

# Resourcing Strategy

Digital Resource  
Management  
Plan

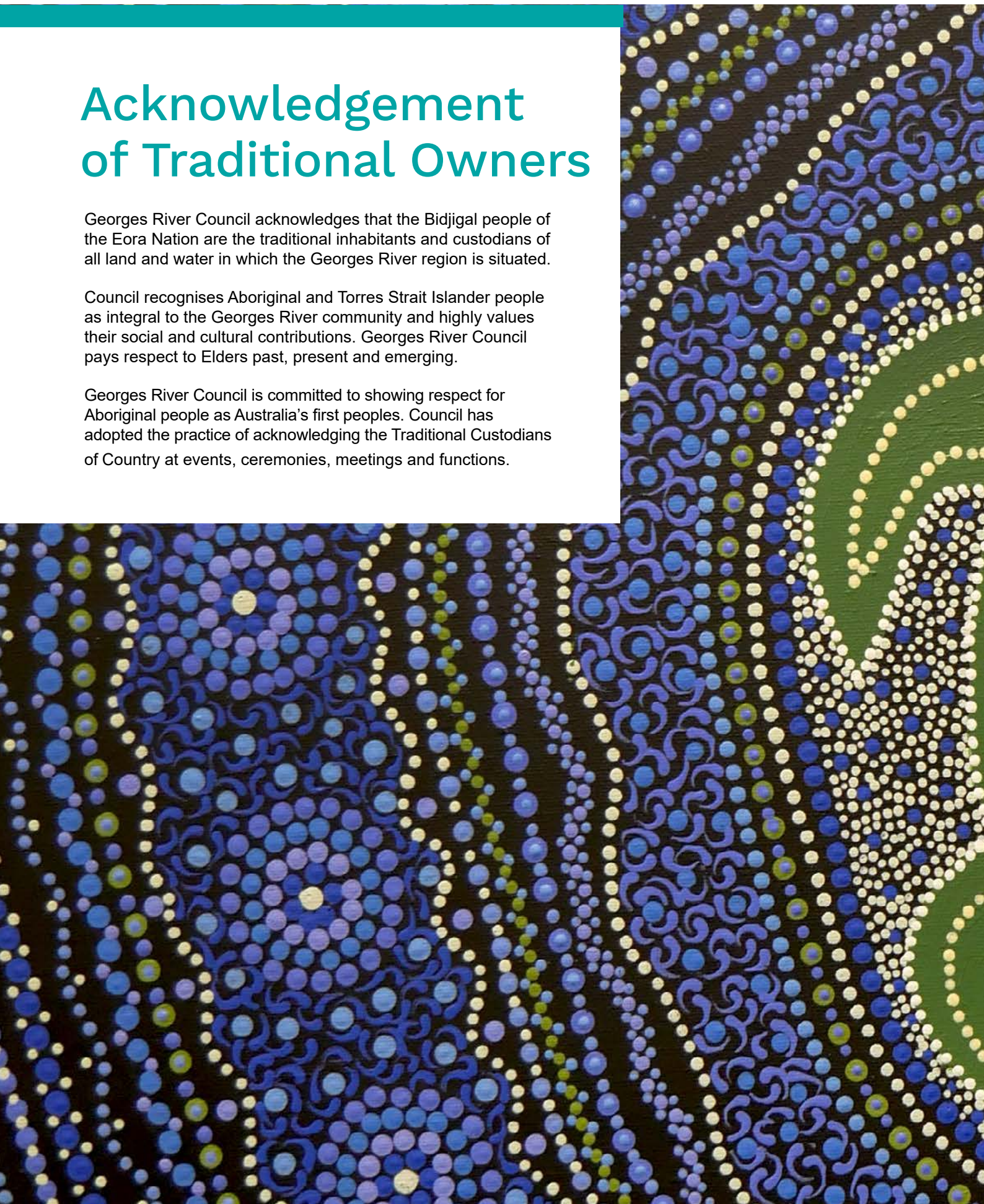
2023/24

# Acknowledgement of Traditional Owners

Georges River Council acknowledges that the Bidjigal people of the Eora Nation are the traditional inhabitants and custodians of all land and water in which the Georges River region is situated.

