

INFORMATION & TECHNOLOGY STRATEGY



2017-2021



Introduction

The Resourcing Strategy is an accumulation of strategies from a number of different areas of Council, including Finance, Assets and Workforce. Information and Technology has been identified as a critical area to consider strategically, and has links with each of these areas. The Information and Technology (IT) Strategy is a new component of the Assets Strategy to ensure we are addressing our technological requirements.

IT systems are integrated into every part of Council and throughout our community. It is important to identify these components and ensure that the systems are working for the maximum benefit of Council and subsequently the community. This aligns directly with the IT Strategy Vision.

Vision Statement

Innovative, proactive, customer-driven department

IT is a rapidly developing field that has significantly changed the way we work – from how we communicate and access information to how we manage our workforce and much more. For example, storage, back-up and access to data is of major importance to all businesses. The system in place directly affects how an organisation interacts with its customers and the efficiency of work completed by its staff.

Through Liverpool's Community Strategic Plan (CSP), the community identified it is important that Council has 'well managed resources'. Therefore, managing our IT systems and resources will be a major component in meeting this community priority.



Our Plan

The IT Strategy is a four-year plan that identifies strategic objectives that Council will strive to achieve. These strategic objectives have been linked back to our CSP, to depict how these strategies will address community priorities.

The second component of the IT Strategy is the summary of priorities that will advance our objectives. There are eight priorities, each linked with the objectives that they will help to advance. The advance of these objectives is driven by the IT Strategy mission statement.

Mission Statement

Continuous innovation and improvement in efficient use of resources, technology and knowledge to support direct and indirect customer and organisational objectives

The purpose of this plan is to look towards the future. The objectives will guide a Council IT department that is leading the way in best practice for technology. The community will benefit by having a more productive and efficient Council.

Current Situation

Council's IT department is responsible for the delivery of efficient technology to staff to ensure services are provided to the community. This includes online and offline services as well as troubleshooting and training. IT is continually undertaking projects that aim to improve both internal Council and community processes.

With technology use continuously expanding, society now significantly relies on personal devices such as smart phones, laptops and tablets to carry out tasks and access information. IT believes that Council should be supporting this shift in the norm with a focus on delivering reliable, efficient and adaptable technology. This includes ensuring that Council services are



mobile, not only for the community, but for Council staff to enjoy a flexible working environment and work-life balance.

The IT department will be delivering various projects in conjunction with Council staff to ensure changes are relevant and viable. These projects will assist in leading Council technology into future advancements for the benefit of staff and the community.



Strategic Objectives

1 **User-Centric Design**

CSP Directions 1 & 4

All solutions being implemented, both internal and external facing, need to put the user at the core of the process, allowing for feature, rather than technology solutions.

Technology is forever expanding with new tools and upgrades released daily, meaning that the options that must be considered are vast. The first step to identifying the feature that is required is by analysing what we need the solution to achieve and how the users will interact with and use the system. Therefore, this objective identifies the user as the most important aspect of a solution.

By targeting usability, IT is able to gather insight into how the technology will be used while providing a service that is accessible for both Council staff and community members. This customer first focus is at the forefront of our plans when designing systems and websites to allow a seamless experience for the user.

The CSP links into this objective through a number of goals including 'access provided to all' and 'strive for best practice in all Council processes'.

2 **Financially responsible department**

CSP Directions 3 & 4

Provide Economies-of-scale for all purchases and the ability to deliver business-focussed solutions.

It is important for Council to ensure all purchases made are financially responsible for both Council and the community. This objective identifies the need to ensure that all solutions we identify are based on a thorough analysis of the solution and the amount of value that the solution will add to Council's goals.

Being financially responsible aids in Council's financial sustainability to better serve the needs of the community. It ensures that IT keeps longevity and value at the forefront when devising plans.

The community has identified a number of goals that align with this objective including, 'seek efficient and innovative methods to manage our resources' and 'meet the challenges of Liverpool's growing population'.



