



CUMBERLAND
CITY COUNCIL

DRAFT

Digital Strategy

2025-2029



Cumberland City Council
16 Memorial Avenue, Merrylands

DRAFT

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Acknowledgement of Traditional Custodians

Cumberland Council acknowledges the Darug Nation and People
as Traditional Custodians of the land on which the
Cumberland Local Government Area (LGA) is situated and
pays respect to Aboriginal Elders past, present and future.

We acknowledge Aboriginal and Torres Strait Islander Peoples as the First Peoples of Australia.

Cumberland Council also acknowledges other Aboriginal and Torres Strait Islander Peoples
living in the Cumberland Local Government Area and reaffirms that we will work closely with
all Aboriginal and Torres Strait Islander communities to advance reconciliation within the area.



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Welcome
Belong
Succeed



Introduction

Cumberland City Council (Council) has developed a new Digital Strategy outlining how Council will build its digital maturity and capability to support the delivery of Council services to its stakeholders and community over the next four years.

The Strategy underpins:

- Delivery of the digital technologies enabling Council to be efficient and responsive to the needs of its customers and the community.
- Effective and secure technology solutions supporting business, employee productivity and wellbeing.
- Digital transformation, using new and emerging technologies.
- Information Technology Governance which generates business value and mitigates Information Technology risks.

This Strategy aligns with the Community Strategic Plan 2025-2035, Strategic Direction 4 - Providing transparent, accountable and strong local leadership.

A Current State Assessment was conducted to provide a foundation for developing the Digital Strategy, to be incorporated into Council's Resourcing Strategy for the next four years.

This document provides the future strategy and roadmap, based on an extensive engagement process with a broad range of internal and external stakeholders with the intent purpose of:

- Uplifting the current digital landscape, including leveraging the strengths, challenges, constraints, and capabilities of the current environment.
- Alignment to customer and community expectations together with Council's strategic plans and resource strategies.
- Opportunities identified for improvement to Council's digital services within the new Digital Strategy.



Customer Service staff member helping to use kiosk



Executive Summary

Digital services are a critical enabler for Council to innovate, adapt and provide exceptional service to the community of Cumberland.

In recent years, Council has invested in its core cloud-based platform, TechnologyOne. The implementation has taken its toll on Council in terms of resources, effort and “change fatigue”; however, it is now ready to reap the rewards of a centralised platform.

To leverage full value from TechnologyOne, Council now needs to review, consolidate, enhance, and upgrade the modules it has implemented.

The next four years will provide Council with the opportunity to review, consolidate, refine its use of the software and take advantage of TechnologyOne updates and innovations on its Ci Anywhere (CiA) platform. Upgrading to CiA will, in many areas, provide Council with improved and streamlined capability, foundational for the digital services of the future.

Council’s cyber security posture should be addressed as priority. This will require commitment, appropriate skills, and investment to mitigate the risk to Council.

During the consultation with Council stakeholders, and from research conducted during the preparation of this Strategy, six key themes emerged to which the portfolio of projects in the roadmap are grouped.

Six themes align with, and will deliver on, Cumberland City Council’s aspirations for a new Digital Strategy for the next four years.

1

Customer-Centric Digital Services

Create customer centred programs and services using technology to be more efficient and responsive to the needs of Council and the community.

2

Modern Technology Landscape

Use efficient and secure technology that will support Council business, employee productivity and wellbeing.

3

Data-driven Business Insights

Enable data-informed decision-making. All investment decisions, policies and service delivery models are informed by trustworthy data insights.

4

Information Services Operating

Evolve the role and skills of Information Services to respond better to demands of Council business. Information Services staff will work more closely with service delivery teams to embrace digital opportunities.

5

Strong Cyber Security and Governance

Implement robust and effective Cyber Security controls and appropriate governance structures to protect and secure systems and data.

6

A Vision for Digital Innovation

Assist in the delivery of Smart Places Strategy projects and Internet of Things, to improve asset management and customer service. Explore machine learning and artificial intelligence to optimise service delivery.



Strategic Level Context

Below is a summary of the strategic drivers for Council which have been considered when developing this Strategy.

Commitment to exceptional customer service

- Developing a Digital Strategy, which aligns with the existing Customer Experience Strategy.
- Adopting principles of incremental and ongoing change to technologies.
- Innovation to be integral within Council business and for the community.

COVID-19 created a lasting impact

- The ongoing need for supporting technologies for secure remote working across Council.
- Ongoing financial constraints.
- Technological implication of a hybrid working environment.

Impact of regulatory requirements

- Increased scrutiny, e.g. cyber security, transparency.
- Growing number of Freedom of Information requests.
- Increased requirements for internal and external integration of data, reporting and knowledge sharing.

Driving efficiencies and capability through new and emerging technologies

- Increased customer expectations and need for operational efficiencies.
- Greater focus on 'unlocking' capability and value in TechnologyOne.
- Investigating Smart Cities technologies such as Internet of Things, 3D/spatial, Digital Twins, Virtual Reality and Artificial Intelligence.

Information Services continuing to partner closely with all areas of Council

- Continue to build on relationships across Council.
- Partner with Council service delivery areas to identify, develop and implement solutions.
- Business stakeholders to share responsibility for digital solutions.
- Provide leadership in technology innovation.
- Have a customer focused mindset.
- Design of the Information Services future operating model, to align with the skills and structure required to deliver digital services for the future.



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1.1

Stakeholders Expectations Map

Council has many internal and external stakeholders for whom the success of the Digital Strategy is essential. The table below summarises their needs and the value they should expect to derive from Council's digital services.

Stakeholders	Needs
All stakeholders	Easy-to-use, reliable, accessible, resilient, well-governed services with end-to-end tracking of interactions with Council.
The community	Efficient, transparent, collaborative Council who are good stewards of public funds.
Staff and volunteers	Systems and information that are trustworthy and easy to use and access.
Senior leaders, Managers and Councillors	Ability to meet the "customer commitment" and comply with statutory and regulatory requirements.
Council's contracted service providers and vendors	Access to, and integration with, Council systems and information.
Government partners	Strong collaboration to leverage expertise, data and systems, where applicable, including participation in open data opportunities.



Customer Service staff member



1.2

Customer Experience and the Digital Journey

The Digital Strategy is closely aligned with the Customer Experience Strategy. The Customer Experience Strategy outlines the organisation-wide approach to outstanding customer experience.

The Customer Experience Strategy includes the following objectives:

Development of framework

- Framework developed with adopted policies and charters which outline our commitment, ensuring we are able to deliver on this Strategy.

Streamline customer processes

- Review and streamline our processes, removing barriers to provide greater access to services and a seamless experience.

Improve and expand access to our services

- Ensure that we are easily contactable through several methods. The same level of service and resolution is delivered regardless of how Council is contacted.

