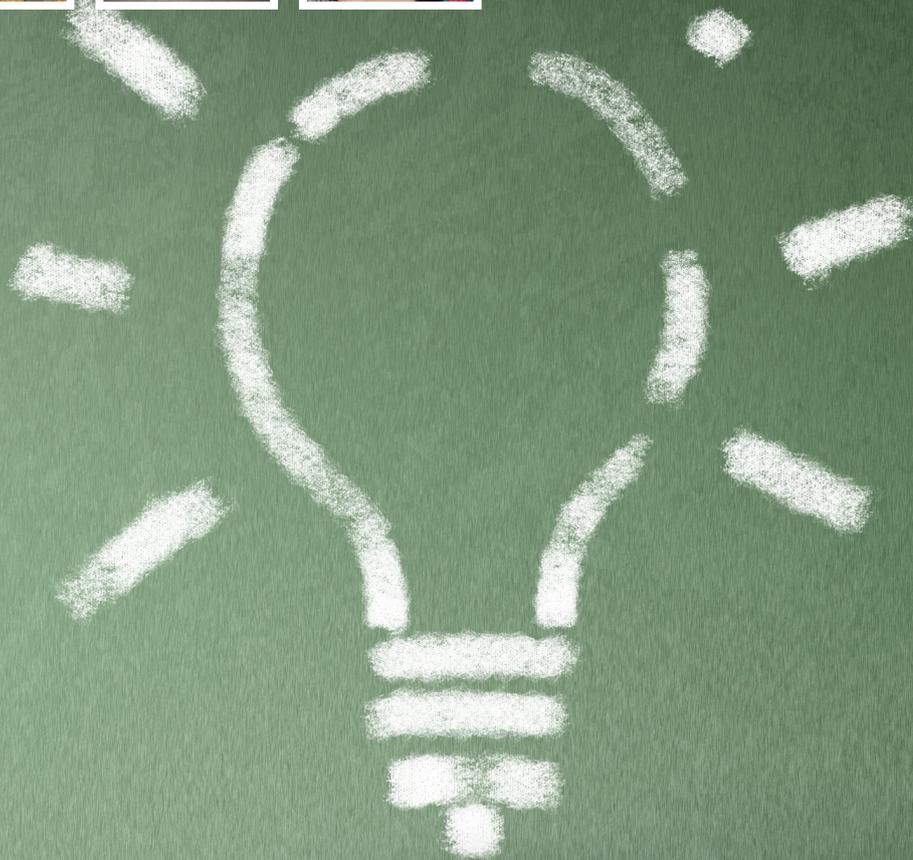


Devonport City Council



The City with Spirit



Digital Strategy 2017-2021

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November 2020

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1. What is the Digital Strategy?

Digital Devonport intends to provide a clear direction for how to utilise smart and emerging technology to achieve community goals. It aims to reflect the physical, community and economic factors that determine the needs, expectations and priorities of the community.

Development of the Strategy was guided by the following questions.

- How can we empower and improve access for residents and business to engage in the digital economy?
- How can we better prepare ourselves for the opportunities that will come with the National Broadband Network rollout and other technological changes?
- How can we improve the public experience of Devonport through digital technology (i.e. for visitors, customers, residents, employees, students etc.)?
- If we fully capitalise on digital opportunities what will Devonport be like from a social, cultural, and economic perspective?

A range of projects and activities to be delivered over the next five years have been suggested to help address these questions. Importantly, however, the dynamic and rapidly changing nature of the digital environment will mean this Strategy may also need to evolve accordingly over time.

2. Methodology

The following steps have been undertaken in developing this Strategy.

2.1 Establishment of a Working Group

The Digital Strategy Working Group's role included:

- determining the strategy scope;
- providing advice and recommendations on engaging the community and stakeholders in strategy development;
- assisting in developing and prioritising strategy objectives and actions;
- considering options to resource strategy implementation (eg partnerships, grants, etc);
- reviewing the strategy document;
- supporting, promoting and undertaking a general advocacy role for the strategy; and
- acting as a conduit between Council and the community.

Members of the group included representatives from the following sectors:

- Business and Retail (Devonport Chamber of Commerce and Industry);
- Education & Training (Devonport LINC, Devonport On-line Access Centre, TasTAFE, Don College);
- IT Industry;
- Tourism (Cradle Coast Marketing Group); and
- Council (Aldermen and key staff).

2.2 Development of a Discussion Paper

A discussion paper was developed to provide background information regarding the status of the uptake of digital technologies in society, and potential impacts of the changing digital landscape. This involved a desktop review of digital initiatives in Australian communities, policy frameworks and researching current and future trends. The paper was distributed to workshop participants during the community consultation phase and made available on Council's on-line engagement portal Speak Up Devonport.

2.3 Community Input

Consultation was aimed at understanding the economic, social and cultural needs of the Devonport community and how technology could play a role in meeting these needs. Seven workshops were delivered, as well as an on-line survey and an internal Council staff survey. Over 300 ideas were generated by 118 participants. This feedback was analysed by the strategy working group in the development of the Strategy's focus areas and actions.

