

City of Ryde

Information & Communications Technology Plan

2018 - 2022

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DOCUMENT CONTROL

Document Purpose

This document sets out priorities to align current and future technologies and processes to the City of Ryde operations and strategy. The document intends to communicate the strategic Information and Communications Technology directions for the next 4 years to Citizens, Councillors, Management and Staff.

The plan has been developed with the help and collaboration of IT staff, Business Users, Managers and the Executive Team.

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1. EXECUTIVE SUMMARY

Information and Communication Technology (ICT) is now an integral part of our everyday life. Never before have we been so connected with vast amounts of information and diverse opinions, literally at our fingertips. People rely on a range of technologies to communicate, interact, inform decisions, and to provide and receive services and products.

Technological advancements have increased individual and organisational productivity, and ICT has become fundamental to how local government operates today. Our residents and businesses demand simpler, easier-to-use and quicker interactions with local government. Technology offers new ways to design, develop and deliver new services, automate existing services, and more effectively consult and engage with a broader range of stakeholders.

The unparalleled spread and influence of social media and the increased use of mobile services and cloud computing present new and exciting opportunities, and will continue to profoundly influence local government and industry choices about investing in ICT and delivering quality local government services.

This ICT Plan has been developed using the input of Council's leadership team, an appreciation of what our staff and customers want, and an understanding of what technological offerings are being pursued both within and outside the local government sector. In essence, this Plan has been constructed with 4 very different, but equally important, dimensions in mind – the e-worker, the e-community, the e-sector and the e-tech industry.

Given the rapid evolution of technology and communications in today's world, this Plan has been developed with a four year focus and targets specific priorities that will advance our CSP within the context of finite resources.

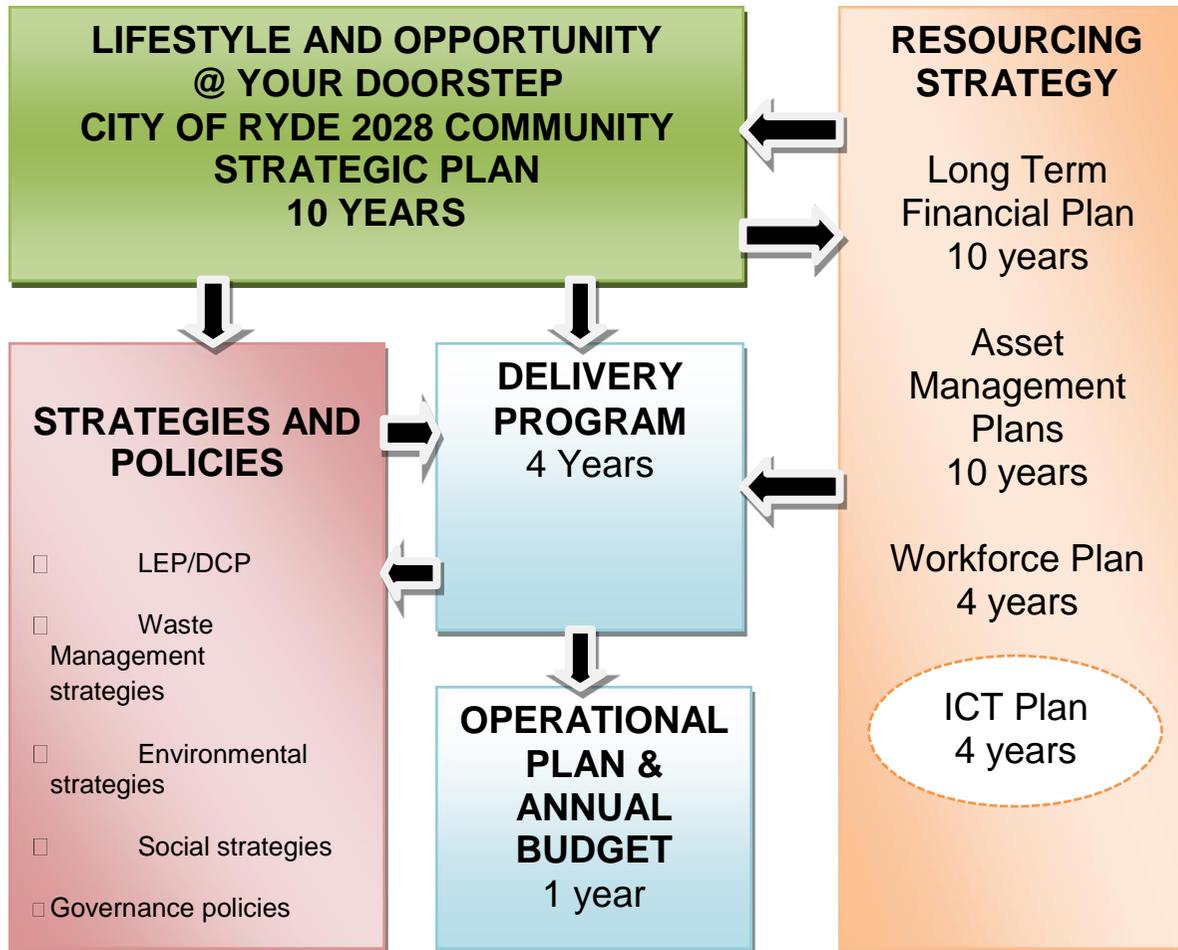
2. WHY DO WE NEED AN ICT PLAN?

