

SUTHERLANDSHIRE



Resourcing Strategy

Information Technology Strategy

2025-2029





Acknowledgement of Country

Sutherland Shire Council acknowledges the Dharawal people as the Traditional Custodians of the land within Sutherland Shire.

We value and celebrate Dharawal culture and language and acknowledge the Dharawal people's continuing connection to the land, the sea, and the community.

We pay respect to the Elders and their families, past, present, and emerging, and through them, to all Aboriginal and/or Torres Strait Islander peoples.

Image: Waterway connections: a mangrove migration, by Merindah Funnell

Table of contents

Acknowledgement of Country	2
Table of contents	3
Introduction.....	4
Our strategic approach	5
Delivery	7
Our vision.....	8
Our principles.....	9
Our technology landscape.....	10
Information technology as a business enabler	11
Information, Customer and Technology Strategy 2021-2024.....	13
Strategy overview	14
Our focus areas	16
Benefits realisation	26

Introduction

This Information Technology Strategy is a comprehensive roadmap designed to guide the Council in leveraging technology to achieve both its IT and broader business objectives over the next four years.

Recognising that the way our community engages with us is crucial to our collective success, we are committed to fostering a connected, digitally savvy, and informed community that thrives on collaboration and communication. Through innovative initiatives and responsive services, we aim to support our community's growth and development.

The Strategy outlines a clear vision for the future, detailing specific initiatives and projects that will be undertaken to enhance community interactions with Council services; improve efficiency, productivity and decision-making; maintain secure and reliable systems; and support innovation.

This Information Technology Strategy works alongside our other Resourcing Strategies – the Long Term Financial Plan, Asset Management Strategy and Plans; and Workforce Strategy, to ensure Council's technology enables the achievement of Council's strategic goals and objectives.

Our strategic approach

Integrated Planning and Reporting Framework

The Integrated Planning and Reporting Framework allows Council to bring all of our plans and strategies together so that we have a clear vision and an agreed roadmap for delivering community priorities and aspirations. The framework requires us to take a long-term approach to planning and decision-making based on community engagement.

The framework is led by our Community Plan, an aspirational vision for the whole Sutherland Shire that covers 10 years. The Community Plan is structured around themes, community priorities and strategies, and helps inform all other Council plans and strategies.

The Delivery Program sets out in more detail those community priorities that Council will work towards during its current term, and the Operational Plan describes Council's individual projects, actions and budgets to reach those goals for each financial year. Progress is reported back to the community each quarter, as well as the Annual report.

The Resourcing Strategy, Community Engagement Strategy and supporting documents help transform the plans into clearly defined strategies and actions.

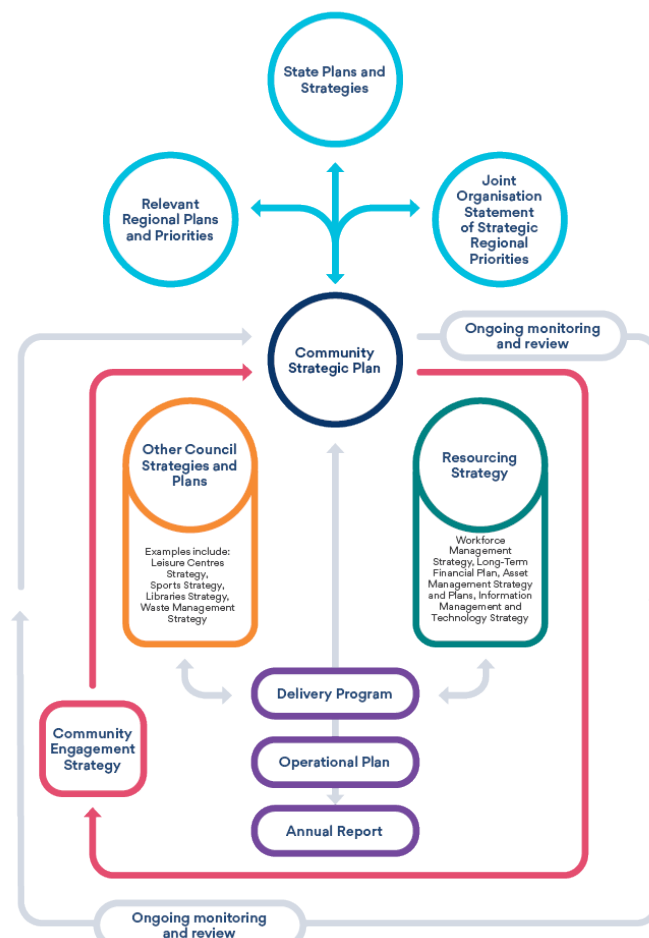


Figure 1: Visual flow chart showing the Integrated Planning and Reporting Framework.

The Resourcing Strategy is a key part of the Integrated Planning and Reporting Framework. It outlines Council’s resource commitment over the short, medium and long term - supporting the actions, strategies and outcomes of the one year Operational Plan, 4 year Delivery Program and 10 year Community Plan.



Figure 2: Illustration of the relationship between the components of the Integrated Planning and Reporting Framework.

