

Smart Council Strategy

Smart Region, Smart Council

July 2022



Definitions

Strategy	Smart Council Strategy
Council	Dubbo Regional Council
Region	The Dubbo Region (local government area)
Customer Experience	How an external stakeholder, such as a community member, interacts with and experiences a Council services
User Experience	How an internal stakeholder, such as a staff member interacts with and experiences a product, system or service
Smart region	Smart regions use technology and information to solve problems and unlock economic, social, environmental and cultural opportunities

Acknowledgement of Country

Dubbo Regional Council wish to acknowledge the Wiradjuri People who are the Traditional Custodians of the Land. Council pay respect to the Elders both past, present, and emerging of the Wiradjuri Nation and extend that respect to other Aboriginal peoples from other nations who are present.

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1. Introduction

This Smart Council Strategy (Strategy) is a decisive step towards a digital Dubbo Regional Council (Council). It provides the strategic backbone for the continuing digital transformation of Council, and the delivery of the accompanying *Smart Region Strategy*.

Digital transformation will ensure that Council is more efficient, data-driven, and customer-focused. It supports privacy protections and stronger cyber-security to safeguard against current and future challenges.

Imperative

Technology already underpins many of Council's day-to-day operations and is integral to the timeliness and quality of services delivered. As technology rapidly evolves, a strategy is needed to harness the potential to improve government and customer interaction and to deliver better outcomes for the Dubbo Region (Region).

What do we mean by digital?

According to the Australian Government's Digital Transformation Agency, 'Digital in Government' means using online technologies to improve services for people and business, and using data and technology to redesign how government works.

Across Australia, all levels of government are using data to make decisions, understand challenges and create value. Governments are also using technology to change how they operate and modernise the services they deliver.

Purpose

This Strategy sets a vision for Council's future technology platform and information processes. It establishes guiding principles to address opportunities of technological change. It coordinates Council's approach to changing Information Communication Technology (ICT) and Smart Region services. It also works to address emerging cyber-security and privacy challenges.

Scope

Digital transformation is a complex phenomenon. It not only describes transitioning from hardcopy to online forms, but it also covers implementing digital workflow, the automation of services, the application of new technologies, and more. To help breakdown this complex phenomenon, the following has been adapted from Janowski (2015) and Hamilton (2019).

Analogue Government

Data, documents, and other information is only available to staff, stakeholders and customers in analogue or hardcopy forms. Council processes and services are only delivered through hardcopy or in-person.

Technology in Government

Data, documents, and other information is available in digital formats. Services are accessible to staff and citizens in digital format and through digital networks. Processes and governance have not been updated for digital access.

Digital Government

Includes institutional reform of government aimed at internal efficiency, effectiveness, rationalisation, simplification, and other related goals. Benefits include:

- ▶ Reduced storage costs
- ▶ Improve access, searchability and transferability
- ▶ The possibility of further processing of data that was previously difficult to access or collate.

Digital Governance

Transformation of relationships within government and between government and customers is undertaken using digital technologies. This includes:

- ▶ Integration of previously separate processes
- ▶ Machine learning, artificial intelligence, mobility, automation etc
- ▶ Benefits include lowered running costs, improved customer experiences and accelerated business operations.

Smart Governance

Digital transformation enables services to be performed in completely new ways or enables entirely new services to be devised and delivered. Smart governance adapts to specific communities and social contexts. Benefits include the personalisation of public services through government-to-citizen and citizen-to-citizen co-production. Co-production is when citizens are involved in the creation of public policies and services.

2. Strategy

Vision

Dubbo Regional Council delivers tailored community services through a simple, streamlined, 24/7, customer experience. We are empowered by technology and informed by data to be responsive to community needs. Our systems and processes allow us to collaborate across our organisation and to deliver effective services for the whole Region.

Our Goals

The following three goals drive this Strategy. They will be used to guide planning and evaluate progress. Council will:

- ▶ Deliver seamless, simple and co-designed community experiences and services
- ▶ Empower decision-makers through data and stakeholder consultation
- ▶ Drive collaboration and productivity through digitally integrated processes

Principles

To achieve these goals and realise our vision, Council will be guided by the following three principles across all planning and subsequent actions.

- ▶ Strong cyber security and privacy protections
- ▶ High levels of digital capability
- ▶ Meaningful, relevant and intuitive user experiences by design

Strategic Themes

To coordinate action that address unique Council needs and opportunities, progress will be delivered across the following five strategic areas:

- ▶ Partnering with the community to deliver a **Smart Region**
- ▶ Designing and redesigning towards a **Customer Centric Experience**
- ▶ Integrating and coordinating **Systems and Processes**
- ▶ Decision-making informed and empowered by **Information Governance**
- ▶ Supporting Council with **Fit-For-Purpose Technology**

3. Leveling Up

The following digital projects are examples of how Council already supports staff to deliver better community outcomes.

Cloud Computing

Council is adopting cloud computing across its operations. This refers to the delivery of computing services such as servers, storage, databases, networking, software, analytics and intelligence over the internet, without a physical presence on-premises. Benefits include:

- ▶ Reduced cost from elimination of capital expenses
- ▶ Greater speed, performance and productivity from worldwide networks
- ▶ The latest hardware and IT service on demand
- ▶ Improved reliability and security from procedures that protect data, apps and infrastructure from threats.

