QPRC

ICT STRATEGIC PLAN

FOREWORD

ICT is an integral part of our everyday personal and professional lives. We depend on technology to interact or transact with individuals, government or business; communicate with those bodies; or search for information. The rapid and relentless evolution of ICT environments present real challenges to QPRC – as a disruptor and enabler. We need to ensure we are contemporary in our use of technology, secure in our platforms and check we don't 'over invest or underutilise'.

It is clear that we need to be more connected, more often, to and from more locations, than ever before. At the same time, we find ourselves at the crux of the digital revolution which sees customers placing higher demands on easy access to relevant information and for their "voice" to be heard via the channel of their choice.

Looking through the rear-vision mirror, ICT strategies of the past have focussed purely on technology – systems and gadgets. However, we now have an organisation and community with higher levels of technological literacy and demands for digitalism.

We have taken a future-focussed approach identifying the People, Process and Technological elements to ensure sustainable solutions to meet customers' expectation and to position our organisation to transform.

Our ICT Strategic Plan will guide the investment and actions to design, develop and deliver services, automate existing services, and to more effectively interact and transact with stakeholders.

The ICT Strategic Plan will help shape Council's Resourcing Strategy, guiding workforce and financial decisions.

I'd like to think our approach to enabling services and transactions will be 'digital by default'.

Peter Tegart

Chief Executive Officer

EXECUTIVE SUMMARY

ICT is an increasingly important driver of continued organisational transformation. Therefore, the ICT Strategic Plan charts the path forward not only for QPRC's Digital Branch, but also for the organisation as a whole. Four key strategies underpin this plan:

1 **Optimised Organisation:** Develop an ICT Workforce Management Plan, champion meaningful change, and implement modern ICT service management and business-oriented ICT security to enhance efficiency, effectiveness, and optimal utilisation of ICT systems and services.

2 **Digitally Enabled Workforce:** Enhance digital dexterity, optimise the Enterprise Resource Planning (ERP) system, improve remote working, and drive a unified approach to ICT architecture to enable more effective use of ICT, and greater collaboration and knowledge sharing across the organisation.

3 **Citizen-centric Services:** Digitally enabled services, Smart City initiatives, user-centric design, co-design with citizens, and regular feedback and insights, all contribute towards understanding and translating the community's needs into targeted, effective service delivery. QPRC aims to align and integrate ICT and customer strategy through the lens of people, process, and technology.

4 **Open and Connected:** Build and leverage external partnerships, utilise business intelligence to extract value from data, and implement a considered benefits management approach to ICT, to enable the optimal use of QPRC's resources to realise organisational goals.

The four core strategies were developed through analysis of business and community requirements, as well as general factors driving ICT change. They form an important part of QPRC's blueprint to capitalise on the momentum gained from the Council's recently completed transition phase. The successful execution of these strategies will help the Council move forward with confidence through the transformation phase, and achieve sustained, long-term success.

At its core, the ICT Strategic Plan reaffirms the Council's citizen-centric vision to '*Transact through Digital, Interact through People*' and its commitment to facing the challenges of a rapidly changing world through community engagement, responsiveness to change, and innovative, community-focused, technology solutions that address citizens' needs in the twenty-first century. The ICT Strategic Plan will be reviewed annually, to ensure that it continues to meet the expectations of key stakeholders and the wider community.

This plan is more than just a 'technology plan'; it is a significant strategic planning artefact to be owned and driven by the entire organisation, in order to ensure that the community's current and future needs are supported through a whole-of-capability approach to ICT that encompasses people, process and technology.

The ICT Strategic Plan serves as a roadmap for the digital enablement of council operations, community services and local government initiatives, thereby enabling the Council to fulfil its commitment to deploying new technology and smart thinking, and delivering real benefits to the community in jobs, education, innovation, commerce, and liveability.

ASPIRATIONS AND VALUES

Our aspirations and values provide focal points that help align everyone to the same purpose. Values determine important characteristics in the way we work together.

Our Aspirations

Our aspirations for QPRC's ICT Strategy are to positively change the way Council transacts and interacts with our staff, ratepayers, visitors and businesses, and strive to develop and support a reliable and secure digital and communications platform designed to provide smart and authoritative self-service and mobile services to staff, residents and businesses in the LGA.

Our Values

In line with the broader organisation, the values of ICT management are innovation, continuous improvement, integrity and respect. As a team, we recognise that digital/technology holds the key to initiating and delivering innovation and improvements. We are committed to QPRC's value statement *our reputation matters.*

QPRC

Integrity   Innovation   Respect   Continuous Improvement

our reputation matters

OVERVIEW
Context

The transition phase, a major and complex exercise, ensured the merger of the Queanbeyan City and Palerang Councils into the entity known as QPRC. The transition resulted in extensive changes to QPRC's organisational structure, processes and systems, which have had a significant impact on how the Digital Branch supports the rapidly changing needs of the organisation. The Digital team will play an increasingly pivotal role in the next phase of QPRC's transformation, facilitating the optimisation and further evolution of the organisation.

Following the transition phase, which capitalised on the opportunity to rationalise and improve systems and implement important systems such as Enterprise Resource Planning (ERP), the Digital Branch now seeks to realise the full benefits of these business systems.

Like any organisation, QPRC needs to respond to changes in its external environment now and into the future. Technological advances will continue to support the increasing shift to digital service delivery and automation, and more sophisticated, better integrated systems. The rapid uptake of digital services and innovative technologies is also driving increased user expectations as the community demands a better customer experience, commonly characterised by digital/online services. Government policies, directions and investments are also driving changes in the ICT environment. Commonwealth, state and local government continue to make investments in digital workplace policies and there are opportunities for QPRC to partner with other organisations to promote innovation in ICT service delivery. QPRC's ongoing partnerships with ServiceNSW and the ACT Government for digital solutions and Smart City initiatives demonstrate this intent.

