



Health Professional Councils Authority

ICT Strategic Plan 2017 – 2019

Contents

1. Executive Summary	3
2. Introduction	3
3. Outline of Current Position	3
3.1 <i>Agency snapshot and current business environment</i>	3
3.2 <i>Current ICT environment</i>	4
4. Issues Driving Change in the Current Environment	4
4.1 <i>ICT and wider government policy drivers and priorities</i>	4
4.2 <i>HPCA and Councils' Enterprise Architecture Roadmap</i>	4
5. Developing an ICT Strategy	5
5.1 <i>Existing Projects which are being implemented throughout 2017</i>	5
5.1.1 Engage with eHealth.....	5
5.1.2 Transition infrastructure to Government Data Centre	5
5.1.3 Network Infrastructure Upgrade	6
5.1.4 Business Continuity and Disaster Recovery – Back up services	6
5.1.5 TRIM Upgrade and Managed Service.....	6
5.1.6 Microsoft Office upgrade	6
5.1.7 Equipment and portable device refresh	6
5.1.8 Websites	6
5.1.9 Vendor Management	7
5.1.10 Document Classification Software.....	7
5.2 <i>Projects which are being planned or scoped for implementation in 2018</i>	7
5.2.1 Finance Transformation.....	7
5.2.2 Continuance/Replacement of Complaints Database	7
5.2.3 Service Level Reporting	8
5.2.4 Remote Access.....	8
5.2.5 Secure Document Collaboration Platform.....	8
5.3 <i>Projects that will be planned or implemented for 2019</i>	8
5.3.1 Members Portal for collaboration or communication.....	8

5.3.2 Social Media	8
5.3.3 Bring your own Device.....	9
5.4 <i>Funding and staffing imperatives</i>	9
6. Projected Outcomes and Deliverables	9
7. Governance and Management	16
7.1 <i>Roles and Responsibilities</i>	16
7.2 <i>Governance and Management frameworks</i>	17
Appendixes.....	19
<i>Appendix 1 – Current ICT environment</i>	19
<i>Appendix 2 – ICT Steering Committee Terms of Reference and Project Control Group Terms of Reference</i>	21
<i>Appendix 3 – Current Network and Database Support Vendors</i>	25

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1. Executive Summary

This (Information, Communications and Technology) ICT Three Year Strategic Plan (2017-2019) guides the Health Professional Councils Authority (HPCA) in delivering services to the 14 NSW Health Professional Councils (the Councils). It does this by identifying projects and opportunities that will assist in more effective and timely service delivery to Councils.

This Plan is a continuation of the previous HPCA ICT Strategic Plan in 2014-2016 and it builds on a number of ICT initiatives that are planned or are about to be implemented.

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 its ICT infrastructure, platforms and applications are flexible, scalable and current. The Plan identifies processes to ensure robust security, strong business continuity and disaster recovery processes, encompassing the existing Business Continuity Plan and ICT Recovery plans.

The ICT Strategic Plan supports and is linked to the HPCA's corporate documents, including the HPCA's Strategic Plan 2015-2018 and includes a range of strategies to ensure measurable and achievable ICT related outcomes for 2017-2019.

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 responsibilities and objectives. It also enables Councils to monitor organisational risk.

The Plan is linked to other key corporate documents including the HPCA's Strategic Plan 2015-2018, the ICT Enterprise Architecture Roadmap (2016) and the Business Continuity Plan and ICT Recovery Plan.

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

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

The ICT Plan also includes outcomes that will ensure optimal and effective architecture across business, data and information, solution/application and technical security architecture.

3. Outline of Current Position

3.1 Agency snapshot and current business environment

The HPCA is an executive agency of the Health Administration Corporation which is under the direction of the Ministry of Health. The HPCA was established in July 2010 to provide administrative and other services to support the Councils which are independent statutory authorities. Councils cannot employ staff so that the HPCA provides secretariat, administrative, policy, financial and legal services to the Councils.

As at 2017 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

3.2 *Current ICT environment*

A range of ICT technologies exist to ensure that the HPCA is able to provide services to Councils so that they can meet their regulatory and legal responsibilities. These include infrastructure, platforms and software services.

