

10 GENERAL MANAGER'S REPORTS

10.1 DIGITAL TRANSFORMATION STRATEGY

FILE NO:	29/52
ATTACHMENTS:	1. Digital Operating & Strategic Charters
RESPONSIBLE OFFICER:	David Evans - General Manager
AUTHOR:	David Evans - General Manager
MAITLAND +10	Outcome 16. Community participation in decision-making
COUNCIL OBJECTIVE:	16.1.2 To provide contemporary and responsive citizen services to our community

EXECUTIVE SUMMARY

In November 2018, Council commenced a review of its Customer Service function as an action item from the 2018/19 Operations Plan. This review resulted in a draft Customer Experience Plan being presented to Council on 8 October 2019 and concluded on 10 December 2019 with formal adoption by Council of the Customer Experience Plan in its final form.

Following adoption of the Plan – and notwithstanding the serious disruption to Council services as a result of the COVID-19 Pandemic – implementation of the Plan has progressed including, most especially, the creation of a new Customer Experience Team structure to drive key aspects of customer experience strategy.

A major finding in the preparatory stages of the Customer Experience Plan had, however, been a raising of concern as to the degree to which Council's Digital / ICT capability, capacity and system architecture and security was sufficiently positioned to resource and enable the fundamental changes to Council's practices and approaches identified in the Customer Experience Plan.

The purpose of this report is to inform Council of a detailed analysis of Council's digital capability and capacity and its ICT structure, resources, operations and directions. Arising from this analysis, the report seeks endorsement of a Digital Capability and Capacity Strategy and Roadmap that will not only assist implementation of the Customer Experience Plan but also generate and enable widespread efficiencies and more cost effective operations across the full spectrum of Council activities.

OFFICER'S RECOMMENDATION**THAT**

- 1. Council adopt the draft Digital Capability and Capacity Strategy and Roadmap**
- 2. It be noted and endorsed that implementation of the Strategy and Roadmap will involve a fixed term, three year only appointment of an additional Executive Leadership Team member**
- 3. Progress in the implementation of the Digital Strategy and Roadmap be reported on a regular basis to Council**
- 4. Costs additional to existing and recurrent budget allocations be met from current and annual productivity savings.**

REPORT

Council's adopted Customer Experience Plan proposes a range of service delivery model changes that place heavy reliance on various digital tools and platforms to ensure successful delivery of the Plan.

At a high level the Customer Experience Plan includes:

- a strong focus on "Do it all online" to empower customers to self-serve
- implementation of systems and processes to enable customers to digitally view, book and pay for facility bookings
- expanded use of social media
- more responsive email and knowledge management, and
- the implementation of a sophisticated Customer Relationship Management (CRM) platform.

During the review and consultation processes leading up to finalisation of the Customer Experience Plan a series of critical assessments were made in regard to what steps would be needed in order to move Council from its traditional ways of doing business to the new Customer Experience paradigm.

A key barrier to the process of reinvention was perceived to be Council's level of digital maturity including our ICT service delivery, digital capability and digital capacity to meet the demand for transforming our operations.

In simple terms the 2019 Customer Service review identified that our approach to technology, data and information architecture was based on:

- Low automation
- Closed systems with little integration
- A "one size fits all" approach, and
- An orientation towards the needs of Council's administration rather than the needs of our customers and stakeholders.

DIGITAL TRANSFORMATION STRATEGY (Cont.)

The review then identified that we needed to move to an environment characterised by:

- Digital first
- Open architecture that supports integration
- Design driven by user need
- Built in mobility
- Upgraded ICT capability that enables fundamental change.

Council recently completed the establishment of a new Customer Experience Team, and systems and processes have been introduced to allow the Team to better serve the needs of internal and external customers.

While an important and essential start, establishment of the Customer Experience Team does not in itself ensure implementation of the Customer Experience Plan or the embedding of a whole of organisation change in the way we define, deliver, resource and measure the services we provide.

The principal barrier to this all-encompassing change remains the deficiency in our structural ICT capability and capacity identified during the development of the Customer Experience Plan. If unaddressed this deficiency will critically limit our capacity to achieve our aspirations not only in regard to the Customer Experience Plan, but also more broadly in regard to a suite of opportunities to make more resource effective and efficient Council's services across all business units.

Council's positioning in this regard reflects a general trend and awareness Australia wide in regard to the impact and potential of current and emerging technologies on the capacity of local government to truly address customer expectations in a digital age. For example, a major national study in 2019 concluded that successful reinvention of local government does not simply relate to the "front end" of customer services, but rather takes place when all of the "engine rooms" of the organisation including the middle and back offices are driven by customer focus, seamless integration and the adoption of digital technologies. That same report highlighted that all Councils face the structural, systems and skills issues facing our Council and that few have successfully embarked on a transformation process.¹

Digital Transformation Consultancy

In response to the above, Council in August 2020 sought expressions of interest in assessing our digital capability and in developing a roadmap towards digital transformation.