Unified Collaboration

Council is investing in a collaboration system that enable staff to meet, chat, call, and collaborate in one place. Open and dynamic communication across Council, from the office, on site or at home, will improve communication and collaboration to help build communities of interest, gather ideas and feedback, and enable information sharing and alignment.

Mobile Workforce

There are over 150 employees at Council that undertake field (out-of-office) activities that require access to Council's systems (remotely), such as health inspectors and engineers. To support these employees and improve service for customers, we will empower mobile workers with the equipment and apps necessary for field work without returning to the office.

Customer Relationship Management (CRM)

Council is adopting a new CRM system to remove bottlenecks and manual processes that slow down requests and lead to mistakes. This integrated, data-driven software solution will improve how Council interacts and conducts business with customers, enabling management of customer relationships, request tracking, and delivering actionable data.

Security

Council is implementing best practice cyber-security policies by leveraging the Australian Cyber Security Centre prioritised mitigation strategies and the NSW Cyber-Security Framework. Effective cyber-security will deliver confidence in the services provided by Council and ensure effective and resilient use of digital technologies.

Real Time Data Analytics

Council is utilising PowerBI, a business analytics service, to create a data-driven culture with improved business intelligence across Council. This will enable all levels of Council, to make confident decisions using up-to-the-minute analytics to ultimately provide better outcomes for customers.

4. Alignment

Towards 2040 Community Strategic Plan

This Strategy aligns with the *Towards 2040 Community Strategic Plan* (CSP) and fulfils the following key commitment:

- ▶ Strategy 4.2.2 – Technological capabilities meet the requirements of Council and the community.
- ▶ Further directions are in the *Delivery Program and Operational Plan 2022*:
 - Information technology capability is kept up-to-date and is sufficient to meet business needs
 - E-based solutions for the submission of applications, payments, customer enquiries and other interactions with Council are developed and maintained
 - Corporate information is maintained in accordance with the State Records Act
 - A comprehensive and accurate Geographical Information System is maintained
 - An accurate Land Information System database is maintained

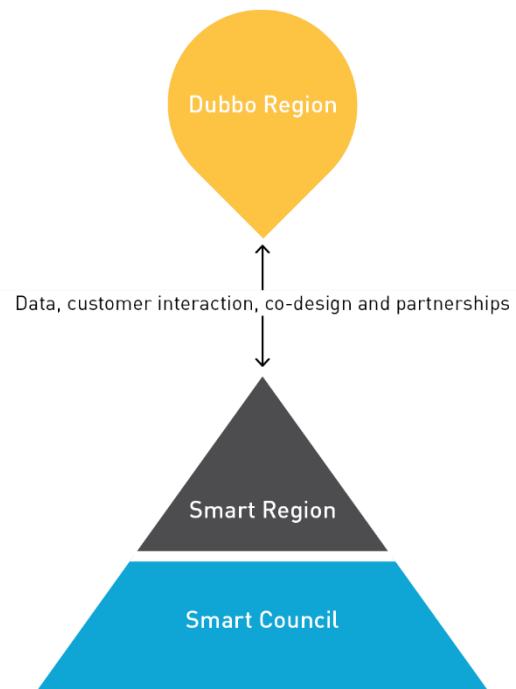
Council recognises that the CSP identifies regional and organisational technological transformation as crucial to ongoing prosperity and sustainability. As such it also sets out the following goals:

- ▶ Dubbo and Wellington are ‘smart cities’ that capitalise on future technological advances in the way we travel, communicate, work, live and respond to change.
- ▶ We are home to the ‘Silicon Plains’ where our strategic location, our transport linkages, land availability and access to world class telecommunications systems provide unmatched capability for high technology industries.

Smart Region Strategy

In accordance with these goals, this Strategy complements and enables the accompanying *Smart Region Strategy*. The *Smart Region Strategy* focuses on community-based initiatives such as physical infrastructure, engagement, online service delivery, digital community programs and other new digital opportunities that will make the region an even better place to live, work, visit and invest.

The *Smart Region Strategy* guides action to create greater opportunity for the community. This Smart Council Strategy provides Council with the organisational capability to deliver this action and translate the resulting opportunities into better outcomes. These two strategies will be implemented together.



Customer Experience Strategy

This Strategy will also work closely with the *Customer Experience Strategy* (2021), which aims to deliver a seamless and positive experience for residents, businesses and our communities when interacting with Council. It places customers at the heart of everything we do.

Delivering improvements across each of the four customer experience drivers will improve our customer satisfaction:

- ▶ Personalisation – how we tailor our channels and services to the individual customer
- ▶ Collaboration – how we work together as an organisation to improve customer experiences
- ▶ Connectivity – how we reduce effort and build effective relationships with our customers
- ▶ Engagement – how we build trusting relationships with customers, by listening, observing, informing, co-designing services and seeking feedback from customers to identify problems and opportunities

Our action, through planning, design and delivery, will be guided by the following principles:

- ▶ Consider the customer journey and ensure a personalised customer experience is at the centre of everything we do, across all functions
- ▶ Understand how our processes impact the customer, and work collaboratively to create seamless experiences
- ▶ Ensure data is captured in real time, accessible to our customers and connected through the organisation so that we can continuously update understanding of customer's needs
- ▶ Embed practices that enable us to engage with, understand and advocate for the voice of the customer, creating relevant customer products and services

5. Benefits

The growth of digital capacity, capability and connection is occurring across Australia.