Council recognises Aboriginal and Torres Strait Islander people as integral to the Georges River community and highly values their social and cultural contributions. Georges River Council pays respect to Elders past, present and emerging.

Georges River Council is committed to showing respect for Aboriginal people as Australia's first peoples. Council has adopted the practice of acknowledging the Traditional Custodians of Country at events, ceremonies, meetings and functions.





# Contents

2	Acknowledgement of Traditional Owners
5	Our vision, mission and values
6	What is the Digital Resource Management Plan?
7	Key themes of Council's Digital Resource Management Plan
9	How will we get there?
10	Where are we now?
12	What are our priorities?
16	Implementation, Monitoring and Review
16	Digital Resource Management Action Plan



# Our vision, mission and values

## Our vision

Naturally connected to place, community and Country.

## Our mission

A leading, people-focused organisation delivering outstanding results for our community and city.

## Our values



### United

We will work collaboratively as one team with common purpose and respect



### Professional

We will act with integrity and seek opportunities to learn and grow



### Honest

We will be open and truthful with each other and our community



### Accountable

We will own our decisions and actions as we strive for excellence



# What is the Digital Resource Management Plan?

## A focus on our digital resources

Council's Digital Resource Management Plan is used to guide council on its delivery of the best digital framework which will enable responsive and timely services and information. It is one of four components of Council's Resourcing Strategy, 2023/2024.

The Resourcing Strategy articulates how the Council's finances, workforce, infrastructure, and technology will support the implementation of our Delivery Program 2022-2026. The Delivery Program works towards meeting the aspirations and expectations expressed in the Community Strategic Plan 2022-2032 for the Georges River Local Government Area (LGA).

Council's digital infrastructure is a critical enabler that supports the whole of our operations. It facilitates the delivery of all services to our community and customers. Internally, it also ensures our workforce, governance, Councillor, and corporate support functions run smoothly. We have identified that our digital assets and resources are a key area to consider strategically for both our current operations and when planning for the future.

This Digital Resource Management Plan defines our current position and directs the roadmap by which Council will leverage information and digital technology with the aim of transforming the nature of services to our community and customers to deliver on Community Strategic Plan outcomes and targets. Our digital assets and resources are integrated into all parts of Council and throughout our Local Government Area. It is important to identify these components and ensure that systems are performing to produce maximum benefit for our community and organisation.

Its implementation will support digital transformation and innovation for both the organisation and the community we serve. We aim to be a leading Council, demonstrating best practice for digital asset resource delivery and management. This Strategy has been built with considerations for the future including:

- Expectations and usage
- Governance
- Rapid change and obsolescence
- Funding and staffing
- Asset management
- Location flexibility
- Environmental and market influences.

# Key themes of Council's Digital Resource Management Plan

## Our Aim:

To strengthen Council's reputation and maintain community confidence by delivering secure, efficient and customer-centric services.

**For our community, this means greater flexibility and certainty in dealing with Council.**

Council's Digital Resource Management plan incorporates the Community Strategic Plan 2022-2032 (The Plan) and Delivery Program 2022-2026.

The Digital Resource Management plan is constantly evolving based on requirements from these associated plans. Three key strategic objectives have been derived from our community and corporate priorities.

These will form the basis for the 2023-2026 Digital Resource Management Plan.

## Our 2023-2026 Strategic Objectives

Three strategic objectives underpin the Digital Resource Management Plan which will drive our digital priorities and subsequent actions.

### 1. Guard our Information - Governance to enable trust

Commit to delivering outcomes and take actions that will build a digital framework and system that is sustainable and resilient.

#### We will:

- Continue to adapt information security governance to meet the challenges of an ever-changing threat landscape
- Support business sustainability and resilience
- Proactively manage risks
- Commit to responsible procurement and asset management.
- Cultivate strategic partnerships with core vendors.

### 2. Empower Digital Government - Improving the ways we serve and interact

Deliver digital and automated services enabling a mobile and flexible Council.

#### We will:

- Provide digital first user centric services through digital transformation
- Provide technology to support a flexible workforce and make services available anywhere, anytime on any device to staff so they can better service our community and customers
- Enable process automation and artificial intelligence to improve operational efficiencies
- Encourage an organisational approach that leverages data for decision making and prioritises transparency.