Deliver innovative technology solutions to improve your experience with us

- Make it easier to do business with Council by improving the end-to-end experience with effective and accurate service delivery.

Implement a culture of evaluation and improvement

- Proactively seek feedback and act on it.
- Measure achievements and outcomes and continually develop and improve our people.

Technology is a key enabler that assists Council in meeting customers' expectations. Expectations include:

- Information and service provision in multiple languages
- Increased demand for self-service and 24/7 capability
- Trust in the security and privacy of data and information
- Greater expectation of data accuracy
- Empowerment through social media
- Multi-channel access to Council
- Mobile-focused culture
- Closing the loop on customer requests.



1.3

Guiding Principles for Digital Services

These Digital Principles are an essential part of the decision-making process to link projects to the right business goals. Our guiding principles are underpinned by Enterprise Architecture principles to provide a foundation for the future of digital services and successful implementation of a Digital Strategy.

Scalable and Sustainable

Digital Solutions can be scaled up or down during their lifetime to adjust to increased or reduced usage, changes to infrastructure, productivity, automation, or regulatory changes.

Available and Sharable

Information Technology Services meet the availability requirements to support Council services, and data is available and can be shared when required with internal and external stakeholders.

Cloud First

Digital services are deliverable from secure public, private or hybrid cloud infrastructure wherever possible.

Aligned to Council Strategies and Plans

Council strategies and plans are known, readily available and understood, and digital services support and measurably contribute to their overall goals and success.

Cost-effective

Digital solutions are cost-effective, including financial analysis of Capital expenditure versus Operational expenses to identify whether to lease or buy Information Technology infrastructure, including support costs over a 4-year period, and benefit realisation is monitored and measured.

Connected

Interconnected systems, databases, data sources and linkages between systems are understood and integrated with TechnologyOne and aligned to business strategies, plans and business rules. Workflows support efficiency.

Business Continuity

Aligned with agreed business criticality, based on documented business impact analysis with capability to meet recovery objectives, and support response to and recovery from disruptions.

Resilient

Safeguard longevity of applications and infrastructure, ensuring systems are robust, built to 'last the distance' and are supportable ongoing.

Secure and Trusted

Appropriate levels of security and privacy aligned to government standards and best practice are applied. This includes identity access management which protects Council's systems, networks and data, from unauthorised viewing and access. Additionally, data privacy of collected and shared data aligns to current privacy regulations including GIPA, and a remediation plan for data breaches is in place.

Customer Centric

Digital solutions meet the needs of Council's internal and external customers, is collaborative, user-centric, and easy to use with clear accountability of roles and responsibilities.

Managed Data

Data Governance ensures that the integrity of Council data is maintained, and that data is consistent, accurate, complete and trustworthy.

Transparent

Decision making processes are transparent, aligned to NSW Local Government legislation, and open to public scrutiny whenever appropriate.



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A Vision for the Future

The future of digital services at Council will be based on firm foundations, such as accepted industry best practices for architecture, security and service management. Council will adopt and embrace new and emerging technologies, but only where it makes sense to do so, in alignment with the directions of the Community Strategic Plan.

STRATEGIC DIRECTIONS:



Supporting a safe, healthy, creative and connected community



Enhancing the natural and built environment



Delivering sustainable, safe and accessible infrastructure and services



Providing transparent, accountable and strong local leadership



2.1

Council's Vision for the Future of Information Services

VISION:

Council will provide contemporary digital services which will improve the efficient and effective operations of Council that benefit the community of Cumberland.

GOALS:

1

Deliver well-governed, secure digital services which deliver measurable value.

2

Support delivery of Council's objectives, strategies, and business plans.

3

Make informed, and timely investment decisions based on good stewardship of resources.

4

Align, integrate, and support Council's other strategic plans and business focus areas.

STRATEGIC OUTCOMES:



Simplify

Simplify and improve systems for customers and staff



Connect

Connect staff and the community through digital services and system integration



Inform

Inform decision-makers, frontline staff and the public with quality data and efficient analysis



Optimise

Optimise value from innovative technology and collaboration with other councils



Protect

Protect Council and customer data



2.2

Strategic Alignment

As part of the Integrated Planning and Reporting Framework, the Digital Strategy forms part of Council's Resourcing Strategy, alongside with the Asset Management Strategy, Workforce Management Strategy and Long Term Financial Plan. The Digital Strategy aligns and integrates with Council's strategic plans, providing support to the projects from these strategies, as well as Council's Customer Experience Strategy.

Workforce Strategy

- Improve communications to field-based staff, potentially via tablets.
- Pulse - Learning Management System and Probation Module.
- TechnologyOne Payroll and HR module reviews.
- Analytics to support growth, workforce planning, and future needs.
- Support for campaigns to attract and retain staff.
- Data cleansing – single source of trustworthy data.
- Integrate and improve reporting.
- Technology to support hybrid working.

Asset Management Strategy

- Improve workflows and end-to-end request management, remove manual processes.
- Data consolidation and integrity – completeness and accuracy.
- Improved reporting and analytics.
- Support asset management and planning – “whole of life”.
- Explore new and emerging technologies e.g. Internet of Things and Digital Twins to support asset management, including inspections.
- Processes and tools to improve provision and timeliness of information about Council assets.

Customer Experience Strategy

- Knowledge Management - refresh / uplift of the Intranet.
- Single Digital Identity – one-stop-shop for Council on-line services.
- Improve the TechnologyOne interface to improve the customer experience.
- Improve on-line forms.
- Explore adoption of electronic signatures.
- Data Governance and Integrity – aim for a trusted “single view of the customer”.
- Channel Management – harmonisation across touch points.
- Dashboards and reporting – review and enhance.
- Improve Issues Resolution - workflows and processes to support closing the loop.
- Integration with NSW Planning Portal and Council's Smart Places Strategy and Action Plan.



2.3

Governance Framework

The Digital strategic outcomes will be governed by the Information Services team and overseen by the Digital Services Steering Committee. The Committee will primarily be focused on funding and resourcing approvals, decision-making, change approvals and benefits realisation, in alignment with business needs and priorities.

Accountabilities for achieving the Strategy

- Council Executive Leadership are accountable for endorsing, funding, resourcing, and supporting delivery of the Digital Strategy.
- Information Services, in conjunction with Council business areas, are responsible for delivering agreed technology projects and outcomes with measurable benefits.

Accountabilities for achieving the Strategy

- The Digital Services Steering Committee will be accountable for providing strategic oversight and guidance, to ensure all projects are aligned to clear business goals.
- Council Management and Staff are accountable for defining business requirements, maintaining accurate data and partnering with Information Services, to deliver mutually beneficial outcomes.

