



**MAV Technology
Local Government ICT Strategy
2015-18**

MAV Technology

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Document Acceptance

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1	9 October 2014	MAV Technology Executive Committee	Review proposed structure & content outline
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1 Executive Summary

Today's communities are highly connected. According to the Australian Bureau of Statistics, in the three months to December last year there was a 16 per cent increase on broadband downloads overall and a staggering 40 per cent increase in mobile handset downloads.

Governments all over the world are faced with the challenge of responding to community demand for quick access to information, and better customer service. This will require a change to the way local government uses data and technology to gain performance improvements, as well as greater strategic engagement with other levels of government, the ICT industry and IT service providers.

Technology changes can help councils to make services more efficient by streamlining internal processes and creating greater opportunities for collaboration and innovation. As technology is a key enabler for business improvement in all areas of council service delivery, there have been significant changes in the **roles and responsibilities of council ICT staff** over recent years. Managing expectations, education and implementation of new technologies and work practices in a fiscally constrained environment is an ongoing challenge for council ICT departments.

Changes are also required in the way we procure technology in the local government sector. Collaborative procurement initiatives will enable councils to benefit from economies of scale, encourage the practice of purchase for strategic advantage and leverage the power of the sector in negotiating with ICT providers.

The last MAV Technology ICT Strategy (LGICT – IT Strategy for Local Government, 2011) was developed four years ago following engagement with the councils. It identified a number of guiding principles, objectives and recommended actions that have been successfully implemented over the subsequent three years. An overview of the outcomes is presented in section 4 of this document.

A review of the aims and outcomes of the past three years has been undertaken by the Executive Committee of MAV Technology. This review, along with consultation amongst member councils has identified the following key drivers for this strategy:

1. The need to improve customer experience in an environment of increasing expectation;
2. The need to improve efficiency of council operations; and
3. The need to improve ICT service provision capability across the sector.

The successful implementation of this Strategy will mean that:

1. It is easier for community members to access council services online anywhere, any time;
2. Council productivity improvements are realised through smart use of technology;
3. Interoperability between councils and other levels of government is improved through greater collaboration and standardisation of systems and processes; and
4. ICT staff have appropriate skills and resources to advance their careers and deliver efficient and effective ICT services to their council and community.

2 Introduction

About MAV Technology

MAV Technology (formerly the LGICT Group) was established by the Municipal Association of Victoria in 2004. It is an independently funded group of local government IT managers and officers, who are committed to demonstrating leadership in ICT to support effective delivery of council and community services. We do this by hosting events, advocating for and funding projects and improving opportunities for communication and collaboration. MAV Technology provides:

- Communication channels for members to share ideas, resources and experiences;
- Collaborative procurement to reduce cost and increase efficiency;
- Conference and forum events to promote development;
- Funding for projects of strategic value to the sector;
- Fellowships and awards to encourage and recognise innovation in ICT;
- Advocacy for major project delivery and initiatives;
- A platform to engage with other levels of government.

MAV Technology membership is available to all Victorian councils. In 2014, 78 of Victoria's 79 councils are members.

Governance

The MAV Technology Executive Committee is the governing body of MAV Technology. Committee members are elected annually in July, following a call for nominations. Concurrent terms are permitted as long as the Committee reasonably reflects a range of rural, regional and metropolitan councils.

MAV Technology Executive Committee members make decisions about the direction and activities of MAV Technology, including project funding and events.

The revenue from member subscriptions is used to support and/or fund IT projects, events and communications that help deliver business outcomes for councils and their communities.