### 3. Sculpting Change - Exploring and adapting to new technologies

Through collaboration support innovation across our corporate and customer services. We will also create a culture of improvement through continuous review and enhancement of our processes and digital assets, systems, and resources to deliver increased productivity, efficiency, effectiveness, and customer satisfaction.

#### We will:

- Drive a digitally skilled and capable workforce
- Support a culture of continuous improvement
- Enable innovation across Council functions and services.

## Our Digital Resource Management Plan on a page – 2019 to 2022

To strengthen Council’s reputation and maintain community confidence by delivering secure, efficient, customer-centric services.



**Guard our Information**  
Governance to enable trust



**Empower Digital Government**  
Improving the ways we serve and interact



**Sculpting Change**  
Exploring and adapting to new technologies

Current state
Technology framework responsive to legislative framework
One Council protected and resilient technology network, connected across location
Receptive Cloud offering and enterprise hybrid Cloud architecture framework
Availability of services anywhere on any device to staff
Established continuous improvements focus across Council functions and services
Strategic partnerships with core vendors
A data driven, transparent and accountable organisation enabled by digital technology

Future 2026
Technology framework aligned to legislative framework
One Council protected and resilient technology network connected with the world
Embedded Enterprise Hybrid Cloud architecture framework
Availability of services anywhere on any device to staff and customers
Enable continuous improvements focus and innovation across Council functions and services
Strategic partnerships with core vendors and effective Service & Vendor Management framework
Insight to enable effective decision making through digital technology

## Emerging global trends in technology

Council are continually reviewing new technologies to help in the delivery of improved services across the local government area, global trends and newly emerging technology will assist in the planning, management and approach taken to achieve the expectations of these future influences. Council will continue to assess these emerging technologies to ensure the Digital Resource Management Plan remains relevant in an ever-changing technology Landscape.

Council will focus in the following areas to ensure the Digital Resource Management Plan can be delivered:

### Optimise:

Council will continue to assess and evaluate its systems to deliver improved reliability, functionality and flexibility while also providing insights for data driven decision making. As the technology landscape changes the ways we interact with technology also evolve, by optimizing our systems we can leverage these new technologies to better service the community.

### Scale:

Scalability has emerged as a key factor in technology in recent times where the ability to scale up and down can decrease development times and provide an increased pace on delivery. The ability to scale technologies quickly will help council to deliver new functionality across the organisation to keep up with the changing demands required by the community.

### Pioneer:

The ability to lead change will be the result of optimization and scalability, once we have embedded this thorough ongoing projects council will be able to adapt in shorter timeframes to deliver on projects to enhance its operations throughout the community.



# How will we get there?

## Our guiding principles

We have developed clear principles to guide the way that our digital resources are implemented and managed. These principles underpin and frame our decision making on digital projects.

### Customer Centric

We will have a customer-centric delivering system availability, capacity and quality of service.

### Financially responsible

We will source and assess technology and software delivering excellent returns on investment and business sustainability and look for opportunities to leverage for profitability.

### Sustainable, resilient, and compliant

We will be committed to good governance by driving a sustainable, resilient, and compliant organisation.

