INFORMATION, CUSTOMER AND TECHNOLOGY

2021 - 2024

At Sutherland Shire Council we do more than serve our community - we are our community.

We understand that our community's experience and interactions with Council is critical to our success. We will foster a securely connected, digitally enabled and informed community.

To align our ICT culture to our community, we are achievement focused, evolving, respectful and collaborative in everything we do. From having an agile mindset, a can-do attitude, to embracing opportunity and change, being people-centred and working together as one.

That's why Sutherland Shire is a place for life; its vibrancy brings people to life and makes it a place they want to stay forever.

It's our role to enhance the spirit of our community and its people.

Acknowledgement of Country

Sutherland Shire Council acknowledges the Dharawal speaking people who are the Traditional Custodians of the Land of Sutherland Shire, and pays respect to their culture, history and Elders past, present and emerging, and extends that respect to other Aboriginal and Torres Strait Islander people.

CONTENTS

INTRODUCTION

This Information, Customer and Technology (ICT) Strategy is about positively transforming the way that our people and the community connect with Council.

As a key strategy within Council's Integrated Planning and Reporting framework, the ICT Strategy and Implementation Plan is directly aligned to our Community Strategic Plan.

The Strategy considers the future of our Information, Customer and Technology services. In this context, ICT includes a diverse range of services which are offered to internal and external stakeholders and the community, including Enterprise Content Management, Information Privacy and Security, Customer and Contact Centre functions, Technology Solutions, and Management of Technology Infrastructure.

The Strategy outlines five key areas of focus centred on people, process and technology. These support the needs of the organisation, as well as the needs of the community, now and into the future, by providing value and opportunities Council will be proud of.

The activities ICT will deliver to transform our People, Processes and Technology are included in the Implementation Plan. The implementation actions will be detailed in Council's Delivery Program and annual Operational Plans.

DIGITAL TRANSFORMATION

Digital transformation is the integration of digital technology into all areas of a business, fundamentally changing how we operate and deliver value to the organisation and the community. It's also a cultural change that will require us to continually challenge the status quo, experiment, and get comfortable with change.

As a community, we live in an age driven by the digital revolution, and we thrive in it. In our personal lives we are adopters of technology. The community expects the same experience interacting with local government as they have with innovative, leading private sector organisations. They expect us to meet the highest standards of service delivery, customer experience, simplicity, flexibility and ease of use. In addition, the community expects Council to be fair and equitable. We should offer a wide choice for people to access services. We should protect their data, privacy and security and account for those with particular needs.

Our community is expecting Council to invest in technologies that make Council easy to deal with. We must adapt our technology practices and business processes to meet customer expectations. Emerging technologies, growing amounts of data and smarter ways of getting insights are changing the way people, businesses and Councils connect, support and deliver to our community's needs.

OUR VISION

To be a trusted partner, delivering value for our organisation and our community

OUR PRINCIPLES

HUMANISTIC

People are at the heart of everything we do. Our people are our greatest asset. We design solutions that are easy to use and understand. We are informed by our customers, and we build strong customer relationships aimed at enhancing customer experiences.

SECURE AND PRIVATE

Robust security and privacy in all things: people, processes and technology underpin designs and solutions. All decisions we make will be founded on keeping data and information secure and private.

TRUSTED PARTNER

We will work in partnership with our stakeholders to achieve better outcomes for the organisation and the community.

AGILE AND EVOLVING

By having a growth mindset we are able to deal with rapid technology and societal change and act on opportunities to create benefit for our people and the organisation.

DIGITAL BY DEFAULT

We will think creatively about how services can be delivered online with simplicity, ease and control, while recognising the need to blend digital and non-digital services and approaches in line with our community's needs.

VALUE FOCUSED

We aim to provide maximum long-term benefits to the organisation as a whole. We will partner and collaborate to deliver value, by working on the right investments to meet current needs and create future growth.

OUR FOCUS

Area of Focus

1

Employee Experience

"People are our greatest asset"

Employee experience is what people encounter and observe over the course of their tenure at our organisation. We will focus on creating positive experiences by providing our employees with the right tools to be able to focus on their main tasks.

Area of Focus

2

Customer Experience

"A Council that's easy to deal with"

Our customers expect premium experiences and a Council that's easy to deal with. We will design humanistic outcomes with the customer at the heart of the solution.

Area of Focus

3
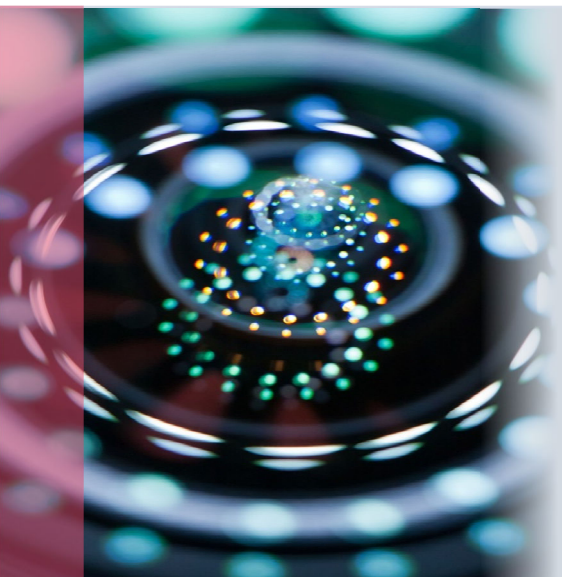
Operational Excellence

"ICT is a credible trusted partner, taking pride in what we do"

We provide trusted and reliable services, aligned to industry standards and informed by data.