Strategy Implementation

- The Information Services Leadership Team will be accountable for ensuring staff are suitably skilled and resourced to drive implementation, including escalating risks, issues and any roadblocks for delivery, to the Digital Services Steering Committee.
- Implementation of the Digital Strategy will span four years, commencing in July 2025.
- It will involve integrated and coordinated changes to business processes, systems and services as well as leveraging partner relationships, such as TechnologyOne and NSW Planning Portal.
- Digital services across Council are at different stages of their lifecycle / maturity and Council's intention is to make good use of existing investments as a first principle.
- Public or private cloud services will be utilised wherever practicable to minimise the risk of software obsolescence, reduce infrastructure costs, provide scalability and agility.
- The Strategy will be a "living document"; flexible and current, responding to the need for change as the Organisation and government requirements change.
- Ongoing consideration of emerging digital trends, innovations, and external influences will be critical.
- Partners such as TechnologyOne will support innovation and Council will, where practical, align with development roadmaps, upgrades and new innovations.



Risk Mitigation

- Internal risks relating to the successful delivery of the Digital Strategy will be mitigated through the collaboration and leadership of the Digital Services Steering Committee and key stakeholders.

Measuring Success

Success will be monitored, measured and reported to ensure that the benefits of the Strategy have been realised and that any changes to direction can be made based on clear information. Measurements will be set in three key areas:

1. Measuring Projects

KPIs for projects will relate to time, cost and resourcing, for example:

- Return on Investment (ROI) – where the benefits will be delivered as expected
- Cost Performance Index (CPI) – how efficiently the project budget is being used
- Schedule Performance Index (SPI) – how well the schedule is being executed
- Resource capacity – to balance employee and other resource availability to work on projects when balanced with their other operational duties
- Benefits realisation – ensuring the expected outcomes have been achieved.

2. Measuring Information Services Operations

KPIs for Information Services Operations will relate to service quality and effectiveness, for example:

- Mean time to resolve – the time taken from logging of an incident through to resolution
- Fix on first contact – how many requests or incidents are resolved on first contact from the user
- User satisfaction ratings – surveys, post-resolution scoring
- Availability – % downtime of systems and services
- Infrastructure utilisation rates – used to monitor performance and capacity
- Total cost of ownership of technology assets – important for asset lifecycle management.

3. Measuring Governance

Measuring Governance will relate to assessing the effectiveness of Information Services controls to manage risk by using flexible best practice frameworks which define design factors that should be considered to build a best-fit governance system.



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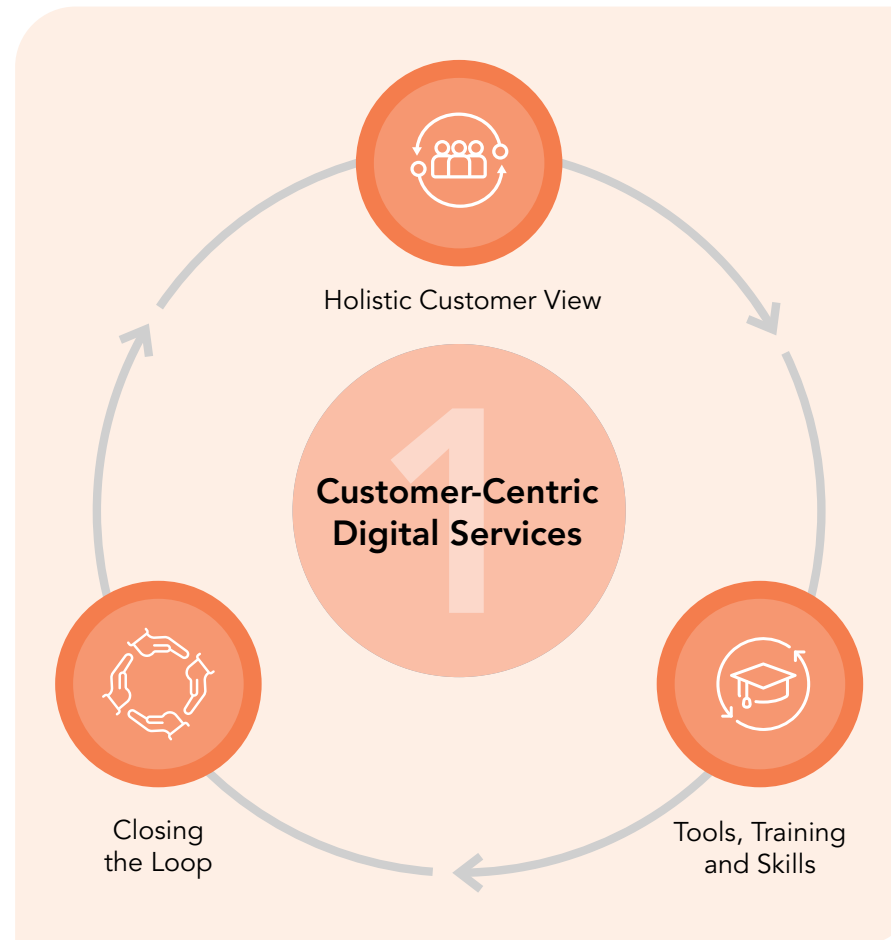


Customer-Centric Digital Services

WHY DO IT?

To provide service that reaches into the community, online uptake is maximised and simplifies the customer's experience.

From:	To:
Siloed customer information and interaction data	Holistic view of our customers and their dealings
Customer service is primarily conducted by email & phone contact	Digital channel shift to 24/7 online services, which are easy to access, secure & user-friendly
Multiple website and disparate customer channels	Consistent, scalable and flexible methods available to connect
Customer requests are often not tracked and reported through to resolution	Manage and report on customer requests, ensuring "the loop is closed"



WHAT WILL IT TAKE?

Create customer centered digital services that enable easy-to-use 24/7 to make it easier for customers to engage digitally.

Pro-active Digital Engagement

- Aim for a single view of the customer to better understand the customer needs
- A holistic view of customers dealings with Council to enhance service delivery
- External Digital Learning Development Capabilities; Digital Screens; 24/7 CCC services

Simplify the Customer Experience

- Enhancement of online services with better customer self-service, digital identities and forms
- Enable workflows to manage and report on customer requests, ensuring "the loop is closed"

Tools, Training and Skills

- Deliver tools and training to support a customer digital journey and access to customer services, e.g. tablets, portals and kiosks
- All staff are connected and have access to the tools and techniques needed to do their job