As we enter the next phase of our organisational journey, QPRC must not lose sight of its core role of providing services to its staff and the community. Some of these services will continue to evolve – for example, digital and online services. However, the actual services and needs of the community will remain largely stable. The most important aspect of the ICT strategic plan is, perhaps, the need to provide ICT products and services as effectively and efficiently as possible to maintain QRPC's role in supporting the community, development needs, local economy, infrastructure, and natural environment.
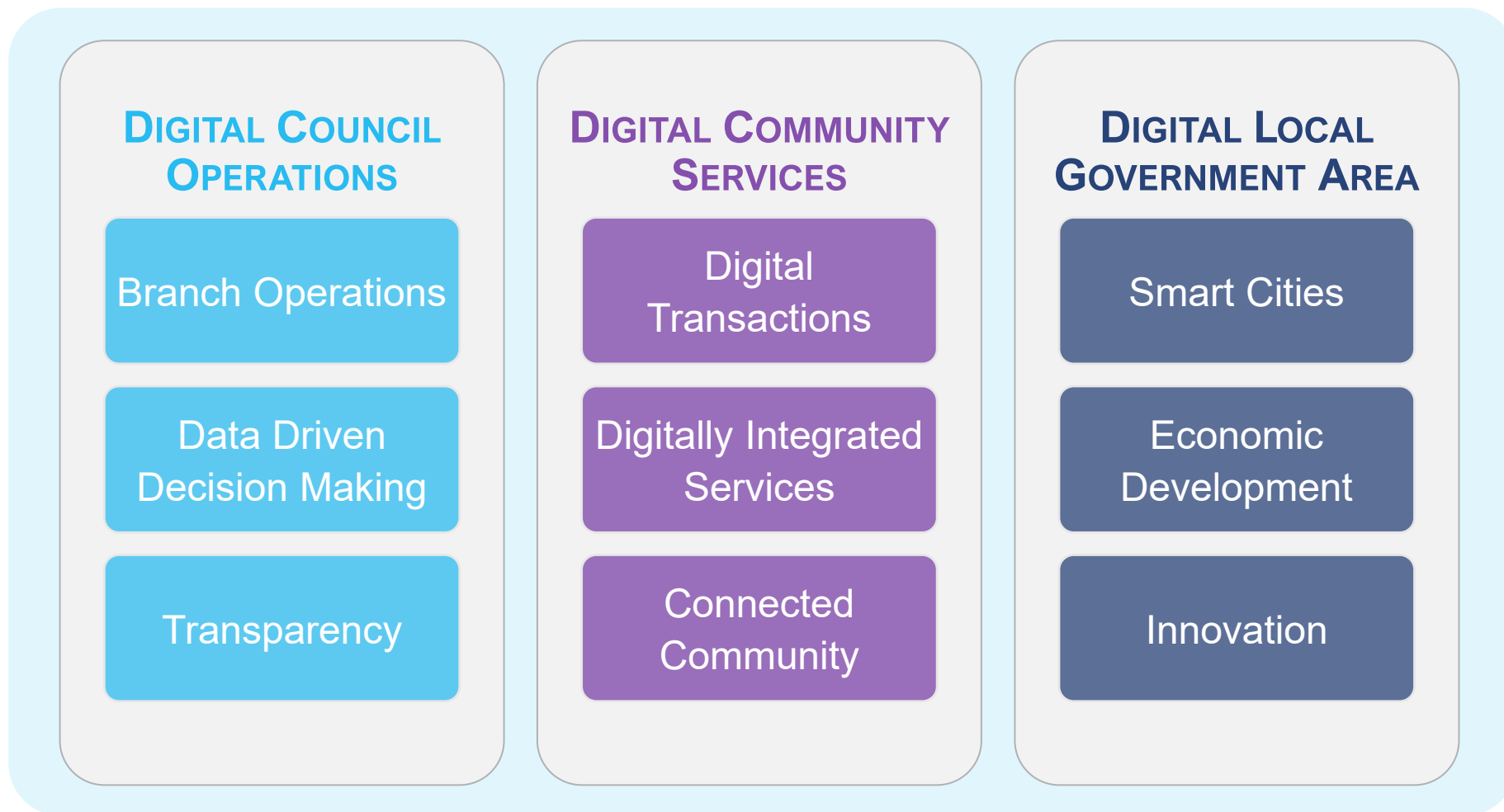
The ICT Strategic Plan is not a 'technology plan', but a key strategic planning artefact that needs to be owned and driven by all parts of the organisation to ensure that their current and future needs are supported through a whole-of-capability approach to ICT which encompasses people, process and technology.

Drivers for Digital Government

QPRC is committed to leveraging new technology and smart thinking to deliver real benefits for our community, in jobs, education, innovation, commerce, and liveability. The following operations, services and initiatives play a key role in achieving this commitment.

DIGITAL COUNCIL OPERATIONS

- Branch Operations
- Data Driven Decision Making
- Transparency

DIGITAL COMMUNITY SERVICES

- Digital Transactions
- Digitally Integrated Services
- Connected Community

DIGITAL LOCAL GOVERNMENT AREA

- Smart Cities
- Economic Development
- Innovation

What does success look like?

A digital region provides major benefits for our staff, residents, visitors, and businesses. Digital inclusion increases social and civic engagement, improves opportunities for business to succeed and scale, facilitates community development, and contributes to the creation of employment opportunities and the economic health of the region.

In alignment with QPRC's Digital Economy and Smart Community Strategy, we are committed to harnessing the power of data, leveraging the convenience of online services, increasing our local, national and global connectivity, and strengthening our economy through key digital economy objectives such as leveraging digital/remote/flexible working and catalysing city/town transformations.

Continuing to transform our services so that they best suit a community that is learning to engage online will lead to a more efficient local government, capable of responding to the needs of our communities to transact how and when they want. It will enable the Council to respond more effectively to people's needs.

Our program of service reviews and our partnership with Service NSW enables us to streamline and digitise processes, affording the opportunity to enhance the customer experience by expanding and improving online services such as customer requests, development applications, and certificate requests.

The concept of '***Transact through Digital, Interact through People***' will form the foundation for identifying, designing, and implementing digital systems that drive organisation efficiency and allow resources to be redeployed to front line community services.

To ensure that a stable, reliable and business-oriented service is maintained now and into the future, a direct focus will be placed on delivering technologically progressive, secure and scalable networks, systems and applications.

Being better connected will enable greater participation of our communities in decision making that influences the kind of region where they want to live and work.

Improving digital infrastructure through Smart City initiatives such as publicly accessible Wi-Fi will connect our communities and provide an environment where creativity and commerce can grow. These improvements will provide access to data that will inform longer-term planning and policy decisions.

In recent years there has been increasing recognition of the importance of smart hub incubators. QPRC's CBD Transformation Strategy compliments the ICT strategy in seeking to foster a culture of supporting innovation, with particular focus on supporting entrepreneurship in the start-up sector.

Council will also foster a culture of supporting innovation internally, becoming a digitally enabled workplace that offers flexible working arrangements, nurtures its employees to upskill for the future and attracts and retains the top talent. QPRC will collaborate with business, government, academia, education providers and advocacy groups to actively participate in realising the digital future of the region.

Strategy Map

This strategy map provides an overview of the four key **strategies** that underpin this ICT Strategic Plan and the underlying **objectives** that will enable each strategy to be realised. Each objective is linked to one or more of the three **components** that collectively make up QPRC's ICT capability: people, process and technology.

