

INFORMATION MANAGEMENT STRATEGY  
2018 TO 2022  
(Trim DOC18/79001)

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## EXECUTIVE SUMMARY

The Information Management (IM) Strategy reinforces the importance of effective information management and sets a course of action to drive digital transformation across the organisation. The strategy is framed against a set of principles representing community and corporate goals, best value, a customer centred focus and transparency.

The strategic vision for this strategy is:

***AlburyCity ensures information is readily available and widely accessible, facilitating and encouraging a dynamic and interactive efficient digitally focused organisation and an informed and engaged community.***

This vision will rely on the following Strategic Outcomes:

1. AlburyCity's customers are highly satisfied with Council's performance;
2. Community engagement is encouraged and participation is high;
3. AlburyCity keeps abreast of the fast moving digital landscape;
4. AlburyCity's information management is well resourced, fit for purpose and reliable.

Underpinning the strategic outcomes are a number of key principles that will help provide direction and guidance to the organisation in their decision making and judgements relating to IM. These have been identified against the key themes listed below:

- Accountable
- Collaborative and engaged
- Corporate Alignment
- Customer focus
- Open and transparent
- Risk Management
- Skilled and capable
- Value for money

A detailed action plan has been prepared to support these outcomes and how they will be achieved. The actions include a new governance structure identified, to ensure progress and accountability for the future. This structure includes key stakeholders from across the organisation.

**INTRODUCTION**

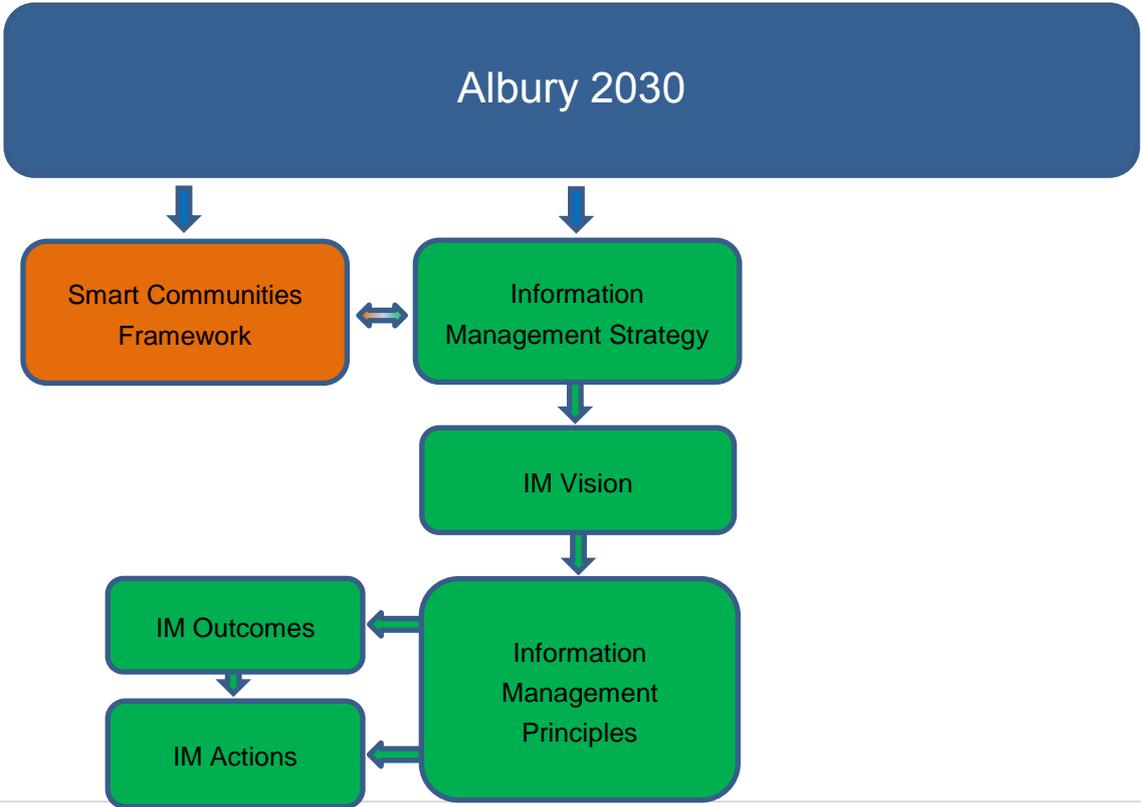
Information Management (IM) at AlburyCity relates to all activities pertaining to the use and management of information in all of its forms. It enables the organisation to plan, identify, create, receive, collect, organise, govern, secure, use, control, disseminate, exchange, share, maintain, preserve and dispose of information. It also enables AlburyCity to ensure that the right information is available, in the right format and medium, and delivered at the right time.

