Digital Strategy

2023-2027

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Contents

Document Control

Date	Officer	Changes	Signed
15/08/23	Manager Information Technology - Tom Ody	Submitted for final draft	
22/8/23	CEO - Wayne Jack	Approved	

1. Executive Summary

The City of Kwinana (The City) will use smart city technologies, data, and innovation to become a digital leader in technology and create a unique, liveable City.

The City is going through a growth cycle and this, paired with its move forward to a more modern Enterprise Resource Planning (ERP) system, means there is a large amount of change in the business. This change needs to be steered so that the City can gain the most benefit from its new systems and leverage this new system to support our ever-growing constituent base.

This document, the Digital Strategy, provides direction for addressing both short term and long-term goals, to help the City make sound decisions that are practical, cost effective and technologically forward thinking. This will allow the City to deliver the best services possible for our customers in all realms, whether it be improving our digital platforms to allow our residents to access our services when they want or empowering our staff with mobile systems to deliver our services as close to our residents as possible.

The City has targeted centralised and strategically focused digital advancement; this means that the City's technologies will centralise for all departments, decreasing the fragmentation of technology efforts and making certain that all ideas in the digital space are addressed and utilised to benefit the entire City. This also provides benefits in efficiency of spending and staffing and makes certain that genuinely beneficial business improvements to The City are not lost.

This document is a roadmap for the next five years and a vision for 10+ years. This document is not intended to be exhaustive; rather it is meant to be a guide, allowing The City to always have a focus on forward thinking. This document should support the Internal teams at The City to be dynamic, especially in times of great change. This document should be taken as a 'living document' allowing strategy to be able to change in line with the fast-moving world of Information Technology (IT), and to make certain we are always delivering the best services to our customers.

2. Strategic Alignment

Successful Digital Cities take a holistic approach to building on the policies, plans and strategic actions already in place. This Digital Strategy is informed by the following:

2.1 The Western Australian Digital Strategy 2021-2025:

In 2021, The Western Australian Government released a Digital Strategy to "change the way government works and make it easier for people and businesses to interact with the WA Government.

The Digital Strategy promotes the benefit of digital transformation for both organisations and the community, encouraging Western Australia to be at the forefront of digital change.

The objectives and aspirations in this IT Strategy have thus been aligned with the four strategic priorities of the WA Governments Digital Strategy:

- Better Services
- Informed Decisions
- Safe and Secure
- Digitally Inclusive

2.2 The City of Kwinana Strategic Community Plan (2021-2031):

This IT Strategy builds on Kwinana's Strategic Community Plan (SCP). The SCP sets the City's directions until 2031 and provides numerous opportunities for impactful and beneficial IT and smart cities integration. The table adjacent outlines how this Strategy's objectives respond to the outcomes/ objectives of the SCP.

SCP Vision

A unique and liveable City, celebrated for and connected by its diverse community, natural beauty and economic opportunities

SCP Outcomes

1 A naturally beautiful environment that is enhanced and protected	2 A resilient and thriving economy with exciting opportunities	3 Infrastructure and services that are affordable and contribute to health and wellbeing	4 A unique, vibrant and healthy City that is safe, connected and socially diverse	5 Visionary leadership dedicated to acting for its community

SCP Strategic Objectives

1.1 Retain and improve our streetscapes and open spaces, preserving the trees and greenery that makes Kwinana unique	2.1 Enable a thriving and sustainable local economy that supports and sustains quality jobs and economic opportunities	3.1 Develop quality, affordable infrastructure and services designed to improve the health and wellbeing of the community	4.1 Create, activate and manage places and local centres that are inviting, unique and accessible	5.1 Model accountable and ethical governance, strengthening trust with the community
		3.2 Provide for an accessible and well-connected City by integrating public transport and improving safe streets for driving, walking and cycling	4.2 Improve Kwinana's perception by leveraging and promoting the unique attributes of the area and supporting feelings of safety and security in community	5.2 Develop strong community engagement through strong partnerships with the community
1.2 Maintain and enhance our beautiful, natural environment through sustainable protection and conservation	2.2 Create strong regional connections that will improve the ability for residents to access jobs, training and goods and services	3.3 Maintain infrastructure, playgrounds, parks and reserves to a high standard through sustainable asset maintenance and renewal	4.3 Enhance opportunities for community to meet, socialise, recreate and build local connections	5.3 Provide a high standard of customer service with the community as priority
			4.4 Develop wellbeing programs and implement physical recreation that is culturally appropriate for Kwinana's community	5.4 Establish a culture of continuous improvement, achieving high levels of business excellence

DIGITAL STRATEGY RESPONSES TO SCP

ENABLING TECHNOLOGIES	PRODUCTIVE & EFFICIENT	AFFORDABILITY	CITIZEN CENTRIC	INNOVATION

2.3   Internal Consultation:

Meetings were held with all managers and directors to get an understanding of the gaps in service delivery, and to discover opportunities to provide more efficient systems, into the future. This information was used to form a set of goals for the business providing the basis for the City's IT Strategy.