1 **Optimised Organisation**	**2** **Digitally Enabled Workforce**	**3** **Citizen-centric Services**	**4** **Open and Connected**
ICT WORKFORCE PLAN `PEOP`	ENHANCED DIGITAL DEXTERITY `PEOP`	CO-DESIGN AND COLLABORATION `PEOP`	BUILD AND LEVERAGE EXTERNAL PARTNERSHIPS `PEOP`
COMMITMENT TO ORGANISATIONAL EVOLUTION `PEOP`	OPTIMISATION OF THE ERP SYSTEM `PEOP` `PROC`	COMMUNICATION (LIVE STREAM + YOUR VOICE) `PROC` `TECH`	BENEFITS MANAGEMENT APPROACH `PROC`
MODERN ICT SERVICE MANAGEMENT `PROC`	REMOTE WORKING WITH SEAMLESS USER EXPERIENCE `TECH`	DIGITALLY ENABLED SERVICES, SMART CITIES AND IOT `TECH`	BUSINESS INTELLIGENCE AND DATA ANALYTICS `TECH`
BUSINESS-ORIENTED ICT SECURITY `TECH`	UNIFIED TECHNOLOGY PLATFORM `TECH`		

`PEOP`   `PROC`   `TECH`

LEGEND: People Process Technology

STRATEGY 1:

Optimised Organisation

People

Objective 1.1:

ICT Workforce Management Plan

Develop an ICT Workforce Management Plan that focuses on the sourcing, retention and attraction of ICT staff.

Develop an ICT Workforce Management Plan that promotes QPRC as an employer of choice and promotes cross-skilling, flexible working and succession planning to reduce over-reliance on individuals and promote mobility, and a shared culture and operating model across locations.

Objective 1.2

Commitment to Organisational Evolution

Build on the commitment to champion change within ICT and across the Council, for organisational evolution.

The Digital Branch will champion change to develop and implement improvement initiatives. Digital staff will actively advocate for the business and proactively engage stakeholders, identifying change champions to promote the effective use of ICT across the business and promoting ICT as a key partner in developing measurable business outcomes.

Process

Objective 1.3

Modern ICT Service Management

Implement modern ICT service management tools and approaches to deliver and report on ICT services.

QPRC will implement a modern approach to ICT service management that provides demonstrable improvements in the delivery and reporting of ICT services. This includes improved monitoring, management and reporting, improved performance, capability building to enhance proactive analysis, issue management, configuration management, and developing contemporary policy and directives to improve risk management.

Technology

Objective 1.4

Business-oriented ICT Security

Ensure an appropriate balance between ICT security, performance and convenience.

QPRC will continue to maintain the integrity of its system through robust security assessments, penetration testing regimes, ongoing refinement of its network layer protection, and identity and access management systems. Security controls, however, will be balanced against the need to maintain performance and convenience. Restrictive policies and controls will only be applied when there is a genuine need.

Strategy 2: Digitally Enabled Workforce

People

Objective 2.1
Enhanced Digital Dexterity

Build user maturity in the effective use of ICT through ongoing learning and development.

QPRC will continue to support its people by enabling users to resolve their own ICT issues, where possible, and make better use of existing ICT services and products. This will be achieved by building on existing learning and development products, including eLearning.

Through existing and new internal user groups, QPRC seeks to develop and maintain a knowledge base (KB) for self-help services, enabling the Digital team to focus on more complex technical solutions.

Ongoing service or process reviews across the organisation will, in some cases, result in reconfiguring systems to enable staff to work in more efficient ways.

Process

Objective 2.2
Optimisation of the ERP System

Optimise integrated Enterprise Resource Planning (ERP) system.

The Digital Branch will engage business units to facilitate process review in order to effect process redesign and optimise the ERP system. This system supports community engagement, development and regulatory services, asset and works management, HR management and corporate services..

Technology

Objective 2.3:
Remote Working with Seamless User Experience.

Improve remote working and support more flexible, activity-based working arrangements.

The Digital Branch will serve as an enabler for remote working through the use of mobile technology, and strive to achieve a seamless user experience, ensuring that staff can work across Council locations, business areas, and remotely. The Digital Branch will also explore opportunities to trial and implement activity-based working (noting that activity-based working is a whole-of-business change that encompasses technology, culture and process).

Objective 2.4: Unified Technology Platform

Drive a common approach to ICT architecture across all locations and functions.

The Digital Branch will continue to consider and implement a unified approach to ICT architecture, bringing linkages where required through solutions such as API's, considering each on their merit and their ability to integrate seamlessly with existing systems, in order to shape, enhance, and harmonise QPRC's network, systems, applications, security, Cloud strategy and Data Centre strategy.

STRATEGY 3:

Citizen-centric Services

People

Objective 3.1
Co-design and Collaboration
Promote the voice of the community in ICT products and services through co-design and collaboration.

QPRC will identify and define the needs of the community. In designing and implementing ICT products and services, QPRC will embed user-centred design practices into its digital projects and collaborate with citizens through co-design. This includes, but is not limited to, user involvement in problem definition and solution design, and piloting initiatives with interested community members.

Process

Objective 3.2
Communication (Livestream + Your Voice)
Engage the community and collect their input and insights regularly, through services such as livestream and Your Voice.

The Council will engage with the community on relevant issues in a two-way conversation, in alignment with QPRC's Community Engagement and Participation Plan, to determine how digital services can enable community outcomes. QPRC will use suitable tools from the Your Voice website to engage with the community, using the Community Engagement Toolkit as a guide, and deploy a variety of methods to engage with and inform the community about the Council's work, including social media, website, newsletters, media releases, live-streaming of Council meetings, etc.

Technology

Objective 3.3
Digitally Enabled Services, Smart Cities and IoT
Utilise digitally enabled services, Smart City initiatives and the 'Internet of Things (IoT) to meet community expectations.

QPRC will endeavour to capitalise on the investment priorities outlined by state, territory and commonwealth government partners, while continuing its 'digital-by-default' approach to services. The Council is committed to promoting more efficient and effective practices, while enhancing citizens' access to digital enabled services, Smart City initiatives and IoT, and catering to diverse community needs.

STRATEGY 4:

Open and Connected

People

Objective 4.1
Build and Leverage External Partnerships
Build and leverage external partnerships to share, scale up and reuse common ICT capabilities and needs.

QPRC will identify, develop and pursue opportunities to partner with local, state, territory and commonwealth government entities to offer shared services and deploy joint initiatives such as the Regional Digital Connectivity program. We will also leverage our relationship with Service NSW to deploy online portals and apps, leverage Smart City technologies, and explore the reuse of spatial data and infrastructure, managing associated data sovereignty and privacy risks as required.

