



*Health Professional Councils Authority*

# **ICT Strategic Plan 2014 – 2016**

HP14/13234

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## **1. Executive Summary**

This ICT Strategic Plan guides the Health Professional Councils Authority (HPCA) in delivering services to the 14 NSW Health Professional Councils (the Councils). In particular, it highlights how Information Communications Technology (ICT) supports the Councils to achieve their strategic objectives across program delivery, communications and engagement and corporate and legislative obligations.

Councils vary in their resources, level of complaint management and regulatory activity however there is agreement by all that the development and implementation of the ICT Strategic Plan is a necessary and important initiative for the HPCA.

This is the first time the HPCA has released an ICT Strategic Plan and it builds on a number of ICT initiatives already established.

The following document identifies some of the drivers for the Plan's development, including an ongoing commitment to information sharing, a shift toward more electronic communication tools and a need to align and support NSW Government Policy.

It also looks to the future and maps out the specific strategies that will support the HPCA's business objectives, as they relate to the ICT environment.

The Plan identifies how the HPCA will review its business systems and applications to provide better value, flexibility and reliability. It commits the HPCA to ensuring that ICT and server infrastructure is current and up to date.

Information management and financial reporting are also two areas of focus for forward planning, as is communications and engagement. The Plan identifies how the HPCA's platforms can support better outreach and stakeholder relationships, including through a review and upgrade of Council web pages and potentially, via a stronger use of social media. Providing online resources specifically for members may also help to streamline information and better serve key stakeholders of the Councils and the HPCA.

The Plan identifies processes to ensure strong business continuity and disaster recovery processes, encompassing the existing Business Continuity Plan and ICT Recovery plans.

All of this is led by a strong governance and management system, driven by the HPCA's ICT Steering Committee, which develops corporate level ICT strategies and plans, monitors their implementation and reviews outcomes to ensure expected benefits have been realised.

The ICT Strategic Plan supports and is linked to the HPCA's corporate documents, including the HPCA's Strategic Plan 2013-2015 and includes a range of strategies to ensure measurable and achievable ICT related outcomes for 2014-2016.

## **2. Introduction**

The HPCA and Councils recognise that ICT is an important tool which supports the delivery, quality and timeliness of regulatory decisions and assists Councils in meeting their objectives.

The ICT Strategic Plan 2014 – 2016 supports and enables the HPCA and Councils to meet their regulatory and legal responsibilities and effectively manage and monitor organisational risk. It is linked to other key corporate documents including the HPCA's Strategic Plan 2013-2015, the Business Continuity Plan and ICT Recovery Plan, the Process Improvement Plan, Records Management Plan and the Information Systems and Management Plan (ISMP).

The ICT Plan includes strategies to ensure measurable and achievable ICT related outcomes that support the planning and management of:

- Business Systems
- Information Management
- Asset Management
- Procurement of ICT Goods and Services
- Business Improvement and Innovation
- Investment in ICT

### **3. Outline of Current Position**

#### **3.1 Agency snapshot and current business environment**

The National Registration and Accreditation Scheme (the Scheme) for health practitioners commenced on 1 July 2010. This led to the establishment of ten National Boards responsible for the registration and accreditation nationally and regulation of health practitioners in all states and territories other than NSW. On 1 July 2012, a further four new professions joined the Scheme and four additional National Boards were established.

New South Wales opted out of the regulatory part of the Scheme. As a result, the NSW Councils were established to manage complaints made about the conduct, health and performance of NSW health practitioners and monitor practitioners with orders or conditions. In addition, the Pharmacy Council of NSW is responsible for the regulation of NSW pharmacy business and the maintenance of a Register of Pharmacies. Councils work in partnership with the Health Care Complaints Commission (HCCC), which is the independent investigator and prosecutor of serious complaints against health practitioners in NSW.

Each Council is a separately constituted statutory authority created under section 41B of the *Health Practitioner Regulation National Law (NSW)*. Each Council must separately report on its financial performance in its annual report and is subject to the requirements of the *Public Finance and Audit Act 1983*. The Councils are under a duty to ensure that the protection of the health and safety of the public is the paramount consideration when exercising any of their functions.

As at 2014 there are 14 Councils in NSW:

- Aboriginal and Torres Strait Islander Health Practice Council of New South Wales
- Chinese Medicine Council of New South Wales
- Chiropractic Council of New South Wales
- Dental Council of New South Wales
- Medical Council of New South Wales
- Medical Radiation Practice Council of New South Wales
- Nursing and Midwifery Council of New South Wales
- Occupational Therapy Council of New South Wales
- Optometry Council of New South Wales
- Osteopathy Council of New South Wales
- Pharmacy Council of New South Wales
- Physiotherapy Council of New South Wales
- Podiatry Council of New South Wales
- Psychology Council of New South Wales

Council members are appointed by the Governor of NSW on nomination from either the NSW Minister for Health or representative body, or are elected. Under the *Health Practitioner Regulation National Law (NSW)* there are 112 members appointed to the 14 Councils. Under this Law, Council members must exercise their functions in good faith, in a financially responsible manner and with a reasonable degree of care, diligence and skill.

Councils cannot employ staff. Staff who provide secretariat, administrative, policy, financial and legal services to the Councils are employed by the Secretary of the Ministry of Health, for the HPCA. Staff of the HPCA who provide direct or indirect services to the Councils are located at two sites: Level 6, 477 Pitt Street Sydney NSW 2000 (Pitt Street site) and Building 45, Old Gladesville Hospital, off Punt Road, Gladesville NSW 2111 (Gladesville site). Staff at the Gladesville site provide services directly to the Medical Council. Staff at the Pitt Street site provide direct services to the other 13 Councils. Additionally, staff at the Pitt Street site provide indirect services to all of the Councils under a shared services model, which includes executive, administrative, policy, financial, ICT and legal services.

As at June 2014, NSW is the principal place of practice for 29% of health practitioners registered under the Scheme. NSW has the highest number of registered practitioners in all professions except podiatry, osteopathy and midwifery where Victoria has the highest number of registrants for these professions.

Concerning the proportion of regulatory activity across Australia, in 2012/13 NSW received 35% of the total number of complaints made nationally about health practitioners in all professions, being 3,041 complaints out of 8,648 received. For the 2013/14 financial year, the total combined budgets for the 14 Councils is \$25.321 million in forecast revenue and \$22.095 million in forecast expenses (\$3.695 million combined forecast surplus).

Across the Councils, there is considerable variation in the resources available and the level of complaint management and other regulatory activity. For example, on one end of the spectrum, the smallest Council has a NSW professional base of 500 practitioners, received six complaints and \$90,000 in revenue in 2012/13, while the largest Council in terms of budget and regulatory activity has a NSW professional base of 30,000 practitioners, received 1,670 complaints and \$10.141 million in revenue in 2012/13.

### **3.2 Current ICT environment**

A range of ICT technologies are in place to ensure that the Councils meet their regulatory and legal responsibilities and effectively manage and monitor organisational risk. These include infrastructure, platforms and software services.

See Appendix 1 for a comprehensive description of the current IT environment at both sites.

### **3.3 Review of the previous ICT Strategic Plan**

This is the HPCA's first ICT strategic plan. The HPCA was established as a shared services provider from 1 July 2010 and there were no previous ICT Strategic Plans for any of the former NSW Registration Boards.

In 2010 the HPCA adopted the ICT systems in place at the former NSW Medical Board and Health Professional Registration Boards. The HPCA has subsequently upgraded and implemented new technologies and platforms and a number of new and updated databases and systems, which are referred to in section 4.1 below. These new technologies, platforms, databases and systems align with and support the NSW Government Policy and ICT Strategic Framework.

## **4. Issues Driving Change in the Current Environment**

### **4.1 ICT and wider government policy drivers and priorities**

The NSW Government has adopted a series of whole of government strategies for the management and use of ICT to streamline and reform government business practices, reduce costs and improve service delivery within government and to the community and business. The *NSW Government ICT Strategy 2012* sets out a framework that provides a clear focus on using ICT for better service delivery and achieving better value from ICT investment. It also outlines a new whole of government approach to ICT planning to maximise the support and coordination necessary to share expertise and fully capitalise on opportunities arising from a changing ICT environment.

The ICT Strategic Framework identifies five priority service capabilities for Government which are summarised as:

1. Providing services anytime, anywhere - convenient and realtime services including through mobile devices.
2. Community and industry collaboration - developing new ways for government to interact with the community and industry in policy development, priority setting and service improvement.
3. Citizen-focused services - emerging technologies allow for the development of new and better services that deliver the 'whole service' for the public.
4. Better information sharing - improving the ability of government to efficiently share and analyse information between departments and with others, to improve decision making, maximise the value of government information assets and provide opportunities for the delivery of new and better services.
5. Financial and performance management - public sector managers need up to date and consistent information about the financial, service and business performance of their agencies to drive improved decision making and to ensure effective and efficient service delivery.

### **HPCA and Council strategies that align with and support NSW Government Policy**

The HPCA and Councils have implemented a number of new initiatives and projects which align with and support the NSW Government Policy and ICT Strategic Framework. The HPCA, as the service provider to the Councils, is implementing the policy requirements on behalf of the Councils.

#### *Utilising a single complaints database across the HPCA*

In 2011, the Councils and HPCA deployed a complaints database (known as the Monitoring and Complaints System or MaCS) for use across the Gladesville and Pitt Street sites for use by all HPCA staff working across all Councils. This enabled the HPCA on behalf of the Councils to better manage their regulatory information. This in turn enabled the Councils to improve the quality and timeliness of the information they could make available to the public about a practitioner's health, conduct or performance. It also enabled the Councils to share information with the Australian Health Practitioner Regulation Agency (AHPRA) to ensure information that was published on the national Register of Practitioners was accurate and available in a timely way.

#### *Information Sharing and Open Data Priority*

Since its deployment across the HPCA in 2011, the Councils and the HPCA have developed and enhanced the MaCS database. This includes capabilities for Councils and the HPCA to regularly receive from AHPRA, extracts from its national Register to upload into the MaCS database. This enables better information sharing in order to improve regulatory outcomes. The HPCA on behalf of the Councils also extracts reports from MaCS and provides monthly

complaints data to AHPRA for noting by National Boards. This enhances the NSW Government's open data priority.

