



ICT Strategy

2021 - 2025

Introduction

Information Communication Technology (ICT) has an impact on the business environment and our personal lives.

As new technologies emerge, the ability of Council's to deliver digital services to both customers and employees expands. The ICT strategy provides a blueprint for the delivery of these services and identifies the organisational key

focus areas for the 2021-2025 period.

The advancement of digital services to enhance customer service and increase business efficiencies must be managed inline with managing costs

and increasing the return on investments.

The ICT Strategy comprises of four separate strategies, each with objectives and action items. These strategies can be summarised as below:



Strengthening the ICT environment

Focusing on risk management, availability of systems and security.



Enabling new ways of working

Adopting new technologies and meeting service standards.



Delivering digital services to the community

Improving self serve solutions and delivery of information.



Develop and improve business systems

Increasing benefits of investment and evolving systems to adapt to organisational and legislative requirements.

The ICT strategy was developed following engagement with key stakeholders including the IT/GIS team, the Executive Leadership Team and all Council employees.

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Vision & Objectives

ICT Strategy Vision

The ICT Strategy vision for Lithgow City Council is

Council will deliver valued and secure digital assets and trusted ICT services to the organisation and community.

To enable the delivery of the vision, the mission is:

Council will provide ICT services that enhance customer service outcomes, enhance the working environment for employees and improve operational efficiency.

Community Strategic Plan Objectives

The 2020-25 ICT Strategy supports the Community Strategic Plan

Use modern operating systems and apply contemporary practices - Information systems are secure and well managed.

GL 2.2

Provide effective risk and safety practices - Council's risk is managed.

GL2.3

We provide prompt, knowledgeable, friendly and helpful advice - communication between Council and the community is open and effective.

GL3.1

Responsive and efficient services - the level of service provided to internal and external customers is continually monitored and reviewed.

GL3.2

Staff Survey

In October to November 2020, Council conducted a survey to ask users their thoughts around the IT infrastructure, delivery and operations. The survey aimed to understand what the users would like to see improve and make their role easier to conduct using IT equipment and IT software. 29 survey responses were received.

The IT survey consisted of three questions:



What technologies or improvements would make your role at Council easier?



Can you think of any IT functions or technologies that you have seen at another organisation or function, Council or otherwise, that you believe would be of benefit to Council, or your position?



If budget was not a factor, what IT improvement at Council would you like to see the most?

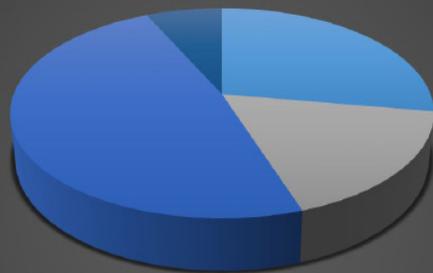
The main response themes throughout the survey were:

- Understanding and better utilisation of current systems;
- Improved IT equipment;
- Improved IT software;

- Support for remote access to systems;
- Enhancements to better enable staff mobility and
- More cloud based systems.

The survey results provided crucial stakeholder input for the development of the 2021-2025 IT Strategy

Where are survey respondents working?



- Combination in office and or remote (home or in field)
- Library
- Majority of time in office
- Outdoors



Strategy 1

Strengthen the ICT environment

Overview

Lithgow Council (LCC) relies on its ICT systems to provide critical services to its stakeholders. Strengthening the ICT environment ensures a focus on risk management, security, accessibility and reliability of Council’s ICT systems.

Objectives

1.1 Maximise security while maintaining performance and access.

Risk management and security will need to be balanced against performance and access. Cyber security is of increasing importance. At the same time, staff need an appropriate level of system access and responsive systems.

1.3 Develop ICT capabilities to support Council’s changing needs.

Internal ICT resources need to develop and adapt to the changes in the ICT environment. ICT staff need individual training plans and to be cross-trained in ICT roles.

1.2 Ensure Business Continuity and Disaster Recovery requirements align with ICT capabilities.

In the event of an emergency or natural disaster, Council needs to return to “Business as Usual” (as quickly as possible. This recovery will utilise equipment that is “fit for purpose” and meet Business Continuity Plan (BCP) restore times.

ACTION ITEM	TIMELINE	BUDGET
Update BCP annually and test / update DR	Annually	N/A
Keep IT security policy suite up to date	Ongoing	Recurrent
Continue cyber security program, e.g. security audits/training	Ongoing	\$20,000
Implement training plans for each ICT team member	Ongoing	\$10,000
Review options and implement 0365 security improvements	Ongoing	N/A
Finalisation of NBN rollout / cancellation of obsolete phone services	June 2021	N/A

Strategy 2

Enabling new ways of working

Overview

The Lithgow City Council Local Government Area covers a vast 4,567 square kilometres. Staff are required to work in the field in remote locations. In addition, the COVID-19 pandemic initiated a move towards employees working remotely. The ability for staff to work effectively and productively from home is now an expectation.

Objectives

2.1 Provide staff with the resources to work from remote sites.

As cloud solutions and Asset Management Systems are being implemented, staff need to have access to devices to enable connection to corporate applications and services. Mobile devices will be assigned as required.