Process

Objective 4.2
Benefits Management Approach
Implement a benefits management approach to identify the benefits from ICT investments, and then track, monitor and realise those benefits over time.

QPRC will continue to implement a benefits management approach in accordance with project management frameworks to better identify the benefits from ICT investments, and then track, monitor and realise those benefits over time. This approach will include defining the logic that underpins ICT investments, identifying baseline and target measures, and regularly reporting benefits to governance and oversight bodies to hold business owners accountable for benefits realisation, making necessary adjustments to in-flight projects.

Technology

Objective 4.3
Business Intelligence and Data Analytics
Utilise business intelligence and analytics capabilities to extract value from existing and future data holdings.

QPRC will continue to enhance its business intelligence (BI) and analytics capabilities, improving the use of existing data to draw insights and tailor products and services to the needs of the community. The Council will also collaborate with the ACT and Commonwealth Governments to explore big data and open government opportunities and initiatives.

REVIEWING AND MONITORING THE PLAN

Oversight

The Portfolio General Manager, Organisation Capability is the owner of the ICT Strategic Plan and is responsible for overseeing its implementation.

Review

The Digital Branch will review and update the ICT Strategic Plan on an annual basis (or sooner if required). This is because the ICT Strategic Plan is a 'living' document that needs to reflect the changing needs of QPRC and the community it is supporting. As such, strategies, objectives and tasks should be reviewed, revised, added or removed as dictated by the changing strategic environment and priorities of QPRC. The primary objective of the annual review is to ensure that ongoing investment in people, processes and technology is aligned with, and responds to, the needs of the business.

The annual review of this document will form part of the broader ICT planning cycle and the Council's integrated planning framework. As such, the planning cycle is intended as an open and ongoing dialogue with key stakeholders. The annual review will:

- reflect on the outcomes from the previous planning cycle,
- consider ICT trends and external influences,
- take a holistic approach to analysing the business environment,
- validate current ICT strategies and projects,
- workshop ICT strategies with key stakeholders,
- re-publish the ICT Strategic Plan, if necessary,
- communicate the key changes in the republished plan,
- integrate the plan with the Resource Strategy, and
- provide data for PEP reports and analytics.

IMPLEMENTATION ROAD MAP

This Implementation Roadmap provides an indicative plan to meet the strategies and objectives contained within the ICT Strategic Plan. It is positioned as 'indicative', given that the owner of each accountable area needs to continually review and refine the underlying approach to ensure that the objectives and outcomes are achieved, rather than following a pre-defined, activity-based plan.

Strategy 1 – Optimised Organisation: What needs to be done?

ID	Objective	Outcomes	What needs to be done? [2020 – 2024]	Time-frame	Owner
1.1	• **ICT Workforce Management Plan:** Develop an ICT Workforce Management Plan that focuses on the sourcing, retention and attraction of ICT staff.	• Increased candidate pool for vacancies. • Increased investment in ICT training. • Increased access to contingent skills. • Improved retention rate.	• Develop ICT Workforce Management Plan and skills matrix as per the Position Description. • Implement identified workforce strategies (including strategic sourcing arrangements for labour needs, filling identified training gaps, targeted recruitment and succession planning).	Q2–Q3 2020	Service Manager, Workplace and Culture.
1.2	• **Commitment to Organisational Evolution:** Build on the commitment to champion change within ICT and across the Council, for organisational evolution.	• Increased awareness of ICT capabilities to support business outcomes / reform.	• Continue to implement ICT change champions program.	2020 onwards	Service Manager, Digital.

Strategy 1 – Optimised Organisation (Continued)

ID	Objective	Outcomes	What needs to be done? [2020 – 2024]	Time-frame	Owner
1.3	• **Modern ICT Service Management:** Implement modern ICT service management tools and approaches to deliver and report on ICT services.	• Improved user satisfaction for core ICT services. • Increased visibility of ICT performance and key metrics.	• Implement modern ICT service management approach (sequenced to improve monitoring and reporting, proactive issue management, and configuration management).	2020-2021	Service Manager, Digital.
1.4	• **Business-oriented ICT Security:** Ensure an appropriate balance between ICT security, performance and convenience.	• Reduced risk / occurrence of data and/or information breaches. • Increased user appreciation of the need for, and use of, balanced security controls.	• Conduct security assessments and penetration testing. • Review and update the DRP annually. • Refine network layer protection and identity and access management. • Engage business to ensure that security controls, including workplace surveillance and safeguards, are not overly restrictive or hamper business outcomes. • Educate users on the need for appropriate security controls. • Align ICT security with risk framework, report to ARIC, take part in internal audits, participate in BCP tests.	2020 onwards	Service Manager, Digital.

Strategy 2 – Digitally Enabled Workforce: What needs to be done?

ID	Objective	Outcomes	What needs to be done? [2020 – 2024]	Time-frame	Owner
2.1	• **Enhanced Digital Dexterity**: Build user maturity in the effective use of ICT through ongoing learning and development.	• Increase use of self-help services and ICT training products. • Reduced demand on ICT service desk for user training issues.	• Develop and promote existing training products. • Build enhanced knowledge base for self-help services. • Target strategies for reducing service desk enquiries.	2020 onwards	Service Manager, Digital.
2.2	• **Optimisation of the ERP System:** Optimise integrated Enterprise Resource Planning (ERP) system.	• Increased delivery of projects on time, budget and scope. • Improved ERP capabilities. • Increased integration of key information systems.	• Continue to facilitate process review to effect process redesign and optimise the ERP system. • Lead the configuration and integration of TechOne modules through to completion.	2020 onwards	Service Manager, Digital.
2.3	• **Remote Working with Seamless User Experience:** Improve remote working and support more flexible, activity-based working arrangements.	• Increased staff mobility and remote working capability. • Explore and develop activity-based work (ABW), work from home.	• Review and continuously improve remote working capabilities for a seamless user experience. • Provide technology solutions that support ABW, in accordance with Work from Home (WFH) policy. • Develop technology solutions to enable hot desking that prepares staff, in advance, for more efficient	2020	Service Manager, Digital.

Strategy 2 – Digitally Enabled Workforce (Continued)

ID	Objective	Outcomes	What needs to be done? [2020 – 2024]	Time-frame	Owner
2.3 (Cont'd)			ways of working in QPRC's proposed new headquarters.	2020	Service Manager, Digital.
2.4	• **Unified Technology Platform:** Drive a common approach to ICT architecture across all locations and functions.	• Consistent user experience across all Council locations and business areas.	• Ongoing development and refinement of ICT systems architecture, network design and data centre strategy as part of the transformation process. • Migrate QPRC's systems to the Microsoft Azure Cloud in a considered and controlled manner.	2020-2023	Service Manager, Digital.

Strategy 3 – Citizen-centric Services: What needs to be done?

