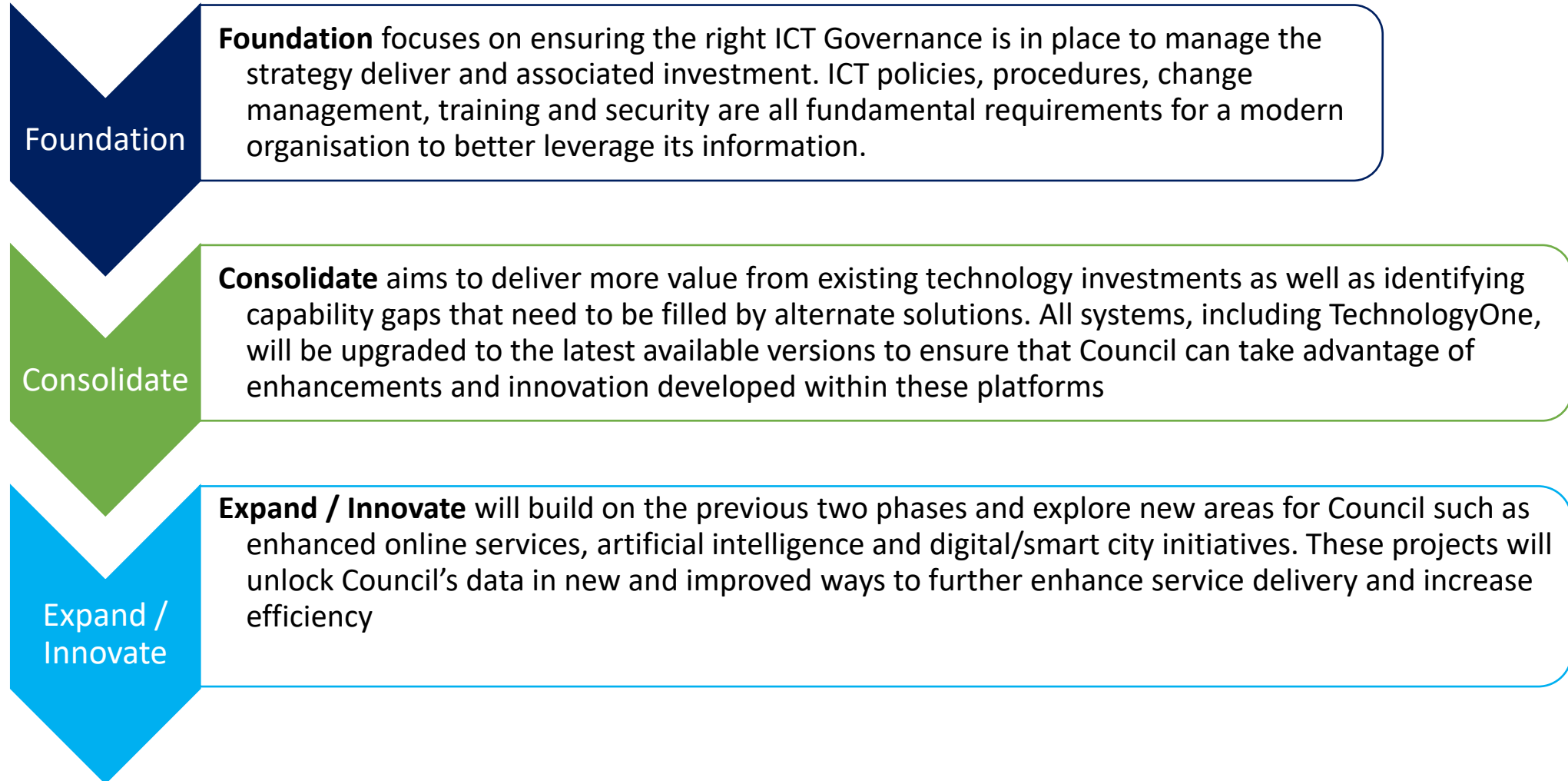
The ICT Steering Committee Roles and Responsibilities are outlined in Appendix 3.



Delivering Digital Modernisation

Building the required 'Digital Maturity' to unlock the full value of Council's ICT investments can only occur in a structured and well-planned way, ensuring the right foundations are in place before expansion and innovation.

The ICT Roadmap splits this journey into 3 phases, **Foundation**, **Consolidate** and **Expand/Innovate**





Our People

Review, align and develop ICT team skills to support ICT strategic requirements.

Implement process improvement in ICT Service Delivery establishing ICT as an Enabler for business.

Remediation of reported legacy infrastructure issues.