#### *Measuring Performance*

In 2014, the HPCA and Councils will commence using reports from the MaCS database which will provide information about the Councils' performance against benchmarks in relation to the timeliness of their actions. This information will assist the HPCA and Councils in measuring performance and resource allocation and drive improved and timely regulatory decision-making and actions. This will in turn lead to more effective outcomes and advance public protection and the maintenance of professional standards.

#### *Implementing a new Pharmacy Business Register database*

The Pharmacy Council of NSW manages complaints with the HCCC against registered pharmacists in NSW and is also responsible for the process of registering pharmacies in NSW. In 2014, the Pharmacy Council commenced the deployment of a new database which recorded approvals granted by the Council to operate a pharmacy in NSW, known as NuRex. The NuRex database interfaces with the MaCS database and the Pharmacy Council website, which enables the public and profession to search for all registered Pharmacies. As a result, the HPCA on behalf of the Pharmacy Council can better manage its pharmacy ownership information and make it available to the public and profession in an accurate and timely way.

#### *Upgrading IT hardware and software at Gladesville*

In 2013, the HPCA commenced procurement of new IT hardware and software in order to upgrade the operating environment at the Gladesville site. The recommended solution deployed a thin client program so that servers located at the Pitt Street site fulfilled the computational roles of the HPCA staff computers located at the Gladesville site. This solution enabled the development of additional service capabilities such as the use of Voice over Internet Protocol (VOIP) which was in place at the Pitt Street site. The solution required a high speed telecommunication link to operate between the Gladesville and Pitt Street sites and supports implementation of disaster recovery procedures. The outcome will result in savings from reduced support costs and from the use of VOIP and improved quality, reliability and enhanced ability to capitalise on emerging trends and new opportunities.

During the course of deploying the new IT hardware and software, the HPCA became aware that the NSW Government issued a directive about its Data Centre Reform Strategy which requires all Government agencies to migrate to the new data centres by August 2017. The HPCA sought advice from the Department of Finance and Services that the project was approved as an interim measure, as the high speed telecommunication link has the ability to be moved to the Silverwater Data Centre when operational.

Since its implementation in February 2014, the new IT environment at Gladesville has experienced issues with respect to incompatibility with the current version of TRIM and Microsoft Office 2010, slow response times when activating or searching the MaCS database, issues with Adobe and issues when performing other functions such as printing and saving template documents into Word. Presently, investigations are underway to identify the causes to these problems and identify and implement solutions in order to improve the quality and reliability of the IT environment.

### *Electronic Papers Project*

In 2014, a board portal software solution was implemented to provide Council members with electronic access to meeting papers and hearing papers. As a result, members can access information which informs regulatory decision-making in a convenient, cost effective and secure manner. It also enables Council members to utilise technology to access relevant information anywhere and at any time through mobile devices.

### *Electronic Newsletters*

In 2013, Councils commenced communication with NSW registered practitioners by way of an electronic newsletter. The electronic newsletter is an important way that Councils can communicate with NSW practitioners about information that is relevant to their respective professional practice, including information about professional, ethical and legal obligations, the Council's programs and activities and case studies and disciplinary outcomes that help educate the profession. Publishing electronic newsletters has allowed Councils to more effectively and efficiently interact with key professional stakeholders including NSW practitioners.

### *Utilising Videoconferencing*

Councils recognise that one of the objectives of the National Registration and Accreditation Scheme and the *Health Practitioner Regulation National Law (NSW)* is to facilitate workforce mobility across Australia by reducing the administrative burden for health practitioners wishing to move between jurisdictions or wishing to practise in more than one jurisdiction.

During July 2012, videoconferencing facilities were installed to enable Council members to take part in meetings remotely. Moreover, rural practitioners can participate in interviews or counselling sessions through videoconferencing, overcoming the need to incur expense or disruption to their practice by having to attend the HPCA offices in Sydney. Councils can therefore more effectively and efficiently collaborate with industry, particularly with key professional stakeholders including NSW practitioners.

### *ICT Skills and Knowledge*

ICT is an important tool which supports the quality and timeliness of regulatory decisions and assists Councils in meeting their objectives. Consistent with the NSW Government's priorities, Councils recognise the need to share information, make it more available, drive innovation and work closely and collaborate with stakeholders. It is essential that knowledge of how ICT can improve services and outcomes is available to all Council members, HPCA staff and stakeholders.

Consistent with the *NSW Government ICT Strategy 2012*, the HPCA has identified the necessary in-house skills and capabilities required to deliver technical knowledge and expertise to the Councils to ensure high quality information and service delivery. Where necessary, the HPCA recognises the need to obtain outsourced skills and capabilities... This delivers a more cost efficient and practical approach to purchasing skills and expertise in specific areas on an as needs basis.

## **4.2 Sector developments or multi (cross)-agency business or service collaboration opportunities**

The HPCA is the shared service provider to 14 Councils and provides cross-agency collaborative services on Councils' behalf to other agencies and other stakeholders as required.

### *Data Analysis and Partnerships*

Since the commencement of the National Registration and Accreditation Scheme, there has been a renewed interest in using data to monitor and improve policy advice and regulatory

decision-making. Moreover, data is now routinely provided to a number of Commonwealth agencies to assist in workforce planning, such as Health Workforce Australia.

Presently, the HPCA on behalf of the Councils provides monthly complaints data to AHPRA for noting by National Boards. The data measures the number of new and closed complaints each month and the status of the open complaints.

The capacity for Councils to measure and report on their regulatory activities and decisions needs to be improved so that Councils can better measure outcomes and monitor trends. Councils, the public and other stakeholders will then be better assured that Councils are effectively and efficiently regulating practitioners and managing complaints.

Councils will need to consider being more proactive in the release of such data, for example by regularly publishing quantitative and qualitative information on their websites.

Further development of the MaCS database may be required to ensure better quality and timely data, more automation with reports and an increased ability to respond to changing or increased demands.

### *Measuring Performance*

The HPCA and Councils will commence using reports on performance against benchmarks in relation to the timeliness of actions. This information will assist Councils in measuring performance and drive improved and timely regulatory decision-making and actions and more informed resource allocation.

Councils, AHPRA and the HCCC will share data, benchmarks and performance to compare and measure processes and timeliness in order to improve service delivery.

### *Regulatory Database*

The MaCS database is a custom built database that operates on a .NET platform. It acts as a complaints database and includes a monitoring and scheduling module that is used to assist in monitoring compliance with conditions or orders imposed following a conduct, health or performance outcome.

The HCCC uses a system known as Pivotal as its complaints database, which is a customer relationship management database. The HCCC has developed and enhanced its Pivotal system to increase its functionality and reporting.

AHPRA also uses Pivotal as its registration and complaints database. However, due to reported limitations in its functionality and vendor platform support, AHPRA is procuring a new complaints and compliance management database. The HPCA currently draws demographic and registration status data from the AHPRA Pivotal database. The HPCA has also purchased Pivotal licences through AHPRA so that HPCA staff can access data on a 'read only' basis to assist the Council to carry out its regulatory functions.

As part of its ongoing review of the MaCS database, the HPCA will investigate opportunities to purchase or licence other complaint databases which are used by the HCCC or AHPRA. This will allow greater opportunity to collaborate and leverage with respect to future development or enhancement of the database and also drive more accurate matching of data and better measuring and comparison of performance and outcomes.

### *Collaborating with the Ministry of Health*

The HPCA will explore opportunities to collaborate and work with the Ministry of Health on ICT related matters and projects.

The HPCA understands that the Ministry of Health is an anchor tenant with respect to the whole of government data centre reform. The Ministry of Health has installed and is operating from the new data centres, presently for disaster recovery only. The HPCA understands that it can leverage from the Memorandum of Understanding signed by the Ministry as a business unit of the Health Administration Corporation. The advantages of the

data centre include its flexibility to address future requirements and growth in a cost effective manner.

A government private cloud will be made available in the future from the data centres. The government private cloud will enable the HPCA to source reliable infrastructure as a service, platform as a service and software as a service, which is provided by third parties and government shared service providers through the ICT Service Catalogue.

The HPCA has investigated an opportunity to use document collaboration software that was licensed to the Ministry instead of a board portal solution to access Council papers and hearing papers electronically.

The HPCA will continue to explore opportunities with the Ministry of Health and other NSW Government agency ICT shared service providers, including for accessing data storage or infrastructure or platform capabilities.

#### **4.3 Agency Strategic and Corporate objectives and Results and Services Plan outcomes**

All Budget dependent and selected non Budget Dependent General Government agencies are required to prepare a Results and Services Plan (RSP). The requirements for preparing the RSP are outlined in the NSW Treasury Circular NSWTC 06/22. Councils are not required to prepare a Results and Services Plan.

Despite this, the Councils and the HPCA have implemented a number of ICT strategies and projects to progress the HPCA Strategic Plan 2013-2015 as follows:

<b>Item referred to in HPCA Strategic Plan 2013-2015</b>	<b>ICT Strategy or Project</b>	<b>Status</b>
1.1.1 – Implement a trial of electronic meeting papers for selected Councils	Procurement of Board Portal Software as a Solution – Diligent Board Book	Completed
1.1.2 – Publish Electronic Newsletters	Councils publish electronic newsletters	Ongoing
1.2.1 - Implement quarterly reporting of data for publication on the websites and in annual reports	Enhancing websites and publishing data on websites	Yet to commence
1.2.4 - Liaise with AHPRA on data exchange and developing processes for accurate and reliable information sharing and reporting	Daily data extracts uploaded into MaCS	Ongoing
2.2.1 - Ensure integration and links between the MaCS and TRIM systems	Enhancements and development to MaCS to ensure integration and links with TRIM record management system	Ongoing
2.2.1 - Implement MaCS system modifications and upgrades in line with the user group's recommendations and available	Enhancements and development to MaCS identified and prioritised as through the MaCS user group	Ongoing

funds		
2.2.1 - Upgrade to the supported version of TRIM (HPTRIM 7.x)	Upgrade TRIM versions at Gladesville and Pitt Street to HP TRIM 7.3.4 and implement a single records management system by migrating and integrating to the new version	Yet to commence
2.2.3 - Implement an integrated IT system across the Gladesville and Pitt Street sites	Develop an integrated IT system with a single records management system and a single MaCS version operating at Gladesville and Pitt Street	Yet to commence
4.1.1 - Investigate and implement a new financial management system	Undertake procurement for a new financial management system	Ongoing

#### 4.4 Stakeholder needs and consultation

The HPCA consults with all Councils as its major stakeholder, in the preparation of Councils' annual budgets and ICT strategic funding requirements. Further consultation will occur as part of the development of the ICT Strategic Plan.