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

4. Issues Driving Change in the Current Environment

4.1 *ICT and wider government policy drivers and priorities*

The NSW Government has planned or implemented a number of 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's business and technology drivers include:

- The directive to migrate to the Government Data Centre by August 2017
- Guidelines to move from capital expenditure to recurrent expenditure
- Guidelines to actively consider outsourcing and utilise cloud services wherever possible
- Ensuring contestability by considering services offered by the market compared to in-house services

4.2 *HPCA and Councils' Enterprise Architecture Roadmap*

In July 2015, the HPCA obtained a report from Milliways through the NSW Office of Finance and Services Accelerate Program. This report identified options to enable the HPCA to progress its ICT strategic agenda. The HPCA determined that the most effective way to progress this work was to engage an IT Enterprise Architect to review the options and provide it with a road map to progress and implement the various recommendations.

The Enterprise Architecture recommendations are predicated on the need to adhere to NSW Government ICT investment guidelines and other business drivers. The most pressing of these is the directive to migrate to the Government Data Centre by 30 August 2017.

The key conclusions and recommendations across the ICT enterprise architecture are summarised as follows

- Business Architecture - currently no gaps in the current business architecture
- Data and Information Architecture - need to automate exchange of information between HPCA and stakeholders including HCCC. MaCS database should enable coding of operational activity to enable better reporting.
- Solution / Application Architecture – upgrade TRIM to be provided through Software as a Service. Also initiate workflow, mobile applications, online complaint lodgement and collaborative/document sharing functionality as key initiatives that will improve efficiency of current work practices. Business intelligence reporting to also be initiated in order to improve the monitoring and reporting on the effectiveness of various processes.
- Technical Architecture - standardise the architecture and remove current Virtual Desktop Infrastructure (VDI) at Gladesville and procure a cloud service provider to managed infrastructure through Infrastructure as a Service model.
- Information Security Architecture - security architecture to be implemented by the cloud service provider.
- Operational/Functional Support Model - HPCA is presently under resourced to manage its ICT environment with a recommended operational/functional support model required as soon as possible. Key responsibilities for each role have been identified
- Enterprise Architecture Roadmap - implementation roadmap including priority and sequence of required activities.

5. Developing an ICT Strategy

The ICT strategies for 2017 – 2019 have been identified for the following business objectives and functions that are relevant to the ICT environment:

5.1 Existing Projects which are being implemented throughout 2017

5.1.1 Engage with eHealth

eHealth was established in 2014 as the dedicated service provider within NSW Health.

The HPCA will partner with eHealth as its ICT service provider. This will provide an opportunity to achieve strategic benefits and efficiencies through eHealth's scalability. It will also realise savings because of eHealth's ability to leverage across the Ministry and NSW Health entities and ensure alignment with, and ability to gain support from, other health related agencies.

5.1.2 Transition infrastructure to Government Data Centre

Transitioning the HPCA's infrastructure to the Gov DC will ensure that the HPCA has scalable and reliable infrastructure. It will also enable timely upgrades of software and the capacity to implement new technology or functionality.

The transition to the Gov DC will also improve digital security and data protection by deploying a functional ISO 27001 Information Security Management System. This will result in improved vendor services, including more timely responses to infrastructure issues and a greater range of service levels with frequent monitoring and reporting.

Finally the transition to the Gov DC will improve business continuity and disaster recovery including return time and point objectives.

5.1.3 Network Infrastructure Upgrade

There is currently a 50 Mbps link connecting the Gladesville and Pitt Street offices. The HPCA has engaged eHealth to build a HWAN network to connect to the Gov DC.

5.1.4 Business Continuity and Disaster Recovery – Back up services

eHealth will provide business continuity and disaster recovery as a service. This will manage and minimise risk caused by disruptions to key business activities. It will also ensure that if key business activities are disrupted, then they are recovered and restored within acceptable timeframes and points in time, in order to minimise the business impact.

5.1.5 TRIM Upgrade and Managed Service

The need to upgrade the TRIM records management system was identified in the HPCA ICT Strategic Plan 2014-2016. The project includes upgrading the TRIM software and migrating and integrating the two separate systems at Pitt Street and Gladesville into a single central system.

In 2017, HPCA will upgrade existing licenses to the latest version and engage a TRIM professional service provider to manage the upgrade. The expected benefits will include greater stability and reliability in the current ICT environment as well as improved efficiency and Records Management.

