IT Strategic Plan 2022 - 2027

November 2022

Contents

1.   Executive summary

The role of the Information and Privacy Commission NSW (IPC NSW) as an independent NSW Government integrity agency, providing services to government and the general public, is directly enabled by Information Technology (IT) and the associated technology services established.

Vision

The IT Strategic Plan delivers a set of objectives against defined strategy pillars and will realise the following vision.

> *IPC NSW will provide technology-enabled services that best support IPC NSW business units and staff members in demonstrating the values of accountable, service focused, proactive, independent, integrity and trust.*

This IT Strategic Plan identifies the strategies, objectives and actions required of IPC NSW to achieve this vision. It will enable IPC NSW to fulfill its regulatory responsibilities of upholding and promoting information access and privacy rights, and remain an identifiable exemplar in providing services and observing the standards and practices it espouses.

Business context

The current IPC NSW Strategic Plan (2022- 2024) identifies four pillars which underly the strategic challenges IPC NSW will need to meet in order to achieve its legislated remit and respond to community expectations.

1. Service Delivery & Excellence
2. Engagement & Influence
3. Rights Promotion &Impact
4. Operational Excellence

A number of additional drivers also specifically frame the IT strategic plan.

Scope of functions and scale of services. Global concerns continue to increase for the privacy and security of personal information. IPC NSW is well positioned to accept the implications of this increased focus and the subsequent growth in its existing service needs and overall remit.

Digital government. The IPC is a regulator of rights impacted by an increasingly digital government. Regulation of those rights requires digital capability and systems to effectively engage with large agencies and all sectors within jurisdiction. Likewise, services to citizens must reflect advances in digital government.

Focus on cyber security maturity. Cyber security continues to be a rapidly evolving area of concern. There must be a demonstrably consistent, risk-based approach to cyber security and the impact of failures to information privacy across all of Government.

Legacy systems. To best perform its legislated role IPC NSW must utilise appropriate technology that meets modern functionally and user expectations. IPC NSW's current technology needs modernisation as it's systems are trailing that of many key and partner agencies.

Technology spend and value for money. IPC NSW remains a small, highly specialised agency with some specialist IT needs that, while difficult or costly to implement and maintain, are unlikely to be provided consistently through a cluster's shared services. Potential machinery of government changes make it even more desirable for IPC NSW to be self-reliant on specialist IT services.

Partner expectations

In performing its functions, IPC NSW works closely with a range of agency partners across the government landscape. Their evaluated expectations inform the strategic direction and outcomes identified in this IT Strategic Plan and cover the broad categories of:

- Accessibility
- Guidance
- Clarity
- Security
- Engagement

Initiatives

A range of initiatives have been identified to best meet the business context and partner expectations. These have been grouped by strategic pillar and split into short term (0 to 2 years) and longer term (3 to 5 years) timeframes with the consideration that completion of the short term, more immediate initiatives, plus possible changes to the business environments within that timeframe, will enable review and further definition for those indicated for the longer timeframes.

0 – 2 years	3 – 5 years
1. Service Delivery & Excellence	
• Upgrade Resolve & perform functionality review	• Improve website capability
• Compare Salesforce & Resolve functionality	• Implement document/information exchange tool
• Implement webforms	• Implement changes to case management system
• Scope Agency portal	• Implement agency portal project
• Trial document exchange tool	
• Implement Regulatory Assistance Case Type	
2. Engagement & Influence	
• Implement notification, assessment and reporting tools for MNDB Scheme	• Collaborate with Australian regulatory agencies
• Collaborate with NSW agencies to leverage emerging integrity and regulatory solutions	• Develop position on the potential to mandate the use of IPC tools and services by agencies
• Review and Update Self-Assessment Tools	
3. Rights Promotion &Impact	
• GIPA Tool Improvements	• Rebuild and enhance GIPA tool
4. Operational Excellence	
• Uplift staff training and skilling approach	• Move regulatory reporting to digital environment
• Upgrade TRIM	• Whole of government benchmarking
• Review security risks & controls in IT systems	
• Align with NSW Government cybersecurity requirements	
• Develop and implement technology policy position to preserve security information flows	
• Enhance internal business intelligence capability through the use of Tableau Online	
• Develop & implement Legal Advices Database	

Roadmap and governance

A consolidated roadmap of the planned initiatives and their timing has been established to provide initial indicative scheduling and dependencies. Changes should be anticipated as funding is sought, allocated and priorities are re-confirmed.