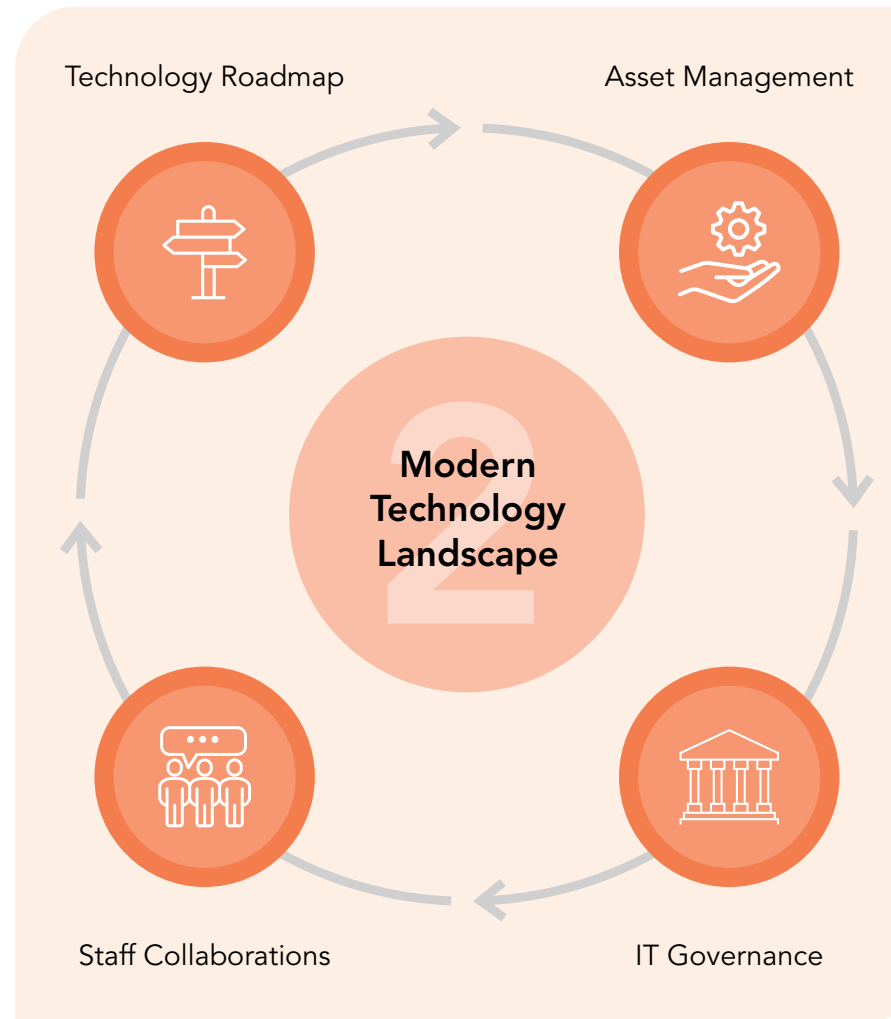


Modern Technology Landscape

WHY DO IT?

Council staff, volunteers and contractors need contemporary, secure access to technology, tools, training and information to perform their roles.

From:	To:
Not all staff have access to the technology they need, e.g. mobile devices	Staff able to access systems supporting their work from anywhere, at anytime
IS processes are immature	IS governance follows agreed practice guidelines
TechnologyOne is not yet used to its full potential. Ci does not meet modern needs	Systems capability, scalability and flexibility are maximised, including CiA
Routine tasks are very manual e.g. paper inspection forms, written signatures	Automation allows staff to work efficiently and to focus on value-add activities
Council assets could be more effectively recorded and managed	Mature GIS and asset management capability exists



WHAT WILL IT TAKE?

Use efficient and secure technology that will support the business, employee productivity and wellbeing.

Technology Roadmap

- Maximise the value of TechnologyOne through a review of modules already implemented and adoption of the enhanced capabilities of CiA anywhere
- Development targeted training, collaboration, change and knowledge management strategies and tools to improve service delivery

IT Governance

- Develop modern governance and compliance processes, including formal KPI reporting based on accepted frameworks

Asset Management

- Leverage the Asset Management, Contract Management and GIS capability to improve customer service "close the loop" and the quality of assets

Staff Collaboration

- Develop knowledge management strategies and tools to improve timely access to information, efficiency, quality and knowledge sharing
- Supporting a hybrid model (remote / office / home) for Council staff



Data-Driven Business Insights

WHY DO IT?

To provide technology-driven process for analysing data and presenting trustworthy, actionable information on which to make informed business decisions.

From:

Unreliable and untrustworthy data in TechnologyOne

To:

Consistent, trustworthy data and information

Many “workaround” reporting tools proliferating

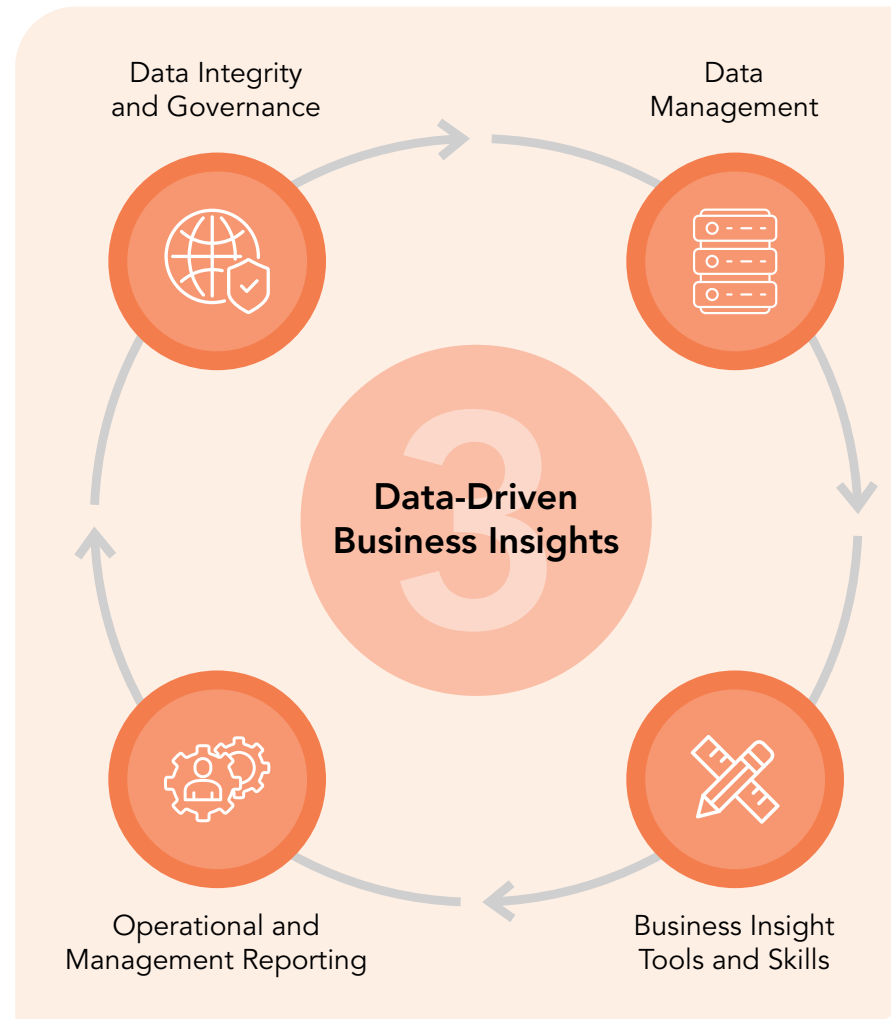
Staff have access to self-service reporting tools across Council

Data (e.g. NAR) rules are not standardised and resources are limited

Data governance standards are consistently followed

Reporting is “rear view mirror”

Reporting is predictive and insightful



WHAT WILL IT TAKE?