The HPCA will then buy TRIM as a service from eHealth after it becomes available in the latter part of 2017. The project to integrate the two separate systems will then be considered at a later stage and be subject to a favourable cost, benefit and risk assessment.

5.1.6 Microsoft Office upgrade

The HPCA will upgrade its Microsoft Office environment to the latest version. The expected benefits will include greater stability and reliability in the current ICT environment.

The latest version of Microsoft Office will also enable the HPCA to explore other functionality to improve effectiveness such as utilising document/file sharing capability.

5.1.7 Equipment and portable device refresh

The need to ensure equipment is reliable and not out of date was identified in the HPCA ICT Strategic Plan 2014-2016. The HPCA plans to replace desktop equipment and portable devices to ensure they are reliable and can support upgrades or new technology or functionality.

The HPCA may also consider implementing Works Station as a Service (WaaS) solution when refreshing desktop equipment so that servers fulfil the computational roles for the HPCA staff. Whilst this will depend on the outcome of a business plan including the benefits realisation plan, a WaaS program can result in savings from reduced support and capital replacement costs and improved quality, reliability, security and enhanced ability to capitalise on emerging trends and new opportunities.

5.1.8 Websites

HPCA is currently upgrading the navigation, functionality, security and overall presentation of the HPCA and Councils' website.

The new websites will also support the development of additional functionality consistent with the enterprise architecture roadmap.

5.1.9 Vendor Management

Through the engagement of eHealth, HPCA will move towards a single managed service provider. eHealth will manage all of the HPCA's infrastructure as a service. eHealth will also be engaged as a vendor to provide all end-user computing (EUC) support which will include support for telephones, printers, desktops and portable devices. It will also include additional systems such as records management (TRIM as a service). EUC support will be managed through a ticketing system which will be managed within a framework of service level and response times with monitoring and periodic reporting.

Partnering with eHealth will also provide opportunities to consider utilising other services which are being provided by eHealth such as video conferencing, collaboration systems and email management, which are some of the many offerings being planned by eHealth for distribution to the health network.

HPCA will continue to manage its vendors for its complaints database (MaCS) and pharmacy ownership database (NuRex). Wherever possible existing arrangements will be reviewed to ensure industry best practice processes are implemented and service level expectations are clearly set, monitored and reported on.

HPCA intends to develop a vendor management function which will be responsible for setting and monitoring service level agreements (SLAs), renewing and maintaining contracts, ensuring ongoing risk assessment and create and developing ongoing relationships with vendors to ensure latest technology implementations and industry best practice processes.

5.1.10 Document Classification Software

The HPCA must comply with the Digital Information Security Policy that establishes the digital information security requirements for the NSW public sector. The requirements include an Information Security Management System which in turn requires sensitive information to be labelled and handled appropriately.

The HPCA will consider implementing an application to enable the classification of information based on the sensitivity and confidentiality of this information. The classification will extend to written documentation including email communication.

5.2 Projects which are being planned or scoped for implementation in 2018

5.2.1 Finance Transformation

In 2015, the HPCA procured a new finance accounting system which is a software for a service/licensed system hosted on a cloud. The contract with the provider expires in 2017. NSW Health entities, including the Ministry of Health, Local Health Districts, Pillars, HealthShare and eHealth use the Oracle R12 financial system. HealthShare NSW provide a range of financial services to other health entities, including Accounts payable, Accounts receivable, and Fixed Assets.

Consideration of the Oracle R12 finance system presents an alternative option for the HPCA to consider instead of exercising the two year option with the current provider of the finance accounting system.

5.2.2 Continuance/Replacement of Complaints Database

The complaints management database used by the HPCA (MaCS) was developed in or around 1992. It has undergone extensive development and enhancement to improve its

functionality and to allow interface with TRIM records database and other software such as Microsoft Office. A review of available products on the market in 2011 supported the continued use of the database as the most effective option at that time.

The HPCA will commence and finalise a review into the continuance or replacement of the complaints database in 2018.

5.2.3 Service Level Reporting

Presently the HPCA produces a number of reports on performance against benchmarks in relation to the timeliness of regulatory actions. This information assists Councils in measuring performance and assists the HPCA in resource allocation and business process review.

