

NACLC Pilot ICT Advisory Service

Template ICT Plan for community legal centres

Help in developing your Plan

Purpose of an ICT Plan: *To make sure your centre's use of information and communications technology (ICT) efficiently and effectively assists the centre in attending to core business – for CLCs this is providing legal assistance to disadvantaged people and communities.*

The following questionnaire uses material from Victoria's iTANGO project – see <http://www.itango.infoxchange.net.au/itango-ict-planning> - and <http://www.techsoup.org/>. Big thanks to these organisations for their fantastic free resources.

Name of your centre:

Name of staff member responsible for the ICT plan:

Date of this draft of the plan:

A. ICT Governance

ICT Governance = the way in which information and communications technology issues are managed (or governed) by your organisation.

As with all organisational issues, the **management committee or Board** of your CLC has overall responsibility for your centre's information and communications technology tools and management. Your management committee or Board might delegate the task of ensuring ICT needs are met to an **ICT Committee** or the centre's **Coordinator/EO**. In turn the Coordinator/EO might allocate responsibility for dealing with ICT issues on a day-to-day basis, including liaising with external support providers, to another staff member who we would call an **ICT Contact Person**.

Q1. Does your centre have written ICT policies and procedures that set out ICT governance (including delegations – who is responsible for what)?

YES

NO – template policies and procedures can be found at www.itango.infoxchange.net.au/itango-knowledgebase or by contacting NACLIC ICT Advisory Project.

Q2. Does your centre already have an ICT plan which has been developed and approved by the Board/management committee as well as staff?

YES – you might want to review your plan after doing this questionnaire

NO – this questionnaire will help you draft a plan.

Q3 Does your centre have an ICT Committee?

YES

NO – you might want to consider creating one. ICT committees are a great way to ensure the Board/Management Committee is actively involved in ICT issues and that the centre gives ICT the attention it requires. An ICT committee at a small CLC might consist of one Board member, the Coordinator, the IT contact person (staff member) and (optional) a reliable tech-savvy volunteer. An ICT Committee:

- Prepares an ICT plan which is aligned to the centre's strategic plan
- Oversees the ICT budget
- Ensures an ICT asset register is kept
- Makes decisions on issues such as changing IT support providers, developing new ICT projects, purchase of new equipment (phone systems, server), and utilising social media

Q4 Is there one staff member in the office who clearly has the job of dealing with ICT issues (we call them the IT contact person)?

YES

NO – Your centre should make one person in charge of dealing with ICT issues on a day-to-day basis. It does not have to be the Coordinator/EO. A staff member with an interest in technology and who is keen to develop more skills would be the ideal candidate.

Q5 Is the ICT Contact Person encouraged to take up training/career development opportunities on ICT issues?

YES

NO – Recognising the importance of ICT in your centre means investing in the development of the IT contact person. Your centre will benefit from the skills this person acquires and increase the retention of this staff person - eg if your IT contact person is the administrative assistant with otherwise fairly routine tasks, encouraging development of ICT management skills might keep them in the position for a few years longer.

B. Audit of current ICT infrastructure and usage

Your centre needs to know what it already has, and what it does, before moving on to what it might do in the future. This information is also crucial in any discussions with external IT support people.

Table 1: ICT Audit

	DETAILS
HARDWARE: include quantity, brand/type, and year of purchase of each item ¹	
Desktop computers	(eg: 8 Dells, 3 purchased 2008, 4 in 2009, 1 in 2010)
Laptops	
Server	
Printer /s	
Photocopier / multi-function centre	
Storage	
Phone system	
COMPUTER OPERATING SYSTEMS: eg Mac OS, Windows, Linux	
For server	
For desktop and laptop	

¹ All organisations should also have an ICT Asset register and an Asset Replacement Policy watched over by the IT contact person (and not solely by the external IT support person). This should include details of every piece of ICT equipment owned or leased, when they were purchased, and when they are due for replacement. See <http://www.itango.infoxchange.net.au/resources-library/article/ict-equipment-replacement-strategy>

computers	
TELECOMMUNICATIONS : include details of the contract or plan, eg terms	
Phone company	
Internet Service Provider	
FINANCIAL AND ORGANISATIONAL SYSTEMS:	
Email software/ systems	
Financial software/ systems	
Database software/systems	CLSIS – client management and funding body reporting Other:
ONLINE SERVICES: include addresses and who is responsible for updating	
Website	
Facebook	
Twitter	
OTHER:	

