

ALGIM

STRATEGIC PLAN



2023-26

VISION

A digitally transformed local government sector

ALGIM has a pivotal role to play in advancing the sector to embrace the digital world. This is to achieve efficiencies and effectiveness in delivering services to the community.

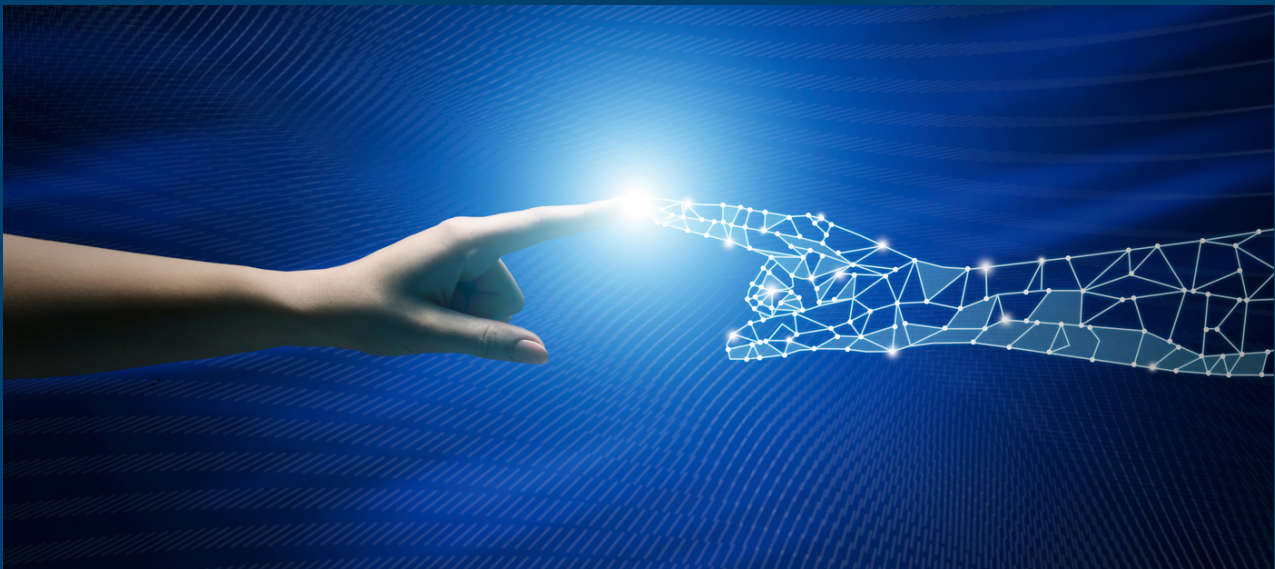


MISSION

Bringing people and technology together to deliver better local government services

ALGIM's core mission is all about helping people to work alongside technology. By seeing technology as an enabler and not the total solution, which requires people to be involved, then the outcome will aid transformation and service delivery.

Knowledge and understanding through educating the sector, networking and collaboration will reduce fear and misunderstandings.



STRATEGIC DIRECTION



**TACKLE
YOUR ISSUES**

FOCUS

Identifying current issues and pain points members currently face in the local government sector

ERP migration made easier
Lifting awareness of IT/IM
3 Waters
Standardisation of processes

PROVIDES

Research, education and collaboration to assist councils in providing for their customers



**COLLABORATE
WITH YOU**

FOCUS

Working together to make a difference

Establish digital partnership for LG
Digital stocktake
Digital strategy for LG

PROVIDES

Options to collaborate, network, research and identify further opportunities to benefit our members



**RECOGNISE
YOUR EFFORTS**

FOCUS

Recognising the achievements, contributions and successes of our members

Awards
Continual professional development

PROVIDES

Access to case studies, award opportunities and study grants to assist in professional development

TACKLE YOUR ISSUES

This strategy identifies the issues and pain points that members currently face in the local government sector. It provides research, education, collaboration and other options to assist councils.

Key areas of focus include:

- environmental change
- community engagement
- customer experience
- delivery
- maturity and confidence
- people.

Environmental change

The local government sector is facing many challenges including:

- Three Waters Reform
- Public Records Act legislation
- privacy legislation
- cybersecurity exposure
- other government initiatives.

