

Broken Hill Digital Strategy

22 June 2017

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Introduction

EXECUTIVE SUMMARY



A Digital Strategy

describes a pathway to take advantage of the opportunities in this digital age, enabled by high speed broadband and digital technologies



Governments at all levels are facing serious challenges – economic pressures created by limited revenue and growing expenditure demands, the environmental overload created by human activity, an ageing population, ageing infrastructure, and growing national and international competition. At the same time, the public sector is at a crossroads of how services have been delivered in the past and how they will need to be delivered in the future, made more difficult by multiple and complex service delivery channels.

What is clear though, using traditional approaches, governments, including Broken Hill, are unlikely to meet their responsibilities for the community.

In the face of austerity, demographic change, increasing citizen and business expectations, and the need to maintain sustainable services, Broken Hill has embarked upon a *Smart Community* initiative that will provide real opportunities to build a new economy, develop a stronger community, and improve services to residents, businesses and visitors, through the implementation of digital technologies.

Many business and government leaders recognise that digital technologies are creating significant changes in the economy and society. They have access to the internet, fixed and wireless broadband, smartphones, social media, the cloud, big data, sensors, machine-to-machine communications and now even computer systems that learn for themselves. These innovations are all reinventing the way we live, work and play.

The power of digital technologies to both improve and innovate services whilst reducing the cost of delivery is clear. It is essential that local authorities use the latest technologies to design effective services, drive economic development and enhance quality of life and wellbeing.

This Digital Strategy proposes a vision for Broken Hill's future, enhanced by broadband and digital technologies, with strategies that tie directly in to the goals and aspirations identified in our *Community Strategic Plan*, and is aligned to the *Smart Community Framework*. This Strategy has a 3 year horizon, long enough to gain organisational and community momentum.

Globalisation brings both opportunities and challenges. To share in national and global growth, Broken Hill has to compete effectively. This will depend on rapid technological innovation, effective strategic management of knowledge, and a clear focus on higher value-added goods, services and industries.

A Digital Strategy describes a pathway to take advantage of the opportunities in this digital age, enabled by high speed broadband and digital technologies.



BROKEN HILL'S DIGITAL VISION

“ Our vision for Broken Hill is to be a regional leader in innovation and a magnet for businesses which can apply digital technology rapidly, effectively and sustainably to create wealth and enhance quality of life for everyone **”**

The City of Broken Hill is the largest regional centre in the western half of New South Wales. It lies in the centre of the sparsely settled New South Wales Outback, close to the South Australian border and midway between the Queensland and Victorian borders. The nearest population base is Mildura in Victoria, 300 kilometres to the south on the Murray River. The nearest capital city is Adelaide, approximately 500 kilometres to the southwest.

Connected by air, rail and road and with all the facilities that one would expect of a regional city, the Far West NSW region relies heavily on Broken Hill for essential services, connectivity and economic development.

The global economy is moving into the digital realm at breathtaking speed. In less than a generation, the internet has radically transformed the way we communicate and share information. Today it is fundamentally altering the business and economic landscape everywhere, including Broken Hill.

We live in exciting times whereby our lives are being transformed by digital technology, and the internet has revolutionised the way that people relate to the world. Devices are evolving quickly, transforming our shopping, banking, services and social habits as we demand real time, customised, high speed responses to our every need. In the years ahead this technology will evolve ever deeper into our day-to-day experiences, fundamentally rewriting the rule book on all areas of commerce, education, health and communication.

Broken Hill needs to move boldly and rapidly into this digital age, and exploit the opportunities offered by technology for the benefit of everyone – our residents, businesses and visitors alike. Broken Hill is well positioned to use digital technology to enhance economic development and prosperity through investment and improved productivity for local business, and by capitalising on business expansion, tourism opportunities and attracting new residents. Our vision for Broken Hill is to be a regional leader in innovation and a magnet for businesses which can apply digital technology rapidly, effectively and sustainably to create wealth and enhance quality of life for everyone.

Digital is more than the internet, websites and social media, it is also:

Digital Infrastructure



Facilitate private and public sector investment in digital technology infrastructure

Digital Capacity and Skills



Develop the skills, capabilities and capacity of people and businesses in our community to enhance productivity and improve quality of life

Digital Culture and Innovation



Create a digital culture through council, community and institutional leadership

CONTEXT



Broken Hill City Council is no stranger to digital innovation – as attested by the Council’s sponsorship and involvement in local digital initiatives such as; the Council Dashboard, Civic Centre Technology Upgrade, Council & City Wi-Fi, and the overarching Smart Community Framework for the Broken Hill community.

These initiatives play an important role in the Council’s journey from being a purely service-driven organisation to one that is developing a people-focused, community-centric approach.