This is a substantially shortened version of an Excel ICT Plan Template developed by iTANGO, see <http://www.itango.infoxchange.net.au/resources-library/governance/ict-plan-template>

Your ICT Plan should also provide details of IT support people that you use and the current plan / arrangement you have with them, eg

- A formal written contract specifying a fixed term (eg one year), hourly rate, and minimum levels of service
- An old contract which is out of date plus an email or letter updating rates
- A simple (eg 1-2 page) letter or email quoting an hourly rate
- No written contract, instead an invoice for pre-paid IT support for a set number of hours (renewed when hours are used up)
- No written contract or quote, just invoices issued after the provision of support

Table 2: IT Support Provider

IT Support Provider	Contact details	Details of plan or arrangement

C. Identifying ICT needs arising from your strategic plan

An organisation should not just take on a particular ICT project – eg create a new database, set up a facebook account, or set up VOIP - just because it sounds like a good thing to do. Information and communication technologies are tools, not an ends in themselves: they are only useful if they help the organisation achieve its goals.

Q6 Have a look at your centre’s current 3-year strategic plan and any current annual workplans. Is ICT discussed and planned for?

YES – You may still want to engage in the exercise at Q7 because it will probably result in some new ideas.

NO – That's OK. You and your ICT committee can start drafting an ICT plan now, and take it to your Board for approval.

Q7 Go through each objective in your Strategic Plan and consider whether there are ICT tools that might help the centre achieve these objectives. The following headings give an indication of how you might do this, and a template ICT plan against strategic objectives is provided in the Appendix.

Table 3: Determining ICT needs through an analysis of the strategic plan

High level strategic objective	Activities to be undertaken to achieve this objective	Barriers to achievement of the objective	ICT tools or strategies that might overcome barriers or improve the way the objective is achieved	Approximate costs (rough estimate)	Priority

The following list provides just a few ideas of the sorts of ICT solutions you may want to consider for issues or problems your centre is experiencing. You could also talk to the NACLIC IT Advisory Project for further information about other tools or solutions.

Table 4: List of common problems / issues within CLCs and possible ICT solutions

Problem/issue	Possible ICT solutions
Low visibility in local community	<ol style="list-style-type: none"> 1. Organise local event / fundraiser / fair, get email contacts for local media, promote event via email and on any local online forums 2. Create a 'brand': commission graphic designer to design a logo and theme, put it on posters, print and distribute 3. Ensure website updated (see below)

	<ol style="list-style-type: none"> 4. Create facebook and twitter accounts, train 1-2 staff members to update
Poor quality of reports and other publications	<ol style="list-style-type: none"> 1. Create Word templates and style guides for reports, letters etc (consider using graphic designer to set up 'brand' or theme) 2. Train staff members in advanced Word and using templates
Staff have to travel a lot: they need to work on their laptops, access shared files, and keep in touch with the rest of the staff	<ol style="list-style-type: none"> 1. Set up remote access and provide training to staff in how to use it 2. Use Webex for setting up meetings and sharing documents 3. Set up forwarding emails to an online email system such as gmail and BBS 4. Assist staff to set up their mobiles so they can access emails 5. Use laptop or smart phone camera facilities to run virtual staff meetings 6. Investigate cloud computing
Client feedback process takes a long time and hard to analyse	<ol style="list-style-type: none"> 1. Train staff member in use of online surveys 2. Design an online survey tool (include testing of tool); email link out to clients likely to respond online 3. Send hard copy of survey to clients unlikely to respond online, then enter returned hard copy surveys into online survey tool 4. Use the tool's analysis feature to analyse feedback and generate pretty charts
Website never updated	<ol style="list-style-type: none"> 1. Train ICT contact person in updating websites 2. Redesign website with a content management system in place, and train staff in use of CMS
Use of several different spreadsheets, maintained by different people, for mail-outs	<ol style="list-style-type: none"> 1. Commission or buy a contacts database (eg using filemaker pro) in which all contacts are stored 2. Train all staff in use and updating of database
Difficulty attracting funding	<ol style="list-style-type: none"> 1. Research funding opportunities via ourcommunity.org.au and other sites 2. Sign up to twitter accounts of philanthropic trusts and funding bodies so you hear about funding opportunities when they arise 3. Improve CLCs' image and quality of publications – see 'Low visibility', 'Poor quality publications' and 'Website never updated' above 4. Pay attention to how your funding applications look as well as what they say.