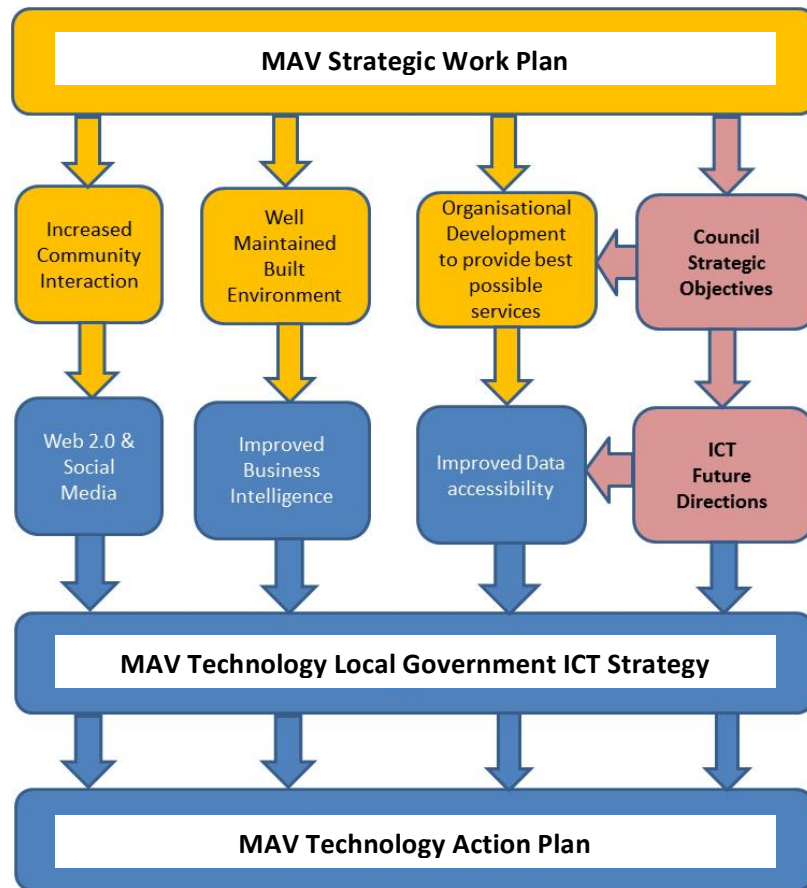
For more information about MAV Technology, visit us at mav.technology.

MAV Technology Vision

Demonstrating leadership in ICT to support effective delivery of council and community services.

3 Purpose

The purpose of the MAV Technology Local Government ICT Strategy is to provide a roadmap for the future that supports our members to continue to deliver excellent ICT services in the face of increasing council and community demand and technology change challenges.



The MAV Technology Local Government ICT Strategy covers the period 2015 to 2018 and will be reviewed annually.

Strategy scope

The MAV Technology strategy is designed to assist the realisation of the MAV Technology vision: *“Demonstrating leadership in ICT to support effective delivery of council and community services”*.

In order to achieve this vision, the strategy must support and enable our members to demonstrate leadership in the challenging and transformative ICT field. Therefore, this strategy not only addresses how MAV Technology can support its members in their current roles, but also how it can identify, guide and influence the development of new ICT roles and responsibilities to support effective delivery of council and community services in a rapidly changing environment.

4 Business Review

Summary of outcomes 2011-14

MAV Technology's previous strategy, "IT Strategy for Local Government" (2011), included six long-term objectives. A summary of outcomes is tabled below.

LGICT long-term objective	Outcome
Increase quality and value of ICT services	Partnered with MAV Procurement to assist in the delivery of collaborative ICT contracts that result in time and cost saving for councils, as well as an increase in consistency of process for councils. Identified and delivered collaborative procurement opportunities and investigated leveraging opportunities with State and Federal Governments. Collaborating with State and Federal government regarding open data publishing and business model development opportunities.
Increase stakeholder engagement	Committee member recruitment campaign completed. Membership expanded to include all councils. New membership subscription model established. Nominations for Executive Committee membership increased. Nominations for Chair and Deputy Chair positions increased. Strategic project and event funding model established. Governance model confirmed.
Enable/implement e-services initiatives	Delivered large and small projects to demonstrate benefits of collaboration between councils. Delivered cloud computing strategic direction report and appointed a strategic partner for the development and implementation of a Local Government Enablement Platform. Completed Maturity Assessment and Asset Register project. Completion of Skills benchmarking survey. VMWare tender and contract (58 councils on board). IT Policy contract (35+ councils on board). Disaster Recovery project completed. IT Sustainability Framework project completed. Smartphone and Tablet best practice policy and resources project delivered. Delivery of IT Strategy Guidelines and Templates project. Development and delivery of Food Sampling app to standardise reporting between the Department of Health, Victorian Councils and processing laboratories. Development of Maternal and Child Health Information systems to establish consistent reporting and data standards between councils, the State and Federal Government.
Establish sector-wide ICT priorities	Developed, implemented and reviewed Strategic Plan (2011-14). Developed Strategic Plan (2015-18)
Align ICT to local government business priorities	Hosted various major events that included speakers from all levels of government and high profile IT providers to explore how technology is transforming government and democracy and increasing connection with constituents. Annual Conference expanded to attract 150+ delegates and 40+