Council representatives also participate in project steering and evaluation committees. This ensures that Councils are consulted and represented during project initiation and implementation. It also ensures that Councils' needs are included within the evaluation criteria and that its members are part of the project's governance arrangements. Finally, it ensures that ICT strategies are driven by the Councils and HPCA strategic plans and are not developed in isolation of the Councils' business and regulatory requirements.

The HPCA on behalf of the Councils is also mindful of the needs and expectations of external stakeholders which includes practitioners, complainants and the general public. This includes designing ICT systems and implementing ICT projects which advance the Councils' aims of ensuring public protection and the maintenance of professional standards. It also includes open disclosure of information which is in the public interest.

#### 4.5 Funding or staffing imperatives

All ICT core and strategic initiatives require pre-approved Council funding each year as part of the overall Council budgetary plans. This ICT plan will assist Councils and the HPCA identify, agree and prioritise on the core requirements and strategic initiatives over a three year period. This in turn will ensure that there are adequate resources, including financial resources, available to fund these core requirements and strategic initiatives.

Any increase in core ICT specific resources will require a business case to all Councils seeking endorsement of the project and budgetary commitments. The business case will include a needs analysis, a business plan which includes a business realisation plan and a project statement of requirements (with actual or proposed stakeholder consultation).

Given the size of the Councils and the HPCA ICT staff resources and experience, the engagement of experienced external ICT consultants will be considered for any key ICT strategic initiatives and project management and will be contracted as required.

#### **4.6 Planned obsolescence and / or system failures occurring**

ICT is an important tool which supports the quality and timeliness of regulatory decisions and assists Councils in meeting their objectives.

Staff rely on ICT tools including desktop equipment, the MaCS and TRIM records management databases and a range of software which facilitates communication with Council members and stakeholders.

It is vital that HPCA staff have access to current and reliable ICT technologies when providing services to the Councils. As a result, the HPCA and Councils need to ensure desktop equipment and infrastructure and platforms are reliable and not outdated. The HPCA and Councils will refresh desktop equipment every three or four years but in order to spread the costs and minimise disruption, it may maintain some of the desktop equipment for a longer period of time, so long as it does not amount to an unacceptable risk to the quality of services. The HPCA and Councils may replace a proportion of its desktop equipment and infrastructure each year in order to spread the costs.

The HPCA may also consider implementing a thin client solution at Pitt Street when refreshing desktop equipment so that servers fulfil the computational roles of the HPCA staff computers in the same way as at the Gladesville site. Whilst this will depend on the outcome of a business plan which includes a benefits realisation plan, a thin client program can result in savings from reduced support and capital replacement costs and improved quality, reliability and enhanced ability to capitalise on emerging trends and new opportunities.

The MaCS database is a custom built database that operates on a .NET platform. It acts as a complaints database and includes a monitoring and scheduling module that is used to assist in monitoring compliance with conditions or orders imposed following a conduct, health or performance outcome. Since its inception in or around 1992, the MaCS database has undergone extensive development and enhancement to improve its functionality and to allow it to interface with the TRIM records database and other software such as Microsoft Office. A review of available products on the market was conducted by IAB in 2011. This review supported the continued use of the MaCS database as the most effective option at that time.

In 2015/2016 the HPCA will review the ongoing upgrade and enhancement pathways for the MaCS database and investigate opportunities to purchase or licence other complaint databases which may be used by other agencies such as the HCCC or AHPRA. The HPCA recognises the possible limitations that may arise in further upgrading and developing the MaCS database and the opportunities to collaborate and leverage in future development with other agencies such as the HCCC or AHPRA if one of these organisations' databases was adopted.

Through this ICT Plan, the HPCA will ensure that its planned obsolescence approach and replacement strategy is managed appropriately by ensuring that there is adequate funding available.

##### *Business Continuity and ICT Recovery*

The HPCA has also endorsed a Business Continuity Management Policy that includes a business continuity plan (BCP) and an ICT recovery plan (ICTRP). The BCP and ICTRP are to be reviewed annually. The Policy also requires staff to be trained with training updated each year and training records retained to provide an audit trail.

The policy further requires the BCP and ICTRP to be tested each year or following any significant change to business process or threat profile. Records of test plans and test results shall be retained to provide an audit trail. Opportunities for improvement arising from tests shall be applied to the Plans as part of a continual improvement process.

Finally, the policy requires a post incident report to be completed following an actual incident or a test of either the BCP or the ICTRP. The post incident report is used to inform the continual improvement process to ensure that the lessons learnt and opportunities for improvement identified during an actual incident or a test, are noted and applied to the BCP and/or the ICTRP. During 2014/15, a test of the BCP will be carried out and modifications to the BCP will be made if necessary.

#### **4.7 Emerging technologies and application improvements**

It is vital that HPCA staff have access to current ICT technologies when providing services to the Councils. As part of developing the ICT Plan, the HPCA has identified, researched, estimated and compared relevant technologies and improvements that it could adopt as part of its future ICT planning. These include opportunities and priorities identified in the whole of Government ICT strategy.

##### *Government Data Centres*

The NSW Data Centre Reform Strategy aims to consolidate all NSW Government agencies' data centres and computer rooms into two modern, reliable, energy efficient, secure and fit-for-purpose data centres. All NSW Government agencies (except State Owned Corporations) must relocate their data centres and computer rooms into these new facilities within four years of the facilities' opening, namely August 2017.

The HPCA recognises that its ICT infrastructure is likely to be moved to the data centres by August 2017 (unless it is exempt). The HPCA will commence investigations and planning in order to be ready for the relocation. As part of this planning, the HPCA will work with the Ministry of Health and HealthShare to identify and implement opportunities to collaborate and leverage infrastructure, platform or other ICT related services. This will provide the HPCA with opportunities to improve scalability and reliability of ICT services and may also assist with the planning for and implementation of relocation to the data centres.

##### *Cloud Services*

The NSW Government ICT Strategy recognises that a strategic approach to the use of cloud services will provide opportunities to achieve better value ICT investment and improve service capability.

The HPCA and Councils also recognise that cloud services have the potential to address challenges caused by financial constraints, rapidly changing technology and high standards of service demands. Cloud services can improve the scalability and reliability of ICT services and improve agility to respond to changing business needs.

The NSW Government data centres will also provide reliable, secure and efficient 'data centre as a service' for agencies with in-house systems and infrastructure. A private government cloud will also be available from the data centres which provide necessary levels of security and connectivity.

The HPCA is committed to exploring the benefits of cloud services to achieve better value, flexibility and reliability. This includes infrastructure as a service, platform as a service and software as a service.

When evaluating cloud services, the HPCA will consider the cost-benefit of the service, the regulatory considerations including security and privacy of the data or information, risk assessment including business continuity, data location and retrieval and the HPCA's skills and capabilities to migrate and manage the new service.

##### *Business Intelligence*

The HPCA and Councils are committed to undertaking research, measuring performance and building and communicating evidence of the effectiveness and impact of the Councils' and HPCA's role.

As part of ensuring that the HPCA and Councils achieve these aims, the HPCA is improving its Information Management Framework. This includes developing standards and common approaches to information management. It also includes sharing information and data with its partners, AHPRA and the HCCC and collaborating to measure performance and outcomes.

The HPCA and Councils will explore opportunities to report, analyse, mine, process and benchmark its business intelligence to improve effectiveness and enable proactive and preventive regulation which identifies and manages risk to public.

#### *State Records and increasing digital recordkeeping environment*

The HPCA and Councils recognise the continued emergence of digital record keeping. As part of ensuring that the HPCA continues to transition to digital record keeping, the HPCA has identified the need to upgrade its TRIM software and consolidate and integrate the separate systems into a single central system. The HPCA has also recognised the need to capture information electronically and has implemented systems at Pitt Street and Gladesville sites to capture incoming correspondence and information electronically so that it is scanned and saved into TRIM.

The HPCA will continue to ensure that staff comply with its Records Management Policy and will provide continuous education and training for staff to assist them in meeting the HPCA's and Councils' obligations in relation to State Records and recordkeeping. This includes implementing an audit tool for records.

The HPCA will continue to manage digital recordkeeping with an appropriate governance framework that ensures high risk business and critical processes are identified and managed so that information is retained and secured, and that the delivery of service to Councils is not impaired. The HPCA, as the shared service provider to the Councils, will continue to ensure compliance with the *NSW Digital Information Security Policy* (dated November 2012).

## **5. Developing an ICT Strategy**

The ICT Strategic Plan 2014 – 2016 will support and enable the HPCA and Councils to meet their regulatory and legal responsibilities and effectively manage and monitor organisational risk.

The HPCA and Councils recognise that ICT is an important tool which supports the quality of regulatory decisions and assists Councils in meeting their objectives.

The ICT strategies for 2014 – 2016 have been identified for the following business objectives and functions that are relevant to the ICT environment:

### **1. Business systems and applications**

#### *Cloud Services*

The HPCA and Councils recognise that cloud services can improve the scalability and reliability of ICT services and improve agility to respond to changing business needs.

The HPCA will consider utilising cloud services for infrastructure and platforms. This will provide better value, flexibility and reliability with ICT architecture and services. The HPCA is not independently funded and instead is reliant on the 14 Councils to fund new initiatives and projects including ICT projects. Utilising cloud services could provide better value for money and enable greater flexibility and scalability with ICT related services.

When evaluating cloud services, the HPCA will consider the cost-benefit of the service, the regulatory considerations including security and privacy of the data or information, risk assessment including business continuity, data location and retrieval and the HPCA's skills and capabilities to migrate and manage the new service.