Local councils, state governments, the Australian Government and business are delivering greater outcomes for staff, customers and communities. But what does this mean? Here are three tangible examples of how digital transformation improves lives.

Enable

Digital transformation enables the more efficient and effective performance of government services. For example, the Australian Government's development of *myGov* provides much of the information and services Australians need and expect digitally, simply and easily.

myGov allows individuals and business to focus on their own priorities, not government bureaucracy. It functions in the form of a single login that provides access to several Government services and a secure inbox to receive correspondence from government departments.

During the Covid-19 pandemic the Australian Government has been able to quickly engage the Australian people. Receiving economic stimulus is now streamlined and efficient.

Disrupt

Digital transformation disrupts traditional services and infrastructure that haven't been improved for decades. For example, Hobart City Council adopted cloud technology to increase collaboration and to allow their staff the flexibility to work remotely.

Hobart City Council implemented conditional access and multi-factor authentication to protect users, data, and devices, and to manage the increasing number of staff using personally enabled company-owned devices. They also conducted enterprise mapping that continues to drive improvements in digital service delivery.

Data access and process mapping not only increased efficiency and supported automation, but freed up Hobart City Council teams to proactively support their citizens.

Create

Digital transformation creates value from the unforeseen applications of data and technology. For example, Darwin City Council used data to target their stimulus response to pandemic shutdowns.

Darwin had traditionally used free-parking to attract visitors to the city, but smart parking data showed that visits to the city had not declined as expected.

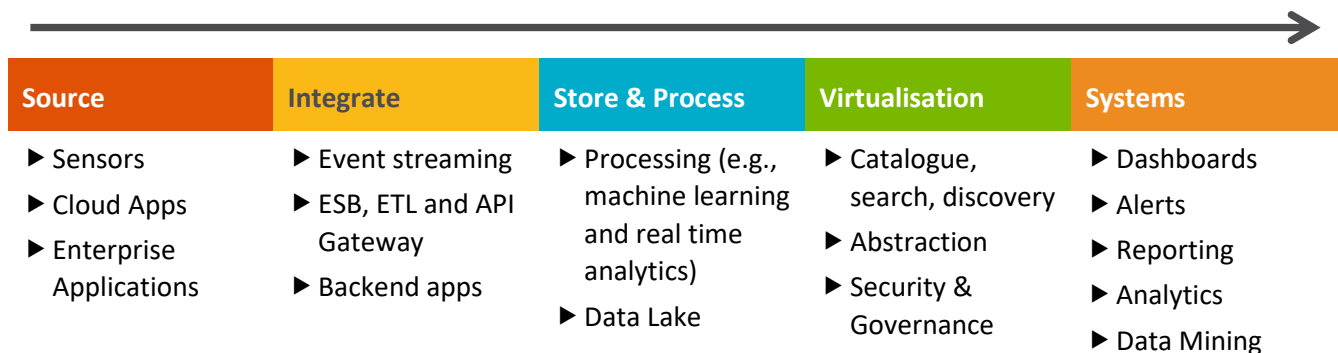
The City of Darwin reappropriated the free parking costs to provide discounts at local businesses through the *myDarwin* online platform. The 6x multiplier effect meant an estimated \$650,00 was injected, resulting in \$4 million stimulus. This stimulus not only protected local jobs and businesses but provided data to Darwin City Council, consumers and business to help inform future decisions.

Digital Workplace

Becoming a smart Council will improve employee experience and thus drive results for the community. In the private sector, the top 25% of companies as ranked by employee experience are 26% more profitable and have double the customer experience ratings of the bottom 75%¹. For Council and the Region, improving employee experience through support for information and capacity to collaborate will improve community services and lower costs.

Data Centricism²

In a data centric council, data forms the primary architectural component – from source to systems, as outlined below. People, technologies and processes are designed and developed with a clear intent of generating relevant information and utilising it collaboratively to enhance business success. A data-centric council will have the tools, abilities and culture to put data at the heart of decision-making.



Enterprise Collaboration³

In a collaborative council, a single platform connects people, breaking down geographic and organisational silos, and connects the organisation to vendors and customers. A council with robust enterprise collaboration will ensure employees can access necessary and timely information and collaborate with multiple parties to create value. Successful enterprise collaboration is delivered through:

Dialogue across the value chain

- ▶ Council: Unified and contextualised communication across boundaries, including two-way communication between employees and senior management, on a single platform
- ▶ Vendors: Faster communication, feedback and updates.
- ▶ Customers: One-on-one connection with customers to personalise experiences and explore their challenges

Reach + Engagement + Services = Innovation

- ▶ Reach: A common collaboration platform that can be accessed by mobile workforce and is easy to use.
- ▶ Engagement: Replacing one-on-one and one-to-many communication with collaboration platforms, listening and acting on employee interaction, and encouraging a culture of discussion and knowledge sharing.
- ▶ Services: Collaboration platform as a one-stop solution for all employee interactions.

Collaboration fosters innovation and data-centricism improves problem identification and decision making. The final piece of the digital workplace puzzle is smart solutions. As detailed in the *Smart Region Strategy*, Council is adopting a concerted approach to considering smart solutions. Such solutions not only target specific issues, but build in data collection and network integration that will enable Council to optimise, learn and adapt.