Our Community Priorities

The Community Plan sets out our community’s vision, aspirations and priorities for the future of Sutherland Shire. The following themes illustrate our community’s high-level aspirations to ensure we continue to be a community where life thrives.

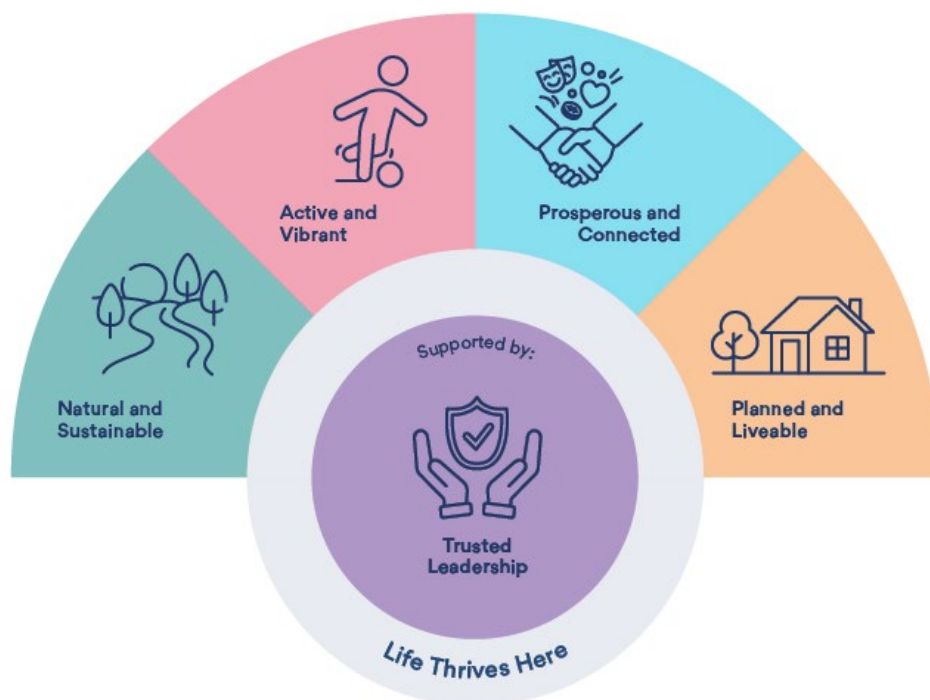


Figure 3: A diagram showing our community’s five priority areas; Natural and Sustainable, Active and Vibrant, Prosperous and Connected, Planned and Liveable and Trusted Leadership.

Delivery

Integration

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

Implementation

The delivery of the Strategy will be guided by the strategic actions contained within it. The strategic actions are grouped under each Focus Area and include timeframes and responsibility for delivery.

Evaluation

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 employee and customer satisfaction surveys, data analysis, project tracking and benefits realisation.

Reporting

We will report on the delivery of this Strategy in the following ways:

- Quarterly reporting to Council through our Delivery Program and Operational Plan progress reports
- Annual Report
- State of the Shire Report
- Major review in 2029 prior to the development of the next Information Technology Strategy.

Resourcing

Many of the actions in this Strategy will not require additional funding and will be included as part of our everyday work. This may include reviewing the way we work and looking at how existing resources are being utilised. Some actions will require additional funding, and these will be considered as part of Council's annual budget and planning process.

Our vision

To be trusted and valued by Council, through proactively partnering with our stakeholders, enabling progressive, customer focused, and secure IT services aligned with Council strategic objectives.

In today's rapidly evolving digital landscape, the role of Information Technology within our Council is more critical than ever. Our Information Management & Technology division is dedicated to fostering a culture of customer service, innovation and excellence, ensuring that we not only meet but exceed the expectations of our stakeholders. By proactively partnering with other Council departments and aligning our efforts with Council's strategic objectives, we aim to deliver progressive, customer-focused, and secure IT services. Our commitment to trust and value is the cornerstone of our mission, driving us to continuously enhance our capabilities and support the Council's vision for a brighter future.