3. Implementation

Devonport City Council will be responsible for facilitating the implementation of the Strategy. Review of Strategic Focus Areas and Actions will occur on an annual basis by a community working group and align with Council Annual Plan and Estimates process.

Progress of the Strategy will be reported to Council within the minutes of the Governance and Finance Committee, and be integrated into annual corporate reporting. Progress on the action plan will be communicated to residents via range of Council communication mediums.

4. Policy Context

The following strategies are of relevance to this Strategy.

4.1 Australian Government

The *National Digital Economy Strategy* contains the Australian Government's eight goals for digital engagement by 2020:

- online participation by Australian households;
- online engagement by Australian businesses and not-for-profit organisations;
- smart management of our environment and infrastructure;
- improved health and aged care;
- expanded online education;
- increased teleworking;
- improved online government service delivery and engagement; and
- greater digital engagement in regional Australia.

4.2 Tasmanian Government

The Tasmanian Government's *Information and Communications Technology Strategy* focuses on delivering government services more efficiently, effectively and consumer friendly. Some of the actions include:

- common voice and email services; data centres/storage; business processes and services for human resources, finance, information management and web/communications;
- investment in spatial information;
- single view of patient health information and adoption of eHealth services;
- linking school systems and sharing educational resources; and
- secure sharing of information on criminal and community safety services.

4. Policy Context (continued)

4.3 Local Government

At a local level, the *Devonport City Council Strategic Plan 2009-2030* and the *Devonport Community Live + Learn Strategy* include relevant outcomes, objectives and strategies as below:

Outcome/Objective	Strategy
Devonport Strategic Plan 2009-2030	
3.4 Modern communication technology is used to identify and deliver new opportunities	3.4.1 Advocate for state-of-the-art Information Communication Technology (ICT) infrastructure development
Devonport Community Live + Learn Strategy	
3.6 Embrace & pursue advances in IT to improve learning and employment outcomes for Devonport and surrounds	3.6.1 Raise community awareness around current and emerging technologies
	3.6.2 Encourage usage of emerging and innovative technologies in learning and business
	3.6.3 Take full advantage of emerging technologies to solve issues and problems in the community

5. Relevant Statistics

5.1 Internet Connection - Devonport

In 2011 29.1% households across city reported to not have an internet connection (Broadband, Dial-up or other).

This was much higher in East Devonport with 35.2% without a connection. This data does not include those people who utilise mobile internet devices.

A question relating to this was included in the 2016 census with results known in 2017.

	Internet connection	No Connection	Not Stated	Total Households
Ambleside	310	83	23	416
East Devonport	863	554	159	1,576
Devonport	3,778	1,843	340	5,962
Miandetta	472	159	35	666
Spreyton	375	127	18	520
Rural Remainder	739	172	41	951
TOTAL Devonport City	6,537	2,938	616	10,091
TOTAL Devonport City %	64.8	29.1	6.1	100

Source: Australian Bureau of Statistics, Census of Population and Housing, 2011.

5.2 Use of Social Media

The *Sensis Social Media Report May 2015* includes the following data in relation to internet and social media usage:

- 78% of Tasmanians access the internet daily, 52% more than 5 times a day;
- On average, Australians own three internet enabled devices with laptops and smartphones the two most popular. In Tasmania 86% smartphone; 78% laptop; 45% desktop; 43% iPad or other tablet; 24% internet-enabled TV; 23% iPod touch or similar; 3% none of the above;
- 61% Tasmanians use social networking sites at least once per day, 24% never; and
- In business 25% small to medium enterprises in the state have a social media presence.

5. Relevant Statistics (Continued)

5.3 The Australian Digital Inclusion Index

The *Australian Digital Inclusion Index (ADII)* has been created to measure the level of digital inclusion across the Australian population, and to monitor this level over time. The Index is designed to measure three key dimensions of digital inclusion:

- Access - to the internet, data allowance, and type of technology;
- Affordability - share of household income spent on internet access and total internet data allowance per dollar of expenditure; and
- Digital Ability - attitudes, basic skills and activities such as accessing content, transactions, and information (Thomas et al., 2016).

Scores range from 0 to 100 with higher scores meaning higher levels of inclusion. Scores are benchmarked against a 'perfectly digitally included' individual – a hypothetical person who scores in the highest range for every variable.

For the year ending March 2016, Tasmania's ADII score was 48.2, the lowest for any state or territory in Australia. Australia as a whole scored 54.5. Over the three years measured to date, Tasmania consistently recorded the lowest ADII score nationally and is the only state or territory with declining results. Within Tasmania, Hobart is the most digitally included sub-region, currently on 49.9 and the North West on 47.5 (Thomas et al., 2016).

Tasmanians with lower income, education, and employment levels tend to be less digitally included. However, an exception is seen in the lowest income bracket which includes young people on low incomes who live at home with their parents, and so enjoy greater connectivity. Several groups of people also display consistently low digital inclusion over the three years. In ascending order, they are: seniors (aged 65+), people with less than secondary education, people with disability, and people in the lower income bracket (Thomas et al., 2016).