Community engagement

This is an area of focus. How do we measure meaningful customer engagement? What metrics should we use? Are there standards we should adopt? What are the roles and responsibilities? What is the customer experience? What tools and methodologies are identified?

Customer experience

Customers are the primary focus of councils. The challenge is to recognise the issues and impacts of decisions made on the community, for example cashless payments, connecting through multiple channels, front of house delivery versus online self-service.

Delivery

How should services be delivered?

Are we moving to a fully cloud-based environment or a hybrid or remain on-premise? Are we able to deliver a working from home capability? Will service centres of today be needed tomorrow? Self-service will continue to be a driver particularly for efficiencies but also expected by many citizens.

Maturity and confidence

How do we measure up? What benchmarking and assessments should we adopt? What are our skills and competencies? Are we certifiable? Do we have a cybersecurity strategy, business continuity strategy and technology strategic plan to align with the needs of the business?

People

What are our skills and competencies? What is our professional development programme? What education do we need? What conference and webinar topics would be useful?

COLLABORATE WITH YOU

This strategy is about working together to make a difference. ALGIM will look for the opportunities to collaborate, network, research and identify opportunities and options.

ALGIM will:

- treat you as an individual and personalise our communications
- understand your issues and assist you on your journey to resolve these
- provide research white papers
- run training programmes
- provide education and networking opportunities such as the annual conference.



RECOGNISE YOUR EFFORTS

This strategy is about recognising your achievements, your contributions and your successes in carrying out your role.

ALGIM will provide:

- case study opportunities - a chance to tell your story
- award opportunities, formal recognition
- study grants for personal growth
- a certification programme that will ensure your proficiency is maintained and recognised.



PILLAR 1: TACKLE THE ISSUES

Issue 1: ERP migration made easy

One of the largest expenses in the corporate area of council is the ERP system. Local Government will spend millions of dollars in ERP replacements in the next five years and much of this is on resources to build requirements, evaluations, contract negotiations, implementation and change management.

ALGIM's role is to make the journey as easy as possible by sharing expertise, leveraging time and resources, and by working together to build a standard set of functional requirements.

Strategies

- Develop a staged ERP journey map – completed.
- Determine which councils are on an ERP journey and what stage they are at - completed.
- Organise a collaborative group of like-minded councils to leverage working through stages 1 and 2 of the ERP journey - completed.
- Monitor and publish case studies, share learnings and experiences.
- Develop a standard template of functional requirements for a local government ERP solution.
- Look for further opportunities to share resources.

Stage 1 -
Feasibility &
Readiness

Stage 2 - Clarify
Needs & Fit for
Purpose

Stage 3 - Vendor &
Production
Selection

Stage 4 - ERP
Implementation
Phase

Issue 2: Lifting the awareness and importance of IT

Today's digital council relies more than ever on the IT function for both support and business knowledge. This area of council is often overlooked to provide expertise and input into some of the decisions being made. The Chief Information Officer or equivalent role is becoming more a business manager than purely a technical role.

ALGIM's role is to lift the awareness of how important it is to have IT involved at the beginning of any decisions that can affect the business of council, and to ensure there is understanding of the consequences of neglecting to do so.

Actions

- Identify senior leadership teams in all councils to determine which councils have CIOs as part of the Leadership team - completed and as a means to communicate with SLTs about the importance involving CIOs in decision making where possible.
- Write at least five articles on CIOs and their achievements to build credibility. Publish these in the Local Government magazine. Three articles written.
- Write an article in the Local Government Magazine and ALGIM website on the importance of IT/Digital in today's modern councils.
- Develop social media posts.
- Work with LOLA countries on a joined-up approach to addressing this issue of raising awareness of the importance of IT.
- Provide resources to council CIOs to assist raise their profiles within their organisation.



Issue 3: Use of AI in local government

Generative AI solutions such as ChatGPT have significant advantages in council productivity but there are also risks. Local government needs to have the safety mechanisms in place to ensure the use of AI occurs within guidelines.