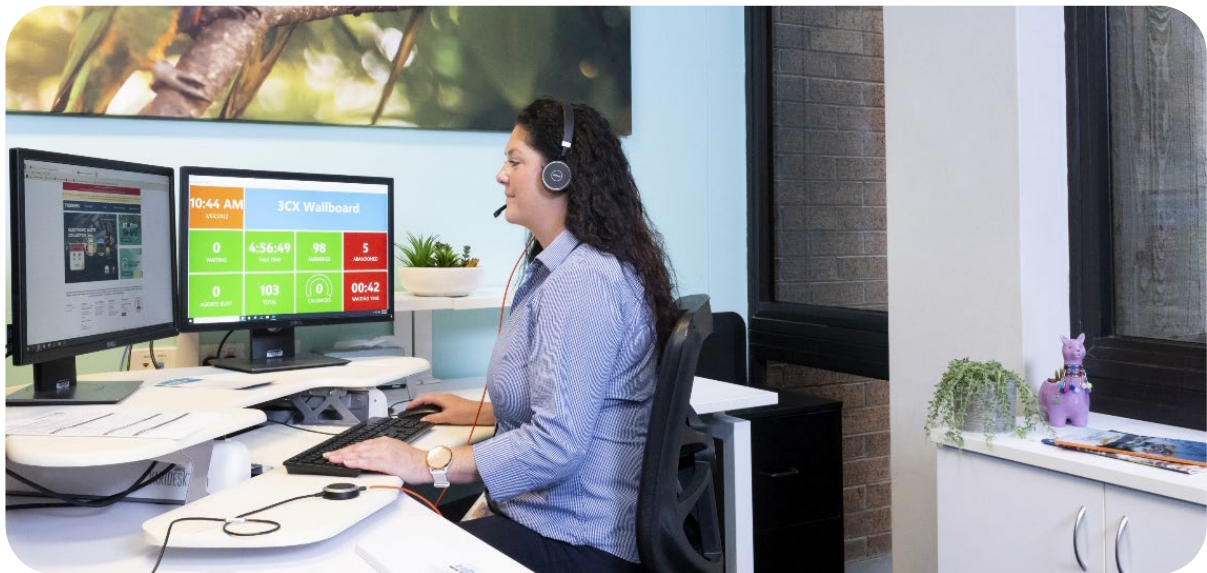


Image 1: A female customer service worker wearing a headset sits at her computer.

Our principles

Strategic Alignment

IT initiatives are designed to enhance service delivery and enable the achievement of Councils strategic objectives. IT at Council is a means to an end, not the end itself.

Trusted partner

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

Human centric

People are at the heart of what we do. Our greatest asset is our team. We strive for easy to use, accessible solutions informed by our customers, fostering strong relationships to enhance their experiences.

Value focused

We partner and collaborate to deliver value, by working on the right investments to meet current needs and create future growth and by measuring initiative outcomes not just milestones.

Secure and private

Robust security and privacy are foundational to our designs and solutions. All decisions prioritise the protection of the data and information entrusted to us by the community.

Agile and evolving

We use best practice methodologies and practices that prioritise flexibility, collaboration, embrace change and continuous improvement.

Scalable

We design IT systems and services to enable growth and adaption as the organisation's needs change.

Risk based

We identify, assess, prioritise and mitigate risks associated with IT systems, services, projects and data.

Sustainable

We consider the environmental impact of technology decisions and aim for sustainable practices.

Continuous improvement

We regularly evaluate and refine IT processes and systems for better performance based on feedback and best practice.

Our technology landscape

	• 4,026,658 Council website views • 918,477 individual council website users
	• 1380 staff + 15 councillors* • 1150 supported devices *
	• 40,000,000 physical records * • 12,000,000 digital records *
	• 31 sites/locations • 13 critical systems • 11 external web sites

*as at March 2025

Our IT department provides both digital technology and information management services to staff and customers of Council.

Our services include:

- IT Infrastructure and Operations Management
- IT Software Application Management
- IT Strategy, Project Management and Solution Delivery
- IT Support (including onboarding and offboarding)
- IT Governance, risk and audit (including cyber security and privacy)
- Mapping, land information and geospatial services
- Information access*, archives and records management.

*Government Information (Public Access)

Information technology as a business enabler

Driving digitisation innovation and success

In today's rapidly evolving business landscape, information technology (IT) stands at the forefront of innovation and strategic growth. No longer merely a support function, IT has emerged as an enabler of business objectives, transforming the way Council operates, and engages with customers. As organisations increasingly rely on technology to drive efficiency and foster creativity, it becomes evident that IT is not just a tool, it's a critical driver of success.

Enhancing operational efficiency

One of the most significant roles of IT in Council is enhancing operational efficiency. Digitisation, automation tools, cloud computing, and data analytics have revolutionised traditional processes, allowing organisations to streamline operations. For instance, businesses can automate routine tasks, enhancing accuracy and freeing employees to focus on strategic initiatives that add greater value. By leveraging IT solutions such as the OneCouncil enterprise resource planning (ERP) system, Council can integrate various functions, improve efficiency and make more informed decisions.

Cloud computing

The advent of cloud technology has enabled organisations to scale their operations effortlessly. With cloud-based Software As A Service (SaaS) solutions, businesses can access resources on-demand, enhancing mobility and productivity. This agility not only enhances efficiency but also enhances availability and collaboration.

Fostering innovation

IT serves as a catalyst for innovation, enabling organisations to explore new business models and enhance the ability to serve customers. By utilising advanced technologies such as artificial intelligence (AI), machine learning, and the Internet of Things (IoT), Council can uncover insights that were previously unknown or hidden in vast amounts of data. These insights inform service development, marketing strategies, and customer engagement, driving innovation across all business units.

Empowering decision-making

Data is often referred to as the new oil, and for good reason. IT equips organisations with powerful analytics tools that transform raw data into actionable insights. With real-time data analysis, businesses can make informed decisions that align with their strategic goals. This data-driven approach minimises risks, enhances forecasting accuracy, and optimises resource allocation.

Furthermore, IT enables organisations to implement robust performance management systems. By tracking key performance indicators (KPIs) and other metrics, businesses can assess their progress toward goals and adjust their strategies accordingly. This level of insight fosters a culture of continuous improvement, driving long-term success.

Enhancing collaboration and communication

Effective collaboration and communication are paramount to organisational success. IT provides the tools necessary for teams to collaborate seamlessly, regardless of location.