OUR FOCUS

Area of Focus

4

Delivery Excellence

"We are purpose driven and deliver value to our organisation and the community"

We deliver outcomes incrementally and create value every step of the way. We work on the things that matter to the organisation. We invest in outcomes which bring value both now and in the future.
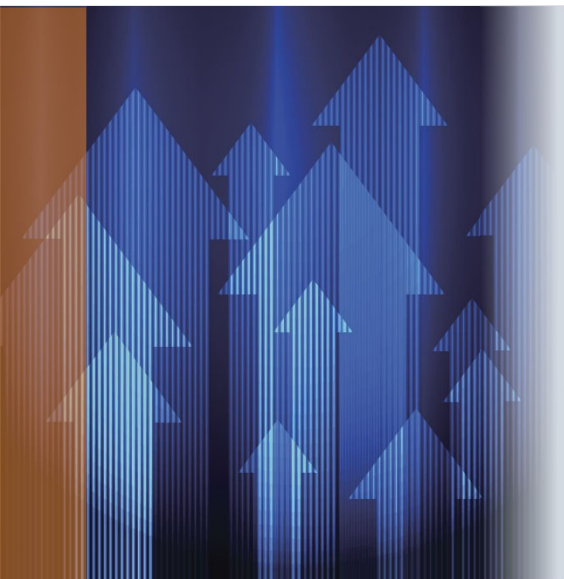
Area of Focus

5

Future Growth

"We are constantly evolving, embracing change and championing new pathways"

We invest in future growth, smart technologies and innovation. We grow in a sustainable manner, prioritising the projects that are important to the community and the organisation as a whole.

OUR PLANNING PROCESS

Council's Plans and Strategies work together to make Sutherland Shire a connected and safe community that respects people and nature, enjoying active lives in a strong local economy.
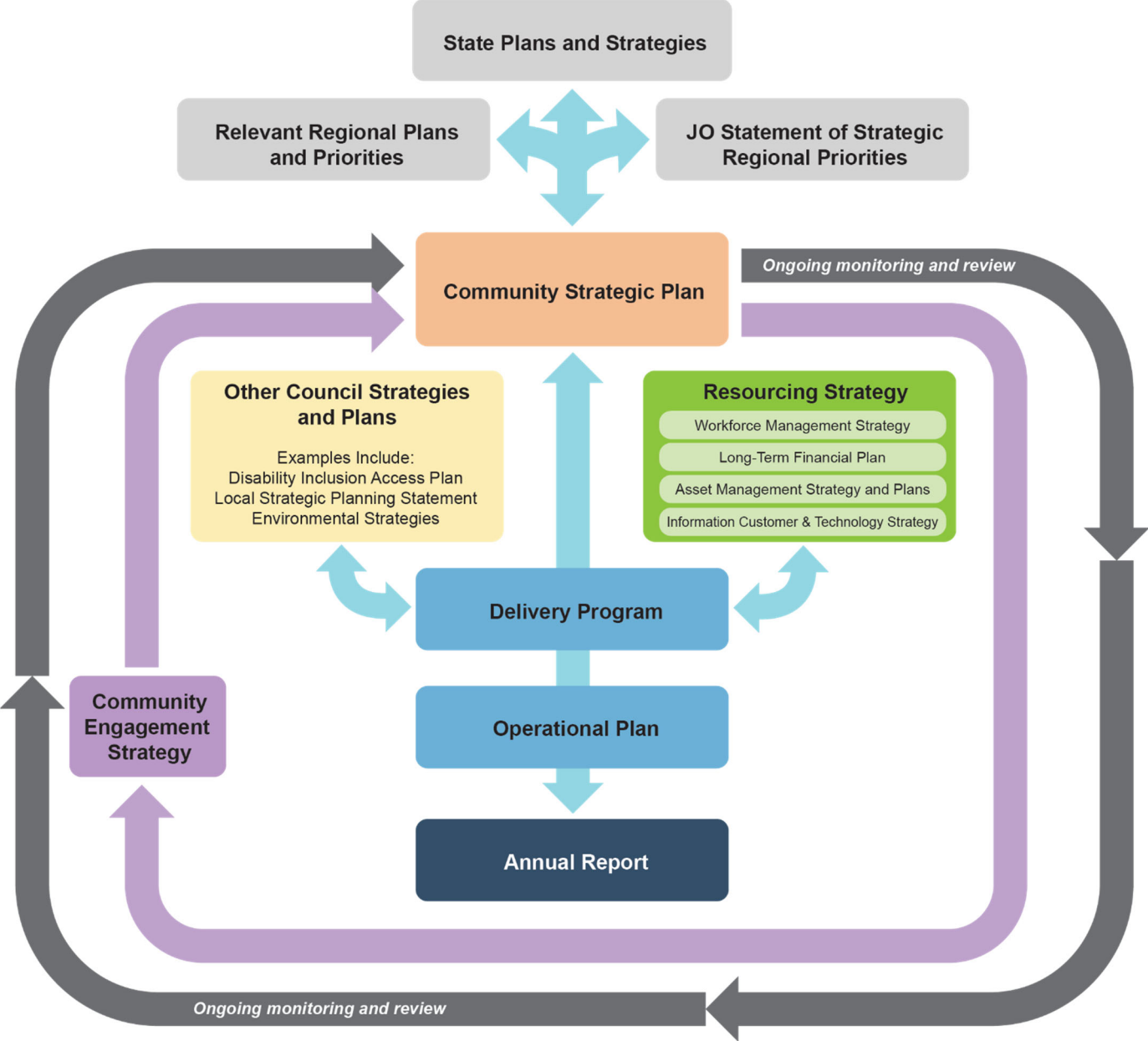
OUR STRATEGIC APPROACH

Council has an integrated approach. Council's Plans and Strategies work together to make the Sutherland Shire a liveable place for all people.

