Achieving Successful Transformation: it’s not about the technology
Sociology of Organisations

Accidentally working against each other

Intentionally working with each other
Don’t hide from the truth, chaos is an opportunity
What’s Driving Innovation

Diagram showing the driving forces of innovation:
- People
- Process
- Relationships

Key components:
- Design Thinking
- Emotional Innovation
- Business Viability
- Experience Innovation
- People Desirability
- Technology Feasibility
- Functional Innovation

Source: IDEO
BIG DATA IS LIKE TEENAGE SEX, EVERYONE TALKS ABOUT IT, NOBODY REALLY KNOWS HOW TO DO IT, EVERYONE THINKS EVERYONE ELSE IS DOING IT, SO EVERYONE CLAIMS THEY ARE DOING IT..." 

(DAN ARIELY, Duke University)
Based on Our Reality: What are the Problems?

1. When Port Stephens Council needs to aggregate these localized data sources to obtain an enterprise view of activity or performance, the kaleidoscope of disjointed data somewhat hinders reporting and decision and function; and

2. The handling of sensitive and business critical data does not always comply with legislative requirements or Port Stephens Council's standards: this poses potential risks.
Plan:
Don’t just drift in the business and expect something to happen...map your way there and bring folks along for the journey
Our plan = Data Governance

Data and information are enterprise assets that must be managed in the same manner as critical physical assets. The value of data and information cannot be fully recognised when it is maintained in isolated pockets. Information must be shared in a consistent manner to maximise effective decision making across the organisation. The data sources from which information is derived must meet high quality standards for integrity and timeliness.
Strategic Objectives

big hairy audacious objectives around data

1. Data Selection and Collection
2. Data and Information Security
3. Data and Information Storage, Retrieval and Retention
4. Data and Information Integrity
5. ICT Infrastructure / Architecture
6. Data and Information Management Standards and Governance
7. Communication and Training
8. Analysis/Interpretation of Data
9. Knowledge based Decision Making and Delivering Excellence
Key pieces of the puzzle:

Data and Information Governance Framework

Corporate Drivers
- Strategic Drivers
- Business Drivers

Business Framework
- Data Governance Charter
- Decision Making Body
- Data Strategy
- Data Standards

Process & Directive

Enterprise Information Management
- Data Sources & Quality
- Business Intelligence
- Data Classification
- Data Security
- Level of Access

Data Custodians & Subject Matter Experts
- People
- Process
- Reports, Data Mining, Assessment

Overview
Key pieces of the puzzle: Role of Leadership

Data Governance Leadership Team
- 3 Section Managers
- 3 Business/Customer Representatives
- 1 Group Manager

Governance Standards, Priorities, Levels of Permission, Strategic Direction

Enterprise Data Management Steering Team
- Business Systems Support – Section Manager
- Business Improvement Coordinator
- Corporate Systems Team Leader
- Business Improvement Officer (IT-Services)

BI – Corporate Systems & Data Management
- Business Intelligence Support
  - Corporate Application Support Analyst
  - Business Analyst
- Infrastructure Team
  - ICT Systems Administrator

Business
- Customer/Users
- Subject Matter Expert
- Data Custodian

Estimate/Advice
Request
Work Order
Models Description etc.
Key pieces of the puzzle: Data Privacy & Security & Retention

1. Consider whether it is actually necessary to collect and hold data in order to carry out a business functions or activities
2. Plan how the data will be handled by embedding privacy protections into the design of information handling practices
3. Assess the risks associated with the collection of the data due to a new act, practice change to an existing process or project as part of business as usual
4. Take appropriate steps and put into place strategies to protect data that the business holds
5. Destroy or de-identify the data when it is no longer needed
Key pieces of the puzzle:

Data Architecture & Data Integration
Energise, Nudge and Execution

• Recommendations (over 50)
• Actions (over 200);
• 10 project teams (with representatives from across the organisation)
• Highlights to date
  – Data Governance Steering Committee formed and leading
  – Savings (saved $160,000 out of the blocks by building internally, this will grow to estimated $330,000 in recurrent savings based on software license savings and much more to come)
  – Reduced data sources from 300 to 190;
  – Reduced 33,000 spreadsheets to 21,000
  – 100% SQL based corporate systems
  – Data Warehouse & Business Intelligence tools built and in use (saving relevant staff 60% of time required to generate Corporate Monthly Reports)
  – 50% of major corporate system improvement program of work complete
  – 50% of major migration from cloud onto Council premise complete
Purpose:
Enable Council Services to Innovate

To deliver services valued by our community in the best possible way.
Questions?