The HPCA will ensure that procurement for new business systems and applications and information management systems, provide the flexibility to ensure that cloud services can be used to host or support the platform or technology or software.

The HPCA has commenced investigations into cloud services and will seek to implement opportunities over the course of the next three years. Funding to enable cloud services to be utilised will be sought from the Councils and included as part of the request for funding for any new ICT related initiative or project. HPCA staff will be responsible for identifying opportunities to utilise cloud services and will liaise with providers including the Department of Finance and Services who offer cloud services and with HealthShare to identify and implement opportunities to collaborate and leverage cloud services.

## **2. ICT infrastructure**

### *Desktop Equipment and Portable Devices including laptops and tablets*

The HPCA and Councils need to ensure desktop equipment and infrastructure and platforms are reliable and not outdated.

The HPCA and Councils will replace desktop equipment every three or four years. In order to spread the costs and minimise disruption, the HPCA may maintain some of the desktop equipment for a longer period of time but only if it does not amount to an unacceptable risk to the quality and continuity of services.

Desktop equipment at Pitt Street requires replacement in the near future. The HPCA may consider implementing a thin client program at Pitt Street when refreshing desktop equipment so that servers fulfil the computational roles of the HPCA staff computers in the same way as at the Gladesville site. While this will depend on the outcome of a business plan which includes a cost benefit analysis and a benefits realisation plan, a thin client program can result in savings from reduced support and capital costs and improved quality, reliability and enhanced ability to capitalise on emerging trends and new opportunities.

The upgrade to the desktop equipment at Gladesville in 2013 with the implementing of a thin client program will extend the lifespan of the desktop equipment for a period of six years. Upgrades to the servers may be required as the servers fulfil the computational roles for the computers at Gladesville. Cloud services will be considered as infrastructure as a service in order to achieve better value, flexibility and reliability.

Funding to enable desktop, laptop and tablet device replacement will be sought from the Councils and included as part of Councils' yearly budgets within repairs and maintenance provisions. HPCA staff will be responsible for identifying best value and opportunities to utilise alternative infrastructure such as cloud services.

### *IT Environment at Gladesville*

Since its implementation in February 2014, the new IT environment at Gladesville has experienced issues which have impacted on its standard and reliability.

Presently, investigations are underway to identify the causes to these problems and identify and implement solutions in order to improve the IT environment and in particular, its quality and reliability.

### *Server Infrastructure Upgrade*

There is a current need to upgrade server infrastructure, which has been identified as a priority to accommodate increased demand on the current servers which is causing slower response times. This has also impacted on other ICT projects currently under development.

The HPCA will investigate the costs and benefits of purchasing new servers as one option and compare this with an alternative of either using cloud services to host TRIM or other infrastructure as a service and purchase this or licence server systems through the Government data centre. The HPCA understands that it can leverage from the

Memorandum of Understanding that has been signed between HealthShare and the Government Data Centre so that it can purchase or licence cloud services or infrastructure as a service without having to specify the required minimum commitment load. The HPCA will investigate these options and prepare a business case with a benefits realisation plan for consideration by Councils in order to proceed with server infrastructure upgrades in 2014/15. Depending on the approach, Councils will fund the procurement of servers or fund on an annual ongoing basis, the purchase or licences of server services.

#### *Business Continuity and Disaster Recovery*

Business Continuity Management is a set of processes, procedures and disciplines which help ensure that key business activities can be restored and recovered within acceptable timeframes, in the event of a disaster or adverse incident. It includes the HPCA's Business Continuity Plan and ICT Recovery Plan.

As part of further developing its ICT Recovery Plan, the HPCA will consider utilising the Gladesville and Pitt Street sites as alternative sites, to back up information and data so that systems can be restored and information and data retrieved, following an adverse event or incident which impacts on the availability of electronic information or ICT system resources. The HPCA will investigate this option and prepare a business case with a benefits realisation plan for consideration by Councils in order to initiate alternative sites to back up data and information in 2014/15. Funding to initiate this project will be sought from the Councils and included as part of a request for funding for any new ICT related initiative or project.

Alternatively, the HPCA will also consider utilising the Government data centre where ICT back up can be purchased as a service. The HPCA will investigate this option and prepare a business case with a benefits realisation plan for consideration by Councils as an alternative.

### **3. Information Management Systems**

#### *TRIM Upgrade and consolidation into single system*

TRIM is the document and records management system used to capture and manage the HPCA's and Councils' records of business decisions, activities and transactions in a secure environment. TRIM integrates with the MaCS case management system to provide a comprehensive records and information system for regulating NSW health practitioners.

A separate TRIM system and versions are in place at the Pitt Street and Gladesville sites. Since December 2012, the TRIM system vendor Hewlett-Packard (HP), ceased to provide online support for the versions of TRIM in operation at both sites. Despite this, the HPCA still pays for the online support as it is a component of the licensing fee. HP does not support TRIM versions that are incapable of maintaining integrity with advancing business demands. The loss is evident in TRIM's interface with current Microsoft Office applications, where functionality and integration is suboptimal due to current versions of TRIM not being the most recent versions available.

The HPCA has identified the need to first upgrade the TRIM licences to the most current version across both sites and second to migrate and integrate the two separate systems across both sites into a single central system. This will allow staff across both sites to access records and documents which are captured and managed in TRIM.

As the current TRIM versions are not supported by the vendor, this creates a risk over system integrity and accessibility, particularly in the event of system failure. Moreover, the operation of two records management systems across the HPCA's sites results in increased costs of vendor support, inefficiencies and duplication of documents and recordkeeping practices and risks with version control issues and security over highly sensitive personal and confidential health information that may be emailed to staff working across both sites.

Funding to initiate this project will be sought from the Councils and included as part of a request for funding for any new ICT related initiative or project. The HPCA understands that as part of upgrading TRIM software, the HPCA will require upgrades to servers which will be procured in 2014/15 or funded on an annual ongoing basis through the purchase of licences of server services or cloud services.

#### *Financial Reporting Software*

The HPCA through its Risk Register has identified the need to upgrade its current financial reporting software from the existing MYOB and Microsoft Access Solution to an effective and streamlined solution that supports four functional areas of providing monthly financial Management Reports to Councils, external audit and statutory reporting requirements, budget planning and bi-annual forecasting and address Council Member and other stakeholder payments and enquiries.

Councils have made a budget allowance for upgrading financial reporting software in the current 2014/15 budgets.

Again, the HPCA understands that as part of upgrading this software, the HPCA will require upgrades to servers in order to address slower response times and these will be procured in 2014/15 or funded on an annual ongoing basis through the purchase of licences of server services or cloud services.

#### *Websites*

Councils have identified the need to improve communication and engagement with practitioners, the public and stakeholders as part of the Strategic Framework for 2014-2016.

The HPCA currently maintains 15 websites, one for the HPCA and 13 at Pitt Street for the Councils, which are managed through this site and one through the Gladesville site. The websites aim to inform health practitioners, complainants, the public and stakeholders about the Council and the NSW regulatory system, policies and processes. The HPCA website contains information about the HPCA as the shared services provider to the Councils and provides access to key corporate level documents. It also links to the Councils' individual sites. The websites were developed and are hosted by external providers, with different providers hosting the websites across the two sites.

Each Council's site contains specific information about the Council, its role and functions and provides access to key Council documents. Some sites include publications and links to other stakeholder bodies. The amount of information available varies according to the volume of publications the Council produces.

The way information is provided and accessed continues to change, with an increasing amount of information only being published in online or electronic formats. Social media and networking through mobile access is increasingly becoming the primary means by which people access information. Legislation and NSW Government policies are also requiring agencies to provide greater access to information in a range of formats and to cater for diverse access points. It is essential that the HPCA and Councils are able to meet these changes.

The HPCA and Councils' web presence needs updating to meet the needs of current and future stakeholders, ensuring it reflects the key messages that the Councils wish to convey. A number of Councils have expressed a desire to update and improve their websites which was identified as a strategic priority through the 2013/14 budget process.

Reviewing and updating the websites will require initial scoping to identify new designs, structures and navigations and a single provider to host the website. It is estimated that this work can commence and be completed in 2014/15. Funding for this initial review and scoping project was notionally allocated in Councils' 2013/14 budgets. Funding to progress this project will be sought from the Councils and included as part of a request for funding for

any new ICT related initiative or project. It is anticipated that a further funding request will be made to Councils in 2015/16 to develop the new websites including reviewing content and hosting the websites.

Other matters that will need to be considered as part of this project are recent changes to the NSW Branding and Style Guide, NSW Government Circular C2012-08 NSW Government Website Management and mandatory NSW Government Website Level AA Compliance with Web Content Accessibility Guidelines (WCAG) 2.0 by 31 December 2014.

#### *Social Media*

Councils and the HPCA recognise the emerging capabilities of social media. NSW Government encourages agencies to make greater use of social media and empower public sector staff to use these tools where it assists in improving service delivery. The HPCA currently utilises a Twitter account as part of its Business Continuity Plan to communicate with staff. The HPCA will continue to explore other opportunities to utilise social media to enable collaboration and engagement with its staff, public, stakeholders and across Government.

#### *Members' Portal*

The HPCA has recognised the opportunities and benefits that could be realised from developing a members' portal or extranet. This could serve as a web based solution that would allow secure storage and access by HPCA staff, Council members and panel and hearing members to a range of information, tools, guides, procedures and other regulatory resources.

A members' portal extranet would provide the same benefits as an intranet, in that the HPCA can store and securely share regulatory information in a central location. It will also improve and promote collaboration across the Pitt Street and Gladesville sites and across teams working for specific Councils, as it will enable better sharing of information and resources. Unlike an intranet which is only available internally, a members' portal extra would allow external Council members and panel and hearing members to securely access these resources.

The HPCA will consider developing a members' portal in 2014/15 and submit a business case and benefits realisation plan for consideration by Councils in order to initiate this system in 2015/16. Engaging an external contractor will be necessary to undertake the development of work associated with the members' portal.

Funding to develop a members' portal will be sought from the Councils and included as part of the Councils' 2015/16 yearly budgets within strategic initiatives provisions. HPCA staff will be responsible for developing the business case and benefits realisation plan and working with contractors to develop the members' portal.