ID	Objective	Outcomes	What needs to be done? [2020 – 2024]	Time-frame	Owner
3.1	• **Co-design and Collaboration:** Promote the voice of the community in ICT products and services through co-design and collaboration.	• Improved community satisfaction with ICT services.	• Continue to enhance user-centred design and co-design practices, and whole-of-organisation change initiatives. • Explore and develop the use of mobile apps to enable community participation and input.	2020 onwards	Service Manager, Digital.
3.2	• **Communication (Livestream + Your Voice):** Engage the community and collect their input and insights regularly, through services such as livestream and Your Voice.	• Increased user involvement in digital/ online services and service design and delivery.	• Continue to engage community members and encourage feedback on digital products and services. • Continue to facilitate regular collection of input and insights from the community through services like livestream and Your Voice.	2020 onwards	Service Manager, Customer & Communication.
3.3	• **Digitally Enabled Services, Smart Cities and IoT:** Utilise digitally enabled services, Smart City initiatives and the 'Internet of Things (IoT) to meet community expectations.	• Increase in digital service uptake • Improved perception of QPRC regions as Smart Cities.	• Explore opportunities to partner with other government organisations to implement digitally enabled services, Smart City technologies, and IoT.	2020 onwards	Service Manager, Business & Innovation.

Strategy 4 – Open and Connected: What needs to be done?

ID	Objective	Outcomes	What needs to be done? [2020 – 2024]	Time-frame	Owner
4.1	• **Build and Leverage External Partnerships:** Build and leverage external partnerships to share, scale up and reuse common ICT capabilities and needs.	• **Lead**: Increased reuse of existing QPRC capabilities. • **Leverage**: Increased use of other partner organisations' / other organisations' capabilities.	• Continue to deploy the Partnership Strategy that identifies potential partners, opportunities, and tangible actions to lead and leverage ICT capabilities • In line with the Partnership Strategy, explore feasibility studies to build a shared services hub for other organisations.	2020 onwards	Service Manager, Digital.
4.2	• **Benefits Management Approach:** Implement a benefits management approach to identify the benefits from ICT investments, and then track, monitor and realise those benefits over time.	• Increased scrutiny of new project proposals based on problem analysis and intended benefits. • Increased delivery of business benefits from ICT investments.	• Implement benefits management framework. • Train staff in use of the framework. • Refine the framework. • Provide relevant inputs into the Long Term Financial Plan (LTFP) and the Delivery Plan (DP) to ensure that QPRC is digitally contemporary. • Generate funding through identified and reserved savings, such as the creation of a 'revolving fund'.	2020 onwards	Service Manager, Digital.

Strategy 2 – Digitally Enabled Workforce (Continued)

ID	Objective	Outcomes	What needs to be done? [2020 – 2024]	Time-frame	Owner
4.3	**Business Intelligence and Data Analytics:** Utilise business intelligence and analytics capabilities to extract value from existing and future data holdings.	• Increased use of data to inform decisions. • Improved environment and development monitoring. • Optimised survey processes. Use of drone technology to inspect the condition of infrastructure assets.	• Optimise imagery storage and processing technique. • Trial deep learning processes for change detection. • Improve positioning capabilities for drones. • Develop feature extraction and measurement process for surveys. • Obtain consensus in the infrastructure strategic asset management area, underpinned by the Operational Plan, Delivery Plan and Long Term Financial Plan.	2020 onwards	Service Manager, Digital.

APPENDIX A
Executive Summary
...from the Digital Economy and Smart Community Strategy

Digital technology is an increasingly important influence that shapes social interaction, employment, collaboration, entertainment, decision-making and every aspect of our environment. Smart communities recognise this trend and use technology to expand opportunities and deliver benefits to the community.

This Strategy formally states our aspiration for Queanbeyan-Palerang to be a 'smart community' – from the city of Queanbeyan, to the townships of Bungendore and Braidwood, and our villages and rural properties.

It builds on existing plans and work, including the Queanbeyan CBD Transformation Strategy, and the ACT-Queanbeyan-Palerang Regional Council Memorandum of Understanding. It extends and reinforces our commitment to digital excellence, which recently saw QPRC endorse the principles of the ACT's Digital Government Strategy.

This Strategy looks to deliver on the aspiration of the Community Strategic Plan that we have a diverse, resilient and smart economy fostering businesses that create jobs and wealth for all in our community.

Queanbeyan-Palerang Regional Council is committed to creating opportunities in the digital age – building our digital economy, harnessing the power of data for decision making, leveraging the convenience of online services, and increasing our local, national and global connectivity.

APPENDIX B
Executive Summary
...from the Community Engagement and Participation Plan

The Community Engagement and Participation Plan provides Council staff with guidance when undertaking community engagement activities. It also serves to outline what the community can expect from Council with regard to community engagement.

This plan was developed with two purposes in mind. First, to outline the community engagement and public exhibition practices that Council will undertake for projects, policies, concept designs, infrastructure, budgets and more. Second, it outlines how and when Council will undertake community participation when exercising relevant planning functions.

The plan was prepared to meet the requirements of a Community Participation Plan (CPP) under the Environmental Planning and Assessment Act 1979 (EP&A Act). Information about community participation in Council's planning functions can be found in Section 2 of the plan, which outlines the background, including EP&A Act principles that guide public participation, community participation in strategic planning matters, and development assessment including notifications and submissions.

APPENDIX C

Summary: ERP System and Performance

One of the risks presented by the amalgamation of the two councils was the inefficient use of disparate technology and corporate applications. Therefore, the consolidation and migration of various systems into a single ERP platform was of paramount importance to the success of the new organisation.

The new ERP system was commissioned in July 2019.

Current Status

QPRC is currently operating in the CI environment for Property and Rating (P&R). The Systems team is working with TechOne on the implementation of P&R operations in an enhanced, web-based, user-friendly Ci Anywhere (CiA) environment, but it is still in the early stages.

The CES EAM Mobility solution has been rolled out in various sections to perform asset inspection and maintenance activities.

TechOne is currently working on the development of an API that allows a two-way data flow: from the NSW Planning Portal directly into the P&R System, and requests from Council flowing back to the applicant through the same API.

Finance and EAM Asset modules are integrated and automated, contributing towards improved management of capital and operations projects. Also, the ETL configured between the Contract Management and Finance modules allows automation of supplier data flow into the creditors' section in the Contract Management module.

ECM is mostly in CiA; only specific administration functions are still within the CI environment. New functionality is being introduced as part of the TechOne 2020A release, which will have a flow-on effect in other areas such as P&R and CES.

HRP is almost all in CiA now, with only a few functions needing to be actioned in CI. The eRecruitment module is in CiA but has not yet gone live. TechOne is still working on an Award Interpreter with Tanda, which is currently on hold.