The right tools, governance, training and trustworthy data.

Data Integrity and Governance

- Enhance data integrity and introduce mandated data governance practices
- Develop a Data Governance Framework to improve data quality
- Ensuring strong focus on building accurate and consistent customer and asset information

Operational and Management Reporting

- Analyse and consolidate all business requirements for analytics and reporting
- Mandate use of agreed analytics and data visualisation tools
- Create templated management reports

Business Insight Tools and Skills

- Create a collaborative ‘Centre of Excellence’ to share existing skills and capabilities
- Improve business insights tools including automated analysis and dashboards, self-service capabilities and predictive analytics maturity

Data Management

- Improve data governance and data integrity, including the NAR
- Educate staff on the importance of data integrity and cleansing as a key priority to ensure data is trustworthy



Information Services Operating Model

WHY DO IT?

To provide a contemporary, collaborative Information Services (IS) function underpinned by best practices and skilled staff.

From:

Traditional IS organisation supporting systems and infrastructure

IS projects and requests are managed informally/in an ad-hoc way

IS tools, processes and practices are immature

Staff require additional training and development

IS is aligned to Technology

To:

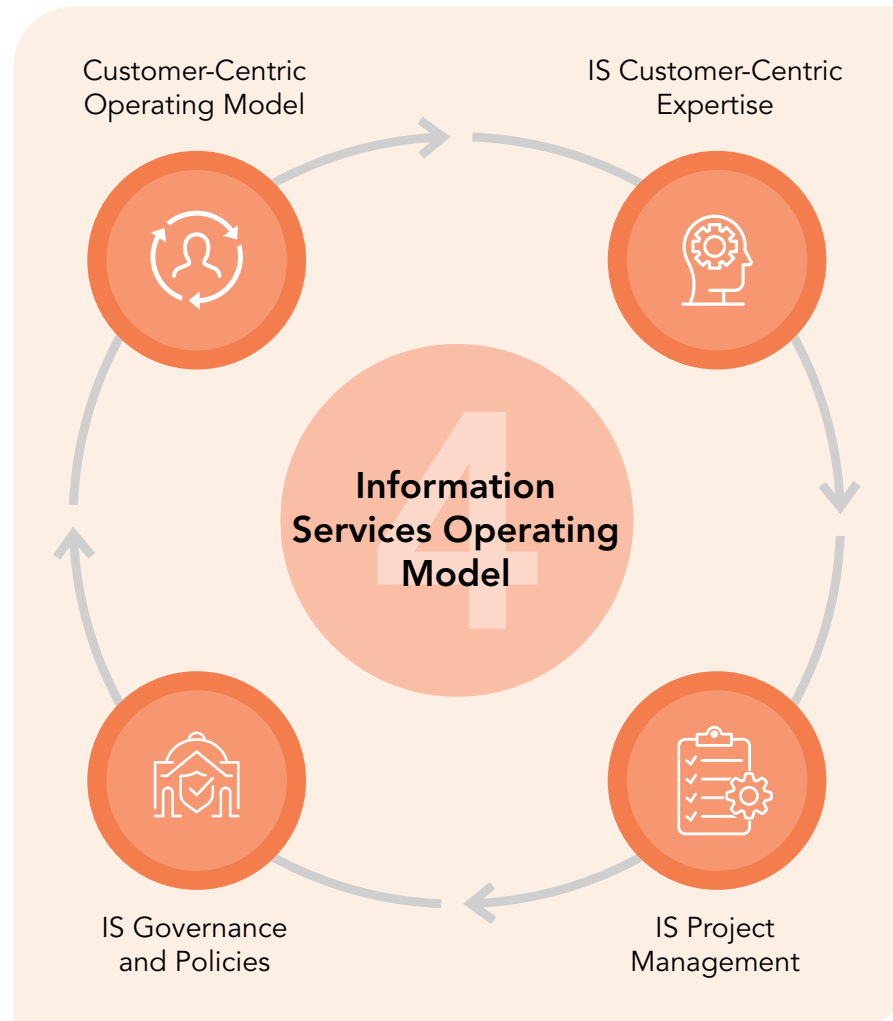
Partnering with the business to develop and deliver digital services

Projects and request management is formalised and governed

IS has embedded best practice tools, practices and processes

Staff have the skills required to do their best work

IS is aligned to the business and customer needs



WHAT WILL IT TAKE?

Evolve the structure, roles and skills of IS staff. Partner with service delivery teams to fully understand digital opportunities and risks.

Business-centric Operating Model

- Implement an IS Operating Model which is aligned to the business, not to technology - including structure, skills and staffing level
- Introducing a business partnering model to grow deep understanding of the business and recommended technology solutions

IS Practices

- Develop governance and implement contemporary governance processes
- Adopt scalable and contemporary IS Practices with appropriate training and certification for IS staff

IS Project Management

- Create a more formal process for managing requests for technology solutions and projects
- DSSC make informed investment decisions and ensuring alignment to Council's service plans and goals; ensuring appropriate prioritisation and benefits realisation

Strategic Partners

- Engage with TechnologyOne and other strategic partners to evolve skills, capability and expertise aligned to roadmaps