E. ICT budget

CLCs should look at what ICT currently costs them, and then budget for anticipated changes to these costs, taking into account additional ICT needs identified in the process above, and also when capital equipment items are due for replacement.² The following budget allows you to set out the actual costs in ICT in the previous two years (to allow for the possibility of an anomalous year, eg if the CLC moved), then budget for anticipated costs for the next 3 years, it should be aligned with the same period as your strategic plan.

Table 5: Breakdown of ICT expenditure

	Actual 2009 / 2010	Actual 2010 / 2011	Projected 2011/2012	Projected 2012 / 2013	Projected 2012 / 2013
Capital					
- Hardware					
- Software					
- Other					
Total capital					
Operations					
- Labour related (internal staff costs, external IT support)					
- Hardware (eg leasing, maintenance, repairs)					
- Software					
- Other (eg printer toner, advertising)					
- Depreciation (allowance made for reduction of value of any assets acquired)					
Total operations					
TOTAL ICT EXPENDITURE:					

This is a revised version of an 'ICT Expenditure' worksheet within the Excel ICT Plan Template developed by iTANGO, <http://www.itango.infochange.net.au/resources-library/governance/ict-plan-template>. The iTANGO version does not include past years, but on the up-side, it is in Excel so it does all the sums for you.

² For help with ICT budgeting see <http://www.itango.infochange.net.au/resources-library/article/planning-and-budgeting-it-equipment>

Appendix: An ICT Plan for Timbuktu CLC (note: other CLCs can use as template)

Name of centre: Timbuktu CLC

Name of staff member responsible for the ICT plan: Isaac Moore

Date of this draft of the plan: 4 October 2011

A. ICT GOVERNANCE

ICT policies and procedures:

Updated May 2011: located in C Drive/Policies and Procedures/ICT P&P

ICT Committee:

TCLC ICT Committee consists of:

Vice President of Management Committee: Alicia Keys

ICT Contact Person (staff): Isaac Moore

Volunteer: Vita Messazos (student with expertise in social marketing)

ICT Contact person:

Isaac Moore (Administrative assistant)

Training / development of ICT contact person:

Completed:

Social media training (NCOSS) 2010

Advanced Microsoft Word Skills (online training) 2011

Troubleshooting common computer problems (online) 2011

Connecting Up Conference 2011

Upcoming:

Choosing IT support providers (iTANGO workshop) 2011

Updating websites (provided by our website company) 2012

B. AUDIT OF CURRENT ICT INFRASTRUCTURE AND CONTACT DETAILS

AUDIT	DETAILS
HARDWARE:	
Desktop computers	8 Dells, 3 purchased 2008, 4 in 2009, 1 in 2010 1 PowerMac purchased 2011
Laptops	2 Powerbooks purchased 2007, 2008
Server	Dell (2010)

Printer /s	HP OfficeJet AIO J6480 (2009)
Photocopier / multi-function centre	Lexmark Multi-function centre, leased from 2008 onwards
Storage	-
Phone system	Commander 10 line system (more info)
COMPUTER OPERATING SYSTEMS:	
For server	Windows 3.5
For desktop and laptop computers	Windows 3.5
TELECOMMUNICATIONS	
Phone company	Telstra (with charity discount)
Internet Service Provider	IINet ADSL 2++ \$250 per month unlimited data, contract finishes 1 April 2012
FINANCIAL AND ORGANISATIONAL SYSTEMS:	
Email software/ systems	BBS, Gmail
Financial software/ systems	MYOB (version X)
Database software/systems	CL SIS – client management and funding body reporting Filemaker Pro Contacts Database (out of date, needs fixing)
ONLINE SERVICES:	
Website	www.timbuktuclc.org.au
Facebook	www.facebook.com/timbuktu
Twitter	Twitter//Timbuktu

Useful Contacts:

What	Name	Contact details	Details of plan or arrangement
IT Support Provider	Janelle Lucky Rixty ICT	9876 5432 www.rixtyict.com.au	Platinum Support Plan, \$125 per hour in 10 hour blocks
Database designer	Shakim Ahmed	78634768	Has given us a quote for a contacts database
Cable guy	Lissom Jah	lissam@jah.com.au	Did cabling of new premises