This ICT Plan is an important resource plan that underpins the City of Ryde's 2028 Community Strategic Plan (CSP). The City of Ryde recognises that information and communication technology is a vital resource that can significantly advance the aspirations espoused in its CSP. Just as people, finance and assets are important resources, so too is information and communication technology. Ideally, these four critical resources work as one to achieve community focused outcomes.

Importantly, we need an ICT Plan to establish a framework for understanding the City of Ryde's information and communication landscape, to help define our focus, to create a logical path and establish our investment priorities for the next 4 years.

3. ICT PLAN – STRUCTURE & FIT

The ICT Plan represents the vital information and communications technology component of Council's overall Resource Strategy. Together with the Workforce Plan, Asset Management Plans and Long Term Financial Plan, the ICT Plan provides the necessary framework, focus and resources to advance the aspirations of our community.



The ICT Plan is structured in such a way that it is clear about:

1. its focus in moving from 'current state' to future state',
2. the principled approach it will take in decision making,
3. the Priorities it will pursue, and
4. the Projects/Activities/Programs it will undertake to achieve the outcomes contained in Council's adopted Delivery and Operational Plan.

The ICT Plan will be reviewed periodically and updated to reflect community, staff and legislative requirements.

4. ICT PLAN ALIGNMENT WITH OUR COMMUNITY STRATEGIC PLAN

The ICT Plan has been developed with one primary objective in mind – to advance the aspirations espoused in Council’s CSP. The information provided below outlines how various information and communication technology-related goals and strategies contained in Council’s CSP will be supported by ICT Priorities contained within this ICT Plan.

| CSP Goals | CSP Strategies |
|---|---|
| Digital Connectivity | <ul style="list-style-type: none"> • Growing digital connection to improve public accessibility to information and provide the infrastructure framework supporting future ‘Smart City’ initiatives. |
| An engaged and informed community | <ul style="list-style-type: none"> • Actively engaging with our community on key issues. • Focusing on how we collaborate and communicate with our community. We need residents and ratepayers to be well informed on all issues, including our progress. • Using technology to support community engagement and program delivery. |
| Transparent, responsible leadership and governance | <ul style="list-style-type: none"> • Responsible civic leadership focused on delivering the best outcomes for the City and Ryde and its community, supported by transparent, accountable decision making and comprehensive governance and accountability frameworks. • Continually improving the things our residents care about and drive efficiencies in our service delivery to deliver ‘value for money’. • Continuing to generate operational surpluses to maintain our services, facilities and infrastructure at the required standard. • Continually improving Council’s performance in the delivery of our services, facilities and infrastructure to our community. |
| Strengthening community life, connectedness and wellbeing | <ul style="list-style-type: none"> • Actively connecting with the community to promote activities and services that are available throughout the City of Ryde. • Continuing to build and enhance services, including those supporting our residents at different stages of their lives. • Working with our partners to encourage healthy, active lifestyles and social connections. |
|  <p>ICT PRIORITIES Infrastructure, Applications, Mobility, eBusiness, Data & Information Management</p> | |

5. CITY OF RYDE ICT - CURRENT STATE

Currently, the ICT portfolio includes over 1,000 end-user devices (PCs, tablets, notebooks, and mobile devices), over 100 shared devices (printers, copiers, audio visual equipment) as well as over 100 servers and networking in active use.