This strategy contributes to delivering 'Our Shire, Community Strategic Plan' which aims to deliver Information, Customer and Technology Services. It also supports several Outcomes and Strategies in the plan relating to strong civic leadership trusted by an informed and engaged community.

COMMUNITY STRATEGIC PLAN

A 10 year plan that identifies our community's priorities and vision for the future

SUPPORTING DOCUMENTS

A level of interconnected documents that provide further detail about how we are going to achieve positive outcomes for the community

DELIVERY PROGRAM

Sets out the key activities and projects that will be delivered to the community during the Council term

OPERATIONAL PLAN

Provides more detail of the Delivery Program including projects, activities and budgets

COMMUNITY STRATEGIC PLAN OUTCOMES & STRATEGIES

Outcome 1   The Sutherland Shire: Strong civic leadership trusted by an informed and engaged community

Strategy 1.1   Our community and leadership will collaborate to support the lifestyle and environment to which we aspire.

1.1.1.   Community leaders foster two-way conversation with the community around the changes, challenges and opportunities in our urban, natural and social environment.

1.1.3.   Improve accessibility of information to enable informed participation in Council decision making processes.

1.1.4.   Enhance opportunities for equitable and accessible community participation through multiple and varied platforms.

Strategy 1.2   Our leadership develops and maintains strong partnerships with a broad range of stakeholders to advocate effectively on behalf of the broader community.

1.2.1.   Evolve a constructive culture within Council to enable effective partnerships and information sharing across all levels of government.

Strategy 1.3   Sutherland Shire Council demonstrates good governance and is trusted by the community to make informed decisions that reflect community values and aspirations.

1.3.1.   Embed a robust governance framework that supports transparency, accountability and sustainability.

1.3.2.   Act ethically and with integrity in everything that we do.

1.3.4.   Utilise emerging technology and innovation to improve service delivery and ensure a positive customer experience.

INTEGRATION WITH OTHER SUPPORTING DOCUMENTS

The Community Strategic Plan provides a vehicle for each community to express its long-term aspirations. However, these aspirations will not be achieved without sufficient resources – time, money, technology, assets and people – to implement them. The Resourcing Strategy is a critical link in translating strategic objectives into actions. The Information Customer & Technology Strategy forms part of Council's overall Resourcing Strategy and plays a role in the achievement of Council's Delivery Program and Operational Plans, as well as the other strategic plans we've developed to support the achievement of Our Shire, Community Strategic Plan.

STRATEGY DEVELOPMENT

Council had an Information Management and Technology Strategy which expired on 3rd June 2021. The previous strategy served as the foundational step for ICT, however it required a refresh and alignment necessitated by world events, stakeholder feedback and advancements in the ICT sector.

Following a detailed analysis of the existing strategy, a series of internal workshops and consultations took place over 2 months from March to May 2021 to develop an ICT strategy aligned with organisational goals and priorities.

In-person design thinking workshops were held with over 100 stakeholders across Council, to both validate existing information and gather additional data, resulting in a high level of clarity around the business context. Brainstorming sessions were carried out with senior leadership, business stakeholders, and the IM&T team to assess the current state of operations at Council.

Approximately 2800 individual feedback points were captured through the workshop and consultation phase. Each feedback point was analysed, mapped and categorised.

Key actions and initiatives have been identified to align ICT with organisational goals. These have been incorporated into this ICT Strategy and Implementation Plan.
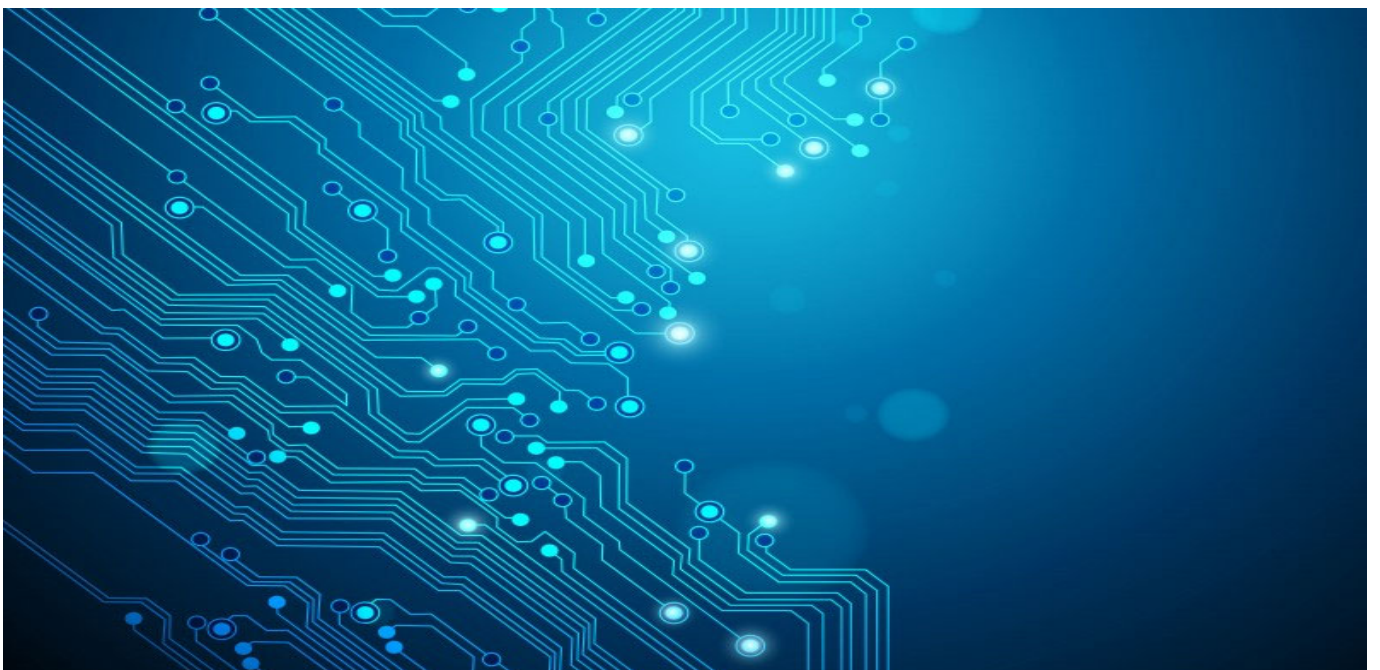
STAKEHOLDERS

ICT at Council supports a wide range of stakeholder and community groups.