Council received forty expressions of interest in regard to this work and ultimately engaged the services of a specialist digital transformation agency: 3 Points Digital / Accelera.

¹ KPMG, *Customer and technology transformation in Local Government*, Public Sector Network, 2019

DIGITAL TRANSFORMATION STRATEGY (Cont.)

The commissioned work comprised two key parts:

1. *Digital Capability, Capacity and ICT health check / situation analysis*

The Digital Capability, Capacity and ICT health check / situation analysis required:

- Conduct of a comprehensive and independent, evidence based Digital Maturity Assessment, including the development of a report card on where Maitland City Council is currently situated in terms of its Digital Maturity
- A review and overall visualisation of Council's current technology stack including system and information architecture
- An assessment of current corporate systems including, but not limited to, the role and future development of Horizon, our core Corporate Information System
- A review of the current resourcing and strategic focus of our ICT delivery including staffing, structure, capability gaps and capacity.

2. *Digital Capability and Capacity Strategy and Roadmap including ICT Review*

The Digital Capability and Capacity Strategy and Roadmap including ICT Review required the establishment of a digital vision for the organisation and a roadmap for improving Council's digital and overall ICT capabilities. In detail it required:

- Recommendations and actions to guide Council's response to the Digital Maturity Assessment
- Recommendations on systems and information architecture including the ideal future state for Council's technology stack, as compared to the current state
- Recommendations on the future role and scope of Council's core corporate system (Horizon) and how it will fit into the future technology stack and emerging needs of the organisation
- Recommendations on achieving the required level of both ICT and broader organisational capability, and the partnerships required, to support the recommendations of the Digital Strategy and Roadmap
- Recommendations on resourcing, staffing, structure and strategic focus of our ICT service delivery
- Identification of productivity and efficiency savings opportunities that can be realised through delivery of the Digital Strategy.

The consultancy took place over a four-week period and included direct discussions and repeat workshops with over 200 members of staff.

DIGITAL TRANSFORMATION STRATEGY (Cont.)

*Findings**Digital Maturity Assessment*

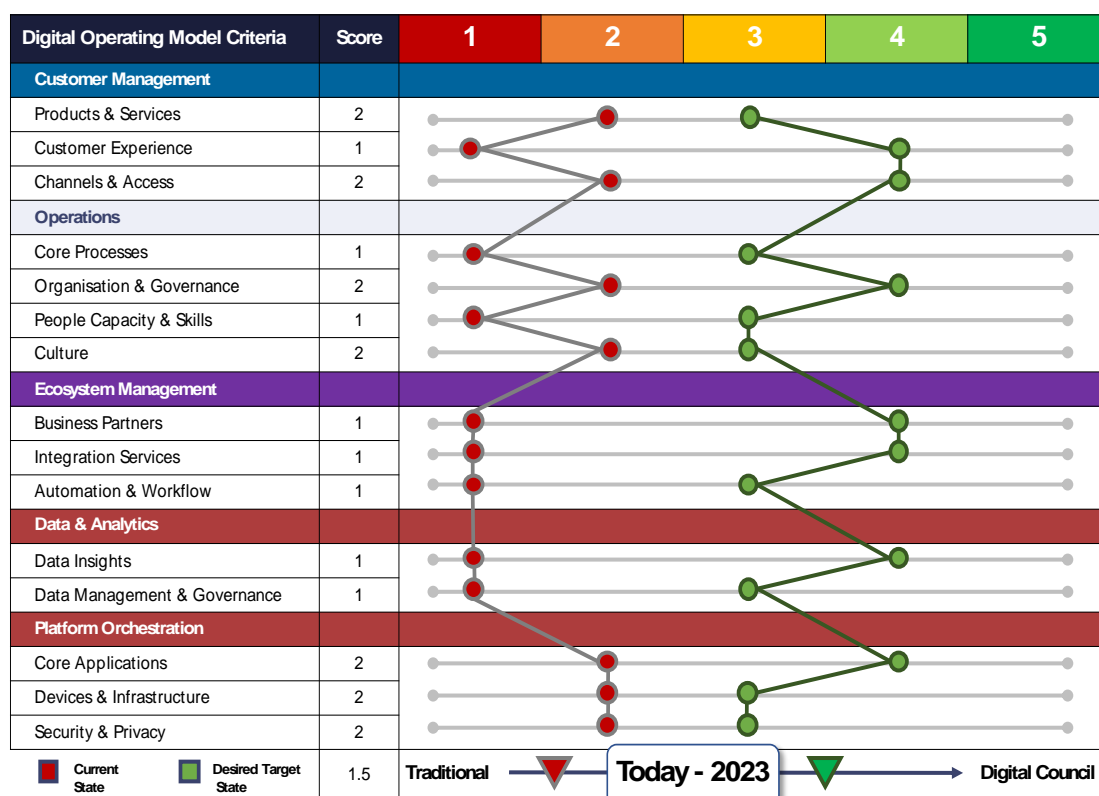
The Digital Maturity Assessment concluded that Council, like most if not all local governments in New South Wales, had:

- Low maturity in digital capabilities characterised by disparate, paper-based and inefficient core processes and systems which lack integration and consistent use
- Disjointed customer service with multiple and inconsistent access points and experiences
- An absence of a unified view on Council's digital and ICT priorities
- ICT skills shortages and insufficient inhouse expertise to drive digital change
- A core system design and functionality that could constrain its effectiveness as a support platform for all envisaged Council processes
- A "work around" mentality that sees staff expending time and energy making do with what they have as opposed to systems being proactively addressed
- Duplication of applications, retention without purpose of legacy systems and a lack of clear oversight of funding priorities.

It was also noted that Council's systems were not adequate to address security issues that would be generated as more and more services, processes and resources were conducted and / or made available online.

The current state of Council's digital maturity was assessed at being 1 to 2 out of 5 across a range of broad industry benchmarks.

DIGITAL TRANSFORMATION STRATEGY (Cont.)

*Response*

In response to these findings, a Digital Strategy and Roadmap was devised to take Council on an achievable three year journey towards a digital future that would embed the principles of the Customer Experience Plan into Council operations and skill, resource and require Council's business units organisation wide to embrace transformative change in the way they address their strategic roles.

Key inclusions in the Strategy and Roadmap included:

1. Endorsement of a Digital Vision for the organisation:

Council's Digital Vision (2023): Delivering "un-council like"

We put our customers first in the design and delivery of our services and experiences, using digital technologies and offline opportunities to make their engagement with us easy.

We empower our staff to deliver services in an 'un-council' like way by providing them with data and digital technologies to get things done.

We use data and smart solutions to manage land, our built and natural environment and to plan for a sustainable future for our city.

DIGITAL TRANSFORMATION STRATEGY (Cont.)

We achieve all this using cost-effective, 'evergreen' digital platforms that flex to meet Council and community needs.

2. Endorsement of upgraded Capabilities which align customer experience, core business processes and use of systems into Council's Digital Operating Model
3. Endorsement of a set of seven Digital Initiatives with 27 projects to be delivered over a 2.5-year period
4. The creation of a Digital Transformation Unit to bring single accountability for all digital and ICT business as usual and transformational activities
5. The creation of a fixed term, three-year role of Executive Manager Digital Transformation to drive digital transformation
6. Endorsement of an 'Implementation Roadmap' which prioritises and schedules all planned initiatives and projects

Detailed implementation strategies for each of these initiatives were prepared that contain timeframes, key actions, measures and accountability and dependency frameworks. All of the initiatives and related and enabling strategies have been designed to operate within a Digital Operating Model and a Service Delivery Model that ensure integration, resource efficiency and customer focus.

Structural Change

As noted previously, the Digital Maturity assessment and ICT review identified a series of shortfalls in relation to Council's in-house digital capacity, resourcing and system architecture. These review findings were not unexpected and reflect a sector wide issue in relation to response to customer demands for online servicing and the opportunities that digital transformation creates for fundamental – and no doubt challenging – change in the way Councils operate.

Given the scale of change required, the complexity and sophistication of tasks within the Digital transformation strategy and the lack of in-house expertise at the required level to ensure strategy implementation, the following actions have been recommended:

- Formal inclusion of an Executive Manager Digital Transformation on the Executive Leadership Team for a fixed three-year term. The Executive Manager is to have direct and relevant senior executive experience in driving and resourcing digital transformation and in ensuring whole of organisation engagement and accountability
- The positioning of all digital and ICT capabilities under the Executive Manager and within a new Digital Transformation Unit
- Staged recruitment of a small number of specialist ICT / Digital practitioners to address lack of capability in range of areas including Enterprise and Platform Architecture, Security / Cyber Security, UX / UI (user experience / user interface), Business Analysis, Vendor Management and Project Management

DIGITAL TRANSFORMATION STRATEGY (Cont.)

- The addressing of a lack of visibility in regard to ICT governance and decision-making and the consequences of that lack of visibility on system or application selection, systems architecture and security
- The upskilling where possible and needed of existing ICT staff
- Growth in Digital / ICT staffing to be commensurate with productivity dividends
- The review and elimination of legacy, unused and duplicated programs, processes and software and the identification of the true cost and consequences of ICT spend

Funding

The principal ongoing costs in relation to implementation of the Digital Strategy relate to the creation of the Digital Transformation Unit and the time limited recruitment of a specialist Executive Manager with the profile, experience and expertise to drive digital transformation within the organisation. Expenditure will also be involved in the acquisition of key programs including, but not limited to, a contemporary Customer Relationship Management system, a leading edge Asset Management System and a Human Resources Information System. Council has and will continue to recurrently fund its Information Technology (IT) Reserve as a source of funding for programs such as these.