6. General Impacts and Issues

6.1 Digital Disruption

Australia's digital economy is expected to grow significantly over the coming years. This growth will be fuelled by new waves of technological developments. Existing technologies such as cloud services, social media and mobile devices will see growing uses in new industries, sectors and occupations. But a potentially larger source of future digital disruption will be the new technologies that are now emerging and their potential for commercial applications in the future – such as 3D printing in manufacturing, drones in the construction industry and driverless vehicles on mining sites (see image on the following page).

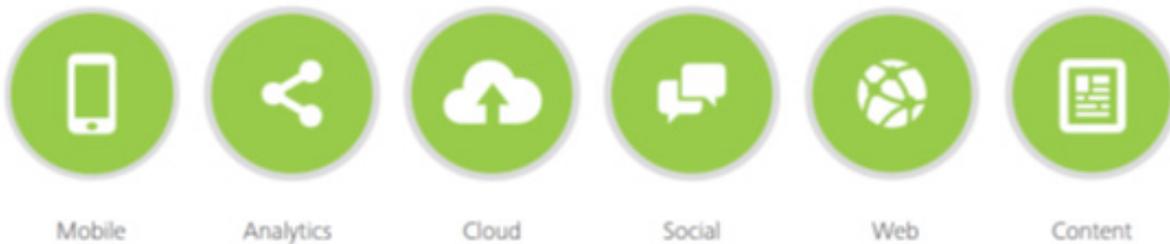
The contribution of digital technologies to the Australian economy is forecast to grow from \$79 billion in 2014 to \$139 billion in 2020. This represents growth of over 75% and an increase in the digital economy from 5% to 7% of Australia's GDP. The vast majority of this growth (97%) is expected to take place in sectors outside of the traditional Information, Media and Telecommunications industry. Consequently, digital skills are turning into the core competency for future workers, even for workers who are not employed directly in ICT roles (Deloitte Access Economics, 2016). The students of today must be able to not only passively consume technology, but to understand and control it, becoming an active part of this digital shift. Not knowing the language of computers will be as challenging as being illiterate or innumerate today. Communities and business shall also need to be innovative in adapting to future digital technologies.

6. General Impacts and Issues (Continued)

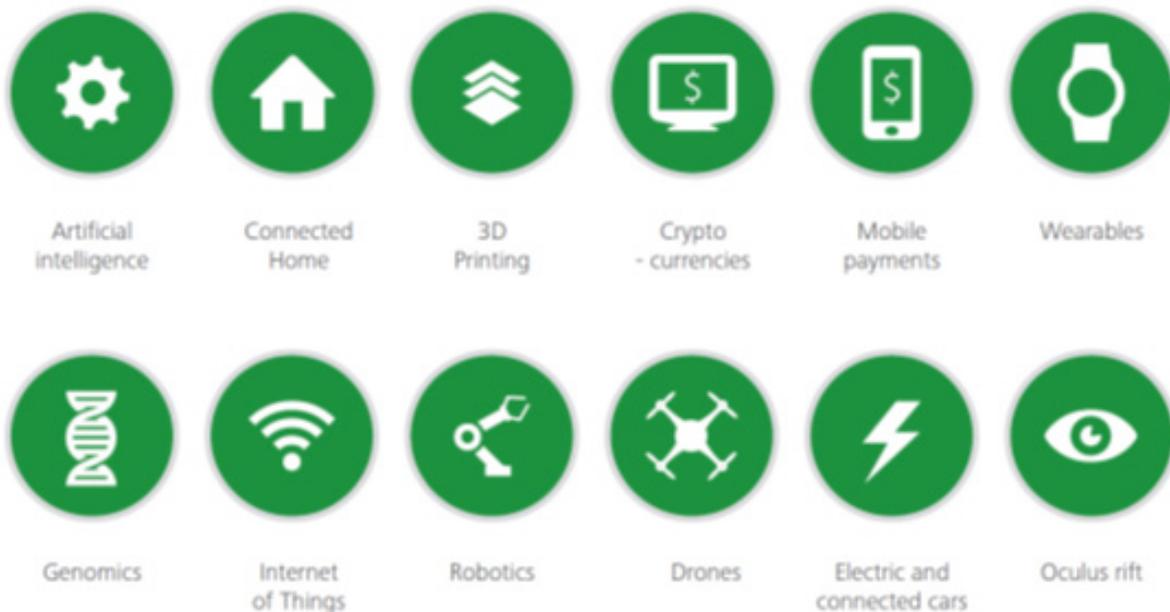
6.1 Digital Disruption (Continued)

Figure 1.1: New technologies disrupting the economy

Current wave of digital disruption



Future wave of digital disruption



Source: Deloitte Digital (2015)

6. General Impacts and Issues (Continued)

6.2 The 'Digital Divide'

The digital divide refers to the economic inequality between groups, broadly construed, in terms of access to, use of, or knowledge of information and communication technologies.

