MIDCOAST
council

INFORMATION & COMMUNICATIONS TECHNOLOGY STRATEGY

2022-2027

Acknowledgement of Country

We acknowledge the traditional custodians of the land on which we work and live, the Gathang-speaking people and pay our respects to all Aboriginal and Torres Strait Islander people who now reside in the MidCoast Council area. We extend our respect to elders past and present, and to all future cultural-knowledge holders.

Content

Glossary of Terms

Term	Definition
Smart City	Uses ICT (Information, Communications and Technology) to improve operational efficiency, share information with the public and provide a better quality of government service
MCC	MidCoast Council
eService	the use of electronic technology by an organisation to provide services to its customers
TechnologyOne	Councils Enterprise Resource Planning (ERP) System.
IDAM (Identity Access Management)	A framework of policies and technologies to ensure that the right users have the appropriate access to technology resources.
IM (Information Management)	The process of collecting, storing, managing, and maintaining information in all its forms.
ICT (Information & Communications Technology)	Incorporates electronic technologies and techniques used to manage information and

knowledge, including information-handling tools used to produce, store, process, distribute

and exchange information. |
| Enterprise Mobility | An approach to work in which employees can do their jobs from anywhere using a variety of devices and applications. |
| Enterprise Resource Planning (ERP) | Type of software that organisations use to manage day-to-day business activities such as accounting, procurement, project management, risk management and compliance, and supply chain operations. |

Executive Summary

Purpose

This document provides an overview of the ICT Strategy for MidCoast Council for the period 2022 to 2027.

Challenge

The challenges in ICT go beyond the confines of technology, and touch on business processes, governance, communication, and collaboration.
MidCoast Council has inherited a vast array of software applications through the merger of the four former entities. Most of these applications are legacy and neither integrated nor utilised fully, resulting in additional work to duplicate data and the implementation of manual workarounds such as spreadsheets. The significant technical debt has hampered MCC's ability to keep pace with more contemporary systems being provisioned under TechnologyOne program.

MidCoast Council's vision centres around becoming a 'Future-Ready' council in order to better meet community and organisational needs. To enable this, a renewed focus and investment in ICT is required.

To achieve this ICT will focus on for strategic themes.

- Community Connectivity

- A Data-Driven Organisation

- A leading ICT Capability

- Agility & Responsiveness

Each strategic theme has a set of specific objectives and a delivery program to meet initiative.

Strategic Theme 1: Community Connectivity

Overview

MidCoast Council's ICT will provide a strong foundation to enable a transformation approach that better connects the community.

Objectives

1.1 Develop Customer Experience Strategy

Provide a consolidated view of how customers expect to interact with Council through multiple touch points and channels, outlining the best way to expose MCC's services for customers to consume.

1.2 Review and Optimise eService Forms

To determine the current ability of eService forms to support service delivery across MCC, informing future state eService forms and their incorporation into other MCC systems.

1.3 Conduct Solutions Option Analysis on Customer Experience Platform

To establish a source of truth, maintain an accurate and consistent customer data across all channels and systems, and enable efficient and meaningful customer interactions.

1.4 Define Smart City Approach

To outline technologies and emerging innovations that MCC can effectively leverage to seize Smart City opportunities and transform how services are delivered.

Program Delivery

Program Item	Resources	Timeline
Customer Experience Strategy	ICT, Customer Experience	FY 2023/24
eService Forms	ICT, Engagement, Communications & Education	FY 2024/25
Customer Experience Platform	All Departments	FY 2024/25
Smart Cities Approach	ICT, I&E	FY 2027/28
Implement Smart Cities	All Departments	FY 2027/28 - Ongoing

Strategic Theme 2: A Data-Driven Organisation

Overview

ICT will enable Council to build a high-performing service-oriented delivery with the ability to better harness data and insights.

Objective

2.1 Stabilise TechnologyOne and Implement Remaining TechnologyOne Modules

To increase the utilisation and adoption of TechOne across MidCoast Council, by stabilising TechOne modules that have gone live and implementing other prioritised modules to meet Council's needs.

2.2 Design and implement data management platform

This initiative focuses on designing, implementing, testing and deploying a data management platform to manage a range of digital information, consistently across Council, reducing manual handling and ensuring ongoing authenticity of records.

2.3 Performance Reporting framework and key metrics

The objective is to define and standardise a performance reporting framework, by standardising tools, report generation process, and seeking automation opportunities where relevant.

2.4 Implement data visualisation tool

To improve data visualisation and data analysis capabilities, which will support strategic planning and operations.

2.5 Implement integration layer

To improve systems integration through the integration layer, which will enable automated sharing of data across business applications, thus reducing the need for manual data re-entry.