Offsetting these costs will be savings involved in the rationalisation of the current 150+ software systems operating across the organisation, the elimination of process duplication and paper based systems and the efficiencies generated by the removal of unnecessary and outmoded touch points in the internal and external customer interface.

On the basis of the above it is intended to fund implementation of the Digital Capability and Capacity Strategy and Roadmap, in parallel with Council's adopted Customer Experience Plan, through existing recurrent allocations and through the productivity reserve.

Implementation of the Strategy and Roadmap will be closely monitored and will be the subject of regular reporting to Council on achievements to date, performance against targets and costs and efficiencies generated.

CONCLUSION

The intent of the Customer Experience Plan is to significantly improve Community experience of and self-directed access to the services, functions and regulatory activities for which Council is responsible. The detailed implementation schedules contained within the Digital Capability and Capacity Strategy and Roadmap will assist and resource achievement of this customer experience aim. The schedules will also ensure that Council is positioned to effectively address, through productivity improvements, efficiency gains and enhanced agility, the constantly evolving needs and expectations of our rapidly growing community.

DIGITAL TRANSFORMATION STRATEGY (Cont.)

The role of the Digital Capability and Capacity Strategy and Roadmap is to ensure that Council has the skills, resources, digital architecture, security measures and strategy to both fully implement the Customer Experience Plan and to enable wider process improvement and resource efficiency within every business unit. In conjunction with the Customer Experience Plan, the Digital Strategy and Roadmap is a groundbreaking document that will take Council to the forefront of local government responses to our increasingly digital and ever-changing world.

FINANCIAL IMPLICATIONS

It is intended to fund costs associated with the implementation of the Digital Capability and Capacity Strategy and Roadmap wherever possible from existing and recurrent budget allocations over the three-year implementation timeframe. It is the recommendation of this report that costs additional to this be met from Council's current and annual productivity savings.

POLICY IMPLICATIONS

This matter has no specific policy implications for Council.

STATUTORY IMPLICATIONS

There are no statutory implications under the Local Government Act 1993 with this matter.