These tools not only enhance internal communication but also improve external collaboration with partners and the community. Having reliable IT systems in place ensures that communication flows smoothly, fostering stronger relationships and enhancing overall productivity.

As the digital landscape continues to evolve, the importance of IT as a business enabler cannot be overstated. From enhancing operational efficiency to fostering innovation and empowering decision-making, IT plays a pivotal role in shaping the future of organisations. Embracing technology is no longer an option; it is a necessity for businesses that aspire to thrive in today's competitive environment. By leveraging IT strategically, companies can unlock new opportunities, drive growth, and ultimately secure their place as leaders in their respective industries. In this age of digital transformation, IT is not just a department; it is the backbone of business success.

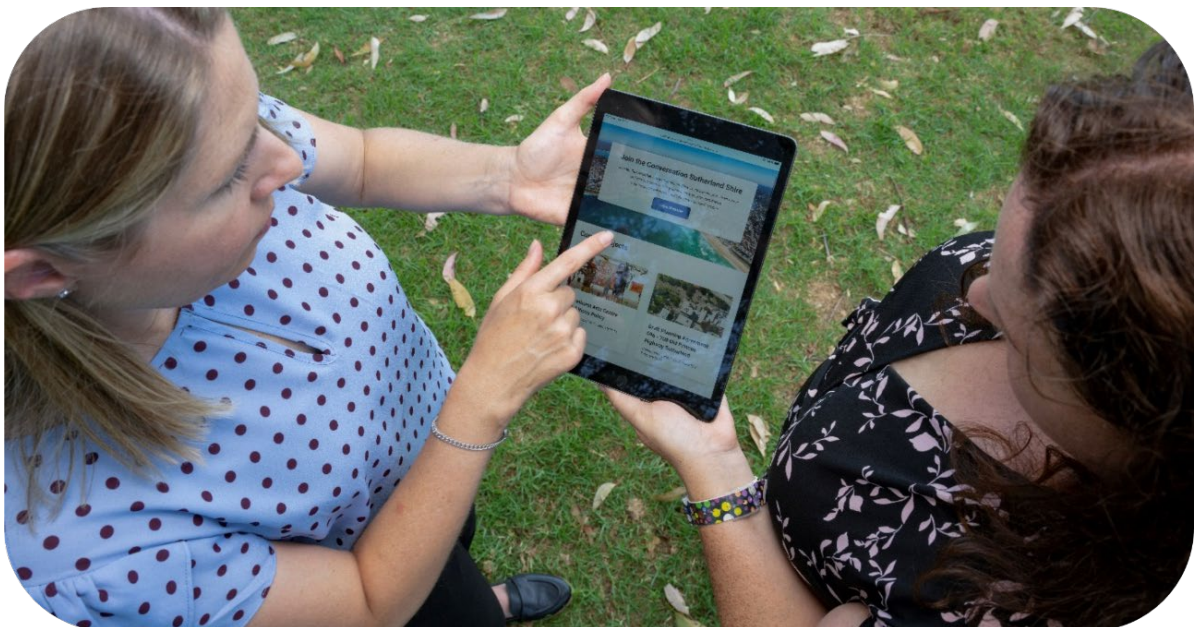


Image 2: Employee talking to community member, Sutherland Shire Council join the conversation website on tablet

Information, Customer and Technology Strategy 2021-2024

The previous strategy paved the way for modern, mobile and secure ways of working by implementing fundamental technology, capability and service upgrades, building a solid foundation for our next set of strategic initiatives:



Employee satisfaction

Delivered projects:

- ✓ Modernise meeting room technology to support Agile ways of working - Project Amplify Phase 1 & 2
- ✓ Upgrade and rationalise multifunction devices
- ✓ Migrate Email to the cloud for access anywhere, anytime, any device
- ✓ Implement enterprise Soft Phone technology - replacing the main exchange
- ✓ Device As A Service (DaaS) - 856 modern, mobile computing devices delivered
- ✓ Employee Experience Platform – transform external web site for increased customer engagement and self service
- ✓ Intranet modernisation



Operational Excellence & Future Growth

Delivered projects:

- ✓ OneCouncil integrated application suite Implementation – first two phases (finance, procurement, asset and customer request mgt)
- ✓ Establish Cyber Security program and Information Security Mgt System
- ✓ Upgrade data network for increased reliability and Wifi coverage
- ✓ Upgrade the Emergency Operational Centre technology
- ✓ Transform the IT Operating Model to support excellence in service and strategy delivery
- ✓ Commence move to a hybrid Cloud platform



Delivery excellence

Delivered projects:

- ✓ Uplift Portfolio Management Practice Agile@Scale delivery
- ✓ Establish a Business Partnership Model
- ✓ Establish Vendor Partnerships and promote Smart Sourcing
- ✓ Embed Organisational Change Management into ICT Delivery methodology
- ✓ Adhere to Service by Design principles
- ✓ Develop and embed an ICT Risk Framework
- ✓ Establish ICT Professional Development Program

Strategy overview

Key components of the strategy

The Information Technology Strategy articulates a clear vision and identifies the requirements, critical initiatives, and strategic directions that IT will pursue to align with business strategies. This strategic planning process helps to ensure that IT efforts are not only reactive but also proactive, positioning Council to navigate unexpected changes and emergencies more effectively and quickly take advantage of opportunities as they arise.