The HPCA and the Australian Health Practitioner Regulation Agency (AHPRA) will continue to share data and outcomes to benchmark performance in order to improve service delivery.

The HPCA will also consider implementing a service management tool to manage activities not directly related to complaints management. This could be achieved through business process management software or other tools such as SharePoint.

5.2.4 Remote Access

HPCA intends to implement a secure and single operating environment (SOE) which can be supported remotely. Remote support capability will enable HPCA ICT staff, including vendors supporting the HPCA, to establish business rules and guidelines in relation to the use, accessibility and support for ICT infrastructure and devices. Practically this could include implementing security patch updates to desktop antivirus software or remote upgrade for applications that may be hosted on desktops such as TRIM or MaCS.

HPCA will leverage the expertise from eHealth to implement secure remote access based on a third-party software such as a Citrix based connectivity.

5.2.5 Secure Document Collaboration Platform

Utilising a document collaboration software will improve timeliness and efficiency and will also increase security over the transmission of personal and health information. The HPCA will investigate whether this solution can be delivered through a member's only portal available through its website or through a SharePoint solution.

5.3 Projects that will be planned or implemented for 2019

5.3.1 Members Portal for collaboration or communication

Developing a member's portal or extranet was identified in the HPCA ICT Strategic Plan 2014-2016. This could serve as a web based solution that enables secure access to information where documentation or other information could be shared amongst HPCA staff, Council members and panel and hearing members.

5.3.2 Social Media

Councils and HPCA recognise the emerging opportunities and capabilities available from social media. The 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 will investigate the role of social media both as a communications channel and a means to improve its service delivery to Councils, practitioners and the public.

5.3.3 Bring your own Device

The NSW Government ICT strategy 2012 encourages agencies and staff to implement a Bring Your Own Device (BYOD) framework which includes laptops, tablets and mobile phones. The HPCA will consider implementation of a similar framework.

While this can result in efficiencies and savings, the HPCA needs to ensure that where devices are required to directly access the network and data, the devices features and functions should emulate the physical environment in a secure and controlled manner. This includes access, authentication and security.

5.4 Funding and staffing imperatives

All ICT core and strategic initiatives require approval by Councils each year as part of the overall Council budget cycle. This ICT plan will assist Councils and the HPCA identify, agree and prioritise on the core requirements and strategic initiatives over the 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.

The Enterprise Architecture roadmap by Centium and Organisational Review by Votar made recommendations in relation to the operational/functional support model for the HPCA. The recommendations in effect were to create roles for an IT manager, applications manager and operations manager as well as end user/TRIM support/information management roles. This team would continue to be complemented by the external database developer. The HPCA expects that the new IT operating/functional model will be implemented as part of the new HPCA organisational structure.

All ICT projects will be based on leveraging the current ICT Enterprise architecture of HPCA as documented and future recommendation stated in the ICT Enterprise Architecture roadmap by Centium.

The engagement of experienced external ICT consultants may still be required for any significant or high-risk ICT projects.

6. Projected Outcomes and Deliverables

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

Measurable outputs and outcomes are expected for each project together 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.

Proposed ICT Priorities Projects	Measurable Outputs and Outcomes	Benefits Plan – Manage, Monitor and Track Desired Outcomes and Deliverables	Timeframe expected
Cloud Services	Hosting servers and storage equipment (IaaS) to improve	Assess agility in implementing new initiatives and savings from licensing servers instead of capital	2017

Proposed ICT Priorities Projects	Measurable Outputs and Outcomes	Benefits Plan – Manage, Monitor and Track Desired Outcomes and Deliverables	Timeframe expected
	scalability and reliability and improve agility to respond to changing business needs without comprising security or connectivity.	expenditure and reduced 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	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.	2017
Network Infrastructure Upgrade	Improved response times, better reliability and enhanced ability to proceed with necessary ICT projects and initiatives	Better connectivity with the Gov DC and utilise applications reliably and securely with acceptable performance SLAs being met.	2017
Business Continuity and Disaster Recovery – Back up services	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.	2017
Vendor Management	Up to Date Contracts with Vendors engaged by HPCA Setting, revisiting and monitoring Service Level Agreements with vendors and alignment of ICT with Business KPIs	Service Level Agreements assist in assurance of availability and quality of services. Contract renewals assist in upgrading technology or reduce costs due to advancement of technology. Robust vendor management framework communication will deliver industry best practice ICT/business process	2017 and ongoing