C. ICT NEEDS SET AGAINST STRATEGIC PLAN

Timbuktoo CLC Strategic Plan 2012-2015

<i>High level objective</i>	<i>Activities</i>	<i>Barriers to achievement</i>	<i>ICT tools or strategies that might overcome barriers – within current resources</i>	<i>Additional ICT tools or strategies - if more resources become available</i>
Objective 1: Provide legal assistance to disadvantaged people	1.1 Run four legal advice clinics a week	Insufficient volunteer solicitors available	Market centre to private lawyers through social media: make it a brand they want to associate with	
	1.2 Provide accessible outreach services for Aboriginal and Torres Strait Island clients	Cost of outreaches including set-up	Provide lap-tops to staff so they can remotely access centre files including CLSIS and legal templates	AVL facilities
Objective 2: Conduct legal education to community groups and workers	2.1 Provide monthly CLE sessions to local community workers	Current staff too overworked to design program, promote it and then run individual sessions	Administrative worker or volunteer to find CLE resources (eg powerpoints) from other CLCs and adapt for TLC; lawyers to revise, then present on topics.	Create designated CLE position and recruit tech-savvy worker who also works closely with IT contact person
		Lack of awareness of program amongst community workers	Use social media and/or create e-lists of local community workers to market the CLE program	Generate accurate community worker email-lists from updated Contacts Database
	2.2 Evaluate CLE to determine effectiveness of program	Lack of staff time and knowledge re evaluation	Use online survey tool to gather evaluations immediately after the session and survey again 1- 2 months afterwards to see if it made a difference	Research other ICT tools which can assist in evaluation
Objective 3: Engage in law reform and advocacy	3.1 Identify law reform issues from casework and CLE	No systemic way of noticing emerging issues other than anecdotally	Coordinator / senior lawyer to regularly review CLSIS database for trends by exporting data over several years/months into spreadsheets and graphing increases in particular matters.	
	3.2 Inform the community, media and politicians of	Time intensive	Use social media to comment on issues as they arise.	Set up automated media e-list from Contacts Database for press releases

	key issues			
Objective 4: Run an efficient office	4.1. Administer financial requirements efficiently	Inefficient trying to set MYOB I&E against budgets for individual project plans	Admin staff to download I&E from MYOB into spreadsheets.	Investigate <i>BudgetLink</i> online software
	4.2. Maintain efficient information / filing systems	Shared files is a mess, staff working off PCs or dropbox, problems with version control	Create and implement shared files rules; archive old folders ; remind staff not to save documents on shared files	Bring in Information experts who can audit way things work and advise on new systems.
Objective 5: Provide strong governance and leadership to the organisation	5.1. Develop and use an evidence-based strategic plan	CLC is weak on analysis of who uses service and who is not using service	Use CLSIS and Excel to prepare report on client demographics, activity types, trends in legal issues	
			Seek crime data, court data, and census data relating to demographics and matters	Bring in research assistant or volunteer with good statistical / excel knowledge to compare court/crime/other data with CLC's client data
	5.2. Resource Board members and ensure Board meetings are efficient and legal.	Not all Board members take an active role in meetings, meetings take a long time, agenda and minute prep is lengthy.	Utilise NACLIC's Management Support Online resource to provide training to Board members	Investigate online Board tools such as <i>BoardAssist</i> which allow meetings to take place online and have a central point for all meeting documents.
5.3 Provide training and development opportunities for all staff	Many staff not good with IT and not using IT systems	Conduct audit of IT skills and include one IT training opportunity for every staff member every year	Bring in ICT specialist to conduct this audit and to then provide in-house training and support, including access to specific online resources.	

D. ICT Budget

	Actual 2009 / 2010	Actual 2010 / 2011	Projected 2011/ 2012	Projected 2012 / 2013	Projected 2013 / 2014	Projected 2014 / 2015
Capital						
- Hardware	2340	1345	11,000*	2000	2050	2100
- Software	256	1598	1000	1050	1100	1150
- Other		25	100	100	100	100
Total capital	2250	2365	12,100	3200	3250	3350

Operations						
- Labour related	9,657	12,932	13000	5000**	2,000	2500
- Hardware	4650	2450	3500	3750	4000	4000
- Software/online	300	100	500	15000**	10,000	10,500
- Other (eg printer toner, advertising)	495		500	550	500	500
- Depreciation	400 (?)	200	500	500	500	500
Total operations	15,492	14,963	18,000	25000	17,000	18,000
TOTAL ICT EXPENDITURE:	\$17,742	\$17,231	30,000	27,000	20,000	21,000
Notes:						
* Need to purchase new multi-function printer/copier						
** Moving to cloud computing in August 2012 so shift from labour costs to service costs, also high set-up costs for the first year, lower costs in subsequent years						