These include:

- Community members
- Customers
- All Council Employees and Directorates
- Councillors
- Government Departments
- Contractors and Suppliers

CONSULTATION

Council has worked closely with internal stakeholders across Council to produce this Strategy, with over 100 people contributing to its development, including officers, management, and directors.
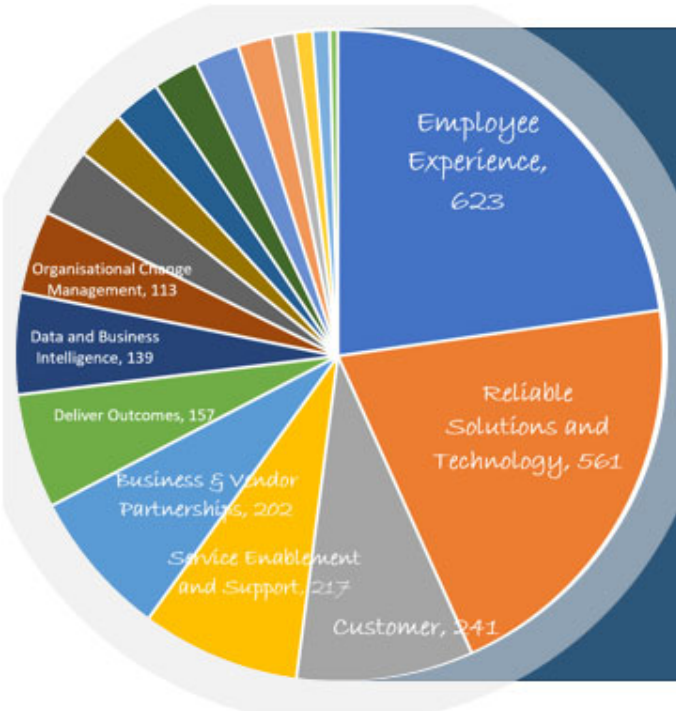
WORKSHOPS AND PLAYBACK

7 Workshops

6 Distilling sessions

100 Employees

2800 feedback points

Teams' discussions

Playback sessions

DELIVERING THE STRATEGY

INTEGRATION

This ICT Strategy and Implementation Plan will integrate with our four-year Delivery program and annual Operational plans, supporting our delivery of Sutherland Shire's Community Strategic Plan.

Integration

The actions in this Strategy may become part of our Delivery Program and Operational Plan and will help to deliver Sutherland Shire's Community Strategic Plan.

Implementation

A detailed implementation Plan that includes timeframes, priorities, resources, and responsibilities will be developed to help with delivery of the Strategy.

Evaluation

Measures have been developed to record our progress towards delivering this Strategy. Data will be collected throughout the implementation of the Strategy.

Reporting

Council's progress towards delivering this Strategy will be reported as part of our normal performance reporting cycle.

INTEGRATION	IMPLEMENTATION
Strategic actions identified within this strategy and implementation plan may be included in the four-year Delivery program and annual Operational plans, supporting our delivery of Sutherland Shire's Community Strategic Plan. Unfunded strategic actions will be considered as part of the annual planning process	The delivery of the Strategy will be guided by the implementation plan contained within it. The implementation plan sets out a program of actions for each of the Focus Areas and includes timeframes and responsibilities.
EVALUATION	**REPORTING**
Monitoring and evaluating our delivery of the Strategy will be ongoing. We will use a range of methods to help us measure the Strategy's outcomes. These methods may include data, participation/usage data, employee and customer satisfaction surveys, focus groups and case studies.	We will report on the delivery of this Strategy in the following ways: – Reporting via project status reports for each initiative listed in the action plan – Quarterly reporting to the Audit, Risk and Improvement Committee – Six monthly reporting on the progress of the Delivery Program – Annual Report and End of Term Report – A major review in 2025 before the development of the next ICT Strategy

RESOURCING

- Many actions in this Strategy will be funded by existing budget provisions.
- Unfunded strategic actions will be considered as part of the annual planning process and will be considered as part of the Council's project investment and justification process.
- We may apply for external funding or partner with other agencies to help us deliver the actions in this Strategy.

STRATEGY OBJECTIVES AND MEASURES

WE AIM TO	WE WILL TRACK OUR PROGRESS AGAINST
"People are our greatest asset" We will improve the **employee experience**, what people encounter and observe throughout their tenure at our organisation. We will focus on creating positive experiences by providing our employees with the right tools to be able to focus on their main tasks.	• Internal Assurance maturity benchmark • OfficeVibe – Weekly Pulse Survey • Delivery of projects as a partner under the Workforce Strategy
"A Council that's easy to deal with" Our customers expect premium experiences and a council that's easy to deal with. We will design humanistic outcomes with the customer at the heart of the solution.	• Bi-annual Community Satisfaction Survey • Increase in digital interactions with customers • Reporting and tracking of Customer-related Service Level Agreements
"ICT is a credible trusted partner, taking pride in what we do" We provide trusted and reliable services, aligned to industry standards and informed by data.	• Analyse trends • Set and measure thresholds • Predict problems • Measure application availability • Mature Problem, Configuration, Change, Asset and Performance Management Processes
"We are purpose-driven and delivery value to our organisation and the community" We deliver outcomes and create value every step of the way. We work on things that matter to the organisation. We invest in outcomes that bring value both now and in the future.	• Define Services, • Formalise Technology and Application Service Level Agreements • Measure and report service availability • Integrate processes • Deliver on time / on budget/ as per agreed scope/ high quality • Capacity Management
"We are constantly evolving, embracing change and championing new pathways" We explore growth, smart technologies, and innovation. We grow sustainably, prioritising the projects important to the community and the organisation as a whole.	• ICT and Business Metric Linkage • ICT/Business collaboration • Improved business processes • Shift to high availability Cloud applications • Real-time infrastructure • Business planning