2.2 Implement an ongoing transition to cloud technologies to enable efficiencies.

Cloud technologies have matured to a point where they need to be considered as a viable alternative to on premise solutions. Transition to Cloud solutions will be considered on the basis of a business case and cost benefit analysis.

2.3 Facilitate the change to more staff working from home.

The COVID-19 pandemic prompted a significant change in working arrangements with many indoor staff working from home. It is anticipated that staff will seek to continue part-time work from home as Council returns to normal working conditions. This expected trend will require ICT to continue to support staff working away from the office.

ACTION ITEM	TIMELINE	BUDGET
Transition to Technology One SaaS	2021	Case approved
Improve system processing speeds for high volume transactions	Ongoing	Recurrent
Move to cloud based systems as practical and economical	Ongoing	Business case required
Provide mobility devices on a priority basis	Ongoing	Recurrent
Maintain VPN connectivity for staff working remotely	Ongoing	N/A
Review of mobile services and devices provided	June 2021	Recurrent
Deployment of mobile devices to Airwatch MDM	June 2021	N/A

Strategy 3

Delivering Digital Services to the Community

Overview

Methods and processes for service delivery are undergoing rapid change, driven by technological improvements. There is a changing perception and expectation as to how Council will deliver services to the community. It is important that Council facilitates self-service solutions for customer focussed service delivery, available on any device and at any time. This will also enable Council to focus its attention on improving services rather than managing paper-based systems

Objectives

3.1 Implement Smart City Blueprint.

Implement Smart City Blueprint strategies and initiatives, in collaboration with other levels of government, the private sector and local community.

3.2 Expand digital systems.

When investigating and building new systems, consider cloud based / online systems in the business case. This objective will enable customers to complete functions and activities at any time, without Customer Service assistance.

ACTION ITEM	TIMELINE	BUDGET
Implement Smart City Blueprint strategies and initiatives	2021/22	Grant funded
Annual CCTV Improvement Program	Ongoing	\$20,000 pa
Implement TechOne Customer Request Management System	2021/22	\$98,900
Implement Intranmaps for customers via website	2021/22	\$30,000
Upgrade public access PCs at libraries	2021/22	\$40,000
Maintain and improve Council website including upgrade to tourism and library sites	Ongoing	Recurrent
Review key processes for opportunities to provide customers with online self-service including automated certificate processing	Ongoing	Recurrent

Strategy 4

Develop & Improve Business Systems

Overview

Local government is an environment of constant change, reflecting the broader external environment and the world in which we live. Council's ICT systems also need to evolve, at a pace consistent with organisational change and the availability of scarce resources. The ICT team need to be able to advise the organisation on ICT solutions to assist the development and improvement of business systems.

Objectives

4.1 Ensure ICT Assets are utilised to obtain "value for money".

Assurance that there is "best use" of all ICT assets and that assets are replaced on time.

4.3 Understand and better utilise current systems

Ensure that current business systems are used to their maximum capacity.

4.2 Take a business improvement approach to developing systems.

Ensure ICT expertise and a business improvement approach (e.g. revenue generation, long-term cost savings) are utilised when considering the development of new systems.

ACTION ITEM	TIMELINE	BUDGET
Develop a replacement schedule for IT hardware & equipment	2021	Recurrent
Assess utilisation and capabilities of current business systems	Ongoing	Recurrent
Business case for T1 contractor management module	2022/23	Business case required
Conduct lease or buy analysis for PC hardware	June 2021	N/A
Develop intranet on 0365	2021/22	Recurrent
Identify manual business processes that could be automated	Ongoing	Recurrent
API integration between planning portal and P&R	June 2021	\$19,600
Development of BI reporting module for Techone suite	2022/23	\$30,000

Appendix

Glossary of terms

TERM	DEFINITION
BI	Business intelligence - systems that analyse the data produced by an organisation's activities.
Business continuity	Encompasses planning, preparatory and related activities intended to ensure that an organisation's critical business functions will continue to operate despite serious incidents or disasters.
Cloud technology	Cloud computing technology is an internet-driven platform where resources are transferred through channels of networks from server to client that replaces the use of physical hardware and software.
Cyber security	The techniques of protecting computers, networks, programs and data from unauthorised access or attacks that are aimed for exploitation.
Digital assets	A digital asset is anything that exists in a digital format and comes with the right to use.
Digital services	Digital Services can be described as the electronic delivery of information, including content and data across multiple platforms and devices like web or mobile.
Disaster Recovery Plan (DR)	Documented, structured approach that describes how an organisation can quickly resume work after an unplanned incident. Essential part of a business continuity plan (BCP).
Information Communication Technology	(ICT) is an extensional term for information technology (IT) that highlights the importance of the integration of telecommunications
IT Security Policy Suite	A set of policy documents for end users and administration for the management of the ICT network. Based on ISO standards.
MDM	Mobile Device Manager allows for management of phones, tablets etc remotely.
O 365	Microsoft cloud environment providing access to office suite and other applications.
SaaS	Software delivery and licensing in which software is accessed online via a subscription, rather than bought and installed on individual computers.
Techone	Technogy One provide majority of Council's business systems