### Business Intelligence

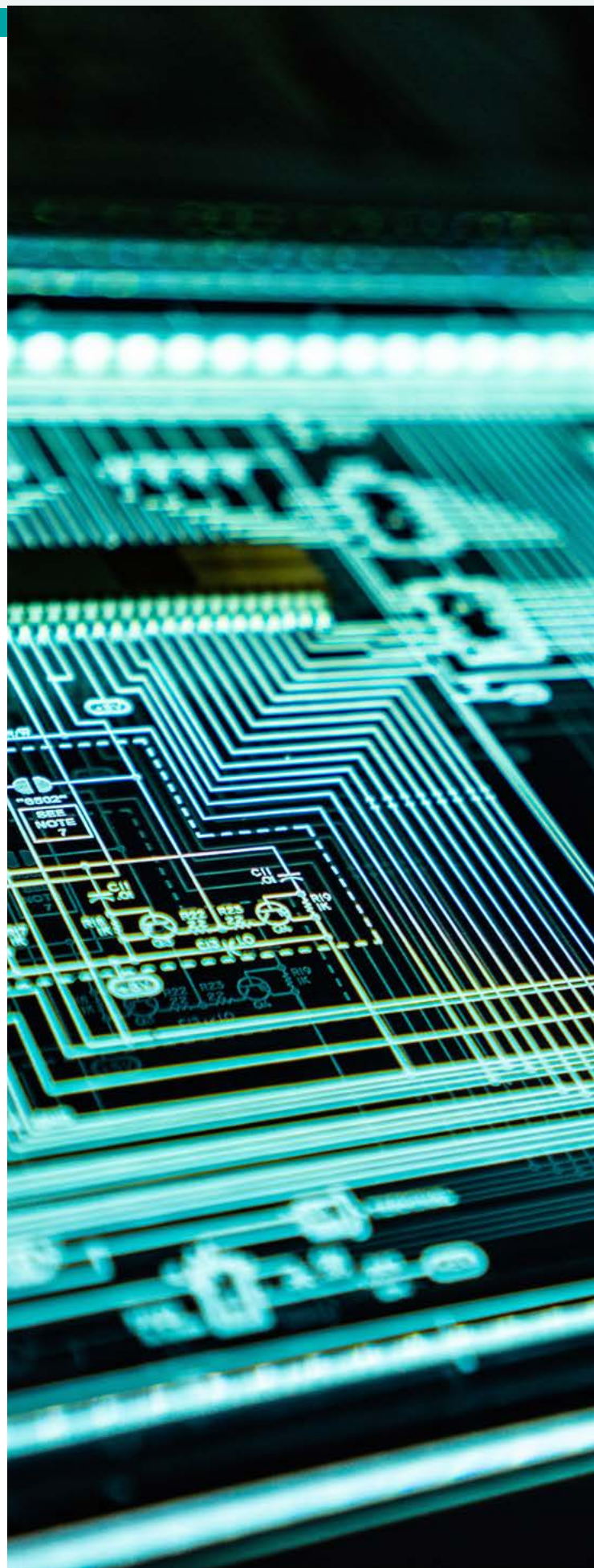
We will develop and commit to utilise business reporting that facilities open, transparent, and accountable decision making.

### Move to Improve

We will support and deliver a continuous improvement and innovative culture.

Councils Digital Resource Management Action plan has been refreshed to reflect the actions for 2023 to 2026 this has adopted the actions of the CSP - The Plan 2022-2032 and Delivery Program 2022-2026.

The above outlined strategic objectives, emerging trends, and guiding principles will be key to achieving these goals.



# Where are we now?

## Organisational context

As technology evolves Council needs to adapt to these changes both internally and externally. Council is currently facing a shortage of technology staff due to a variety of factors. The demand for skilled technology professionals is high across many industries especially across council, making it challenging for Council to attract and retain the best talent with the required skills.

As a result of this skill shortage it has been difficult to implement new technologies and digital services, however with Support from council partners we have still managed to complete the majority of the actions from the 2019-2022 Digital Resource Management Action Plan.

The Information Management Technology team are working in consultation with all areas across council to enable the delivery of business and systems improvements and helping them to change the way they work through the use of newer technologies.

Through this consultation staff have informed us that the following areas require attention to enable better efficiencies or improved service to the public:

- Digital Literacy and systems training
- More flexibility and access in the field to complete work
- Refined processes to reflect the current technology trends
- Better integration of systems across council
- Ease of access to information across all systems
- Improved website and customer portals to provide increased functionality

This feedback shows the need to invest in Core Enterprise Systems to ensure they align with the ongoing strategic direction of Council.

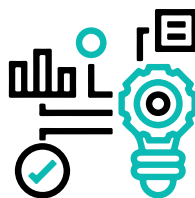
Council has commenced an independent Enterprise Resource Planning (ERP) review to develop a long-term strategy and roadmap that is best suited to the needs of council. This review will take approximately 18-24 months to complete and it will deliver clear guidance on the future direction of councils systems.

As a result of the ERP the results will guide council to implement improved solutions with a focus on website and customer portals capabilities, this will provide greater self-service capacity for the public while streamlining process undertaken by the customer service teams to better serve the community.