2.6 Remove dependency on data storage drives

To assess the data storage of MCC, which will enable centralised data and provide greater business insights.

2.7 Establish data definitions, information classification, and standard rules & policies

To create contemporary and standardised procedures for information lifecycle and privacy management, which will support the organisation to achieve operational efficiency and effectiveness.

2.8 Establish strategic direction and procedures for information control and monitoring

To improve the control and monitoring of information across the organisation, which will be an enabler for data storage and accessing sensitive information.

Program Delivery

Program Item	Resources	Timeline
Stabilise TechnologyOne & Remaining Modules	All Departments	FY 2022/23 – FY 2025/26
Data management Platform	Information, Communications and Technology (ICT), Governance	FY 2024/25 – FY 2025/26
Performance Reporting framework & key metrics	ICT	FY 2025/26
Data visualisation tool	ICT	FY 2024/26
Integration layer	ICT	FY 2022/23 – FY 2023/24
Data Storage Drives	ICT	FY 2025/26
Data definitions, rules and procedures	ICT, Governance	FY 2025/26
Information control and monitoring	ICT, Governance	FY 2025/26

Strategic Theme 3: A Leading ICT Capability

Overview

ICT will become a highly respected business partner, with a leading ICT capability that will drive governance, collaboration and efficiency.

Objective

3.1 Conduct Cyber Security Assessment and implement key recommendations (Currently Underway)

To assess options to proactively reduce the risk of breach, safeguard against threat to Intellectual Property loss and protect MidCoast Council staff and the community from cyber security threats.

3.2 Implement an Identity and access management (IDAM) solution

To acquire and implement an Identity and Access Management (IDAM) solution to support single sign-on and safeguard digital identity of MCC staff.

3.3 Review IT procurement processes and governance controls

To enable IT to collaborate with Procurement to better align procurement policies and procedures with contemporary technology and service offering.

3.4 Standardise collaboration, learning and knowledge sharing tools

To enable integrated communication and knowledge sharing services such as collaboration tools, telephony, video conferencing, to encourage effective collaboration between staff members.

3.5 Define information and data governance structure

To ensure that the development, implementation and communication of IM related initiatives are aligned to the needs of MCC and the community it serves.

3.6 Security and privacy by design

To proactively embed security and data privacy into ICT systems, reducing the risk of breach and safeguarding against threat.

Program Delivery

Program Item	Resources	Timeline
Cyber Security	All Departments	FY 2021/22 - Ongoing
Implement IDAM	ICT	FY 2025/26
IT Procurement and governance	ICT, Procurement	FY 2025/26
Collaboration and knowledge tools	ICT, Engagement, Communications & Education	FY 2025/26
Data governance	ICT, Governance	FY20 25/26
Security & privacy by design	ICT	FY 2024/25

Strategic Theme 4: Agility & Responsiveness

Overview

ICT will enable an evolving and adaptive Council through innovation, agility and responsiveness to technology trends.

Objective

4.1 Analysis for Specialised Solutions not covered by TechnologyOne

To assess the integrated solutions' capabilities, ensuring that a fit-for-purpose specialised solutions exist to effectively support TechnologyOne and customer interactions for identified gaps.

4.2 Implement Specialised Solutions

To uplift the system capabilities to support modern workforce requirements and enable business process optimisation.

4.3 Improve network connectivity (Currently Underway)

To improve the network performance, reliability, and the total cost of ownership across all sites, ensuring network security while building the scalability and agility to enable future needs.

4.4 Implement enterprise mobility

To support modern ways of working where staff can access systems, information and resources remotely or in and around the office.

4.5 Develop change management approach and skills uplift plan

To provide continuous ICT related training for staff to improve BAU, promote a high-performance culture and ensure they have adequate knowledge and skills to adopt modern technology to support their work activities.

4.6 Deliver training, establish communities of practice, and mentor change champions

This initiative aims to leverage the learning management solution for the administration, documentation, tracking, reporting, automation and delivery of training courses and certifications.

4.7 Update business process mapping for each business function

To understand business activities supported by IT and drill down on manual processes that provide opportunities to automate.

Program Delivery

Program Item	Resources	Timeline
Program Item	Resources	Timeline
Analysis for Specialised Solutions	ICT	FY 2025/26
Implement Specialised Solutions	ICT	FY 2026/27
Improve Network Connectivity	ICT	FY 2021/22 -FY 2022/23
Implement Enterprise Mobility	ICT	FY 2025/26
Develop Change Management Approach	ICT, Corporate Performance & Development	FY 2022/23
Implement Change Management	ICT, Corporate Performance & Development	FY 2023/24 - Ongoing
Deliver Training	HR	Ongoing
Update Business Process Maps	ICT	FY 2025/26

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