



DEVONPORT
CITY COUNCIL

ARTIFICIAL INTELLIGENCE STRATEGIC PLAN

2026-2030

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Purpose of This Document

This Artificial Intelligence (AI) Strategy explains how Devonport City Council will responsibly use AI to improve services, strengthen decision-making, and build a modern capable organisation. Covering the period 2026–2030, it sets clear direction on why AI matters, where it adds value, and the principles and guardrails that guide its use over time.

It provides a shared, organisation-wide understanding of the role AI plays in achieving Council’s goals and establishes a clear reference point for decision-making as technology, expectations and capability continue to evolve.

The Strategy brings together Council’s values, strategic priorities, governance expectations and delivery approach into a single narrative document. It is intentionally written to be accessible to Councillors, staff and the community, including readers with no technical background in AI.

Importantly, this Strategy does not promote AI for its own sake. Instead, it explains where AI can add value, the guardrails that must always apply, and how AI-related decisions are guided over time. The Strategy sets direction, intent and actions, while the AI policy details rules.

How This Strategy Fits with Other AI Documents

Council’s approach to AI is supported by a small, connected set of documents that together form a single, coherent framework. Each document has a distinct role:

- AI Ethics Principles define the values that guide all AI use, including fairness, transparency, accountability, privacy and human oversight.
- This AI Strategy (2026–2030) sets Council’s direction and ambition for AI, explaining why AI matters, how it supports Council’s Strategic Goals, and what responsible success looks like by 2030.
- The AI Policy translates principles and strategy into clear rules and guardrails for staff, including acceptable use and responsibilities.

Together, these documents ensure AI at Devonport City Council progresses from values → to intent and action → to rules, in a deliberate and well-governed way.

Connecting AI Documents: A Single, Coherent Framework



Why AI Matters to Devonport City Council

Devonport City Council operates in an environment of increasing complexity, rising community expectations and growing information demands. Residents, businesses and visitors expect services that are accessible and responsive, while Councillors and staff are required to make decisions based on larger and more complex sets of information.

At the same time, Council faces ongoing workforce capacity pressures, with significant effort spent on manual or repetitive work that limits time for engagement and service improvement.

AI is relevant because, when used responsibly, it can help Council:

- Improve access to information and services for residents, businesses and visitors
- Support better, more evidence-informed decisions by staff, executives and Councillors
- Reduce low-value, repetitive administrative work
- Strengthen consistency, quality and transparency across services and internal processes

This Strategy ensures Council responds to AI deliberately and responsibly, positioning AI as an enabler of Council priorities and public value rather than a driver of change.

What We Do: Our Role

Devonport City Council plays a multifaceted role within the community as a provider of essential services and infrastructure, a regulator of key activities, a facilitator of social and economic outcomes, and an advocate for local interests.

COUNCIL'S ROLE	DEVONPORT CITY COUNCIL					
PROVIDER 	 3 Indoor Sports Venues	 6 Cemeteries	 5 Arts, Cultural & Convention Facilities	 8 Car Parks	 Community Development	 Internal Services
	 533kms Roads & Footpaths	 14 Sports Grounds	 256kms Stormwater Mains	 63 Parks & Reserves	 Waste Management	
REGULATOR 	 Development & Building Control	 Public Health Functions	 Animal Control			
FACILITATOR 	 Economic Development	 Events	 Health & Well-being	 Community Partnership		
ADVOCATE 	 Federal and State Funding	 Government Service Provision	 Sustainability Initiatives	 Political Representation		



Vision for AI

Our Vision for AI at Devonport City Council

By 2030, AI is embedded as a trusted and well-governed organisational capability, supporting staff to do their best work, improving service outcomes, and enabling stronger, more informed decisions for the Devonport community.

This future state is defined by **outcomes and behaviours**, not by specific tools, platforms or vendors. Success is visible across three interconnected areas:

- **Community** – Council services are easier to access, more responsive and more consistent. The community understands when AI is used and why and can always engage with a human when needed. Privacy and data protection are strong, visible and trusted.
- **Workforce** – Staff confidently use AI to support their work, reduce administrative burden and strengthen professional judgement. AI is a normal, well-understood part of everyday work, used within clear boundaries.
- **Governance** – AI use is ethical, transparent and accountable, with clear oversight, decision ownership and strong public trust.

This vision provides a **stable anchor** for decisions over time. While technologies will continue to change, the expectations set out here ensure decisions remain aligned with Council values, community trust and long-term public benefit.



Guardrails: Ethics, Governance and Trust

Council's **AI Ethics Principles** provide the ethical foundation for all artificial intelligence use at Devonport City Council. As a public-sector organisation, Council has a responsibility to ensure AI is used in ways that are fair, transparent, accountable, lawful and worthy of community trust.

The role of this Strategy is to explain **how those ethics principles are applied at a strategic level**, across decisions, priorities and behaviours over time. Rather than acting as detailed rules or operational procedures, the principles guide *when* AI is appropriate, *where* it may be used, and *how* it must be governed as Council's capability and maturity increase.

This Strategy does not duplicate policies or controls. Instead, it establishes a **principles-led governance lens** that applies consistently across the AI lifecycle, from early ideas and prioritisation, through design and use, to monitoring and review. This ensures that innovation is balanced with responsibility, and that ethical considerations are embedded from the outset rather than addressed after implementation.

Ethics, governance and trust are therefore treated as **foundational guardrails**, not barriers to progress. They provide the confidence for Council to experiment safely, scale deliberately and make informed decisions, while maintaining strong oversight, clear accountability and sustained public trust.

How the Ethics Principles Guide the Strategy

The AI Ethics Principles are based on the Department of Industry, Science and Resources principles and shape *how* AI is prioritised, governed and used across Council. The ethics principles define **what matters**, while this Strategy defines **how those values are applied in practice** to guide responsible innovation over time.

Devonport City Council - AI Ethics Principles



Human, Social and Environmental Wellbeing
AI should benefit people, the community, and the environment.



Human-Centred Values
AI must respect human dignity, rights, and community values.



Fairness
AI must not unfairly advantage or disadvantage any person or group.



Privacy Protection and Security
Personal information must be protected and handled securely.



Reliability and Safety
AI systems must work as intended and be safe to use.



Transparency and Explainability
People should be able to understand when and how AI is used.



Contestability
People must be able to question and challenge AI-supported decisions.



Accountability
Council is always responsible for decisions assisted by AI.

How Decisions About AI Are Guided

Decisions about whether and how artificial intelligence (AI) is used at Devonport City Council are guided by three simple questions:

1. Does this create clear value for the community, the organisation, or Council governance?
2. Are the ethical, legal, operational, and cybersecurity risks understood and manageable?
3. Is Council ready, in terms of data quality, workforce capability, and governance maturity?

Considering these questions together helps ensure AI use is purposeful, proportionate, and appropriate to Council's responsibilities.

The AI Tool Assessment Framework described below provides a practical way to work through these questions when AI tools are proposed or expanded.

AI Tool Assessment Framework

What This Framework Is For

The AI Tool Assessment Framework helps Council decide whether an AI tool is safe and appropriate to use before it is introduced, purchased, trialled, or significantly changed.