CONTEXT

ICT INDUSTRY CONTEXT

**Key technology trends to recognise and harness for Digital Transformation at Council**

Councils across NSW are achieving success with digital transformation. Transformation can sometimes be summarized by radical, far-reaching changes. Other times it might be small incremental steps and successes that build the solid foundation required for sustainable long-term transformation. This Strategy is based on the implementation of initiatives incrementally, building value at every step of the way.

What does Digital Transformation at Council look like?

ICT needs to be willing and able to respond to what the business needs. New investments will need to demonstrate tangible business value quickly and iteratively by adopting public and private cloud platforms.

Key success factors which ICT has been focusing on in recent years will prevail, evolve and accelerate. These includea 'digital-by default' mindset; secure, cloud-optimisednetworks and infrastructure; smart use of automation, open APIs and analytics; and data management.

Collectively, these will lay the foundation for creatingand sustaining a positive employee and customer experience.
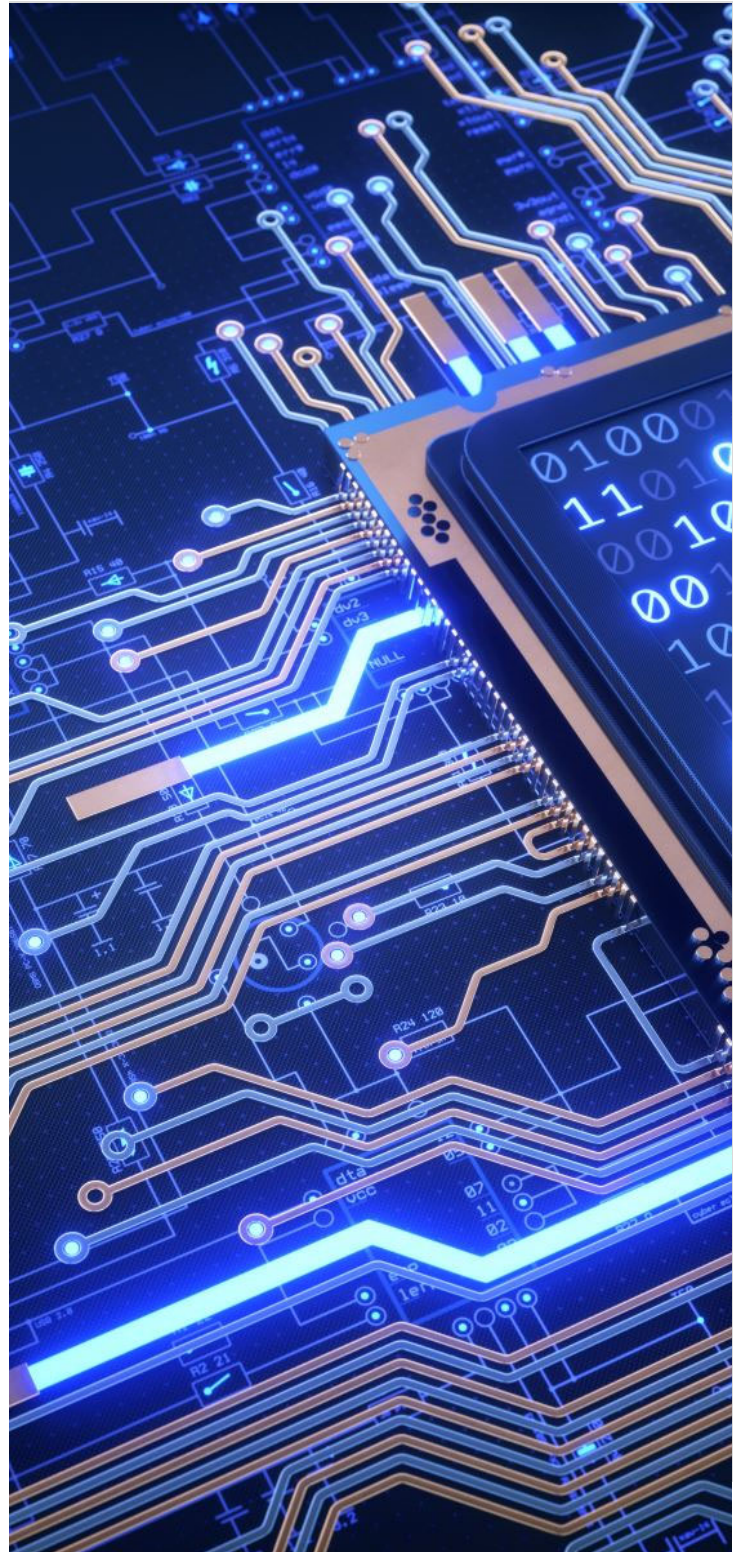
Although the transformational potential of automation has been recognised at Council for some years, the pandemic has reinvigorated the organisations' efforts to harness its many benefits, in both the Business to Business and Business to Customer worlds.