#### *Document Collaboration Software*

The HPCA assists Council members and panel and hearing members with preparing and finalising decisions following regulatory action taken by a Council or panel or hearing. Presently, draft decisions are circulated for other members to provide comment or amendment prior to finalising the decision.

Utilising document collaboration software will enable multiple members to comment or amend a decision whilst working on a single document at the same time in a secure environment. This will enhance timeliness when finalising decisions and increase security over personal and health information contained within the decision. This solution may also be combined with a member's portal extranet and Microsoft SharePoint.

The HPCA will submit a business case and benefits realisation plan for consideration by Councils in order to procure the software that meets the Council members' and hearing members' needs and that represents best value in 2014/15. Funding to initiate this project

will be sought from the Councils and included as part of a request for funding for any new ICT related initiative or project in 2014/2015.

#### *MaCS Database enhancements*

The MaCS database is a custom built database that operates on a .NET platform. It acts as a complaints database and includes a monitoring and scheduling module that is used to assist in monitoring compliance with conditions or orders imposed following a conduct, health or performance outcome.

Over the years, the MaCS database has been enhanced and modified in order to meet changes in regulatory processes and to deliver better data management and reporting. The MaCS database will continue to undergo enhancements where the benefit justifies the cost. These enhancements are identified by a MaCS user group comprised of HPCA staff working across the Councils and supported by the IT Applications Coordinator and Assistant Director, Allied Health and Nursing and Midwifery.

The HPCA will also consider the cost and benefits in developing further enhancements including the capability to generate meeting agenda and minutes using the database (with or without the integration of the electronic meeting papers system) and a workflow capability within the MaCS database. This workflow capability will allow task and activities within complaint management to be assigned to staff members with the ability to monitor completion.

Councils will make a budget allocation to fund further development of the MaCS database as informed and prioritised by the MaCS user group. Funding for additional larger scale development or enhancement, such as generating agenda and minutes or workflow capability, will be subject to a business case and benefits realisation plan for consideration by Councils. Councils will be asked to fund these initiatives if approved in 2015/16 so that the work can commence in that financial year.

#### *Process Indicators*

As part of the HPCA Action Plan for 2013/14, the HPCA undertook to develop a standard set of process indicators for analysing and comparing complaint handling performance within and across Councils. These reports are produced from data contained with the MaCS database.

The HPCA has developed 10 process indicators for use in 2014/15. It plans to consult with Councils as to the usefulness of each indicator and the frequency of reporting. The HPCA intends to develop the functionality to provide further reports in relation to other indicators.

## **6. Projected Outcomes and Deliverables**

This section will state what benefits and service delivery outcomes will be delivered from each identified ICT project and when they will be achieved. It will include the monitoring and evaluation strategy for the projects.

Measurable outputs and outcomes will be provided, along with the link to the overall HPCA strategic plan. It will include a Benefits Management Plan to manage, monitor and track the achievement of the desired outcomes and deliverables throughout the ICT Strategic Plan's lifecycle.

<b>Proposed ICT Priorities Projects</b>	<b>Measurable Outputs and Outcomes</b>	<b>Benefits Plan – Manage, Monitor and Track Desired Outcomes and Deliverables</b>
Cloud Services	Hosting software or platforms to improve scalability and reliability and improve agility to respond to changing	Assess agility in implementing new initiatives and savings from licensing services instead of capital expenditure and reduced

<b>Proposed ICT Priorities Projects</b>	<b>Measurable Outputs and Outcomes</b>	<b>Benefits Plan – Manage, Monitor and Track Desired Outcomes and Deliverables</b>
	business needs without comprising security or connectivity	support costs. Review of benefits realisation plan at 12 monthly intervals to ensure realisation of outcomes and deliverables.
Desktop Equipment and Portable Devices including laptops and tablets	Up to date and reliable equipment which may include thin client solution	Savings from reduced support costs and capital costs and improved quality, reliability and enhanced ability to capitalise on emerging trends and new opportunities. Review of benefits realisation plan at 12 monthly intervals to ensure realisation of outcomes and deliverables.
Resolution of issues with IT Environment at Gladesville	Ensure quality and reliability of the IT environment	Ensure acceptable quality and reliability of the IT environment. Review of benefits realisation plan at three months to ensure implementation of solutions has addressed issues to satisfaction of business users.
Server Infrastructure Upgrade	Improved response times, better reliability and enhanced ability to proceed with necessary ICT projects and initiatives	Savings and efficiencies in operating environment and reduced support costs. Assess agility in implementing new initiatives and savings from licensing servers instead of capital expenditure and reduced support costs. Review of benefits realisation plan at 12 monthly intervals to ensure realisation of outcomes and deliverables.
Business Continuity and Disaster Recovery	Manage and minimise risks caused by disruptions to key business activities and to ensure recovery and restoration within acceptable timeframes	Minimal disruption and timely recovery and restoration of services within acceptable timeframes. Backup information and data alternatively from both sites to facilitate data retrieval and restoration. Review of benefits realisation plan at 12 monthly intervals to ensure realisation of outcomes and deliverables.

<b>Proposed ICT Priorities Projects</b>	<b>Measurable Outputs and Outcomes</b>	<b>Benefits Plan – Manage, Monitor and Track Desired Outcomes and Deliverables</b>
TRIM Upgrade and consolidation into single system	<p>Upgrade TRIM licences to most current version to ensure availability of vendor support and better interface with Microsoft Office applications</p> <p>Single central system for both sites to minimise inefficiencies and duplication of records and control security over personal and health information</p>	<p>Savings and efficiencies in operations and better controls over security of personal and health information.</p> <p>Better management over digital records and recordkeeping.</p> <p>Greater efficiencies through vendor support of current version of software.</p> <p>Review of benefits realisation plan at 12 monthly intervals to ensure realisation of outcomes and deliverables.</p>
Financial Reporting Software	<p>More effective reporting of financial information including timely monthly management reports, timely audit and reporting, more robust budget planning and bi-annual forecasting and better service delivery to members enquiries</p>	<p>Improve accuracy and timeliness of information and enable better financial planning and forecasting.</p> <p>Review of benefits realisation plan at 12 monthly intervals to ensure realisation of outcomes and deliverables.</p>
Websites	<p>Improved communication and engagement with stakeholders</p> <p>Improved ability to respond to emerging technology and communication trends such as social media and networking</p> <p>Greater access to information which caters for diverse access points</p>	<p>Greater traffic through Council websites enabling key messages to be conveyed to stakeholders and reporting on performance, activities and future initiatives.</p> <p>Compliance with NSW Government standards including WCAG2.0</p> <p>Review of benefits realisation plan at 12 monthly intervals to ensure realisation of outcomes and deliverables.</p>
Social Media	<p>Improved communication and engagement with stakeholders</p> <p>Greater access to information which caters for diverse access points</p>	<p>Greater traffic through Council websites enabling key messages to be conveyed to stakeholders and reporting on performance, activities and future initiatives.</p> <p>Review of benefits realisation plan at 12 monthly intervals to ensure realisation of outcomes and deliverables.</p>

<b>Proposed ICT Priorities Projects</b>	<b>Measurable Outputs and Outcomes</b>	<b>Benefits Plan – Manage, Monitor and Track Desired Outcomes and Deliverables</b>
Members' Portal	<p>Availability and access to key information, tools, guides, procedures and regulatory resources</p> <p>Improve communication and collaboration</p>	<p>Improved decision-making by Council members and hearing members.</p> <p>Better communication and collaboration across HPCA staff with shared knowledge and information leading to more efficient and proficient service delivery.</p> <p>Review of benefits realisation plan at 12 monthly intervals to ensure realisation of outcomes and deliverables.</p>
Document Collaboration Software	<p>Access to highly confidential information in a secure environment allowing multiple members to collaborate and work on a documents in real time</p>	<p>Savings and efficiencies in operations and better controls over security of personal and health information.</p> <p>Better management over digital records and recordkeeping.</p> <p>Review of benefits realisation plan at 12 monthly intervals to ensure realisation of outcomes and deliverables.</p>
MaCS Database enhancements	<p>Database captures regulatory activities and outcomes and delivers data management and reporting</p> <p>Database also enables workflow capability to allow assigning of tasks and responsibilities and monitoring completion to ensure timeliness</p>	<p>Savings and efficiencies in operations including ability to ensure changes in regulatory needs or process are captured by systems.</p> <p>Better management over digital records and recordkeeping and better reporting on activities and outcomes.</p> <p>Review of benefits realisation plan at 12 monthly intervals to ensure realisation of outcomes and deliverables.</p>
Further Process Indicators	<p>Report on the timeliness of Council decisions including management of complaint matters referred to Councils</p> <p>Greater timeliness should result in better decisions thereby advancing public protection</p> <p>Greater timeliness should</p>	<p>Councils to report on qualitative aspects for their work and to supplement the current quantitative measures in place.</p> <p>Identify areas where there is a need to focus on strategies for improvement and support and consistent and regular reporting across Councils.</p>

Proposed ICT Priorities Projects	Measurable Outputs and Outcomes	Benefits Plan – Manage, Monitor and Track Desired Outcomes and Deliverables
	also reinforce public and other stakeholder confidence in complaint management system	

## 7. Governance and Management

Section 3.1 provides detailed information concerning the background and governance structure and arrangements of the HPCA and Councils.

The HPCA has no independent source of funding. It receives no funding from the Ministry of Health apart from a small grant to support the ATSIHP Council only. The HPCA is reliant on Councils to fund its operations. Councils establish a budget for each financial year based on expected revenue that the Council is likely to receive from the proportion of the registration/renewal fee paid by NSW practitioners. Councils make an expense allocation in their budgets to pay for the services provided by the HPCA to meet the costs of salaries and wages, occupancy costs, computer services, postage and communication and printing and stationery.

Councils are funded by receiving a proportion of the registration/renewal fee paid by registered health practitioners who nominate NSW as their principal place of practice (known as the NSW regulatory or NSW complaints fee). Councils approve a budget each financial year and have regard to forward projections. The Australian Health Practitioner Regulation Agency (AHPRA) on behalf of the National Boards determines the amount that is required for the National Board and AHPRA to undertake registration and accreditation functions in NSW and nationally and a portion of the NSW fee is then paid to AHPRA in order to undertake these activities.