The aim is not to create red tape, but to ensure AI tools are used:

- Safely and securely
- In line with Council's responsibilities
- With the right level of care for privacy, cybersecurity, and service reliability

The framework builds on Council's existing Risk Management Framework and fits into normal project, procurement, and decision-making processes.

When an Assessment Is Needed

An assessment should be undertaken when a tool:

- Uses AI to analyse information, generate content, make recommendations, or automate tasks
- Is new, being expanded, or used in a different way
- Uses Council information, including personal or sensitive data
- Relies on external systems, cloud services, or suppliers
- Affects staff decisions, services, infrastructure, or the community

Simple, built-in tools used for low-risk productivity generally require minimal assessment.

Tools that involve data sharing, external systems, or automated decision-making require closer consideration, particularly from a cybersecurity and risk perspective.

Applying the Framework: Four Simple Steps

To help answer the three guiding questions, the framework is applied using four practical steps. Cybersecurity is considered throughout these steps, not as a separate or optional check.

Step	What the Step Does	How It Helps Answer the Questions
1. Understand the AI Use	Clarifies what the AI tool is for and how it will be used	Confirms the tool creates clear value and fits Council's role
2. Identify the Impact Level	Determines whether the use is low, medium, or high impact	Ensures assessment effort matches the level of risk and consequence
3. Consider Key Risks	Looks at privacy, cybersecurity, reliability, and misuse risks	Confirms risks are understood and manageable
4. Use Existing Governance Processes	Manages AI risks through normal Council risk and project processes	Ensures Council has the capability and controls to use the tool responsibly

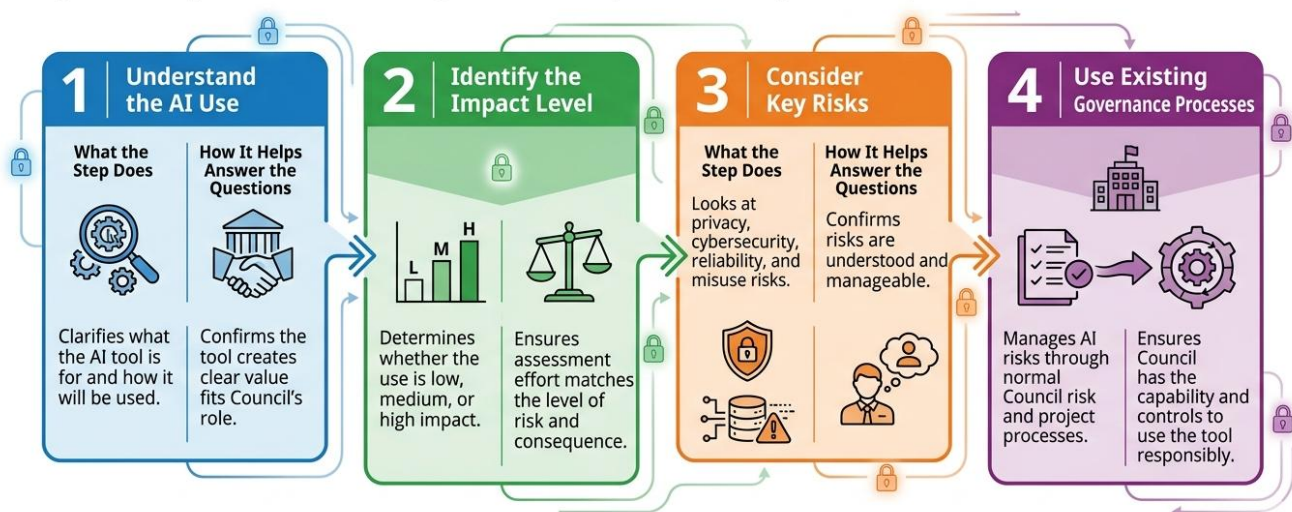
Ongoing Review

AI tools, risks, and cyber threats change over time. For this reason:

- AI uses should be reviewed if their purpose, data, or systems change
- Risks should be reassessed if new threats or issues emerge
- Controls should be updated as needed

This approach enables Council to adopt AI responsibly while maintaining public trust and cyber resilience.

To help answer the three guiding questions, the framework is applied using four practical steps. Cybersecurity is considered throughout these steps, not as a separate or optional check.





Creating Value with AI

How AI Creates Value

AI creates value at Devonport City Council by improving service delivery, supporting better decision-making, and making more effective use of organisational capacity, while maintaining transparency, accountability and public trust.

Council focuses on **outcomes, not tools**. AI is applied only where it delivers clear, measurable benefit for the community, the organisation and governance, and is not used where it would undermine accountability, fairness or trust.

Priority Value Areas

Customer service and engagement

AI improves how people find information, make requests and interact with Council services, while retaining access to human support. This results in clearer service pathways, faster and more consistent responses, and reduced pressure on frontline staff.

Decision support and insight

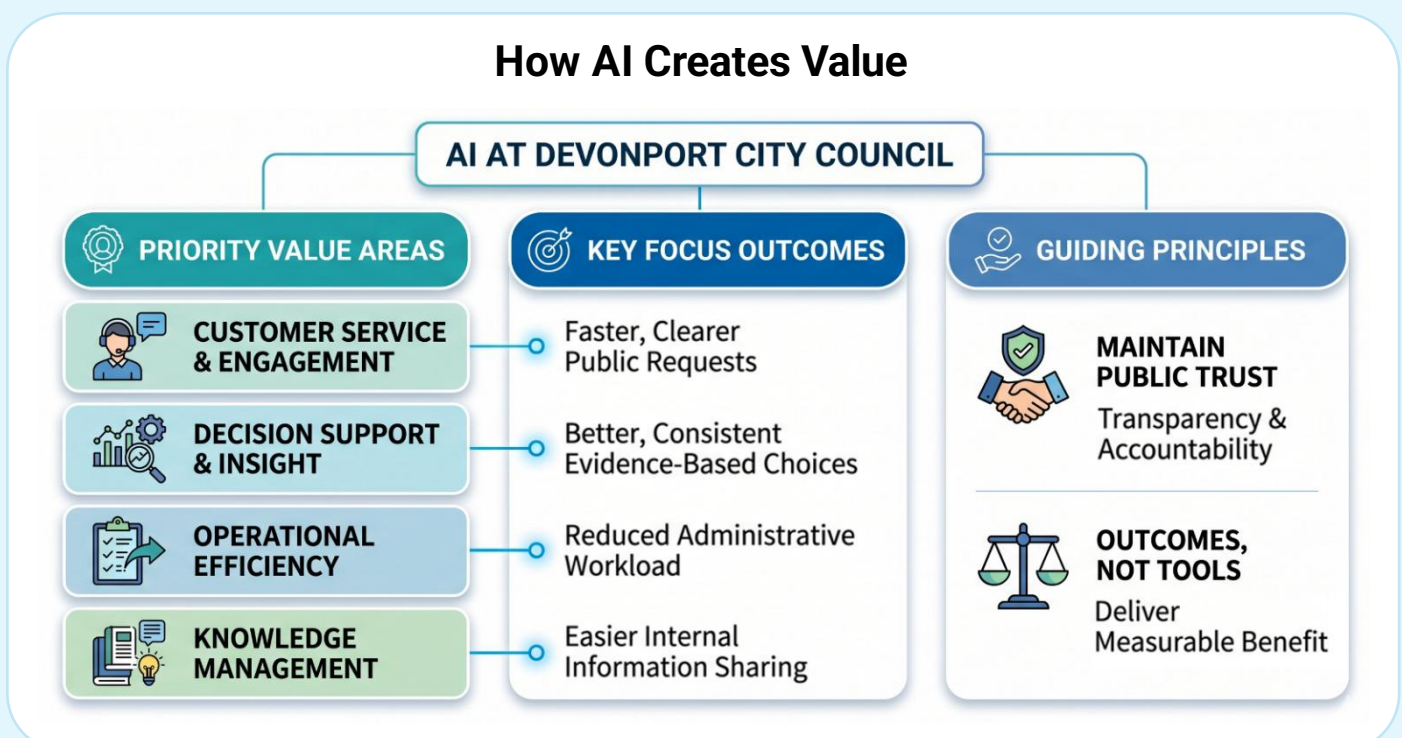
AI supports better decisions by helping Councillors, executives and staff analyse information, identify patterns and explore options more efficiently. This strengthens evidence-informed, transparent and timely decision-making.

