

# ICT

## STRATEGIC PLAN



TOWN OF  
VICTORIA PARK

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## Foreword from the CEO



The rapid adoption of mobile friendly, on-demand and digital media technologies has changed expectations of service delivery in local government. These developments offer an opportunity to provide services to both internal and external stakeholders in new ways and to interact through new business models.

As a result of this changing dynamic, the Town of Victoria Park has identified the need for a Strategic Information and Communications Technology (ICT) Plan from which all technology solutions

should be built on. This will ensure the needs of the Town, local businesses, residents and community members are taken into account to enable a dynamic place for everyone.

An ICT Strategic Plan needs to be something that is developed, maintained and amended over time within an ever-evolving environment.

This document will be the framework for guiding our strategic direction in the digital space over the next five years. It aims to meet key objectives around integration of systems, best practice information management, security and business continuity.

This plan aims to provide true value to the community by enhancing and supporting all the services we deliver.



## Vision

The Town of Victoria Park: A dynamic place for everyone.

- We are Perth's most empowered and engaged community.
- We are Perth's premier place for entertainment and entrepreneurship.
- We lead in sustainability.
- We put people first in urban design and safety.
- We are inclusive and connected with a thriving community.

Information technology fits in the Town's vision through strategic outcome CL4 - Provide appropriate information and communications management and technology that is easily accessible, secure, accurate and reliable, in collaboration with our internal and external community.

More information on the Town of Victoria Park Strategic Community Plan 2017–2032 can be found at:

<http://vicpk.co/VPSCP20172032>



## Mission

The ICT Strategic Plan aims to facilitate the objectives of the Strategic Community Plan 2017-2032 and other elements of the Integrated Planning and Reporting Framework (IPRF) by following a nationally accepted framework developed by the Department of Local Government and Communities.

## Introduction

This plan provides strategic direction for the effective management of information and communications technology to ensure that ICT systems are controlled and maintained in line with corporate objectives and emerging trends.

The ICT Strategic Plan will be accompanied by supporting documents and tools, such as the deliverables from the ICT Strategic Framework, which are key resources for effective implementation of this strategic plan and aligns directly as an informing strategy with the Integrated Planning and Reporting Framework (IPRF).

## What is ICT?

ICT refers to technology that will store, retrieve, manipulate, transmit or receive information electronically or in a digital form. It includes communications devices or applications, computer hardware, software, network infrastructure, video conferencing, telephony and mobile devices.

Whereas Information Technology caters for the technology, information management (more commonly known as Records Services) caters for the management of the data. Together they form ICT as a service delivery method for local government agencies.

Adequate and appropriate ICT underpins all aspects of an organisation. It is integral to the delivery of services from the provision of information and advice, to providing better analysis of environmental, demographic

and social change for better land use management and planning. ICT also supports back office operations, providing data storage, information management, email and mobile communications.

## Purpose of the ICT Strategic Plan

The ICT Strategic Plan has been developed as a tool to:

- assist the Chief Executive Officer and their management team to better understand the complexity of managing information and communications technology within local government
- encourage the Town to improve its ICT capability and maturity
- enable the Town to operate at or above an ICT benchmark
- ensure ICT is adequately managed to support all aspects of local government operations
- support all related elements of the ICT Strategic Framework.