A challenge exists to maximise the useful life of our technology as the refresh and maintenance of our hardware occupies the majority of our annual capital investment. The footprint of these devices increases commensurate with the expansion of the organisation's workforce. As an industry, ICT is challenged by emerging threats to information security, continuity of service and the reliance in electronic information and systems.

Our workplace is changing. Recent years has seen the exit of devices such as the fax, in favour of contemporary tools in mobile and cloud computing. Our ICT applications exceed 100 desktop, line-of-business and corporate applications on the desktop. The emergence of mobile computing is set to increase the demand in 'mobile-ready' applications to support a workforce demand to have access to information tools whilst on the move.

For users of our service, change management is key to increasing user-adoption and maximising the benefit of existing applications to the organisation. There are still pockets of under-utilisation of systems stemming from the lack of integration and/or difficulties in embedding processes into the operations. For new technology acquisitions, strategic guidance is required for compliance with systems architecture and organisational readiness and priority.

The Records Management and GIPA portfolio complements the technology tools and is the champion for Information Management. The digitisation of records is underway and managing our data quality needs to be sustained to ensure the reliability of our information and systems. Further work is required in support of 'Open Government' principles through the proactive release of information. As business-processes mature, we anticipate an increase in the provision of information through online channels.

As a society we have a greater acceptance of paper-less transactions. For our community, there is an emerging need to transact with a contemporary government - one that enlists technology to increase engagement and accessibility to our services. Our e-Business journey has delivered a limited number of core services online, however, we acknowledge there is considerable potential to penetrate further in this area.

The possibilities of a richer digital audio and video communication experience will have been explored with far greater connectivity and productivity prospects for those located in isolated/remote environments.

By 2022, The City of Ryde will have progressed to having many of its core systems and servers hosted in the 'cloud'.

6. CITY OF RYDE ICT - FUTURE STATE

By 2022, The City of Ryde will have progressed to having many of its core systems and servers hosted in the 'cloud'. This will unlock a significant portion of its infrastructure investment and enable funding capacity for enhancements in applications, mobility, e-business, and information and data management.

Similarly, the number of applications supported by the Information Services Team will have been consolidated and/or rationalised to a more manageable number. Over the next 4 years, there will have been a noticeable shift in the support from the Information Service Team. A far greater emphasis in project managing mobile and e-business solutions will be evident, and the Information Services Team's contribution in finding innovative ways of improving workplace productivity via telecommunications and technology will be highly regarded.

The community will have access to a wide range of on-line and interactive services that are user-friendly, intuitive and mobile-ready. Similarly, the community will have greater access to applications and tools that engender input and feedback on a wide variety of Council matters. The community will recognise Council's presence through the proliferation of publicly available WIFI connectivity points and its partnering role in the formation of SMART cities.

The employee will have greater access to systems that function and perform more efficiently and effectively, providing greater productivity within the workplace. The employee will also have access to a variety of mobile applications and devices enabling them to conduct their work in a multitude of environments. Employees will have been introduced to a new intranet experience and exposed to the benefits of collaborative technology. The possibilities of a richer digital audio and video communication experience will have been explored with far greater connectivity and productivity prospects for those located in isolated/remote environments.



The community will have greater access to applications and tools that engender input and feedback on a wide variety of Council matters



The number of applications supported by the Information Services Team will have been consolidated and/or rationalised to a more manageable number.



The community will recognise Council's presence through the proliferation of publicly available WIFI connectivity points and its partnering role in the formation of SMART cities.

7. ICT PRIORITIES

ICT Priorities have been established to sharpen Council's strategic and investment focus over the next four years. As highlighted in the Section 4, ICT Priorities underpin the goals and strategies of Council's Community Strategic Plan as they relate to information and communications technology.

The ICT Priorities acknowledge that the vast majority of our external customers have access to the internet and are willing to use an array of online applications and mobile devices to access information and services, communicate with one another and provide input into decision making. This trend is expected to grow exponentially in the future.