Proposed ICT Priorities Projects	Measurable Outputs and Outcomes	Benefits Plan – Manage, Monitor and Track Desired Outcomes and Deliverables	Timeframe expected
		recommendation and implementation of new technologies.	
Websites Improvement Project	<p>Improved navigation, functionality, security and overall presentation of HPCA and Councils websites</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>	2017
TRIM Upgrade	Upgrade TRIM licences to most current version to ensure availability of vendor support and better interface with Microsoft Office applications	<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>	2017
Microsoft Office Upgrade	Upgrade existing Microsoft Office including, Word, Excel and email services (Outlook) and related integrations with other applications such as TRIM and MaCS,	<p>Improved quality, reliability and enhanced ability to capitalise on additional functionality. This additional functionality may include collaboration applications contained within Microsoft Office.</p> <p>Greater compatibility with latest versions of TRIM and other software.</p>	2017
Finance Transformation	More effective reporting of financial information including timely monthly	Improve accuracy and timeliness of information and enable better financial planning and forecasting.	2018

Proposed ICT Priorities Projects	Measurable Outputs and Outcomes	Benefits Plan – Manage, Monitor and Track Desired Outcomes and Deliverables	Timeframe expected
	management reports, timely audit and reporting, more robust budget planning and bi-annual forecasting and better service delivery to member's enquiries	Review of benefits realisation plan at 12 monthly intervals to ensure realisation of outcomes and deliverables.	
MaCS Database continuance or replacement	Application captures regulatory activities and outcomes and delivers data management and reporting Application enables workflow capability to allow assigning of tasks and responsibilities and monitoring completion to ensure timeliness	Savings and efficiencies in operations including ability to ensure changes in regulatory needs or process are captured by systems. Greater efficiency in activities and business processes including risk management through implementation of workflow capability and use of business intelligence/data reporting	2018
Document Collaboration Software	Access to highly confidential information in a secure environment allowing multiple members to collaborate and work on a documents in real time	Savings and efficiencies in operations and better controls over security of personal and health information. Better management over digital records and recordkeeping. Review of benefits realisation plan at 12 monthly intervals to ensure realisation of outcomes and deliverables.	2018
Service level reporting	Report on the timeliness of Council decisions including management of complaint matters referred to Councils Greater timeliness should result in more effective decisions to protect the public and reinforce stakeholder confidence in complaint management	Councils to report on qualitative aspects for their work and to supplement the current quantitative measures in place. Identify areas where there is a need to focus on strategies for improvement and support and consistent and regular reporting across Councils. More timely and effective action by HPCA in response to non-regulatory service issues	2018

Proposed ICT Priorities Projects	Measurable Outputs and Outcomes	Benefits Plan – Manage, Monitor and Track Desired Outcomes and Deliverables	Timeframe expected
	Implementation of service management tool will also ensure more timely and effective action in response to issues with non-regulatory services		
Remote Access	<p>Training and cost savings for support related activities based on an annual year comparison.</p> <p>Greater timeliness in resolving individual as well as systemic issues.</p> <p>Improved efficiency in upgrading software across HPCA</p>	<p>Reduced on-site support costs.</p> <p>Greater capacity for after-hour access of systems as needed, minimising security risks or the need for special authorisations.</p> <p>Staff may be able to work remotely and access workstations and information databases particularly if off-site or at external meetings.</p>	2018
Conference and Collaboration enhancements	<p>Every user terminal updated with Skype for Business for effective communication with Council members or other regulatory partners.</p> <p>Every meeting room capable of supporting meetings with staff, Council members or practitioners present in different locations.</p>	<p>Flexibility for staff communication, and secure instant messaging facility for information exchange. Secure voice and video line of communication.</p> <p>No dependency of location for stakeholders including staff or Council Members in order to effectively communicate and transact business.</p>	2018
BYOD Policy	<p>Encourage HPCA staff or Council members to use their own ICT devices for work related activities.</p> <p>In line with the NSW state Government</p>	<p>Identify the cost savings due to BYOD – Device and Licence costs.</p> <p>Utilise expertise of a vendor such as eHealth for BYOD Policy setting and implementation</p>	2019