# Table 1: ICT strategic framework elements

|   |   |  |
|---|---|--|
| <p><b>Governance</b></p> <ul style="list-style-type: none"> <li>• ICT strategy and planning</li> <li>• Risk management</li> <li>• ICT procurement</li> <li>• Policy, process and procedures</li> <li>• Performance measurement</li> <li>• ICT resource management</li> <li>• Monitoring and compliance</li> <li>• ICT sourcing models</li> </ul>                          | <p><b>Emerging trends and technologies</b></p> <ul style="list-style-type: none"> <li>• Digital media</li> <li>• Smart phones and devices</li> <li>• Bring-your own device (BYOD)</li> <li>• Cloud computing</li> <li>• Online services</li> <li>• Open data</li> </ul> | <p><b>Project management</b></p> <ul style="list-style-type: none"> <li>• Initiation</li> <li>• Planning</li> <li>• Execution</li> <li>• Reporting</li> <li>• Monitoring and controlling</li> <li>• Closing</li> </ul>   |
| <p><b>Infrastructure and technology</b></p> <ul style="list-style-type: none"> <li>• Infrastructure and architecture</li> <li>• Virtualisation</li> <li>• Capacity management</li> <li>• Communications and network management</li> <li>• Data storage</li> <li>• IT asset management</li> <li>• Systems acquisition</li> <li>• Systems design and development</li> </ul> | <p><b>IT business continuity</b></p> <ul style="list-style-type: none"> <li>• Disaster recovery</li> <li>• Contingency planning</li> <li>• Backups</li> <li>• Replication</li> <li>• Redundancy</li> <li>• Data recovery</li> <li>• Emergency response</li> </ul>       | <p><b>Business systems and applications</b></p> <ul style="list-style-type: none"> <li>• Software acquisition</li> <li>• Software design and development</li> <li>• Software maintenance and management</li> <li>• Business process analysis</li> <li>• Integration</li> <li>• Software scoping and requirements definition</li> <li>• Testing and implementation</li> <li>• Change management</li> <li>• Version control</li> </ul> |

**Security**

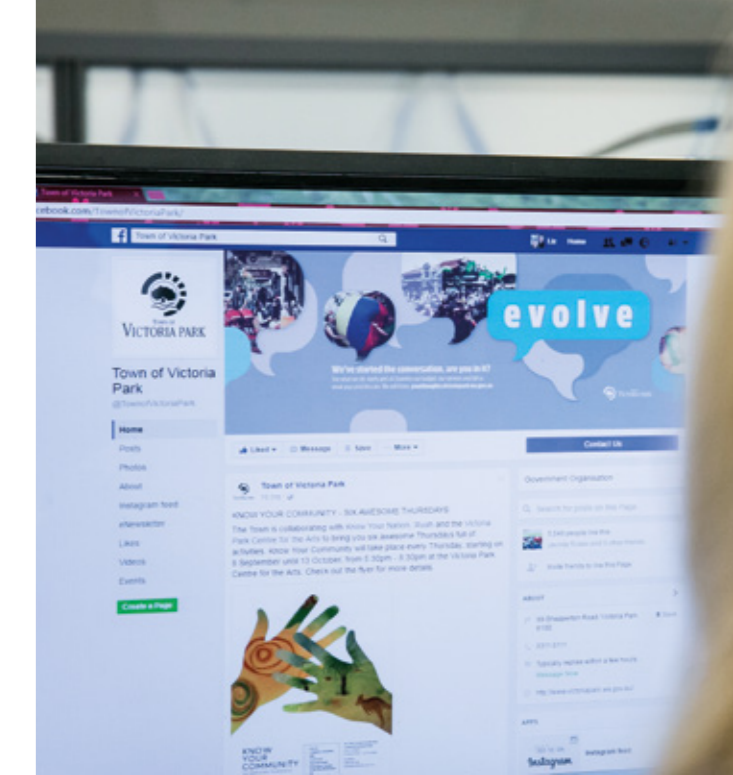
- Access management
- Authentication
- Audit
- Remote access
- Incident management, reporting and response
- Physical and environmental security
- Network and communications security

**Information management**

- Knowledge management
- Governance
- Information security
- Information asset management
- Information access and use
- Record keeping
- Data management

This plan establishes a baseline which identifies the minimum requirements for the effective provision of information and communications technologies, as well as information management services, and solutions to effectively support the Town’s operations.

Understanding the complexity of information and communications technology management within local government is the first step in applying the necessary measures to ensure that the baseline ICT standards are being met.