Councils must give all money received in revenue to the Health Administration Corporation (HAC) for payment into an account established under section 13A of the *Health Administration Act 1982 (NSW)*. The Secretary of the Ministry in their capacity as the HAC, has delegated the authority to incur expenditure to the HPCA on certain conditions, including that funds are available. All Councils have signed a Service Level Agreement with the HPCA that identifies the corporate and other services provided to the Councils and also authorises the Director to incur reasonable expenditure on the Council's behalf for the purpose of providing services. The effect of the financial arrangements between the Councils and HPCA under the Service Level Agreements is that the HPCA can only incur expenses in accordance with pre-approved budget allocations. Each Council's approval is required prior to incurring any unbudgeted expense except for emergencies or on three occasions, but within strict financial limits.

### 7.1 Roles and Responsibilities

#### ICT Steering Committee

The HPCA has an ICT Steering Committee. Its primary role is to:

- Develop corporate level ICT strategies and plans that ensure the cost effective application and management of ICT systems and resources
- Review current and future technologies to identify opportunities to increase the efficiency of ICT resources and to utilise new technologies to improve the efficiency of the HPCA's and Councils' businesses

- Monitor, evaluate and prioritise ICT projects and achievements against the ICT Strategic Plan
- Improve the quality, management and value of information, business systems and information and communications technology
- Monitor implementation and review of ICT policies and plans to ensure compliance

The terms of reference for the ICT Steering Committee are at Appendix 5.

### **Chief Information Officer**

There is no designated role of CIO but the Assistant Director, Finance and Shared Services undertakes these responsibilities, supported by line staff.

### **Responsible Business Unit Managers**

Assistant Director, Finance and Shared Services – Responsible for managing all financial, IT and accounting operations and strategies in accordance with relevant legislation and public sector policies, procedures and guidelines and overseeing financial and accounting activities and IT service delivery across the HPCA.

Manager, Corporate Governance – Responsible for developing and maintaining a governance framework and the related procedures and processes required to support the HPCA in carrying out its administrative and regulatory functions and to ensure the HPCA has a sophisticated and comprehensive information management system; effective consultation and decision making processes; sound risk management practices; that it complies with statutory requirements; and is responsive, open and accountable to the public and government.

Records Coordinators – Responsible for managing the HPCA's records management program including policies, standards and procedures and using the TRIM records management system to support effective business operations and ensure compliance with legislative requirements, policies and professional standards.

IT Applications Coordinator – Responsible for coordinating the design, implementation, maintenance and support the monitoring and complaints system (MaCS) and other IT systems used by the HPCA and coordinate the integration and transfer of information between the national registration database and the NSW monitoring and complaints system. Liaise with staff and external consultants and provide training on the IT applications utilised by the HPCA.

Administration Manager – Responsible for managing the HPCA administrative and corporate support functions to provide client focused services which effectively support the operations of the HPCA and the Councils, including human resources functions.

Communications Officers – Responsible for developing, initiating and implementing internal and external communication programs and plans to promote and support the role and work of the HPCA and the Councils and provide a range of information services which include the writing of articles, publications, presentation materials, internal and external newsletters, website information and annual reports.

External Consultants – Responsible for ICT support including network and database support and where outsourced skills and capabilities are required to deliver technical knowledge and expertise to the HPCA and Councils. This delivers a more cost efficient and practical approach to purchasing skills and expertise in specific areas on an as needs basis. Refer Appendix 9.

## **7.2 Governance and Management frameworks**

The HPCA ensures that the framework within which all ICT activities are undertaken ensures that the following key issues and matters are documented within the strategic planning and management process which is also in accordance with the business needs of Councils.

- 1) Project management methodology adopted including Business case or Project Brief as the mechanism for the initiation, review, approval, prioritisation and program management of all ICT projects (Appendix 7)
- 2) Risk management framework adopted
- 3) Internal change management framework adopted
- 4) Communications framework
- 5) Benefits Management process adopted
- 6) Information Security program adopted

Given the size of the HPCA, it is important to balance the need to ensure compliance with these frameworks and the need to implement these frameworks within available internally funded resources.

The HPCA has developed and utilises a Project Report template (Appendix 7) which identifies objectives and strategy in relation to ICT activity, budget, benefits to be realised, project implementation plan and key milestones, key project issues including change management process and project risks and mitigation strategies. Review of benefits realisation will occur at 12 monthly intervals to ensure realisation of outcomes and deliverables.

These frameworks will be implemented and managed at an organisational level and in individual projects and planning, including engaging external expertise as required.

# Appendixes

## Appendix 1 – Current ICT environment

### Pitt Street Site

The network consists of a Microsoft based solution using active directory as a shared authentication and authorisation mechanism. Various Microsoft products such as Windows Server 2008, Exchange 2007 and SQL Server 2008 provide supporting services such as file sharing, print serving, database hosting, TRIM and the like. Microsoft Hyper-V is utilised as the virtualisation layer. Telephony is supplied by a 3CX VOIP PBX solution running on a virtual server. This connects to an upstream VOIP provider via SIP trunks.

Desktops consist of approximately 80 PC's. These are mostly DELL desktops that range in age from one to four years. There are a few older ASI PC's that pre-date the DELL desktops still in use and Hewlett Packard PC's inherited from the Board to Council migration in 2010. There are 12 laptops used on the network and these consist of various Dell models. Where possible, standard images have been created via Acronis and these are used to re-image PC's to the standard build as required.

Current back up arrangements are all network systems located and hosted at Pitt St. are backed up each weeknight to tape, and these tapes are rotated offsite by Recall. The backup is split up to minimise the backup window with a full back up being done over the weekend and incrementals carried out on weeknights.

Remote devices consist of eight Apple Iphone 4s, 91 Ipad Air 4G Model A1475.

The desktop standard operating environment (SOE) consists of the following key components:

- Windows 7 Professional
- Office 2007 or Office 2010 (Professional and Small Business editions)
- TRIM
- MACS
- Adobe Reader
- GFI Managed Anti-Virus

Additional software is installed on some machines depending on the role of the user, as follows:

- Adobe Acrobat Professional and Standard is deployed on 55 machines
- Adobe Creative Suite is deployed on a single machine.

The laptops also have the Cisco AnyConnect VPN client software loaded for remote access to the HPCA/MC network.

Internet connectivity is provided by a 100Mbit connection to AAPT. A wide area network (WAN) with the Medical Council of NSW site in Gladesville is provided by a separate 50Mbit direct connection, also from AAPT. There is a separate fibre link to the NSW Health network supplied by Telstra for access to the NSW Health intranet. Websites are hosted by third party providers by Diligent Boardbooks for Electronic Agenda Papers and The Australian Software Company Pty Ltd for the Pharmacy Council new Pharmacy Registration System known as "NuRex".

### **Gladesville Site**

The network at Gladesville consists primarily of a Microsoft Virtual Desktop Infrastructure (VDI) solution. The server infrastructure hosting the VDI environment is located at the Pitt Street site and is accessed over a 50Mbit wide area network (WAN) link provided by AAPT. The VDI environment is hosted on a physical Windows Server 2012 server optimised for this load. There is a single utility server at Gladesville providing some low-level site specific functions such as DHCP.

Various Microsoft products such as Windows Server 2008, Exchange 2007 and SQL Server 2008 provide supporting services such as file sharing, print serving, database hosting and TRIM. Microsoft Hyper-V is utilised as the virtualisation layer. Telephony is supplied by a conventional Ericsson PABX.

The desktops are DELL/Wyse thin clients running Windows 7 Embedded. These thin clients provide a Remote Desktop client to access the VDI infrastructure, and are just over a year old. There are five DELL laptops that are used for remote connectivity and for meeting rooms and they are the same age as the thin clients. There is a single DELL OptiPlex PC at Reception that is used for CD burning and scanning with a recently procured Kodak document scanner.

The standard operating environment (SOE) for the virtual desktops, physical desktop and laptops consists of the following key components:

- Windows 7 Professional
- Office 2010 Standard (2013 Home & Business on the laptops)
- TRIM
- MACS
- Adobe Reader
- GFI Managed Anti-Virus

Additional software is installed on the virtual desktops depending on the role of the user, as follows:

- Adobe Acrobat Professional and Standard
- Phillips voice recorder and transcription software

The laptops also have the Cisco AnyConnect VPN client software loaded for remote access to the HPCA/MC network.

Internet connectivity and access to the NSW Health intranet is shared with HPCA, utilising the 100Mbit internet connection to AAPT and the Telstra fibre link to NSW Health at Pitt St. The website is hosted by a third party provider.

## Appendix 2 – Schedule of Current Projects

Projects funded and scheduled in 2014/15 and potential projects in 2015/2016 that Councils have agreed to support as enhancements and core activities for which funding has been allocated through the budget process.

<b>Projects funded and scheduled in 2014/15</b>	<b>Timeframes Project benefits Accountabilities</b>	<b>Project Management and Governance</b>
MaCS Developments and Enhancements	<p>Ongoing throughout 2014/15</p> <p>Continual improvement to ensure database captures regulatory activities and outcomes and delivers data management and reporting.</p> <p>Database also enables workflow capability to allow assigning of task and responsibilities and monitoring completion to ensure timeliness.</p> <p>Assistant Director – Finance and Shared Services and IT Applications Coordinator and Consultants including IAB project manager and external database support officer</p>	<p>ICT Steering Committee for oversight over ICT projects</p> <p>HPCA MaCS User Group to inform needs, priorities and user acceptance testing</p>
Financial Reporting Software	<p>Project to be initiated in 2013/14 and completed in 2014/15</p> <p>More effective reporting of financial information including timely monthly management reports, timely audit and reporting, more robust budget planning and bi-annual forecasting and better service delivery to members enquiries.</p> <p>Assistant Director – Finance and Shared Services</p>	<p>ICT Steering Committee for oversight over ICT projects</p> <p>Steering Committee for project design and evaluation</p> <p>AR&amp;C for oversight of risks identified in HPCA Risk Register</p>
Desktop Equipment and Portable Devices including laptops and tablets	<p>Project to be initiated and completed in 2014/15</p> <p>Up to date and reliable equipment which may include thin client solution</p> <p>Assistant Director – Finance and Shared Services and IT Applications Coordinator</p>	<p>ICT Steering Committee for oversight over ICT projects</p>

### Appendix 3 – Schedule of Proposed Projects

Projects for which funding has not been allocated but that may have been identified as priorities for the future.