As a specialist agency within a cluster ongoing emphasis is required on progression and business alignment of the IT strategy and its components. The IPC NSW Systems and Corporate Services team remain the chief stewards of the IT Strategic Plan, responsible for delivering against the corporate strategic goals.

2. Introduction

Purpose of the document

The purpose of the IT Strategic Plan is:

- To define the vision for IT to meet the regulatory and business goals of IPC NSW
- To confirm and publicise the IT approach and priorities
- To describe the organisation's IT expectations, scope and practices
- To align IT services, activities, investments and acquisitions with strategic objectives
- To communicate the organisation's IT Strategy within IPC NSW, to the Department of Customer Service cluster and to agency stakeholders

Relationship to other strategic documents

IPC NSW Strategic Plan 2022-2024

This IT Strategic Plan supports the objectives of the IPC NSW Strategic Plan 2022-2024, by providing a technological environment that supports the four pillars identified in the strategic framework. The IT Strategic Plan identities the technology initiatives and desired outcomes which help deliver the business and service delivery strategies identified in the IPC Strategic Plan.

Department of Customer Service Cluster technology strategy

The IPC NSW IT Strategic Plan works as an agency-level plan that is complementary to the cluster-level objectives identified in the Department of Customer Service's Technology Strategy. The relationship between the IPC NSW IT governance and the cluster-level IT governance is described in Section 9 Governance model.

3.   Business context

Strategic challenges

The current IPC NSW Strategic Plan (2022- 2024) identifies four pillars which underly the strategic challenges IPC NSW will need to meet in order to achieve its legislated remit and respond to community expectations. This IT Strategic Plan supports, builds upon and enables the technological outcomes that will allow these business and service delivery strategies to be delivered.

Pillar 1: Service Delivery & Excellence	Pillar 2: Engagement & Influence	Pillar 3: Rights Promotion & Impact	Pillar 4: Operational Excellence
• Being independent, accountable but flexible in a changing service delivery environment • Meeting citizen expectations around trusted sources of information • Remaining effective in a dynamic environment full of new developments and consequent increased volume of work • Being ahead of the landscape by identifying and delivering through new research opportunities • Applying new processes, especially around the Mandatory Notification of Data Breach (MNDB) Scheme	• Responding to the changing scope of regulatory powers • Independently, responding to laws which require guidance and further definition to promote accountability and integrity in government • Delivering on government expectations for heightened engagement and ensuring all partners and experts are identified • Collaborating with these experts, agencies and clusters by being trusted influencers and ensuring they have their own effective feedback loops • Identifying and responding to the effect and pace of digitisation • Harnessing the influence of IPAC	• Preserving and better understanding citizen rights amidst changing service delivery options, PPPs, privatisation, and COVID rules • Strengthening our engagement and effectively measuring our impact • Drawing upon external expertise including promoting self-assessment by agencies • Promoting proactive disclosure of government information • Responding to the resourcing and education requirements of the MNDB • Being part of the definition of an 'archive' or 'backup system'	• Effectively identifying and supporting new collaboration tools and future ways of working • Meeting greater expectations made possible by the additional 2-year funding package • Improving IPC's KPI reporting including identification of – and response to – staff needs • Understanding the requirements of an IT Strategy which will serve the present and the future of the IPC • Delivering on the need for cross functional collaboration • Attracting and retaining staff in a competitive environment

Drivers/levers going forward

The IPC NSW is an independent integrity agency with responsibility to uphold and promote information access and privacy rights using regulatory powers vested in Commissioners.

The IPC NSW promotes and protects privacy and information access rights in NSW by providing information, advice, assistance and training for agencies and individuals on privacy and information access matters. The IPC NSW reviews the performance and decisions of agencies and investigates and conciliates complaints relating to government agencies, health service providers (both public and private) and some large organisations that deal with health information. The IPC NSW also provides feedback to government on legislation and relevant developments in law and technology.

The IPC NSW assumed new responsibilities in 2020 in relation to assessment of projects seeking funding under the Digital Restart Fund. Additionally, the IPC NSW will assume new responsibilities under the NSW Government's commitment to introduce a Mandatory Notification of Data Breach Scheme (MNDB). These functions will require the application of resources and systems that better meet identified needs.

In this context the IPC NSW is a recognised expert in rights that both secure and promote access to information. The IPC NSW is a high-volume case driven regulator that receives large volumes of information from applicants and respondent agencies. These agencies operate within five sectors: NSW Government Agencies; Ministers' Offices; State Owned Corporations; Local Councils and Universities. In privacy matters some private health providers are also regulated by the IPC NSW. Information is supplied to the IPC NSW in many forms including video and other imaging.

