



■ ■ ■ ■

# Communicating the Vision: Creating an ICT Strategy Framework for Local Government Victoria

Chris Goldstone  
CEO,  
Strategic Directions Group

John Roberts  
VP & Distinguished Analyst  
Gartner



This presentation, including any supporting materials, is owned by Gartner, Inc. and/or its affiliates and is for the sole use of the intended Gartner audience or other authorized recipients. This presentation may contain information that is confidential, proprietary or otherwise legally protected, and it may not be further copied, distributed or publicly displayed without the express written permission of Gartner, Inc. or its affiliates.

© 2009 Gartner, Inc. and/or its affiliates. All rights reserved.

9/16/2009

**Gartner®**

# Key trends in local government

- Budget constraints & funding models
- Integration of service delivery and reporting across tiers of government
- Development of shared services & collaboration
- Seamless access to services and information – online, phone, mobile, counter, one-stop shop
- Streamlined, integrated, automated processes
- Environmental sustainability
- Demographic changes

# MAV ICT Strategy Objectives and Vision

## Objective:

To develop a local government sector ICT strategic framework that provides a road map for the optimum deployment of ICT services to support each Local Authority achieve their business priorities.

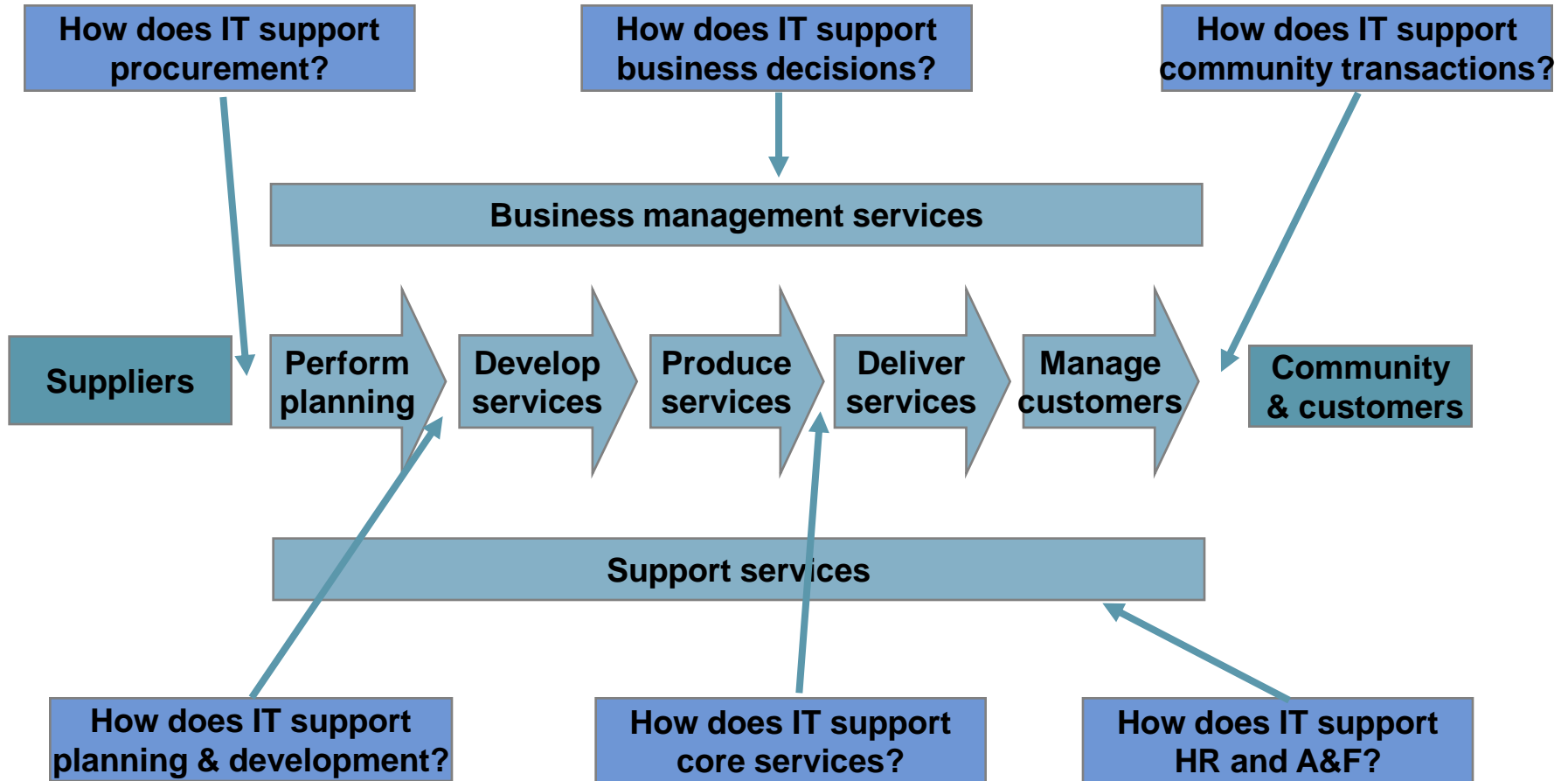
## ICT Vision:

Local government in Victoria is perceived as leaders in its usage of ICT to support the effective delivery of community services.