Projects not yet funded but identified for 2014/15	Timeframes Project benefits Accountabilities	Project Management and Governance
TRIM records management system upgrade	<p>Project to be initiated and completed in 2014/15</p> <p>Project benefits include savings and efficiencies in operations and better controls over security of personal and health information. Better management over digital records and recordkeeping. Greater efficiencies through vendor support of current version of software.</p> <p>Records Coordinator and Manager Corporate Governance</p>	<p>ICT Steering Committee for oversight over ICT projects</p> <p>HPCA Records Management User Group project implementation and user acceptance testing</p>
Server Infrastructure Upgrade	<p>Project to be initiated and completed in 2014/15</p> <p>Improved response times, better reliability and enhanced ability to proceed with necessary ICT projects and initiatives.</p> <p>Assistant Director – Finance and Shared Services and IT Applications Coordinator</p>	<p>ICT Steering Committee for oversight over ICT projects</p>
Investigations into issues with IT Environment at Gladesville including UAT and rectification to satisfaction of business users	<p>Project to be initiated and completed by end of calendar year 2014</p> <p>Project includes diagnostic analysis to identify causes of issues including slow response times when launching or searching, problems with stability of environment and programs and incompatibility of programs and speed of processing.</p> <p>Assistant Director – Finance and Shared Services and Assistant Director – Medical and external service provider (Private Universe)</p>	<p>ICT Steering Committee for oversight over ICT projects</p> <p>HPCA Executive Committee for accountability over diagnostic work and timeframes and use of external consultants</p> <p>Assistant Director- Medical for program sponsorship and evaluation</p>
Members' Portal	<p>Project to be initiated in 2015/16 and completed in 2016/17</p> <p>Availability and access to key information, tools, guides, procedures</p>	<p>ICT Steering Committee for oversight over ICT projects</p> <p>HPCA Members' Portal User Group for project design,</p>

	<p>and regulatory resources. Improve communication and collaboration.</p> <p>Assistant Director – Finance and Shared Services and IT Applications Coordinator</p>	<p>implementation and user acceptance testing</p>
<p>Website Development (some initial funding allocated in 2013/14 Budgets)</p>	<p>Project to be initiated in 2014/15 and completed in 2015/16</p> <p>Improved communication and engagement with stakeholders. Improved ability to respond to emerging technology and communication trends such as social media and networking. Greater access to information which caters for diverse access points.</p> <p>Communications Officer and Manager Corporate Governance</p>	<p>ICT Steering Committee for oversight over ICT projects</p> <p>HPCA Website Management User Group for project design, implementation and user acceptance testing</p>
<p>Specific MaCS modifications</p> <p>1. Implement a packaged workflow product or develop workflow functionality</p> <p>2. Develop a suite of recommendations that could be used when developing a Council/Committee meeting agenda item</p> <p>3. Integrate MaCS database at Pitt St and Gladesville sites into a single system</p>	<p>Project scope to be initiated in 2014/15</p> <p>Improve workflow by driving consistency, managing risk by providing a framework for complaint management that is linked to the database</p> <p>Improved agenda creation and drive consistency in choice of possible recommendations and outcomes Improve and enhance minute taking</p> <p>Merging the database into a single system would lead to greater efficiencies and cost savings in ongoing development and support Provide access to all database across sites</p> <p>Assistant Director – Finance and Shared Services and IT Applications Coordinator</p>	<p>ICT Steering Committee for oversight over ICT projects</p> <p>MaCS User Group for project design and subsequent evaluation including cost and benefits</p>
<p>Process Indicators</p>	<p>Report on the timeliness of Council decisions including management of complaint matters referred to Councils.</p> <p>Greater timeliness should result in better decisions thereby advancing</p>	<p>ICT Steering Committee for oversight over ICT projects</p>

	<p>public protection.</p> <p>Greater timeliness should also reinforce public and other stakeholder confidence in complaint management system.</p>	
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#### **Appendix 4 – Project Briefs**

Detailed briefs of current projects attached.

## Appendix 5 – ICT Steering Committee Terms of Reference

### Purpose

The primary role of the HPCA ICT Steering Committee is to:

- Develop corporate level ICT strategies and plans that ensure the cost effective application and management of ICT systems and resources
- Review current and future technologies to identify opportunities to increase the efficiency of ICT resources and to utilise new technologies to improve the efficiency of the HPCA's and Councils' businesses
- Monitor and evaluate ICT projects and achievements against the ICT Strategic Plan
- Improve the quality, management and value of information, business systems and information and communications technology
- Monitor implementation and review of ICT policies and plans to ensure compliance

### Responsibilities

The ICT Steering Committee is responsible for:

1. Developing the ICT Strategic Plan, including:
  - a. Ensuring that ICT strategies are aligned with wider government directions and policy priorities, as well as the HPCA's and Councils' strategic and corporate objectives, asset strategy and budget plan
  - b. Prioritising strategies and projects in consultation with Council Executive Officers and Councils, resolving competing demands and ensuring that they are realistic and achievable during the life of the ICT Strategic Plan
  - c. Taking action to ensure that the ICT Strategic Plan is delivered within the agreed budget and timeframes
2. Ensuring that there is a structured project management methodology in place that is used for all ICT initiatives and projects and assisting Project Managers to customise the methodology to suit individual projects.
3. Ensuring appropriate governance including operation governance over all ICT initiatives and projects including being the point of contact for escalation of any concerns in relation to governance matters.
4. Ensuring that all ICT strategies and projects have a nominated senior Executive fulfilling the role of Project Sponsor.
5. Assessing the quality and value of business cases prepared for new ICT project proposals and ensuring that every project proposal, procurement plan and implementation plan achieves appropriate levels of user and stakeholder consultation and satisfaction. This includes providing advice, recommendations and endorsement to Councils on the merits of new project proposals, in particular where funding is required.
6. Reviewing and approving the detailed ICT project implementation plans and project management documents such as risk management, change management, benefits realisation register, benefits management plan and information security.
7. Ensuring that the enterprise and information architecture and technology platforms proposed in new projects are consistent with the HPCA's strategic architecture and plans.
8. Considering new projects that emerge outside the ICT strategic planning cycle and investigate the impact of their implementation on other projects, priorities, resources and budget in the ICT Strategic Plan.

9. Reviewing and approving major Information Management and Information Technology policies, procedures and standards, including the ICT project governance framework.
10. Reviewing and monitoring implementation of the Business Continuity Plan and related plans to ensure annual review and testing and compliance with requirements.
11. Monitoring and reporting on the implementation of ICT projects against approved project plans, with particular emphasis on quality, risk management, benefits realisation and change management.
12. Providing regular progress reports to Councils and staff on the implementation of the ICT Strategic Plan initiatives and projects, as well as advising on current ICT issues and developments.
13. Supporting the Assistant Director, Finance & Shared Services and ICT staff with the prerequisite and appropriately approved internal or external resources to achieve supported ICT projects.

## **Membership**

The ICT Steering Committee comprises:

- Director, HPCA
- Assistant Director, Finance and Shared Services
- Assistant Director, Allied Health and Nursing & Midwifery
- One staff member from Pitt Street and one staff member from Gladesville initially appointed by the Executive
- A representative from the Ministry of Health with ICT expertise
- IT Applications Coordinator (Secretariat)

A quorum will consist of four of the seven committee members.

## **Meetings**

The Committee will meet initially meet monthly and will then revise its frequency after first six months with the likelihood of meeting quarterly.

The HPCA Director is the Chair of the Committee.

The Assistant Director, Finance and Shared Services fulfils the role of the HPCA Chief Information Officer and is responsible for providing the content of meeting papers, including liaising with Project Sponsors, Project Managers, ICT staff and others for project reports, updates and other relevant information.

The IT Applications Coordinator provides the Secretariat to the Committee, including coordinating the distribution of meeting papers and the preparation of meeting minutes.

## **Communication and Reporting**

The Assistant Director, Finance and Shared Services will provide a quarterly report to the HPCA Executive Committee and to Councils on major issues and developments in relation to the ICT Strategic Plan and specific ICT projects and issues.

The Assistant Director, Finance and Shared Services will oversight the preparation and submission of ICT strategies and business cases to the Committee, the Executive and to Councils, as appropriate.

### **Review and evaluation**

The Committee will review the terms of reference in June 2015.

Endorsed at the HPCA Executive meeting of 19 June 2014.

June 2014

**Appendix 6 – Alignment of ICT strategic with Government ICT policies and strategies and wider Government policy directives**

This is addressed in section 4.1 at page 4.

## Appendix 7 – Supporting references

Project Brief Template



# Project Document ID

*<Ensure the above is the full name of the initiative and not an acronym>*

Project Management Office

Sponsoring Branch: Project Customer

Program: Project Category

Project: Project Name

Document: Project Brief

**Version History:**

Ver. No.	Date	Created By	Update Description
0.01		Doc Author	Initial draft

**Document Distribution:** (see Instructions on page 3)

Name	Title	Reason Distributed	Date

*Reason Distributed: For Information (I), For Assessment (AS), For Approval (AP)*

**Document Approvals:**

Name	Title	Signature	Date

# Instructions

## Purpose of this Document

The purpose of the Project Brief is to provide a cursory understanding of the initiators needs. It describes the high level scope, constraints, assumptions, resources and business needs known at the start of the engagement. The brief feeds into an endorsement gate where the Initiators requirements versus available funds, cost implications, timelines and available TSC resource commitments are considered.

The contents of the Project Brief are extended and refined in the Business Case and Project Initiation Document (PID) once the go ahead has been given for the project to officially commence.

## Project Stage

This document is to be created in the **DISCOVERY** stage of the Integrated Delivery Framework life cycle.