As an organisation, AlburyCity must improve its IM capabilities to be a more open, accountable and innovative Council. It needs to build a culture of 'digital-first' and provide the tools, systems and resources to enable this to occur.

This requires more efficient business processes, including the management of unstructured information (e.g. emails, documents, etc.), as well as maximising opportunities for generating economic value from information collected and stored.

The strategy relates to both AlburyCity's internal and external customers, recognising that to improve service delivery and customer expectations it must be prepared to invest in new technology and skills acquisition. AlburyCity's business groups need to have confidence that the organisation is committed to best practice IM and will go above and beyond to ensure the organisation is assessing emerging technology and that it has the capabilities to implement new systems and solutions that not only enhance productivity, but deliver the best possible customer service.

**Information Management Strategy Framework**



## **The Importance of Information Management**

Information is an asset, along with people, finances and infrastructure and needs to be proactively managed and developed to ensure maximum value is derived from its use.

The quality, reliability and integrity of information is important to ensure good decision making and the delivery of effective, efficient and well-targeted services to the community. Effective IM supports and facilitates the community's right to information; a cornerstone of open, transparent, accountable and participatory governance.

AlburyCity will focus on leveraging technology to engage and interact with its people and the community. The IM Strategy will provide a platform for Council to partner with key stakeholders to implement innovative digital services that generate public value, and enable investment in IM and associated technology in a structured and planned way. At the heart of this strategy is a cultural shift from 'process orientated' to 'customer centric' service delivery.

The strategy supports the implementation of the Smart Community Framework, an initiative supported by the Two Cities One Community strategy. The framework, created in collaboration with a broad range of community stakeholders will provide a blueprint to guide the planning and delivery of smart and connected- community services across the region. The focus of the framework is to foster and develop a Smarter Albury Wodonga by enhancing quality of life and wellbeing, stimulating and driving economic development, securing sustainability and crafting social engagement into the fabric of the community.

## **Background**

Historically, AlburyCity's IM focus has been on supply and maintenance of existing systems. The organisation has been somewhat risk averse when it comes to embracing new technology and systems. However, it is recognised that we need to be more agile in responding to technology advances and in meeting the demands and expectations of a new generation of employees and a more engaged community.

AlburyCity is a diverse organisation with a host of functions, services and interests. These go beyond rates, roads and rubbish to include an airport, crematorium, landfill, cafes, museum, art gallery, entertainment centre and the management of the city's water and wastewater systems.

In working towards achieving the strategic outcomes identified in this strategy, it's important to recognise the challenges and opportunities that exist for information management at AlburyCity.

Both the Corporate Communications Strategy 2017-2021 and AlburyCity's Workforce Management Strategy 2017-2021 identified the need to increase the technology capabilities of the organisation and to expand employees software skills beyond traditional packages such as Microsoft Office. This will require AlburyCity to ensure that its employee learning and development approach is agile, as well as increasing the digital literacy needs and technology capability across all areas of the workforce.

AlburyCity is also under increasing pressure to meet the needs of its customers who expect to be able to communicate and interact with council on line at any given time. The most recent Community Satisfaction Survey rated doing business with council on-line among the top five drivers of satisfaction.

To address both these internal and external challenges, AlburyCity needs to shift its focus towards:

- Adopting a digital-first culture
- Recognising and delivering real time information
- Leveraging opportunities from the Smart Community Framework (2018).