¹ Empowering Employees to Build Value in a Digital World: Application – Kristine Dery (2018)

² Data-centric Organization: A New Paradigm – Shyamalkumar Desai, Subramanya Joshi (2020)

³ Enterprise Collaboration for NexGen Innovative Workplace - Apoorva Reddy (2018)

6. Digital Transformation Strategies

The digital transformation process outlined in this Strategy is occurring across governments at all levels. Our Strategy aligns with and adapts to these and other strategies to meet the needs and capacity of Council and our community.

Australian Government	NSW Government	Dubbo Regional Council
<i>Smart Cities Strategy</i> <i>Digital Transformation Strategy</i> <i>Australian Data Strategy</i>	<i>Smart Places Strategy</i> <i>Digital Government Strategy</i>	<i>Smart Region Strategy</i> <i>Smart Council Strategy</i>
Australian Strategic Priorities <ul style="list-style-type: none"> ▶ Government that is easy to deal with ▶ Government's that is informed by you ▶ Government's that is fit for the digital age 	NSW Priorities <ul style="list-style-type: none"> ▶ Customer experience ▶ Data ▶ Digital on the inside 	Council's Goals <ul style="list-style-type: none"> ▶ Community experiences and services ▶ Data and consultation ▶ Digitally integrated processes
Australian Principles <ul style="list-style-type: none"> ▶ Peoples' needs are at the heart of our policy and service design ▶ We prove trustworthiness in everything we do ▶ We will partner and collaborate to deliver value ▶ We continuously explore and implement innovation ▶ We deliver best value for money for the public 	NSW Enablers <ul style="list-style-type: none"> ▶ Technology ▶ Cyber security ▶ Legislation ▶ Delivery capability 	Council's Principles <ul style="list-style-type: none"> ▶ Cyber security and privacy ▶ Digital capability ▶ User experiences by design Council's Themes <ul style="list-style-type: none"> ▶ Smart Region ▶ Customer Centric Experience ▶ Systems and Processes ▶ Empowered by Information Governance ▶ Fit for purpose Technology

7. Engagement

To inform the development of this Strategy, Council conducted engagement with key internal stakeholders, leaders and staff. Engagement consisted of an online innovation survey (74 participants) and dedicated workshop session to discuss innovation within Council. Key results from the process are highlighted below.

Smart Council Priorities



Adopt a long-term approach



Ensure system security and privacy protections



Get proactive



Increase collaboration



Be outcomes-focused

Challenges to address



Governance and policy



Risk aversion



Coordination and internal silos



Internal comms & connection



Understanding of opportunities



► Digital literacy and data skills

Maturity assessment

Council's approach to digital transformation and becoming a smart region is shaped by existing capability. The initial focus is on aligning people, tasks, structure and technology. The engagement process found a growing awareness and increased receptiveness to digital transformation, developing digital skills and experience, as well as the growing availability of smart services. However, capability, confidence and support for digital transformation varied significantly across Council. This was often considered a result of internal silos and ad hoc approach to transformation.

8. Our Goals

Dubbo Regional Council delivers tailored community services through a simple, streamlined, 24/7, customer experience. We are empowered by technology and informed by data to be responsive to community needs. Our systems and processes allow us to collaborate across our organisation and to deliver effective services for the whole Region.

The following goals have been developed to direct smart Council transformation. They will be used to prioritise projects, shape design and implementation, and evaluate project and program success.

Deliver seamless, simple and co-designed community experiences and services

Serving the community is at the heart of everything Council does. Council's goal is to improve the community's experience of local services and tailor their services and supporting policies to their priorities and needs.

As outlined in our *Customer Experience Strategy*, Council aims to:

- ▶ Consider the customer journey and ensure a personalised customer experience is at the centre of everything we do, across all functions
- ▶ Understand how our processes impact the customer, and work collaboratively to create seamless experiences
- ▶ Ensure data is captured in real time, accessible to our customers and connected through the organisation so that we can continuously update our knowledge of customer's needs
- ▶ Embed practices that enable us to engage with, understand and advocate for the voice of the customer, creating appropriate products and services

Empower decision makers through data and stakeholder consultation

Usable and accessible data is a critical Council asset. Council's goal is to unlock the full potential of data to inform decisions and protect personal privacy. Council will practise a cohesive and coordinated approach to data governance, quality assurance, mapping and utilisation, to enable data-driven decision-making.

Council aims to:

- ▶ Ensure that decisions that are informed by data and transparent are business as usual
- ▶ Ensure data is shared internally and externally wherever possible and appropriate
- ▶ Store and present data in a readily usable, repeatable and updatable format with an emphasis on visualisation and mapping tools to ensure accessible and actionable insights
- ▶ Meet legislative requirements and protect personal information through secure collection, storage and sharing of data

Drive collaboration and productivity through digitally integrated processes

The pursuit of greater productivity is an action across Council. Council's goal is to be digitally integrated by design. Council will transition from manual processes to digitally enabled and automated means, using technology to accelerate and automate processes and allow staff to focus on community needs. Council will embed efficient and effective processes to support seamless and quality community services.