Operational efficiency and process improvement

AI reduces low-value administrative work, enabling staff to focus on judgement, problem-solving and service delivery. The benefit is more effective use of staff time, not automation for its own sake.

Knowledge management and internal support

AI improves access to Council's corporate knowledge, making information easier to find, share and reuse. This strengthens organisational capability and supports more consistent advice and service delivery over time.



Supporting Council's Strategic Goals

AI is used only where it supports Council's adopted Strategic Goals and desired community outcomes, as set out in Devonport City Council's Strategic Plan. AI is not pursued independently of Council strategy, and it is not a substitute for good governance, professional judgement or community engagement.

Across all Strategic Goals, AI is an enabler, not a decision-maker. Human judgement, accountability and responsibility always remain central, particularly where decisions affect people, services or public trust.

Strategic Goals Summary

Strategic Goal	Strategic Intent	How AI Can Assist	Key Guardrail
Goal 1: Living Lightly on Our Environment	Ensure Devonport's long-term environmental, social and economic sustainability through efficient use of resources.	Analyse energy and water usage to identify inefficiencies or abnormal patterns	AI supports informed decision-making only; environmental decisions are not automated and remain under human oversight.
Goal 2: Building a Unique City	Strengthen Devonport's identity through thoughtful planning, urban design, infrastructure renewal and strategic branding.	Improve access to planning policies, historical decisions and context	AI does not replace professional planning judgement or community consultation.
Goal 3: Growing a Vibrant Economy	Strengthen Devonport's role as a regional service centre, visitor destination and connected economic hub.	Improve access to information for businesses navigating services	AI is applied without disadvantaging small business and without reducing transparency.
Goal 4: Building Quality of Life	Ensure Devonport is connected, inclusive, safe and supportive of community wellbeing.	Improve access to information about community services and programs	AI is applied in ways that promote equity, inclusion and human dignity.
Goal 5: Practicing Excellence in Governance	Ensure strong leadership, effective governance, regional cooperation and a modern organisation.	Improve access to information for reports and briefings	AI does not remove accountability; Councillors, executives and staff remain responsible for all decisions.

Across all five Strategic Goals, AI is used as an enabler, not a driver. Every AI initiative must:

- Align clearly to one or more Strategic Goals
- Demonstrate community or organisational value
- Comply with the AI Ethics Principles
- Retain human oversight and accountability

This alignment ensures AI investment remains purposeful, responsible and focused on outcomes that matter to Devonport.



Framing AI

People, Readiness and the Path Forward

Understanding that diversity of experience matters, Council does not attempt to force uniform behaviour. Instead, it recognises different starting points and brings people along **safely, deliberately, and at pace**. Six broad perspectives are commonly present across Council today: the **Cautious Guardian, Overloaded Practitioner, Curious Explorer, Operational Optimiser, Sceptical Traditionalist**, and **Strategic Shaper**, each reflecting a rational response to the current environment.

From a strategy perspective, the focus is on what must change for AI to become a trusted capability rather than a set of isolated experiments. This is framed six organisational pillars that must move together over time: **Capability & Confidence, Ways of Working, Decision Support & Insight, Data as an Organisational Asset, Governance, Ethics & Trust**, and **Values and Outcome Orientation**. A staged and coordinated approach is essential, as progress in one pillar without the others either limits value or increases risk.

In four years, Council aims for AI to be a **trusted, well-governed, and normal part of how work is done**. Staff are confident in using AI appropriately, it is embedded into workflows, decisions are supported by accessible insight with human accountability retained, and data, governance and priorities are aligned to community outcomes. This future state is not about automation for its own sake, but about supporting people, improving decision quality, and strengthening trust with the community.

Shaping the Plan

To effectively support the success of the AI Strategy a measurable action plan needs to be created. This plan will be intentionally structured around a small set of foundational questions which are not technical and do not assume prior knowledge of AI. Instead, they focus on understanding Council's current position, the diversity of perspectives across the organisation, and the kind of future we are working toward. Taken together, these questions establish the context for the rest of the document and explain why the Plan is structured around people, organisational levers, and staged action over time.

Where are we today? - Establishing an honest and shared view of how AI is currently used across Council.

Why do people experience AI differently? - Acknowledging that staff have different concerns, expectations, levels of confidence, and pressures when it comes to AI.

What needs to change? - Identifying the organisational capabilities and practices that must shift to support responsible, effective use of AI.

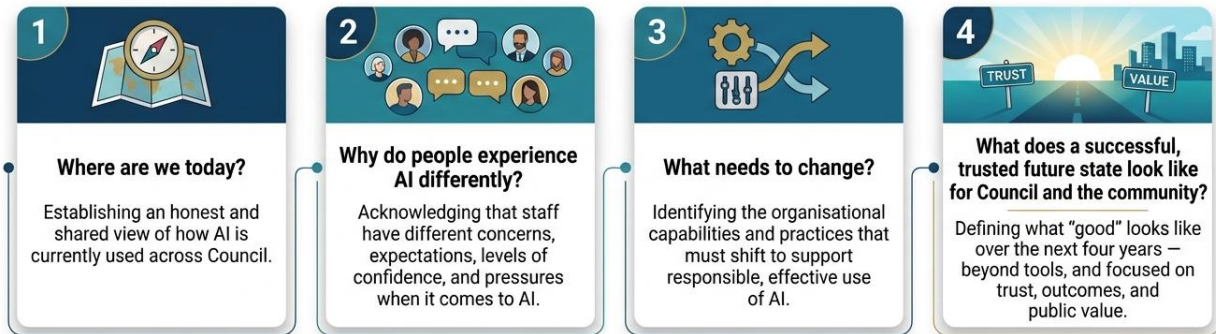
What does a successful, trusted future state look like for Council and the community? - Defining what "good" looks like over the next four years — beyond tools, and focused on trust, outcomes, and public value.

These questions are deliberately simple, but they shape everything that follows.