The Australian Council of Social Services (2016) has released a policy statement regarding the digital divide, key points include:

- The internet is increasingly regarded as a basic utility much like electricity, gas and water.
- Low internet access is correlated strongly to low family income, disability, long term unemployment and unemployment.
- With digital transformation increasing rapidly, there is a very real risk that families and households living on low incomes who are already experiencing exclusion will be 'left behind altogether'. This risk is particularly present where building skills, acquiring equipment or access networks incurs greater costs for households already living in poverty in Australia.
- A lack of digital literacy and skills is one of the barriers to engagement for people living on low incomes.
- Three focus areas that may assist in shortening the digital divide and improve digital inclusion:
 1. Digital literacy (their skills, online activities, and attitudes to digital technology), looking at the effectiveness of existing programs for people on low incomes and targeting greater initiatives to user groups who may be socially, economically or geographically disadvantaged when it comes to digital inclusion.
 2. Access and Affordability, recognising that low, declining and unreliable incomes are a key driver of digital exclusion; and that the relying solely on the development of digital markets will likely be insufficient to achieve a digitally inclusive society in Australia.
 3. Industry transition, incorporating community and non-profit organisations within the policy, planning, funding and delivery arrangements that will ensure that critical social infrastructure remains best able to meet the challenges and needs of Australian communities.

The 'Digital Divide' will likely be an issue in Devonport given 42.4% of people aged 15 and over earned less than \$400 gross income per week in 2011 (ABS).

The poverty line quarter ending December 2011 for an individual in a working household was \$457 and not working \$370 (University of Melbourne, 2012).

A coordinated effort from multiple organisations across many sectors is required to address the barriers to digital inclusion.

6. General Impacts and Issues (Continued)

6.3 National Broadband Network

The NBN is a next-generation broadband network designed for Australia's future needs. It will provide faster, more reliable broadband access to all Australian homes and businesses through a mix of three technologies: optic fibre, fixed wireless and next-generation satellite.

The NBN roll out to Devonport (aim is to be complete in second half 2017) will create a host of opportunities for a range of sectors; general impacts are provided below (the list is by no means complete).

Sector	Impact
IT	<p>As a major enabler and sustainer of the digital economy rapid growth is stimulated in the development and sale of digital technologies (platforms), software and applications. Developments identified as radically affecting the industry in Australia include:</p> <ul style="list-style-type: none">• Cloud computing and SaaS• Voice over IP (VoIP) or All-over-IP (AoP) and digital communications• Mobiles as computing devices and mobile applications• Open operating systems• Smart objects• Semantic aware applications
Education and Training	<p>Significant enablement of existing trends in:</p> <ul style="list-style-type: none">• eLearning• Online and digital media used to support open and distance learning• Vitalisation of more interactive and synchronous forms of participant
Business	<p>Move of business models towards:</p> <ul style="list-style-type: none">• New electronic business models• New ecommerce tools and transaction engines using a range of technologies and network channels (mobile, satellite, etc) to reach a customer• Smart homes and security systems• Significant shift in how knowledge is managed, shared and stored• Sustainability and green business uptake with virtualisation, waste management and telework• Rapid start-ups with Software as a Service (SaaS) off-setting business costs

6. General Impacts and Issues (Continued)

6.3 National Broadband Network (Continued)

Sector	Impact
Retail	<p>Greater personalisation of e-commerce and online products and services.</p> <p>Use of intermediaries improves e-markets and the cost saving to final consumers. Shift of many more businesses and products and services into digital marketplaces.</p>
Government	<p>Able to leverage substantial cost savings.</p> <ul style="list-style-type: none">• Efficiencies in service delivery leveraged through improved eSecurity• Personalisation of services to individuals connected to a high speed broadband network.• Improve transparency with personalisation of services, eg. Billing• Management of documents and data across public sector agencies and levels of government• Engagement with participative online tools and forums
Community Non-Profits	<p>A 2015 survey by Infoxchange investigating the ICT engagement in the not-for-profit sector identified advancing organisational websites and social media presence as key priorities.</p> <p>In terms of cloud usage, the survey showed that 54% of organisations do not want to move to cloud based operating systems for a range of reasons, including 'data security concerns', 'no time to learn', 'costs of moving' and 'expensive or insufficient internet'. This indicates the need for resourcing of funding, technological security training, service improvement and timely measures to allow organisations to engage with the cloud.</p>

Source: Australian Bureau of Statistics, *Census of Population and Housing, 2011*.

7. Guiding Principles

A review of key issues and opportunities as identified through community consultation has guided the development of the following principles for the Strategy's implementation.

1. Increasing access to digital technology itself is not the goal but technology will be harnessed to help address community challenges and deliver better services.
2. Aim to deliver projects and actions in a fair and equitable manner, ensuring that individuals or groups are not further excluded from digital participation.
3. Understand that the needs and rights of residents to be engaged in decisions, processes and activities affecting their lives can be achieved in a variety of ways which may include the effective use of technology.
4. Community expectations to deliver greater on-line and digital services is to be balanced with broader community aspirations and resources.
5. A coordinated effort and sharing resources from multiple organisations across many sectors is required to improve digital inclusion and meet community goals.
6. A cultural change will be modelled by Council and partners that encourages shared approaches to innovation, learning and forward thinking.

8. Strategic Directions

The aim of for Digital Devonport over the next five years is to:

Together, enhance the capacity of residents, community organisations, business and government to build a strong, thriving and connected community enabled by the innovative use of emerging digital technology.