## Snapshot of Current Situation – Full year 2022 results



**Cyber Security**  
**24,797,676**  
 Threats prevented/blocked



**Information Management**  
**74,482**  
 Correspondence registered  
**685**  
 Information requests processed



**Training**  
**267**  
 Training sessions facilitated to enable effective use of Digital Resources



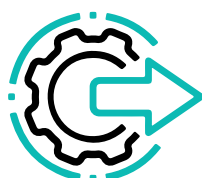
**Sustainability**  
**24kg**  
 Printing consumables  
**283kg**  
 eWaste recycling of devices  
**10,347kg**  
 Use of 100% recycled paper  
**10,729kg**  
 Waste diverted from landfill



**Digital Assets and Resources**  
**2,826**  
 Hardware and software applications managed and maintained  
**2,083**  
 Technology Infrastructure Maintenance



**Data Integrity**  
**587**  
 Properties created  
**867**  
 New addresses  
**3,570**  
 Change addresses  
**552,786**  
 Property attributes



**System Availability**  
**99.96%**  
 Availability of Digital Infrastructure performance



**Move to Improve**  
**85%**  
 of agreed initiatives were implemented



**Digital Resource Management Plan**  
**31/33**  
 Actions commenced

# What are our priorities

## Achievement from the previous Digital Resource Management Action Plan 2019 to 2022

Our previous digital resource Management plan focused on four strategic areas that each had priority objectives throughout the previous three year period 2019-2022. The following outcomes were achieved throughout the completion of this plan.

### 1. Enable committed governance

The team have delivered information to give a clearer understanding of Cyber Security and the risks it poses to staff and the community. Council has gone through several audits and applied actions according to the audit findings, this ensures councils data remains safe and secure. The IMT team have implemented a plan to migrate services to cloud to ensure better resilience. Where services cannot be transferred to the cloud a project was undertaken to ensure resilience of onsite services to reduce downtime in the event of a disaster.

### 2. Empower digital government

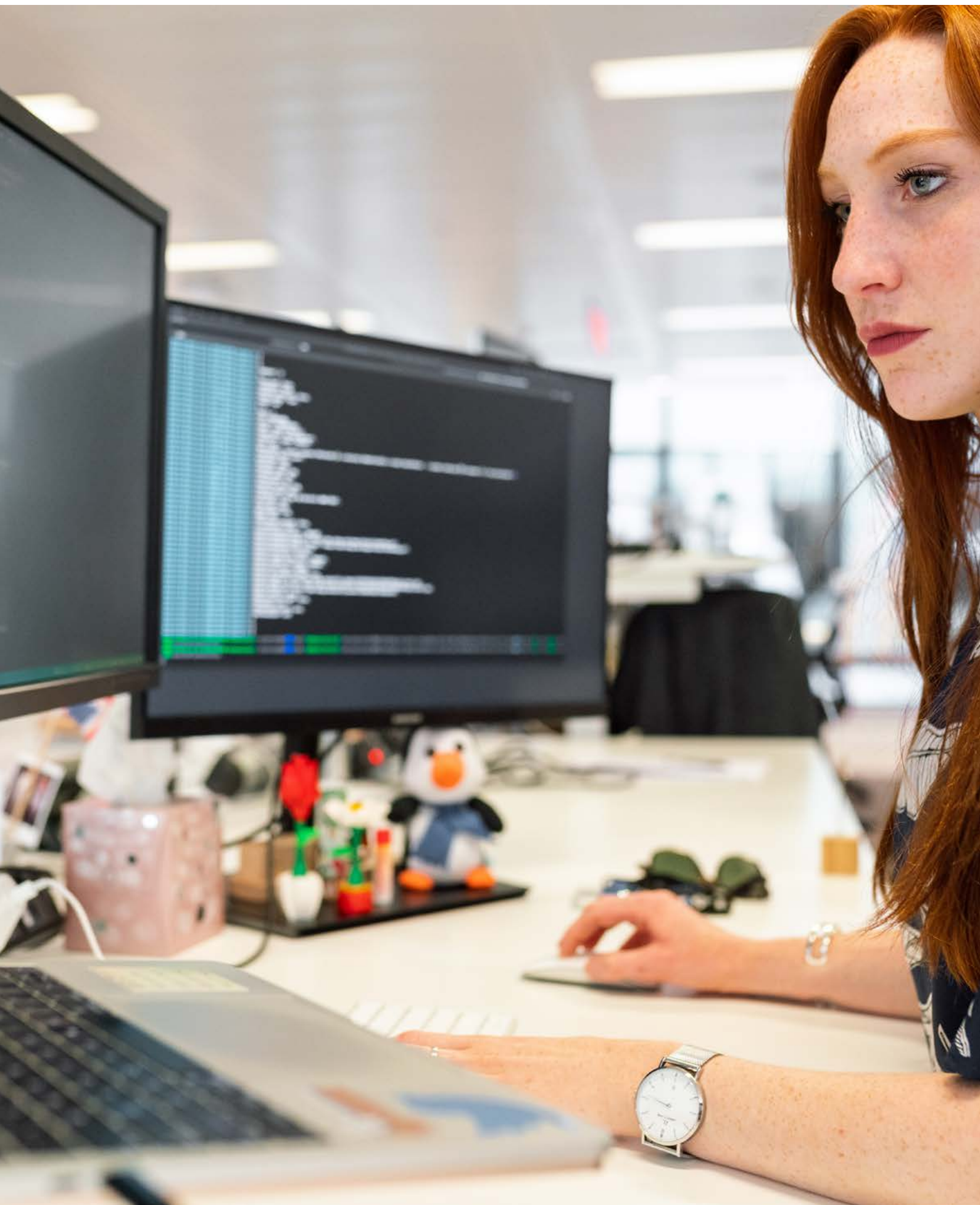
Council had completed a project to improve the ability to work anywhere anytime on any device, this was prepared pre COVID-19 and leveraged heavily during the COVID-19 lockdown periods by all staff. There was a further rollout of digital signage across site within the LGA to provide consistent messaging to the community. The community was given access to councils LOG IT / FIX IT system to enable the lodgement of service requests online with updates provided throughout the process.