Shaping the Plan

This document details a measurable action plan for AI Strategy success. The plan is intentionally structured around foundational, non-technical questions that focus on Council's **current position**, diverse perspectives, and future vision. These simple but profound questions provide context and shape the plan's focus on people, organizational levers, and staged action over time.

The Questions That Guide Our Actions



These questions are deliberately simple, but they shape everything that follows.

How These Questions Shape the Plan

Where are we now?

Today, AI use across Council is uneven and largely individual-led. Some staff are already experimenting and seeing value, while others are cautious, overloaded, sceptical, or unsure whether AI is relevant or appropriate to their role.

For many, the rules feel unclear, the risks feel prominent, and the benefits feel distant.

This means the current state is not one of resistance or failure, it is one of mixed readiness. That raises the next question:

Why do people experience AI so differently?

Understanding people before changing practice

This plan recognises that successful AI adoption depends on understanding people first. Across Council, six broad perspectives on AI are commonly present:

- The Cautious Guardian, focused on risk, legality, and public trust
- The Overloaded Practitioner, seeking immediate relief from pressure, not extra complexity
- The Curious Explorer, already experimenting but unsure what is permitted
- The Operational Optimiser, looking for efficiency, scale, and measurable impact
- The Sceptical Traditionalist, protective of professional judgement and established practice
- The Strategic Shaper, focused on coherence, governance, and long-term capability

None of these perspectives are right or wrong. All of them are rational responses to the current environment. This plan does not try to force uniform behaviour; instead, it acknowledges these differences and designs a pathway that brings people along safely, deliberately, and at pace. That leads to the next question:

If people start in different places, what needs to change?

The levers we need to move

Rather than treating AI as a technology problem, this plan focuses on the organisational levers that must shift over time to move from today's state to a more mature future.

These levers are expressed as six pillars:

- Capability & Confidence — how confident and supported people feel using AI responsibly
- Ways of Working — how deeply AI is embedded into everyday workflows
- Decision Support & Insight — how decisions are informed and explained
- Data as an Organisational Asset — how data is structured, trusted, and reused
- Governance, Ethics & Trust — how risk and accountability enable, rather than block, progress
- Values and Outcome Orientation — how AI stays aligned to public value and community outcomes

These pillars are not independent. Progress in one without progress in others either limits value or increases risk. Together, they describe what must change, regardless of which tools are used. Which brings us to the most important question:

Where do we want to be in four years?

Where we want to be in four years

In four years, Council aims to be in a position where AI is a **trusted, well-governed, and normal part of how work gets done**.

In this future state:

- Staff across roles have the confidence and judgement to use AI appropriately
- AI is embedded into workflows rather than added as an optional extra
- Decisions are supported by accessible insight while accountability remains human
- Data is treated as a reusable organisational asset
- Governance provides clear guardrails that enable safe innovation
- AI initiatives are clearly linked to organisational priorities and community outcomes

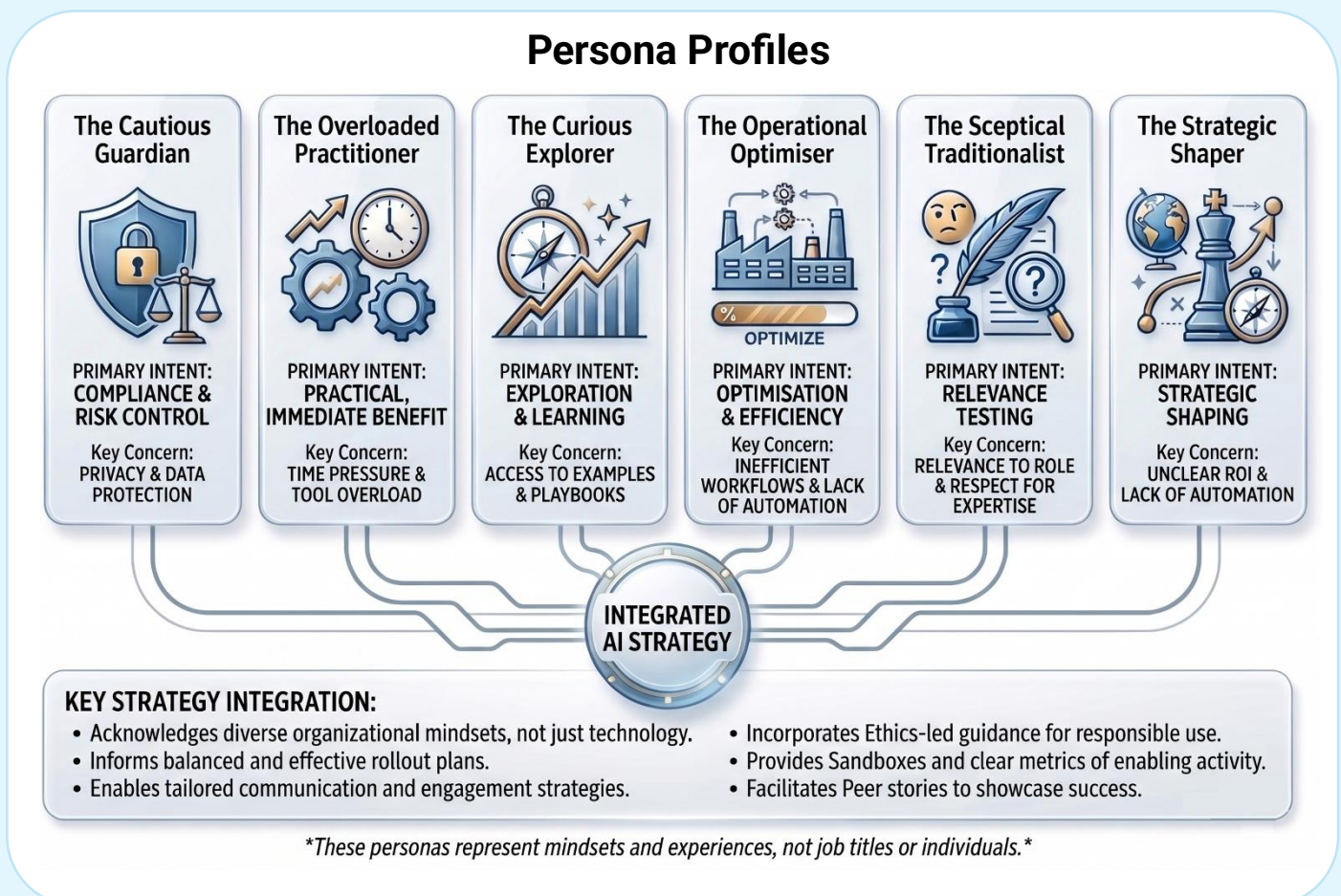
Importantly, this future state is not about automation for its own sake. It is about **supporting people**, improving decision quality, and strengthening trust with the community.

Personas in the AI Strategy

The AI Strategy recognises that successful and responsible adoption of artificial intelligence is not driven by technology alone. It is shaped by people's mindsets, confidence, concerns, and expectations.

The personas set out in this document represent distinct ways staff experience and respond to AI, not roles, job titles, or individuals. Together, they reflect the real range of perspectives present across the organisation today.