It is envisioned that this will be achieved by undertaking a number of actions grouped under three key focus areas:

- A Vibrant Economy
- An Empowered, Engaged and Connected Community
- Innovative Local Governance

Key challenges, desired outcomes and suggested actions have been developed from a combination of community and Council staff feedback, current and future digital trends and policy frameworks. A detailed action plan is provided in Appendix 3.

8.1 Strategic Focus 1: A Vibrant Economy

This includes strategies and projects that focus on better use of emerging technologies to foster opportunities and growth for business operating and investing in Devonport, whilst improving the consumer and visitor experience.

Key Challenges:

- Regional demographic profile characterised by small population (and corresponding small business sector), low income earners and high proportion older residents creates different spending patterns
- High unemployment
- High number of small businesses with tight resources to engage in the digital economy
- Market forces creating competition from digital business worldwide (increase in on-line shopping, social media advertising etc)

Desired Outcomes:

- Greater business engagement with digital technology
- Improved marketing of the City
- Enriching the Devonport experience for consumers and visitors

Actions include:

- Create digital resources and services that benefit the retail, tourism and hospitality sectors
- Establish an online directory / shopfront of local businesses
- Facilitate capacity building programs for Devonport business
- Establish an ongoing program of business and technology mentoring
- Enhance visitor experience
- Encourage digital skill placements for students in local businesses
- Investigate the need to create a virtual and/or physical space that provides opportunities and support for digital business start-ups

8. Strategic Directions (Continued)

8.2 Strategic Focus 2: An Empowered, Engaged & Connected Community

These initiatives aim to improve quality of life and social inclusion; encourage greater connections and partnerships between residents, community organisations, business and government; and foster or support social, cultural and learning opportunities.

Key Challenges:

- High levels of social and economic disadvantage. Devonport is one of the most socio-economic disadvantaged communities in Australia, having a SEIFA index score in 2011 of 902 (13% of Australian suburbs are more disadvantaged)
- Entrenched social and economic challenges – for example welfare dependency; food insecurity; alcohol, drug and mental health issues; affordable housing; gambling; affordable/accessible health services; high unemployment
- Fear of technology
- Changing patterns of social interaction as a result of social media and on-line accessibility 24/7
- Risk of further social exclusion as a result of low digital literacy and challenges to accessing digital information and communication technologies
- Tight resources of community non-profit organisations limits uptake of current and emerging technologies
- Digital skills required of future workforce

Desired Outcomes:

- Increase in levels of digital literacy
- Improved access to digital technology (affordability, connectivity etc)
- Enhanced feelings of personal and community safety
- More civic participation
- Greater sense of community vibrancy and connectedness

Actions include:

- Expand the public Wi-Fi Network
- Raise awareness of or expand the role of community facilities/services and other relevant public infrastructure to act as key digital hubs to increase skills and access to emerging technology
- Promote and or create a range of digital resources to enhance community safety
- Assist community sector to engage productively in the digital economy
- Develop a program that encourages and helps households / individuals get online
- Investigate smart city infrastructure
- Encourage digital arts activity
- Investigate the development of a Devonport Information mobile application

8. Strategic Directions (Continued)

8.3 Strategic Focus 3: Innovative Local Governance

The third focus area includes opportunities for how technology may help Council improve business process, provide more cost effective services and strengthen engagement with the community.

Key Challenges:

- Ability to meet changing customer/ratepayer expectations of service delivery
- Balancing digital innovation with skill level of community
- Digital capacity – infrastructure, skill level of staff, financial resources
- Overcoming any internal or community resistance to change
- Encouraging community input into Council projects and decisions

Desired Outcomes:

- Council fulfils role of enabler to increase community uptake of digital technology
- Improved business processes, efficiency and effectiveness
- Smarter use of community assets and infrastructure
- A more engaged local community
- Increased internal capacity to innovate and utilise emerging digital technology

Actions include:

- Enhance the City's electronic services
- Adopt a digital first policy for all content
- Enhance on-line participation in decision-making
- Improve and expand Council's published online data
- Build Council's digital management and systems capacity
- Embrace mobile devices in all areas of service delivery
- Expand cloud computing services
- Review the use of smart data gathering technologies and how mass insight data should be managed and utilised
- Pursue shared service opportunities
- Participate in trials of innovative and emerging technologies for service delivery
- Integrate digital inclusion principles in Partnership Agreements

Appendix A: Terminology

Cloud computing: Cloud computing refers to applications and services offered over the internet. These services are offered from data centres all over the world, which collectively are referred to as the 'cloud'. This metaphor represents the intangible, yet universal nature of the internet.

Crypto-currency: A medium of exchange using cryptography to secure the transactions and to control the creation of new units. Crypto-currencies are a subset of alternative currencies, or specifically of digital currencies. Bitcoin became the first decentralized crypto-currency in 2009. There were more than 669 cryptocurrencies available for trade in online markets as of 24 August 2015 and more than 740 in total but only 9 of them had market capitalizations over \$10 million.

Digital disruption: Digital disruption is the term used to describe how a new technology causes an interruption to normal work or practice. It relates to our ability to keep up with the speed of change due to the introduction of new technology and digital innovations. The term 'disruptive innovation' is used to describe innovations that improve a product or service in ways that the market does not expect. For example, the innovation may be designed for one consumer market, but ends up being applied by a different market segment, or it displaces major competition or results in lowering prices in the existing market.