### 3. Undertake continuous improvement and innovation

IMT team have developed a digital literacy programme which has been deployed to all staff to provide them with the skills required to access digital content within the council workspace. This training has also been expanded to provide access to training sessions across all of councils applications and systems. This training is provided in multiple ways and is readily available through councils Intranet. The move to improve programme has continued to evolve and provide business units the capability of delivering their projects and programmes ensuring the support of the IMT team throughout this process.

### 4. Embed business analytics

We have established operational real-time reporting dashboards across multiple council business functions to be used both internally by staff and externally by the community, this has provided information on the work conducted at council that is easily understood and readily available. The formalisation of a City Data policy has provided clear guidelines on the usage of council data and the responsibilities of staff to ensure data integrity.



## 2022 results

To understand the success of the Digital resource Management Action plan through its final year we have assessed the results for 2022 and determined the following results were achieved:

Strategic Objective	2022 Target	Results
Enable Committed Governance	100% compliance with regulatory requirements	100%
	99.5 % availability of digital infrastructure performance. (Including CCTV and public Wi-Fi network)	99.96%
	80% digital assets replaced in line with Digital Resource Asset Plan	85%
Empower Digital Government	100% of agreed key services digitally transformed	100%
	90% of staff services available on any device, anytime	100%
	90% of agreed automation and artificial intelligence initiatives implemented	95%
	80% compliance with State and Federal interoperability requirements	80%
Undertake continuous improvement and innovation	100% of new staff trained in the use of digital resources.	80%
	100% of digital resource courses available for refresher training	50%
	100% of digital resource courses available for refresher training	100%
	80% of budgeted priority strategy projects enabled (Georges Rive 2050, Innovation and Smart Cities)	83%
	80% of Move to Improve endorsed initiatives implemented	93%
Embed business analytics	90% of real time data analytics dashboards for operational plan KPIs established to support accountability	80%
	100% compliance to Government Open Data Exchange Standards	100%
	90% compliance with Data Integrity measure	90%

## Our Priorities for 2023 - 2026

To reflect the objectives of the Community Strategic Plan (CSP) "The Plan" 2022-2032 the Digital Resource Management plan has been adjusted to reflect the priorities that we are working towards. These are reflected in the outcomes of the Digital Resource Management Action Plan 2023 - 2026.