**Current Situation Analysis**

The current situation is one where IM is skilled at maintaining existing systems, but historically haven't resourced developments of new technologies. There has been a growing improvement and appreciation of an organisation wide approach to systems development, support and integration . The IM Strategy seeks to promote and encourage this. Changing the focus and resourcing will take an organisational wide commitment to foster this change and create an agile approach. A SWOT analysis is presented below to summarise the current situation analysis

SWOT ANALYSIS

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>• Mid-sized LGA with an economy of scale</li> <li>• Contained and manageable geographic footprint</li> <li>• Structured service desk</li> <li>• Well-developed operating environment</li> <li>• Ability to maintain existing systems</li> <li>• Commitment to improvements and efficiency</li> <li>• High level of automation</li> <li>• Customer focussed workforce</li> <li>• Whole of organisation approach to improvement</li> <li>• Technically skilled IT Team</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of collaboration tools</li> <li>• FTE/Budget Benchmarks</li> <li>• Cost influence on new tech decisions</li> <li>• Scope definition for highly technical contractor engagements</li> <li>• Competing demands for finite resources</li> <li>• Staff turnover/ IP loss</li> <li>• Legacy of previous practices</li> <li>• Capacity to resource projects</li> <li>• Lack of organisational wide IM strategy</li> <li>• Coordination across teams and groups</li> <li>• Wide variety of technical literacy across workforce</li> </ul>	<ul style="list-style-type: none"> <li>• SmartCities, including funding opportunities</li> <li>• Two Cities, One Community Strategic Plan and Action Plan projects</li> <li>• Resource sharing – technical skills &amp; capabilities</li> <li>• Internet of Things</li> <li>• NBN</li> <li>• Customer self service</li> <li>• Cloud software</li> <li>• Internal relationships</li> <li>• Empowering super users across AlburyCity</li> <li>• Mobile workforce</li> <li>• Multi-disciplinary working groups</li> <li>• Regional leadership</li> <li>• Increased technical skills across a broader organised base.</li> </ul>	<ul style="list-style-type: none"> <li>• Security - cyber attacks</li> <li>• Solutions focus</li> <li>• Lack of innovation</li> <li>• Changing workforce</li> <li>• Mobile security</li> <li>• Knowledge management</li> <li>• Financial capacity</li> <li>• Speed of change</li> <li>• Community expectations and reactions</li> <li>• Deterioration of historical records/data</li> </ul>

## **INFORMATION MANAGEMENT STRATEGY 2018 -2022**

This IM strategy supports all four Albury 2030 themes either directly or indirectly:

- A Growing Sustainable Economy
- An Enhanced Natural Environment
- A Caring Community
- A Leading Community

Many of the outcomes and strategic actions in Albury 2030 are supported and fostered through the provision of Information Management services. The list of relevant outcomes and strategic actions appears as appendix two.

### **Vision**

***AlburyCity ensures information is readily available and widely accessible, facilitating and encouraging a dynamic and interactive efficient digitally focused organisation and an informed and engaged community.***

### **Mission**

AlburyCity will maximise the full value of data and information, embrace innovative, cost-effective technology and apply best practice information management across the organisation.

### **Strategic Outcomes**

1. AlburyCity's customers are highly satisfied with Council's performance;
2. Community engagement is encouraged and participation is high;
3. AlburyCity keeps abreast of the fast moving digital landscape;
4. AlburyCity's information management is well resourced, fit for purpose and reliable.

## Information Management Principles

The following principles are designed to help guide and influence the outcomes and actions of this strategy.

