

DEAKIN CONSULTING PTY LTD

A.C.N. 060 991 157

184 St George's Terrace Perth WA 6000 PO Box 7670 Cloisters Square Perth WA 6850
Telephone (619) 481 4811 Facsimile (619) 481 4801

DEPARTMENT OF CONSERVATION AND LAND MANAGEMENT

INFORMATION MANAGEMENT PLAN

EXECUTIVE SUMMARY

Martin Thomas
Glenn Hocking
October 1995

Table Of Contents

1. EXECUTIVE SUMMARY	1
1.1 PROJECT OBJECTIVE	1
1.2 SUMMARY OF MAJOR BUSINESS AND INFORMATION ISSUES	1
1.3 ASSESSMENT OF THE CURRENT INFORMATION ENVIRONMENT	1
1.4 THE RECOMMENDED INFORMATION INFRASTRUCTURE	2
1.5 CORPORATE EXECUTIVE ENDORSEMENTS SOUGHT	4
1.6 ACTION PLAN	6
1.7 BUDGET SUMMARY	10
1.8 HIGH LEVEL BUSINESS ACTIVITY MODEL	12

1. Executive Summary

1.1 Project Objective

The prime purpose of this Project is:-

to develop an Information Management Strategy for the establishment of the supporting infrastructure to ensure the timely and accurate delivery of information products, systems and services to support CALM's work processes and changing business environment.

1.2 Summary of Major Business and Information Issues

CALM is undergoing major changes in its directions and organisational environment, including:-

- organisation change to a matrix style structure, with an emphasis on a greater degree of integration work and information across organisational units;
- a focus is on debt reduction and cost containment, requiring a greater financial orientation from management; and
- an increasing public profile which is resulting in a great demand for complex information from State and Federal Governments and the public at large.

1.3 Assessment of the Current Information Environment

Information Environment

The current information environment is substandard and cannot adequately support CALM's business, either now or in the future, without major improvements. The lack of an adequate infrastructure is creating a situation whereby even further fragmentation of the information environment is occurring as CALM units, in frustration, develop their own standards, facilities and self-focussed information systems.

Information Services

The recently formed Information Management Branch is a positive step but the unit is not structured and staffed with the skills and personnel necessary to provide and support the information environment that its clients are seeking.

The situation in respect of the management of records is deficient in terms of labour intensiveness, duplication of efforts, controls over incoming/outgoing mail, accessibility/retrieveability of information, adequate policies and procedures, vital records protection, and security of access to sensitive documents. There are no controls over many of the electronic documents which are generated each day.

Access is very limited to external information resources through such avenues as the Internet. Access to CALM's library information is also limited as each Library has its own library management systems and these are not accessible through the network.

Information Systems

There are many information systems in place, many of which are relatively small in size and meet the specific needs of their originating unit - but few of which address the wider information needs of CALM. The main Corporate Services systems are not functioning to satisfaction - however, the initial steps are being taken to improve the financial information system.

The geo-spatial systems are performing satisfactorily in certain aspects but need to be made more widely accessible to other units outside the Information Management Branch. The coordination between CALM units of all spatially-based information does not occur and the remedying of this situation is a key requirement for the future.

Technology Infrastructure

The technology infrastructure (PCs and other workstations, local area networks, telecommunications) is poorly organised and controlled, unstable and, in all respects, is inadequately supported. This infrastructure is the mechanism by which most information should be circulated around CALM and represents a major obstacle to the efficient operation of the Department.

1.4 The Recommended Information Infrastructure

Information Management Framework

The recommended Information Management framework is detailed in the Report covering the organisational aspects and roles of:-

- Corporate Executive;
- Information Council;
- Information Custodians;
- Information Programme Committees; and
- Information Management Branch.

All the associated strategies and action plans need to be adopted for the management of information-related matters to be effective.

A key recommendation is the appointment of an Information Industry Partner to complement the skills and of the Information Management Branch. Will need to be capable of supporting CALM with:-

- access to a wide range of technical and business skills
- strong planning assistance and
- excellent project management capabilities.

The Information Industry Partner is likely to be a Consortium led by a professional services provider and should not be a product vendor.

Information Framework

In terms of the Information framework, the key recommendations relate to:-

- the development of a base Information Model which will be the key integrating tool when planning and implementing new information systems; and
- the development of a register of the information being maintained within CALM.

The suggested allocation of responsibilities to Information Custodians is:-

Information Grouping	Information Custodian
Wildlife	Director, Nature Conservation
Timber Resources	Director, Forests
Recreation Resource	Director, Parks, Recreation, Planning and Tourism
Natural Events	Director, Regional Services
Finance/Human Resources/Admin Info/ Natural & Physical Features	Director, Corporate Services
Management Prescription	Executive Director (or delegate)

Information Systems Framework

Ultimately, all applications should:-

- operate on standard software and equipment platforms; and
- be developed to maintain information which also meets corporate needs

A particular short-term requirement is for the development of an Information Systems Plan which describes all CALM's information systems for the future and establishes the priorities, initial business case, schedule and budgets.