To refine the initial feedback received from the business, and to identify any gaps, an environmental scan was undertaken to confirm current best practice for Digital infrastructure, which was then considered within the context of recent audits completed by the Office of the Auditor General.

Hook Consulting – a smart cities and technology company, conducted a Strategic Visioning Workshop with the City of Kwinana Senior Management Team (SMT). This workshop gathered insights and findings to facilitate the growth of the City of Kwinana into a Smart City, as well as inform the creation of the vision statement for the internally produced IT Digital Strategy 2023-2027.

3. Vision

The City of Kwinana is looking to the future. Based on our Strategic Objectives, alignment to the SCP, and desire to be an industry leader for Smart Cities and IT - we will empower our City, employees, and citizens to leverage digital technology and innovation to benefit our community. Our vision for this strategy is as follows:

"The City of Kwinana will use IT, smart city technologies, data, and innovation to pursue and achieve our SCP vision of creating a unique and liveable City, celebrated for and connected by its diverse community, natural beauty and economic opportunities."

4. Strategic Objectives

A consideration of a combination of best practice, feedback from key individuals, and the City's current environment, has resulted in the development of the Strategy's key objectives. These objectives are further refined in the strategy detail.
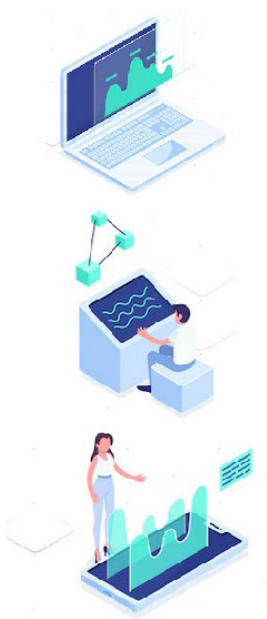
ENABLING TECHNOLOGIES

Retain and improve The City's naturally beautiful environment by working with teams to utilise technology to monitor, maintain and measure the tree coverage and greenery of streetscapes and open spaces, enable data flow of monitoring systems to assist conservation of protected areas, and empower horticultural teams to deliver vibrant and engaging areas with remote tools.

PRODUCTIVE & EFFICIENT

Enable and support a thriving and sustainable local economy that provides jobs, economic opportunities, and improves the ability for residents to access jobs by digitising The City's platforms. Making The City's services for businesses more accessible and easier to engage with enabling the City's businesses to be more competitive regionally and support their growth.

AFFORDABILITY

Assist in making infrastructure and services affordable by continual improvement of the City's digital platforms, to both increase the efficiency of staff and the quality of the work they can provide, allowing The City to deliver better services while reducing costs.

CITIZEN CENTRIC

Encourage a safe and connected City by strengthening the connection between residents and The City utilising Digital platforms which foster openness and interaction while discouraging anti-social behaviour and fostering a feeling of safety by developing the cities monitoring technologies.

INNOVATION

Develop the City to become a visionary innovative technology leader – a Digital City that explores continuous innovative and adaptable IT practices, to foster an environment of improvement and efficiency.

5. Scope

The strategy provides a vision for the future, defined by key objectives, and a five-year plan that details the key initiatives planned. The strategy sets out parameters that set an overall framework consistent with the strategy objectives, while ensuring the business can be agile, and respond to changes in technology, work, and customer expectations.

5.1   Current and new projects

It has been noted that this strategy sets the general parameters for the future, and while the document also includes a five-year-plan, it does not define an exhaustive list of initiatives. Accordingly, it is necessary to have a mechanism to assess new opportunities, or changing needs or expectations of the customer, within the context of this strategy. A process has been developed that provides a pathway for new initiatives to be considered.

In accordance with the strategy, the process has three key considerations:

- Making certain we are not duplicating cost and effort by purchasing applications for processes that can be performed by already existing applications

- Making certain anything we do is protected from cyber security risks; and
- Capacity of the City and the relevant team to undertake the project in the context of organisational priorities.

5.2   Priorities

Several projects have been identified in response to the strategic objectives of the document. In order to guide application of resources as they become available, each project has been prioritised under the relevant strategic objectives. Where new projects are proposed by the business, the relative priority will be determined, with this advice provided to the decision group and proposer, so that consideration can be given to the likely timeframe of implementation as part of the decision process.