For this reason, the IPC NSW's business is information dependent and requires leading edge technology to support its functions.

Increases in the scope of functions and the scale of services

Recent times have seen a global increase in concerns for the privacy and security of personal information. As a direct consequence, numerous significant legislated changes continue to occur across many countries, with an ongoing increase in associated regulation, management and communication. This is the business environment of IPC NSW. With its role as an independent integrity agency and regulator IPC NSW is well positioned to accept the implications of this increased focus and the subsequent growth in existing service needs and overall remit. Business systems must efficiently and effectively support this growth.

Increasing focus on cyber security maturity across government

The NSW Government remains the key holder of citizens' personal information. As government services grow and evolve, with Government priorities such as 'tell us once', the priority of personal information management and the potential consequences of its failure continue to increase. A risk-based approach to potential failures in cyber security or privacy must be consistent across all of Government and able to maintain pace with service expectations and innovation.

Need to review and modernise legacy systems

The current IT systems and architecture utilised by IPC NSW are over ten years old and increasingly cannot provide the more modern functionally IPC NSW requires to perform its legislated role. The number of IPC NSW customers continues to grow and Interactions must be integrated and efficient, yet many of the key agencies are utilising technology above and beyond that of IPC NSW creating risk, unnecessary cost and increased workload.

Need to optimise technology spend to realise value for money

As a small, highly specialised agency IPC NSW cannot readily maintain specialist IT skills or services yet must remain an identifiable exemplar in providing services and observing the standards it espouses. Staff must be able to undertake their roles and tasks efficiently, effectively and without question. Cluster based shared services are unlikely to fully meet the specialist needs and the potential of IPC NSW to machinery of government relocations makes self-reliance desirable.

Critical success factors

The following critical success factors are indicators that the IT Strategic Plan is meeting the drivers for change. They will be used by corporate and IT governance to reflect on the ongoing progress and success of IT strategic planning.

- IT is responsive and scalable to the needs of IPC NSW

- All IT services are delivered within a secure environment, and the privacy of individuals is respected in alignment with legislative requirements and demonstrative of good practice

- IT operations are available to stakeholders whenever and wherever they are required to perform IPC NSW's business functions

- Staff are supported by IT in such a way that their skills are best utilised and their potential is reached

- Information is exchanged in a manner that is transparent, secure, efficient, and appropriate for an integrity agency

- Cooperative working models with partner agencies and the general public is supported, so guidance, support and insights can be shared to stakeholders who require them, in a manner that best suits their needs

- The application landscape of IPC NSW is appropriate to its role as an independent regulatory agency.

4.   Partner agency expectations

Current context

In performing its functions as an integrity and regulatory body, the IPC NSW works closely with agency partners, in particular with multiple business units within those partner agencies. These users come from a range of backgrounds across the government landscape and reflect the breadth of organisations that fall within the regulatory responsibility of IPC NSW.

In developing the IT Strategic Plan, agency stakeholders were engaged to provide feedback on what expectations they had of IPC NSW, what they saw the role of IPC NSW being, and how they saw the role evolving. The following expectations are a summary of findings which inform the strategic direction and intended outcomes identified in this IT Strategic Plan. Detailed findings were delivered to IPC NSW in a separate report.

Categorised expectations

Category	Expectations
Accessibility	- Information and advice given by IPC NSW is accessible to end-users online or via direct communication during and after investigations - Information and advice are in a format that can be easily adopted/distributed internally by partner agency stakeholders - Interaction with IPC NSW can be performed by different agency staff members as appropriate, without the need for rigid or formal communication lines.
Guidance	- Advice provides guidance above and beyond stating regulatory requirements, specifically instructing partner agencies on best practice and procedures - Advice is provided that is relevant to specific partner agencies, sectors or business functions, reflecting the audience needs from large Departments to small local councils - Advice is pro-active, and reflects current information access and privacy issues, trends and priorities.
Clarity	- Advice is clear and direct, giving practical instructions to agencies - Advice is categorised, identifiable and consistent across multiple resources - Learning and training is provided for use of IPC NSW services and tools, and communicated using conventional training resources.
Security	- Information exchange, including document exchange, is done through secure means - Engagement with IPC NSW aligns with agency and whole-of-government security and data protection policies.
Engagement	- IPC NSW can be engaged directly either online or by phone when their advice is sought - IPC NSW co-ordinates or participates in public forums or other discussions of information access and privacy - IPC NSW will pro-actively provide information and advice on best practice, process improvement and changes to the regulatory space that affects partner agencies.