Drones: Drones are unmanned devices and have applications in the construction and agriculture industries, given their ability to venture where humans and heavy machinery cannot. The use of drones for monitoring sites, conducting remote surveying work and collecting site-specific aerial data can improve safety and reduce operational costs.

e-commerce: electronic commerce (or EC) is the buying and selling of goods and services on the internet, especially the World Wide Web. In practice this term, and a newer term, e-business, are often used interchangeably. For online retail selling, the term e-tailing is sometimes used.

e-health: is the transfer of health resources and health care by electronic means. It encompasses three main areas:

- The delivery of health information for health professionals and health consumers through the internet and telecommunications
- Using the power of IT and e-commerce to improve public health services, e.g. through the education and training of health workers
- The use of e-commerce and e-business practices in health systems management.

e-learning: Education via the internet, network or standalone computer. E-learning is essentially the network-enabled transfer of skills and knowledge and refers to using electronic applications and processes to learn. E-learning applications and processes include web-based learning, computer-based learning, virtual classrooms and digital collaboration. Content is delivered via the internet, intranet/extranet, audio or video tape, satellite TV, and CD-ROM.

Appendix A: Terminology (Continued)

Fixed Wireless Network (FWN): The NBN's fixed wireless network uses advanced technology commonly referred to as LTE or 4G. It is engineered to deliver services to a fixed number of premises within each coverage area so that bandwidth per household is more consistent than via mobile wireless, even in peak times of use. Unlike a mobile wireless service, where speeds can be affected by the number of people moving into and out of the area, the speed available in a fixed wireless network is designed to remain relatively steady.

Internet of Things: The network of physical devices, vehicles, buildings and other items embedded with electronics, software, sensors, actuators, and network connectivity that enable these objects to collect and exchange data. Current market examples include smart thermostat systems and washer/dryers that use Wi-Fi for remote monitoring.

Megabits per second (Mbps): is a measure of data transfer speeds of high bandwidth connections, such as Ethernet and cable modems. One megabit is equal to one million bits or 1,000 kilobits. While 'megabit' sounds similar to 'megabyte, a megabit is roughly one eighth the size of a megabyte (since there are eight bits in a byte).

Oculus rift: Company that recently released prototype of virtual reality experience for use in gaming but will likely be adaptable to variety of experiences.

Open data: Data that can be freely used, reused and redistributed by anyone –subject only, at most, to the requirement to attribute and share alike.

Teleworking: the use of home computers, telephones, etc., to enable a person to work from home while maintaining contact with colleagues, customers, or a central office.

Wearables: Wearable technology, wearables, fashionable technology, wearable devices, tech togs, or fashion electronics are clothing and accessories incorporating computer and advanced electronic technologies. For example, wearable technology is being utilised in the healthcare industry to help individuals understand and collect data on their health at a high frequency in real time. This assists in monitoring patients and enables more timely and efficient diagnosis and treatment processes.

Appendix B: References

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Appendix C: Digital Strategy Action Plan

Action:

The activity or output to be undertaken.

Responsibility:

The organisation that will lead the action - also lists key potential partners.

Priority:

Actions assessed using two criteria:

1. Level of importance / strategic impact (community benefit)
2. Ease of implementation (considering time, resources, complexity)
 - High: Critical importance, high impact, easy to implement. Complete within 1-2 years
 - Medium: Complimentary to existing services, high impact, more difficult to implement. Complete within 3-5 years
 - Low: Limited impact, difficult to implement. Complete within 5 years

Resources Required:

The level of human or financial resources required:

- A-OPEX: Annual operational expenditure by Council – staffing or operational resource allocated as part of the annual plan.
- F-OPEX: Future operational expenditure by Council – identified increased requirements for future consideration in annual allocation.
- CAPEX: 2016/17 allocated capital expenditure – identified infrastructure requirements of Council.
- F-CAPEX: Future capital expenditure – no current allocation would need to be considered in future capital budget.

Appendix C: Digital Strategy Action Plan

Strategic Focus 1: A Vibrant Economy

Action	Details	Responsibility	Priority	Resources
1.1	<p>Create digital resources and services that benefit the retail, tourism and hospitality sectors</p> <ul style="list-style-type: none"> Investigate creating resources that maximise use of smart data, for example: <ul style="list-style-type: none"> • Wi-Fi enabled resources that alert shoppers to proximate retail opportunities • Smart phone apps that integrate the shopping experience and enable 	DCCI in partnership with DCC, UTAS, CCA, Regional and Local Tourism Bodies	High	A-OPEX
1.2	<p>Establish an online directory / shopfront of local businesses</p> <ul style="list-style-type: none"> Investigate the establishment and maintenance of an online directory / shopfront portal of local businesses. <ul style="list-style-type: none"> • Provides online presence for all Devonport businesses that can be discovered through search engines • Marketing the stories/brand of Devonport to increase customer experience and possible revenue • A single consumer and retailer point of entry on the web and mobile platforms that enables blogging, specials, promotions and other interactions between retailer and consumer 	DCCI	High	External Funds
1.3	<p>Facilitate capacity building programs for Devonport business</p> <ul style="list-style-type: none"> Seek funding and partners to promote and/or deliver a range of programs to educate and build the skills of SME businesses to better understand and capitalise on emerging digital technologies. <ul style="list-style-type: none"> • Leverage existing State Government, Federal Government and other programs • Promote examples of SME businesses benefiting from the opportunities of utilising digital technology • Deliver range of information sessions and workshops 	DCC In partnership with DCCI/ business sector	Medium	A-OPEX External Funds