TechOne CES is regularly rolling out new products/modules into the CiA environment.

The detailed status of all major ERP components and their ecosystems is outlined in the tables below.

TechnologyOne Financials

ETL for Financials	Fully functional
Expense Management	New module
Analytics for Financials	New module
BPA Forms Financials	New module
Accounts Payable	Fully functional
Allocations for Financials	Fully functional
Fixed Assets	
BI Analysis for Financials	Fully functional
BI Dashboard for Financials	Fully functional
External Systems Interface	
General Subsidiary Ledger and Management Functions	Fully Functional & Integrated
Purchasing Cards	Fully functional
Workflow Maintenance for Financials	Fully functional
XLOne Reporting for Financials	Fully functional
XLOne Modelling for Financials	Fully functional
MyPurchase Cards	Fully functional
MyQuickReconciliation	Fully functional
MyStandardReports & Enquiries (Financials)	Fully functional
MyWorkflow (Financials)	Fully functional
Reconciliation	Fully functional
Recurring Documents	Fully functional
Web Services for Financials	Fully functional

TechnologyOne Property

EDMS - Container Creation	Fully functional
Analytics for Property	New module
BPA Forms Property	New module
EDMS - Data Synchronisation	Fully functional
GIS Integration - Navigation	
GIS Integration - Embedded Mapping	Fully functional
GIS Integration - Data Sync & Reconciliation	
Animal Management	NA in NSW
Quick Address Integration	Fully functional
Bonds and Guarantees	Not yet implemented
Certificates	Fully functional
EDMS - Document Registration	Fully functional
Request Management	Fully functional
Debtors	Fully functional
Developer Levies	Fully functional
eCustomer	Fully functional
eDocument Delivery	
eLodgements	Fully functional
ePayments	Fully functional
eRequests	Fully functional
eTracking	Fully functional
External Web Services - NSW eDais	
Infringements	Just started

TechnologyOne Property

User Defined Registers	Fully functional
Data Management	
Property Nucleus	Fully functional
Property By Law Enforcement	Fully functional
Property Leases	Not yet implemented
Licences and Permits	Fully functional
Development & Building Applications	Fully functional
Rating & Valuations	Fully functional
Cash Receipting	Fully functional
Service Management	Configured
Trade Waste	Fully functional
User Defined Regulatory Modules (NFSU)	
Water Management	Fully functional
XL One Reporting for Property	Fully functional
XML Interface - NSW Land Data	
Task Booking & Scheduling	Just started
Publisher Designer	Fully functional

TechnologyOne Enterprise Asset Management

MyBusinessIntelligence (Asset Management)	
Strategic Asset Management	New module
Analytics for Asset Management	New module
BPA Forms Asset Management	New module
MyProjects	Fully functional
MyWorkOrders	Fully functional
Business Intelligence for Asset Management	Limited availability
ETL for Asset Management	Fully functional
Physical Assets Register	Fully functional
BI Analysis for Asset Management	Fully functional
BI Dashboard for Asset Management	Limited availability
Billing	Not configured
Bill of Materials	Not configured
Defect Management	Fully functional
Work Schedule & Dispatch	Fully functional
eContractorWork	Not configured
Fleet & Asset Booking	Fully functional
Asset Management GIS Mapping & Viewer Integration	Fully functional
GIS Data Synchronisation & Reconciliation	Fully functional
Conditions & Inspections	Fully functional
Maintenance Scheduling	Fully functional
Investment Prioritisation & Optimisation	Not configured
Projects	Fully functional

TechnologyOne Enterprise Asset Management

Web Services - Assets	Not configured
Web Services - Condition & Inspections	Not configured
Web Services - Projects	Not configured
Web Services - Work Orders	Not configured
Work Orders	Fully functional
XLOne Reporting for Asset Management	Limited availability

TechnologyOne ECM

XLOne Reporting for ECM	Fully functional
Analytics for ECM	New module
BPA Forms for ECM	New module
ECM Web Services	Fully functional
ECM Core	Fully functional

TechnologyOne HR and Payroll

Occupational Health and Safety	Configuration Required
Recruitment uplift	Go live review scheduled
Analytics Uplift	
Training	50% configured - not launched
Transitions	New Module
DocOne for HRP	New Module
Succession Planning	New Module
360 Reviews	New Module
Velpic Connector	New Module
Velpic Licence (named users	New Module
Organisation Management	Fully functional
MyPay	Fully functional
Recruitment	See Recruitment Uplift
MyTeam Details	Fully functional
MyTeam Leave	Fully functional
My Details	Fully functional
MyLeave	Fully functional
Business Intelligence for HR & Payroll	To be replaced by Analytics
ETL for HR & Payroll	Fully functional
Human Resources and Payroll	Fully functional
Employee Development	Part of Appraisals, etc.
Forms	Configuration Required
MyTeam Timesheets	Fully functional

TechnologyOne HR and Payroll

Timesheet Entry & Costing	Fully functional
Web Services for HR & Payroll	Fully functional
XLOne Reporting for HR & Payroll	Fully functional
MyBusinessIntelligence (HR & Payroll)	Fully functional
MyStandardReports & Enquiries (HR & Payroll)	Fully functional
MyWorkflow (HR & Payroll)	Fully functional
MyDevelopment	Not Configured

TechnologyOne Enterprise Cash Receipting

Backoffice and Bpay	Fully functional
CRM	Configured /Execs approval required
EFTPOS	Fully functional & Integrated
Financials	Fully functional & Integrated
Property	Fully functional & Integrated
ECR Core	Fully functional

TechnologyOne Performance Planning

Performance Planning	Fully functional
XL One Reporting for Performance Planning	Fully functional
BI Analysis for Performance Planning	Limited use
BI Dashboard for Performance Planning	Limited use
ETL for Performance Planning	Fully functional

TechnologyOne Spatial

IntraMaps Assetic Connector	Not used
Map Builder	New module
IntraMaps Map Control	Not Configured
IntraMaps Enterprise	Fully functional
IntraMaps Property Connector	Fully functional
IntraMaps Public	Fully Functional
IntraMaps Sync Framework	Fully functional

TechnologyOne Breakout Packs

Asset Mgt Mobility - Asset Survey	Functional but no buy in
Asset Mgt Mobility - Crew Management	Fully functional
Asset Mgt Mobility - Defects	Fully functional
Asset Mgt Mobility - Inspections	Fully functional
Asset Mgt Mobility - Work Orders	Fully functional
MyTimesheets	Fully functional
MyWorkRequests	Configured
My Enterprise Budgeting	Configured
MyAssetBookings	Not Configured
MyTimesheets for Payroll	Fully functional
Property & Rating Windows Mobile Inspections	Fully functional
Publisher Generator	Fully functional

