

# Yarra Plenty Regional Library

ICT & Digital Strategic Plan  
2021–2025



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## YPRL Business Context

As identified in the YPRL Library Plan 2021-2025, our libraries are places where everyone is welcome and the community comes together to meet, learn, create, and work. Every day, thousands of the residents of the City of Banyule, City of Whittlesea and Nillumbik Shire read a book, find information they need, connect with friends and family, learn, discover, work, meet new people or just relax – all through their local library.

YPRL delivers services to our diverse community through an integrated network of library branches, the mobile library, the outreach service, library website, library app, associated resource apps, and outreach activities in the community.

YPRL, like all local government services, must be:

- accountable to the community;
- demonstrate value for money, and
- continually look for ways to improve the quality and efficiency of the service they provide.

We are proud of our service, of our exceptional staff that make it and to be supporting the communities of Banyule, Whittlesea and Nillumbik. We exist for everyone in these communities, we commit to continuing to evolve and adapt, to remain relevant and to ensure we meet the needs of our rich, vibrant, and diverse communities.

### The principles that guide us

Our **principles** underpin everything that we do, from the way we work with each other and our partner Councils to how we support and deliver to our community. They help define who we are as an organisation.

- We always work **together**.
- We are not afraid to **try, test and learn**.
- We always seek **continuous improvement** in what and the way we deliver.
- We **innovate** to help our service grow and create positive outcomes.
- We undertake **radical collaboration** to make the most of everything we have.

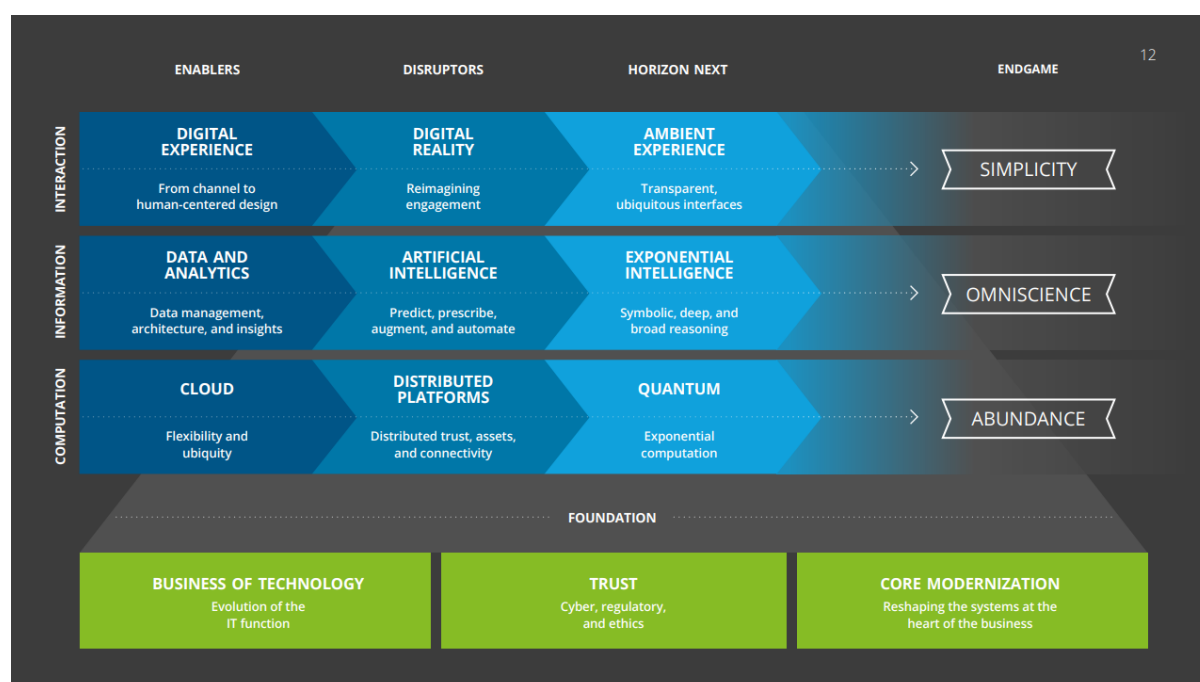
## ICT and Digital Strategic Context

The Digital Strategy for the YPRL Service offers an opportunity guide our services to move into the future and give our patrons the same speed and quality of experience in line with commercial sector organisations.

The strategy focuses on doing things differently, using new mindsets, skills and data, as well as technologies that have led to the development of new ways of working with which we are now so familiar in everyday life. Digital presents an opportunity to re-imagine service design, ultimately providing services that can evolve to meet people's needs as circumstances change dynamically over the next four years.

The ICT strategy defines how we enable the organisation to deliver the business strategy through technology leadership, collaboration and partnerships and acting as a change agent in the organisation.

**Deloitte Consulting** identifies macro forces that are the backbone of the business Innovation and transformation that continue to the mature in the marketplace.



As an organisation YPRL will need to focus on foundation and enablers from a strategic perspective over the next four years building the base ICT environment so that we can take advantage of the emerging technology trends.

### Emerging Technology Trends

According to *Gartner*, this year's trends fall in to following three themes: **People Centricity**, **Location Independence** and **Resilient Delivery**.