ICT Governance and EAA

Establish ICT Governance framework to guide ICT investment decisions, sequencing and monitoring of ICT projects. Develop and seek endorsement of the Enterprise Applications Architecture (EAA).

Application Roadmap

Develop the Technology One ERP and other corporate applications roadmap.

Consolidate the ERP functions based on EAA and transition the products functionality into Business as Usual.



ICT Security



Engage security partner, develop and implement security uplift program and executive reporting of roadmap delivery.

Service Improvements

- Customer Satisfaction Survey
- ICT Disaster Recovery Plan
 - Vendor Management Framework and Plans

ICT Road Map

ICT Security



- Annual ICT Disaster Recovery Test
- Annual Network Penetration Test
- Continuing Implementation and Reporting of Security Uplift Program

Smarter Regions

Support and enable community and business input to deliver simpler and more efficient customer focused services.

- Mobile Blackspot Program
- Customer Service Online

Business Systems

- TechnologyOne Project - Year 2 project deliverables as per developed applications roadmap
- Corporate Reporting Solution

Service Improvements

- Develop and Establish ICT Project Management Methodology
- Establish ICT Change Advisory Board
 - ICT Service Delivery Uplift
 - Business Case Writing Training

IT/OT Convergence

Converge Operational technology (i.e. SCADA) to enhance performance and reliability and minimise security risks.

Business Systems

- TechnologyOne Project - Year 3 project deliverables as per developed applications roadmap



IoT

IoT technologies offer transformational economic benefits through smarter infrastructure, smart region and intelligent asset management

Business Intelligence

Effective reporting and quality analytics through data mining, data visualisation and best practice aimed to drive change, eliminate inefficiencies and allow for data driven decisions



Doing Things Smarter

Better, Faster and more Efficient. Harnessing the capabilities of Artificial Intelligence and Robotic process automation



Open Government

Open Government will drive Open Data principles to change the way data is shared with our customers, community and neighbouring Councils.