General Manager's Reports

DIGITAL TRANSFORMATION STRATEGY

Digital Operating & Strategic Charters

Meeting Date: 9 February 2021

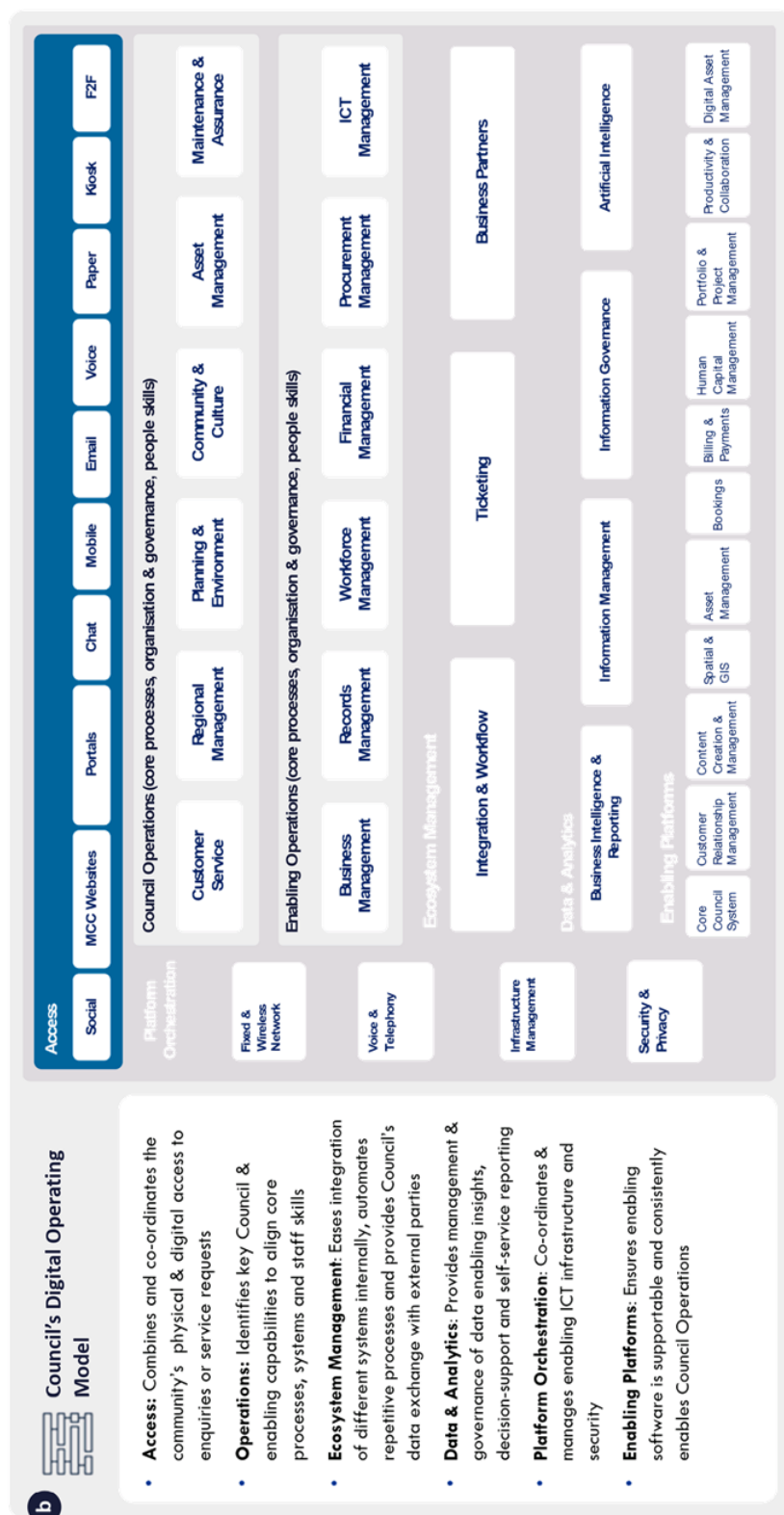
Attachment No: 1

Number of Pages: 10

DIGITAL TRANSFORMATION STRATEGY (Cont.)

DELIVERING DIGITAL STRATEGY: COUNCIL'S DIGITAL OPERATING MODEL

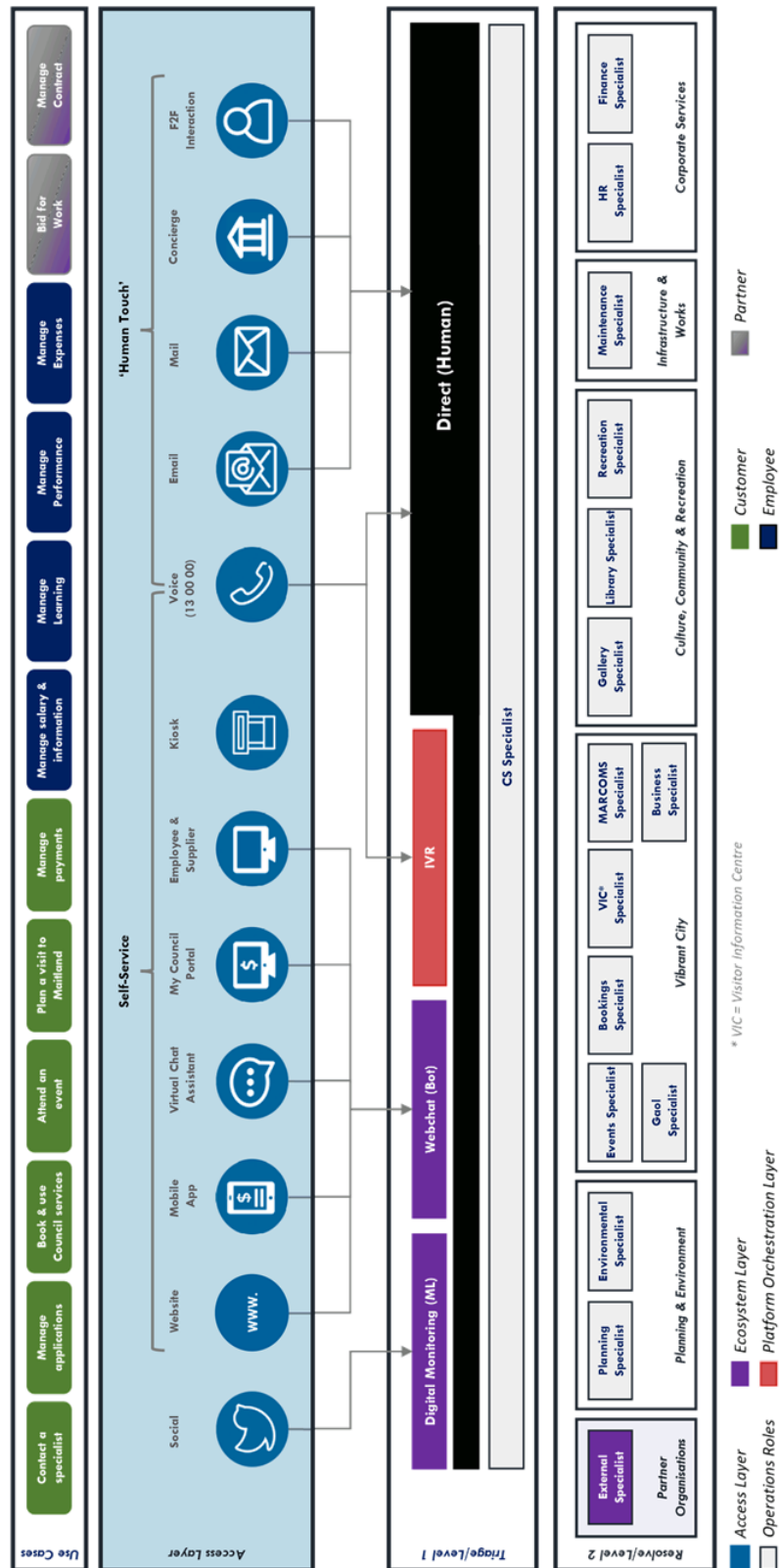
Council's Digital Operating Model (DOM) has been designed with six key features that align the customer and employee's experience, core business processes and use of systems and data for all of Council's operations