These personas provide a structured way to understand how different groups interpret risk, value, and readiness. They help explain why a single message, training approach, or rollout plan will not land equally across the organisation. Some personas seek certainty and protection, others prioritise immediate workload relief, experimentation, efficiency, or long-term system design. The AI Strategy has been intentionally designed to accommodate all these perspectives, rather than favouring one at the expense of others.



Personas Breakdown

Persona	Core Mindset	How they experience AI	Key Concerns	Primary Intent	What helps most / How to engage
The Cautious Guardian	Protects trust, legality, and accountability	Sees AI as powerful but risky. Believing governance must come first and that humans must make accountable decisions.	Privacy and data protection, Legal and RTI risk, Accuracy and misinformation, Clear accountability	Compliance and risk control	Ethics-led guidance, Clear guardrails and approvals, Transparent governance
The Overloaded Practitioner	Wants relief, not another system	Recognises potential, feels time-poor and stretched. Adoption based on whether AI impact on workload.	Time pressure, Tool overload, Learning effort vs payoff, Day-to-day relevance	Practical, immediate benefit	Short demos, Job-specific examples, “Do this tomorrow” guides, Quick wins over theory
The Curious Explorer	Learns by trying	Actively experimenting and learning hands-on, but often unsure what is safe, supported, or sanctioned.	Safe experimentation, Clear boundaries, Access to examples and playbooks,	Exploration and learning	Sandboxes and safe environments, Playbooks and patterns, Communities of practice, Light-touch governance
The Operational Optimiser	Focused on efficiency and throughput	Sees AI as a productivity and automation tool. Looks for workflow redesign, time savings, and measurable efficiency gains.	Manual effort, Inefficient workflows, Lack of automation, Unclear ROI	Optimisation and efficiency	Workflow redesign sessions, Automation pilots, Clear metrics and benefits tracking, Outcome-focused framing
The Sceptical Traditionalist	Values professional judgement and established practice	Questions AI relevance and resists hype. Engagement improves when AI is framed as support, not replacement.	Loss of judgement, Over-automation, Relevance to role, Respect for existing expertise	Relevance testing	Peer stories, Practical, trusted examples, Respectful framing
The Strategic Shaper	Focused on efficiency and throughput	Sees AI as a productivity and automation tool. Looks for workflow redesign, time savings, and measurable	Manual effort Inefficient workflows Lack of automation Unclear ROI	Optimisation and efficiency	Workflow redesign sessions, Automation pilots, Clear metrics and benefits tracking, Outcome-focused framing

Pillars of Successful AI Implementation

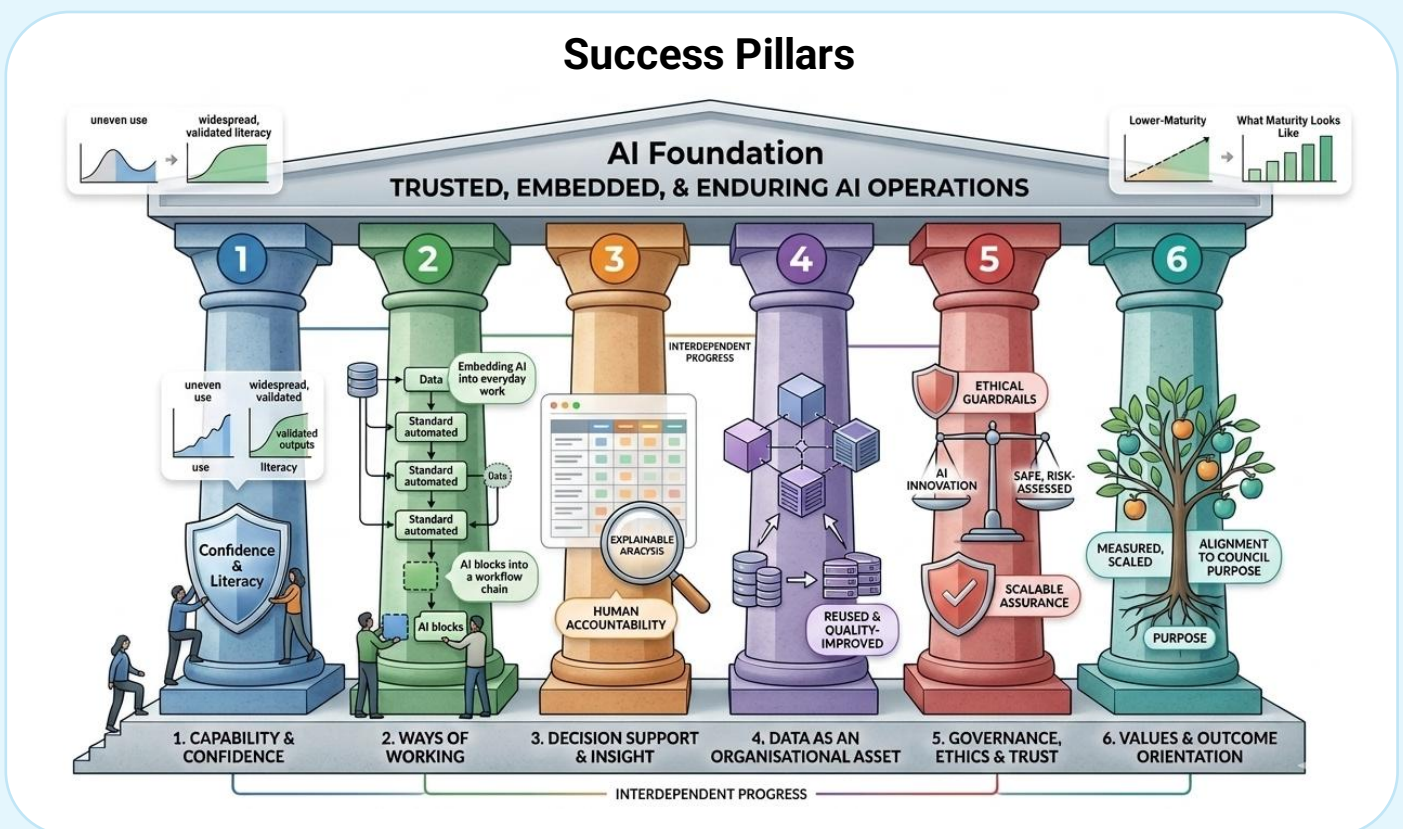
Successful, responsible adoption of artificial intelligence at Devonport City Council depends on the **coordinated movement of a small number of organisational pillars**. These pillars recognise that AI capability is not defined by any single tool or system, but by how people, processes, data, governance and values work together over time.

Together, the pillars describe the core organisational capabilities that must mature in parallel for AI to become a trusted, embedded, and enduring part of how Council operates.

Devonport City Council's approach to AI implementation is structured around six interdependent pillars:

1. **Capability & Confidence**
2. **Ways of Working**
3. **Decision Support & Insight**
4. **Data as an Organisational Asset**
5. **Governance, Ethics & Trust**
6. **Values & Outcome Orientation**

Each pillar represents an essential condition for responsible and effective AI use. Progress in one area without progress in the others either limits value or increases risk. For this reason, the Strategy and AI Action Plan are designed to move these pillars forward in a deliberate and staged way.