3 Continuous risk mitigation program

CSP Direction 4

Continuously review and identify risks, either internally or externally, and seek improvements to reduce exposure or remove completely.

Council has a responsibility to ensure that all data collected and used to deliver both internal and external services for the community is managed securely to mitigate risk. The objective describes the process that Council will complete in order to mitigate our risk to achieve the best outcome.

We will constantly review our technology to ensure that our systems have the best solutions to decrease risk.

This aligns with the community priorities through, 'strive for best practice in all Council processes' and 'seek efficient and innovative methods to manage our resources'.

4 System, data integration and collaboration

CSP Directions 1-4

Ensure all systems share data efficiently to increase staff productivity and system efficacy.

Council has many different departments, all of which have their own objectives and requirements. The motivation for this objective is to increase integration between current systems and to ensure that any future technology solutions have methods to work within and between our different teams. The cross integration will help to improve efficiency and communication across Council and the community.

The community priorities align with this objective through a number of goals including, 'encourage sustainability, energy efficiency and the use of renewable energy' and 'create an attractive environment for investment'.



5 Clear and transparent department

CSP Direction 4

All IT activities are provided to all internal departments, allowing the organisation to assist in guiding the direction of the department deliverables.

Technology has an infinite number of uses, so it is important to distinguish the specific ways that technology is going to assist in completing set tasks. By providing clear and transparent information to all internal departments, IT is able to increase customer focus and provide technology in ways that are most useful.

This also means that all Council departments have the opportunity to shape the future direction of IT and collaborate on the way technology is used. By doing so, IT can increase the usability, utilisation and internal customer satisfaction of services and build ownership throughout staff to create an engaged workforce.

This objective will help to deliver community goals such as 'seek efficient and innovative methods to manage our resources'.



Priorities

User hardware replacement program

Strategic Objectives: 1, 2 & 4

This priority identifies the need for hardware to keep programs updated and services efficient. Systems and staff are likely to have increased productivity with hardware that can maintain speed and capability.

Code	Objective	Service Areas Involved (other than IT)
1.1	End user equipment to be no older than 3 years (where applicable)	All areas of Council
1.2	Greater use of vendor services such as Desktop as a Service (DaaS) or managed roll-out services to minimise disruption to the user	All areas of Council
1.3	Constant improvement on asset management and reporting	Asset Planning and Management
1.4	Review and refinement of expenditure with relation to provision of hardware to users	Financial Services
Links to Delivery Program Operational Plan 2017/18		
L.1.7 - Manage Computer/Infrastructure hardware administration program		

Website rejuvenation program

Strategic Objectives: 1 & 4

Council's website needs to be efficient, responsive and user-friendly to provide convenience and accessibility to the community. By rejuvenating the external website, community members will have an improved connection to Council, their services and plans.

Code	Objective	Service Areas Involved (other than IT)
2.1	Continuous improvement to website performance, covering areas such as faster load times, availability on smaller screens and responsive design	Communications
2.2	Complete adherence to accessibility standards	Communications, Community Planning and Development
2.3	Simplified payment methodologies for residents, owners and businesses	Rates, Customer Service
2.4	Continuous integration methods to Council's systems, offering improved accuracy with content being displayed	



2.5	Continuous gains in website innovation, i.e. dynamic page creation, allowing for improved efficiencies in adding up-to-the-second content	
Links to Delivery Program Operational Plan 2017/18		
L.1.6 - Manage IT Business Strategy		

Mobile applications

Strategic Objectives: 1, 4 & 5

This priority recognises the need for mobile applications for improved accessibility for both Council staff and community members. With increased flexibility due to mobile devices, there can be an increased connection to Council without the physicality of Council. This means that staff can complete work remotely, thus increasing efficiencies and decreasing the amount of time taken to complete tasks.