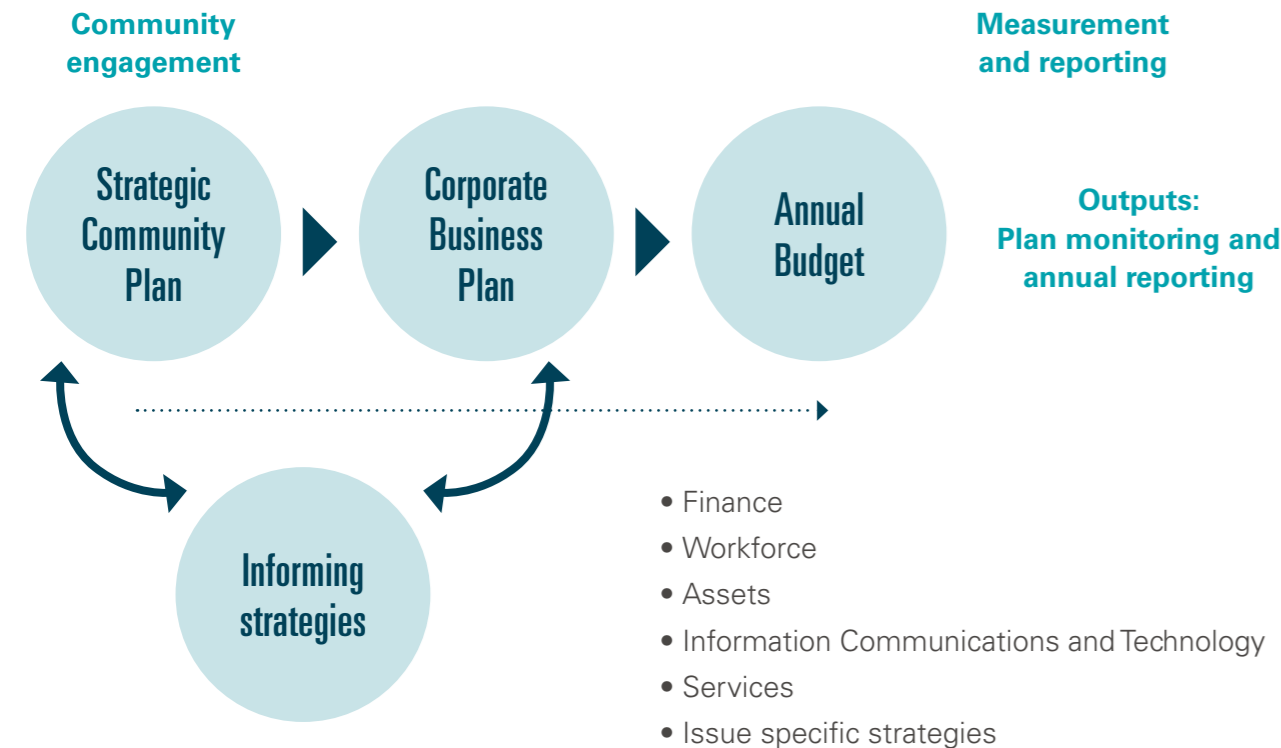


## Where the plan fits into integrated planning and reporting

Integrated planning and reporting provides a framework for establishing local priorities that are linked to operational functions. The diagram below explains the different elements of the Integrated Planning and Reporting Framework and where ICT fits within the framework.

This plan is the core strategic document that enables the development of the ICT Strategic Framework and the deliverables of the pre-requisite elements.

# Elements of Integrated Planning and Reporting Framework



## What informed the ICT Strategic Plan?

This plan was developed from the bottom up, using input from internal staff across all areas of the Town, and then updated from the top down by applying the Town's strategies and plans. This was to ensure that key requirements from an officer level (the people who directly serve the community) are identified, prioritised and then focused in a way that directly aligns with the Town's strategic objectives.

More information on the ICT Strategic Framework in Western Australia can be found at: <https://www.dlgs.wa.gov.au/Publications/Pages/ICT-Strategic-Framework.aspx>

## Internal stakeholders

Input from all 27 service areas of the Town was sourced via face-to-face interviews and online surveys, from Community Development through to Strategic Town Planning. Engagement sessions began in December 2015 and finished in October 2017. The top 10 themes from these sessions were:

1. Effective business systems.
2. ICT helpdesk response times.
3. Current desktop equipment.
4. ICT helpdesk resolution times.
5. Mobile services.
6. Current mobile equipment.
7. Capital budgeting.
8. ICT culture.
9. Enabling ICT policies.
10. Training.

## Peer review

The plan was peer reviewed by the Town's unofficial ICT Strategic Group (known by its colloquial name "Hackers Group") who will continue to develop, implement and maintain the ICT Strategic Plan.

## Corporate Business Plan

This plan supports the below Corporate Business Plan key requirements.