How the Pillars Work Together

Pillar	Focus	Lower-Maturity Characteristics	What Maturity Looks Like	Outcome
1. Capability & Confidence	Staff confidence, judgement and shared understanding	AI use is uneven; staff are unsure what is safe or appropriate	AI literacy is widespread, AI outputs are validated, and staff confidently use AI within clear boundaries	A workforce that uses AI confidently, responsibly and with clear accountability
2. Ways of Working	Embedding AI into everyday work	AI use is individual-driven and inconsistent	AI is built into standard workflows with clear ownership and reduced duplication	Sustainable value that does not depend on individual champions
3. Decision Support & Insight	Strengthening decisions while keeping accountability human	AI mainly assists with summaries and option preparation	AI supports explainable analysis, forecasting and planning, with decisions openly challenged and validated	Better-informed, more transparent decision-making
4. Data as an Organisational Asset	Treating data as a trusted foundation for AI	Data is siloed, inconsistent and difficult to reuse	Priority datasets are owned, consistent and routinely reused with feedback improving quality	More reliable insight and reduced data-related risk
5. Governance, Ethics & Trust	Ethical, transparent and accountable AI use	Governance is restrictive and risk-averse	Clear guardrails, scalable assurance and routine risk assessment enable safe innovation	Confidence to innovate safely, supported by trust and transparency
6. Values & Outcome Orientation	Alignment to Council purpose and public value	Benefits are anecdotal and hard to compare	AI initiatives are prioritised, measured and scaled based on evidence of outcomes	Purposeful AI investment focused on public value

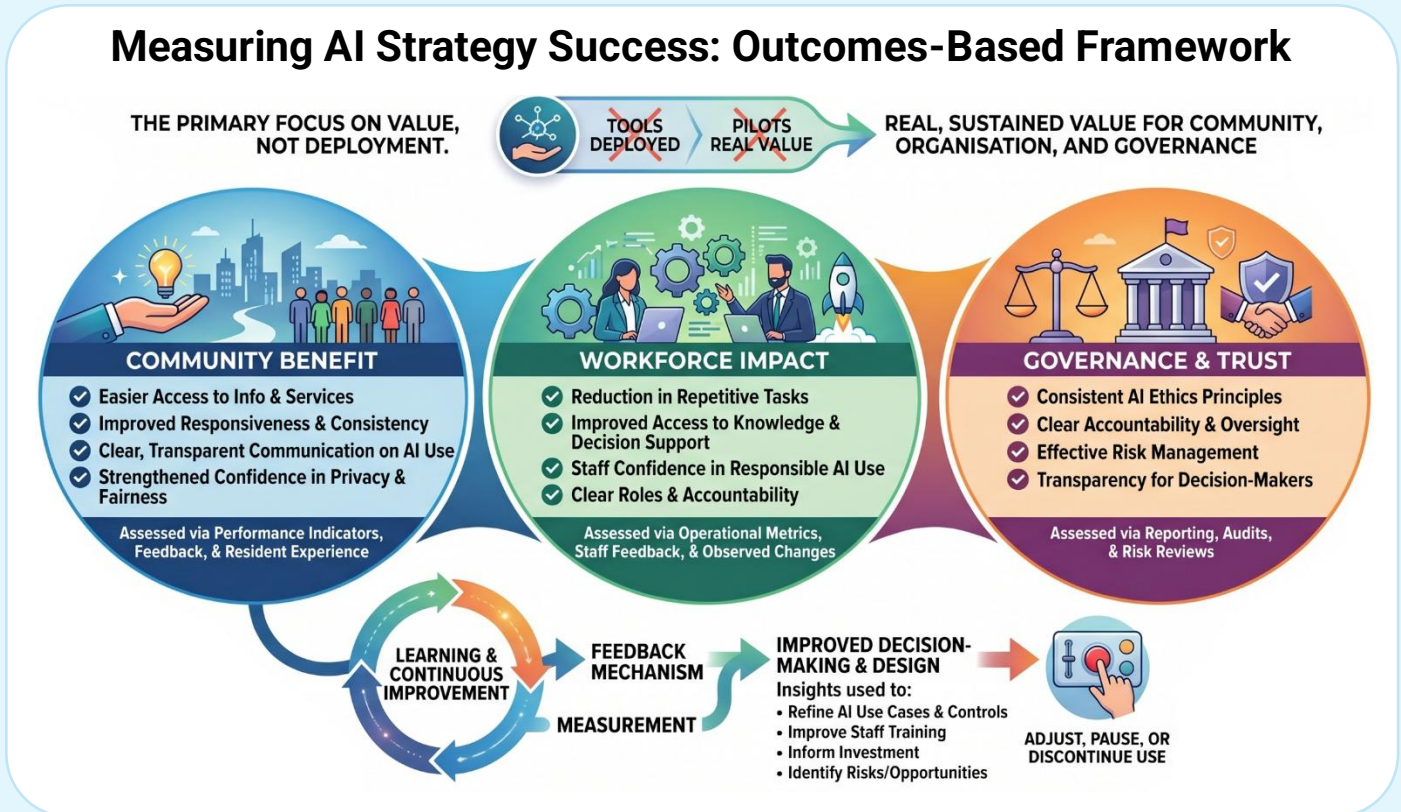


Succeeding with AI

Measuring Success

Success under this strategy is measured through an outcomes-based framework that focuses on whether the use of Artificial Intelligence is delivering real, sustained value for the community, the organisation and Council governance.

Rather than measuring success by the number of tools deployed or pilots completed, Council focuses on what has changed because of AI use, and whether those changes align with Council values, ethical commitments and strategic goals.



Community Benefit

Success is demonstrated when the community experiences tangible improvements in how they interact with and receive services from Council.

This includes evidence of:

- Easier access to information and services
- Improved responsiveness and consistency of service delivery
- Clear and transparent communication about when and how AI is used
- Maintained or strengthened confidence in privacy, fairness and data protection

Community benefit is assessed using a mix of service performance indicators, feedback, complaints, engagement outcomes and service-specific measures. Where AI is involved in service delivery, Council considers whether it has genuinely improved the experience for residents, businesses and visitors, rather than simply introducing new technology.

Workforce Impact

Success is demonstrated when AI contributes positively to workforce capability, effectiveness, and confidence.

This includes evidence of:

- Reduction in low-value, repetitive or administrative work
- Improved access to information, knowledge and decision support
- Staff confidence in using AI appropriately and responsibly
- Clear understanding of roles, accountability and limitations when AI is used

Workforce impact is assessed through operational metrics, staff feedback, capability development outcomes, and observed changes in how work is performed. Council monitors whether AI is supporting professional judgement and wellbeing, rather than creating additional risk, complexity, or uncertainty.

Governance and Trust

Success is demonstrated when AI use strengthens, rather than undermines, Council's governance arrangements and public trust.

This includes evidence of:

- Consistent application of the AI Ethics Principles
- Clear accountability and oversight for AI-supported processes
- Effective management of ethical, legal, privacy and security risks
- Transparency to decision-makers and, where appropriate, the community

Governance success is assessed through reporting, assurance activities, audits, risk reviews, and incident monitoring. Council also considers whether AI use continues to align with community expectations and public-sector responsibilities over time.

Learning and Continuous Improvement

Council is committed to **learning and continuous improvement** in its use of AI. Measurement is not treated as a compliance exercise, but as a feedback mechanism to improve decision-making, design, and governance.