Actions

- Develop a policy framework around generative AI use in local government - completed.
- Develop an infographic around the dos and don'ts of using AI in local government - completed.
- Conduct webinars on the topics of AI to raise awareness – two webinars completed.
- Work with LOLA countries on future AI initiatives - ongoing.
- Form a strategic alliance with the AI Forum of New Zealand – completed.

Issue 4: Three Waters data extraction and migration

One of the largest impacts on local government in the last 20 years will be the removal of Three Waters from being a function of council.

A national transition unit under the Department of Internal Affairs has been established to oversee the implementation of Three Waters.

ALGIM's role is to assist wherever possible to make the transition as easy as possible for local authorities in terms of data migration.

Actions

- Provide opportunities for the National Transition Unit (NTU) to communicate with ALGIM members via conferences, webinars and in-person.
- Provide assistance to run workshops where appropriate.
- Provide assistance into establishing a standard file classification system for the new entities.
- Look for solutions to migrate GIS data layers as required.
- Utilise results from the Digital Stocktake to assist the NTU with planning software licencing needs.

PILLAR 2: COLLABORATION

Initiative 1: Digital stocktake

One of the criticisms of local government by central government (the Future of Local Government Review panel) was that there hadn't been a digital stocktake of the sector. ALGIM has agreed to address this and provide the tools necessary to conduct a stocktake across all councils.

Actions


- Develop a digital stocktake front-end to allow councils to review existing data and update - completed.
- Develop reports to provide insights into the data collected from councils – completed.
- Have ALGIM board members complete digital stocktake pilot.
- Conduct the nationwide digital stocktake.
- Report findings back to ALGIM board.

Initiative 2: Digital strategy for local government

With the release of the government's Digital Strategy for Aotearoa it has become apparent that there is a need for a local government digital strategy to guide the sector.

This will provide guiding principles but will also allow councils to advance at a pace that meets their resource and budget constraints.

Actions

- Form a digital strategy working party to set the terms of reference and scope of the project – completed. 
- Research strategies from other countries and councils.
- Research strategies that may be relevant to local government for example, Strategy for a Digital Public Service.
- Collate the research.
- Develop a roadmap for the sector.
- Develop a maturity model to measure local government progress.
- Develop the strategy as a concise and practical document.
- Consult with the local government sector
- Consult with relevant external parties.
- Publish results.

Initiative 3: Digital partnership for local government

ALGIM's vision is to create a digitally transformed local government sector but to achieve this requires having everyone on the journey. The digital partnership is about bringing together relevant parties to participate in an oversight role of monitoring the Digital Strategy for Local Government and potentially, if a regionalisation model was adopted, to create standards and policies.

Actions

- Identify the relevant parties that should be involved in the partnership for example, Taituara.
- Define terms of reference and have signed off by the ALGIM Board.
- Establish a quarterly meeting of the agreed participants chaired by ALGIM.



Initiative 4: Standardisation of processes

One of the major areas of concern to the sector is the different interpretations of regulations that leads to different processes amongst councils.

Efficiencies could be gained by adopting standard processes that would ensure staff trained in the sector have easily transferable skills and knowledge between councils.

Efficiencies can be obtained from not customising systems to reflect different processes. If a standard process was adopted then expectation on ERP providers would be to deliver that standard process to all customers.

Actions

- Develop a portfolio of potential processes which could be standardised.
- Determine and rank potential processes according to the greatest savings
- Establish working parties for the top processes and develop new standardised processes.
- Obtain agreement from majority of councils as to adoption of new processes.
- Work with vendor community to implement new processes over time.
- Look for opportunities to utilise Business Connect in any new process.
- Survey sector on satisfaction with new processes.

PILLAR 3: RECOGNISING EFFORT

Initiative 1: Continuing Professional Development (CPD)

ALGIM members have asked for a recognition of training undertaken, webinars attended and even the annual conference attendance, that would count towards their continuing professional development.

Actions

- Research CPD accreditation organisations – completed.
- Send content of courses, webinars and conferences to accreditation authority for approval - completed.
- Fulfill accreditation authority requirements to complete certification of courses.
- Develop marketing campaign to create awareness and value to membership.
- Monitor members progress and report to the board quarterly.



Initiative 2: Awards and case studies

One area where ALGIM can provide major recognition is through its' annual awards programme, which includes study grants, projects of the year and leadership.

