Proposed ITS Structure

21 November 2018

AGENDA FOR TODAY

- Why we are changing our structure – improved customer-focused & future capabilities

- Summary of future capability and customer needs

- Breakout – discussion with your manager about changes to your team

- Proposed ITS future structure – for consultation

- Next steps

- Your role in the consultation and change process

Why is change necessary for ITS?

○ The Legal Aid 2018-23 Strategic Plan outlines ambitious targets that requires ITS to evolve to achieve them.

○ ITS must continue excelling as a service provider and improve our understanding of the needs of our internal customers at Legal Aid.

○ Global technological advances are enabling the Legal Aid workforce to be increasingly flexible and mobile. We are adopting new technologies and continuously improving to meet these needs.

○ We are moving to the cloud. This will change the capabilities required of our staff e.g. vendor management, solution and service design, and software and infrastructure technical capabilities.

Where are we going? What is the end goal?

Legal Aid 2018-23 Strategic Plan

Legal Aid ICT & Digital Strategy 2017-20

ITS Vision

Customer-focused culture

Understanding customer needs	Defining core customer relationships	Future ways of working

Strategic business partnership	Sourcing & vendor management	Security & compliance	Core systems upgrades	Operations	Strategy & Innovation
• Business alignment & communication • External agency management • Demand management • Financial management • KPIs & reporting	• IaaS • SaaS • Cloud • PEGA platform	• Cyber security • Information management • Records • Quality assurance	• SAP HR • CCMS • ATLAS • CLE • FDR • LMS • Office 365	• Service delivery management • Application development • DevOps • Incident & problem management • Service desk • Infrastructure	• Innovation hub • ICT strategy • Business analysis • Business case analysis • Change management • Roadmaps • Enterprise architecture • Major projects • ICT projects

ITS Vision Statement

To innovate and continuously improve our services
to meet our customers' needs
and adapt to the constantly changing digital environment

ITS important future capabilities

The ICT & Digital Strategy identified new capabilities and those needing significant uplift to achieve the proposed vision and target operating model.

Capabilities identified in the ICT & Digital Strategy 2017-20

1. Service management
2. Business partnering
3. User experience
4. Enterprise architecture
5. Innovation & prototyping
6. Transition & change management
7. Supplier relationship management
8. Intelligent reporting

Important future capabilities identified by the ITS Management Team

9. Solution and service design (consulting end users and co-design)

10. Cloud solutions

11. Technical skills (PEGA development / configuration / architects, Office 365)
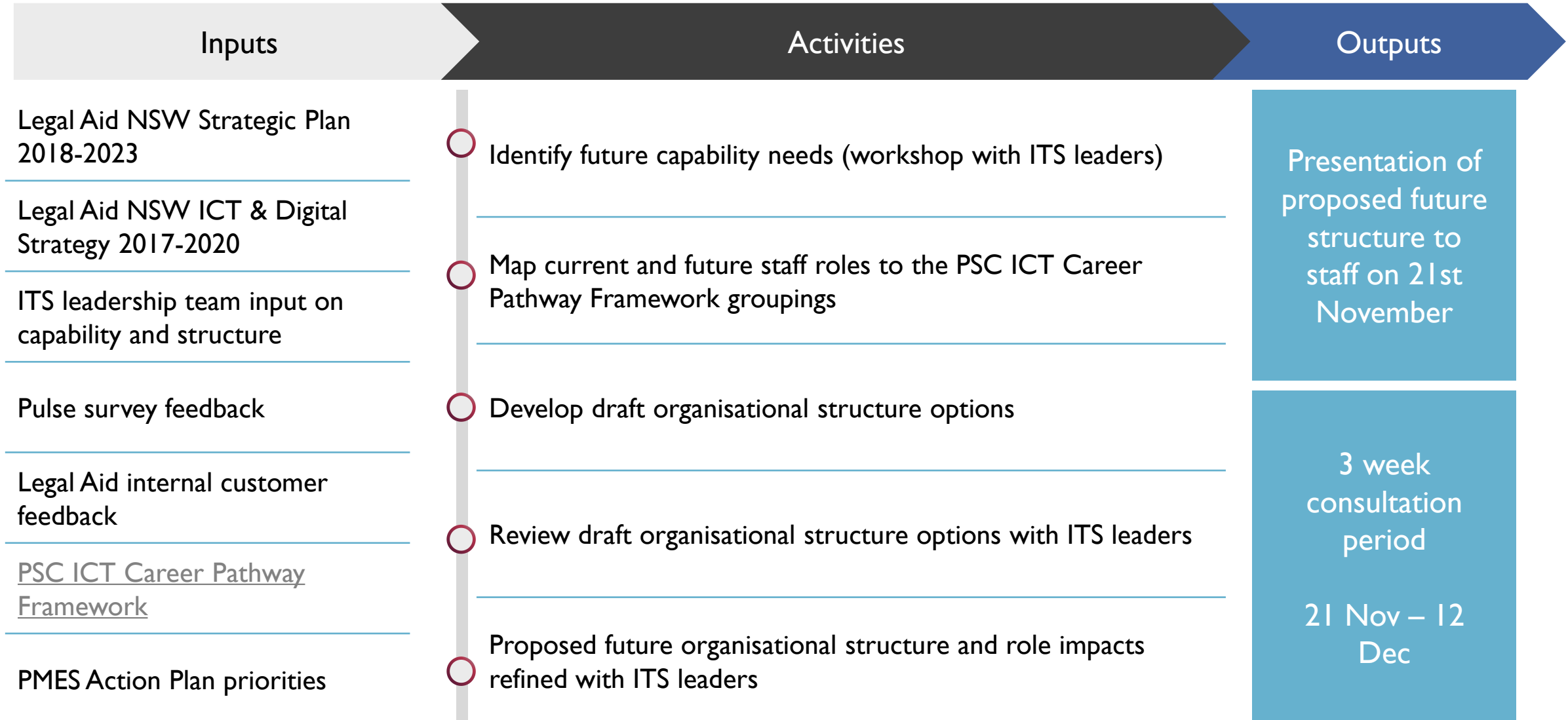
12. Quality assurance and testing