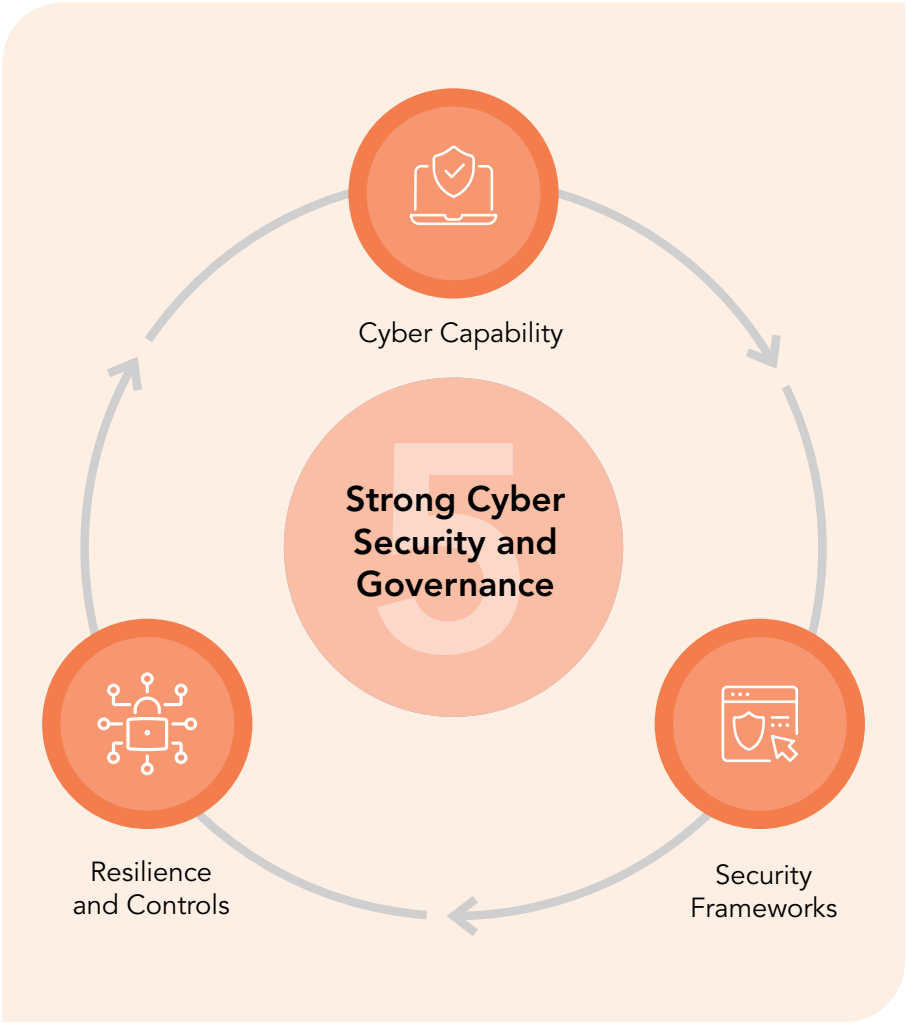


Strong Cyber Security and Governance

WHY DO IT?

To appropriately manage Council's exposure to Cyber Security, Privacy and Data related threats and vulnerabilities.

From:	To:
De-centralised approach to Cyber Security	Centralised management of Cyber Security
Undefined Security roles and responsibility	Formally define Security roles and responsibilities with clear KPIs
Reactive third-party risk management	Pro-active and measurable third-party risk management
Lack of policies, standards and procedures	Structured policies, standards and procedures
Reactive security events and incident management	Centralised aggregation of logs and proactive incident management
Inconsistent approach to standards and best practices	Standardised security controls in-line with Australian Government's Information Security Manual



WHAT WILL IT TAKE?

- A risk-based approach to implement repeatable and measurable Security Controls to protect Council's data and Information Systems.
- Cyber Capability Uplift Program**
- Uplift cyber capabilities with appropriate funding and resourcing
 - Appoint an internal or external Cyber Security leader or a Chief Information Officer to lead the uplift program
- Cyber Security Framework**
- Take a risk-based approach to develop a Cyber Security Information Management System (ISMS) / processes which includes but not limited to fit for purpose Cyber Security policies, standards and procedures
- Third Party Security Management**
- Establish processes and controls in place to gain assurance over the Third Party suppliers
- Cyber Resilience and Incident Management Strategy**
- Uplift the Cyber Incident Response and recovery capabilities to ensure the Council's business operation is always maintained



Vision for Digital Innovation

WHY DO IT?

To drive efficiencies by leveraging new and emerging technologies to ensure that Council can meet the challenges and embrace the opportunities of a digitally connected world.

From:

Smart Places
Strategy in Place

To:

Council has a mature
Smart City Vision and
Strategy

Data to manage assets
is mostly 2D and GIS
data is limited

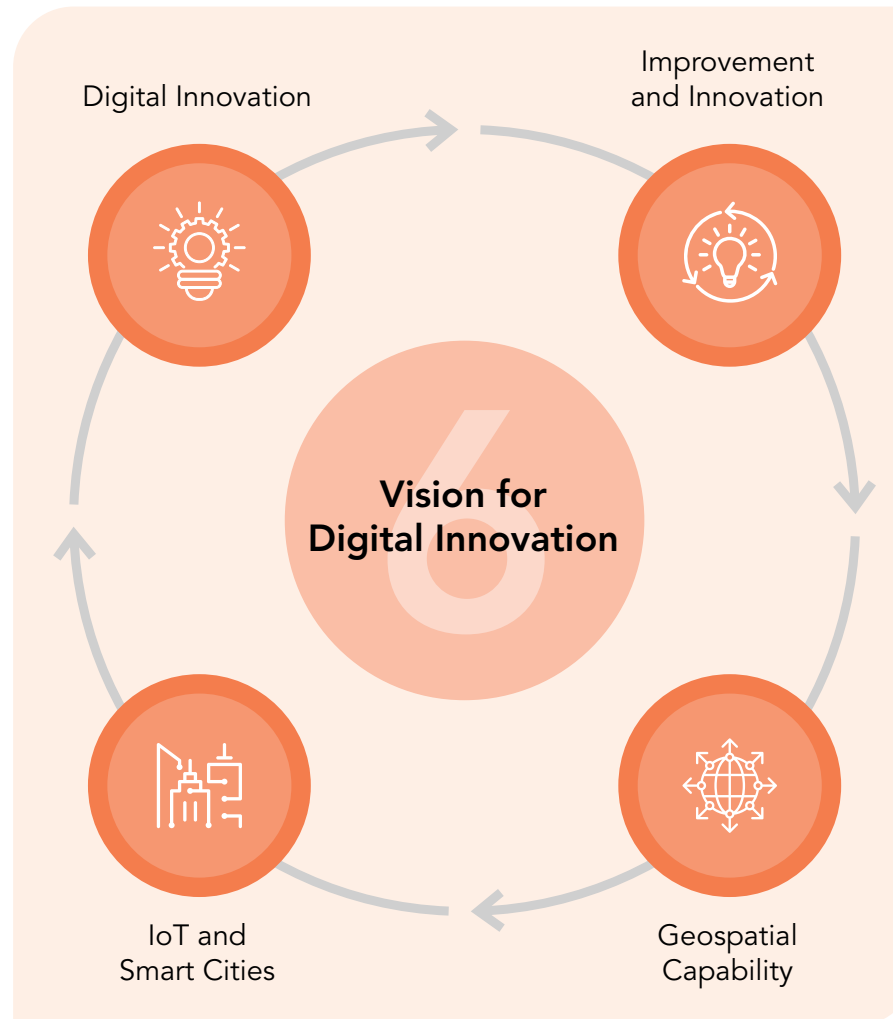
GIS and 3D modelling
are used to manage
the built and natural
environments

New technologies are
explored "on top of
the day job" of running
systems, expertise is
siloed

Digital innovation
roadmap aligns with
Council service plans,
objectives and resource
plans

Reactive service / asset
management

Service and asset
management
requirements are
predicted and
anticipated using
technology solutions



WHAT WILL IT TAKE?