Council aims to:

- ▶ Update and streamline internal process to eliminate duplication and intra-organisation wait times
- ▶ Integrate information and support collaboration across Council through whole-of-organisations platforms
- ▶ Invest in technology that enables flexible working
- ▶ Design user-centric processes and services

9. Principles

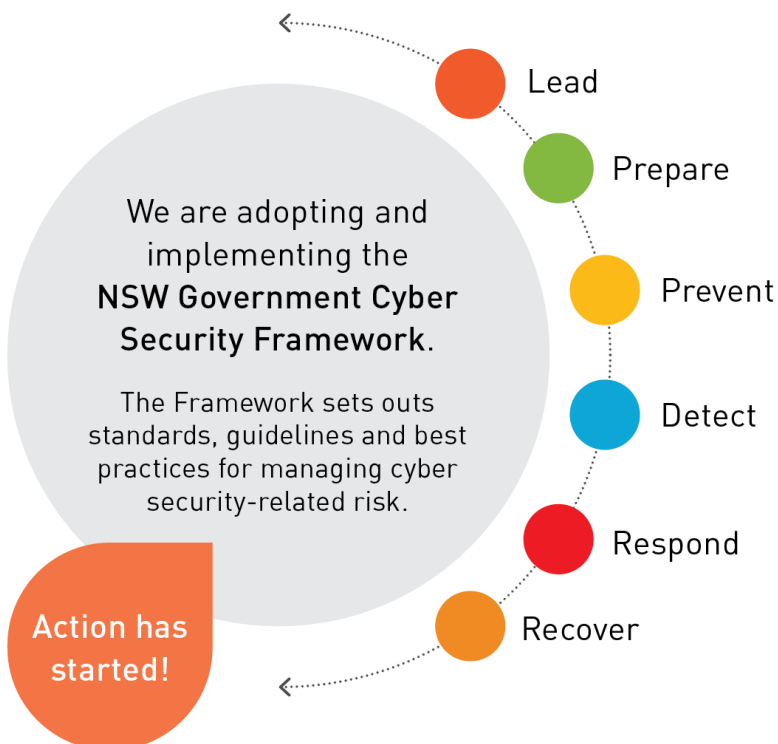
The following principles guide Council as it undertakes digital transformation. These principles work across all Strategic Themes and are integral to achieving the Smart Council Vision. They will be considered during project design, implementation and review.

Strong cyber security and privacy protections

Effective cyber security and robust privacy protection will be delivered throughout Council's digital transformation. Council will work with the Australian, NSW and other local governments, as well as experts and vendors to develop and adopt strong processes and systems for managing information security and cyber risks.

Key elements of this principle are:

- ▶ Secure Government Systems
- ▶ Consistent practices across Council
- ▶ Responsiveness to new threats
- ▶ Purposeful protection of personnel and health information
- ▶ Clear data ownership



High levels of digital capability

Council will ensure that staff across the organisation can understand and use both data and technology together. This includes supporting skill development at the individual and team levels, and the implementation of more collaborative, flexible and agile ways of working.

Key elements of this principle are:

- ▶ Governance and leadership
- ▶ Accountability
- ▶ Skill development
- ▶ Workplace flexibility
- ▶ Partnerships and collaboration

Meaningful, relevant and intuitive user experiences by design

Creating simple interfaces and experiences that are seamless across Council will be a focus when designing digital services and tools. This approach lowers barriers to interacting digitally and motivates transition to digital channels for both staff and customers.

Key elements of this principle are:

- ▶ Digital by default
- ▶ Designed centred around user needs
- ▶ Integrated across Council
- ▶ Accessible to differing levels of digital literacy

10.Strategic Themes

This Strategy reflects Council’s vision for the future. Realising this vision will create a digitally capable Council and community, whilst positioning our region to enhance economic and social prosperity and to tackle emerging challenges.

We have split actions into the five areas below to ensure every aspect of creating a smart Council is addressed. Our principles run through all our strategic themes to ensure high standards are maintained.

The following five strategic themes will coordinate action in key areas to achieve this vision.

- ▶ The first two themes focus on the drivers behind the creation of a Smart Council. These drivers are our residents, customers, and businesses, with whom we interact both directly and indirectly.
- ▶ The final three themes focus on the enablers of a Smart Council. The enablers of Council are our processes, information governance and technology.

STRATEGIC THEMES

Customer Experience

Smart Region

Systems and Processes

Information Governance

Technology

Designing and redesigning towards a Customer Centric Experience

Customers interact with Council when receiving available services. Council is taking deliberate steps through this Strategy and our *Customer Experience Strategy* to design customer centric service delivery.

A customer centric model aims to deliver a seamless experience across Council. An experience in which information, transactions and services can be accessed through a single digital platform accessible to varying levels of digital literacy.

We commit to action across these areas:

- ▶ Ensuring all Council services are available digitally
- ▶ Designing digital interaction to meet user needs and capability
- ▶ Integrating services across Council using a common platform and standards

NSW Design Standards

The NSW Government has developed a [Digital Services Toolkit](#) to help design, develop and deliver better digital experiences. The toolkit includes design standards that will guide how Council teams work day-to-day and how our executives will promote customer-focused ways of working.

Partnering with the community to deliver a Smart Region

Council is committed to empowering people, nurturing community foundations and connecting the Region to the wider world and vice versa.

Through the *Smart Region Strategy*, which accompanies this Strategy, Council is taking a proactive approach to leveraging technology to 'sense' the environment, share meaningful data and enhance the quality of 'place' for people to live, learn, work and visit.