	<p>sponsors and exhibitors. Audience broadened to include directors, general managers and CEOs.</p> <p>Participation in MAV Strategic Work Plan and Annual Report established.</p>
Communicate/promote our success	<p>Reporting to MAV Executive and Board established.</p> <p>Website established.</p> <p>Annual Reports published.</p> <p>Yammer network established (250+ participants).</p> <p>e-Newsletters distributed to 200+ subscribers.</p> <p>Visibility in MAV Strategic Work Plan and Annual Report increased.</p> <p>Regular feature in CiVic magazine established.</p> <p>Biannual Member Forums attract 70 delegates to regional locations.</p> <p>Annual Conference audience increased and broadened to include directors, general managers and CEOs.</p> <p>Strategic name and brand change implemented.</p> <p>Accepted an invitation to join the Linked Organisation of Local Authority ICT Societies (LOLA), joining fellow local government ICT societies from Belgium, the Netherlands, Sweden, the United Kingdom, the United States, Canada and New Zealand.</p> <p>Extended communication and participation invitations to ICT groups of the Australian Local Government Association (ALGA), establishing MAV Technology as the national lead in local government ICT societies.</p>

MAV Technology resources

Human resources.

- Executive Committee

The governing body of MAV Technology, comprised of 15 volunteer member Council representatives (elected annually) and one MAV representative. The Chair and Deputy Chair of MAV Technology is elected by the Executive Committee.
- Executive Officer

The MAV Technology Executive Officer is responsible for developing and delivering projects, events, communications, stakeholder relations and administrative services, as directed by the Executive Committee and in accordance with the strategic objectives of MAV Technology.
- Legal Authority and Administrative support

The Municipal Association of Victoria (MAV) is the legal authority for MAV Technology. All MAV Technology contracts, licences, agreements and appointments are approved and authorised by the CEO of the MAV.

The MAV also provides administrative support to MAV Technology (fees apply).
- Voluntary project groups

MAV Technology projects are usually developed and delivered with the assistance of Executive Committee and general members of MAV Technology, on a voluntary basis.

Consultation

MAV Technology member councils are invited to contribute to this strategy and resulting action plans through participation in regular member surveys, events (biannual forums, annual conference, workshops and project groups) and communication networks.

MAV Technology manages a private Yammer network to share information and ideas about the effective delivery of ICT solutions for councils. The network has more than 260 active members, who represent 78 of Victoria's 79 councils. Discussion on the Yammer network has assisted the development of major projects (such as the Maternal & Child Health Data Management System), the sharing of knowledge and resources and the gathering of opinion from all Victorian councils in preparing this Strategy.

Member councils were invited to submit feedback on the draft strategy, and participated in determining key initiatives via our online communication networks, at regional IT Manager meetings and at MAV Technology member forums.

The Strategy also draws upon consultation from related MAV member groups including the Future of Local Government group, the Local Government Spatial Reference Group, the STEP Records Management Group and MAV Procurement. Other stakeholder organisation consultation and publications informing this strategy include the Victorian Government ICT Strategy 2014-17, the Australian Government Public Service ICT Strategy 2014 and the MAV Strategic work plan 2013-14.

5 The Current Environment

Challenges facing local government

As the public sector plans the transition to digital government and the networked society that is now rapidly evolving, it is critical that local government has an agreed sector-wide game plan to avoid the problems of the past (ie. vendor 'lock-in' and duplication) and to gain the productivity benefits and improved service outcomes arising from a more collaborative future.

It is expected that within five years most public sector organisations will be managing their operations in the cloud (internet), using common, interoperable systems.

The MAV Future of Local Government (FOLG) Planning Group, including representatives of Councils and the MAV Technology Committee, has been progressing the analysis of the significant challenges facing the sector and identifying preferred future directions.

The challenges include:

- the likely reduction in funding arising from State and Federal Government cutbacks;
- rapidly rising community expectations about service delivery performance and online options in a period of transformative change;
- the need to do more with less by reducing duplication and waste, and increasing collaboration and innovation; and
- the anticipated loss of ICT skills and knowledge, particularly in rural and regional areas.

Public and private sector organisations all over the world are re-thinking their business models and transforming service delivery strategies. Victorian and Commonwealth Governments are planning 'cloud first' digital futures. In New South Wales the State Government has stated that NSW Councils need to form themselves into regional groups for strategic planning activities and that, for NSW government departments, only cloud services will be funded from 2017.