Develop an Innovation Roadmap to deliver a Smart Cities Vision and Strategy.

Internet of Things (IoT) and Smart Cities

- Investigate the opportunity to build on the Granville Smart City pilot
- Automate collection and integration of data for improved asset management

Geospatial Capability and Digital Twins

- Expand and extend geospatial capabilities by collaborating with other Council business units
- Support data integration and availability for field staff
- Implement spatial capability in TechnologyOne

Improvement and Innovation

- Apply new technologies where a clear alignment to business goals can be demonstrated
- Deliver a continuous improvement and innovation framework and methodology

Digital Innovation


- Investigate the use of artificial intelligence where feasible with the view to improve service delivery
- Align the digital innovation roadmap with other strategies and ensure budget and resource approval milestones are included in the plan



3.1

Detailed Portfolio of Strategic Projects

A detailed portfolio of Council’s Strategic Digital Projects is broken down below by project, description of the activities, and the year in which they will be delivered. A number of projects have been delivered where it was essential to proceed prior to adoption of the Strategy to maintain operations and continued service delivery to the community.

<div> 1. Customer-Centric Digital Services Create customer-centred programs and services using technology to be more efficient and responsive to the needs of Council and the community.</div>			
#	Information Services Projects and Services	Actions	Year
1	Uplift Council services access.	Investigate future-focused technologies to increase access to council services from any service point, including multilingual capabilities.	2
2	Customer Experience enhancement of online services.	Implementation of Ci Anywhere Property & Rating Request Management.	3
3	3.1 TechnologyOne Local Government Portal Implementation.	Investigate the feasibility of all relevant Digital Services made available online and on mobile and consolidate all online options in the TechnologyOne suite.	3
	3.2 TechnologyOne Local Government Portal Implementation.	Extensive customer dashboards for access to all Council services; full visibility & tracking of Council services and progress.	4
4	NSW Planning Portal Roadmap Implementation.	Align NSW Planning Portal Roadmap implementation with Council's Systems.	1



Digital board in Merrylands Civic Square



2. Modern Technology Landscape

Use efficient and secure technology that will support the Council business, employee productivity, and wellbeing.

#	Information Services Projects and Services	Actions	Year
5	CiA Contract Management & New Module - contracts proposed implementation.	Contract management (alerts, reporting; link to community planning/ internal check – close the loop).	Completed
6	6.1 Strategic Asset Management.	Investigate Asset Management Technology and options to integrate with TechOne.	1
	6.2 Intelligent Asset Management.	Support the delivery of Actions within Council's Smart Places Strategy.	1 to 4
7	Enhance Information Technology Service Management.	Enhance Information Technology Service Management aligned to contemporary industry practice, including formal KPI reporting.	Completed
8	CiA – Business Process Automation Forms.	Implement Business Process Automation to increase efficiency, reduce errors and improve overall productivity.	1 to 4
9	9.1 Development and enhancement of IntraMaps modules.	Create Land Register tool for consolidation of public land and Crown land information.	2
	9.2 Environmental Digital Program.	Enhance IntraMaps modules for environmental digital initiatives.	4



2. Modern Technology Landscape

Use efficient and secure technology that will support the Council business, employee productivity, and wellbeing.

#	Information Services Projects and Services	Actions	Year
10	Property & Rating Uplift/ reimplementation to CiA.	Uplift all remaining suites in CiA.	3
11	11.1 TechnologyOne CiA Human Resources & Payroll Review.	Implement the HR and Payroll Solution to increase efficiency, integration, and reporting.	1
	11.2 Digitise internal workflows.	Digitise workflows and processes, internal e-signatures, easy access to online data and reports.	2
12	Procurement, Accounts Payable, Enterprise Budgeting uplift to CiA.	Implement Procurement, Accounts Payable, and Enterprise Budgeting Uplift to CiA with view to cross savings, efficiency, and improved decision making.	Completed
13	Video Conferencing Uplift.	Refresh video conference solutions so each major site has at least one contemporary Teams Room.	Completed
14	Fleet Management - Plant Service Scheduling.	Use TechnologyOne's scheduling module to trigger work orders for scheduled inspections based on their odometer reading.	Completed



3. Data-driven Business Insights

Enable data-informed decision-making. All investment decisions, policies, and service delivery models are informed by trustworthy data insights.

#	Information Services Projects and Services	Actions	Year
15	CiA Reporting/ Dashboards/ Analytics.	Uplift existing dashboards, develop smart reporting and business intelligence tools, provide accessible reporting of strategic plans.	1 to 4
16	16.1 Data Cleansing.	Leverage customer data, profiles, and analysis.	1 to 2
	16.2 Data Cleansing.	Develop holistic customer profiles, preferences, and insights.	4
17	Develop Data Governance Framework.	Formalise monitoring and reporting of Information Services performance and service satisfaction.	1 to 4
18	TechnologyOne Quarterly Performance Review (QPR) Implementation.	Implement dashboards for management, log feedback and changes, work with Strategy and Improvement team on requirements.	1 to 4





4. Information Services Operating Model

Evolve the role and skills of Information Services to respond better to demands of the Council business. Information Services staff will work more closely with service delivery teams to embrace digital opportunities.

#	Information Services Projects and Services	Actions	Year
19	19.1 Review Information Services Operating Model and rebranded department.	Review Information Services business and customer-centric operating model, including structure, skills, and staffing levels. Consider 'Business Partners' aligned to Council services.	1
	19.2 Review Information Services Operating Model and rebranded department.	Review Information Services support model and "one-stop-shop" Service Desk.	Completed
	19.3 Review Information Services Operating Model and rebranded department.	Formalise monitoring and reporting of Information Services performance and service satisfaction.	Completed
	19.4 Review Information Services Operating Model and rebranded department.	Implement Information Services Service Management, online KPI reporting, and service levels.	Completed
	19.5 Review Information Services Operating Model and rebranded department.	Develop fully automated service level dashboards and automated KPI tracking.	Completed
20	Implement formal Information Technology Governance practices.	Implement Information Technology Governance aligned to contemporary leading practice.	1
21	Enhance collaboration between Strategy & Improvement team and Digital Services Steering Committee.	Introduce digital project governance processes to review all Information Services requests, initiatives and projects against strategic roadmaps and plans.	2



4. Information Services Operating Model

Evolve the role and skills of Information Services to respond better to demands of the Council business. Information Services staff will work more closely with service delivery teams to embrace digital opportunities.