In the past two years, there have been notable implications on cybersecurity and compliance. While these aren't new topics of concern and focus, the sudden requirement for organisations to introduce work-from-home arrangements for knowledge workers has elevated these issues to front and centre. This has, in turn, spawned renewed acknowledgmentof the importance of security being embeddedin all aspects of an organisations' technology estates, whether applications and workloads arerunning on-premises or in a public or private cloud, and irrespective of whether people are working from home, the corporate office or remotely. Infrastructure needs to be inherently secure by design, not something that's 'bolted on as an afterthought.

Customer experience has also been fundamentally challenged during 2020 and into 2021. Strict lockdown measures introduce an exponential rise in the use and reliance on digital channels by individuals across all demographics, placing unprecedented pressure on online capabilities. This has sparked recognition of the value of digitally integrated business processes and consequentially accelerated the adoption of cloud-based models which allow for faster deployment and the ability to scale on demand.

Robust, reliable networks have proven to be the backbone of thriving organisations. Council needs to focus on supporting onsite, remote, and distributed workforce. It's therefore critical our network is flexible, secure, stable, and capable of supporting workloads andapplications scale appropriately as increased demand is added to the system, as well on-premises, private, and/or hosted environments.

While the future remains uncertain on many levels, we should take comfort in the fact that we've never before had so much powerful technology at our disposal – technology we can use to answer questions and overcome challenges facing our organisation, communities, and the environment. There's a huge opportunity to use available tools to support positive initiatives that will transform our future, for the better.

DRIVERS OF CHANGE

Future planning for ICT needs to respond to several emerging trends, challenges, and opportunities (*source data: NTT - Future Disrupted: 2021 Technology Trends Report*)

EMPLOYEE EXPERIENCE

COVID-19 has been a driver of change for employee engagement and experience across all industries and geographies, since early 2020. According to the 2020 Intelligent Workplace Report, around 30% of employees were working remotely before the pandemic, but this number has since risen dramatically to over 50% and they will continue to work remotely at least some of the time. This has significant knock-on effects for ICT concerningdelivering an appropriate employee experience.

CUSTOMER EXPECTATIONS

The Local Government sector is faced with increasing pressure to evolve and to offer more 'customer-centric digital services that streamline citizen outcomes. Government services however are unique in that often there is no alternative – there is no option to shop elsewhere. This lack of competition has driven little impetus for change, and even less for innovation. But with demographics shifting, customer expectations growing, and government agencies striving to balance priorities and the allocation of scarce resources, new approaches are needed. The ongoing

impacts of the COVID pandemic, have also starkly highlighted citizen reliance on accessible government services. The public sector needs to be increasingly innovative and realise the benefits of delivering customer-centric services - not just for the customers themselves, but for their staff, for productivity levels, and for their budget. Identifying who our customers are, understanding their needs and how they use and access our services, and customising - not standardising - experiences to unique user needs was identified as a key enabler of improved digital service delivery and of improved citizen experience.

CYBERSECURITY

Cybersecurity importance is on the rise. Our people and our community are increasingly reliant on technology, and this reliance will continue as we introduce the next generation of new technology. As such, highlighting the overwhelming demand for cyber-secure technologies. Areas of particular concern include cloud security and governance – given how the pandemic has changed our traditional notion of how we address security. Application modernisation will usher in new application security considerations. This is because the processes used to support or manage these environments will have fundamentally changed.

AUTOMATION

Organisations and their end customers are increasingly connecting more through digital channels. Automation of processes and tasks currently relying on manual human intervention will be the common element underpinning the most successful digital transformation initiatives in the years ahead. Among the many benefits that flow from automation are efficiencies. This is because youcan redirect people's time and expertise towards higher-value activities supporting the core business.

BUILDING PARTNERSHIPS

Building future growth will require working with a trusted partner, rather than a transactional supplier. Among other initiatives, a secure and trusted service provider will help harness the power of automation, reduce the amount of time spent on everyday tasks, and increase operational efficiencies and help to secure the ICT estate.

DATA

Organisations will depend on a data-driven and well-documented strategy and use data as a strategic asset for decision making. The immense amounts of customer data most organisations access, capture, and manage from multiple sources are only set to grow in the years ahead. This makes it more important than ever to have clear data policies, strategies, and management capabilities in place and comprehensively documented.

DISTRIBUTED WORKING SCENARIOS

Specifically, remote working scenarios will see greater interest in infrastructure-as-a-service, colocation, and hosting support, which drives faster and scalable bandwidth for initial and on-demand increases in capacity. Additionally, we'll see more uptake in enterprise network managed services, which mitigate and manage bottlenecks between public cloud and - premises data centres.

Increases in virtual working and the notion of the'distributed organisational workplace' means businesses must have access to reliable, mobile-enabled end-user devices and high-speed networks that scale quickly and effectively.

CLOUD-BASED, ON-DEMAND

Cloud adoption has increased significantly in the last five years. And it won't stop as organisations embrace the new reality of how work will 'work' in a culture of 'remote connection' and increased demand for technologies swiftly deployed through cloud-based on-demand platforms. This will be essential to ensuring relevant services are within easy reach of employees where and when they need them. Workloads continue to shift to a combination ofcloud platforms, with public cloud expected to grow from 24% to 30% and private cloud in a service provider's data centre from 19% to 23%, over the next year (21-22). The only way to tangibly link technology investment to real business value is by embracing digital IT infrastructures that allow for agility and responsiveness.

SMART CITIES

Many cities have upgraded their infrastructure sensing technology and data analytics to better manage urban assets such as public transit, waste systems and roads. This "connected infrastructure" vision comprises what is known as Smart City 1.0.

Some cities have begun to move beyond mere infrastructure, tapping into the citizen experience, visitors and businesses in an intelligent connected ecosystem built on a sensor-based physical infrastructure, known as Smart City 2.0. Quality of life, community welfare and sustainability provide the foundation for a smart city initiative.