5.   IT principles, vision and objectives

IT principles

A number of IT principles have been established which provide the fundamental enduring propositions for IT throughout IPC NSW and are a basis for the IT Strategic plan.

The IPC NSW IT Principles are:

- IT enables IPC NSW to perform its role as a regulator and as a guidance body by:
  - providing technologies and services expected by agencies and the public
  - providing an exemplar for information access and privacy practices
  - allowing IPC NSW to meet its regulatory responsibilities as defined in legislation
  - supporting collaboration and partnerships
  - supporting agencies in developing their internal information access and privacy maturity
  - allowing and encouraging staff to utilise their skills and enthusiasm
  - delivering accurate, timely and consistent information
- IT priorities and decision making are transparent to all stakeholders
- IT systems and services are obtained and maintained based on business service need
- IT conforms to relevant DCS cluster policies and standards, as well as wider NSW Government requirements
- IT data is owned by IPC NSW
- IT includes meetings needs for support, expertise and specialist advice
- IT is procured and managed by IPC NSW where requirements are specific to the role and function of IPC NSW
- IPC NSW-managed IT follows relevant standards and is locally justified, supported, managed and funded
- DCS cluster or whole-of-government services are preferred where they can be competitively obtained and meet IPC NSW needs

Vision statement

The fundamental role for IT is providing technology services that will support IPC NSW business units to perform its role as a NSW Government integrity agency, providing services to government and the general public, and so enabling IPC NSW to meet the objectives of the IPC Strategic Plan 2022-2024.

As such, the IPC NSW IT strategy is one that realises the following vision:

> ***IPC NSW will provide technology-enabled services that best support IPC NSW business units and staff members in demonstrating the values of accountable, service focused, proactive, independent, integrity and trust.***

This IT Strategic Plan will identify the strategies, objectives and actions required of IPC NSW to achieve this vision.

Strategy areas and objectives

To fulfil the vision statement, the IT Strategic Plan will deliver a set of objectives against defined strategy pillars. The objectives extend from the agreed strategic pillars and are reflective of the drivers/levers going forward and expectations of IPC NSW, as well as being informed by the IT principles.

Strategic Pillar	IT Strategic Plan Objectives
1: Service Delivery & Excellence	- The technology solutions implemented at IPC NSW meet the current and emerging needs of the agency, including expected changes in scope, scale and service provision as the agency evolves. - Agencies and the general public can access the IPC NSW's advice relevant to them efficiently and through their preferred access channels. - Information and guidance produced by IPC NSW can be leveraged easily by interested stakeholders for the purpose of building information access and privacy maturity within and across government.
2: Engagement & Influence	- IPC NSW provides effective and secure channels through which information can be exchanged and collaboration can occur with partner agencies and the general public. - Information channels efficiently allow for close-working collaborative relationships with partner agencies and the general public to build understanding and maturity.
3: Rights Promotion & Impact	- IPC NSW demonstrates compliant and proper handling of personal and non-personal information, remaining an exemplar government agency. - IPC NSW promotes information access and privacy rights through technology solutions that meet the needs of agencies.
4: Operational Excellence	- IPC NSW has a clear understanding of the viable and emerging technologies that may support its business functions. - Technology is adopted which fits the needs of IPC NSW as a specialised, independent integrity agency.

Alignment of strategy areas/objectives with expectations

The table below shows how the strategy areas and IT Objectives will help meet the expectations of partner agencies as identified in Section 4 Categorised expectations.

	Accessibility	Guidance	Clarity	Security	Engagement
1: Service Delivery & Excellence	✓	✓	✓	✓	✓
2: Engagement & Influence	✓	✓	✓	✓	✓
3: Rights Promotion & Impact	✓	✓	✓	✓	✓
4: Operational Excellence	✓		✓	✓	✓

6.   Initiatives (2 years)

The following are the initiatives, organised by strategic pillar, and associate high-level tasks that will help deliver the objectives of the IT Strategic Plan over the next two-year period.