13. People development and change management

14. Uplift organisational technology capability

Process to develop this proposed future structure

Inputs	Activities	Outputs
Legal Aid NSW Strategic Plan 2018-2023	Identify future capability needs (workshop with ITS leaders)	Presentation of proposed future structure to staff on 21st November
Legal Aid NSW ICT & Digital Strategy 2017-2020	Map current and future staff roles to the PSC ICT Career Pathway Framework groupings	
ITS leadership team input on capability and structure		
Pulse survey feedback	Develop draft organisational structure options	3 week consultation period
Legal Aid internal customer feedback	Review draft organisational structure options with ITS leaders	
PSC ICT Career Pathway Framework		21 Nov – 12 Dec
PMES Action Plan priorities	Proposed future organisational structure and role impacts refined with ITS leaders	

Summary of future capability and customer needs

Service Desk

- Extended service hours to meet customer needs
- Skills to provide support for new systems
- Enhanced customer services including web chat, desktop, meeting/training room and regional office support
- Focus on problem management

ICT Operations

- Enhanced focus and capability in application services to meet customer needs
- Transition from legacy applications and databases to cloud application capabilities
- Additional focus on testing capability
- Enhanced operational supplier relationship management capability

Architecture & Solutions

- Enhanced enterprise architecture capability
- Enhanced strategic supplier relationship management capability
- Enhance application architecture and solutions capability (e.g. PEGA)
- New solution design and user experience capability

Projects and Business Partnership

- Enhanced focus on business partnership to meet customer needs
- Getting back to project management and delivery

Corporate Records & Information

- Increased focus on digital records and information

Information Security & Business Continuity

- Increased focus on information and cyber security – align with NSW Government priority
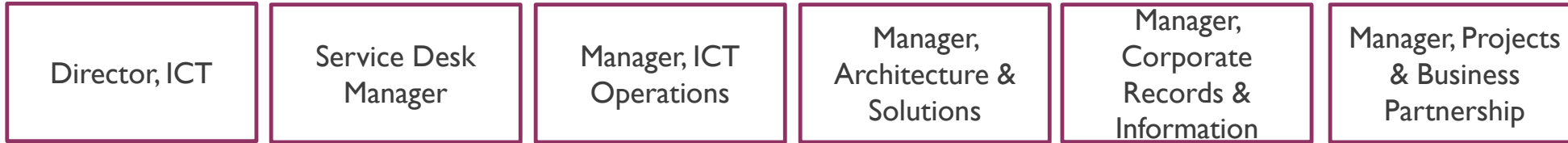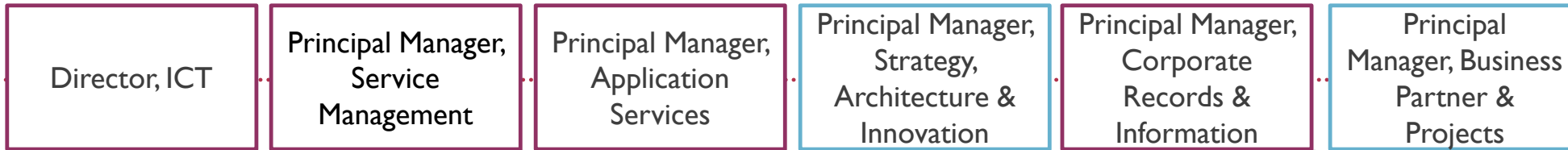
TEAM BREAK-OUT DISCUSSIONS