TechnologyOne Supply Chain Management

ETL for Supply Chain	Configured
Sourcing (quotations)	New module
Sourcing (Advanced Tenders)	New module
Auto Invoice Matching	New module
Analytics for Supply Chain	New module
BPA Forms Supply Chain	New module
BI Analysis for Supply Chain	

TechnologyOne Supply Chain Management	
BI Dashboard for Supply Chain	Configured
Inventory/Stores	Configured
Purchasing/Commitments	Fully functional
Purchasing Quotations	Fully functional
Requisitioning	Fully functional
Web Services for Supply Chain Management	
Workflow Maintenance for SCM	
XLOne Reporting for Supply Chain	Fully functional

Effectiveness

The Council is now on one platform for all systems. Single source of truth, information, reporting and staff involvement are all within the same environment. Legacy systems are used for information only. Optimisation and enhancements to the ERP systems are carried out regularly, striving to achieve the balance between tailoring the new system to QPRC's needs while adhering to recommended best practice. In some operational areas, there is still a certain level of user resistance in embracing new system workflows and processes, not because users perceive them to be suboptimal solutions, but because these systems are perceived as "new" and "different".

Benefits Realisation

- Consolidation of many disparate corporate systems (PAL TechOne, Pathway, TRIM, Assetic, and Aurion) into a unified system.
- Savings of up to $300,000 in FY 2019-20 from the cancellation of TRIM, Pathway, Aurion, Assetic, and MEX licenses.
- Simplified network and system architecture has eliminated the need for complex, cross-domain/federated system integration.
- More staff are using the electronic timesheet than ever before.
- Built-in data flow and connected content across all major systems and modules has eliminated the need for expensive, complex integration.
- Consolidation of six different vendors into one vendor has reduced the load on the Digital Branch in terms of managing vendor relationships and contract renewals.

- The new mobility platform enables the Asset Management team to process work orders on-site instead of coming back to the office to do so; however, uptake has been relatively slow.
- Business Intelligence and Insights is a new feature that enhances data-driven decision making; however, uptake has been slow.
- The Trim and Pathway systems will be decommissioned in the near future; this will reduce server and enterprise storage resources, and reduce the Digital team's workload in terms of maintenance and support.

Further Actions Required

- When the P&R system was commissioned, the P&R Mobility was one of the modules put on hold. Commissioning this module would improve the system and boost productivity.
- It is also important to implement the Infringements module; this can be done if PinForce data is compatible, and can imported into the P&R system.
- The Bonds and Guarantees module and the Property Lease module were put on hold when the ERP system was commissioned; a review is warranted, to determine when these modules can be implemented.
- The EAM Mobility has been commissioned and is fully functional; however, some business areas are not using this module. Renewed focus on stakeholder engagement may help improve uptake.
- CRM and CES EAM integration can also be implemented.
- Investigate whether other modules such as Bank Rec, Journal, etc., can benefit from using CiAnywhere.
- Investigate how QPRC can still make use of the Planning Portal while TechOne is developing the full API integration solution; this may require some manual data imports.
- Coordinate with TechOne to progress the implementation of Award Interpreter with Tanda.
- Progress towards the commissioning the eRecruitment module.
- Investigate and progress the use of CiA-ready modules such as AP, Purchase Cards and Assets.
- Increase stakeholder engagement to discuss the benefits of moving from CI to the CiA environment.
- Investigate the feasibility of migrating from on-premises systems to TechOne SaaS.

APPENDIX D

Potential KPIs

KPI	Target	Notes
• User satisfaction with ICT service delivery	50+ increase of 5 points YoY	→ Net Promotor Score is used to measure this
• Security testing and enhancement initiatives and audits	4/year	→ Pentest and NSW Audit Office audit included
• NSW Audit Office ICT audit rating	>80 percentile	
• ERP integrations successfully delivered	20/year	
• Community satisfaction of QPRC's digital/online services	>60%	
• Design and deliver Power BI dashboards to business units	4/year	
• Reduction of the total time for [surveys + development of plans], using drone technology	20%	

APPENDIX E

Summary: Completed Actions from the Former ICT Strategic Plan

Strategy 1 from Former ICT Strategic Plan: Maintain a robust, reliable, secure and available ICT environment

ID	Objective	Intended Outcomes	Completed Actions [2017 – 2019]
1.1	• **Develop an ICT Workforce Management Plan** that focuses on the sourcing, retention and attraction of ICT staff.	• Increased candidate pool for vacancies. • Increased investment in ICT training. • Increased access to contingent skills. • Improved retention rate.	✓ No staff attrition in the Digital Branch in the last 2½ years. ✓ SQL/SCCM training for Paul Sanders and Bob Wanner; P&R training for the entire systems team; Office365 training for Scott Heffernan and Jodie Malvern. ✓ Relatively good OCI scores from the branch.
1.2	• **Build on the commitment and desire** to champion and drive change within ICT and across the Council	• Increased awareness of ICT capabilities to support business outcomes/reform.	✓ P&R training for the entire systems team.
1.3	• **Implement a right-sized ICT service management approach** to deliver and report on ICT services	• Improved user satisfaction for core ICT services. • Increased visibility of ICT performance and key metrics.	✓ Network switch (x 45) replacement completed across all locations. ✓ Location-independent file/print/core services. ✓ Uniform desktop experience via new Citrix server solution.

Legend: Objectives shaded in blue have been completed/actioned.

ID	Objective	Intended Outcomes	Completed Actions [2017 – 2019]
1.4	• **Implement a robust Information Management strategy and approach**	• Improved alignment between business capabilities and information systems. • Improved access to data and sharing of data and records across the business.	✓ OneCouncil ERP Business Intelligence tools and Analytic tools are now available through ERP for various business units. The Digital team is also encouraging business units to use predictive analytics to prepare their work programs. ✓ Continue to integrate data and automate data exchange between Spatial systems and OneCouncil.
1.5	• **Ensure an appropriate balance** between security, performance and convenience.	• Reduced risk/occurrence of information/data breaches. • Increased user appreciation of the need for, and use of, balanced security controls.	✓ Network security – Pen Test completed. The cybersecurity risk level has now been downgraded to low. ✓ Darktrace network immune implementation completed across all 3 locations.
1.6	• **Drive a common approach** to ICT systems, technology and architecture across all locations and functions	• Consistent user experience across all Council locations and business areas.	✓ OneCouncil ERP solution provides a common experience for users. The Digital team has started rolling out the event management system across relevant business functions, across all locations. ✓ New Citrix/Thin client solution fully tested and in production.

Legend: Objectives shaded in blue have been completed/actioned.