Digitally enabled participation and production of services is changing peoples’ expectations about their relationship with government. Broken Hill needs to support this shift from merely reacting to citizen and business needs, to proactively addressing citizens and businesses needs in partnership with the community. In this way we can use the opportunities from the integration of new technologies to better shape community outcomes and not simply to support government processes.

We are a motivated and ambitious Council, this Digital Strategy is designed to:

- ☐ Ensure the digital economy is a high priority for Broken Hill businesses
- ☐ Improve peoples’ lives through better use of technology – to cast digital as a basic skill alongside reading and writing
- ☐ Position Broken Hill as a significant regional digital city

To deliver our vision, the Digital Strategy will:

- ☐ Support the Council to deliver its strategic outcomes for Broken Hill
- ☐ Enable us to work proactively with our community to understand their needs and shape demand accordingly
- ☐ Promote and support the most cost-effective way of delivering services
- ☐ Support development and use of open data/technologies and open platforms
- ☐ Promote “Digital by Choice” as the benchmark for service provision
- ☐ Support our staff to maximise the opportunities that digital technology offers

This Digital Strategy will be guided by the following principles:

- Community-centred rather than service-led
- Self-service wherever possible
- Shape demand – redirect resources to where they are most needed
- Resilience – delivering fit for purpose infrastructure for today and tomorrow
- Value for money – delivering cost effective services
- Digital – embedded as business as usual
- Engagement with the community and businesses by digital means and social media

The Digital Age

DIGITAL TRENDS

What is Digital ?



It's tempting to look for simple definitions, but to be meaningful, think of digital not as a thing, but as a way of **doing** things...

By 2012, 60% of Australians had mobile smart devices and phones, 20% had tablets and 65% were using social media. By 2016 a staggering 19 million Australians were using mobile devices. (*PwC Outlook, 2016*).

Digital technology is rapidly redefining the very nature of day-to-day living, and driving us to a future where the physical, social and technological worlds converge. Already smart mobile devices have become the centre of the communication and interaction universe for the majority of Australians.

Today we can instantly purchase goods from all over the world from computers or mobile devices. We can scan billboards and advertisements on our mobile devices to activate messages, video, special offers and loyalty schemes. Phones can replace paper tickets, respond to our voices and help link us with products and services tailored for our specific needs. Through social media we can instantly connect to millions of people across the globe and transmit news and pictures as soon as they happen. We can post our thoughts and opinions to friends and followers from wherever we happen to be, in real time, 24/7.

Business solutions are continually evolving, often resulting in a variety of improvements in our quality of life alongside greater connectedness between communities.

Research has shown that consumers are the drivers of the new trends. In response, businesses are shaping solutions to meet consumer demand resulting in new digital innovations, which further empower consumers.

While the rapid onset of digital devices has ushered in profound change in less than a generation, the next wave of digital change promises further reinvention of the human experience. Digital strategies will become crucial to all business strategies and the need to gather insights through quality data will become increasingly important to business success.

Over the next 5 years or so the 'digital economy' will become **the economy**:



Customers become more connected



Consumers and employees will demand more



Organisations will get flatter and more agile



Enterprises will make data-driven, evidence-based proactive decisions



Enterprises will face more sources of competition

...all underpinned by a heavy reliance on digital

WHY EMBRACE A DIGITAL FUTURE ?

“ *Innovation is a key driver of economic prosperity....
...lifting the digital maturity of businesses will result in an increase in economic growth* ”

In economic terms, by mid 2012, online retail sales in Australia were estimated to be \$11.3 billion a year and growing at an annual rate of 15%. Australia's digital economy is forecast to grow at twice the rate of Gross Domestic Product between 2012 and 2016, from \$50 billion to \$70 billion. (*Deloitte study, 2014*).

Innovation is a key driver of economic prosperity. More than 80% of Australian business leaders believe innovation is the main driver to creating a competitive economy and the best way to improve productivity.