Theme	Principle
Accountable	<ul style="list-style-type: none"> <li>• Operate within legislation and follow best practice, including:               <ul style="list-style-type: none"> <li>○ NSW State Records Act.</li> <li>○ Australian Government Information Security Manual (ISM).</li> </ul> </li> <li>• Apply Information Technology Infrastructure Library (ITIL) certification and best practice.</li> <li>• Maintain a defined governance and reporting structure.</li> <li>• Maintain a single source of truth for data and information.</li> </ul>
Collaborative and engaged	<ul style="list-style-type: none"> <li>• Development of new IM and technology is undertaken in a collaborative manner between business areas, the community and industry solution providers.</li> </ul>
Corporate Alignment	<ul style="list-style-type: none"> <li>• Utilise a best-fit approach for sourcing IM and technology services.</li> <li>• Maintain the principle of defining a single source of truth.</li> <li>• Demonstrate leadership at AlburyCity among regional peers.</li> </ul>
Customer focus	<ul style="list-style-type: none"> <li>• Investment in IM and technology is directly linked to, and measured against, the delivery of front-line services and community value.</li> <li>• Understand customer needs to ensure solutions are focussed with customer goals.</li> </ul>
Open and transparent	<ul style="list-style-type: none"> <li>• Council data is easily available, visible and available for both internal and external use to share and adapt, while respecting privacy principles.</li> <li>• Business line areas share data sets and services, adopting a consistent approach to open data and services.</li> <li>• Council communicates with internal and external stakeholders including the community about the performance of IM and technology initiatives.</li> </ul>

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Theme	Principle
Risk Management	<ul style="list-style-type: none"><li>• AlburyCity will use small scale pilot projects to get the early delivery of benefit without undue exposure to risk.</li><li>• Information security and the privacy of individuals is a prime consideration in all IM and technology investment decisions of Council.</li><li>• Rollback positions and the courage to stop a project will be used to manage risk exposure</li></ul>
Skilled and capable	<ul style="list-style-type: none"><li>• Workforce planning and change management approaches are maximised.</li><li>• Support is provided to maximise productivity and return on investment.</li><li>• Digital literacy and technology capabilities are promoted.</li></ul>
Value for money	<ul style="list-style-type: none"><li>• Ensure that Council manages data, information and technology as an organisational asset.</li><li>• Maintain standardised IM and technology platform and services.</li><li>• Investments in IM and technology are planned and staged.</li><li>• IM investments are assessed against whole of life costs.</li></ul>

## **Achieving Outcomes**

The following strategic outcomes will deliver on the IM Vision and drive the transformation required across the organisation. They have been identified and developed to support Albury 2030, 2 Cities 1 Community and the Smart Communities Framework.

### **Strategic Outcome 1**

#### **AlburyCity's customers are highly satisfied with Council's performance**

AlburyCity needs to be proactive in identifying and understanding customer requirements and expectations. Doing business with council on line is among the top five drivers of customer satisfaction.

Council needs to maximise opportunities for enhanced service delivery by actively listening to its customers and responding accordingly.

This outcome may be achieved through:

- Adopting a 'digital first' culture across the organisation
- Challenging the way the organisation delivers services
- Providing more opportunity for customer self service
- Providing real time access to tools for front-line staff to improve service quality and delivery

### **Strategic Outcome 2**

#### **Community engagement is encouraged and participation is high**

AlburyCity will continue to explore and promote all available channels to encourage community engagement and participation. At all times, it will actively encourage feedback to help shape and improve service delivery.

AlburyCity will use face-to-face communications, the website, social media profiles and e-newsletters to engage with audiences as well as the live streaming of Council and committee meetings to provide access for new audiences to gain a better understanding of Council's decision making.

Enhanced engagement will allow the community and Council access to new ideas, experiences and knowledge. This will help us develop a better understanding of priorities, needs and expectations.

This outcome could be achieved through:

- Continuing to stay up to date with emerging engagement tools and systems
- Encouraging easy and open access to council information
- Ensuring the consistent delivery of information across all channels.
- Providing the community with tools that enable the sharing of information

### **Strategic Outcome 3**

#### **AlburyCity keeps abreast of the fast moving digital landscape**

IM and technology innovations drive improvements in service delivery by enabling ideas to be rapidly developed and applied. Embedding innovative thinking and culture within AlburyCity will cultivate new ideas, particularly in regards to new service delivery options to align with community expectations.

This can deliver the community a more flexible, fit for purpose, and cost effective service, and deliver Council with better business decisions through more accessible, reliable and timely information.

This outcome may be achieved through:

- Supporting the implementation of the Smart Communities Framework;
- Adopting a 'digital first' culture across the organisation
- Identifying and adopting best practice innovation
- Supporting and promoting innovation across the organisation

### **Strategic Outcome 4**

#### **AlburyCity's information management is well resourced, fit for purpose and reliable**

A commitment and structured approach to resourcing IM and associated technology is necessary to achieve the outcomes and actions of this strategy.