DIGITAL TRANSFORMATION STRATEGY (Cont.)

DIGITISING COUNCIL'S SERVICE DELIVERY MODEL – 'A VIRTUAL FRONT DOOR'

The Virtual Front Door will ensure all service requests and enquiries are captured (automatically or by a Customer Experience Agent) and resolved with 'only one hand-off' to a specialist.



DIGITAL INITIATIVE: CUSTOMER SERVICE DELIVERY

Customer Experience - Outcome & Projects

1 Customer Experience	Outcome Statement: We provide a highly responsive customer experience to a rapidly growing community through a seamless combination of on-line and face-to-face channels.
Projects	<p>1.1 Customer Service Model: Implement the Customer Service Model to:</p> <ul style="list-style-type: none"> • Enable a single 'Virtual Front Door' to co-ordinate all physical and digital access to all Council services. • Change accountabilities, roles and staffing to enable the 'Triage and Plus 1' principle across Council. (Access to Specialists, Concierge, Councillor Service) • Change workflow, delegations, document management storage & processes for all incoming hardcopy and digital emails and letters. (Responsive email / Letter) • Integrate the accountability for, and skilled use of all Social Media channels (Responsive Social Media) • Enable CET staff and other specialist staff with policies, devices, data, to access to work remotely over extended working hours of 7am to 9pm and in emergencies. (Staff working remotely and Extended Operating Hours) • Upskill all customer facing staff in customer service fundamentals, process and system changes (Customer Service Training) <p>1.2. Service Performance Charter: Create Service Performance Charter (service levels, response times, customer satisfaction & process improvement metrics for all service requests). See page 21 for more detail.</p> <p>1.3 Customer Relationship Management: Implement new CRM as a foundational 'System for Record' for customer interactions.</p> <p>1.4 'My Council': Design & implement 'My Council', an on-line transaction portal for the community to undertake self service of all transactional needs (Do it on-line)</p> <p>1.5 Website Refresh: Rationalise and re-design the corporate website to enable staff to regularly update and manage content (e.g. events, health advice, community consultation)</p>

Red Text = Customer Experience Plan Initiatives endorsed by Council Dec 2019

DIGITAL INITIATIVE: GROWING CULTURAL & COMMUNITY SPACES

Council has a great opportunity to offer the local community and visitors a better physical and digital experience in using community spaces

Growing Cultural & Community Spaces- Outcome & Projects

2

Growing Cultural & Community Spaces

Outcome Statement:

We offer the local community and visitors an improved physical and digital experience by using data and digital technologies to manage our cultural & community spaces.

2.1 Easy-Use Venues: Implement 'View, Book and Pay' features for all Council-run bookable venues and facilities (pools, Gaol, etc) by allowing the community to:

- Review venues and facilities on-line prior to booking
- Book and pay with different payment options
- Review community feedback and satisfaction scores

2.2 Digital Collections*: Design, implement and promote ubiquitous access to Gallery, Gaol and Library collections for 'on-line' audiences for research, education and entertainment.