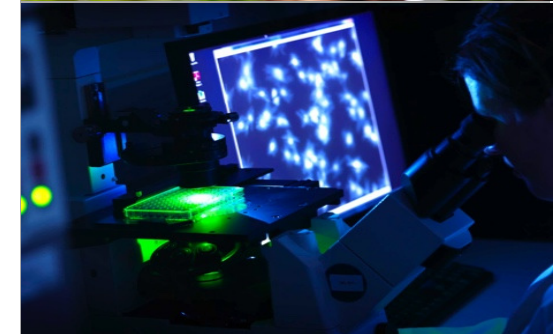
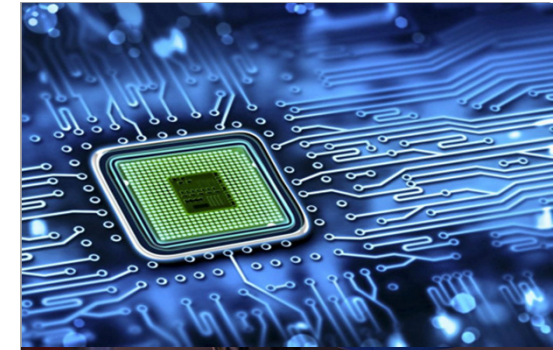
Digital innovation reflects the changing nature of both work and play, allowing for greater mobility including increased access to information, products and services from anywhere, at any time.

Digital adoption together with innovation can provide significant economic and social benefits to regional communities, including Broken Hill.

Research (*UQ, 2015*) has shown there is a clear cause and effect relationship between digital business and economic performance. The research indicated that, compared to firms without a web presence, firms using the web to engage customers were, in the following year; more profitable, twice as likely to innovate, and almost five times more likely to export. This indicates that lifting the digital maturity of businesses will result in an increase in economic growth.

Existing businesses have a great opportunity to improve productivity through efficient digital technologies. On a more ambitious level, with the right ecosystem and commitment, Broken Hill could create new businesses worth millions of dollars that drive future economic value and jobs for our city.

This Digital Strategy is designed to help Broken Hill become better equipped to make the necessary digital transformations over the coming years. Not all businesses will need to be at the cutting edge of digital change, but none can afford to ignore the digital realities. This strategy will speed up the process and assist businesses leverage digital solutions to become more efficient and effective.



Digital Broken Hill

KEY TARGETS FOR THE STRATEGY



The Digital Strategy has been primarily designed to help meet the needs of three target groups:

➤ PEOPLE

Broken Hill City Council will be focused on digital initiatives and projects that will improve the lives and social engagement of Broken Hill's residents, visitors, business travellers, students and tourists.

➤ BUSINESSES

The target business community includes companies that are currently registered in Broken Hill, as well as future investors, start-ups, new entrepreneurs and relevant not-for-profit businesses.

The strategy is aimed at businesses of all sizes and at all stages of their digital journey, and also focuses on education and capacity building for digital capabilities.

Start-ups are of interest to Broken Hill as they typically aim for rapid growth and global markets, and often attract external investment. High-growth, knowledge-based start-up companies are having a profound economic impact on economies around the world.

As part of the Digital Strategy, sector specific programs will be developed over time to ensure outcomes are delivered in the areas of most opportunity and highest potential impact. Our initial sector targets include; tourism, retail trade, accommodation and food services.

➤ COUNCIL

Broken Hill City Council has a role to play in leading by example and demonstrating how digital technology has the opportunity to completely redesign Council services. Adopting a *digital by choice* cultural transformation is an important element of Council becoming a successful digital organisation.

By fully capitalising on the digital opportunities, Broken Hill can fundamentally transform its social, professional and economic potential:

- A digital culture will become an integral part of the city mindset and culture
- Businesses with customer focused digital strategies will grow
- Council services will improve and levels of engagement will increase
- New jobs will be created
- There will be increased opportunities for start-ups
- The city will attract and retain top talent

LEADING BY EXAMPLE

The Council is the central sponsor and facilitator of this important initiative for our city. We will play a leadership role in the transition toward a Broken Hill digital economy and community.

Digitised council services not only make life easier through efficiencies for Council, residents and businesses, they also help demonstrate the possibilities of digital services to the community, and promote a *digital Broken Hill culture* to outside investors.

The Digital Strategy is underpinned through focusing on five crucial and overlapping areas of interest:

- ☐ Access to Council Services
- ☐ Digital Inclusion
- ☐ Partnerships & Shared Services
- ☐ Economic Growth & Prosperity
- ☐ Digital Technology