This will empower community groups, businesses and entrepreneurs to innovatate and interact with Council. Council believes the adoption of digital communications and technology will attract new industries, support greater collaboration, improve public amenity and safety, and ensure the Region is a socially, environmentally and economically sustainable place to live. **What is a smart region?** Smart regions use technology and information to solve problems and unlock economic, social, environmental and cultural opportunities. They:

1. **Embed** sensors and communication technology in infrastructure, the natural environment, and everyday processes
2. Use sensors and technology solutions to capture, safely store and **share** data in comprehensible formats
3. Foster a culture of **collaboration**, knowledge sharing, co-design, innovation and data-driven decision-making
4. Embrace new technologies, processes, and ideas to **solve** local challenges and realise new opportunities

Smart Region Vision

The future is bright and connected offering more local opportunities, investment, and an even better place to live, learn, work and visit. Harnessing data, technology, and collaboration we will create economic opportunity, support environmental sustainability, and promote wellbeing and safety. We will be a world leader of regional and rural smart solutions.

Smart Region principles:

- ▶ Strategic and Sustainable
- ▶ Safe and Secure
- ▶ Collaborative and Community Focused
- ▶ Data Driven and Efficient
- ▶ Accessible and Inclusive
- ▶ Technical Excellence

Smart Region strategic themes:

- ▶ Equipped & Connected Community
- ▶ Vibrant & Liveable Spaces
- ▶ Innovative & Prosperous Economy
- ▶ Integrated & Efficient Mobility
- ▶ Resilient & Sustainable Environment
- ▶ Optimised Asset & Infrastructure Management
- ▶ Smart & Prepared Council

Smart Places Customer Charter

The NSW Government is positioning NSW as Australia's smart state. As one of the foundational steps they have developed a Smart Places Customer Charter that outlines principles for anyone involved in creating 'smart places' to put into practice. Working with our community and NSW Department of Planning, Industry and Environment we will embed these principles in our practice.

Integrating and coordinating Systems and Processes

Council is working towards better efficiency and effectiveness by integrating processes and sharing information across the organisation. This will help to deliver seamless customer experiences and better services for the community.

It is Council's aim to implement an optimised digital workflow by consolidating business processes into a core system. Processes and information flows will be mapped out helping to avoid duplication of effort and information silos while supporting automation, process tracking, efficiency improvements, monitoring and evaluation. This will facilitate upgrading of Council's current bespoke information systems, non-integrated processes and manual data moving.

We commit to action across these areas:

- ▶ Standardisation and consolidation of business systems
- ▶ Integration with other government agencies
- ▶ Designing or, when purchasing off the shelf solutions, selecting process that are user-centric
- ▶ Streamlining work to avoid duplication
- ▶ Increasing efficiency and collaboration by making information accessible across the organisation
- ▶ Supporting understanding of information processes and rich insights through visualisation



Breaking Down Internal Silos – Work is already underway to improve communication and collaboration across the organisation. We are breaking down silos between divisions through the implementation of digital channels such as a new intranet, social platform and collaboration tools.



Integrating – Council is also partnering with other government agencies to speed up and simplify dealings with government. The NSW Planning Portal enables residents to lodge a development approval application via the portal, which is automatically shared with Council's core systems.

Cloud in Council

Council is adopting cloud services and will make its use business as usual, empowering our staff to:

- ▶ make changes quickly to sooner answer co-workers and community-member requests
- ▶ continually improve to meet user needs
- ▶ develop more reliable services

To do so, Council is drawing on work by the [Australian Digital Transformation Agency](#) and [Digital NSW](#) to cost effectively deliver cloud services.

Decision-making informed and empowered by Information Governance

Information governance describes the systems and processes for managing information assets across an entire organisation to support its business outcomes.

Council will improve the gathering, managing and leveraging of information, including the establishment of digital workflows and whole-of-organisation integration. This will occur firstly through the proactive management of unstructured information outside of core systems (e.g. emails, documents). Secondly, through the integration of disparate Council systems and consolidation into the Corporate Business System. Finally, through leveraging information for greater access, searchability, transferability, automation, machine learning and more. All three levels will follow regulatory and legislative requirements.

We commit to action in these areas:

- ▶ Integrating disparate information systems by providing standard platforms that allow seamless data integration and data analysis
- ▶ Developing an Information Governance Framework that outlines information and data operations, principles and development processes
- ▶ Adapting and implementing the NSW Government Cyber Security Framework and the NSW Smart Places Data Protection Policy
- ▶ Developing a Data Governance Policy that outlines roles and responsibilities, and a Data Quality Policy that defines an end-to-end data quality approach
- ▶ Promote transparency, accountability and value creation by making appropriate Council data available to all

Principles of Data Management

- ▶ **Purposeful** - Data is only collected for a reason and has clear 'line of sight' connecting the data source to the end-of-line value and purpose for data creation.
- ▶ **Structured** - Data is consistent, comparable, and compatible with existing data and systems.
- ▶ **Accountable** - Data ownership must be clearly defined, including responsibility and accountability across the entire value chain.
- ▶ **High-quality** - Data is managed at a high standard from collection to use and requires minimal or no cleansing once in the system
- ▶ **Reusable** - Data is able to be repeatedly used to create value after it is captured.
- ▶ **Standardised** - Data always use the same scale, appropriate values and units for both input and measurement, and are consistent across Council.
- ▶ **Efficient** - The data and analytics value chains are efficient, always generating a positive effort-reward balance.
- ▶ **Relevant** - Data is always accurate and precise in conveying the information it was created to convey.