2024

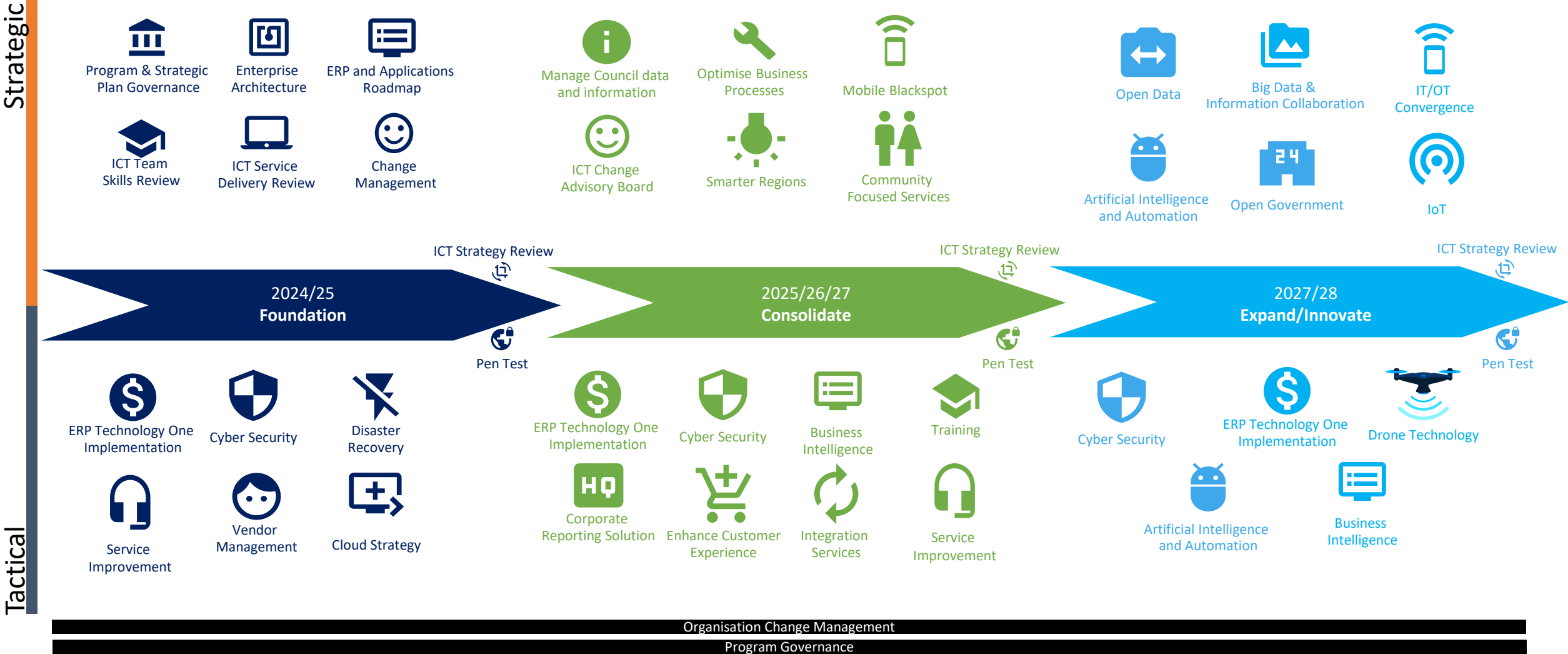
2025

2026

2027

2028

Strategic & Tactical Map



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Digital Modernisation Maturity Phase One

Program Phases	Jul - Dec 2024	Jan - Jun 2025	Jul - Dec 2025	Jan - Jun 2026	Jul - Dec 2026	Jan - Jun 2027	Jul - Dec 2027	Jan - Jun 2028	Jul - Dec 2028	Jan - Jun 2029
<ul style="list-style-type: none">• Foundation (highlights)<ul style="list-style-type: none">✓ ICT Governance✓ ITIL change management framework✓ Reviews<ul style="list-style-type: none">• Technology One roadmap• Cloud strategy review• Enterprise architecture and guiding principles✓ Cyber security uplift program✓ ICT infrastructure remediations✓ ICT disaster recovery plan✓ ICT service delivery improvements✓ Training – ICT and organisation✓ Vendor management framework and plans✓ Information management uplift✓ Annual program of work review✓ ERP data cleansing – phase 1✓ ERP implementation – phase 1✓ Customer satisfaction survey	Phase One									

Digital Modernisation Maturity Phase Two

Program Phases	Jul - Dec 2024	Jan - Jun 2025	Jul - Dec 2025	Jan - Jun 2026	Jul - Dec 2026	Jan - Jun 2027	Jul - Dec 2027	Jan - Jun 2028	Jul - Dec 2028	Jan - Jul 2029
<ul style="list-style-type: none"> • Consolidate <ul style="list-style-type: none"> ✓ ICT change advisory board ✓ Reviews <ul style="list-style-type: none"> • Applications roadmap development • Non-functional requirements development • ICT project methodology and artefacts ✓ Cyber and network security implementation and reporting ✓ Annual DR and Pen testing ✓ ICT service delivery ✓ Training – business case development ✓ Vendor management – service reviews ✓ ERP data cleansing – phase 2 ✓ ERP Implementation – phase 2 ✓ Customer service app ✓ Corporate reporting ✓ Middleware / integrations ✓ Smart Council ✓ Annual program of work review ✓ Customer satisfaction survey 										

Phase Two

Digital Modernisation Maturity Phase Three

Program Phases	Jul - Dec 2024	Jan - Jun 2025	Jul - Dec 2025	Jan - Jun 2026	Jul - Dec 2026	Jan - Jun 2027	Jul - Dec 2027	Jan - Jun 2028	Jul - Dec 2028	Jan - Jun 2029
<ul style="list-style-type: none"> • Expand/Innovate <ul style="list-style-type: none"> ✓ ERP data cleansing – phase 3 ✓ ERP Implementation – phase 3 ✓ Asset maintenance and replacement program ✓ Cyber and network security ✓ Annual DR and Pen testing ✓ ICT service delivery ✓ Vendor management – contracts ✓ Smart Council <ul style="list-style-type: none"> • Unmanned technologies • Open data / data warehousing • IOT Network • AI and Automation ✓ Annual program of work review ✓ Customer satisfaction survey 										