The ICT Priorities also acknowledge that our internal customers have unique requirements including the need to work in a more mobile fashion, to operate in a more productive manner, to make informed decisions based on reliable, accurate and timely data and information, and to have the comfort of knowing systems are accessible, secure and perform at optimum levels. The ICT Priorities are as follows:

a. Infrastructure

This priority deals with the physical computing and telecommunications environment in a manner that ensures security, accessibility, connectivity and performance on the one hand, and promotes integrated hardware and network solutions on the other.

The primary objective of this priority is to ensure that Council has an optimally performing physical computing and telecommunications environment at all times with provision for effective business continuity that includes periodic testing, reviews and enhancements.

Infrastructure includes system hardware and networks as well as services such as copying, printing, scanning and voice. Council's Infrastructure technology is supported by a team of appropriately skilled employees who maintain council's suite of ICT systems. This priority recognises that all innovative solutions must be built on the back of an effective and efficient infrastructure foundation.

b. Applications

This priority deals with the corporate suite of applications that enable our workforce to perform their systems-based functions efficiently. A key focus is to improve existing business processes by leveraging existing applications and designing integrated solutions for both staff and the community.

The primary objective of this priority is to ensure that corporate applications meet all practical and legislative processing requirements, while making technology advancements to enable our workforce to perform its individual service functions efficiently. Council is committed to developing solutions that enable innovation and acknowledges that applications need to be efficient, reliable and integrated so as to maximise end-to-end business processing in an environment of collaboration and effective communication.

To this end, Council is committed to expanding its efforts in business improvement through the provision of Business Analyst and Project Management services to review, optimise and streamline existing processes, as well as leverage existing systems and applications where appropriate.

c. On-line and Electronic Solutions

This priority deals with designing end-to-end business solutions to improve the way in which the community interacts with council. This priority also deals with the manner in which both staff and the community access and process information.

The primary objective of this priority is to provide a legitimate alternate customer service channel for our community. There is incredible opportunity to support business growth through delivery of information and services to increase levels of business transactions. The community will gain better access to information and services through electronic forms and online interfaces where back-end processing is ultimately automated.

d. Mobile Solutions

This priority deals with developing a suite of applications that can be used remotely via mobile devices – access information anywhere, anytime.

The primary objective of this priority is to develop a suite of mobile devices and applications that enable staff to access business related information anywhere and anytime using smart technology. This will provide increased flexibility and improvements in the ways users interact with Council and improvements in productivity levels for business users in the delivery of their particular services.

e. Information and Data Management

This priority acknowledges the importance data and information has on Council's ability to make sound decisions. Council is also cognisant of its wide ranging regulatory requirements. For example, at one end of the spectrum, Council must uphold data and information security/privacy requirements and, at the other end of the spectrum, Council must make data and information freely available to the public.

The primary objective of this priority is two-fold:

1. Ensure appropriate controls, processes and procedures are in place to uphold our regulatory requirements, and
2. Ensure data and information is accurate, current, void of gaps and/or duplication, and integrated where possible.

This focus will not only instil public confidence in Council's ability to discharge its public duties with integrity but also provide Council with the confidence it is making decisions based on the effective and efficient retrieval of reliable information and data.

8. ICT GUIDING PRINCIPLES

Alignment: Our ICT decisions will be evidence based and align with our Community Strategic Plan.

The ICT Plan provides decision-makers with the opportunity to pause and evaluate whether the decisions being made can be substantiated and will advance the aspirations espoused in the Community Strategic Plan.

Resources: We will allocate finite ICT resources based on providing the greatest value and benefit for our community.

Council will be a responsible steward of ICT resources and assets to ensure that all expenditure provides value for money, improves 'internal' efficiency and effectiveness and enriches the customer experience.

Customer Focus: Customer needs will be a key component in all ICT decisions.

We will anticipate and respond to customer needs, seek input and aspire to the usability of our technologically driven services.

Collaboration: We will work within and across organisational structures to meet our goals.

Solving problems and making IT decisions cannot be done in isolation, as the impacts of decisions have far-reaching effects. Collaboration provides opportunities to benefit from diverse viewpoints and draw from multiple resource bases to address critical needs.