Proposed ICT Priorities Projects	Measurable Outputs and Outcomes	Benefits Plan – Manage, Monitor and Track Desired Outcomes and Deliverables	Timeframe expected
	BYOD policy		
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>	2019
Social Media engagement	<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>Improving service delivery to key stakeholders including practitioners and the public</p> <p>Review of benefits realisation plan at 12 monthly intervals to ensure realisation of outcomes and deliverables.</p>	2019
Conference and Collaboration enhancements	<p>Every user terminal updated with Skype for Business for effective communication with council members and staff.</p> <p>Every meeting room capable of supporting meetings with staff present in different locations.</p>	<p>Flexibility of staff communication methodology, secure instant messaging facility for information exchange. Secure voice and video line of communication.</p> <p>No dependency of location of staff and council member communication.</p>	2019
ICT Process Documentation	<p>Documentation of High Level ICT Practices being currently followed at HPCA such as Application Maintenance, Change Management,</p>	<p>A documentation of ICT process will enable the HPCA to implement a robust Digital Information Security Policy with additional benefits including:</p> <ul style="list-style-type: none"> - Best practice handbook - Efficiency in training new ICT staff 	2019

Proposed ICT Priorities Projects	Measurable Outputs and Outcomes	Benefits Plan – Manage, Monitor and Track Desired Outcomes and Deliverables	Timeframe expected
	Release management, among others	<ul style="list-style-type: none"> - Showcase maturity in Audits and Risk Management practices - Allows Management oversight for ICT ongoing practices. 	

Project planned beyond 2019

Proposed ICT Priorities Projects	Measurable Outputs and Outcomes	Benefits Plan – Manage, Monitor and Track Desired Outcomes and Deliverables	Timeframe expected
Adherence to NSW Digital Information Security Policy	Work towards achieving ISO 27001 standards and implementing an Information Security management system	Adherence to and compliance with whole of NSW ICT standards.	2020
Quality Assurance (QA) Program	A documented QA methodology for HPCA ICT to assure management governance and oversight over the processes and desired outcomes from the ICT function.	A documented structure of work-practices which will assist HPCA to adhere to NSW Quality assurance standards and move towards certifications such as ISO 27001.	2020
Change Management and Staff Training framework Development	A written and repeatable documented framework established as as best practice for implementation of ICT change and identification of areas for skill improvements and training needs – for one time and on-going projects	<p>Comprehensiveness of staff communication methodology. Identification of best learning methodology for best results in the least time.</p> <p>Quick adoption of changes by the ICT team for cost savings and process uniformity.</p>	2020

7. Governance and Management

Section 3.1 provides detailed information concerning the background 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. The HPCA is reliant on Councils to fund its operations. Councils establish a budget for each financial year and make an expense allocation in their budgets to pay for the services provided by the HPCA.

The Secretary of the Ministry in the capacity as the HAC, has delegated the authority to incur expenditure on certain conditions, including that funds are available. 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 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 2.

Project Control Group

Additionally, to ensure an appropriate project control framework over major ICT projects, the HPCA has established a Project Control Group (PCG) to oversee individual projects. Its composition is considered on a case-by-case basis depending on the project but it will always include one or more nominees from the HPCA executive and the ICT Principal. Its membership may also include a project manager appointed to oversee the project, staff from the records management team, communications team, external consultants and a member from the Ministry of Health.

The PCG's role includes:

- To approve the project plan, including timeframes, milestones, and budgets
- To review and provide sign-offs for project documentation including Plans (project, communication, change management, training), Logs, Test Plans and risk register
- To participate in the development of documentation and processes and assist in the preparation and dissemination of information relating to the Project.

- To endorse recommendations from the program/project manager and provide guidance for governance and compliance activities.
- To address project management issues and risks associated with the project such as delays, issues concerning scope of the project or variations affecting budget.
- To consider and provide recommendations concerning changes to project timelines, deliverables or budgets.

The terms of reference for the PCG are also at Appendix 2.

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. Also 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.

Principal ICT Enterprise Architect and Solution – drives the day to day functional delivery of ICT services and programs that reflect contemporary best practice and achieves optimal outcomes for the organisation's strategic operational and business requirements. The role provides significant input in the development and execution of organisationally aligned ICT strategies and projects to enable the business to achieve strategic and operational goals, and leads the organisation's ICT capability to maximise returns from ICT investments to improve operational effectiveness.