Insights from monitoring, evaluation and review are used to:

- Refine AI use cases and controls
- Improve guidance, training and support for staff
- Inform future investment and prioritisation decisions
- Identify emerging risks, gaps or opportunities

Where AI use does not deliver the intended outcomes, or where risks outweigh benefits, Council is prepared to adjust, pause or discontinue use.

Preparing for Action

The Action Plan section bridges the gap between the current state and the desired future position. It is shaped by three key elements:

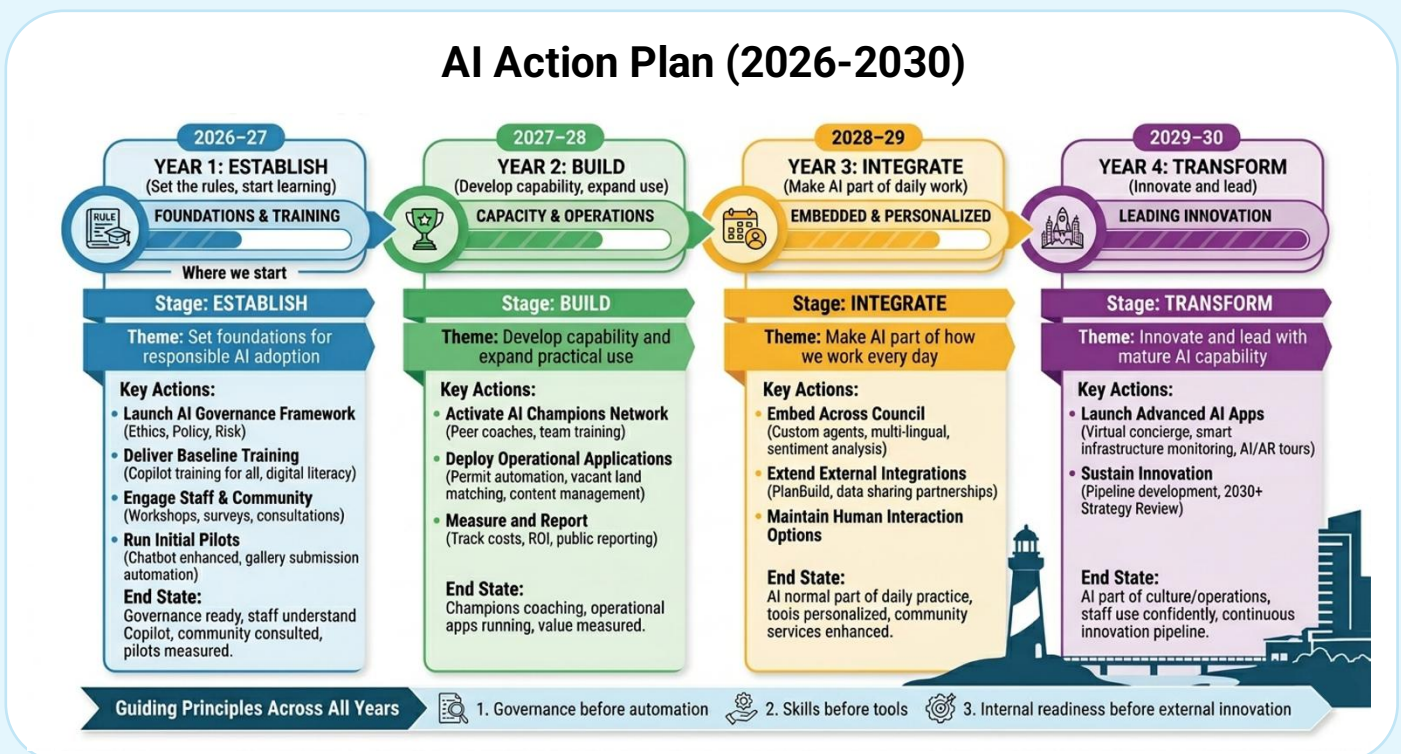
- *Personas*, which explain why individuals respond differently to AI
- *Pillars*, which define the organisational changes required
- *Outcome-based framework*, which is used to determine whether Artificial Intelligence is delivering real, sustained value

Together, these elements form a clear and staged pathway, recognising that AI adoption is not simply a technology rollout, but a human, organisational, and governance journey. The sections that follow build on this foundation.

AI Actions Plan

The AI Actions translate Council's AI Strategy into a deliberate, staged approach to building artificial intelligence as a trusted organisational capability over four years. This approach acknowledges that AI maturity is fundamentally an organisational change journey, requiring confidence, governance, and capability to be established before scaling and integration can occur.

Each year has a distinct purpose, focus, and set of outcomes, with actions designed to progressively advance Council's capabilities across the six strategic pillars.



Year-by-Year Summary of Goals and Focus

Stage	Theme	Strategic Focus	What Changes This Year	End-of-Year Outcome
Year 1: Establish (2026–27)	Set the rules, start learning	Legitimacy, safety, shared understanding	Council establishes clear AI guardrails, builds baseline AI literacy across staff, and pilots deliberate low-risk use cases.	AI use is legitimate and understood; staff know what “good” AI use looks like and feel safe applying it
Year 2: Build/Embed (2027–28)	Develop capability, expand use	Consistency, role-based capability, workflow embedding	Council embeds AI into standard processes, defines capability expectations by role, and begins measuring and comparing value.	AI is a normal, embedded part of work — no longer dependent on champions
Year 3: Integrate (2028–29)	Make AI part of how we work	Scale, integration, decision support	Council integrates AI across systems and trusted data, using advanced insights to inform decisions with scaled assurance and ethics.	AI materially improves planning, prioritisation, and service delivery
Year 4: Transform/Sustain (2029–30)	Innovate and lead with confidence	Enduring capability, trust, continuous improvement	Council treats AI literacy as core capability, continuously refines workflows and governance, and manages data as strategic infrastructure.	AI is an enduring, trusted organisational capability delivering sustained community value

AI Action Plan

Year 1: Establish (2026–27)

Purpose: Build legitimacy, safety, and shared understanding.

End-of-year outcome: AI use is legitimate and understood; staff know what “good” AI use looks like and feel safe applying it.

Stage	Pillar Name	What we will do	Action Number	Action Name
Year 1: Establish (2026–27)	Capability & Confidence	Establish baseline AI literacy and a clear definition of appropriate use	1.1.1	Publish a plain-language definition of appropriate AI use guide and Implementation Plan
			1.1.2	Deliver short, task-based AI literacy sessions
			1.1.3	Identify and recognise early adopters as responsible exemplars
	Ways of Working	Identify low-risk, high-volume tasks where AI can assist	1.2.1	Identify 5–10 low-risk, high-volume tasks for AI assistance
			1.2.2	Document standard AI-assisted use patterns
			1.2.3	Position AI as optional and assistive
	Decision Support & Insight	Use AI to improve briefings while retaining human accountability	1.3.1	Pilot AI-assisted briefings with mandatory human review
			1.3.2	Use AI to support options analysis
			1.3.3	Reinforce human accountability for decisions
	Data as an Organisational Asset	Identify priority data domains and clarify ownership	1.4.1	Identify priority data domains
			1.4.2	Clarify data ownership and stewardship
			1.4.3	Define minimum data quality expectations
	Governance, Ethics & Trust	Publish practical guardrails, approvals, and accountability	1.5.1	Publish AI principles, guardrails, and approval pathways
			1.5.2	Mandate disclosure and human review
			1.5.3	Run scenario-based governance workshops
	Value & Outcomes Orientation	Capture early time-saving examples and communicate benefits	1.6.1	Capture time-saving examples
			1.6.2	Establish a simple benefits-tracking template
			1.6.3	Communicate early wins internally

Year 2: Build/Embed (2027–28)

Purpose: Make AI a normal part of work, not an individual choice.