Initiatives

Service Delivery & Excellence

Initiative	Task(s)
Upgrade Resolve and perform functionality review	- Develop project plan for training and implementation - Perform version upgrade - Undertake UAT for version upgrade - Review impact on business process - Identify remaining gaps in functionality - Assess capability of Resolve Hosted Environment - Document functionality review include remaining needs and gaps
Compare Salesforce functionality with Resolve functionality	- Engage DCS to facilitate functionality comparison, including IPC NSW mandatory and desired requirements - Compare Salesforce functionality with upgraded Resolve functionality - Engage Salesforce to provide advice on how they may meet identified functional gaps - Compare costs associated with implementation, support, maintenance - Develop a comparison report and recommendations for review by Executive and business users - Initiate business case if major project or funding is required
Implement webforms	- Implement approached webforms with Resolve upgrade. - Explore potential for webforms to collect information directly from agencies subject to audits or data breach investigations and automatically attach to cases in Resolve. - Design, approve and implement webforms.
Scope Agency portal	- Examine inclusions, cost and benefits of establishing a 'single' Agency portal for IPC NSW - Review potential functions/services and usage - Review similar existing services in use and potential for common usage (eg ServiceNSW) - Review service transition, migration and supplier provision - Initiate trial, minimum viable product as required - Seek funding for project as/if required
Trial document exchange tool to identify forward opportunities	- Develop purpose, expected outcomes and parameters to trial the use of a document and data collection solution for all document exchange processes for a set of cases/investigations - Identify and select trial product, considering existing Kite Works relations - Identify trial business area and select cases subject to trial - Establish trial solution configuration and perform trial - Document findings against expected outcomes, decide forward approach
Implement Regulatory Assistance Case Type in Resolve	- Develop workflow and reporting requirements for Resolve - Review changes to Dashboard Reporting - Undertake UAT of workflow and reporting

| | - Implement in production environment |
| | - Provide communication piece to staff on new case type |

Engagement & Influence

Initiative	Task(s)
Implement notification, assessment and reporting tools for MNDB Scheme (to align with legislation)	- Application of Self-Assessment Tool to MNDB - Application of Regulatory Assistance to MNDB - Assess reporting tool options for MNDB, incl GIPA Tool - Implement web form for MNDB - Develop a tool to assess data breaches
Collaborate with NSW agencies to leverage emerging solutions in the integrity and regulatory space	- Identify upcoming or underway IT projects in similar regulatory agencies across NSW government targeting functionality or goals that IPC NSW could leverage - Collaborate with DCS to identify like agencies and relevant programs - Work with agencies to explore viability of leveraging system functionality - Incorporate viable collaborative system use into IT decision making and application provision
Review and Update Self-Assessment Tools	- Review options for enhancing existing tools - Develop project plan for implementation of preferred option - Develop architecture design for enhancement of tools - Investigate software platforms & integration with existing systems - Implement preferred software platform - Support agency familiarisation of the new tools - Communicate the development of the new tools with agencies

Rights Promotion & Impact

Initiative	Task(s)
GIPA Tool Improvements	- Review existing tool against potential Salesforce capabilities - Scope "back-end" improvements to better support IPC NSW resources - Scope "front-end" improvements to end-user experience in using the tool - Prioritise needs and develop workplan - Identify costing and funding for workplan - Perform GIPA tool improvements

Operational Excellence

Initiative	Task(s)
Uplift staff training and skilling approach	- Identify staff technology skills and document key product users - Include technology training in Training Plan to ensure that key product users retain key skills - Identify product champions to facilitate knowledge sharing - Document skill needs and incorporate with recruitment processes

Upgrade TRIM	- Develop project plan and timeline for upgrade for existing TRIM server - Obtain documentation on cost, resources and infrastructure required for project to move to TRIM Online - Determine whether to proceed to project planning stage
Review of security risks and controls across IT systems	- Review security controls of Resolve as core IT system and related TRIM/EDRMS integration points - Review security controls and settings of online-based applications
Align with NSW Government cybersecurity requirements	- Continue regular cyber security training for staff - Regularly update Business Continuity Plan - Complete cyber security attestation - Cyber security uplift activities and implementation of Project Trust actions as required
Develop and implement technology policy position to preserve security information flows	- Consider recommendations in Auditor General's Report on Governance and Internal Controls - Review use of email and other communications and data transfer mechanisms in use - Review existing email and IT use policies and instructions - Revise/develop policy to provide clear direction on expected use standards and where appropriate publish on IPC NSW website
Enhance internal business intelligence capability through the use of Tableau Online	- Complete transition to Tableau Online - Engage business users to identify where business users can use Tableau in investigation and report development - Provide access to Tableau Online to business users - Providing training and support materials to business users
Develop and implement Legal Advices Database	- Consolidate legal advices into one container in TRIM - Develop communication piece to staff on where to store legal advices - Develop project plan for implementation of database - Investigate options for software platform/database - Procure database/system and/or external consultancy - Implement database/system - Train staff in use of new system

Prioritisation

The following are a prioritised set of the above activities. They are prioritised considering need, dependencies, viable timeframes and other logistical constraints. This prioritisation does not preclude the ability of initiatives to be delivered simultaneously or pursued separately through outsourced or external parties. It is an indicative list to inform the order and timing of the roadmap.