Access to Council Services	Council's <i>Access to Services</i> program and the wider digital agenda will increase the number and range of transactional services available through our website, and enable the delivery of website services on tablet and smartphone platforms. Developing and promoting digital access channels will reduce transactional costs and improve service availability.
Digital Inclusion	While we wish to maximise take-up of digital access channels through our <i>Access to Services</i> initiative, we cannot leave behind those who are unable or unwilling to make the change. Our residents will be affected by the digitisation agenda and they should not be disadvantaged. We need to ensure that as many citizens as possible choose to prefer digital channels over any other in order to bridge the digital divide. This underpins the type of community we stand for, and directly supports BHCC's Disability Inclusion Action Plan 2017-2021. Elected Members also need to be encouraged to develop their digital skills. We will ensure that Councillors as well as Council staff have the right skills, capabilities and technical tools.
Partnerships and Shared Services	Shrinking revenues, fewer resources and the rising demands of residents and businesses, which threaten to engulf local authority budgets, have increased Council focus on partnerships and sharing of services/resources – aiming to reduce costs, jointly procure, jointly deliver services and share expertise. Data, whether open data or shared data within relevant public sector organisations, is a key component to redesigning service delivery.
Economic Growth and Prosperity	This is crucial to Broken Hill as economic development leads to the creation of wealth, which benefits Broken Hill citizens generally. Greater access to the internet through a combination of high speed broadband and Wi-Fi provides the Council with a catalyst to develop, promote and encourage increased online interaction with residents and businesses, further normalising the digital culture. It empowers many of the wider aspects of the digital agenda such as improved educational attainment, telecare services, economic growth and digital equality.
Digital Technology	The Council uses appropriate technology (infrastructure, applications and software) to support its wide range of business requirements. We welcome and evaluate new developments and exploit them as we renew and refresh our digital technology to meet future demands and expectations.

CREATING A CYBER CITY

“A failure to act could severely undermine Broken Hill’s future economic state through the loss of business nationally and overseas, and reduced job creation prospects. The Digital Strategy will help ensure that Broken Hill is a leader rather than a follower in the digital era”

The Council has already advanced the use of digital technology to improve its communications and interactions with the people of Broken Hill, for example; Council Dashboard, Development Application (DA) Online Tracking, Civic Centre Technology Upgrade, Video Conferencing Facilities, plus several other initiatives that are underway; Community Portal, Council & Public Wi-Fi, and Public Safety Technology.

The Council’s recent adoption of the *Smart Community Framework* reinforces its commitment to using digital technology to listen to, engage with and deliver messages to residents, businesses and employees.

The Council is also developing a social media program, that includes free Wi-Fi services in many public areas and a commitment to developing open data access as the resources, budget and technology opportunities arise.

The Digital Strategy will integrate with this program and the Smart Community Framework to form a broader digital strategy for Broken Hill, and continue the commitment to use digital technology to enhance the experiences and services to our residents and businesses.

Just as important though, the strategy extends the focus to visitors, tourists and students who will likely have high expectations of our digital capacity.

The Federal Government is expecting that four out of five Australian citizens will choose to engage with all levels of government through the internet or other type of online digital services by 2020.

In this environment, poor experiences or a lack of services will frustrate residents, businesses and visitors who wish to engage online with public authorities to pay bills, find local information, etc. Broken Hill will retain its commitment to constant improvements in this area.



SMART COMMUNITY FRAMEWORK

















Councils, including Broken Hill, have asked the question, “How can we use digital technologies to make our region more connected and innovative, and enhance liveability, workability and sustainability?”

The response from Metamorph Consulting is to offer a *Smart Community Framework* which sets out a way for councils to think differently about how citizen, business and community services can be delivered, by leveraging internet, cloud, mobile and social technologies.

A Smart Community Framework, completed for BHCC in January 2017, provides a blueprint that guides the planning and delivery of smart and connected services across our region.

Not all *smart services* are relevant in all locations. Broken Hill's CBD (central business district) and other residential and industrial areas all have distinct characteristics that shape which services should be introduced and where.

Each smart service has been assessed, taking into account location, benefits and costs, and the intended spread of services across Broken Hill is summarised below.

Smart Community Framework		Central Business District	All Broken Hill
Smart Services			
Infrastructure & Utilities	 Smart Lighting	●	◐
	 Smart Wi-Fi	●	◐
	 Smart Transport	◐	◐
	 Smart Energy	●	●
	 Smart Water	●	●
Safety & Environ	 Smart Security	◐	◐
	 Smart Waste	●	●
	 Smart Environment	◐	◐
Property & Assets	 Smart Parking	◐	◐
	 Smart Building	◐	◐
	 Smart Fleet	●	●
Community & Social	 Smart Citizen Services	●	●
	 Smart Health	●	●
	 Smart Signage	◐	◐
	 Smart Education	●	●
	 Smart Lab & Hub	●	●

A smarter Broken Hill will help advance the vision and goals of the Council, and make our region an even better place to live, work, play and invest.

Smart digital technology is the enabler, applying relevant Internet of Things (IoT) solutions to build the economy, develop a stronger community, enhance quality of life and environmental sustainability, and improve services to residents, businesses and visitors.

This Digital Strategy directly supports and enables our Smart Community Framework.



Roadmap and Action Plan

DIGITAL STRATEGY ROADMAP

The Roadmap below outlines the programs that will help achieve Broken Hill's digital vision. The programs summarise key objectives, provide high level direction, and represent long-term plans and commitment.