6. Key Focus Areas

As The City of Kwinana is looking to the future, the following key focus areas have been identified for this Digital Strategy:

6.1 Cyber Security

Objectives Met:

PRODUCTIVE & EFFICIENT   **CITIZEN CENTRIC**

As security risks for all businesses are increasing, it is important that these risks are mitigated through robust controls, protocols, and detection software and services. However, it is also important that the City can continue to do its business, requiring careful consideration of the impacts and benefits of any proposal to increase the complexity of the system, or restrict the ability of the organisation to work. Also important, is the rapid pace of cyber-security risks, and the frequency of cyber-attack, particularly with large, sophisticated business and Government agencies.

While the City needs to increase awareness and protections, it is also necessary to ensure both staff and residents can continue to work and interact freely. Achieving this balance requires being selective in how and where we increase our security. The key focus proposed is embedding and expanding our existing Cyber security and authentication platforms, and ensuring all new systems integrate with these protections.
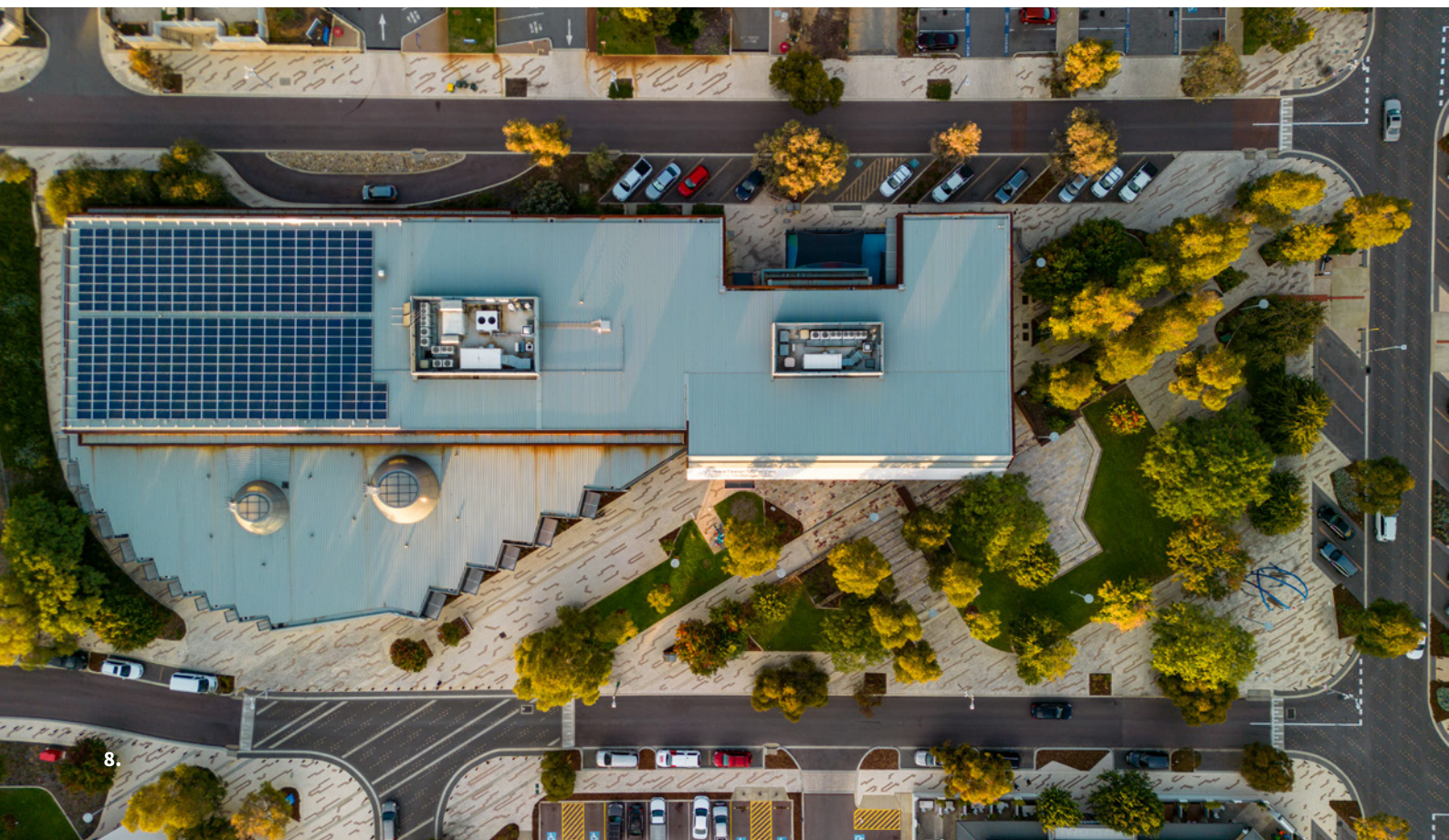
6.2 Digitisation