Priority Group	Initiative	Commence by
High	Upgrade Resolve, approach webforms implementation and perform functionality review	Q3 2022
High	Align with NSW Government cybersecurity requirements	ongoing
High	GIPA Tool Improvements	Q4 2022
High	Trial document exchange tool to identify forward opportunities	Q4 2022
High	Implement Regulatory Assistance Case Type in Resolve	Q4 2022
High	Review and Update Self-Assessment Tools	Q4 2022

High	Implement notification, assessment and reporting tools for MNDB Scheme	To align with legislation
Medium	Enhance internal business intelligence capability through the use of Tableau Online	Q4 2023
Medium	Develop and implement Legal Advices Database	Q4 2022
Medium	Compare Salesforce functionality with Resolve functionality	Q4 2022
Medium	Review of security risks and controls across IT systems	Q1 2023
Medium	Upgrade TRIM	Q1 2023
Medium	Uplift staff training and skilling approach	Q1 2023
Low	Collaborate with NSW agencies to leverage emerging solutions in the integrity and regulatory space	Ongoing
Low	Scope Agency Portal	Q3 2023
Low	Develop and implement technology policy position to preserve security information flows	Q3 2023

7.   Initiatives (3 – 5 years)

Building from initiatives achieved in the two-year timeframes a range of further strategies and initiatives are foreseen for the 3 – 5 year period. While these will obviously benefit from review and input subsequent to the outcomes of the two-year initiatives, they remain valid directions and focus over the period of this IT Strategic Plan.

Initiatives

Service Delivery & Excellence

Initiative	Task(s)
Improve website capability	- Review organisation of website against information available and delivered by other jurisdictions and areas of subject matter expertise - Review options for establishing communities of practice for dissemination of information - Review options for collaboration with other Agencies/regulators for reduced duplication, more link-based dashboard approach to significant information and issues e.g. NCAT decisions
Implement document and information exchange tool	- Replace reliance upon email to exchange documents and information - Enhance security in process and participating Agencies - Implement tool that can be effectively and efficiently used by all Agencies (large through to small) - Enable ease of integration with Agency internal systems through supported APIs, standardised reports, web interfaces
Implement changes to case management system	- Review outcomes of previous report between Salesforce and Resolve functionality. - Initiate implementation of any resultant major case management projects - Utilise separate funding, resources and project team
Implement agency portal project	- Review outcomes of previous Agency portal report - Initiate project with separate funding, defined resources and team

Engagement & Influence

Initiative	Task(s)

Collaborate with Australian regulatory agencies	- Increase formal and informal active relationship with range of Agencies and/or relevant regulatory bodies
	- Utilise to build IPC NSW effectiveness, scale and alignment with other jurisdictional systems and practices
	- Relationships can be based upon
	  o Common customer base
	  o Shared data/analytics
	  o Industry or sector specific reporting/regulation
	  o Common systems or vendor

Develop position on the potential to mandate the use of IPC NSW tools and services by agencies	- Identify benefits, measure impacts and determine viability of mandating the use of certain IPC NSW services, such as the GIPA tool or webforms, leveraging potential functionality in upgraded systems - Make a decision on the mandating of certain tools for agencies or public to streamline processes and support a high-standard of practice in NSW - Seek funding for required changes - Develop project to implement technology and support changes needed to support move to mandated use of IPC NSW tools - Develop and deliver communications package for change to mandated use of tools and services

Rights Promotion & Impact

Initiative	Task(s)
Rebuild and enhance GIPA tool	- Explore Salesforce functionality for improved GIPA functionality and user experience - Given investment to date and application by largest user of GIPA (NSW Police) review harnessing to o Increase functionality of other regulatory functions (reports from resolve; audit integration; compliance/maturity dashboard with ongoing reporting for agencies/public) - Integration with a potential replacement case management system to report on IPC NSW applications

Operational Excellence

Initiative	Task(s)
Move regulatory reporting to a digital environment	- Confirm repeatable processes and reports - Establish consistent templates and formats - Establish relevant system components and data elements - Initial considerations include data based audits and s37 reports
Whole of government benchmarking	- Establish relevant areas of KPIs, public interest reporting or IPC NSW concern (e.g. variation across Agencies). - Review areas of consistent/standardised reporting - Develop collated, whole of government reporting with dissection - Develop automation for data collation, reporting and publication

8.   Roadmap

The following roadmap provides initial indicative scheduling and dependencies. Detailed scoping, planning, resourcing and funding for individual projects is required and subsequent changes should be anticipated as planning is undertaken and priorities are re-confirmed.