## TSC Integrated Delivery Framework Context

Document Checklist

# START UP

## DISCOVERY



- **Business Initiative Register (BIR) entry**
- **Discovery Questionnaire**

- **Business Initiative Analysis (approach)**

- **Project Brief (incl Outline Business Case)**

<b>GATE 1</b>	
<b>Review + Validation</b>	<b>STAGE GATE</b>

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## Executive Summary

<The Executive Summary provides the person reading the document its essential information in a succinct fashion. Ensure that this section can be read alone and in isolation of the rest of the document. As a minimum it should include the **sources of funds** and the amount allocated (**budget**) to this initiative.>

## Project Definition

### Business Problem or Opportunity

<Include why this engagement is required and what business need, opportunity and/or problem will be addressed by any potential project(s). This should be easily understood without any prior background reading or understanding of this engagement>

### Project Objectives

<The project objectives should cover the following major functions in time, cost, quality, scope, risks, benefits, resources, appearance, performance levels, capacity, accuracy, availability, security considerations, ease of use, etc>

### Desired Outcomes

<Include what is expected by the customer at the close of this project, for instance, what are the high level deliverables>

## In Scope and Exclusions

List all In Scope and Excluded items.

In-Scope		Exclusions	
1.	<Describe the major features and functions that will be included in the solution.>	1.	<Describe the major features and functions that will be not be included in the solution.>
2.		2.	
3.		3.	

## Stakeholders and Users

Stakeholders have an interest in the requirements, outcomes, outputs and processes of this initiative. They will be invited to participate in meetings, workshops and discussions where appropriate.

This initiative will impact the following Stakeholders and Users:

Stakeholders / Users	Title	Branch
<i>&lt;List any person that is impacted by this initiative&gt;</i>		

## Project Assumptions, Constraints, Issues and Risks

### Assumptions and Constraints

*<Include assumptions and constraints discovered to date>*

Assumptions	
Detail	Owner
<i>&lt;Describe any Assumptions (and the corresponding business owners) that if proved false may impact the ability of the new capability from meeting its objectives.&gt;</i>	<i>&lt;Business person responsible for ensuring that the Assumptions are valid.&gt;</i>
<i>&lt;Repeat for multiple assumptions&gt;</i>	
Constraints	
Detail	Owner
<i>&lt; For instance, what interfaces need to be maintained&gt;</i>	
<i>&lt;Repeat for multiple constraints&gt;</i>	

### Issues

*<Include initiative issues discovered to date>*

Issues

Detail	Owner
<i>&lt;Repeat for multiple issues&gt;</i>	

## Risks

*<Include initiative risks discovered to date>*

Risks	
Detail	Owner
<i>&lt;Repeat for multiple risks&gt;</i>	

## Outline Business Case

This is an Outline Business Case which will evolve in subsequent stages should this initiative become a project.

### Option 1 - Do nothing

- This would require the continued use of the current system in an "As-Is" state.

#### Do nothing – Costs

- There would be no additional costs.

#### Do nothing – Benefits & Measures

- No further benefit(s) will be seen.

#### Do nothing – High Level Plan

- Reactive system stabilisation and incident management as and when required. This will remain a Business-As-Usual (BAU) support function.

#### Do nothing – Impacts

- Continued performance degradation.
- Increase in the troubleshooting required to stabilise and/or optimise the system.
- Increase in maintenance and service outages.
- Increase in the mean time to resolve incidents.
- Possibility of outright service failure.
- Possibility of loss of data.
- A rise in home grown branch centric solutions which are under the TSC radar.

## Do nothing – Risks

In addition to being unable to support any further increase in service levels, the current solution is a single point of failure within the existing environment and the following risks have been identified:

- <Add Risk 1>
- <Add Risk 2>
- ...etc

## Do nothing - Establishment Effort Costs

*<A list of internal TSC resources who currently are not able to charge the project for their input>*

- There would be no additional establishment effort costs.

## Option 2 - <Do something>

### <Do something> – Costs

Capital Expenditure Costs		
Item	Description	Cost
<b>Software</b>		
	<i>&lt;List software packages eg. TRIM, CHRIS, etc&gt;</i>	
	<b>Sub-Total</b>	
<b>Hardware</b>		
	<i>&lt;List hardware eg. HP, Cisco, IBM, etc&gt;</i>	
	<b>Sub-Total</b>	
<b>Technical Resources</b>		
Designer (x person days)	<i>&lt;To produce [add artefact name], Ad-hoc project based consulting&gt;</i>	
Architect (x person days)	<i>&lt;To produce [add artefact name], Ad-hoc project based consulting&gt;</i>	
Engineer (x person days)	<i>&lt;Install, build, integrate and commission the desired capability&gt;</i>	
Test Team (x person days)	<i>&lt;Create Test Scripts, execute and document test results&gt;</i>	
	<b>Sub-Total</b>	
<b>Project Resources</b>		
Project Management (x person days)	<i>&lt;Add high level Project Management activity breakdown&gt;</i>	
Business Analysis (x person days)	<i>&lt;Add high level Business Analysis activity breakdown&gt;</i>	

Test Management (x person days)	<Produce a Test Strategy and Approach>	
	<b>Sub-Total</b>	
<b>Third Party Consulting</b>		
Professional Services	<Set up server software and data sources. Upgrade of old server. Conversion of data. Test system, eg. SMS, EDS, Telstra, etc>	
	<b>Sub-Total</b>	
	<b>Total CAPEX</b>	
	<b>Contingency @ x% of Total CAPEX</b>	
	<b>Grand Total CAPEX</b>	

Operating Expenditure Costs		
Item	Description	Cost
<b>Software / Hardware</b>		
Decommissioning	<Minus the savings from decommissioning the replaced hardware and/or software>	
Training	<Training costs both internal and external>	
Support	<eg. Support costs of additional servers, to be offset by decommissioning of existing servers>	
Maintenance	<Includes regular updates to the software code base, licensing, etc>	
	<b>Total OPEX</b>	
	<b>Contingency @ x% of Total OPEX</b>	
	<b>Grand Total OPEX</b>	

<Do something> - Benefits & Measures

<Do something> - High Level Plan

<Do something> - Impacts

Type of Impact	Description
People / Business	<Operations support will manage and operate the upgraded servers.>

	<i>&lt;End users will use [add new system name]&gt;</i>
Systems / Technology	

**<Do something> - Risks**

- <Add Risk 1>
- <Add Risk 2>
- ...etc

**Do nothing - Establishment Effort Costs**

Resource	Effort	Level of Impact* and justification
Business Applications Manager	<i>&lt;Describe the effort and duration in weeks&gt;</i>	
Program Delivery Manager	<i>&lt;Describe the effort and duration in weeks&gt;</i>	
<i>* High, Medium or Low</i>		

*<Repeat the above Options section for Options 3 and beyond should they exist>*

**Recommendation:** Option <x> is the preferred business solution. This recommendation was jointly made based on the discussions to date with the Sponsoring Branch.

**Role Description**

*<Include all roles associated with this initiative>*

**APPENDIX A - GLOSSARY**

*<Define terms, acronyms, and abbreviations specific to this document that are not covered by the Integrated Delivery Framework glossary.>*

Term	Description

## Project Progress Report Template

<b>Project Report <i>insert date</i></b>					
<b>Project</b>	<i>insert name of project</i>			<b>Executive Sponsor:</b>	
<b>Project Manager</b>	<i>insert name of project manager</i>	<b>Team/Unit:</b>	<b>Email:</b>		
<b>Objective:</b>					
<ul style="list-style-type: none"> <li>▪ <i>Insert project purpose/outcomes</i></li> <li>▪ <i>Insert main project benefit or reasons or justification for change</i></li> </ul>					
<b>Strategy:</b>					
<ul style="list-style-type: none"> <li>▪ <i>Insert information about as is position, justification for change, alternatives and timeframes for implementation</i></li> <li>▪ <i>Insert information about procurement strategy mentioning any risk management during procurement</i></li> </ul>					
<b>Budget</b>	<b>2014/15</b>				<b>Comments</b>
	<b>Current volume/spend</b>	<b>Target</b>	<b>Achieved</b>	<b>Projected (inc.GST)</b>	
Total project funds:				\$	Total cost to individual Councils or total cost of project and proportion allocated to each Council and/or cost allocation methodology to be used
<b>Target Benefits:</b>					
<ul style="list-style-type: none"> <li>▪ <i>Insert benefits which have been documented as part of a benefits realisation plan. These should include quantitative and qualitative benefits and costs and be monetised as far as practicable. It should include a baseline and assessment of future costs and benefits (and risks) of not initiating the ICT Plan.</i></li> <li>▪ <i>It should include administrative costs or savings; more efficient timeframes, better member services; reduced waste or resources and security.</i></li> <li>▪ <i>Costs should include all project costs, equipment, services, training, materials, project management, ongoing audits or ongoing support.</i></li> </ul>					
<b>Milestones</b>					
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="display: flex; align-items: center;"> <div style="width: 20px; height: 10px; background-color: #4CAF50; margin-right: 5px;"></div> <span>Achieved or proceeding on targets</span> </div> <div style="display: flex; align-items: center;"> <div style="width: 20px; height: 10px; background-color: #FF9800; margin-right: 5px;"></div> <span>Achieved or proceeding late, project objectives at risk</span> </div> <div style="display: flex; align-items: center;"> <div style="width: 20px; height: 10px; background-color: #F44336; margin-right: 5px;"></div> <span>Significant implementation issues: failure to achieve objectives is likely</span> </div> </div>					
	<b>Target</b>	<b>Completed/Projected</b>	<b>Comments</b>		
<b>Issues</b>		<b>Planned Action</b>			<b>Date</b>
Training and change management and education					
<b>Risks</b>		<b>Mitigation Strategy</b>			<b>Date</b>
<b>Reviewed by:</b>		<b>Signature:</b>		<b>Date:</b>	

## **Appendix 8 – Glossary**

To be included as necessary, to define core ICT concepts and terms.

## **Appendix 9 – Current Network and Database Support Vendors**

### Network Support – Pitt St and Gladesville

- Private Universe Pty Ltd

### Database Support - Pitt St and Gladesville

- MaCs - Checknet Pty Ltd
- TRIM - Currently no database support for TRIM versions at Pitt ST and Gladesville. External consultants available upon request.
- MYOB - Finance system, Rael Dusheiko.
- NuRex – Pharmacy Council , The Australian Software Company Pty Ltd