



2022-32

Information Management and Technology Strategy



Randwick City Council
a sense of community

June 2022

OBJECTIVE	STRATEGIC APPROACHES	WHY?	OUTCOME
<p>Our community outcomes are enhanced through accessibility to an expanded and integrated information set.</p>	<p>Improve the delivery of internet-based Council services to the community by 10% through the adoption of an Application Programming Interface (API) lifecycle by 31 December 2022.</p>	<p>An API enables software to talk to directly to other software, which helps save time and money without trading off security and still responding to rapid changes in customer demands.</p>	<p>A strong and sustainable Council.</p>
	<p>Undertake research to improve the flexibility by 10% of community-facing business workflows and increase the life span of current applications by 2 years, through the implementation and adoption of an Enterprise Service Bus (ESB) solution by 31 December 2024.</p>	<p>An ESB is a “bus” that picks up information from one system and delivers it to another. This improves the flexibility of our applications and enables older software to be used for longer.</p>	
	<p>Undertake research for delivery of a faster and more accurate reporting, analysis and/or planning tool, through the implementation of a Business Intelligence (BI) solution by 31 December 2024.</p>	<p>A Business Intelligence (BI) solution allows both Council and the community to discover, interpret and communicate meaningful patterns within data. It also allows users to project forward into the future (analytics) and understand, interpret and determine why a past event or outcome occurred through the inspection, interpretation and modelling of data (analysis).</p>	
	<p>Increase customer satisfaction by 10%, by understanding customers better and providing a more efficient service from all council services, through the implementation of a Customer Relationship Management System (CRMS) by 30 June 2023.</p>	<p>A Customer Relationship Management System (CRMS) will help Council manage the customer experience by linking customer interactions (including email, phone calls, social media and other channels); automating various workflow processes such as tasks, calendars and alerts; and tracking performance and productivity based on information logged within the system.</p>	
	<p>Provide a single point of access to all relevant information for Council and community, through the implementation of a Portal solution by 30 June 2025.</p>	<p>A portal solution collects information from different sources and provides access through a single user interface. It presents both Council and community users with the most relevant information by utilising the ESB to unite systems and customer data on the back end. It also creates consistency across touchpoints giving a shared look and feel on the front end for all users.</p>	
<p>The use of accurate, secure and complete information sets fosters confidence and trust in our expanding use of data.</p>	<p>Increase internal customer satisfaction by 10%, through the implementation of a help desk solution for the whole of corporate services by 30 June 2023.</p>	<p>Council aims to maintain day-to-day services to the point that there are no issues. However, when issues do occur, service operation principles dictate response based on business priority. Service feedback throughout the service lifecycle enables continual service improvement.</p>	
	<p>Increase security, protection, visibility and control over network security, through the implementation of a Unified Threat Management (UTM) solution by 30 June 2023.</p>	<p>UTM solutions help to protect networks against combined threats. These threats consist of different types of malware and attacks that target separate parts of the network simultaneously. When using separate appliances for each security wall, preventing these combined attacks can be difficult.</p>	
	<p>Conduct an externally commissioned simulated cyberattack on all Council systems and report the findings and recommendations to the Audit Risk and Improvement Committee by December each year.</p>	<p>A simulated cyberattack is an effective method for gaining assurance on the security of an IT system. By attempting to breach some or all of a system's security, using the same tools and techniques as an adversary might, it is possible to identify and mitigate potential risks.</p>	
	<p>Build a data warehouse to encompass all of Council's structured data and make it available for enterprise reporting and analytics, through a business intelligence (BI) solution by 30 June 2023.</p>	<p>Data warehousing maintains a cohesive set of current and historical data. By transforming data into purposeful information, decision makers can perform more functional, precise, and reliable analysis and create more useful reports with ease.</p>	
	<p>Commence optimisation of Council's application portfolio to achieve a 5% reduction in running costs by 30 June 2024.</p>	<p>Optimisation of Council's application portfolio will reduce unnecessary software costs.</p>	
	<p>Optimise Council's hardware infrastructure (compute, storage and network), through an increase in availability to 99% by 30 June 2023.</p>	<p>An availability of at least 99% ensures there is no discernible break in service to the customer.</p>	

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