These programs integrate and overlap to form an aggregated plan for the overarching Digital Strategy, to be implemented through a series of projects and actions which are outlined in the next section.

PROGRAM	DESCRIPTION
Smart Community Framework (SCF)	A strategic framework that sets out a way for Broken Hill City Council to deliver citizen, business and community services, by leveraging internet, cloud, mobile and social technologies. Provides a blueprint on which to base the planning and implementation of integrated, smart and connected services for our region.
Access to Council Services	Council's <i>Access to Services</i> program and the wider digital agenda will increase the number and range of transactional services available through our website, and enable the delivery of website services on tablet and smartphone platforms. Developing and promoting digital access channels will reduce transactional costs and improve service availability.
Digital Inclusion	While we wish to maximise take-up of digital access channels through our Access to Services initiative, we cannot leave behind those who are unable or unwilling to make the change. Our residents will be affected by the digitisation agenda and they should not be disadvantaged. We need to ensure that as many citizens as possible choose to prefer digital channels over any other in order to bridge the digital divide. This underpins the type of community we stand for, and supports BHCC's Disability Inclusion Action Plan 2017-2021. Elected Members also need to be encouraged to develop their digital skills. We will ensure that Councillors as well as Council staff have the right skills, capabilities and technical tools.
Partnerships and Shared Services	Shrinking revenues, fewer resources and the rising demands of residents and businesses, which threaten to engulf local authority budgets, have increased Council focus on partnerships and sharing of services/resources – aiming to reduce costs, jointly procure, jointly deliver services and share expertise. Data, whether open data or shared data within relevant public sector organisations, is a key component to redesigning service delivery.
Economic Growth and Prosperity	This is crucial to Broken Hill as economic development leads to the creation of wealth, which benefits Broken Hill citizens generally. Greater access to the internet through a combination of high speed broadband and Wi-Fi provides the Council with a catalyst to develop, promote and encourage increased online interaction with residents and businesses, further normalising the digital culture. It empowers many of the wider aspects of the digital agenda such as improved educational attainment, telecare services, economic growth and digital equality.

DIGITAL STRATEGY ROADMAP (cont'd)



PROGRAM	DESCRIPTION
Digital Technology	The Council uses appropriate technology (infrastructure, applications and software) to support its wide range of business requirements. We welcome and evaluate new developments and exploit them as we renew and refresh our digital technology to meet future demands and expectations.
Digital Infrastructure	Ubiquitous broadband access is crucial to enabling a digital Broken Hill. Getting the mix of both fibre optic cables and Wi-Fi at the right balance across the region is a key foundation for Broken Hill's digital future. Existing and planned provisions plus the pending NBN (National Broadband Network) roll-out will provide access to high speed fixed services for homes and business premises. Council will continue to build our infrastructure to ensure mobile connectivity, local economic activity, community content and government services are highly accessible and easy to use by visitors and residents.
Digital Capacity and Skills	Develop the skills, capabilities and capacity of the people within our community and local businesses to enhance productivity and improve quality of life. Building new skills and interest in digital technology will be critical to a functioning digital Broken Hill. When building the capacity of the community and businesses, there is a need to recognise that people are starting from very different levels, and that skill development needs to be highly relevant to the audience.
Digital Culture and Innovation	There is a need to promote cultural change across the community and amongst local businesses. Creating a digital culture through council, community and institutional leadership that fosters and celebrates innovation, and provides collaboration opportunities, helps result in local businesses becoming net exporters of knowledge, products and services. A positive and vibrant community that adopts digital best practice, leads by example and provides inspiration for others wishing to exploit the opportunities presented in this digital age.

PUTTING THE DIGITAL STRATEGY INTO ACTION

Broken Hill will build on its Smart Community initiative to position the city regionally and nationally as a digital leader, and over time, internationally.

The Roadmap outlined above is the launch pad for a digital Broken Hill. The projects/actions detailed in the Action Plan below are the enablers – specific actions necessary to ready Broken Hill City Council, the community and businesses to maximise the opportunities that digital technology offers. The Action Plan has a 3 year horizon.