Transparency: We will be transparent in our decision-making and resource use.

Significant IT decisions will be made via established governance processes in a manner that solicits input from relevant stakeholders, as transparent processes will lead to better acceptance of decisions and improved outcomes.

Innovation: We will value innovative and creative thinking.

We will encourage and support development and acquisition of innovative IT services that enhance our service offerings to the community. We will promote a culture of creative thinking, seeking focused IT solutions to purposefully solve problems that enhance our continuous improvement ethos.

Risks: We will acknowledge relevant risks in the decisions we make and the projects we pursue.

We will incorporate risk in our decision making process and use a risk-based approach in assessing the merits of competing projects, programs or activities.

Employees will have been introduced to a new intranet experience and exposed to the benefits of collaborative technology.

The community will have access to a wide range of on-line and interactive services that are user-friendly, intuitive and mobile-ready.

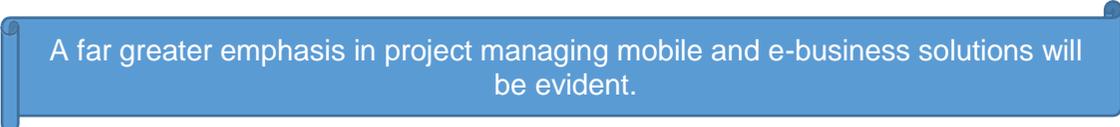
9. ICT PLAN GOVERNANCE

The Organisational Development and Business Improvement Group (ODBIG) is charged with the responsibility of reviewing, recommending and prioritising new initiatives within the ICT Plan. The group responsibilities include the following:

- Advise ET on ICT and business improvement initiatives, and investments to ensure sustainability, scalability, compatibility, interoperability and eliminate duplication of data, investment or effort.
- Advise ET on ICT opportunities that may arise as a course of business, as a result of legislative or legal determination, and/or to improve service or reduce risk.
- Advise ET on impacts across the organisation should projects deviate significantly from the approved business case. Project Managers and Business Managers will continue to manage project governance and seek ODBIG's guidance when required.
- Advise ET by reviewing benefits realisation after the completion of ICT and business improvement initiatives.
- Assess proposed business cases and projects for its alignment with the ICT strategy, Community Strategic Plan, 4-year Delivery Plan, IS Business Plan and IT architecture. ODBIG will advise ET of their recommendations prior to annual Outcome workshops and business case consideration.
- Facilitate discussions with their business areas on matters raised at ODBIG that may have an impact on their respective departments. Members will bring attention to business initiatives or projects from their departments that may have an impact on the wider organisation.
- Provide guidance and recommendations to address business issues or requirements, where assistance is sought from ODBIG members on behalf of their business areas.



Employees will have access to a variety of mobile applications and devices enabling them to conduct their work in a multitude of environments.



A far greater emphasis in project managing mobile and e-business solutions will be evident.

10. ICT ACTION PLAN

To support achievement of the ICT Plan, projects, activities and programs have been prioritised to establish an action orientated agenda. An important governance aspect of the ICT Plan is the necessity for regular formal reviews to be undertaken to determine progress against agreed individual project objectives/scope, timeframe and budget.

Each of the 5 Priorities outlined in this Plan have a series of actions aligned to them, some of which are individual projects or activities; others are ongoing programs that may span multiple years. Combined, each of the projects, activities and programs will help Council advance from its 'current state' to its 'future state'. The following table provides a snapshot of projects, activities and programs envisaged over the next 4 years.

| | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 |
|-----------------------|---|---|---|--|
| INFRASTRUCTURE | Disaster Recovery Program · Annual DR testing | Disaster Recovery Program · Annual DR testing | Disaster Recovery Program · Annual DR testing | Disaster Recovery Program · Annual DR testing |
| | Security Program · Security testing, remediation, and resilience | Security Program · Security testing, remediation, and resilience | Security Program · Security testing, remediation, and resilience | Security Program · Security testing, remediation, and resilience |
| | Hardware renewal program · Windows 10 · IMPLEMENT Citrix CLOUD · PC, laptop, server renewals · review of printing contract · review of network and commscontract | Hardware renewal program · PC, laptop, server renewals · REVIEW PC fleet | Hardware renewal program · PC, laptop, server renewals · REVIEW Server fleet | Hardware renewal program · PC, laptop, server renewals |
| | Network renewal program · network hardware renewals · REVIEW public wifi | Network renewal program · network hardware renewals · REVIEW branch network speed (porters creek, Eastwood car park, Eastwood hall etc) · IMPLEMENT public Wifi Enhancements | Network renewal program · network hardware renewals | Network renewal program · network hardware renewals |
| | Communications renewal program · mobile and tablet renewals · REVIEW mobile fleet · IMPLEMENT Videoconferencing in NRO, Ops and branch locations | Communications renewal program · mobile and tablet renewals · REVIEW VOIP IN CLOUD · REVIEW Skype for Business | Communications renewal program · mobile and tablet renewals · IMPLEMENT VOIP CLOUD | Communications renewal program · mobile and tablet renewals |
| | Smart City Program (Improved wifi, connected facilities and services, e-Engagement, e-citizen tools and customer services) | Smart City Program (Improved wifi, connected facilities and services, e-Engagement, e-citizen tools and customer services) | Smart City Program (Improved wifi, connected facilities and services, e-Engagement, e-citizen tools and customer services) | Smart City Program (Improved wifi, connected facilities and services, e-Engagement, e-citizen tools and customer services) |
| | CLOUD PROGRAM · DEVELOP a cloud strategy · PLAN migration of NRO Datacentre to the CLOUD · Plan to move core applications to the cloud | Move to the Cloud · Move to a cloud-ready datacentre and utilise this for DR · Migrate email to the cloud · Plan transition to Office365/implement Office · Plan T1 transition to the cloud · Plan/Implement Merit transition to the cloud | Move to the Cloud · Implement Office365 · Implement T1 transition to the cloud | Move to the Cloud · Implement Office365 · Implement T1 transition to the cloud · Plan Document Management in the cloud |

APPLICATIONS

| | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 |
|--|---|---|---|---|
| | New Applications <ul style="list-style-type: none"> REVIEW Asset Systems IMPLEMENT governance system (policy and delegation register) | New Applications <ul style="list-style-type: none"> IMPLEMENT Asset Systems | New Applications | New Applications |
| | T1 System Program <ul style="list-style-type: none"> T1-TRIM integration T1 document | T1 Renewal Program <ul style="list-style-type: none"> CI Anywhere implementation DA workflow enhancements Rydemap transition to TechOne maps | T1 Renewal Program <ul style="list-style-type: none"> CI Anywhere implementation T1 Mobile solution | T1 Renewal Program |
| | Document Management Program <ul style="list-style-type: none"> T1-TRIM integration TRIM Upgrade to CM9(Technical implementation) | Document Management Program <ul style="list-style-type: none"> CM9 Enhancement (Make EDRMS user friendly) | Document Management Program <ul style="list-style-type: none"> CM9 Enhancement (Make EDRMS user friendly) | Document Management Program <ul style="list-style-type: none"> CM9 Enhancement (Make EDRMS user friendly) |
| | HR Systems program <ul style="list-style-type: none"> annual CHRIS21 upgrade IMPLEMENT corporate eLearning system REVIEW eTime and attendance enable videoconferencing interviews | HR Systems program <ul style="list-style-type: none"> annual CHRIS21 upgrade IMPLEMENT eTime and attendance | HR Systems program <ul style="list-style-type: none"> annual HR upgrade | HR Systems program <ul style="list-style-type: none"> annual HR upgrade |
| | CRM improvement program <ul style="list-style-type: none"> Merit upgrades and enhancements | CRM improvement program <ul style="list-style-type: none"> Merit upgrades and enhancements | CRM improvement program <ul style="list-style-type: none"> Merit upgrades and enhancements | CRM improvement program <ul style="list-style-type: none"> Merit upgrades and enhancements |
| | Workflow improvement program <ul style="list-style-type: none"> Review processes Workflow enhancements REVIEW solutions for internal forms IMPLEMENT Parking Permit scheme changes IMPLEMENT EPA changes | Workflow improvement program <ul style="list-style-type: none"> Review processes Workflow enhancements IMPLEMENT solution for internal forms | Workflow improvement program <ul style="list-style-type: none"> Review processes Workflow enhancements | Workflow improvement program <ul style="list-style-type: none"> Review processes Workflow enhancements |
| | Applications upgrade <ul style="list-style-type: none"> other applications upgrades | Applications upgrade <ul style="list-style-type: none"> Applications upgrades | Applications upgrade <ul style="list-style-type: none"> Applications upgrades | Applications upgrade <ul style="list-style-type: none"> Applications upgrades |
| | Application Consolidation <ul style="list-style-type: none"> REVIEW of application architecture consolidation of applications to Enterprise application Review of applications for value review applications training | Application Consolidation <ul style="list-style-type: none"> consolidation of applications to Enterprise application Review of applications for value review applications training | Application Consolidation <ul style="list-style-type: none"> consolidation of applications to Enterprise application Review of applications for value review applications training | Application Consolidation <ul style="list-style-type: none"> consolidation of applications to Enterprise application Review of applications for value review applications training |
| | Collaboration Program <ul style="list-style-type: none"> review social media opportunities prepare organisation for digital workspaces intranet replacement · content cleanup and searching | Collaboration Program <ul style="list-style-type: none"> intranet replacement · digital collaboration platform (consider office 365/SharePoint online) | Collaboration Program <ul style="list-style-type: none"> enhance digital collaboration platform | Collaboration Program <ul style="list-style-type: none"> enhance digital collaboration platform |

| | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 |
|--|---|---|---|---|
| MOBILE | Mobile applications <ul style="list-style-type: none"> · REVIEW (Reflect) Field worker apps · IMPLEMENT Open Office | Mobile applications <ul style="list-style-type: none"> · Enhance field worker mobile apps | Mobile applications <ul style="list-style-type: none"> · Enhance field worker mobile apps | Mobile applications <ul style="list-style-type: none"> · Enhance field worker mobile apps |
| | Remote worker program <ul style="list-style-type: none"> · review follow-me to mobile/desktop · review internal wifi | Remote worker program <ul style="list-style-type: none"> · review services to satellite office workers (eg Office365) | | |
| eBUSINESS | eServices <ul style="list-style-type: none"> · REVIEW end to end processes for online services (eg s149) · REVIEW Top 10 Customer requests · IMPLEMENT document delivery via eTrack | eServices <ul style="list-style-type: none"> · IMPLEMENT end to end processes for online services (egs149) · REVIEW Top 20 Customer requests · REVIEW Online DA submission | eServices <ul style="list-style-type: none"> · new online submissions | eServices <ul style="list-style-type: none"> · new online submissions |
| | Data retention and provision <ul style="list-style-type: none"> · DEVELOP Digitisation Strategy · IMPLEMENT document delivery via eTrack · REVIEW GIPA proactive release · REVIEW Records practices | Data retention and provision <ul style="list-style-type: none"> · IMPLEMENT GIPA proactive release · IMPROVE records practices · IMPLEMENT Digitisation Strategy | Data retention and provision <ul style="list-style-type: none"> · GIPA proactive release · IMPROVE records practices · IMPLEMENT Digitisation Strategy | Data retention and provision <ul style="list-style-type: none"> · GIPA proactive release · IMPROVE records practices · IMPLEMENT Digitisation Strategy |
| Info Mgt. | Data improvement plans <ul style="list-style-type: none"> · Source of truth · Data owners · Auditing · Data cleansing · REVIEW enterprise search | Data improvement plans <ul style="list-style-type: none"> · Source of truth · Data owners · Auditing · Data cleansing · IMPLEMENT enterprise search | Data improvement plans <ul style="list-style-type: none"> · Source of truth · Data owners · Auditing · Data cleansing | Data improvement plans <ul style="list-style-type: none"> · Source of truth · Data owners · Auditing · Data cleansing |
| | Business intelligence <ul style="list-style-type: none"> · improve reporting | Business intelligence <ul style="list-style-type: none"> · improve reporting | Business intelligence <ul style="list-style-type: none"> · improve reporting | Business intelligence <ul style="list-style-type: none"> · improve reporting |
| | | | | |
| note: colours are only used for grouping | | | | |