Information Communication Technology and Information Systems

ICT & IS Strategic Plan

2017 – 2020
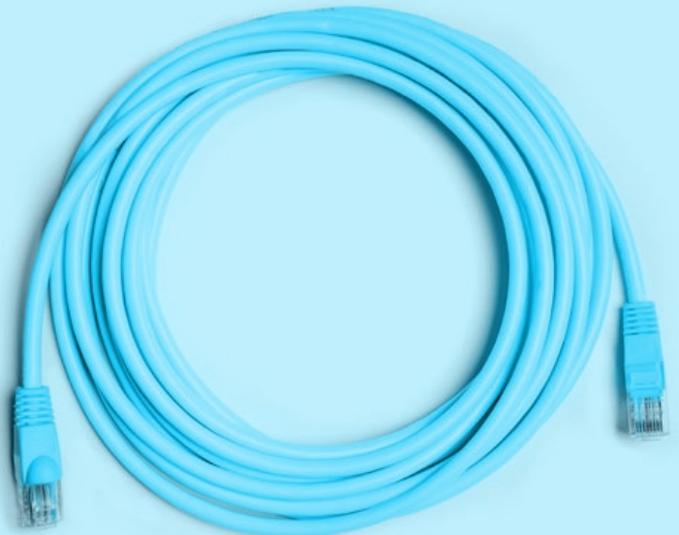
Adelaide Hills
COUNCIL

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Executive summary

Adelaide Hills Council aims to use technology to deliver opportunity, better services and liveability for our community.

This Strategy details the collaboration between community and technology. To create a smart community, people must be the focus. Council will work with the community to focus on digital technology that provides better local services, increases economic opportunities and makes the Adelaide Hills an even better place to live.

The Adelaide Hills Council is a diverse region, predominantly rural with substantial residential and township areas. The Council district encompasses a total land area of 795 square kilometres.

Residential development varies from the more urban areas of the foothills and the main settlement areas of Crafers, Stirling, Heathfield, Aldgate and Bridgewater, to the numerous smaller townships and villages. The dispersed population is provided for with numerous facilities and community services including libraries, community centres, recreation facilities and halls.

The unique character of the Adelaide Hills Council area and its proximity to metropolitan Adelaide has created opportunities for tourism and unstructured recreation. Commercial, tourism and agricultural activities form a strong economic base for the district.

Council's Strategic Plan 'Your Adelaide Hills' provides a focus for Council's service delivery. Adopted in 2016, it is our plan to make the Adelaide Hills a 'place for everyone'.

The Strategic Plan helps us focus on those areas which need new or renewed attention to address emerging community needs and trends.

To meet changing community expectations Council needs to be agile. Our strategies, policies, processes and systems must be current and relevant to community needs. We must embrace flexibility and be prepared to change. In recognising and realising opportunities, we must manage risks to achieve our objectives.

As the world changes, Council needs to be aware of the impacts on its community and advocate accordingly. In an increasingly fast-paced and technological world, opportunities to connect are crucial. A connected community is inclusive, welcoming, engaged, empowered and dynamic. Its members are confident and resilient.

It is now easier than ever before for people to connect, and more people connect on the go, bringing new ideas and expectations. This means new opportunities but also challenges. As it becomes easier and more affordable to connect online, demand for online services and experiences grows, as do expectations of what can be achieved online, including how the community interacts with Council.

New technologies can allow greater, more efficient access to services and information and significantly enhance Council's engagement with its geographically dispersed population.

The ICT & IS strategy will guide Council and the wider community in capitalising on emerging digital technologies and creative industries and address these challenges. In doing so, it addresses objectives of Council's Strategic Plan – to improve the quality of life of residents, the efficiency and transparency of governance, and overall sustainability and prosperity of the Hills.

Four goals guide the implementation of this Strategy

Goal 1 Access

Council strives to provide access to systems that support high quality customer experiences

Goal 2 Collaborate

Council will seek to maintain a variety of external relationships to leverage benefits

Goal 3 Explore

Council needs to explore emerging technologies and the new opportunities they present

Goal 4 Inform

Council highly values reliable, accurate and relevant information

Strategy

Why we need an ICT & IS Strategy

Information Communication Technology and Information Systems (ICT & IS) have radically changed the way we do business and interact with our community. Technological developments are continually providing new ways to design, develop and deliver services, automate existing services and more effectively consult and engage with a broader range of stakeholders.

As our community's lives shift to online services and emerging technologies, our organisation and the community want to interact, engage and do business in a digital world, anywhere, anyplace, anytime.

Council needs to be at the forefront of technology, embracing it and utilising it.

This has become the **'expected normal'** of a modern and progressive Council.

There are many challenges in this rapidly changing and transforming space. Not only are there physical challenges of connectivity with the terrain of our region, keeping up with this new 'expected normal' challenges both our back-end systems as well as stretching our resources and knowledge.

This Strategic Plan provides a map that guides future ICT & IS investment and service delivery strategies to contribute to efficient Council operations.
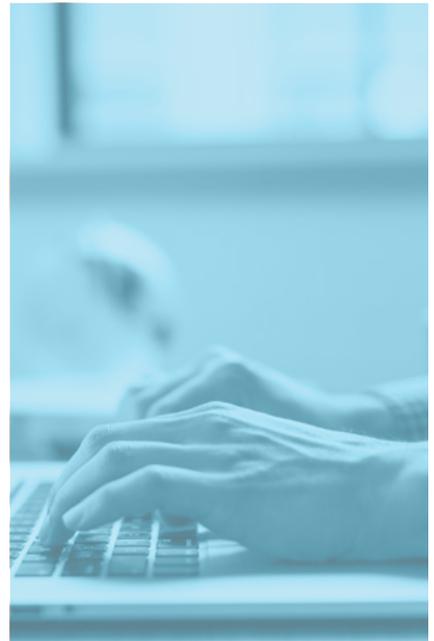
In summary this Strategic Plan aims to provide three important benefits:

To align technology with the Council's strategic goals, enabling a contribution to Council's strategic objectives.