Our divisional leadership team will also change and develop capabilities

Current

Director, ICT	Service Desk Manager	Manager, ICT Operations	Manager, Architecture & Solutions	Manager, Corporate Records & Information	Manager, Projects & Business Partnership

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Future

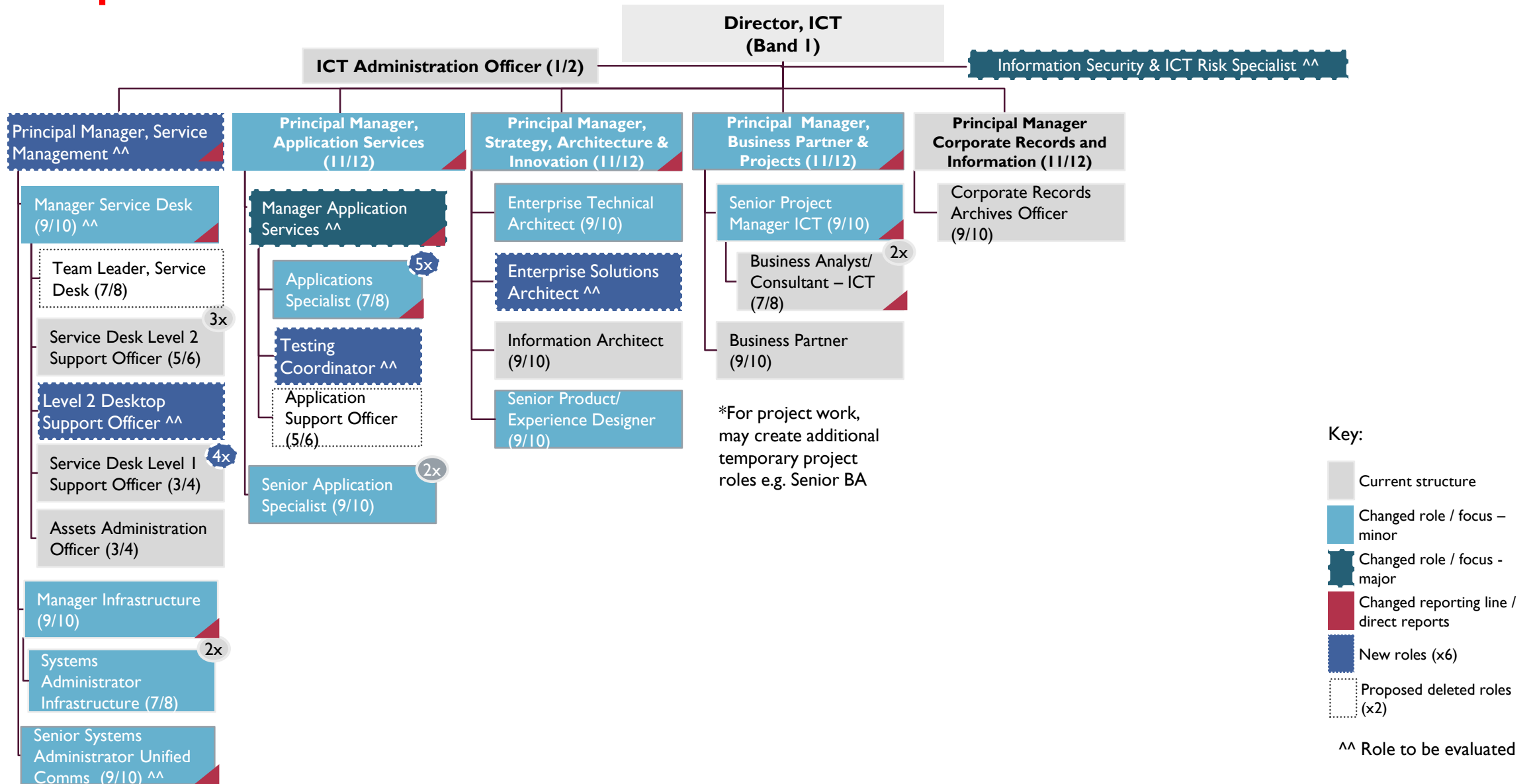| Director, ICT	Principal Manager, Service Management	Principal Manager, Application Services	Principal Manager, Strategy, Architecture & Innovation	Principal Manager, Corporate Records & Information	Principal Manager, Business Partner & Projects
Increased customer focus and developing leadership capability of team	Re-focus on Service Management, Service Desk, Infrastructure & Unified Comms.	Re-align resources between Operations, Projects & Service Management	Greater focus on enterprise architecture, PEGA, solution design, innovation	Increased focus on digital records and information	Increased focus on business partnership