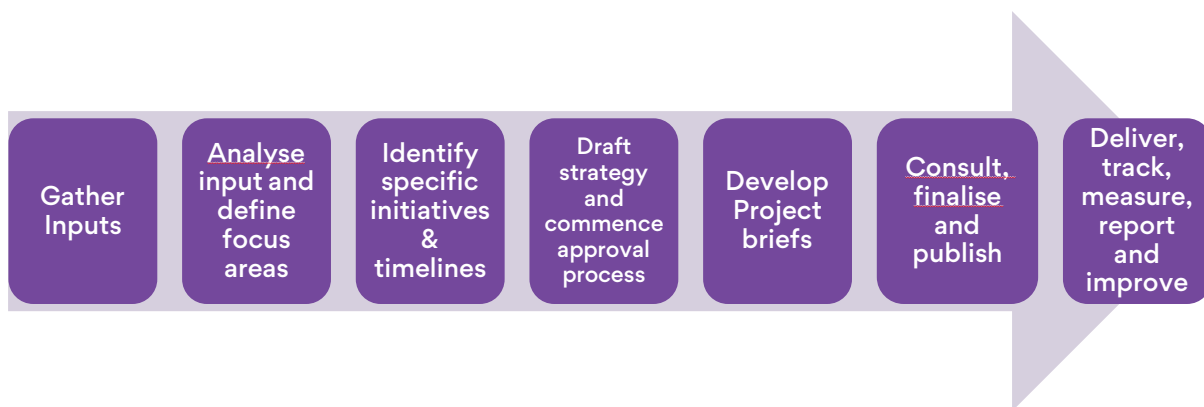
Ensuring robust, secure and scalable foundations are in place is critical to ensuring the business can quickly adopt new technologies as they arise to improve their areas of service delivery.

Strategy development journey

The IT Strategy 2025-2029 will evolve through a structured process, ensuring alignment with Council priorities, stakeholder input, and effective execution. The key stages are:

1. **Gather Inputs** – Engage stakeholders through workshops, consultations, and industry research to understand key challenges, opportunities, and priorities.
2. **Analyse Inputs & Define Focus Areas** – Assess collected insights to identify strategic priorities and establish key focus areas that will drive IT's contribution to council objectives.
3. **Identify Initiatives & Timelines** – Develop a portfolio of specific initiatives under each focus area, including indicative timelines and resource considerations.
4. **Draft Strategy & Seek Approval** – Prepare the IT Strategy document in draft form and initiate the approval process with relevant stakeholders and leadership.
5. **Develop Project Briefs** – Create detailed project briefs for each initiative, outlining objectives, scope, dependencies, and expected outcomes.
6. **Consult, Finalise & Publish** – Conduct public consultation, incorporate feedback, and publish the approved IT Strategy to guide implementation.
7. **Deliver, Track, Measure, Report & Improve** – Implement initiatives, monitor progress against key performance indicators, report on outcomes, and continuously refine the strategy to ensure ongoing alignment with Council needs and emerging technologies.

This phased approach ensures a well-structured transition from strategy development to execution, enabling Council to realise tangible benefits while maintaining flexibility to adapt as needed.



Input gathering channels

To ensure a comprehensive and well-informed Information Technology Strategy, we have gathered and analysed input from a variety of sources. This graphic illustrates the diverse range of inputs that have shaped our strategy, including surveys, workshops, interviews, and other business unit strategies. By incorporating feedback from these multiple channels, we aim to create a robust and inclusive Information Technology Strategy that aligns with the Council's strategic objectives and addresses the needs of all stakeholders considering both opportunities and risks.