In terms of technology development, four of the world's top ten server providers are no longer manufacturing server hardware. IBRS Advisory Services forecast that ICT servers will no longer be manufactured after 2020.

There is no doubt that the future will be very different to the past and that leading ICT collaboration projects such as the MAV Swift library consortium (one system in the cloud), the Maternal and Child Health data system (currently in development) and the Federal Government's plans for regional freight funding for local roads are indicative of a more collaborative and innovative future for the local government sector.

Changes in technology

As demonstrated by the enormous growth in the number of people using smart phones and tablets to access Internet services, the pace of change in the ICT market is increasingly quickly. Community expectation for technology-facilitated services is growing at the same rate.

ICT procurement options are also changing at a pace. Products and services can now be purchased on a pay-as-you-go basis, with far less capital outlay. The uptake of these managed ICT services is driven by the significant resource savings and flexibility offered by cloud computing. Councils are exploring these alternative delivery models, although collaborative initiatives for cloud service provision are still the exception rather than the rule.

The management and analysis of data is emerging as a critical component in improving service delivery and policy outcomes. As councils represent the level of government closest to the community, the potential value of council-held datasets (which include public amenities, trees, parks, footpaths, etc.) is significant. Opportunities exist for councils to generate more productive business-to-government, business-to-business and government-to-government initiatives through better data management and analysis.

To date, Councils largely procure and run IT systems customised to their particular needs. This has resulted in different Council processes and standards, making integration between Councils and with other levels of government complicated. This practice also makes sharing of skills, knowledge and data more difficult than it could be. Procurement of systems and services on a council-by-council basis has put ICT vendors in a powerful negotiating position (in terms of both open standards and of price).

Better collaboration in ICT across the sector could result in cost savings, better integration with State and Federal Government systems, less duplication, more opportunity for skill sharing and transfer, better security and ultimately better delivery of integrated services to citizens.

Current resourcing

In 2013, MAV Technology conducted an ICT Skills Benchmarking Survey. Responses were received from 22 (of 79) councils. Skills benchmarking and asset registration across the sector is not recorded on a regular basis. This data gap makes it difficult to plan, implement and measure sector-wide activities to improve skills and manage assets. Initiatives to address this data gap are now in development.

From the 22 Councils that did participate in the 2013 survey, we gained the following information:

Average	Metropolitan council	Regional Council	Rural Council
Total Council expenditure	\$118,019,428	\$91,984,593	\$45,201,800
Annual ICT capital expenditure	\$1,027,571	\$652,905	\$209,614
Annual ICT operational expenditure	\$3,029,571	\$2,473,806	\$2,999,425
Annual ICT Staff expenditure	\$1,151,214	\$939,198	\$380,908
PCs / users supported	PCs 584 / Users 836	PCs 417 / Users 581	PCs 193 / Users 210
Remote sites supported (Libraries, Community Centres)	36	24	18

Which skills EXIST within your ICT team?	Which skills that you currently need are MISSING from your ICT team? (18)
Help Desk 94.4%	Manager (CIO) 5.6%
Desktop Support 100.0%	Help Desk 0.0%
Application Administrator 88.9%	Desktop Support 0.0%
Database Administrator 88.9%	Application Administrator 0.0%
Network Engineer 72.2%	Database Administrator 11.1%
Data Centre Administrator 61.1%	Network Engineer 22.2%
Telecommunications Administrator 77.8%	Data Centre Administrator 0.0%
Assets & Contracts Administrator 44.4%	Telecommunications Administrator 5.6%
Project Manager 55.6%	Assets & Contracts Administrator 5.6%
Business Analyst/Support 61.1%	Project Manager 33.3%
Security & Compliance Administrator 38.9%	Business Analyst/Support 33.3%
Strategist 27.8%	Security & Compliance Administrator 33.3%
Enterprise Architect 16.7%	Strategist 22.2%
Software Developer 11.1%	Enterprise Architect 27.8%
Web Designer 11.1%	Software Developer 5.6%
GIS Administrator 66.7%	Web Designer 5.6%
	GIS Administrator 5.6%
	None 16.7%

Two thirds of councils surveyed reported that they had a total Disaster Recovery solution in place, with remaining councils reporting that they had only partial or planned solutions.

6 Strategic objectives

Alignment of objectives

In order to improve interoperability between councils and other levels of government (and create a more seamless user experience), local government strategic objectives should align with Victorian and Australian governments.