- ▶ **Updateable** - Data sources are understood, and can be renewed, updated or changed based on evolving data needs.
- ▶ **Understandable** - Data is presented such that it is comprehensible for users of differing skills & abilities.
- ▶ **Accessible** - Data is stored in a central location that is easily accessed by all data management people and data users.
- ▶ **Trusted** - When data and analytics are activated, the community knows the results are accurate, privacy is protected and data, applications and infrastructure are secure.
- ▶ **Source** - Earley, S. and Henderson, D., 2017. DAMA-DMBOK. 2nd ed. Technics Publications.

Supporting Council with fit for purpose Technology

Technology is the key facilitator for Council to deliver smart transformation. Council will make smart investments in technology to empower our staff to better understand and serve the community.

To support smart investments, we will leverage industry expertise, services and platforms. We will also work with staff and contractors to ensure investments are compatible with existing processes and skills.

Our approach to technology investment will be guided by the Australian Digital Transformation Agency (DTA). The DTA provides detailed guidance, helpful tools, and a collection of policies to assist in digital sourcing. The DTA's [Digital Sourcing Lifecycle](#) will support Council access modern, innovative solutions and navigate through complex tasks to achieve better digital investments.

We commit to action these areas:

- ▶ Developing a Risk Management Strategy to raise awareness of and mitigate risks in technology purchasing
- ▶ Leveraging the DTA's Digital Sourcing Lifecycle and Digital Marketplace to purchase reliable, cost effective solutions which are tailored for local government
- ▶ Investing in automation to free up staff for higher-value tasks from data collection and management tasks
- ▶ Empowering employees by providing training opportunities to use data more effectively and ensure that Council benefits fully from its data sets and systems
- ▶ Supporting greater flexibility in device choice by enabling staff to utilise personal computing devices on the corporate network in a safe and secure manner – making data available at the right time, on the right device, in the right place
- ▶ Investing in solutions that are interoperable and support mobile accessibility

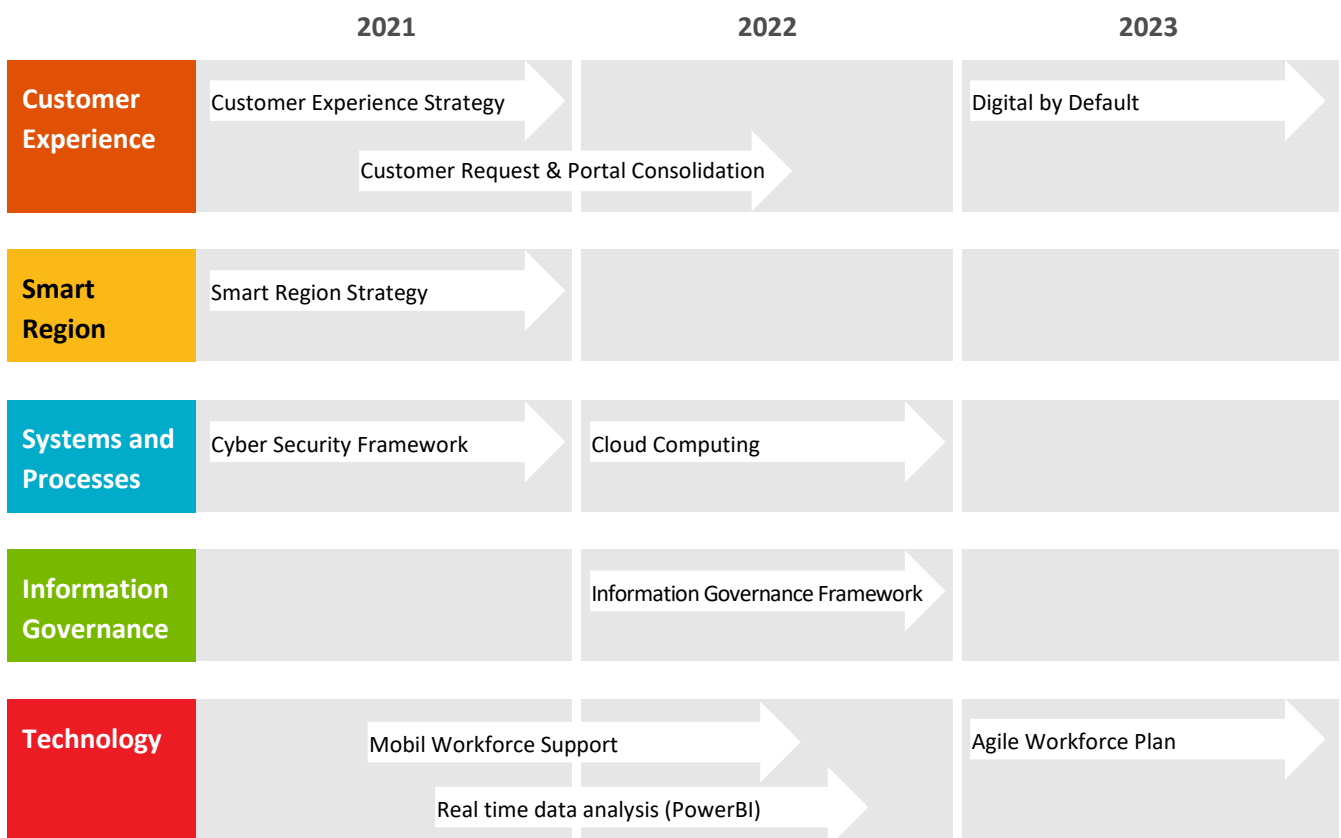
An Agile Workforce

The Dubbo Region is a large local government area with office locations throughout Dubbo and Wellington. Our employees are spread over the entire region and we recognise the importance of flexible work.