Case studies or use cases provide a vehicle to share and recognise achievements of both people and their council organisation.

Actions

- Identify case studies and place on ALGIM website.
- Publish articles on case studies in newsletters, LG magazine and on social media.
- Grow a resource library of case studies.
- Interview award winners of ALGIM awards and publish articles.
- Raise the profile of ALGIM awards amongst CEs of councils.
- Celebrate award winners through variety of media channels.



KEY PERFORMANCE INDICATORS

How will ALGIM measure its' success?

Measure	2023/4	2024/5	2025/6
Maintain a net satisfaction score - members	>75%	>75%	>80%
Maintain a net satisfaction score - vendors	>75%	>75%	>80%
Financial performance - deliver a budgeted surplus	✓	✓	✓
Deliver a growth in social media followers	20%	20%	30%
Develop an ongoing feedback mechanism on KPIs	✓		

OUTSTANDING ACTIONS

When will ALGIM undertake these?

Pillar - Issue - Initiative	2023/4	2024/5	2025/6
Pillar 1: Issue 1 - Develop a standard template of functional requirements for local government ERP solution	✓		
Pillar 1: Issue 2 - Continue to lift awareness and importance of IT	✓	✓	✓
Pillar 1: Issue 4 - Assist with data extraction and migration for Three Waters	✓	✓	✓
Pillar 2: Initiative 1 - Conduct and publish national digital stocktake	✓		
Pillar 2: Initiative 2 - Research and develop a digital strategy for local government	✓	✓	
Pillar 2: Initiative 3 - Identify relevant parties, terms of reference and establish quarterly meetings of a digital partnership for local government	✓	✓	

Pillar - Issue - Initiative	2023/4	2024/5	2025/6
Pillar 2: Initiative 4 - Identify processes which could be standardised, develop these across the sector	✓	✓	
Pillar 3: Initiative 1 - Fulfill accreditation authority requirements for continuing professional development for ALGIM training, webinars and conference, and market to members	✓	✓	✓
Pillar 3: Initiative 2 - Grow a resource library of case studies and promote these to our members	✓	✓	✓

BACKGROUND TO ALGIM

ALGIM was initially founded in 1975 by an enthusiastic group of Managers known as the Information Technology Management Group (ITMG) which was part of the NZ Local Govt Association. In 1995 the ITMG became its own independent association where ALGIM came into operation established in 1 July 1996.

ALGIM is a (registered charity) not-for-profit organisation working for the local government sector in five disciplines - ICT, IM, Geospatial/Smart Communities, Web, Digital and Comms, and Customer Experience. Every Council in New Zealand is a member of ALGIM.

ALGIM holds an annual conference each year, we offer awards programmes for each profession we serve, and various products to assist the sector such as benchmarking, audits and toolkits. More information is available on the ALGIM website.

We continue to focus on technology, but our focus has broadened to promote best practice and explore how technology can benefit all areas of local government. How we gather and look after our information, how we can best engage with our customers and how emerging technologies can be used to promote efficiencies in the way we run our organisations and deliver our services to our community.

ALGIM GOVERNANCE BOARD



Top row L-R Co-president Marion Dowd, Western Bay of Plenty. Co-president Justin Bagust, Timarau District Council. Vice-president Allan Lightbourne, Hamilton City Council
Middle row L-R Brian Elliott, Whakatane District Council. Jane McLeod, Nelson City Council. Billy Michels, Otorohanga District Council
Bottom row L-R Richard Jarrett, Auckland Council. Duncan Barr, Invercargill District Council. Ruben Garcia, Far North District Council
Non-executive Director Dr Kimberley Tuapawa

ALGIM HQ TEAM



Top row L-R

Barbara Whitton, CX Lead. John Hannan, Research and Analysis Lead. Minnie Kalo Voi, Events Programme Coordinator

Middle row L-R

Nigel Seebeck, Technical Systems Lead, Dhanushka Rathnayake, Executive Assistant to Chief Executive. Jonathan Moffatt, IM Lead

Bottom row L-R

Jennie Gutry, Communications and Marketing Manager. Mike Manson, Chief Executive. Jessie Webster, Administration Assistant