- Ensuring all business systems and applications are operating effectively for all users.
- Ensuring all information and communications technology is maintained and renewed in a timely manner.
- Providing suitable business continuity solutions on a continuing basis.
- Ensuring accurate and timely records management.
- Managing system security from both internal and external threats.
- Developing systems and services for the technological future-proofing of the Town.

## Strategic Community Plan 2017-2032

This plan supports the Civic Leadership mission statement "To show leadership by communicating with, empowering and supporting people in the community." It relates to strategic outcome CL 4 "Appropriate information management that is easily accessible, accurate and reliable."

# S.W.O.T.

This section analyses the current strengths, weaknesses, opportunities and threats (SWOT) of ICT at the Town of Victoria Park.

**Table 2: SWOT analysis**

## Strengths

- Low turnover rate of ICT staff
- Management supportive of ICT strategic planning
- The Town recognises the importance of effectively implemented IT services

## Opportunities

- Assess the current disaster recovery plan and determine if it is still fit for purpose
- Assess and enhance current IT security measures
- Develop a hardware and software roadmap for the next 10 years
- Approach IT project management strategically
- Develop a quality management strategy
- Promote a culture of innovation
- Adopt a risk management framework
- Identify and address skill gaps
- Develop a catalogue of all IT services
- Research emerging trends and technologies, and their applications at the Town

## Weaknesses

- No informed, long-term strategies
- No design planning for new products and services
- Limited innovation due to lack of governance procedures
- No skill development plans
- No supply-chain strategy
- No representation of ICT at the strategic level
- IT seen as a cost centre
- Restrictive legislation, preventing adoption of new, innovative technologies
- Legacy business systems and hardware

## Threats

- Ever changing needs
- Constantly changing technological capabilities
- Prioritisation of end user needs versus community need or vice-versa
- Lack of approved internal policies
- Differing interpretations of statistics and data

# Strategies

There are three key strategies that will enable the delivery of the vision and mission of the ICT Strategic Plan. The development timeline of these strategies can be found under the roadmap section of this document.

## Develop an Information Technology Framework

An Information Technology (IT) Framework represents the discipline of IT management and comprises of seven key elements. The framework has been designed with four pillars reflecting the four main IT disciplines, with governance overarching all aspects of IT at the top of the framework, and robust project management underpinning the framework. The positioning of emerging technologies and trends over the four pillars of IT recognises the role that disruptive technologies has on the delivery of IT services.

The key elements of the IT Framework are:

- 1. Governance** – the guiding strategies, principles and practices that guide the correct and effective delivery of IT, and provides a framework for IT decision making.
- 2. Emerging trends and technologies** – the emerging trends and technologies providing challenges and opportunities for local

government in managing IT systems and resources, and delivery of future IT services.

- 3. Business systems and applications** – the software systems and applications used by a local government.
- 4. Infrastructure and technology** – the hardware and network infrastructure used to deliver local government IT services.
- 5. IT business continuity** – the activities undertaken to enable a local government to perform its key functions and deliver its IT services.
- 6. Security** – protecting information and systems from unauthorised access, use, modification, disclosure or destruction.
- 7. Project management** – the discipline of planning, organising, controlling, and managing resources to achieve specific goals.

The key elements are each made up of a number of lower level elements. Together, these elements describe the discipline of managing each of the key elements identified within the framework. It is important to note that all elements of the framework are interrelated when using and implementing the framework.

Table 3 provides an overview of the IT Framework by identifying the types of documents (strategies, policies, schedules and plans) that should be in place as a baseline, to effectively manage information technology. The items in parenthesis indicate the naming convention used by the Town for the project that will deliver the document.