End-of-year outcome: AI is embedded into standard workflows and no longer dependent on individual champions.

Stage	Pillar Name	What we will do	Action Number	Action Name
Year 2: Build/Embed (2027–28)	Capability & Confidence	Define role-based expectations and embed AI capability into development	2.1.1	Define role-based AI capability expectations
			2.1.2	Embed AI capability into onboarding and development
			2.1.3	Establish communities of practice
	Ways of Working	Redesign templates, SOPs, and workflows to include AI	2.2.1	Redesign templates and SOPs to include AI steps
			2.2.2	Standardise AI use in selected workflows
			2.2.3	Remove duplicated manual effort
	Decision Support & Insight	Introduce AI-supported analysis into decision papers	2.3.1	Introduce AI-supported analysis into decision papers
			2.3.2	Train leaders to question and validate AI outputs
			2.3.3	Set expectations for explainability
	Data as an Organisational Asset	Improve structure and reuse of priority datasets	2.4.1	Improve structure and consistency of priority datasets
			2.4.2	Enable controlled data reuse
			2.4.3	Strengthen data stewardship tied to use cases
	Governance, Ethics & Trust	Embed governance into approvals and assurance processes	2.5.1	Embed AI checks into approvals and assurance
			2.5.2	Clarify accountability for AI-supported outputs
			2.5.3	Shift governance from restriction to enablement
	Value & Outcomes Orientation	Compare use cases based on value and retire low-value activity	2.6.1	Link AI initiatives to service and operational outcomes
			2.6.2	Compare use cases based on value delivered
			2.6.3	Retire or redesign low-value uses

Year 3: Integrate (2028–29)

Purpose: Scale AI across systems, data, and decision-making.

End-of-year outcome: AI materially improves planning, prioritisation, and service delivery.

Stage	Pillar Name	What we will do	Action Number	Action Name
Year 3: Integrate (2028–29)	Capability & Confidence	Establish advanced judgement and specialist oversight capability	3.1.1	Embed advanced judgement and validation skills
			3.1.2	Establish specialist advisory and assurance capability
			3.1.3	Reduce reliance on individual champions
	Ways of Working	Integrate AI into end-to-end processes and core systems	3.2.1	Integrate AI into end-to-end processes and systems
			3.2.2	Assign ownership for AI-enabled workflows
			3.2.3	Scale proven AI patterns organisation-wide
	Decision Support & Insight	Enable scenario modelling, forecasting, and explainable insights	3.3.1	Enable scenario modelling and forecasting
			3.3.2	Embed AI insight into planning cycles
			3.3.3	Standardise explainable insights for executives
	Data as an Organisational Asset	Enable AI access to trusted internal data with quality feedback	3.4.1	Enable AI access to trusted internal data
			3.4.2	Implement data-quality feedback loops
			3.4.3	Make data reuse the default
	Governance, Ethics & Trust	Scale assurance and routinely assess ethical impacts	3.5.1	Scale assurance processes with AI usage
			3.5.2	Routinely assess ethical and legal impacts
			3.5.3	Engage community perspectives where appropriate
	Value & Outcomes Orientation	Prioritise initiatives by measurable service and organisational impact	3.6.1	Prioritise initiatives by measurable impact
			3.6.2	Demonstrate service and effectiveness improvements
			3.6.3	Use evidence to guide investment decisions

Year 4: Transform/Sustain (2029–30)

Purpose: Ensure AI is an enduring, trusted organisational capability.

End-of-year outcome: AI is a trusted, sustained organisational capability delivering ongoing public value.

Stage	Pillar Name	What we will do	Action Number	Action Name
Year 4: Transform/Sustain (2029–30)	Capability & Confidence	Treat AI literacy as a core organisational expectation	4.1.1	Treat AI literacy as a core organisational capability
			4.1.2	Establish continuous learning and refresh cycles
			4.1.3	Sustain a strong challenge-and-judgement culture
	Ways of Working	Continuously optimise AI-enabled workflows	4.2.1	Continuously optimise AI-enabled workflows
			4.2.2	Rapidly assess and onboard new use cases
			4.2.3	Retire legacy processes replaced by AI
	Decision Support & Insight	Make AI-supported insight standard in executive and Council reporting	4.3.1	Make AI-supported insight standard in reporting
			4.3.2	Review decision quality and transparency annually
			4.3.3	Maintain explicit human accountability
	Data as an Organisational Asset	Manage data as strategic infrastructure aligned to priorities	4.4.1	Manage data as strategic infrastructure
			4.4.2	Align data investment with service priorities
			4.4.3	Sustain high-trust, high-reuse data environments
	Governance, Ethics & Trust	Refresh governance and reinforce ethical leadership	4.5.1	Refresh governance as risks and maturity evolve
			4.5.2	Maintain visible ethical leadership
			4.5.3	Actively protect community trust
	Value & Outcomes Orientation	Review AI contribution annually and refresh priorities	4.6.1	Review AI contribution annually
			4.6.2	Refresh priorities based on outcomes
			4.6.3	Ensure AI investment remains aligned to public value

Next Steps: Turning Strategy into Practice

This Strategy sets a clear and deliberate direction for how Devonport City Council will adopt artificial intelligence over the period 2026–2030. It defines why AI matters, what responsible success looks like, and how progress must be staged across people, governance, data, and ways of working. Importantly, it positions AI adoption as an organisational capability journey grounded in public value and trust, not a technology rollout.

Turning this direction into practice requires disciplined execution supported by two key documents.

Key Documents

The **AI Policy** provides the operational guardrails that enable this Strategy to be applied consistently and safely. It translates strategic intent into clear rules, responsibilities, and expectations for staff, ensuring AI use is ethical, transparent, and accountable while still enabling innovation.

An operational plan will be developed that will describe what activities and initiatives will need to be implemented to achieve the defined actions. The operational plan converts the actions into sequenced, year-by-year actions that deliberately build capability, confidence, and governance before scale and integration. This staged approach reduces risk and ensures progress remains balanced across all strategic pillars.

Next Steps

Following endorsement of this Strategy, the AI Policy will be finalised and communicated, and consultation with internal stakeholders will commence to develop an operational plan. The focus on legitimacy, safe practice, and shared understanding. Progress will be monitored using the outcomes-based framework described in this Strategy, with an emphasis on learning, improvement, and sustained public value.

Together, this Strategy and its supporting documents provide a stable anchor for decision-making in a rapidly evolving technology landscape, ensuring Council's use of AI remains purposeful, well-governed, and focused on outcomes that matter to the Devonport community.



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