PROGRAM	PROJECT / ACTION	[1 year – short term] [2 years – medium term] [3 years – long term]	START (3 year plan)
Smart Community Framework	<ul style="list-style-type: none"> Publicly launch and promote the Smart Community Framework (SCF) with the Broken Hill community and businesses Use appropriate digital technologies to activate the city and provision citizen services (as per SCF Roadmap) Provision and promote Wi-Fi connectivity in the CBD, Patton Street, tourist centre and publicly accessible Council buildings Commence smart lighting and smart cctv (public safety) program in the CBD, plus smart parking Commence smart fleet and smart waste programs in the CBD and targeted suburbs Investigate creation of a Digital Work Hub – a digitally-enabled work environment for collaboration, teleworking, start-ups Environment sensors – monitoring in real time environmental factors (eg. air & water quality, flood & tides, noise, etc) 		<ul style="list-style-type: none"> Immediate Short term Short term Short term Short to medium Medium term Medium to long
Access to Council Services	<ul style="list-style-type: none"> Initiate <i>Access to Services</i> program, and adopt a <i>digital by choice</i> attitude/cultural change focus across our organisation Development of more transactional services being made available online, adopting a personalised/customised approach Development of a Community Portal/Citizen Account to make it easy for residents to go to one place to get their services delivered securely online with minimum fuss Review our Web Site and Content Management system to ensure fit for purpose with a focus on citizen-centric experience Promote resident and business self-service as the preferred channel of choice Embrace mobile devices in all areas of service delivery – provide content and apps for mobile devices (eg. smart phones), Wi-Fi on premises, BYOD (Bring Your Own Device) program and teleworking for staff Consider creating a Senior Digital Officer role responsible for driving the City's digital agenda including this strategy 		<ul style="list-style-type: none"> Immediate Short to medium Short term Short to medium Short + ongoing Medium + ongoing Short to medium
Digital Inclusion	<ul style="list-style-type: none"> Develop digital skills in-house by supporting the development of a digital competency program for Councillors and staff Embed digital skills throughout the Council; from hiring and induction, through to job training and beyond Provision and promote audio/video conferencing facilities plus v/c applications such as Blue Jeans and WebEx Support Digital Leadership within the Council to advocate and promote the wider adoption of digital through services Launch and support a campaign that helps households get online, identify and promote existing online community services Develop a program of assisted digital that will target the excluded, publish all digital learning programs online Publish information regarding how best to choose an NBN provider and package for residents and businesses 		<ul style="list-style-type: none"> Short + ongoing Short + ongoing Ongoing Short + ongoing Short term Short to medium Short to medium

PUTTING THE DIGITAL STRATEGY INTO ACTION (cont'd)

The Projects/Actions describe, at a high level, specific programs, interventions and investments which, when combined, will work towards the achievement of our digital vision. Each project/action has been assigned a relative 'priority' or start timeframe taking into account various aspects such as compelling need, quick win, dependency on other actions, political or buy-in influence and complexity.

Whilst no target start/finish dates have been set under the Strategy at this time, and in some cases projects will continue beyond the strategy's three year horizon, it is anticipated that following the completion of more detailed planning and business case analysis, the projects/actions will be tracked across the three year work plan.

PROGRAM	PROJECT / ACTION	[1 year – short term] [2 years – medium term] [3 years – long term]	START (3 year plan)
Partnerships and Shared Services	<ul style="list-style-type: none"> • Council to use this strategy and associated actions (eg. SCF) in approaching Government for funding (eg. Smart Cities and Suburbs), and to NBN Co and other providers to influence future roll out of high speed broadband & wireless infrastructure • Consider a partnership of 2 local govts to leverage Federal funding, eg. Albury & Wodonga (both from different states) • Encourage innovative partnerships between digital companies and local institutions and commercial digital projects • Progressively make key data sets residing in Council open and available to the public, with our community engaged and able to use our data to solve problems, create jobs and encourage enterprise • Council to provision & promote platforms for co-creation of interactive local content driven by ideas from the community • Use available Big Data and Business Intelligence evidence to inform decisions 		<ul style="list-style-type: none"> • Immediate + ongoing • Medium to long • Medium to long • Medium term • Medium to long • Long term
Economic Growth and Prosperity	<ul style="list-style-type: none"> • Help visitors to enjoy Broken Hill – the online and mobile experience prior to arrival at the destination is becoming an increasingly important factor in the visitor experience, eg. Wayfinding and Whole-of-Destination initiative • Develop tourism/visitor targeted 'splash screens' for public Wi-Fi networks that advertise local businesses, attractions and services, invite private businesses with Wi-Fi (eg. hotels, caravan parks, restaurants) to benefit from these splash screens • Make it easier to do business with the Council – pilot digital programs and introduce initiatives that make responding to public procurement opportunities a more viable option for SMEs (Small Medium sized Enterprises) and digital start-ups • Promote businesses and public spaces in Broken Hill providing free Wi-Fi • Engage Broken Hill's cultural sectors, leverage their roles and encourage them to be early adopters of new technology 		<ul style="list-style-type: none"> • Short to medium • Short to medium • Medium term • Short + ongoing • Medium term
Digital Technology	<ul style="list-style-type: none"> • Review and reshape BHCC technology to ensure alignment with the City's economic development strategy • Take advantage of the emerging 'Internet of Things' to redesign smarter public services around citizens and businesses • When commissioning, procuring or redesigning for online transactional services, ensure that new systems are aligned to open data, open technologies and open platforms • Explore hybrid cloud options where they can be shown to enhance resilience & flexibility, and be cost-effective and secure • Create digital resources and services that benefit the retail, tourism and hospitality sectors, eg. Wi-Fi enabled resources that alert shoppers to proximate retail opportunities, smart phone apps that integrate the shopping experience 		<ul style="list-style-type: none"> • Short term • Medium term • Short + ongoing • Short to medium • Medium to long