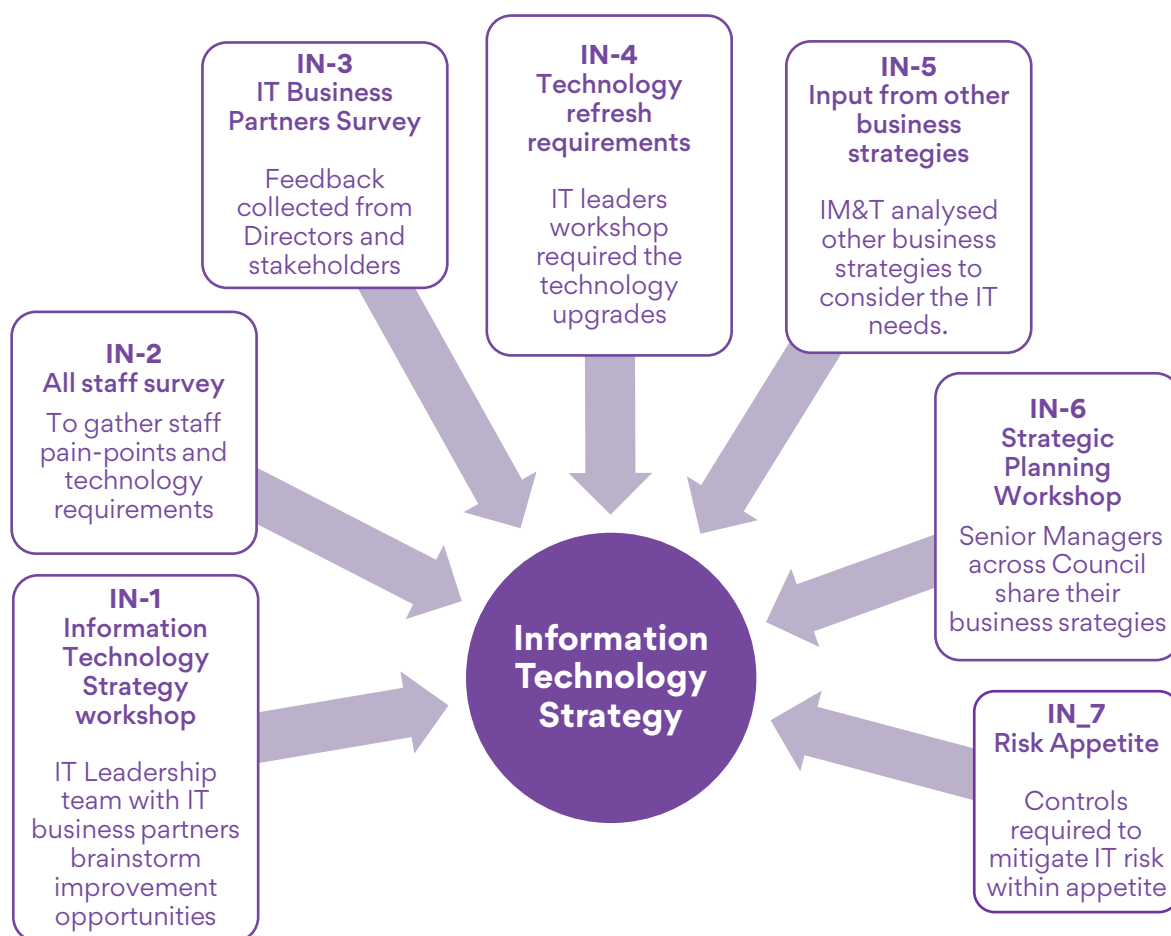


Figure 4: Graphic showing the seven input sources that have informed the strategy

Our focus areas

Our IT Strategy is structured around **Focus Areas** ensuring we balance innovation and service delivery with a strong, sustainable technology foundation.

- **Innovation and Service Delivery focus areas** define where we will direct our efforts to drive measurable improvements and deliver strategic value to both the community and the council. These areas represent key priorities that will evolve over time as technology and business needs change.
 - **Customer Experience** – Enhancing the way our community interacts with council services through seamless, user-friendly digital experiences and improved accessibility.
 - **Council Operational Excellence** – Leveraging technology and data to drive efficiency, streamline processes, and support evidence-based decision-making across council operations.
- **Foundational focus areas** represent the enduring principles and capabilities that underpin all IT initiatives. These pillars ensure stability, security, and long-term resilience while enabling continuous improvement and transformation.
 - **Employee Experience** – Equipping staff with the right digital tools, systems, and support to enable productivity, collaboration, and high-quality service delivery.
 - **IT Excellence** – Maintaining a secure, scalable, and well-governed technology environment that supports innovation, operational reliability, and continuous service enhancement.

By focusing on these key areas our IT Strategy ensures we can meet the evolving needs of both our community and workforce while delivering sustainable, long-term value.



Innovation and Service Delivery

Customer Experience

A responsive and easy to engage Council

Council Operational Excellence

Empowering communities through operational excellence



Foundational

Employee Experience

People are at the heart of our success

IT Excellence

Evolving and elevating IT solutions and services

Focus area 1: Customer Experience

A responsive and easy to engage Council

Our customers deserve exceptional experiences and a Council that is seamless and approachable. We're dedicated to crafting solutions that put the customer at the heart of our design process. By truly understanding their needs and expectations, we strive to create meaningful interactions that elevate their overall experience and make every engagement a pleasure.

Implementation Actions	Delivery/ Collaboration	Years					Funded
		25/26	26/27	27/28	28/29	On Going	
1.1 Uplift Call Centre technology for enhanced customer experience Implement contemporary call centre technologies to enhance customer experience, improve response times, service quality, and personalisation.	Delivery Stream Information Management & Technology Collaboration Customer & Engagement	✓	✓				Yes
1.2 Implement Customer Experience Digital Dashboard to enable faster service improvements Deliver real-time insights on customer interactions, feedback, and service performance, enabling data-driven decision-making for enhanced Customer Experience.	Delivery Stream Information Management & Technology Collaboration Customer & Engagement		✓	✓			Yes
1.3 Optimisation of forms and workflows to enhance streamline interactions Review and update both internal and external facing forms to improve customer experience, service efficiency and accessibility in line with our data collection and privacy standards.	Delivery Stream Information Management & Technology Collaboration Customer & Engagement People & Culture	✓	✓	✓			Yes