**Table 3. Information Technology Framework – supporting projects**

|  |  |   |   |   |   |
|--|--|---|---|---|---|
| <b>Governance</b>                        | <b>ICT strategic plan</b><br>[ICT Strategic Plan]                          | <b>ICT annual business plans</b><br>[ICT Service Delivery Plan]                   | <b>Risk management strategy and plan</b><br>[ICT Risk Management Strategic Plan]        | <b>Internal KPIs and service level agreements</b><br>[ICT Service Catalogue]  |   |
| <b>Emerging trends and technologies</b>  | <b>Social media policy</b><br>[Social Media Management Practice]           | <b>Online services plan</b><br>[ICT Hardware and Software Strategic Plan]         | <b>Cloud computing plan</b><br>[ICT Hardware and Software Strategic Plan]               | <b>Bring your own device policy</b><br>[BYOD Management Practice]             | <b>Open data plan</b><br>[ICT Open Data Strategy]                         |
| <b>Business systems and applications</b> | <b>Systems documentation</b><br>[ICT Hardware and Software Strategic Plan] | <b>Systems test and implementation plans</b><br>[ICT Quality Management Strategy] | <b>Website and intranet business plan</b><br>[ICT Hardware and Software Strategic Plan] | <b>Website accessibility plan</b><br>[ICT Hardware and Software]              | <b>Systems upgrade plan</b><br>[ICT Hardware and Software Strategic Plan] |
| <b>Infrastructure and technology</b>     | <b>ICT acceptable use plan</b><br>[ICT Risk Management Strategic Plan]     | <b>Systems documentation</b><br>[ICT Hardware and Software Strategic Plan]        | <b>IT asset register</b><br>[ICT Hardware and Software Strategic Plan]                  | <b>IT asset management plan</b><br>[ICT Hardware and Software Strategic Plan] | <b>IT asset replacement plan</b><br>[ICT Quality Management Strategy]     |
| <b>IT business continuity</b>            | <b>IT disaster recovery plan</b><br>[ICT Disaster Recovery Strategic Plan] | <b>Backup plan</b><br>[ICT Disaster Recovery Strategic Plan]                      | <b>IT risk assessment matrix</b><br>[ICT Risk Management Strategic Plan]                | <b>IT risk mitigation plan</b><br>[ICT Risk Management Strategic Plan]        |   |
| <b>Security</b>                          | <b>IT security plan</b><br>[ICT Security Strategic Plan]                   | <b>Password plan</b><br>[ICT Security Strategic Plan]                             | <b>Security audit plan</b><br>[ICT Security Strategic Plan]                             | <b>Incident response plan</b><br>[ICT Service Catalogue]                      | <b>Incident management plan</b><br>[ICT Service Catalogue]                |
| <b>Project management</b>                | <b>Business case</b><br>[ICT Project Management Strategy]                  | <b>Project schedule</b><br>[ICT Project Management Strategy]                      | <b>Project risk register</b><br>[ICT Project Management Strategy]                       | <b>Project communication plan</b><br>[ICT Project Management Strategy]        | <b>Project statement</b><br>[ICT Project Management Strategy]             |

**Table 3. Information Technology Framework – supporting projects cont.**

|  |   |  |  |  |  |
|--|---|--|--|--|--|
| <b>Business systems and applications</b> | <b>Software asset management plan</b><br>[ICT Quality Management Strategy]        | <b>Change management/version control plan</b><br>[ICT Quality Management Strategy] |  |  |  |
| <b>Infrastructure and technology</b>     | <b>Infrastructure capacity plan</b><br>[ICT Hardware and Software Strategic Plan] | <b>Virtualisation plan</b><br>[ICT Hardware & Software Strategic Plan]             |  |  |  |
| <b>Project management</b>                | <b>Project status report</b><br>[ICT Project Management Strategy]                 | <b>Project issues register</b><br>[ICT Project Management Strategy]                | <b>Project quality plan</b><br>[ICT Project Management Strategy] | <b>Project plan</b><br>[ICT Project Management Strategy] | <b>Post implementation review</b><br>[ICT Project Management Strategy] |



# Develop an information management framework

There are three key strategies that will enable the delivery of the vision and mission of the ICT Strategic Plan. The development timeline of these strategies can be found under the roadmap section of this document.

The information management framework has been adapted for Western Australian local governments from the Queensland Government Information Management Policy Framework, developed by the Queensland Government Information Office. The framework represents the discipline of information management and comprises of seven key elements.

- 1. Knowledge management** – the practice of extracting extra value from our information, including analysis and reporting.
- 2. Governance** – policy, governance, architecture and direction for information and information management.
- 3. Security** – confidentiality, integrity and availability of information in line with ISO 27001 and other relevant standards.
- 4. Information asset management** – full lifecycle management of information as an asset and classifying and cataloguing it so it can be found and used.
- 5. Information access and use** – sharing, licensing and use of information so it's easy to find and able to be exploited as widely as possible.