#	Information Services Projects and Services	Actions	Year
22	Address skill and capability gaps to ensure alignment to future needs.	Identify training and development needs for Information Services staff, including formal certifications to build capability.	1 to 4
23	Develop a Digital Services Catalogue.	Develop Digital Services Catalogue with service owners, definitions, criticality criteria, service and support levels, and vendor support contracts.	2
24	Implement Digital Services self-service capability.	Provide tools and channels for users to access knowledge, raise requests or incidents, and track resolution.	1 to 4



5. Strong Cyber Security and Governance

Implement robust and effective Cyber Security controls and appropriate governance structures to protect and secure systems and data.

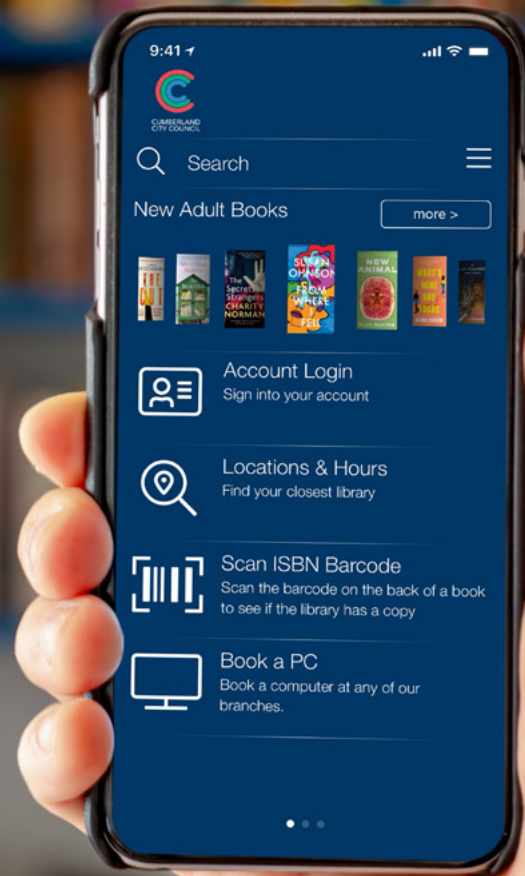
#	Information Services Projects and Services	Actions	Year
25	Develop Third Party Security Management.	Develop Third Party Security Management Standard, incorporating assurance and compliance requirements.	1
26	26.1 Establish Cyber Security Governance.	Establish Cyber Security Governance and define roles and responsibilities.	Completed
	26.2 Establish Cyber Incident Response Plan.	Establish enhanced Cyber Security position.	2
	26.3 Leverage of strong Governance Model.	Leverage strong Governance Model and effective Steering Committee.	3
27	Implementation of Information Security Manual controls.	Establish Cyber Incident Response Plan and Security Information and Event Management capabilities.	2
28	Vulnerability Assessment and Penetration Testing.	Perform Internal and External Vulnerability Assessment and Penetration Testing.	1 to 4
29	Establish Security Requirement aligned guidelines.	Develop / Refresh Policies, Standards and Procedures in line with security requirements.	1 to 4
30	Security Schema Rebuild.	Ensure the TechnologyOne structure reflects the current organisational structure.	Completed



6. Vision for Digital Innovation

Assist in the delivery of Smart Places Strategy projects and Internet of Things, to improve asset management and customer service. Explore machine learning and artificial intelligence to optimise service delivery.

#	Information Services Projects and Services	Actions	Year
31	Use new technologies, including Internet of Things and GIS data for predictive management.	Establish self-service interactive maps and 3D Modelling capabilities to manage built and natural assets and meet statutory requirements.	1 to 2
32	Virtual technology vertical alignment.	Explore augmented and virtual reality technologies and devices including spatial computing.	4
33	Explore AI Trials.	Implement AI planning trials as part of the NSW Government Program.	1
34	Optimise Asset Management for Quality and Efficiency	Investigate options with enterprise asset management to optimise the quality and utilisation of assets throughout their lifecycle, increase productive uptime and reduce operational costs.	3



SECTION FOUR: Appendix

Glossary

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Glossary

Term	Definition
(AI) Artificial Intelligence	The use of machines and systems to complete tasks normally requiring human intelligence such as learning, reasoning and speech
(AI) Augmented Intelligence	A human-centred partnership model of people and artificial intelligence working together to enhance cognitive performance
Ci	Connected Intelligence
CiA	Connected Intelligence Anywhere - cloud
CISM	Certified Information Systems Manager
CISO	Chief Information Security Officer
CRM	Customer Request Management (system)
Customers	Customers (who might also be described as citizens) are individuals and organisations who have any valid reason to access information or services provided by Council
CX	Customer Experience
Dashboard	An online interface which reports key city data and provides visualisation, interactivity, and data access functionality
Digital Identity	A unique digital identity for humans and devices
DSSC	Digital Strategy Steering Committee
FOI	Freedom of Information
FTP	File Transfer Protocol
Geospatial	Geospatial is used to indicate that data that has a geographic component to it. This means that the records in a dataset have locational information tied to them such as geographic data in the form of coordinates, address, city, or postcode
GIS	A Geospatial / Geographical Information System (GIS) is an information system that integrates, stores, edits, analyses, shares, and displays geographic information. GIS applications are tools that allow users to create interactive queries (user created searches), analyse spatial information, edit data, maps, and present the results of all these operations
EA	Enterprise Architecture Principles form a firm foundation for the future of digital services and successful implementation of the Digital Strategy
ICT	Information and Communications Technology
IS	Information Services

Term	Definition
ISM	Information Security Manual
IT	Information Technology
Internet of Things / IoT	Internet of Things - Concept of devices with an IP address that can receive configuration and report commands and/or transmit/receive data related to that device to and from agreed sources that are either machine or human for immediate or future action
ITIL	Information Technology Infrastructure Library
ITSM	IT Service Management
Kronos	A workforce management and HCM software application
LPWAN	Low Powered Wide Area Network radio system to support data capture from IoT devices (Thinextra SigFox)
Machine Learning	Machine learning is the study of computer algorithms that improve automatically through experience. It is seen as a subset of artificial intelligence
(ML)	Machine learning is the study of computer algorithms that improve automatically through experience. It is seen as a subset of artificial intelligence
Multi Factor Authentication (MFA)	Multifactor authentication enhances the security of an application by requiring users to provide multiple proofs of authentication to gain access
NAR	Name and Address Register is a database that is used to store the names and addresses of the people and entities that Council deals with
Service Level Agreement (SLA)	A committed ICT service delivery level that if breached may incur penalties in the form of payments or other penalties to customers
Smart City	A city that applies digital technology, data, and innovative practices to improve liveability, sustainability, collaboration, economic opportunities, and productivity
TOGAF	The Open Group Architecture Framework (TOGAF) is a framework for enterprise architecture that provides an approach for designing, planning, implementing, and governing an enterprise information technology architecture



CUMBERLAND
CITY COUNCIL

DRAFT

Digital Strategy 2025-2029

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