Objectives Met:

 ENABLING TECHNOLOGIES   PRODUCTIVE & EFFICIENT   AFFORDABILITY   CITIZEN CENTRIC   INNOVATION

Today over 90% of the Australian population owns a smart phone. They do their banking, order their meals, and contact their friends all through these devices. There is an expectation that customer interactions should all be possible digitally, whether that be online forms, email or even getting support through digital webchat. This change of the population, to an increased expectation of interacting through smart-phones and via the internet, requires the City to respond if it intends to be a contemporary organisation meeting the expectations of its customers. Artificial Interlligence offers a unique opportunity

to assist The City in delivering services, helping residents without the need for staff to be available 24/7. Ultimately, our systems should directly integrate, meaning residents are entering their own data through an online portal, with staff validating data and assisting customers through the City's processes. This approach also increases organisational efficiency, reduces risk of data entry errors, and frees staff time for increased focus on customer service and processing requests/applications.

6.3 Business Intelligence

Objectives Met: ENABLING TECHNOLOGIES   AFFORDABILITY   INNOVATION

As the City grows so will the need to better understand the business. Systems, such as OneCouncil, will have significant information on the business, and provide an opportunity to increase understanding and develop future plans and strategies. However, the information within the City's systems is raw, requiring manipulation and analytics to create value.

Business Intelligence is the field of converting raw data into a structured form that will allow the City to create value through enhanced understanding of how the business operates, the costs of operating the business, and the demands and desires of the customer. This insight will allow the business to make informed, data-driven decisions. A substantial opportunity is being created with the roll out of the Technology One ERP. The interconnection of data within the Technology One product, and a commitment to continuous development of the product, will ensure business intelligence is a value add in the future.

6.4 Mobility

Objectives Met:

PRODUCTIVE & EFFICIENT   AFFORDABILITY   CITIZEN CENTRIC

The City of Kwinana, Internally, has a large mobile workforce and the most prevalent way that residents interact with technology is through mobile devices. To support the mobility of our staff and residents, the City needs to be able to deliver all services in a manner that is accessible from any device, anywhere. When thinking about the business of The City, many current tasks are performed using notes of some sort before they are brought back to base and entered.

This double handling can be reduced or removed by having end-user devices with the correct fields exposed. When the focus is on the residents, The need for increased accessibility to wireless technologies and the internet stands out. By delivering services directly to allow connectivity, The City can be supportive in both personal and professional areas, connecting our residents to the City and each other.

6.5 Smart City

Objectives Met: ENABLING TECHNOLOGIES   AFFORDABILITY   INNOVATION

Smart City initiatives provide the opportunity to gather data to inform decisions. A Smart City is defined as an interconnected urban area that integrates smart technological devices and infrastructure elements into an urban landscape. Generally, Smart City devices are simple, performing a basic data gathering task. In order to build a Smart City, there are three key building blocks. The first is physical computing devices (these may include smart phones, TV monitors, and computers). The next building block is the Internet of Things (known as the IoT).

The IoT is a cloud-computing concept where a network (such as Wi-Fi, or a 3G/4G/5G connection) connects physical computing devices together allowing them share to communicate and share data in real-time. Lastly, Big Data is the final building block which refers to the valuable data and allows the City to inform their decision making that is generated from physical devices that are connected to the IoT. This data can also be used to create insights into complex present/future problems and allow for troubleshooting.

Examples of common Smart City devices include people and vehicle counters, level meters on rubbish bins and water tanks, and soil moisture meters. The collection of this type of simple data can allow the City to understand location and venue utilisation volumes and times, and better understand the performance or condition of assets.