**People Centricity:**

Despite the pandemic changing how many people work and interact with organisations, people are still at the centre of all business — and they need digitalised processes to function in today's environment.

**Location independence:**

COVID-19 has shifted where employees, customers, suppliers and organisational ecosystems physically exist. Location independence requires a technology shift to support this new version of business.

**Resilient delivery:**

Whether a pandemic or a recession, volatility exists in the world. Organisations that are prepared to pivot and adapt will weather all types of disruptions. As always, these strategic technology trends do not operate independently of each other, but rather they build on and reinforce each other. Together they enable organisational plasticity that will help guide our organisation in the next four years.

## Our Strategy

This strategic plan sets out our direction for the next four years. It will continually evolve as we learn and will inform our annual plans that set out our discrete activities and actions each year.

### Our ICT and Digital vision.

A modern, secure, sustainable and scalable information environment to enable current and future YPRL business operations.

### Our purpose.

- Work with stakeholders to shape business requirements and understand priorities;
- Partner with industry and our partners to deliver outcomes;
- Build the ICT organisation to shape and direct the future YPRL priorities;
- This strategy enables the YPRL 4-year Library Plan 2021-2025.

### ICT role.

#### To Provide ICT Leadership:

Inform, educate and guide all YPRL stakeholders in ICT capability and suitability.

#### To Be a Trusted Partner

Develop partnerships with business units, partner Councils and related parties

#### To Improve staff Digital Dexterity

Improve staff ability to adapt and adopt existing and emerging technologies in their field to produce better results

#### To Support and build capability

Support staff

### Corporate values.

#### Respect

for all, promoting connection and fairness.

#### Integrity

honesty and trustworthy.

#### Service

community focussed  
accessible and valued by our customers and team members.

#### Empower

supporting, innovative and inclusive of diversity of thought.

## **Our outcomes and priorities.**

Following key themes are Identified as our core strategic priorities over the next four years:

- Distributed Cloud
- Trust Systems and Cybersecurity
- Core Modernisation
- Data and Analytics
- Digital/Total Experience

The following themes have been identified as the key focus areas for the ICT strategic plan. We will utilise existing and emerging technology stack to achieve the focus area outcomes. These themes will define the operational tasks and a project initiation for YPRL.

### **1. Decision Making Is Insights Driven (Data Analytics)**

Better sharing and use of data across YPRL can drive improved and targeted services for everyone. Improving and utilising data analytics will also increase the efficiency of service delivery and facilitate informed decision making.

Continuous improvement goes hand in hand with the ability to collect data, measure success, and make informed decisions. Building a robust data collection program around operational data and a data culture is key for continuous success in our journey data analytics.

- Automate statutory reporting requirements through existing BI reporting tools, Library Management System.
- Leverage MS BI tool set across business.
- Insights driven management decision making.
- Insights driven service delivery for Improved customer service.
- Insights Driven internal business process Improvements.

### **2. Digital / Total Experience - fit for purpose business systems**

Review, redesign or replace existing systems that are not fit for purpose with systems that can respond in a flexible and agile way to customer needs. All services will be digital by design and will provide opportunity for channel shift through automation and enabling of online and self-service functions.

Provide employees with the most appropriate ICT tools and processes to enable them to deliver cost effective and efficient customer focused services.

- Asses existing business systems for *fit for purpose* and replace or redesign when needed.
- Replace all manual business pressors with digital workflow systems.
- Digitise all Business forms with cloud and mobile friendly systems.
- Leverage existing MS tools for business process automation and work flow.

### **3. Trust Systems and Cybersecurity & ICT Governance**

YPRL is compliant with Information Management guidelines under the Local Government Act and has a robust ICT risk management plan in place. ICT risks include hardware and software failure, human error, spam, viruses and malicious attacks, as well as natural disasters such as fires, cyclones or floods.

- Achieve compliance with Australian Cyber Security Centre security essentials and enhance the organisational awareness in relation to the growing cyber security threats.
- Manage a current tried and tested Business Continuity Plan (BCP).
- Successful completion of annual Disaster Recovery Plan.
- Successful completion of external penetration testing plan.
- Ensure appropriate technology is deployed to offer resilience and capacity in the provision of a robust technical architecture.
- Maintain compliance with legislative, financial and central government security standards.

### **4. Core Modernisation - Maximise existing ICT investment.**

YPRL have made significant Investment in its core applications and Microsoft technology stack where not full capability of those systems are realised. Significant operational efficiency and consistent and standardised processors can be leveraged through the effective use of existing technology stack.

- Evaluate and utilise existing functionality of core Office 365 platform.
- Implement all functionality from the library management system.
- Continuous improvement of website and its service delivery.
- Leverage social media for customer engagement.
- Capture efficiencies and lessons learned to avoid cost and effort.
- Implement good practice from local or regional partners for proactive training and development.

### **5. Cloud First ICT Applications and Infrastructure**

Pursue a cloud first approach (public, private or hybrid cloud deployment models) including implementing IAAS (Infrastructure As A Service) and SAAS (Software As A Service) where there is an economic case to do so promoting alignment of software, technologies and services.

- Remove current dependency on Physical Server Infrastructure.
- Reduce current network complexity.
- Faster response from ICT to changing business needs.
- ICT to focus on value added services to the business.
- Improved resilient business applications and Infrastructure that is sustainable and scalable.