The Report does detail each identified existing information system and the recommended approach for the future.

Technology Framework

In the modern business environment, the communications network, workstations and servers have become infrastructure items, critical to the smooth and cost-effective flow of information between work activities and people, throughout CALM.

The many technology recommendations are related to establishing an adequate and stable infrastructure which is supported by appropriate services. The approach is to expend similar funds as in the past, but in accordance with a clear set of standards for the equipment and software.

Some short term actions are required to:-

- overcome critical problems; and
- establish the standards;
- develop a telecommunications plan for voice and data needs;
- develop a plan for training staff to utilise existing facilities to the optimum.

1.5 Corporate Executive Endorsements Sought

This Information Management Plan contains a large number of strategies and action plans and it is difficult to address each in detail and provide the business case for each budget. Consequently, listed below are selected matters for which endorsement is sought by the Corporate Executive. The other matters will be addressed through the information management processes and organisation infrastructure which will be implemented in the immediate future.

Recommendation 1

Endorse, in principle, this Information Management Plan, but not the particular budgets other than those incorporated in the recommendations to follow.

This will allow the organisation to start moving in a common direction towards establishing an effective information infrastructure in the future.

Recommendation 2

Implement the information management organisation structure, strategies and processes as described herein. Modifications can be made to the proposed approach in the course of the implementation.

The current approach to managing information issues is not working. No sustained improvement will be achieved in the information environment without changes of the order type proposed. The key elements addressed include:-

- Corporate Executive
- Information Council
- Information Custodians
- Information Programme Committees
- Information Management Branch charter, structure and roles
- project management approach

Recommendation 3

Appoint an interim Transition Partner in the immediate future (budget \$50,000).

There is very little resource in the Information Management Branch capable of instigating the many projects that are required in the next six months. Without an interim Transition Partner, capable of providing a broad range of management and technical skills, only a very small component of the Information Management Plan can be implemented.

Recommendation 4

Commence work towards selecting an Information Industry Partner, by March 1996, for a three year term (indicative cost - \$300,000 per annum)

There are a number of key services required for which the Information Management Branch is neither structured nor resourced. Budgets can be defined during the tender preparation and selection process.

Recommendation 5

Formalise the Financial Information Improvement Project by agreeing a broad-based objective and scope and involving a professional Project Manager. Carry out the Project as a priority initiative (indicative cost - 1995/6 \$150,000, 1996/7, \$100,000)

There is no dispute that this Project needs to occur and a number of improvement initiatives are underway. Much of the suggested budget is required with the current approach, to cover software and training costs.

Recommendation 6

Undertake a project to plan and identify the cost/benefit for the conversion of existing applications from the existing Digital Vax technology platform to the Digital Alpha technology platform (budget \$25,000).

There appears to be a good financial incentive in moving all existing systems on the more modern Digital Alpha platform. There is also likely to be advantages in the access to and integration of data.

Recommendation 7

Undertake the critical upgrade of the existing Lan/Wan facility (budget \$160,000, \$90,000 of which is already endorsed)

The existing network is in a crisis state. The steps to deal with the situation have been identified and now need to be enacted. These steps will make a substantial improvement in the effectiveness of the estimated investment of some \$3 million that CALM has in its existing network and workstation infrastructure.

Recommendation 8

Develop a Lan/PC/Mac/Server Network Plan which details the design and standards for the future (budget \$50,000).

This initiative provides the basis for the improvement and maintenance of the network for the future. All future purchases can be in accordance with a “grand plan”, thus ensuring that CALM gets best return on its future investments in this area.

1.6 Action Plan

The Action Plan is listed and scheduled on the following pages.

CALM

INFORMATION STRATEGY ACTION PLAN

ID	Task Name	1996												1997																							
		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar					
1																																					
2	INFORMATION MANAGEMENT	[Bar spanning from Sep 1996 to Mar 1997]																																			
3																																					
4	Appoint Interim Transition Manager	[Bar from Sep to Nov 1996]																																			
5	Appoint Information Industry Partner	[Bar from Sep to Feb 1997]																																			
6	Implement New Committees	[Bar from Sep to Oct 1996]																																			
7	Establish Key Info Policies etc	[Bar from Nov 1996 to Jun 1997]																																			
8	Short-term Appts to IMB	[Bar from Oct 1996 to Dec 1996]																																			
9	New IMB Structure - Overall Design	[Bar from Jan to Mar 1997]																																			
10	- Long-term Appts	[Bar from Apr to Sep 1997]																																			
11	New Recs Mgt Service - Design	[Bar from Jan to Mar 1997]																																			
12	- Implementation	[Bar from Apr to Sep 1997]																																			
13	New Geo-spatial Service - Design	[Bar from Jul to Sep 1997]																																			
14	- Implementation	[Bar from Oct 1997 to Mar 1998]																																			
15	Develop New Charging Policy	[Bar from Jan to Mar 1997]																																			
16																																					
17	INFORMATION	[Bar from Jan to Jun 1997]																																			
18																																					
19	Develop Info & Data Directory	[Bar from Jan to Mar 1997]																																			
20	Develop Base Info Model	[Bar from Feb to Mar 1997]																																			
21																																					
22																																					
23																																					