Strategic Objective	Priority
1. The Community is safe and healthy	Investigate Systems to improve Public Safety and accessibility
2. The three spheres of government work together to improve services and facilities in our area	Provide positive experiences across all customer interactions for our community and visitors
3. Our decisions are based on evidence which consider financial impacts environment and impacts on future generations	Undertake effective management of councils digital framework to enable responsive and timely services and information

# Challenges and Risks

Identifying the challenges and risks that impact council's ability to deliver and maintain digital assets and resources in an everchanging landscape is important when planning for the future. The priorities and actions developed under each Strategic Objective in our Action Plan aim to mitigate these challenges and risks.

## 1. Resources

To ensure the delivery of the desired outcomes, adequate resources need to be assigned. In a post pandemic world Resourcing issues have been flagged as one of the more difficult risks to overcome. With supply chain and skills shortages as well as competing priorities and expectations, people, budget, and time resourcing is the biggest challenge in the digital environment. While Council is aiming to increase the use of autonomous things, the systems and infrastructure still need human resources to build, support and maintain them.

## 2. Security

In an ever-changing threat landscape cyber security compliance must be prioritised as we take on increased workloads of online services and cloud computing, maintaining privacy and security is a high priority to ensure the digital safety of Council, its customers, and our community. The increase in cyber threats and changing legislation requires Council to remain vigilant to ensure electronic safety through compliance.

## 3. Change

In improving and innovating digital assets and resources Council needs to ensure that good change management is employed so that we can focus on digital literacy of staff, customers, and the community. We need to make sure that as the complexity of systems and technology increases it is responsive to both our organisation and community.

## 4. Reputation

An increase in the use of social media and the online distribution of unreliable information creates reputational challenges for Council. Providing correct and real time information that can be disseminated widely is becoming increasingly important and challenging. Our users may create filter bubbles for social media, website content and other digital services in which case they will only follow or search for the content they choose and may miss the whole picture.

## 5. e-Inclusion

One of the challenges in an increasingly digital world is creating e-inclusion. It is important to ensure that users who do not have the same access to these digital services or required devices are not disadvantaged. Council also recognises that not everyone will have the same interest or access and that innovation does not mean leaving these people behind, but rather finding inclusive solutions and creating a balance between people and a system focus.

## 6. Capacity gaps

Council recognises capacity gaps within the organisation are another barrier towards our digital evolution that needs to be mitigated. Council's workforce needs to be digitally literate and have access to the systems and tools that they need. We have staff of varying capability levels and need to ensure we support and upskill our teams to embrace modern technologies and devices that will benefit their ability to work smarter, not harder. Critical to our success is that we attract the right skillset to ensure digital assets and resources can be delivered, supported, and maintained in-house rather than relying on third parties or external consultants. This also impacts resourcing in terms of people, budgets, and time. Mixed digital literacy creates capacity gaps in levels of training required in the introduction of new systems and tools.

## 7. Autonomous things and decision making

Although the future of autonomous things is exciting, there are still numerous challenges and risks that need to be considered including societal acceptance. While many people will be happy to move to automated information and services, many may still trust human interaction and to be able to speak to a person who they feel will understand their needs. At this time, artificial intelligence does not yet have the same capability for decision-making and therefore cannot take into consideration unique circumstances and situations.

## 8. Sustainability and resilience

Despite technological advances in e-government, the digital world still carries challenges and risks to the sustainability and resilience of an organisation and community. Increased use of technology has social, economic, and environmental effects that need to be considered as we progress on our digital journey.

# Implementation, monitoring and review

The “Digital Resource Management - Action Plan” is used to gauge the success of the “Digital Resource Management Plan”. The Action Plan helps to guide the team in the strategic direction and deliverables to ensure that the digital capabilities of council are being achieved. Councils Chief Information Officer (CIO) is responsible for the planning, implementation, monitoring and review of these items and will collaborate with teams across council in the delivery of this action plan.

## Digital Resource Management Action Plan

The Action Plan was informed by extensive organisational engagement and has strong synergies with the Community Strategic Plan (The Plan) 2022-2032, specifically the goals related to The Plan. This Action Plan focuses on the priorities and actions linked to each Strategic Objective and articulates timeframes for completion. This year 2023 is the first year of this three year plan.