# ICT Strategy Principles

- Deliver business value through improved processes
- Establish shared standards for infrastructure and applications
- Leverage procurement & vendor management
- Support the diversity of business priorities across Local Government
- Develop strong project management capabilities
- Optimise usage of shared skills and resources
- Make appropriate use of shared services and selective outsourcing
- Deliver effective ICT governance
- Provide balanced approach to risk management

# Deliver business value: Improve core business processes using ICT



# Using a Strategic Roadmap to go from Current Position to Target Destination

## IT Governance

- Who decides?
- How?

## Future State

- Applications
- Infrastructure

Costs vs Value

## Current State

- Applications
- Infrastructure

SWOT Analysis

Costs vs Value



## Identify major steps

- Business Imperatives?
- Applications
- Infrastructure

Costs vs Value

# Current State Assessment by LG ICT Steering Committee

Score: 1 = poor, 3 = ok, 5 = perfect

		<u>SCORE</u>
<b>Business Strategy</b>	- clearly defined business strategy	<b>3.3</b>
<b>IT Strategy</b>	- strategy clear to all and contribution recognized	<b>2.8</b>
<b>Business applications</b>	- major systems effectively support business processes	<b>3.4</b>
<b>Personal productivity</b>	- right tools are in place to get the job done	<b>3.0</b>
<b>Information management</b>	- timely information is available and of the right quality	<b>2.4</b>
<b>Service management</b>	- internal IT processes conform to quality framework	<b>2.6</b>
<b>Technology environment</b>	- reliable and cost-effective IT service delivery	<b>3.6</b>
<b>Voice &amp; data</b>	- efficient & effective services	<b>3.0</b>
<b>ICT asset management</b>	- resources are well managed	<b>3.0</b>
<b>Human resources</b>	- right skills and teams in place	<b>2.6</b>
<b>ICT governance</b>	- clarity about who makes decisions	<b>2.6</b>
<b>ICT performance metrics</b>	- scorecards highlight critical success factors	<b>2.2</b>
<b>ICT budgets</b>	- quality of budget processes and charges for services	<b>3.2</b>

# Current State Assessment – Strengths & Weaknesses

- Strengths:
  - Business applications effectively support business 3.4
  - Reliable and cost effective IT service delivery 3.6
- Weaknesses:
  - Timely and accurate information available 2.4
  - Human resources – right skills and teams 2.6
  - ICT performance scorecards highlight success factors 2.2

# Proposed Key Strategic Focus Areas

- Improved alignment of IT to business priorities
  - Align IT Strategy and IT Operational Plans to business priorities
  - Develop performance measurement and reporting templates
- Effective shared services model
  - Establish initial programmes
- Optimum resource development & utilisation
  - Develop centres of excellence & knowledge sharing
  - Provide enhanced training
- Integrated government interfaces
  - Develop standard interfaces to State and Federal Government
- Reliable and efficient ICT service delivery
  - Support consolidation & virtualisation
  - Develop BCP and DR plans

# Longer Term Objectives – 2-5 Years

- Increase quality and value of ICT services
- Increase stakeholder engagement
  - Community
  - Elected Representatives
  - State and Federal Government
- Enable / implement e-service initiatives
  - Via Shared Services / Outsourced / In-house models
- Improve and extend the Shared Services model
- Revise ICT sector priorities and align individual ICT Strategies
- Measure alignment to Local Government priorities
- Communicate / promote successes

# Proposed Next 12 Months

- Establish Centres of Excellence for ICT disciplines
  - Promote collaboration between Local Authorities
  - Increase resource skills within Local Government
  - Improve quality of IT services within Local Government
- Implement first phases of Shared Services
- Promote 'Peak Body' role of MAV
  - Effective liaison with Federal and State Government
  - Provide input to ICT Policy across Local Government
- Develop ICT strategy templates and toolkits
- Establish performance and success metrics
- Identify opportunities for increased e-services