To enable ICT & IS systems to be fully integrated and managed Council-wide, where the needs of our customers are fully considered and satisfied.

To build relationships between the ICT & IS teams and our customers, securing a commitment to the ICT strategy as all stakeholders are involved in the process.

Profiles

Customer profile

180
Over 180 individual staff and external contractors are supported by the ICT & IS teams.

Seven
Our internal customers are based at seven main locations, many of them are using mobile technology in the field.

89%
Data from the 2016 Census shows that 89% of dwellings within the AHC community area have at least one person who uses the internet from the dwelling.

Diverse
The internet may have been accessed from a fixed link connection, satellite connection, a mobile phone, a tablet or an Internet of Things (IoT) device such as a smart TV. This reflects the changing face of technology.

Snapshot

Population
38,863 (ABS Census 2016)

Council area
795km²

Density
0.5 people per hectare

Median age
44 (39 greater Adelaide)

Dwellings
15,454

Work at home
7.3%

High average income

High education levels

Low unemployment

High levels of internet connectivity

High labour participation

Technology profile

Council has a significant investment in a range of technologies to support its operations and provide its customers with current technology where possible. The ICT & IS Teams support and maintain a number of systems from a service delivery perspective.

Renew
ICT Infrastructure renewed regularly on an operating lease with scheduled replacement cycles

Access
Ability to access systems and information from multiple locations including work & home

VR
VR System rolled out for Community Centre use

Managed
Overall, in total there are 1200 devices that are managed and maintained

Software
There are over 90 individual software packages deployed

Wi-Fi
There are over 18 Wi-Fi Access Points installed in council facilities

Servers
There are over 100 virtualised servers operating on physical servers

Print
There are 20 Multi-Function print devices for both staff and community use

300mb/s
Council has its own Microwave network, supporting speeds of up to 300mb/s between locations

Fibre
Council has extensive fibre network, linking directly with our data-centre located in Mile End

Devices
Over 100 computers and tablets for community use in libraries and community centres

Mobiles
Over 250 mobile devices supported

Trends and considerations

Smart City Initiatives

The Smart Cities concept is a trend that is accelerating in our space.

Concepts such as smart lighting, big data, use of drones and Internet of Things (IoT) networks are increasingly being used in our space. There will be opportunities for external funding and other incentives provided by other levels of Government for AHC to potentially take advantage of.

Digital Connectivity

The district has high levels of internet connectivity but speed and reliability varies.

The NBN network is being progressively rolled out and most of the district should be covered by mid-2018

Workforce Mobility

There are ever increasing demands for both office and field based staff to have access to corporate systems, records and applications in the field 24/7. This demand is becoming more complex as many systems require more sophisticated devices in the field.

Subscription Solutions

The proliferation of online subscription based solutions, offers many opportunities for Council to use bespoke solutions to solve discrete problems. There are however many challenges with these solutions, especially related to connectivity to other line of business systems, legislative and record keeping requirements, potential data loss and little control around ongoing financial commitments.

Self Service Customer Experience

Being able to access services in an online environment has become the expected norm with large sections of our community.

Being able to ensure this online experience is consistent with the in-house experience is essential to a successful customer experience and the recurring use of the online service systems.

Automation of Transactional Processing

Many new systems and solutions offer the ability to automate processes that are currently performed manually. This is further enhanced with improved integration between systems and the ability for information to be shared across multiple lines of business systems.

Goals

Goal 1
Access

Council strives to provide access to systems that support high quality customer experiences

1.1 We will maintain high levels of security to ensure system availability and integrity

1.2 We will continue to evolve our service delivery models

1.3 We will use cloud, on premise and hybrid models as appropriate

1.4 We will endeavour to deliver a consistent user experience across all access options

Goal 2
Collaborate

Council will seek to maintain a variety of external relationships to leverage benefits

2.1 We will maintain membership, support initiatives and engage with relevant sector organisations

2.2 We will seek to collaborate with Government and other institutions

2.3 We will collaborate with our systems providers to enhance and improve service delivery

2.4 We will engage and collaborate within our organisation to capitalise on the broad depth of knowledge

Goal 3
Explore

Council needs to explore emerging technologies and the opportunities they present

3.1 Explore opportunities to seek out, and make available, useful and appropriate data to and from external organisations.

3.2 We will explore with our community opportunities to provide suitable and value for money technology based services

3.3 We will explore external funding and income generating opportunities related to technology as they support strategic outcomes

3.4 We will explore offering greater access to services and realise business efficiencies through online services

Goal 4
Inform

Council highly values reliable, accurate and relevant information

4.1 We will work towards a systems structure where a single source of truth can be managed and maintained.

4.2 We will continue to develop and improve our usage and management of organisational information

4.3 We will ensure that data is appropriately secured, protected and recoverable

4.4 We will provide information from systems to inform decision making and process improvement
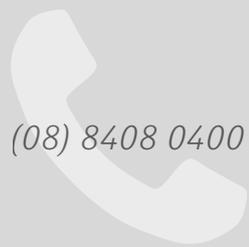
(08) 8408 0400

mail@ahc.sa.gov.au

ahc.sa.gov.au

Adelaide Hills
COUNCIL

fb.com/adelhillscouncil

PO Box 44, Woodside SA 5244

@adelaidehillscouncil

@AHCouncil