The Victorian Government current ICT strategic objectives are:

- **Engagement**
 - Implement new digital and mobile channels for Victorians.
- **Investment**
 - Implement a whole of Vic Govt. infrastructure and services roadmap.
 - Standardise systems and processes to improve the productivity of government.
- **Capability**
 - Deepen government capability to innovate and manage risk.

The Australia Government current ICT strategic objectives are:

- **Deliver better services**
 - Building capacity
 - Improving services
- **Improve the efficiency of government operations**
 - Investing optimally
 - Encouraging innovation
- **Engage openly**
 - Creating knowledge
 - Collaborating effectively

MAV Technology Strategic Objectives 2015 - 2018

To align with the previous MAV Technology (LGICT) Strategy, and on the basis of current government business drivers, these are our four strategic objectives:

- 1) Improve visibility, capability and knowledge sharing for our members**
 - Strengthen MAV Technology communications, partnerships and leadership
- 2) Improve customer experience**
 - Implement new digital and mobile channels
 - Provide open data
- 3) Improve the efficiency of council operations**
 - Standardise systems and processes to improve productivity
 - Plan and implement a Local Government infrastructure and services roadmap
 - Improve collaboration and increase influence with other levels of government
- 4) Improve ICT service provision capability**
 - Retain and develop council ICT skills and support career development
 - Address ICT access issues
 - Facilitate collaborative strategic procurement practices
 - Support shared service initiatives
 - Strengthen negotiation capacity with ICT vendors
 - Provide research and best practice resources

7 Priorities

OBJECTIVE ONE: Improve visibility, capability and knowledge sharing for our members	
Priorities	Activities
Strengthen communications, partnerships and leadership	<ul style="list-style-type: none"> • Increase visibility of MAV Technology within the MAV; with Councils; and with other levels of government • Partner with fellow LGICT societies, industry, educators and other levels of government to deliver priority initiatives • Collaborate and communicate more effectively with other ICT-related local government groups
OBJECTIVE TWO: Improve customer experience	
Priorities	Activities
Implement new digital and mobile channels	<ul style="list-style-type: none"> • Support councils implement cloud migration • Support councils in leveraging and managing social media • Demonstrate user friendly digital communications and resources
Provide open data	<ul style="list-style-type: none"> • Support councils to publish open data • Support a whole of Local Government approach to open data standards
OBJECTIVE THREE: Improve the efficiency of council ICT operations	
Priorities	Activities
Standardise systems and processes to improve productivity	<ul style="list-style-type: none"> • Participate in development and implementation of MAV Local Government Enablement Platform (Proof of Concept) • Facilitate communication between councils to establish open data standards for local government • Share knowledge with and learn from other LG ICT societies • Increase collaborative procurement to support standardisation of processes, cost saving and purchasing for strategic advantage
Plan and implement a Local Government infrastructure and services roadmap	<ul style="list-style-type: none"> • Work with MAV Future of Local Government group in regard to technical enablement of business transformation initiatives
Improve collaboration and increase influence with other levels of government	<ul style="list-style-type: none"> • Raise visibility of MAV Technology with other levels of government • Build upon current State and Federal Government relationships • Partner with other levels of government to deliver major projects • Investigate and negotiate funding channels for delivery of major projects and initiatives
OBJECTIVE FOUR: Improve ICT service provision capability	
Priorities	Activities
Retain and develop council ICT skills and support career development	<ul style="list-style-type: none"> • Clarify and standardise ICT position descriptions and measure skills. • Clarify and standardise council ICT responsibilities. • Support current and prospective ICT practitioners to adapt to changing technologies and roles.
Address ICT access issues	<ul style="list-style-type: none"> • Advocate for faster, more cost effective internet access, particularly for regional, rural and remote councils. • Explore collaborative procurement solutions for sector-wide access efficiency

Facilitate collaborative strategic procurement practices	<ul style="list-style-type: none"> Facilitate opportunities to purchase collaboratively for strategic advantage. Facilitate opportunities to purchase collaboratively for cost efficiency and process standardisation.
Support shared service initiatives	<ul style="list-style-type: none"> Generate opportunities for shared service initiatives Seek funding for implementation of shared service initiatives Promote the benefits of shared services Support ICT workers in career development transitions
Strengthen negotiation capacity with ICT vendors	<ul style="list-style-type: none"> Work together as a sector to negotiate engagement and data standards and to purchase cost effectively for strategic advantage. Partner with ICT vendors to maximise benefits from changing technologies Provide opportunities for vendors to demonstrate their products and services Provide a contestable environment to encourage innovation and competitive pricing
Provide research and best practice resources	<ul style="list-style-type: none"> Develop and deliver projects and services to improve ICT research and best practice across the sector.