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 and implementation of enhancements and modifications and the maintenance and support of the monitoring and complaints system (MaCS) and other IT systems used by the HPCA.

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. Also responsible for maintaining custom-built databases (MaCS and NuRex). Refer Appendix 3.

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
- 2) Risk management framework adopted
- 3) Internal change management framework adopted
- 4) Communications framework
- 5) Benefits Management process adopted
- 6) Information Security program adopted

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 84 PC's. These are mostly DELL desktops that range in age from four to six years. There are 10 laptops used on the network and these consist of various Dell models. Where possible, standard images have been created by the managed services vendor – Private Universe 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 incremental carried out on weeknights.

Remote devices consist of eight Apple Iphone 5s, 133 Ipad Air 2 which are primarily allocated to Council members in order to upload meeting papers.

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 50 Mbps 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 of a single Hyper-V Host Server supporting 5 Server loads. The desktop computers are DELL Optiplex PCs running Windows 7, x64. There is a 50Mbps Layer 2 service connecting Gladesville to Pitt Street. This L2 service is supplied by AAPT. This link is used to access external resources such as email, Internet, Intranet and VoIP.

There are five DELL laptops that are used for remote connectivity and for meeting rooms and they are all over 3 years old. There is a Kodak document scanner at reception.

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

- Windows 7 Professional
- Office 2007 Standard (2013 Home & Business on the laptops)
- TRIM
- MACS
- Adobe Reader
- WinZip
- Managed Anti-Virus by Private Universe (BitDefender)

Additional software is installed on the Desktop PCs, 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 60Mbps Internet connection (supplied by AAPT) and the private fibre link to NSW Health (provided by Telstra) at Pitt St. The website is hosted by a third party provider.

Appendix 2 – ICT Steering Committee Terms of Reference and Project Control Group Terms of Reference

ICT Steering Committee

Title	Health Professional Councils Authority ICT Steering Committee
Objective	The Steering Committee is responsible for overseeing the overall functioning of the ICT at HPCA which includes Projects and Business as Usual Deliverers.
Purpose	<ul style="list-style-type: none"> • To set overall direction and purpose of the ICT function at HPCA and to ensure the currency of the ICT Strategic Plan • To promote the achievement of ICT objectives of HPCA, with regular reviews of the ICT strategic documents. • Support the ICT team in the achievement of key deliverables and provide an avenue for escalations where necessary. • Identify, mitigate and manage risk and issues impeding or delaying the ICT deliverables. • To monitor ICT progress and performance against the planned outcomes proposed in the ICT Strategy document. • To provide a forum to discuss issues relating to the implementation of the projects and deliverables. • To escalate decisions, on risk, issues and changes that impact the ICT projects and programs. • Oversee the procurement, design and implementation of ICT solutions and deliverables. • Establish sub-groups as required for additional or focused governance. • Assist in communication of Programs and projects to the stakeholders – HPCA staff, Ministry of Health, Council Members etc. • Establish and monitor governance of all ICT projects Ensure that the ICT function complies with NSW Ministry of Health standards and policy
Meeting outcomes advised to	<ul style="list-style-type: none"> • Project Control Groups of various projects • Ministry of Health • Health Professional Councils
Sponsor	Director, HPCA
Chair	Director, HPCA