**6. Record keeping** – ensuring legislative and regulatory requirements are met in the handling of our information.

**7. Data management** – management and maintenance of the data that underlies our information.

The framework has been designed with knowledge management as the highest level and data management as the lowest level activity with record keeping in the middle representing that it is central to all information management activities. Governance and security apply to all aspects of the framework. The key elements are each made up of a number of lower level elements. Together, these elements describe the discipline of managing each of the key elements identified within the framework. It is important to consider how the elements interrelate when using and implementing the framework.

Table 4 provides an overview of the Information Management Framework by identifying the types of documents (strategies, policies, schedules and plans) that should be in place as a baseline, to effectively manage information. The items in parenthesis indicate the naming convention used by the Town for the project that will deliver the document.





**Table 4. Information Management Framework – supporting projects**

|                                     |   |  |  |   |  |
|-------------------------------------|---|--|--|---|--|
| <b>Knowledge management</b>         | <b>Information management strategy</b><br>[Information Knowledge Management Strategic Plan] | <b>Succession planning/workforce plan</b><br>[Information Knowledge Management Strategic Plan] |  |   |  |
| <b>Governance</b>                   | <b>Information governance policy</b><br>[Information Governance Strategy]                   | <b>Information management policy</b><br>[Information Governance Strategy]                      | <b>Information management standards</b><br>[Information Governance Strategy]         |   |  |
| <b>Information security</b>         | <b>Information security policy</b><br>[Information Security Strategic Plan]                 | <b>Information security audit and review schedule</b><br>[Information Security Strategic Plan] |  |   |  |
| <b>Information asset management</b> | <b>Management policy</b><br>[Information Asset Management Strategy]                         | <b>Information asset register</b><br>[Information Asset Management Strategy]                   | <b>Information asset custodian policy</b><br>[Information Asset Management Strategy] |   |  |
| <b>Information access and use</b>   | <b>Privacy policy</b><br>[Information Access and Use Strategy]                              | <b>FOI information statement</b><br>[Information Access and Use Strategy]                      | <b>Data confidentiality agreement</b><br>[Information Access and Use Strategy]       | <b>Data sharing agreements</b><br>[Information Access and Use Strategy]                                 |  |
| <b>Record keeping</b>               | <b>Record keeping plan</b><br>[Information Record Keeping Strategic Plan]                   | <b>Retention and disposal schedule</b><br>[Information Record Keeping Strategic Plan]          | <b>Digitisation policy</b><br>[Information Record Keeping Strategic Plan]            | <b>Digital record keeping (of source records) policy</b><br>[Information Record Keeping Strategic Plan] |  |
| <b>Data management</b>              | <b>Data entry standards</b><br>[Information Data Management Strategy]                       | <b>Document naming convention</b><br>[Information Data Management Strategy]                    |  |   |  |

## Formalise an ICT strategic group

A strategic ICT group plays one of the key ICT governance roles within agencies and should be given appropriate status within the corporate planning and management environment. The Town's ICT Strategic Group will be a cross-functional team with responsibility for:

- ensuring that ICT strategies are aligned with wider government directions and policy priorities (such as social justice, regional development, public safety, etc), as well as the Town's strategic and corporate objectives, service delivery plans, and results and services Plan (RSP), budget funding and asset strategy
- improving the quality, management and value of information, business systems and information and communication technology
- prioritising strategies and projects in consultation with stakeholders, so as to provide a true indication of the areas that need to be addressed first
- ensuring strategies and projects are realistic and achievable during the life of the ICT Strategic Plan
- developing the ICT Strategic Plan for approval by the Chief Executive Officer and management teams
- taking action to ensure that the ICT Strategic Plan is delivered within the agreed budget and timeframe
- ensuring that the Town adopts a structured project management methodology that is used for all ICT initiatives and projects. There should also be a standard process adopted which guides project managers through the process of customising the methodology to suit individual projects