Strategy 2 from Former ICT Strategic Plan: Maximise the value from ICT investments and projects

ID	Objective	Intended Outcomes	Completed Actions [2017 – 2019]
2.1	• **Build and leverage external partnerships** to share and reuse common ICT capabilities and needs	**Lead**: • Increased reuse of existing QPRC capabilities. **Leverage:** • Increased use of partner organisations' / other organisations' capabilities.	✓ Use of the QPRC Spatial Portal to exchange data and information with external partners. ✓ A shared acquisition of aerial imagery, in partnership with the ACT Government's Office of the Surveyor-General and Land Information.
2.2	• **Refine the project management framework** to promote scalable, flexible and agile practices	• Increased delivery of projects on time, and within budget and scope.	✓ Digital has adapted a far more Agile methodology. The new Citrix remote access solution was completed through multiple iterations.
2.3	• **Develop and implement a benefits management approach** (integrated with governance arrangements)	• Increased scrutiny of new project proposals based on problem analysis and intended benefits. • Increased delivery of business benefits from ICT investments.	✓ Use of 3D mapping to analyse and evaluate the Queanbeyan Flood study. ✓ Use of spatial applications such as Urban Circus to create 3D CBD model (reducing the cost of modelling) as part of the Smart Cities project. ✓ Use of the Spatial Portal to develop web-based data collection for improvement of utilities and assets data.

Legend: Objectives shaded in blue have been completed/actioned.

ID	Objective	Intended Outcomes	Completed Actions [2017 – 2019]
2.4	• **Utilise business intelligence and analytics capabilities** to extract value from existing and future data holdings.	• Increased use of data to inform decisions.	✓ OneCouncil ERP Business Intelligence tools and Analytic tools are now available through ERP for various business units. The Digital team is also encouraging business units to use predictive analytics to prepare their work programs. ✓ Continue to integrate data and automate data exchange between Spatial systems and OneCouncil.

Strategy 3 from Former ICT Strategic Plan: Reflect the voice of the community in ICT products and services

ID	Objective	Intended Outcomes	Completed Actions [2017 – 2019]
3.1	• **Promote the voice of the community** in ICT products and services through co-design and collaboration	• Improved community satisfaction with ICT services.	✓ Web access / online Council services provided to the community.
3.2	• **Institute a regular mechanism to engage the community** and collect their input and insights	• Increased user involvement in ICT service and product planning and delivery.	

Legend: Objectives shaded in blue have been completed/actioned.

ID	Objective	Intended Outcomes	Completed Actions [2017 – 2019]
3.3	• **Utilise digitally enabled services and smart city technology** to meet community expectations	• Increase in digital service uptake. • Improved perception of QPRC regions as 'smart cities'.	✓ Smart City Wi-Fi project. ✓ Smart City CCTV project.

Strategy 4 from Former ICT Strategic Plan:
ICT users and staff are supported and empowered to deliver business outcomes

ID	Objective	Intended Outcomes	Completed Actions [2017 – 2019]
4.1	• **Build user maturity** in the effective use of ICT through ongoing learning and development	• Increased use of self-help services and ICT training products. • Reduced demand on the ICT service desk for user training issues.	✓ Business services such as the library have been equipped with self-service counters / kiosks. ✓ Developed a training pack for outdoor staff.
4.2	• **Ensure ICT supports the merger process** and a single approach and culture across the ICT team	• Consistent user experience across all Council locations and business areas.	✓ Single approach - User login business rules regularised and implemented. ✓ Users have the same drive mapping and access to the same files, email and corporate applications wherever they are based on the day.

Legend: Objectives shaded in blue have been completed/actioned.

ID	Objective	Intended Outcomes	Completed Actions [2017 – 2019]
4.3	• **Resource and position the Business Analysis Unit (BAU)** to work proactively to enable business outcomes	• Increased engagement between BAU and business stakeholders.	✓ Regular TechOne user group meetings arranged by the Digital systems team. ✓ BA and PM work for the Intelligenz project (sportsground booking).
4.4	• **Improve mobile working capability** and support more flexible / activity-based working arrangements	• Increased staff mobility.	✓ Mobility Solution delivered for TechOne EAM users. ✓ The Digital team has developed a process to determine users' eligibility for mobile device(s) and is now issuing such devices in ever greater numbers. QPRC now supports more mobile platforms than at any time in the past.
4.5	• **Implement an integrated ERP system**	• Improved ERP capabilities. • Increased integration of key information systems/asset classes.	✓ Business units such as finance are making use of business intelligence and the dashboards available within the system. Automation has been implemented in the ERP system to enhance integration between modules such as finance, assets, contracts and work orders.

Legend: Objectives shaded in blue have been completed/actioned.

GLOSSARY

Abbreviation or Term	Expansion or Description
ABW	Activity-based Work
ACT	Australian Capital Territory
API	Application Programming Interface
ARIC	Audit, Risk and Improvement Committee
BA	Business Analyst
BCP	Business Continuity Plan
BI	Business Intelligence
Ci	Connected Intelligence, an enterprise software platform
CiA	Ci Anywhere, an enhanced enterprise software platform
CBD	Central Business District
CCTV	Closed-circuit Television
CPP	Community Participation Plan
CRM	Customer Request Management (terminology used by IT provider TechOne)
DP	Delivery Plan
DRP	Disaster Recovery Plan
E&PA Act	EP&A Act Environmental Planning and Assessment Act 1979
EAM	Enterprise Asset Management
ECM	Enterprise Content Management
ERP	Enterprise Resource Planning

Glossary (Continued)

Abbreviation or Term	Expansion or Description
ETL	Extract, transform, load: three database functions that transfer data from one database to another.
HRP	Human Resources and Payroll
ICT	Information and Communications Technology
IoT	Internet of Things
ITSM	IT Service Management
KB	Knowledge Base
Lead	Increasing the use and reuse of existing organisational capabilities
Leverage	Increasing the use of partner organisations' capabilities and/or other organisations' capabilities
LGA	Local Government Authority
LTFP	Long Term Financial Plan
MEX	A Cloud solution provider
OCI score	Organisational Culture Inventory score
P&R	Property and Rating
PEP	Performance Excellence Program
PM	Project Manager
QPRC	Queanbeyan Palerang Regional Council
SaaS	Software as a Service
SCCM	System Centre Configuration Manager
SQL	Structured Query Language
TRIM	An enterprise document management system
WFH	Work from Home

Offices: Council headquarters – 256 Crawford St.
Bungendore Office – 10 Majara St.
Braidwood Office – 144 Wallace St.

Contact: P: 1300 735 025
E: council@qprc.nsw.gov.au
W: www.qprc.nsw.gov.au

QPRC