Implementation Actions		Years					Funded
Delivery/ Collaboration		25/26	26/27	27/28	28/29	On Going	
1.4	Implementation of Customer Engagement Portals to improve customer service						Yes
	Enhance the experience for the community when interacting with Council for payments, requests and applications. Part of project rocket (refer to 2.1)	✓	✓				
1.5	Review accessibility status of customer facing systems to enhance inclusion						Yes
	Review the accessibility status of our customer facing systems and identify actions, including where vendor representations are required, to improve compliance with accessibility standards.	✓	✓				
1.6	Digital Experience Platform Optimisation						Partially
	Support the development and implementation of DXP Optimisation Plan which ensures Council's website is meeting customer needs. This is aligned to the Customer Experience strategy (1.4, 2.3, 2.4).	✓	✓			✓	

Focus area 2: Council Operational Excellence

Empowering communities through operational excellence

At Council, we are dedicated to continuously improving our services to the community. By leveraging technology and streamlining processes, we enhance our ability to deliver timely, efficient and effective services.

The primary initiative in this focus area is the completion of the OneCouncil software suite implementation. A transformation program that represents significant effort and investment that will continue to deliver substantial benefits for Council. Completing this program and continuing to leverage the platform for even greater value is a core part of this strategy.

Implementation Actions	Delivery/ Collaboration	Years				On Going	Funded
		25/26	26/27	27/28	28/29		
2.1 Complete deployment of the Technology One OneCouncil integrated application suite (Project Rocket Release 2 and 3) Deploy capabilities to streamline operations, enhance efficiency, monitor performance and improve service delivery. The remaining modules are HRP - Human Resources and Payroll, Property and Rating, and Enterprise Content Management ahead of legacy system decommissioning.	Delivery Stream Information Management & Technology Collaboration Planning Directorate Finance, Property & Performance People & Culture	✓	✓				Yes
2.2 Implementation of Enterprise-wide integrated Point of Sale Solution This initiative streamlines sales operations with a unified, scalable system, ensuring seamless transactions, real-time data, and enhanced customer experience across all customer touchpoints. This integrated solution will facilitate real-time data sharing, reporting, and analytics, enabling better decision-making and strategic planning.	Delivery Stream Information Management & Technology Collaboration Finance, Property & Performance	✓	✓	✓			Yes

Implementation Actions		Delivery/ Collaboration	Years				On Going	Funded
			25/26	26/27	27/28	28/29		
2.3	Digitise physical records archive to improve service efficiency This initiative converts physical records into a digital form protecting information assets from environmental risks and enabling secure, efficient, and on-demand internal access for improved customer and operational efficiency.	Delivery Stream Information Management & Technology	✓	✓	✓			Yes
2.4	Implement a standard digital workforce rostering solution Implementation of a standard digital rostering solution across various Council departments that integrates with OneCouncil.	Delivery Stream Information Management & Technology Collaboration Various Business Units		✓	✓			Yes
2.5	Sustain and enhance OneCouncil modules to deliver increased value from the technology (Project Orbit) This initiative focuses on enhancing OneCouncil beyond the initial deployment to fully realise the system's potential, take advantage of newly released functionality and align with Council's and the community's evolving needs. Initiatives include implementation of Enterprise Maps, Enterprise Asset Management Contractor Portal, Advanced HRP features e.g. auto Outlook signature update, advanced analytic capabilities, Operations Dashboards, uplifting training and awareness around delivered products and integrating other applications e.g. Rostering, Telematics.	Delivery Stream Information Management & Technology Collaboration Community Directorate		✓	✓	✓	✓	Partially

Implementation Actions		Delivery/ Collaboration	Years				On Going	Funded
			25/26	26/27	27/28	28/29		
2.6	Develop and implement Data Governance strategy to mitigate data quality risks	Delivery Stream Information Management & Technology						
	Establish policies, standards, and controls to ensure data quality, security, and compliance across the organisation.	Collaboration Finance, Property & Performance		✓	✓			Yes
		Customer & Engagement						
2.7	Investigate leveraging AI to assist with Service Delivery efficiency	Delivery Stream Information Management & Technology						
	Evaluate the value and feasibility of using Artificial Intelligence capabilities (including automation) to assist with various business objectives. Initiatives include applying AI capabilities to assist with customer service, defect detection and asset condition assessments.	Collaboration Customer & Engagement		✓	✓	✓	✓	Partially
		Planning Directorate People & Culture						

Focus area 3: Employee Experience

People are at the heart of our success

Employee experience is the sum of what individuals encounter and observe during their journey with Council. We are committed to fostering a positive and enriching environment by providing our employees with the right tools and resources to excel in their roles.

By empowering staff to focus on their core tasks and eliminating unnecessary hurdles, we enhance productivity and create a supportive atmosphere.

Prioritising their needs helps cultivate a workplace where everyone feels valued, engaged, and motivated to contribute to our shared success, ultimately driving both individual and Council's growth.