Initiative	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3	2025 Q4	2026 Q1	2026 Q2	2026 Q3	2026 Q4	2027 Q1	2027 Q2
Upgrade Resolve and perform functionality review	▓	▓																		
Implement regulatory assistance case type in Resolve		▓	▓																	
Compare Salesforce functionality with Resolve functionality		▓	▓	▓																
Implement webforms			▓	▓	▓															
Scope agency portal			▓	▓	▓	▓														
Trial document exchange tool to identify forward opportunities			▓	▓																
Improve website capability								▓	▓						▓	▓	▓			
Implement document and information exchange tool								▓	▓		▓									
Implement changes to case management system								▓				▓								
Implement agency portal project											▓	▓								
Review and update self assessment tools		▓	▓											▓	▓					
Collaborate with NSW agencies to leverage emerging solutions																				
Implement notification, assessment & reporting tools for MNDB Scheme						▓	▓													
Collaborate with Australian regulatory agencies											▓	▓	▓	▓	▓	▓	▓			
Develop position on the potential to mandate the use of IPC tools											▓	▓								
GIPA tool Improvements		▓	▓																	
Rebuild and enhance GIPA tool								▓	▓											
Align with NSW Government cybersecurity requirements	▓	▓	▓																	
Develop and implement Legal Advices Database		▓	▓																	
Uplift staff training and skilling approach			▓										▓		▓					
Review security risks & controls in IT systems				▓	▓															
Upgrade TRIM				▓																
Develop/implement policy position to preserve security information flows					▓	▓														
Enhance internal business intelligence capability through Tableau Online						▓	▓													
Move regulatory reporting to a digital environment															▓	▓	▓			
Whole of government benchmarking															▓	▓	▓	▓		