CALM

INFORMATION STRATEGY ACTION PLAN

ID	Task Name	1996												1997																							
		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar					
24	INFORMATION SYSTEMS	[Shaded bar spanning all months from Sep 1996 to Mar 1997]																																			
25																																					
26	Information Systems Plan	[Shaded bar from Apr to May 1996]																																			
27	Financial Information Project - Plan	[Shaded bar from Sep 1996 to Oct 1996]																																			
28	- Phase 1	[Shaded bar from Oct 1996 to Jul 1997]																																			
29	- Phase 2	[Shaded bar from Aug 1996 to Dec 1996]																																			
30	HR/Pay Information Project - Plan	[Shaded bar from Sep 1996 to Oct 1996]																																			
31	- Enact	[Shaded bar from Nov 1996 to Mar 1997]																																			
32	VAX to Alpha Migration - Plan	[Shaded bar from Oct 1996 to Nov 1996]																																			
33	- Enact	[Shaded bar from Dec 1996 to May 1997]																																			
34	Recs/Doct Mgt System - Select	[Shaded bar from Feb to Mar 1997]																																			
35	- Recs Mgt Como	[Shaded bar from Jun to Jul 1997]																																			
36	- Recs Mgt Other Locns	[Shaded bar from Aug 1996 to Dec 1996]																																			
37	- Doct Mgt Como	[Shaded bar from Sep 1996 to Feb 1997]																																			
38	- Doct Mgt Other Locns	[Shaded bar from Mar 1997 to Mar 1998]																																			
39	Ministerials Imaging - Select Equipt	[Shaded bar from Jun to Jul 1997]																																			
40	- Implement	[Shaded bar from Aug to Sep 1997]																																			
41																																					
42																																					
43																																					
44																																					
45																																					
46																																					

CALM

INFORMATION STRATEGY ACTION PLAN

ID	Task Name	1996												1997																		
		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
47																																
48	TECHNOLOGY																															
49																																
50	Critical LAN/WAN/Server Upgrade																															
51	Select PC/Mac/Printer Suppliers																															
52	Develop LAN/Svr Plan and Stds																															
53	Upgd PC/Mac/LAN/Svrs to Min. Spec																															
54	Develop Telecommunications Plan																															
55	Upgrade Data and Voice Comms																															
56	Office Tools Training - Plan																															
57	- Enact																															
58	Internet Facility - Interim																															
59	- Plan																															
60	- Enact and Train																															

1.7 Summary of Indicative Costs

ITEM	1995/6	1996/7	1997/8
<u>Information Management</u>			
Interim Transition Partner	\$50,000		
Information Industry Partner	\$135,000	\$300,000	\$300,000
Help Desk Service		\$100,000	\$100,000
<u>Information</u>			
Develop Information & Data Directory	\$25,000		
Develop Base Information Model	\$50,000		
<u>Information Systems</u>			
Develop Information Systems Plan	\$50,000		
Financial Information Project	\$150,000	\$100,000	
HR/Pay Information Project		\$100,000	
VAX to Alpha Migration	\$250,000	\$50,000	
Records/Document Management System	\$50,000	\$150,000	\$100,000
Ministerials Imaging Pilot		\$50,000	
New Applns Systems/Data Warehouse/ Devt Software/User Access Software		Subject to IS Plan	

<u>Technology Infrastructure</u>			
Critical LAN/WAN Upgrade	\$160,000		
Develop LAN/Server Plan and Standards	\$50,000		
Upgrade PC/Mac/LAN/Servers to the Minimum Specification Level	\$340,000		
Purchase & Install Network Management Software		\$120,000	
Develop Telecommunications Plan	\$60,000		
Upgrade Data and Voice Communications		Subject to T/com Plan	
Office Tools Training	\$25,000 (needs anal)	\$50,000 (courses)	\$25,000
Plan and Establish Improved External Information Access Facility (Internet)		\$80,000	\$50,000
Possible Additional Alpha Server	to be confirmed		
<u>TOTAL</u>	\$1,395,000	\$1,100,000	\$575,000

1.8 High Level Business Activity Model

BUSINESS ACTIVITY MODEL

Purpose : "To conserve and manage Western Australia's wildlife and the lands, waters and resources entrusted to the Department for the benefit of present and future generations."