6.6 Modernising the Platform

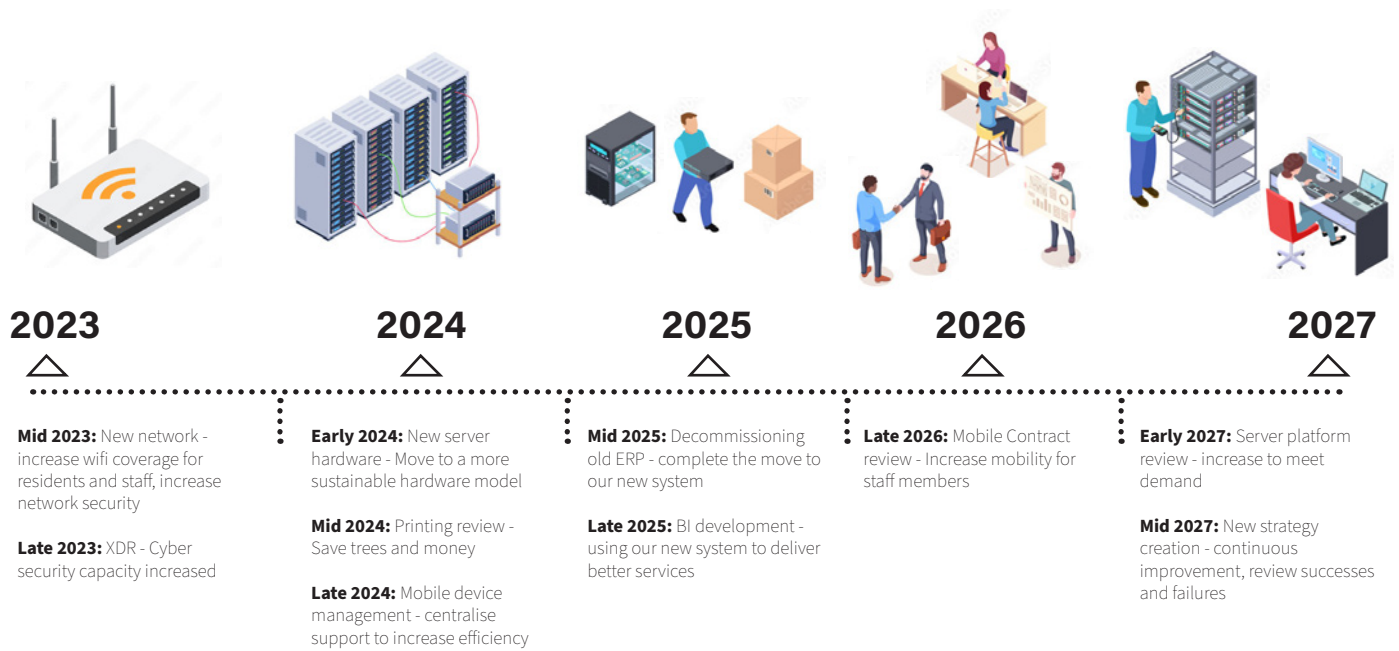**Objectives Met:** (AFFORDABILITY) (INNOVATION)

The City, like most businesses, is migrating to cloud-based services. This is being done for many reasons, first and foremost, a cloud-based system removes the costs, challenges, and risks of managing an on-premises platform. Things, such as looking after hardware, having to purchase redundant equipment to mitigate the risk of business-critical failure, the need for specific technical skills to look after complex on-premises platforms, and requiring extra people resources to keep up with software and firmware patching. In a cloud model these problems are either reduced or removed. Importantly, though, it is still necessary to ensure that systems are moved to more efficient platforms, and that the cloud model meets the City's security profile and is delivered at a cost that is competitive with resourcing and on-premises platforms. Software as a Service (SaaS) platforms are the primary target as, unlike cloud hosted servers, the management of servers is also moved away from the City to the vendor, further reducing the requirement for internal resources, and allowing technical specialists to manage the security and availability of the server. As the focus is on cloud, and SaaS specifically, the City will be migrating away from an on-premises platform once the remaining critical business apps are moved to SaaS or decommissioned. This approach will contribute significantly to the City's ability to operate during emergencies, including loss of building, power outages and local loss of NBN cables. This approach also provides a more robust approach to backup of data than can be managed with an on-premises approach.

7. Timeline

2023	2024	2025	2026	2027

Mid 2023: New network - increase wifi coverage for residents and staff, increase network security

Late 2023: XDR - Cyber security capacity increased

Early 2024: New server hardware - Move to a more sustainable hardware model

Mid 2024: Printing review - Save trees and money

Late 2024: Mobile device management - centralise support to increase efficiency

Mid 2025: Decommissioning old ERP - complete the move to our new system

Late 2025: BI development - using our new system to deliver better services

Late 2026: Mobile Contract review - Increase mobility for staff members

Early 2027: Server platform review - increase to meet demand

Mid 2027: New strategy creation - continuous improvement, review successes and failures

8. Conclusion

The City of Kwinana (The City) will use smart city technologies, data, and innovation to become a digital leader in technology and create a unique, liveable City.

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Revision	Date	By
1.1	19/6/2023	Tom Ody & Ieuan Hook
1.2	29/6/2023	Tom Ody & Ieuan Hook
1.3	14/8/2023	Tom Ody & Ieuan Hook