Implementation Actions	Delivery/ Collaboration	Years				On Going	Funded
		25/26	26/27	27/28	28/29		
3.1 Provide contemporary technology for staff Refresh technology for staff including upgrading hardware, software, and systems to improve performance, security, employee experience and contribute to sustainability initiatives.	Delivery Stream Information Management & Technology	✓	✓		✓		Yes
3.2 Upgrade meeting room technology - Project Amplify Phase 3 Upgrade the meeting spaces across Council with interactive MS Teams based audio/visual solutions to enable collaboration and remote working capabilities. This phase 3 initiative will cover adding new meeting rooms and upgrading the phase 1 meeting rooms.	Delivery Stream Information Management & Technology Collaboration Facilities and Fleet	✓	✓				Yes

Implementation Actions		Delivery/ Collaboration		Years				On Going	Funded
			25/26	26/27	27/28	28/29			
3.3	Refresh enterprise printing and imaging solution Environmentally sustainable, fit for purpose, printing and imaging solution, catering to the usage requirements of Council. This is MFD replacement at the end of contract with latest ones and moving management solution to the cloud.	Delivery Stream Information Management & Technology		✓					Yes
3.4	Implement integrated Unified Communications as a Service - Phase 2 This project converts the physical phone system to a Microsoft Teams based phone system. The first phase was deployed covering the main exchange (Admin building and Sutherland Library). This second phase covers all remote offices in the Council including decommissioning existing services and contracts.	Delivery Stream Information Management & Technology Collaboration Community Directorate	✓						Yes
3.5	Implement/standardise Digital Signature technology Implement digital signatures to improve security, compliance and operational efficiency. Contributes to a more modern, effective business environment.	Delivery Stream Information Management & Technology Collaboration Corporate Governance		✓	✓				Yes
3.6	Enhance productivity through specialised IT Training and Awareness Enable staff to be more efficient, confident and secure in their use of applications and technology increasing application utilisation and overall productivity.	Delivery Stream Information Management & Technology Collaboration People & Culture	✓	✓	✓				Yes

Focus area 4: IT Excellence

Evolving and elevating IT solutions and services

IT innovation and delivery excellence are central to our mission, ensuring seamless and efficient services. By merging advanced technology with streamlined processes, we achieve high-quality results that delight our users. Our commitment empowers teams to transform challenges into opportunities, setting the stage for success in a dynamic digital landscape.

Implementation Actions	Delivery/ Collaboration	Years				On Going	Funded
		25/26	26/27	27/28	28/29		
4.1 Review IM&T Operating Model Review the required skills, capabilities, roles and structure to ensure the division deliver its core service and strategic objectives.	Delivery Stream Information Management & Technology Collaboration People & Culture	✓					Yes
4.2 Elevate Cyber Resilience to protect community data Continue to increase cyber security maturity using a risk-based approach to the implementation of mitigation strategies across people, process and technology pillars. Initiatives include further E8 controls, Privilege Access Management (PAM), Role Based Access Control (RBAC)	Delivery Stream Information Management & Technology Collaboration Corporate Governance	✓	✓			✓	Yes
4.3 Establish Artificial Intelligence (AI) guardrails to mitigate risks Develop an AI governance model to ensure the technology benefits can be leveraged while at the same time managing the risks.	Delivery Stream Information Management & Technology Collaboration Corporate Governance	✓	✓				Yes
4.4 Implement Mobile Device Management for efficient usage and support Streamline and enhance security, efficiency and manageability of smart phones and tablets used in the field.	Delivery Stream Information Management & Technology	✓	✓				Yes

Implementation Actions		Delivery/ Collaboration	Years				On Going	Funded
			25/26	26/27	27/28	28/29		
4.5	Implement Infrastructure Monitoring solution to increase availability and performance Proactive IT infrastructure monitoring (cloud and on-premise) with smart features enhancing availability, performance and resilience.	Delivery Stream Information Management & Technology		✓				Yes
4.6	Decommission legacy applications and infrastructure to reduce support costs and mitigate cyber security risks This initiative aims to retire outdated applications and infrastructure, reducing costs, improving security, and enhancing efficiency.	Delivery Stream Information Management & Technology	✓	✓	✓			Partially
4.7	Elevate IT Service Management to improve service excellence Transition to an advanced cloud-based IT service management platform while enhancing queue management, best practice service delivery/support processes, demand and Service Level Management.	Delivery Stream Information Management & Technology		✓				Yes
4.8	Review Network and Wi-Fi infrastructure to ensure it is right sized for Council Current Network infrastructure will be 5 years old in 2028. The objective of this assessment is to evaluate, enhance and future proof the network infrastructure for improved performance, security, and scalability to support organisational growth and technology advancements.	Delivery Stream Information Management & Technology			✓			Yes

Benefits realisation

To ensure Council receives the intended value from IT investments, the benefits realisation process is embedded in our IT Project Delivery methodology.

Effective benefits realisation helps to ensure that IT projects not only meet their technical requirements but also contribute to improved customer experience, operational efficiency, employee productivity, and overall business performance. By continuously monitoring and evaluating the benefits, the Council can make informed adjustments to optimise the impact of their IT initiatives and achieve sustainable growth.

In addition to the benefits realisation and KPI's for individual initiatives, overall measures include:

- Employee Satisfaction with Information Technology (devices and systems)
- Increased Customer satisfaction with the ease of use of Council's Information Technology e.g. lodging service requests.



4-20 Eton Street, Sutherland
NSW Australia

Locked Bag 17,
Sutherland NSW 1499

T 02 9710 0333
ssc@ssc.nsw.gov.au
sutherlandshire.nsw.gov.au

© Sutherland Shire Council 2025