PUTTING THE DIGITAL STRATEGY INTO ACTION (cont'd)



PROGRAM	PROJECT / ACTION	[1 year – short term] [2 years – medium term] [3 years – long term]	START
			(3 year plan)
Digital Infrastructure	<ul style="list-style-type: none"> • Prepare a public Wi-Fi plan for the CBD and main streets/tourist attractions (refer to SCF Roadmap). Consider whether it is appropriate to work alongside Telstra or other providers as part of their semi-public Wi-Fi roll outs (eg. Telstra Air) • Streamline or prioritise planning permit application procedures for telecom infrastructure roll outs • Establish a common platform for hosting and presenting digital content – to be made available to residents, visitors and others, the platform should allow content to be presented in engaging ways for different audiences • Ensure a co-ordinated approach to the development of Broken Hill's infrastructure, eg. make use of roadwork/highway programs, and housing and commercial developments to expand our digital infrastructure • Advocate for improved telecommunications access (mobile, internet, NBN) through state/fed govt, and service providers 		<ul style="list-style-type: none"> • Short term • Short + ongoing • Medium to long • Medium + ongoing • Short + ongoing
Digital Capacity and Skills	<ul style="list-style-type: none"> • Work with education & voluntary sectors to facilitate and support training to encourage citizens to build their digital skills • Ensure community knows where to access training to positively impact their lives and be motivated to use online channels • Creation of a <i>digital Broken Hill website</i> that provides basic information on conducting digital business, digital trends, events, news and available digital suppliers • Organise skills development programs in the library, schools and civic centre (and other suitable places) for residents that focus on digital security and privacy, digital health promotion, and introductions to programming 		<ul style="list-style-type: none"> • Short + ongoing • Short + ongoing • Medium term • Medium + ongoing
Digital Culture and Innovation	<ul style="list-style-type: none"> • Develop a <i>Social Media</i> program to support measures to change attitudes by encouraging the adoption of social media and its use to reach out to residents and businesses in the format with which they feel most comfortable • Identify and promote <i>Digital Champions</i> from digitally advanced local businesses to act as digital advocates and mentors • Develop a marketing and branding strategy to promote Broken Hill as Far West NSW's leading city for knowledge, innovation and digital technologies, profile and publicly celebrate local entrepreneurship and start-ups • Increase Council's level of online engagement with the community including social media, mobile apps and crowdsourcing • Participate in trials of innovative and emerging technologies for service delivery, actively engage in innovation initiatives • Establish a smart/innovation lab – bringing Council together with smart technology providers, universities, businesses and entrepreneurs to create and test solutions for the improvement of Broken Hill's liveability, workability & sustainability 		<ul style="list-style-type: none"> • Short + ongoing • Medium + ongoing • Medium to long • Short + ongoing • Medium + ongoing • Medium to long

Digital Considerations

WHAT OUR SUCCESS WILL LOOK LIKE



We will review and develop appropriate performance indicators to support our digital work plan, and these will include measures of our success in delivering the best possible viable services for our residents, businesses and visitors, within the constraints of existing and future budgets.

In addition to specific measures and performance indicators, there are important *symbols of success* that will clearly demonstrate the impact of our digital ambitions for Broken Hill. We will know we are successful when:

- ☐ There is widespread availability across Broken Hill of digital services and high-speed connectivity in homes, in work places, in community facilities and in many outdoor areas
- ☐ Council offers a suite of services to our residents, businesses and visitors that are well targeted, effective and efficient
- ☐ Services are carefully designed to meet the needs of Broken Hill, they satisfy a clear purpose and are easy to access
- ☐ All appropriate services are accessible through digital channels including mobile devices, and other channels such as telephone and over-the-counter are also available where needed
- ☐ Online portals for services, including websites and mobile apps, are easy to use and are designed from the perspective of the community
- ☐ Our people have the confidence, capabilities and skills to use digital technologies in ways that meet their particular needs and circumstances
- ☐ People are able to access online content about the community and wider Broken Hill region, they are able to connect and communicate with others, supporting lifestyles that are socially and culturally rich and environmentally sustainable
- ☐ Residents are dynamically engaged with the Council and its decision-making processes
- ☐ Digital resources help residents understand the factors & issues that are confronting Broken Hill and its decision makers
- ☐ The meetings of Council and other relevant forums are widely available through a range of online services & social media
- ☐ Council provides open access for appropriate data sets to businesses and community organisations
- ☐ Council, education sector and other public institutions enable businesses and community organisations to create economic and social value from publicly managed open data
- ☐ Council has a process for reviewing, prioritising and committing to potential innovations and initiatives that use digital technology
- ☐ Council and its staff have access to a robust, reliable and secure digital infrastructure, that supports collaborative working

PARTNERSHIP AND COLLABORATION

“Partnership and collaboration are critical for success”

The Digital Strategy requires that Broken Hill City Council acknowledge the importance of partners with relevant resources and expertise, and the role they have in realising Council's digital vision.

Collaboration is key to successful strategic projects. When it comes to achieving the high-tech, sustainable digital Broken Hill of the future, there is one word that sums up the pathway to success; 'partnership'.

All businesses and governments will be affected by the digital age, some with more urgency than others. But everyone has a role to play. Discussions, collaborations and partnerships will form in response to the challenges and opportunities. Parallel to this, each organisation will also attempt to transform its own internal practices, processes and business strategies to adapt and prepare for the significant changes ahead.

The Digital Strategy envisages that Broken Hill businesses requiring help with their digital transition should be mentored by local firms and organisations who are more advanced in their development.

It will take an evolving ecosystem of partnerships to achieve Broken Hill's digital goals and aspirations. A digital city is not simply about technology, so it needs more than a technology solution.

Partnership and collaboration are critical for success. The entire region must understand the challenge and play a role towards our future success to create region-wide change.

Broken Hill City Council will support programs and initiatives through thought leadership, sponsorship, connecting organisations with potential partners and mentors, and promoting events and opportunities through the City's extensive communication network.



FUNDING

“Broken Hill will get creative and look beyond traditional funding mechanisms for their digital technology needs”

Implementing technologies in an era when so many cities and regions are budget-strapped is going to be a financial challenge. But it doesn't have to be an insurmountable one. The Council will investigate funding opportunities to support this digital strategy, including from the public sector.

The NSW and Federal Governments are encouraging local authorities and businesses to become part of the digital economy. This includes raising government and industry's awareness of the benefits of incorporating new digital technology and broadband connectivity to transform traditional business practices.

There is an emphasis on encouraging new organisational and business models which exploit digital technology to generate better services and increased commercial activity, whilst respecting the need for more sustainable practices in a carbon constrained world.

The websites of the NSW Department of Premier and Cabinet, and Innovation NSW outline some of these programs and other initiatives such as economic collaboration, social innovation and start-up case studies.

The Australian Government also has a range of programs and funding for local authorities some of which the Council will seek to access for example, the Smart Cities and Suburbs Program, which will help Broken Hill expedite their pathway to an improved digital future.

Note: As with most strategies, the Digital Strategy is a 'living document' that will be regularly reviewed, taking into account the next wave of digital change, shifting requirements of the community and businesses, input from leading technology vendors, and tempered by Council's available resources and budgets.



Appendix

INFORMATION AND DATA SOURCES

- Deloitte
- Ernst & Young
- PwC (PricewaterhouseCoopers)
- Telstra Corporation
- Metamorph Consulting
- Smart Cities Council
- IDC (International Data Corporation)
- Forrester Research
- Gartner
- Digital Brisbane
- Ballarat Digital Services
- UQ (University of Queensland) Business School
- NSW Government Digital Strategy
- Innovation NSW
- NSW Digital Government Advisory Panel
- ACT Government Digital Strategy
- Federal Digital Transformation Agency
- Australian Bureau of Statistics
- Australian Government
- Innovate UK

ABOUT METAMORPH CONSULTING

Metamorph Consulting Pty Ltd are business advisors, management consultants and strategists, providing vendor independent advice to State and Local Government and commercial organisations at executive management level.

Metamorph works closely with government and their communities to take advantage of the opportunities offered by technology for the benefit of everyone – councils, residents and businesses alike.

Our *Smart Community Framework* and *Digital Strategies* help advance the vision and goals of councils, and make their communities even better places to live, work, play and invest. Digital technology is the enabler, applying relevant Internet of Things (IoT) solutions to build the economy, develop a stronger community, enhance quality of life and environmental sustainability, and improve services to residents, businesses and visitors.

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