- ▶ Council is working to update our networks to handle simultaneous voice, video, and data communication, both in and outside the organisation's network.
- ▶ Council is also working to increase flexibility in device choice. This involves investigating the possibility of allowing staff to utilise personal computing devices on the corporate network in a safe and secure manner with minimal risk for Council.

11.Maturity Based Approach

Our approach to digital transformation considers our existing maturity. Over the next three years the following key projects will take places. Several further projects will accompany these key endeavours. More detail is provided in the Smart Council Action Plan.



Partnering to shape the future

To better serve Council and the community, the Information Services team is going to partner with all parts of Council. The Information Services team aim is to work hand in hand with the different departments and teams to progress digital transformation. By collaborating directly with executives and staff, Information Services will support improved services and the creation of an innovative culture.

12. Governance

Council is adopting clear governance processes to guide the effective delivery of ICT. The table below outlines the strategies, principles and practices that provide a framework for ICT decision making in Council.

The majority of these Council will adapt from existing sources, in particular the Digital NSW and the DTA.

Element	Action (Strategic Theme)
ICT Strategy and Planning	<ul style="list-style-type: none"> ▶ Smart Council Strategy <ul style="list-style-type: none"> • Refresh every four years ▶ ICT Annual Business plans
Risk Management	<ul style="list-style-type: none"> ▶ Risk Management Strategy (9.5)
ICT Procurement/ Sourcing	<ul style="list-style-type: none"> ▶ Digital Sourcing Lifecycle (9.5)
Policy, Processes and Procedures	<ul style="list-style-type: none"> ▶ Customer Experience Strategy (9.1) ▶ Council Architecture Framework (9.3) ▶ Data Governance Policy (9.4) ▶ Information Governance Framework (9.4) ▶ Data Quality Policy (9.4)
Performance Measurement	<ul style="list-style-type: none"> ▶ Council is committed to measuring the performance of digital services to understand what outcomes it is delivering. Results will be reported to stakeholders openly and regularly to encourage continuous improvement. The following measures will be used where appropriate: <ul style="list-style-type: none"> • Outcome, value add, completion rate and time cost per transaction • Error rates, uptime, response/load, content metrics, audience, repeatability, digital take up, user satisfaction
Monitoring and Compliance	<ul style="list-style-type: none"> ▶ Adherence to legal compliance obligations ▶ Adoption of NSW Government Cyber Security Framework and the NSW Smart Places Data Protection Policy (9.4)
ICT Resource Management	<ul style="list-style-type: none"> ▶ Information and Communication Technology Resource Usage Policy

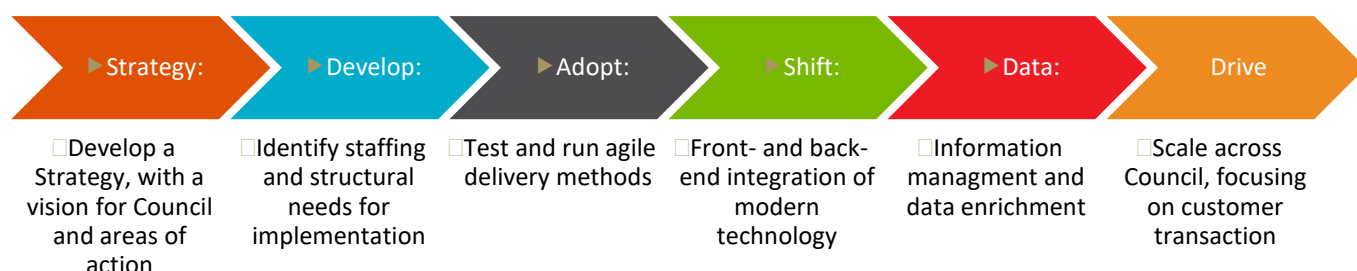
13.Implementation

Council must effectively coordinate a program of actions and resulting projects, suppliers, providers, and budgets to ensure the successful transition to a smarter and more connected region. Council will establish a working party to ensure the *Smart Council Strategy* and *Smart Region Strategy* align.

The working party may consist of:

- ▶ CEO
- ▶ ELT
- ▶ Chief Information Officer
- ▶ Manager Growth Planning
- ▶ Manager Economic Development and Marketing
- ▶ Manager Infrastructure Strategy and Design standard

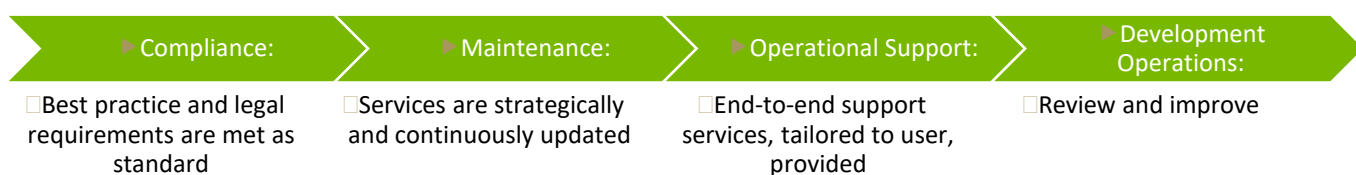
Transform



Adopt



Shift



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