8 Implementation

The digital revolution is changing the way business is done in industry, business, education, health and government sectors. Information and communication technology is a fundamental enabler for this change, so the role of ICT practitioners is critical to Councils in keeping pace in a rapidly transforming world.

The cultural change that must accompany the technical change is unprecedented and challenging. New technologies will see the end of many long-established processes and roles within councils, but they also promise exciting new career directions and opportunities. The successful navigation of these changes will require a new level of communication, collaboration and innovation across the sector.

The MAV Technology annual strategic work plan will identify, measure and review activities to deliver outcomes in the priority areas that best support our members and the sector they work in. We will do this through procurement, event, communications and project initiatives. Our outcomes will be communicated through established MAV Technology digital channels and presented in our Annual Report.

9 Acknowledgments

MAV Technology Executive Committee 2013-14

Trish Spiteri, Nillumbik Shire Council (Chair)
Michael Smyth, Greater Bendigo City Council (Deputy Chair)
Denis Wilson, Moreland City Council (Immediate Past Chair)
Jeff Anthoney, Melbourne City Council
Richard Barrow, Casey City Council
Michael Foreshew, Mornington Peninsula Shire Council
Sohan Gunasekera, East Gippsland Shire Council
David Jackson, Cardinia Shire Council
Mike Pearson, Port Phillip City Council
Rohan Puls, Frankston City Council
Michael Redmond, Kingston City Council
Cameron Spence, Municipal Association of Victoria
Maureen Trezise, Macedon Ranges Shire Council
Roger Verwey, Hobsons Bay City Council
Steven Welsh, Corangamite Shire Council
Christine Wright, Latrobe City Council
Lisa Bennetto, Executive Officer, MAV Technology

Municipal Association of Victoria Executive

Rob Spence Chief Executive Officer
Alison Lyon Deputy CEO & Senior Counsel

Collaborative associations

MAV Future of Local Government Steering Group
MAV Local Government Spatial Reference Group
MAV Records Management Group
Victorian Spatial Council
Linked Organisation of Local Authority ICT Societies (LOLA)

MAV Technology Member Councils

Alpine Shire Council	Greater Shepparton City Council	Mount Alexander Shire Council
Ararat Rural City Council	Hepburn Shire Council	Moyne Shire Council
Ballarat City Council	Hindmarsh Shire Council	Murrindindi Shire Council
Banyule City Council	Hobsons Bay City Council	Nillumbik Shire Council
Bass Coast Shire Council	Horsham Rural City Council	Northern Grampians Shire Council
Baw Baw Shire Council	Hume City Council	Port Phillip City Council
Bayside City Council	Indigo Shire Council	Pyrenees Shire Council
Benalla Rural City Council	Kingston City Council	Queenscliffe Borough Council
Boroondara City Council	Knox City Council	South Gippsland Shire Council
Brimbank City Council	Latrobe City Council	Southern Grampians Shire Council
Buloke Shire Council	Loddon Shire Council	Stonnington City Council
Campaspe Shire Council	Macedon Ranges Shire Council	Strathbogie Shire Council
Cardinia Shire Council	Manningham City Council	Surf Coast Shire Council
Casey City Council	Mansfield Shire Council	Swan Hill Rural City Council
Central Goldfields Shire Council	Maribyrnong City Council	Towong Shire Council
Colac Otway Shire Council	Maroondah City Council	Wangaratta Rural City Council
Corangamite Shire Council	Melbourne City Council	Warrnambool City Council
Darebin City Council	Melton City Council	Wellington Shire Council
East Gippsland Shire Council	Mildura Rural City Council	West Wimmera Shire Council
Frankston City Council	Mitchell Shire Council	Whitehorse City Council
Gannawarra Shire Council	Moira Shire Council	Whittlesea City Council
Glen Eira City Council	Monash City Council	Wodonga City Council
Glenelg Shire Council	Moonee Valley City Council	Wyndham City Council
Golden Plains Shire Council	Moorabool Shire Council	Yarra City Council
Greater Bendigo City Council	Moreland City Council	Yarra Ranges Shire Council
Greater Dandenong City Council	Mornington Peninsula Shire Council	Yarriambiack Shire Council
Greater Geelong City Council		