Appendix C: Digital Strategy Action Plan

Strategic Focus 1: A Vibrant Economy

Action	Details	Responsibility	Priority	Resources
1.4	<p>Establish an ongoing program of business and technology mentoring</p> <ul style="list-style-type: none"> Involves mentors from local tech savvy businesses who can provide practical advice and coaching about moving small businesses online. Establish register May involve small fee for service for initial commitment 	DCCI in partnership with DCC	Medium	A-OPEX External funds
1.5	<p>Enhance visitor experience</p> <ul style="list-style-type: none"> New "way-finder" system that integrates mobile digital technology with signs, maps and venues Ready access to Wi-Fi services across public open spaces and retail precincts Progressive online and mobile applications for visitors 	Cradle Coast Tourism "RTO" DCC LTA, DCCI	Medium	A-OPEX External funds
1.6	<p>Encourage digital skill placements for students in local businesses</p> <ul style="list-style-type: none"> To assist businesses to engage in the digital economy / embrace new technologies To provide work experience opportunities – increasing digital skill base 	UTAS, TasTafe, Schools/ College	Medium	External funds
1.7	<p>Investigate the need to create a virtual and/ or physical space that provides opportunities and support for digital business start-ups</p> <ul style="list-style-type: none"> Understand the possibilities/demand for digital economy based start-up companies and if there is a demonstrable need consider: <ul style="list-style-type: none"> Providing a physical / virtual space for start-ups to locate, network, hot desk and share ideas and resources Seeking service providers to deliver support/ mentoring programs Funding and partners 	DCCI Tasmanian Department of State Growth	Low	External funds

Appendix C: Digital Strategy Action Plan

Strategic Focus 2: An Empowered, Engaged & Connected Community

Action	Details	Responsibility	Priority	Resources
2.1 Expand the public Wi-Fi Network	<ul style="list-style-type: none"> Promotion of existing Wi-Fi Hotspots Progressive roll out of free public Wi-Fi in public open space/reserves and commercial precincts 	DCC	High	A-CAPEX F-CAPEX
2.2 Raise awareness of or expand the role of community facilities/ services and other relevant public infrastructure to act as key digital hubs to increase skills and access to emerging technology	<ul style="list-style-type: none"> Promote and / or create flexible, multi-use spaces adaptable to the needs of the audience and/or digital activity. <ul style="list-style-type: none"> Raise awareness of existing spaces and programs Spaces could cater for digital literacy programs, short courses, key-note speakers, special events etc Provides access to computers, tablets, mobile devices, internet access and other digital resources for residents Consider establishing a digital innovation hub/centre - showcasing new technologies, to further encourage community ICT literacy development, facilitate peer to peer training and support, and build communities of interest around new and emerging technologies. Additional hubs may require coordination and partnerships between education providers, business and community sectors to deliver learning programs 	Devonport LINC, Devonport On-line Access Centre and DCC in partnership with Community Houses East Devonport Child and Family Centre Education Providers	High	External funds

Appendix C: Digital Strategy Action Plan

Strategic Focus 2: An Empowered, Engaged & Connected Community

Action	Details	Responsibility	Priority	Resources
2.3 Promote and / or create a range of digital resources to enhance community safety	<p>Resources may include:</p> <ul style="list-style-type: none"> Digital version of safe houses Cyber safety – bullying on social media / protecting yourself on-line Promotion safety mobile applications / programs Smart Technology for personal safety e.g. in the home CCTV opportunities Improved emergency management communication 	<p>Community Safety Special Interest Group in partnership with Devonport LINC, Schools, Learning Communities Special Interest Group</p>	High	A-OPEX External funds
2.4 Assist community sector to engage productively in the digital economy	<ul style="list-style-type: none"> Link community sector to resources / service providers able to help deploy digital technology Promote and/or deliver staff training – e.g. on utilising digital technology and cyber safety 	<p>Learning Communities Special Interest Group</p>	High	A-OPEX External funds
2.5 Develop a program that encourages and helps households / individuals get online	<p>Understand why residents are not on-line and determine need for the project. Potentially target people who lack confidence and the “how to” skills to access the internet utilising community-based approaches; and those at risk of digital exclusion.</p> <p>Mixture of practical information sessions, one-on-one support by trusted sources (e.g. non-profits, volunteers etc.) and community wide marketing campaign.</p>	<p>Devonport LINC and Devonport Online Access Centre in partnership with DCC, Education providers</p>	Medium	External funds A-OPEX