Members	<p>Membership comprises of following individuals:</p> <ul style="list-style-type: none"> • Director, HPCA • Assistant Director, Finance and Shared Services • Assistant Director, Allied Health and Nursing & Midwifery • Assistant Director, Medical • Member of HPCA staff • Principal ICT Enterprise Architect and Solutions Manager • A representative from the Ministry of Health with ICT expertise
Secretariat	HPCA ICT team – IT Applications coordinator
Meeting venue	Level 6, 477 Pitt Street – Haymarket, Sydney.
Responsibilities and objectives	<p>The Steering Committee will receive and review documentation/information regarding ICT project updates, risks and issues along with inputs regarding ongoing ICT deliveries, additional ICT needs and improvements suggestion to the ICT function. The Committee can make decisions or escalate matters as required for the successful delivery of ICT projects and deliverables.</p>
Member responsibilities	<p>Participate in meetings, or ensure a representative is available in their absence where appropriate.</p> <p>Represent the business needs Identify any issues and Risks to the business because of or lack of support for ICT projects</p> <p>Action tasks assigned to themselves, or delegate to other appropriate persons.</p> <p>Send apologies when needed to the secretariat via email or phone prior to the session.</p>
Responsibility for writing and distributing minutes and papers	<p>HPCA IT team’s representative.</p> <p>An agenda will be used and circulated at least 7 working days before the meeting date.</p> <p>Minutes of each meeting will be produced and distributed to all members via email. The minutes will include any item requiring action with name of responsible party. The nominated secretariat will perform this task within a timely manner ahead of the next scheduled meeting so as to enable reporting by those accountable for actions..</p> <p>The Principal ICT enterprise architect and solutions delivery lead is responsible for providing project updates and other reports to the Chair for approval at the meeting.</p> <p>On rare occasions, very urgent items may be reported directly to the Chair for decision and reported to the steering committee for retrospective review.</p>
Frequency	Monthly

Duration	1-2 hours
Quorum	A quorum consists of : <ul style="list-style-type: none"> • The Chair, or a prior nominated delegate, will be present to chair the meeting; and • At least two members, or their nominated delegates, will be present.
Apologies	Apologies will be received by the Secretariat on behalf of the Chair.

Project Control Group

Title	Project Control Group – Project Name (PCG – Name of project)
Objective	Each ICT project will be supported that by a Project Control Group. Its role is to provide more direct and frequent oversight over individual projects to ensure outcomes are delivered on time and on budget and risks are managed or controlled effectively.
Purpose	<ul style="list-style-type: none"> • To approve the project plan, including timeframes, milestones, and budgets • To review and provide sign-offs for project documentation including Plans (project, communication, change management, training), Logs, Test Plans and risk register • To participate in the development of documentation and processes and assist in the preparation and dissemination of information relating to the Project. • To endorse recommendations from the program/project manager and provide guidance for governance and compliance activities. • To make decisions on the day to day activities of the project where such decisions are required and subject to any existing constraints concerning financial or other delegations • To address project management issues and risks associated with the project such as delays, issues concerning scope of the project or variations affecting budget. • To consider and provide recommendations concerning changes to project timelines, deliverables or budgets.
Meeting outcomes advised to	<ul style="list-style-type: none"> • ICT Steering Committee • Relevant ICT Vendors ICT team and Project managers • HPCA Staff is required
Chair	Project Sponsor
Secretariat	HPCA ICT team – Project Manager
Meeting Venue	Level 6, 477 Pitt Street – Haymarket, Sydney.
Responsibilities and Objectives	The PCG is a working group that will function as a steering committee for the Project and will make recommendations or endorse proposed

	options as well as review and approve project documentation. It will review and monitor a Project Control Log which includes the project plan, including key milestones and interdependencies as well as the risk register and change requests. It will also consider issues that may potentially impact upon the HPCA's overall ICT strategy as identified in its ICT Strategic Plan and escalate these issues for further consideration to the ICT Steering Committee.
Member Responsibilities	<ul style="list-style-type: none"> • Participate in meetings, or ensure a representative is available in their absence where appropriate • Represent the needs and discussions of the areas they manage • Identify any issues related to their area of expertise • Action tasks assigned to themselves, or delegate to other appropriate persons and report back to the group as appropriate • Take decisions and sign off on Project deliverables like milestone reports or documentations. • Send apologies when needed to the secretariat via email or phone prior to the session
Responsibility for writing and distributing minutes and papers	<p>ICT Project Manager</p> <p>An agenda will be used and distributed at least 5 business days before each meeting.</p> <p>Action items from each meeting will be produced and distributed to all members via email. The action items will include the name of responsible party. The nominated secretariat will perform this task within a timely manner ahead of the next scheduled meeting.</p> <p>The Project Manager is responsible for providing project updates and other reports to the Project Sponsor for approval during the meeting and in the documents circulated prior to the meeting.</p>
Frequency	As decided by the project sponsor based on the project stage.
Duration	1 hour

Appendix 3 – 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
- Technology One Finance System - Technology One
- NuRex – Pharmacy Council , The Australian Software Company Pty Ltd