Goal: The Community is safe and healthy	
<b>Objective</b>	Investigate systems to Improve public safety and accessibility
<b>Strategy</b>	Implement actions to maintain and promote the community safety of our area
<b>Action:</b>	Develop annual program to upgrade councils security and CCTV systems to improve public safety and accessibility
Deliverable	Timeline/Status
Leverage grant funding to implement public safety CCTV at identified sites.	2023-2026 In progress
Plan and upgrade legacy public safety CCTV equipment within the LGA.	2023-2026 In progress
Investigate a maintenance programme to ensure equipment is functioning efficiently.	2023/2024 Not started
Goal: The three spheres of government work together to improve services and facilities in our area	
<b>Objective</b>	Provide positive experiences across all customer interactions for our community and visitors
<b>Strategy</b>	Improve consistency and reliability of services across all customer service contact channels
<b>Action:</b>	Investigate technologies that will help develop better customer interactions and improve customer service
Deliverable	Timeline/Status
Investigate and implement updated technologies to improve customer interactions.	2023/2024 Not started
Incorporate and prioritise customer service channels in the Enterprise review.	2023-2025 Not started
Implement upgrades to develop a better customer experience outcome.	2025/2026 Not started



**Goal: Our decisions are based on evidence which consider financial impacts, the environment and impacts on future generations**

**Objective** Implement Digital resource management plan

**Strategy** Undertake effective management of councils digital framework to enable responsive and timely services and information

**Action:** Continue to implement digital transformation initiatives that improve our e-planning, regulatory and asset management services.

Deliverable	Timeline/Status
Conduct an ERP to determine the best solution for council	
1. Assess the requirements	2023-2025 Not started
2. Explore options available to council	
3. Report to council the best solution to deploy across council	
Expand integration with external sources to streamline the application process	2023/2024 In progress
Investigate improvements in the current system to allow simplified access to councils systems.	2024-2026 Not started
Streamline Application Management processing	2024/2025 Not started

**Action:** Engineering Trust through the implementation of the independent information security audit program, to build business resilience and safeguard Council's information.

Deliverable	Timeline/Status
Conduct the information security Audit Program and implement recommendations to ensure council is meeting best practice standards.	2023/2024 In progress
Implement further security measures to ensure the ongoing security and safety of councils data.	2023-2026 In progress
Continued education of staff, customers, and community to increase awareness of cyber security	2023-2026 In progress

**Action:** Implement Annual program of funded initiatives for organisational plans of Council:  
 - Customer and Digital Experience Program  
 - Cultural Program  
 - 2030 Library Strategy  
 - 2021-2031 Early Learning Services Strategy.

Deliverable	Timeline/Status
Comply with changes in legislation and government policy	2023-2026 In progress
Facilitate Improvement Program with all management groups	2023-2026 In progress

**Action:** Review Council's Enterprise architecture to future proof and enable secure, scalable information services

Deliverable	Timeline/Status
Conduct an Enter-prise Resource Planning (ERP) assessment and review of Council's core enterprise systems.	2023-2025 Not started
Compete a review of all Enterprise systems against best practice to determine the most suitable solution for council and the community	2023-2025 Not started
Modernise hosting and management of councils core Enterprise system	2023/2024 In progress
Conduct a review on the Customer portals, website and online presence to enhance the way the community interact with council.	2023-2025 Not started

Georges River Council acknowledges the Bidjigal people of the Eora Nation, who are the Traditional Custodians of all lands, waters and sky in the Georges River area. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples who live, work and meet on these lands.

For more information on this document, please visit [georgesriver.nsw.gov.au](http://georgesriver.nsw.gov.au)



**Georges River Civic Centre**  
Corner MacMahon and Dora  
Streets, Hurstville

**Phone**  
9330 6400

**Email**  
[mail@georgesriver.nsw.gov.au](mailto:mail@georgesriver.nsw.gov.au)

**Postal address**  
PO Box 205, Hurstville  
NSW 1481

[georgesriver.nsw.gov.au](http://georgesriver.nsw.gov.au)



语言援助

مساعدة لغوية

Помош со јазикот

131 450