Code	Objective	Service Areas Involved (other than IT)
3.1	Delivery of user-targeted smart device mobile applications, increasing the number of reliable and accessible communication channels into Liverpool City Council	Customer Service
3.2	Delivery of staff targeted smart device mobile applications to increase staff efficiencies, communication and reduce completion time of user requested tasks	Community Standards, Depot Operations
3.3	Solutions focused on user required functionality and usability	All areas of Council
Links to Delivery Program Operational Plan 2017/18		
L.4.9 - Manage internal IT customer satisfaction		

Continuous Information Technology department

Strategic Objectives: 1 - 5

Providing internal IT services is important for the productivity and efficiency of Council. IT should be continually looking for improvements in delivery, processes and support to strengthen the foundation of technological services within the organisation.

Code	Objective	Service Areas Involved (other than IT)
4.1	Continuously improve the delivery of IT services internally, including expanding self-service features, evaluation of productivity and refine support and	All areas of Council



	service that align to organisational and business unit needs	
4.2	Delivering on the 5 key principles: <ol style="list-style-type: none"> 1. Customer First Focus 2. Be a Knowledge Department 3. Seek and Achieve Process Waste Reduction 4. Think Strategically 5. Continuous Improvement 	
Links to Delivery Program Operational Plan 2017/18		
L.4.9 - Manage internal IT customer satisfaction		

Continuous investment in automation solutions

Strategic Objectives: 1 - 4

This priority recognises that processes continually need to be monitored for efficiency. IT aims to create streamlined processes through the use of automated solutions to modernise Council operations and alleviate issues caused by inefficiencies.

Code	Objective	Service Areas Involved (other than IT)
5.1	Review and evaluate processes, identifying whole or sections of processes that can be improved by introducing Process Automation provided by either software innovation or greater system integration and collaboration	All areas of Council
Links to Delivery Program Operational Plan 2017/18		
L.4.9 - Manage internal IT customer satisfaction		

Continual investment in Cloud Solutions

Strategic Objectives: 1 - 4

Cloud-based solutions allow access to systems, programs and data through the internet. They increase flexibility, decrease capital-expenditure and allow for automatic software updates. IT plans to evaluate the use of cloud-based solutions and their place within the organisation.

Code	Objective	Service Areas Involved (other than IT)
6.1	Continual evaluation of emerging Cloud-based trends that allow Liverpool City Council to gain system, technological and financial benefit	Financial Services
Links to Delivery Program Operational Plan 2017/18		
L.4.9 - Manage internal IT customer satisfaction		



Business Continuity Planning

Strategic Objectives: 2 - 3

Business Continuity Planning is important for the protection of the organisation. Ensuring that solutions are in place to reduce service disruption, loss of data and other risk factors is crucial in providing support to Council and its staff.

Code	Objective	Service Areas Involved (other than IT)
7.1	Continuous review of existing infrastructure, identifying and applying solutions that continue to reduce Liverpool City Council's Information Technology risk to service and support outage or disruption	Asset Planning and Management
7.2	Improved vendor relationship and resolution to spread risk across various organisations to achieve Liverpool City Council's objectives	Internal Audit, Risk, Governance and Legal
Links to Delivery Program Operational Plan 2017/18		
L.1.6 - Manage IT Business Strategy		

Technology allowing for flexible and appropriate workplace

Strategic Objectives: 1-4

The IT department is passionate about creating a work-life balance for Council employees. It is understood that flexibility should be a part of a dynamic and inclusive workplace. Flexible technology will assist in increased productivity and allow for adaptation for future challenges.

Code	Objective	Service Areas Involved (other than IT)
8.1	Continuous review of technology implemented within Liverpool City Council to allow and adapt to the ever increasing change and challenges presented by workplace expectations	People and Organisational Development
8.2	Delivery of a detailed program to manage and integrate all system-generated data across different applications with user-generated content to provide a holistic view and create organisational benefits	
Links to Delivery Program Operational Plan 2017/18		
L.4.9 - Manage internal IT customer satisfaction		



Acknowledgements

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