AREA OF FOCUS

1

Employee Experience (EE)

We will improve the **employee experience**. We will focus on creating positive experiences by providing our employees with the right tools to be able to focus on their main tasks.

To do this we will deliver the following projects:

- Implement the One Council enterprise application suite
- Upgrade meeting spaces - Project Amplify
- Upgrade multifunction devices
- Migrate email exchange to the cloud
- Implement enterprise soft phones
- Transform the Employee Experience Platform (Intranet upgrade to Sharepoint)
- Upgrade of end-user devices
- Partner to deliver Workforce Strategy projects

IMPLEMENTATION PLAN

Implementation Actions		Delivery Stream	Collaboration	Financial Year					On Go-ing
				21/22	22/23	23/24	24/25	5+	
1.1	**One Council** *This project implements the cloud based One Council application suite from Technology One. A fully integrated SaaS system for Council's core enterprise applications supporting automated proven business process. It includes an online customer platform that encourages and facilitates self-service, offers a consistent user interface for staff and customers and provides a single source of truth for Council data. Employees will have reliable anywhere, anytime, any device access to information and business processes.*	Information, Management & Technology	All Divisions: Corporate Support, Shire Services, Shire Planning, Shire Infrastructure	●	●	●			
1.2	**Upgrade end-user devices** *This project upgrades all end-user devices to contemporary, mobile, managed devices.*	Information, Management & Technology	Corporate Governance	●	●	●			
1.3	**Transform Meeting Spaces – Project Amplify** *This project upgrades the meeting spaces across Council with interactive audio/visual solutions to enable mobility, collaboration and remote working capabilities.*	Information, Management & Technology	Corporate Governance	●					
1.4	**Sustainable Multifunction Devices (MFD)** *Environmentally sustainable, fit for purpose, printing and scanning solutions, catering to the usage requirements of the organisation.*	Information, Management & Technology	Shire Planning	●					
1.5	**Migrate email exchange to the Cloud** *Migrate the on-premises email server to the secure cloud-based email service.*	Information, Management & Technology	Corporate Governance	●					
1.6	**Implement a Unified Communications as a Service – Cloud Phone System (SoftPhones).** *Migrate the Phone Exchange to the Cloud. This project converts the physical phone system into a cloud-based phone system for all Council users.*	Information, Management & Technology	Financial Services	●	●				
1.7	**Transform the Employee Experience Platform** *Implement a collaborative and inclusive, **cloud-based** intranet platform.*	Information, Management & Technology	People and Culture Communication, Engagement & Customer	●	●				

Customer Experience (CX)

Our customers expect premium experiences and a Council that's easy to deal with. We will design humanistic outcomes with the customer at the heart of the solution.

To do this we will:

- Create a Digital Experience Platform
- Create customer journey maps
- Customer service levels
- Customer insights
- Focus on building customer personas
- Embed customer experience in decision making

IMPLEMENTATION PLAN

Implementation Actions		Delivery Stream	Collaboration	21/22	22/23	Year 23/24	24/25	5+ Yrs	On Go-ing
2.1	**Deliver a digital experience platform (website redesign)** *Implement a cloud-based, Digital Experience Platform or DXP as an integrated and cohesive piece of technology for engaging with multiple audiences across a broad array of digital touchpoints.* *This project will build, manage, deploy and continually optimise Council's contextualised digital experiences across multiple channels, such as websites, portals and mobile apps.*	Information, Management & Technology	Communication, Engagement & Customer	●	●				
2.2	**Customer Journeys** *This initiative outlines a storyline of key engagements the community has with the Council across the customer lifecycle.*	Information, Management & Technology	Communication, Engagement & Customer	●					
2.3	**Customer Service levels** *Establish agreed customer service levels across customer touchpoints, informed by customer research and engagement*	Information, Management & Technology	Communication, Engagement & Customer Corporate Governance	●	●				
2.4	**Customer Insights** *Establish a framework to guide how we are collecting, analysing and using customer feedback and research to continuously improve process.*	Information, Management & Technology	Communication, Engagement & Customer	●	●				
2.5	**Customer Personas** *This initiative focuses on outlining the key customer personas. This ultimately enables the Council to design the best user experience for the community at all touchpoints, which is a key success factor in creating positive customer experiences.* **"**	Information, Management & Technology	Communication, Engagement & Customer	●					

AREA OF FOCUS

3

Operational Excellence

We provide trusted and reliable services, aligned to industry standards and informed by data.

To do this we will:

- Transform our Cyber Security
- Upgrade our Network
- Upgrade the Emergency Operational Centre
- Develop an ICT Risk Framework
- Optimise the Operating Model
- ICT Professional Development Program

IMPLEMENTATION PLAN

Implementation Actions		Delivery Stream	Collaboration	21/22	22/23	Year 23/24	24/25	5+ Yrs	On Go-ing
3.1	**Cyber Security Transformation** *This project has three focus areas – people, process, and technology. The project mitigates known cybersecurity risks, and sustainably addresses and improves SSC's management of information security risks in the medium and longer term.*	Information, Management & Technology	People and Culture Corporate Governance	●	●	●			●
3.2	**Network Upgrade** *This project remediates and overhauls the wide-area and local area networks for Sutherland Shire Council. The project includes a review of architecture, services, hardware, software and implements the new network required to power hybrid-cloud platforms*	Information, Management & Technology	Infrastructure Services	●	●	●			
3.3	**Emergency Operations Centre Upgrade** *This initiative remediates and overhauls the wide-area and local area networks for the Emergency Operations Centre. The project implements the new network required to power the centre in emergencies.*	Information, Management & Technology	Infrastructure Services	●					
3.4	**Optimise the Operating Model** *This project is focused on the development of an effective, efficient, and flexible functional model that includes the services that need to be delivered to support the Council's information, customer, and technology needs.*	Information, Management & Technology	People and Culture	●	●				
3.5	**ICT Professional Development Program** *This project focuses on the delivery of high-value outcomes, by providing continuing development opportunities for ICT staff and to enable a high-performance team.*	Information, Management & Technology	People and Culture	●	●				

AREA OF FOCUS

4

Delivery Excellence

We deliver outcomes incrementally and create value every step of the way. We work on the things that matter to the organisation. We invest in outcomes which bring value both now and in the future.