2.3. Improve Cultural & Heritage Experience: Improve the experience for the local community and visitors to the region by:

- Capturing community interest and visitor needs and adjusting the physical and digital experience accordingly (e.g. analytics of visitor data, in-venue tracking, virtual tours, pilot use of Virtual Reality, purchase of merchandise, etc.)
- Being inclusive with different community groups, such as creative arts, Indigenous, research and education using multiple and integrated digital media and channels (e.g. easily refresh website content, social media, access to bookable spaces, etc.)
- Providing leading facilities to attract leading collections (e.g. monitoring of environmental controls in exhibit spaces)
- Increasing membership by a redefined 'value proposition' based on new insights into behaviours and needs of different segments of the community (e.g. ease of payment and member engagement)

* = Reference 'Open Museums, Open Minds Strategy Sep 2018'

DIGITAL INITIATIVE: BUSINESS PERFORMANCE STEWARDSHIP

Over a two-year period MCC will adopt digital technologies and 'ways of working' in how Council business is planned, governed and executed

Business Performance Stewardship - Outcome & Projects

3

Business Performance Stewardship

Outcome Statement:

We are inspiring and promoting a culture of accountability, open communication, integrity, and trust while protecting Council from harm of adverse events, non-compliance, and unethical behaviour.

3.1. Records Management: Implement contemporary approach to Records Management by:

- Providing stakeholders with transparency and accountability for operations
- Improving access to trusted, understandable and useable information
- Developing and agreed metadata model

3.2 Planning, Budgeting and Forecasting (PB&F): Implement outcome-focused, integrated Operational Plan by:

- Streamlining and consolidating and end-to-end PB&F process (incl. what-if analysis, scenario planning and sensitivity analysis)
- Moving to quarterly reforecasting for critical business functions (e.g. Project Accounting, Grant Application, Cashflow Analysis, Balance Sheet stress testing)
- Implementing Integrated Service Planning

3.3. Business Performance & Reporting: Implement self-service dashboards and analytical pathways for performance reporting by:

- Integrating Council data into a secure, trusted and integrated repository to support the management of data from multiple sources
- Creating personalised dashboards (incl. KRAs, KPIs and self-service for staff)
- Enabling fine-grained business impact analysis to appropriately prioritise and respond to risks

3.4. Governance, Risk and Compliance (GRC): Implement an integrated and co-ordinated approach to governance by:

- Enhancing timely and accurate compliance reporting and enterprise risk management
- Improving transparency and governance for decisions on procurement
- Automating and managing policy lifecycles, and continuously monitor for compliance
- Implementing relevant controls from LGA and NSW Government Policy & Management Frameworks

Projects

DIGITAL TRANSFORMATION STRATEGY (Cont.)

DIGITAL INITIATIVE: INTELLIGENT ASSET MANAGEMENT

With a growing capital works program and new sophisticated buildings and precincts being managed, Council needs to adopt contemporary asset management policies, processes and systems

Intelligent Asset Management - Outcome & Projects**Intelligent Asset Management****Outcome Statement:**

We use data and digital technologies to manage the maintenance of community spaces, and the increasing and sophisticated assets.

4.1. Maintenance Management: Improve maintenance planning, and scheduling by:

- Redesigning and implementing a digitally enabled, consistent, end-to-end maintenance management process (inspection, planning, work order generation, SOPs, SW/MS, timesheets, costs allocation and issue resolution)
- Enabling digital Plant & Fleet Management processes
- Streamlining and consolidating processes and system use in Engineering Assurance
- Upgrading systems and processes in emergency and public safety management

4.2 Intelligent Asset Management: Implement new policies, processes and system for a more contemporary approach to asset management by:

- Developing an Asset Management strategy to outline a consistent approach to defining, recording and supporting all Council owned or managed assets
- Optimising data analytics and AI (artificial intelligence) for asset condition monitoring and asset optimisation
- Adopting a 'Digital Twin' – a multiple dimensional view of key assets with up to date, associated information
- Adopting 'Building Information Modelling' for the new Maitland Administration Centre and other major buildings and precincts

4.3. Capital Works Management: Improve decision-making and management of all Council Capital Works program by:

- Developing digitally enabled and consistent processes for design, construction and assurance of assets
- Upgrading systems and processes for more effective project and knowledge management

Projects

DIGITAL INITIATIVE: SUSTAINABLE FUTURE

The smart use of data and emerging technologies will be central to making Council's aspirations for a sustainable future viable

Sustainable Future - Outcome & Projects

5 Sustainable Future	Outcome Statement: We use data and digital technologies to manage land, our built and natural environment and plan for a sustainable future.
Projects	<p>5.1 Development Application: Implement improvements in the systems and end-to-end processes to enable a more efficient and customer focussed development application service.</p> <p>5.2. Future City Planning & Management: Improve decision-making and land use by:</p> <ul style="list-style-type: none"> • Upgrading processes, data quality and systems to capture and visualise spatial data (e.g. land contamination) • Enabling easy access, downloads and manipulation of spatial data across Council • Improving engagement with the community as it relates to future urban, economic, social and environmental development <p>5.3 Technology-led Sustainability: Improving data-driven, decision-making & collaboration to implement Council's Sustainable Goals* by:</p> <ul style="list-style-type: none"> • Developing a network of Smart City Infrastructure (whole-of-Council digitally enabled data capture, systems, hardware) • Implement emerging technologies and data analytics to support community resilience and adaptation to respond to emerging local climate issues and to drive a resource management-led 'circular economy' • Monitoring energy and water use in all of Council's assets to inform sustainable consumption practices, reduce emissions and make savings • Defining a Maitland-centric 'Liveability Index' • Showcasing sustainability in Council Assets (e.g. Maitland Administration Centre (MAC)) • Improving visualisation of data, 'instrumentation', decision-making and data access