Phase Three



Appendix 2: Risk and Mitigations

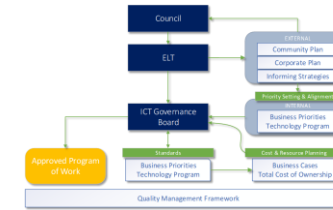
Risk	Mitigation Strategy
Governance <ul style="list-style-type: none"> • ICT Projects/Initiatives are not appropriately setup and managed. • Poor alignment of ICT to business priorities • Poor ICT performance • Low return on ICT investments 	<ul style="list-style-type: none"> • Implement proposed ICT Governance Framework • Focus governance on effective ICT service planning and delivery of business benefits • Report the performance of all ICT services monthly • Ensure monitoring of success criteria by the ICT Steering Committee
Systems <ul style="list-style-type: none"> • Data quality reduces business opportunities or ability to meet obligations • Growth in data sources unpredictable • Systems do not meet business requirements • Systems are inefficient or costly to manage – lack of ERP and applications roadmap • Single points of failure in systems architecture or systems support model 	<ul style="list-style-type: none"> • Conduct Data audits to confirm data quality • Data storage analysis to inform required infrastructure • System owner confirms requirements met and/or plans to improve • Develop Technology One ERP roadmap • System review conducted to identify architectural/integration issues or licensing issues
IT Cyber Security and Resilience <ul style="list-style-type: none"> • Occurrence of a disaster event • External threats, hacks, viruses and potential security breaches • Internal threats, hacks, viruses and potential security breaches • Loss of intellectual property • Loss of data • Loss of system access 	<ul style="list-style-type: none"> • Disaster Recovery capability aligned to the Business Continuity Plan • External auditing of security via penetration testing and automated auditing toolkits • Internal security auditing and monitoring of services and access • Manage and enforce IT policy and procedures • Ensure appropriate backup/retrieval policies are implemented • Ensure appropriate redundancy tools and processes are implemented and tested
Human resources <ul style="list-style-type: none"> • Not having the appropriate resource levels to maintain ICT services or deliver projects • Loss of key knowledge without succession planning • Having the knowledge and education to perform the tasks required • Unable to get the skilled resources required to fill the job 	<ul style="list-style-type: none"> • Review and alignment of IT skills to match strategic deliverables. • Documentation of key services and processes • Adopt innovative approach to acquiring the right skills under flexible arrangements. Review responsibility and rewards linked to market value wages. • Skills optimisation – ensuring skills are up to date • Engage specialist ICT Partners to provide support services and augment internal ICT skills. • Succession planning and knowledge sharing.
Budget, financials <ul style="list-style-type: none"> • Unable to meet service expectations within budget provisions • Unexpected service costs • Increasing operational costs for ICT services 	<ul style="list-style-type: none"> • Ensure budgets adequacy to support expected service levels and conduct regular reporting • Clearly define service costs, inclusions and exclusions for all ICT services • Manage services to cost levels and seek funding where growth is predicted • Implement effective vendor management model for ICT service providers
Organisational Change Management <ul style="list-style-type: none"> • Changing roles and responsibilities, for decisions relating to ICT investments and solutions are not managed • Limited capabilities of staff and customers to effectively use new technologies and online services • Lack of responsibility for ownership, accuracy and security of information • Opportunities for improvement from previous change management exercises are not assessed or actioned 	<ul style="list-style-type: none"> • Continue effective ICT Governance. Ensure continual review and measure success of investments • Implement effective staff capability and training program • Adapt key roles to framework responsibilities • Assessment of change management success and identification of continuous improvement opportunities included in project closure process.

Appendix 3: Performance Measurement

Success Criteria	Performance Measurement	Frequency
ICT Governance is established and embodies our organisational values and culture	<ul style="list-style-type: none"> At least six ICT Steering Committee meetings held Review of program of work - strategic plan & roadmap achievements Delivery program progress update to ICT Steering Committee Top ten vendor management plans implemented ICT policies implemented and staff trained 	<ul style="list-style-type: none"> Annually Annually Monthly Annually Annually
Council's technology capability is modern, fit-for-purpose and delivers positive return on investment	<ul style="list-style-type: none"> ICT service review – customer satisfaction survey ICT service review – network performance report Vendor performance reporting (SaaS) Budget costing reports 	<ul style="list-style-type: none"> Annually Annually Annually Quarterly
Council's technology environment supports digital business transformation and continuous service improvements	<ul style="list-style-type: none"> Project reviews – time, cost, quality and business outcomes ERP transformational project review – post each modules implementations ICT service review – customer satisfaction survey Review of program of work - strategic plan & roadmap achievements Audit compliance 	<ul style="list-style-type: none"> Bi-Annually Bi-Annually Annually Annually Bi-Annually
Council's information assets are managed to enable efficient, transparent, accountable and continuous operations	<ul style="list-style-type: none"> Register of Council information assets is maintained and updated Information security controls implemented on all critical and high-risk information assets Information assets are managed in accordance with Council records management standards Data breach policy and register maintained 	<ul style="list-style-type: none"> Annually Annually Annually Quarterly
ICT an enabler for business and community outcomes	<ul style="list-style-type: none"> ICT service review – customer satisfaction survey Closed support tickets – customer feedback Strategic plan and roadmap delivery 	<ul style="list-style-type: none"> Annually Monthly Annually

ICT Steering Committee – Roles & Responsibilities

An effective decision-making body overseeing Council's ICT investments.



Purpose

The ICT Steering Committee recommends the approval of and oversees the successful delivery of the program of work, setting the direction for the program, approving 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.

Appendix 5: ERP Transformation