- ensuring that all ICT strategies and projects have an authorised representative fulfilling the role of project sponsor and representatives fulfilling the roles in the applicable project board and steering group
- considering new projects that emerge outside the ICT strategic planning cycle and investigate the impact of their implementation on other projects, priorities, budget etc. in the ICT Strategic Plan
- reviewing and approving major information management and information technology policies, procedures and standards for use by the Town, including ICT project governance frameworks

- ensuring that the information architecture, systems architecture and technology platforms proposed in new projects are consistent with the strategic architecture and plans of the Town
- establishing the priority of projects, and resolving competing demands for resources and funds
- monitoring and reporting on the implementation of ICT projects against approved project plans, with particular emphasis on quality, risk management, benefits realisation and change management
- ensuring that every project proposal and implementation plan achieves appropriate levels of user and stakeholder consultation and satisfaction
- assessing the quality and value of business cases prepared for new ICT project proposals
- providing advice and recommendations to the CEO and management teams on the merits of new project proposals
- reviewing and approving the detailed ICT project implementation plans and project management documents such as risk management, change management, benefits realisation register, benefits management plan and information security
- assisting the Principal IT Specialist to achieve his/her position objectives
- providing the CEO and management teams with regular progress reports on the implementation of the ICT Strategic Plan initiatives and projects, as well as advising on current ICT issues and developments



## Roadmap

This roadmap highlights when the documents, strategies and plans that support the ICT Strategic Framework will be developed, implemented and reviewed over the next five years.



**Table 5.** ICT Strategic Framework Delivery Roadmap

| Key Deliverables                                       | 2018                 | 2019 | 2020              | 2021 | 2022 |
|--|----------------------|------|-------------------|------|------|
| <b>Information Technology Framework</b>                |                      |      |                   |      |      |
| <b>ICT Service Delivery Plan</b>                       | I/R                  | I/R  | I/R               | I/R  | I/R  |
| <b>ICT Strategic Plan</b>                              | D/I                  | I/R  | I/R               | I/R  | R/D  |
| <b>ICT Disaster Recovery Plan</b>                      | I/R                  | I/R  | I/R               | I/R  | R/D  |
| <b>ICT Hardware and Software Strategic Plan</b>        | D                    | D    | I/R               | I/R  | R/D  |
| <b>ICT Open Data Strategy</b>                          | -                    | -    | D                 | I    | R/D  |
| <b>ICT Project Management Strategy</b>                 | -                    | -    | D/I               | I    | R/D  |
| <b>ICT Quality Management Strategy</b>                 | -                    | D/I  | I/R               | I/R  | R/D  |
| <b>ICT Resource Management Plan</b>                    | I/R                  | I/R  | I/R               | I/R  | R/D  |
| <b>ICT Risk Management Strategic Plan</b>              | -                    | -    | D                 | I    | R/D  |
| <b>ICT Security Strategic Plan</b>                     | I/R                  | I/R  | I/R               | I/R  | R/D  |
| <b>ICT Service Catalogue</b>                           | -                    | D/I  | I/R               | I/R  | R/D  |
| <b>Information Management Framework</b>                |                      |      |                   |      |      |
| <b>Information Governance Strategy</b>                 | -                    | D/I  | I/R               | I/R  | R/D  |
| <b>Information Knowledge Management Strategic Plan</b> | -                    | D/I  | I/R               | I/R  | R/D  |
| <b>Information Security Strategic Plan</b>             | -                    | D/I  | I/R               | I/R  | R/D  |
| <b>Information Asset Management Strategy</b>           | -                    | D/I  | I/R               | I/R  | R/D  |
| <b>Information Access and Use Strategy</b>             | -                    | D/I  | I/R               | I/R  | R/D  |
| <b>Information Record Keeping Strategic Plan</b>       | -                    | D/I  | I/R               | I/R  | R/D  |
| <b>Information Data Management Strategy</b>            | -                    | D/I  | I/R               | I/R  | R/D  |
| <b>ICT Strategic Group</b>                             |                      |      |                   |      |      |
| <b>Terms of Reference</b>                              | I/R                  | I/R  | I/R               | I/R  | I/R  |
| <b>D - Develop</b>                                     | <b>I - Implement</b> |      | <b>R - Review</b> |      |      |



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This document is available in alternative formats on request.