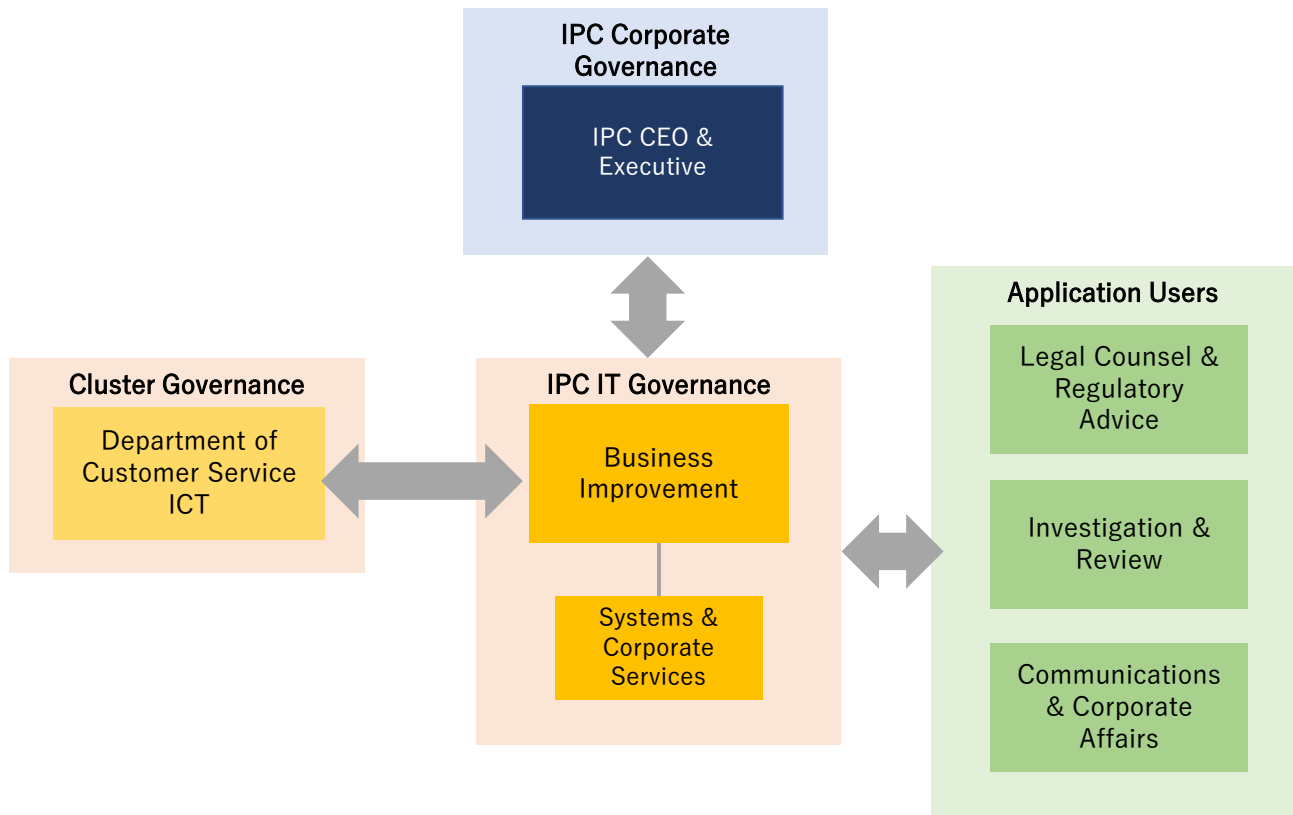# 9.   Governance model

ICT Governance model diagram

Figure 1 IPC IT Governance Model

Governance model components and inter-relationships

IPC NSW Corporate governance

IPC NSW Corporate Governance is represented by the IPC NSW CEO and Executive team. Their role in the governance model is to provide corporate direction for the Systems and Corporate Services team to align with and provide the oversight need to ensure that IT activities are meeting the overall strategic goals of the IPC NSW.

This includes the following responsibilities:

- Provide direction and guidance for technology operations
- Endorsement of the IT Strategic Plan
- Oversight of initiative planning outcomes
- Approval of projects
- Monitoring of initiatives progress and outcomes
- Communication at an Executive-to-Executive level with relevant partner agencies

IPC NSW IT Governance

The core IPC NSW IT Governance function is performed by the IPC NSW Systems and Corporate Services Team. The Systems and Corporate Services team are the chief stewards of the IT Strategic Plan, responsible for delivering against corporate strategic goals, developing and implementing IT initiatives and ongoing services, and communicating IT directions and priorities internally with application users and externally with related government IT units, chiefly liaising with the cluster ICT governance in the NSW Department of Customer Service.

This role includes the following activities:

- Alignment of IT governance with corporate governance

- Stewardship of the strategic direction of new and existing technology across IPC NSW

- Discussion and prioritization of key technology goals with IPC NSW stakeholders

- Recommendation and implementation of technology related policies and processes to address IPC NSW's needs

- Recommendation and implementation of technology related initiatives to address IPC NSW's needs

- Liaison with Department of Customer Service to ensure alignment with cluster requirements

- Monitoring and reporting of service level agreements with technology partners, including the Department of Customer Service, to ensure IPC NSW needs are being met

- Communication of IT strategies, initiatives and planning to IPC NSW and external stakeholder as needed.

Cluster governance

Cluster governance is performed by the NSW Department of Customer Service. Their role is to ensure alignment across the cluster through clear communication of cluster requirements, collaboration on IT initiatives and the provision of services which deliver a cluster-standard. Liaison with IPC NSW is through the IT Governance function.

Their role includes:

- Communication with IPC NSW of cluster standards and requirements

- Communication and collaboration with IPC NSW in the development and implementation of cluster technology policy

- Provision of information and advice as to how IPC NSW can best position its technology to achieve IPC NSW's intended objectives

- Collaboration and oversight of service provision to IPC NSW and responsive actions to address service provision issues

Application users

The application user group represents all users of technology within IPC NSW. The application user group is involved in formal governance at times with the Systems and Corporate Services team when they require user stakeholder input into their activities, or where users have identified technology-related issues they wish to formally escalate within the governance structures. The specific application users engaged at any one time depends on the specific purpose for engagement, but all application users within IPC NSW have a role to play in providing advice on how technology can best be positioned to support their business needs.

Their role includes:

- Participation in technology planning, design and implementation discussions

- Participation in user testing activities

- Communication of business needs

- Communication of technology opportunities or issues with technology

- Understanding of the IT Strategic Plan

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