* 'Draft 5 Pillar Sustainability Strategy'

DIGITAL INITIATIVE: CONNECTED WORKFORCE

Four key projects will enable HR to 'go digital' and support Council's digital workforce development

Connected Workforce - Outcome & Projects

6 Connected Workforce	Outcome Statement*: We are a well-managed, digitally skilled and engaged workforce that delivers 'un-council-like' services for our community using collaborative behaviours to achieve high performance.
<p>6.1. Core HR, Recruiting & Onboarding: Redesign and implement digitally enabled HR reporting, recruitment and onboarding to reduce time to hire, eliminate paper, streamline onboarding, commence employee self-service, and improve early productivity of new staff</p> <p>6.2. Performance Review: Redesign and implement a new approach to performance management to improve workforce productivity and achieve Council's delivery, including:</p> <ul style="list-style-type: none"> • Review and launch an updated Performance Review Framework • Configure and implement Council's Performance Review platform • Prepare and educate leaders and staff in the use of Performance Review Framework and platform <p>6.3. Learning Management & Delivery: Redesign and implement a learning management platform and processes to manage a capable, compliant and effective workforce, including:</p> <ul style="list-style-type: none"> • Design and launch Council's Learning & Development (L&D) approach • Configure and implement Council LMS across Council • Prepare and educate leaders and staff in the use of L&D approach <p>6.4 Staff Engagement: Develop and implement culture change initiatives to embed the customer experience 'guiding principles' and build an engaged and high performance workforce, including:</p> <ul style="list-style-type: none"> • Define desired cultural attributes aligned to Customer Experience Plan, Digital Strategy, and Delivery Program • Redesign 'organisational settings' including decision rights, delegations, incentives, consequences, reporting lines, and governance • Define, develop, communicate, and launch Connected Workforce 'moments & moves' behavioural changes • Develop and implement programs to build Council's digital maturity and skills 	

* Outcome Statement reflects Delivery Program Statement 18.3 & Customer Experience Plan

Projects

DIGITAL TRANSFORMATION STRATEGY (Cont.)

DIGITAL INITIATIVE: DIGITAL TRANSFORMATION

Central to Council collaborating across Groups and connecting with the community and business partners will be a Platform Architecture, application integration and a robust approach to cyber security and service management

Digital Transformation - Outcome & Projects

7

Digital Transformation**Outcome Statement* :**

We use data and digital technologies to meet the needs of our community and employees, and use cost-effective, 'evergreen' digital platforms to deliver our services.

Projects**7.1. Enterprise Platform Architecture:** Implement a secure, adaptable, open architecture to deliver Council's strategic outcomes by:

- 'Ring-fencing' the scope of Horizon to its best features across its most advanced Registers
- Testing proposed new platforms against a set of standard architecture criteria
- Assisting with acquiring new application, tools and solutions that enable the Digital Council Capabilities

7.2. Services Catalog: Develop a curated collection of critical business and data related services which can be used internally and externally to view, find, and reuse services, reducing integration risk and improving outcomes.**7.3. Security Posture:** Redesign and implement Information Security Management System (ISMS) tooling and processes to manage, monitor, audit and improve Council's security posture by:

- Identifying a security baseline including information assets, security roles and responsibilities
- Developing risk management and risk treatment processes (incl. policies, procedures and integrated controls)
- Outsourcing the Security Information and Event Management (SIEM) function to a Security Operations Centre provider

7.4. Service Management: Implement IT Service Management (ITSM) tooling and processes incorporating triaging, monitoring & alerting, asset management, configuration management by:

- Improving request coordination for more efficient service levels (i.e. SLAs)
- Promoting customer-centricity with employee self-service and better processes
- Responding more quickly to major incidents, and preventing future ones

7.5. Platform Architecture Enablers: Provide the enabling capabilities that will be needed to develop and maintain an open, composable, scalable, flexible and future-proofed platform architecture.

* Outcome Statement will require new ICT skills and governance

DIGITAL TRANSFORMATION STRATEGY (Cont.)

IMPLEMENTATION ROADMAP

A mobilisation phase is planned to bring new skills onboard, re-scope existing projects and secure quick wins, then three phases to incrementally upskill staff, fix processes & roll-out business systems