Appendix C: Digital Strategy Action Plan

Strategic Focus 2: An Empowered, Engaged & Connected Community

Action	Details	Responsibility	Priority	Resources
2.6	Investigate smart city infrastructure	DCC	Medium	F-OPEX F-CAPEX
	<p>Investigate and trial the use of Smart City digital technologies in the urban infrastructure to enhance and activate community spaces. Examples include:</p> <ul style="list-style-type: none"> • interactive digital maps and directions • digital displays of local content • large scale video conferencing facilities in public spaces • real time transport information • sensors to analyse people movements for place based activities and promotions • live city event broadcasts • Advocate and promote use of digital smart grid technologies (such as smart meters and online home energy monitors) to enable more sustainable use of energy resources. Council will continue installation of smart technologies for Council owned assets. 			
2.7	Encourage digital arts activity	DCC	Medium	A-OPEX F-OPEX External funds
	<ul style="list-style-type: none"> • Promote and/or deliver digital arts activity in the City such as through competitions, festivals, exhibitions, grants/seed funding • Consider "smart art" installations throughout the City to add vibrancy to the streetscape 			
2.8	Investigate the development of a Devonport Information mobile application	DCC	Medium	External funds
	<p>Consider creating a one-stop, mobile-enhanced online portal to improve information and services</p> <ul style="list-style-type: none"> • Potential student project 			

Appendix C: Digital Strategy Action Plan

Strategic Focus 3: Innovative Local Governance

Action	Details	Responsibility	Priority	Resources
3.1 Enhance the City's electronic services	<ul style="list-style-type: none"> Council will expand the range and ease of online services in a staged approach. Services should <ul style="list-style-type: none"> Be convenient, integrated, efficient and easy to use for residents and businesses. Enable efficiencies and provide opportunities to simplify work processes. Operate on different devices including mobile devices. Where possible, securely link to the services and data of other government service providers. Service examples include: <ul style="list-style-type: none"> A fully online development application and planning system allowing those investing in the City to lodge Development Applications and comprehensively track the planning process at all stages Improved Customer Relationship Management - On-line payments, forms, reporting, interactive knowledge base self-help service; individuals manage transactions and personal information via on-line Council account Introduce digital options for parking - smart and flexible technology payment options, and investigate real time parking information to enhance the on-street and off-street parking experience for city users Live streaming of meetings, events etc 	All Departments	High	A-OPEX F-OPEX F-CAPEX

Appendix C: Digital Strategy Action Plan

Strategic Focus 3: Innovative Local Governance

Action	Details	Responsibility	Priority	Resources
3.2	<p>Enhance on-line participation in decision-making</p> <ul style="list-style-type: none"> Continue to utilise and further develop the Speak Up Devonport engagement site. Expand online 'communities of interest' to facilitate wider community engagement and participation in decision making. Consider using social marketing platform that coordinates' user generated content across all social media platforms into one social hub – for marketing and communication (especially in an emergency) 	Communications	High	A-OPEX F-OPEX
3.3	<p>Improve and expand Council's published online data</p> <p>Improve accessibility of Council-held public data that does not have confidentiality requirements in digital machine readable and standard open format, enabling innovative use of data and the development of applications by third parties to deliver services in new ways.</p>	Information Technology Community Services	High	F-OPEX
3.4	<p>Build Council's digital management and systems capacity</p> <p>The City should continue to refine and develop its internal:</p> <ul style="list-style-type: none"> Skills base for managing digital strategies and programs (including assess the digital skills of staff and their actual or potential use of smart phones, tablets and social media) Digital planning processes – consider establishing an internal digital working group Digitally enabled work practices Technology systems and infrastructure 	Management team	High	F-OPEX

Appendix C: Digital Strategy Action Plan

Strategic Focus 3: Innovative Local Governance

Action	Details	Responsibility	Priority	Resources
3.5	Expand cloud computing services	Information Technology	High	F-OPEX
3.6	Embrace mobile devices in all areas of service delivery	Information Technology	Medium	F-CAPEX
3.7	Review the use of smart data gathering technologies and how mass insight data should be managed and utilised	Corporate, Community & Business Services	Medium	F-OPEX
3.8	Pursue shared service opportunities	Corporate, Community & Business Services	Medium	F-OPEX F-CAPEX

Appendix C: Digital Strategy Action Plan

Strategic Focus 3: Innovative Local Governance

Action	Details	Responsibility	Priority	Resources
3.9 Adopt a digital first policy for all content (ensure content can be produced in hard copy on request)	<ul style="list-style-type: none"> Consider adopting and implementing a digital first policy for publishing information and for undertaking consultations. Undertake a comprehensive review of current approaches and implement new processes, channels, roles and responsibilities 	Communications All Departments	Low	A-OPEX
3.10 Participate in trials of innovative and emerging technologies for service delivery	Consider participating in trials of innovative and emerging technologies for service delivery, community consultations and local promotion. An example is the use of augmented reality and 3-D imaging to present the impacts of proposed developments.	All Departments	Low	F-OPEX F-CAPEX
3.11 Integrate digital inclusion principles in Partnership Agreements	Encourage partners to make digital inclusion a priority and become digital champions for their area, client or community group	Community Services	Low	A-OPEX

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