To do this we will:
- Adhere to Service by Design principles
- Uplift Portfolio Management practice
- Establish a Business Partnership Model
- Establish Vendor Partnerships and promote Smart Sourcing
- Establish Organisational Change Management Practices for ICT Delivery

Deliver
the
plan

IMPLEMENTATION PLAN

Implementation Actions		Delivery Stream	Collaboration	21/22	22/23	Year 23/24	24/25	5+ Yrs	On Go-ing
4.1	**Service by Design** *Service by design is an initiative to create a framework based on 'Lean' principles, to create sustainable solutions and optimal experiences for both customers in unique contexts and any service providers involved.*	Information, Management & Technology	Partnership with: Communication, Engagement & Customer	●	●	●			
4.2	**Agile@Scale** *ICT commenced the establishment of an Agile delivery framework in 2020. This initiative formalises and scales agile practices and philosophies equally across ICT projects and 'Business as Usual' request fulfillment.*	Information, Management & Technology	Partnership with: Communication, Engagement & Customer	●					
4.3	**Establishment of Business Partnership Model** *Build a Business Partner Model to add value by assessing business needs and adapting technologies to maximise the effectiveness of the individual departments.*	Information, Management & Technology	People and Culture Financial Services	●	●				
4.4	**Establishment of Strategic Vendor Partnerships and Smart Sourcing** *Formalise the contract management function and build positive business relationships with vendors. Leverage smart sourcing contracts to accelerate delivery, supplement capacity and create capability for the future.*	Information, Management & Technology	Corporate Governance	●	●	●			
4.5	**Establishment of Organisational Change Management Practice for ICT Delivery** *This initiative establishes a three-phase change management process for ICT delivery, committed to creating a trajectory towards sustainable change for the Council.*	Information, Management & Technology	People and Culture Communication, Engagement & Customer	●	●				

AREA OF FOCUS

5

Future Growth

We explore smart technologies and innovation. We grow in a sustainable manner, prioritising the projects important to the community and the organisation as a whole.

To do this we will:

- Move to a hybrid cloud platform
- Implement a data, information and business intelligence model
- Implement Smart Cities technology foundations

IMPLEMENTATION PLAN

Implementation Actions		Delivery Stream	Collaboration	21/22	22/23	Year 23/24	24/25	5+ Yrs	On Go-ing
5.1	**Move to a Hybrid Cloud Platform** *This project manages the move of critical and core applications to the cloud. It mitigates business security, business continuity, and disaster recovery risks in the short term through effective solutions. It implements cloud architecture that will significantly improve the ability of SSC to recover from disaster events. The change to cloud architecture will also act to reduce exposure to information security risks and reduce future scalability constraints. The move to cloud computing services (Hybrid Cloud) is a foundational element to enable the Smart Cities Technologies Initiative below.*	Information, Management & Technology	All Divisions: Corporate Support, Shire Services, Shire Planning, Shire Infrastructure	●	●	●	●	●	
5.2	**Implement Data, Information, and Business Intelligence Model** *This project aims to establish data architecture and governance. It develops and improves data services and business intelligence capabilities to enable Smart Cities.*	Information, Management & Technology	Corporate Governance	●	●	●	●		
5.3	**Digitisation Project** This project sets out the requirements for digitisation of analog records and covers the digitisation process from initial scanning through to the delivery of the digital record to a requestor.	Information, Management & Technology	Shire Planning	●	●	●			
5.4	**Smart Cities Technologies** *This initiative will use information and communication technology (ICT) to improve operational efficiency, share information with the public and provide a better quality of government service and citizen experience relating to:* • *Security* • *Waste* • *Traffic and Parking*	Information, Management & Technology	Waste Services Fleet and Logistics Public Safety and Lifeguards			●	●	●	●

APPENDIX
SUPPORTING REFERENCES

ICT INDUSTRY RESEARCH AND TRENDS

- NTT Global – Future Disrupted 2021 Technology Trends Report

RELATED NSW GOVERNMENT STRATEGIES

- **NSW Premier's Priorities** – which focus on well-connected communities with quality local environments, and '**Government made easy**', using technology and data to better integrate and improve the quality of government services.

- **COVID-19 Recovery Plan** – to reflect changes in transport demand and freight logistics, and that digital technology is a vital infrastructure.

- **Future State Intergenerational Report** – including workforce 'virtualisation' as an enabler of regions; better customer services and infrastructure using technology and data; and future transport with new modes, more efficient networks and improved regional connectivity.

- **State Infrastructure Strategy** – including **digital connectivity and technology** linking infrastructure, services and technologies, improved connectivity and treating data as an asset; and **innovative service delivery models** for innovative consumer-centric services.

- **Smart Places Strategy** and the **Smart Infrastructure Policy** – embedding technology and data-driven solutions in new and upgraded infrastructure, to improve communities and provide the best return on the government's infrastructure commitments.

- **NSW Innovation Strategy** - to boost innovation, stimulate economic activity and drive shared prosperity, including support for the knowledge economy and entrepreneurs.

- **Beyond Digital** – cybersecurity and data centre reform, supporting the Data Analytics Centre and Digital Twin

- **Digital Government Strategy** and **Cyber Security Strategy** – identifying digital priorities and a risk-based approach for safeguarding citizen data and critical government services.