Changes

✓ Greater collaboration between Managers and teams to improve service management (end-to-end solutions)

✓ Enhanced business partnership capability to refine business focus towards delivery of customer needs-driven solutions

✓ Develop our people development and change management capabilities

Proposed structure - for consultation

Director, ICT (Band 1)

ICT Administration Officer (1/2)

Information Security & ICT Risk Specialist ^^

Principal Manager, Service Management ^^

- Manager Service Desk (9/10) ^^
  - Team Leader, Service Desk (7/8)
  - Service Desk Level 2 Support Officer (5/6) **3x**
  - Level 2 Desktop Support Officer ^^
  - Service Desk Level 1 Support Officer (3/4) **4x**
  - Assets Administration Officer (3/4)
- Manager Infrastructure (9/10)
  - Systems Administrator Infrastructure (7/8) **2x**
  - Senior Systems Administrator Unified Comms (9/10) ^^

Principal Manager, Application Services (11/12)

- Manager Application Services ^^
  - Applications Specialist (7/8) **5x**
  - Testing Coordinator ^^
  - Application Support Officer (5/6)
- Senior Application Specialist (9/10) **2x**

Principal Manager, Strategy, Architecture & Innovation (11/12)

- Enterprise Technical Architect (9/10)
- Enterprise Solutions Architect ^^
- Information Architect (9/10)
- Senior Product/ Experience Designer (9/10)

Principal Manager, Business Partner & Projects (11/12)

- Senior Project Manager ICT (9/10)
  - Business Analyst/ Consultant – ICT (7/8) **2x**
- Business Partner (9/10)

*For project work, may create additional temporary project roles e.g. Senior BA

Principal Manager Corporate Records and Information (11/12)

- Corporate Records Archives Officer (9/10)

Key:

- Current structure
- Changed role / focus – minor
- Changed role / focus - major
- Changed reporting line / direct reports
- New roles (x6)
- Proposed deleted roles (x2)
- ^^ Role to be evaluated

Other future capabilities and changes that may impact our structure

Additional needs in the ICT & Digital Strategy:

- DevOps
  - Proposed structure will better enable DevOps
  - Pilot within Application Services on a small new Pega based applications such as Complaints Management
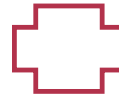
Significant ICT investment programme over the coming three years:

- CCMS future development
- Grants system replacement
- Digital channels and processes
- Information and knowledge management
- Business intelligence

Next steps

Now to December 2018

1	Conduct consultation sessions by function for staff to provide feedback on the proposed structure
2	Collate and synthesise feedback to refine the proposed structure
3	Present refined ITS organisational structure to staff

January – March 2019

1	Develop/refine role descriptions to reflect future capability needs
2	Conduct team workshops to translate impact to teams and individual roles – how do we change our practices to make the structure successful?
3	Recruit (internally and/or externally) for new/changed roles

Your role in the consultation and change process

ITS Leaders

- Gather feedback from teams about structure and ideas about what other supports are needed for the change process
- Communicate frequently with staff on progress and key dates for changes

All ITS team members

- Participate in consultation meetings and 1:1s to provide feedback and input to your manager and the Director.
- Provide any further feedback through other mechanisms e.g. email, monthly confidential pulse survey.