Unlike other Council assets such as buildings, facilities and the water and wastewater network, the lifecycle of information management technology is relatively short. IM assets also require regular upgrades and improvement and, if neglected, can result in reliability issues, business disruption and high maintenance costs.

This outcome can be achieved through:

- Ensuring suitable and appropriate infrastructure is planned, available, maintained and monitored;
- Ensuring a highly skilled and well resourced IM team
- A policy and governance framework to promote productive and appropriate use of AlburyCity systems and information.
- Placing IM at the forefront of business improvement across the organisation

## **Performance Measurement**

Establishing success criteria (or performance metrics) to measure performance is critical in ensuring AlburyCity maintains progress towards achieving the identified strategic outcomes. Success will be measured through an assessment of the completed initiatives from the action plan.

An annual assessment of AlburyCity's information management performance will be benchmarked against peer councils using existing local government benchmarking measures such as Tech Indicators for Information Management and Information Technology. Records Management will be benchmarked by VOTAR which specialises in local government records benchmarking.

Results from the biennial Community Satisfaction Survey will provide the benchmark for measuring outcomes one, two and three.

## **Governance Structure**

To further support this strategy, an IM Steering Committee will be formed that includes representatives from key business groups across the organisation. These groups will include representatives from each Directorate through the following areas:

- Children's Services;
- Commercial business;
- Communications;
- Cultural Services;
- Customer Service;
- Economic Development;
- Engineering Services;
- Finance;
- Human Resources; and
- Water and Wastewater.

The committee will be chaired by the Director of Planning and Environment who is responsible for Information Management. Included in the committee makeup will be another two positions that are designed to provide a development opportunity under the AlburyCity Leadership Framework for employees who have nominated for this type of opportunity through their skill development plans. These two positions will rotate on an annual basis.

The specific aim of the steering committee is to provide coordination and support to the action plan from a whole of organisation perspective. The IM Steering committee will report directly to MANEX twice yearly with a summary of:

- Key achievements;
- Progress against the IM action plan; and
- Proposed forward action plan priorities for MANEX consideration.

In addition the strategy will be reviewed in April 2020 at two years, to ensure that it remains relevant to the organisation.

## Actions

The IM Strategy Action Plan is to be monitored and reviewed by the IM Steering committee. The action plan will be reviewed every six months in line with the MANEX reporting schedule. [Appendix One](#) provides the relevant actions aligned with the four strategy outcomes that will be the basis of the IM Steering committee and AlburyCity in the short to medium term. The actions in Appendix One are for the consideration of the IM Steering committee and ultimately MANEX, and are presented as being suggested and a potential starting point only. It is anticipated that they will grow and become more dynamic as feedback from across the organisation helps shape new actions and identify priorities.

## AUTHORISATION

<b>Status</b>	<b>Manex</b>	27 <sup>th</sup> March 2018
	<b>Council</b>	Finance and Administration Committee Meeting, 16 <sup>th</sup> April 2018
<b>Owner</b>	Information Management	
<b>History</b>		
<b>Other</b>	See appendences in this Strategy; Included in the AlburyCity Strategy Register.	
<b>Last issued:</b> April 2018	<b>Review:</b> Annual review of Action Plan; Review in two years at April 2020.	
<b>TRIM REFERENCE</b> DOC16/146484		

## **Supporting documents**

The following AlburyCity documents have been referenced in this strategy:

- Albury 2030 Community Strategic Plan (DOC18/7168)
- Corporate Communications Strategy 2017-2020 (DOC17/72571)
- Website Governance Framework
- AlburyCity Workforce Management Strategy (DOC17/100193)
- Albury Wodonga Smart Community Framework (DOC17/196603)

The following documents will also be considered in the ongoing effective management of information across the organisation:

- AlburyCity Procurement Strategy
- AlburyCity Community Engagement Strategy
- Relevant Service and Efficiency review outcomes (eg: Customer Service)

## **Appendices**

- Appendix One – Action plan (DOC18/79003)
- Appendix Two - Albury 2030 outcomes that are supported and fostered (DOC18/79004)