2023 — 2033

DIGITAL STRATEGY

Clarence...
a brighter place

We pay our respects to the Mumirimina people as the traditional and original custodians of the land, and acknowledge the continuing connection of the Tasmanian Aboriginal people to the skies, land and waterways. We pay respect to Elders past and present.

CONTENTS

RELATIONSHIP TO OUR STRATEGIC PLAN

Our purpose

To provide for the health, safety and welfare of the community

To represent the interests of the community

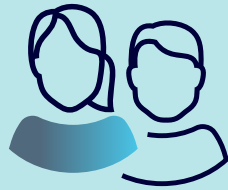To provide for the peace, order and good governance of the municipal area

Our mission

To respond to the needs of the community through a commitment to excellence in leadership, advocacy, best practice governance and service delivery

Our vision

Clarence… a vibrant, prosperous, sustainable city

OUR GOALS

A people friendly city

Clarence values diversity and encourages equity, inclusiveness and accessibility. We aspire to create high quality public places for all people to live actively, engage socially and enhance our health and wellbeing.

A well-planned liveable city

Clarence will be a well-planned liveable city with services and infrastructure to meet current and future needs of our growing and vibrant community.

A prosperous and creative city

Clarence encourages creativity, innovation and enterprise and will develop the local economy by enabling opportunities for all people.
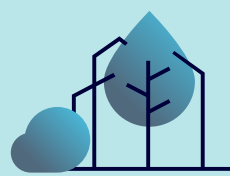
An environmentally responsible city

Clarence is environmentally responsible, valuing and protecting the natural environment for a sustainable and liveable future.

Governance and leadership

We seek to act with the highest ethical standards and foster trusting and respectful relationships, demonstrating leadership and accountable transparent governance of the city. Good governance promotes public trust, leads to informed and ethical decision-making, and improves efficacy.

Assets and resources

We will efficiently and effectively manage financial, human, and property resources to attain our strategic goals and meet statutory obligations.

Council officer at work

Our strategies

This strategy is one of seven key strategies adopted by council to support achievement of the goals in our Strategic Plan 2021-2031.

While each strategy stands alone, many goals and their supporting objectives overlap. To achieve the best outcomes for our community, we will take a whole of council approach to align planning, resources and delivery, particularly where goals and objectives have connections with other key strategies. Where outcomes have synergies across multiple strategies, objectives to achieve the outcomes are included in the strategy with the best fit.

This strategy establishes five priority areas:

1. Connectivity – Individuals, households, and businesses can connect to the internet to make the most of the opportunities that the digital world brings.

2. Innovation – Technology and data are used to plan and develop innovative solutions for our city.

3. Growth – Support and grow a digital economy and workforce including attracting information and communications technology industry and start-up enterprises.

4. Planning – Design and build technology into council buildings and assets.

5. Accessibility – Ratepayers, visitors, businesses can access council services and information online, anytime, anywhere.

Our role in digital

Council has an important role to play in providing opportunities for our community to participate in a digital economy and society. Council can deliver its services digitally and invest in technology and data to inform decision making and improve our service delivery. Council will work in partnership, facilitate, and advocate on behalf of the Clarence community to remove barriers and increase access to the digital economy and society.

The way in which council chooses to do this will depend on the urgency and impact of the issue, the objective it relates to, who else has a key role and available resources. We will work respectfully with others and make sure we don't duplicate efforts.

In implementing our objectives council will choose from one or more of the following roles:

Delivering
direct provision of digital services.

Partnering
working collaboratively with stakeholders to deliver digital services, technology, data and infrastructure to the community.

Facilitating
providing key engagement, connections, and planning to help progress priority areas.

Advocating
for stakeholders to be heard and promoting digital opportunities in our community.

Linesman Matt Connelly, left, and Matt Muir installing the LED streetlights in Clarence

OUR DIGITAL VISION

Combining human ingenuity with technology to connect our community with services, facilities, and resources to enhance the quality of life for all.

Connecting our city socially, economically, and spatially.

Reliable access to the internet and technology, including smart phones and computers, is now recognised across Australia and the world as an essential service.

The recent pandemic demonstrated the impact that access to the internet and technology has on the health and wellbeing of our community. Individuals, families, and the community require affordable and reliable access to the internet and technology to be able to work, participate in education and training, order groceries and to seek medical or health assistance.

National research on 'digital inclusion' shows that there are groups in our community who are experiencing barriers to participation in this digital world. In collaboration with community, business and non-government organisations, council aims to reduce these barriers and achieve a more inclusive and accessible city. Council is also mindful that we must retain a practical alternative for those in our community who cannot access technology to ensure they retain equitable access to council services.

For a digital strategy to succeed it must reflect the history, people, strengths, and attributes of the local community and target stakeholders. Collaboration with the local community, business, non-government, government, and private sector to both develop and deliver this strategy is critical.

Council is also focussed on how the services and facilities we deliver can be improved using technology, information, and data. Making more of our services available online and enhancing the digital infrastructure of our physical assets will improve access.

Council will continue to protect and control access to data, particularly customer data. At the same time, publicly accessible data can support community initiatives, planning and knowledge.

Facilitating a more digitally connected and skilled community will attract investment in innovation, new business opportunities, technology start-ups and the use of 'smart' devices to assist in the more efficient management of resources.

DIGITAL STRATEGY

OVERVIEW

Consultation and engagement

Further to the community's contribution to the Strategic Plan 2021-2031, direct feedback and contributions from several sources have been considered specifically in the development of this Digital Strategy. Workshops were conducted with councillors and staff. Representatives from Special Committees of Council were also consulted. To build on these contributions, feedback about this strategy was sought from our community through our "Your Say" website.

What factors influence participation in the digital economy and society?

Digital inclusion

People face barriers to engaging and participating in the 'digital world'. The level of participation or 'digital inclusion' is measured annually through the Australian Digital Inclusion Index (ADII) report. The report considers three factors that impact on inclusion - access, affordability, and ability.

Each of these factors is influenced by people's circumstances. Subgroups that score the lowest on the ADII scale include people who:

- are over 65
- did not complete secondary school
- have an income below $33,800
- rent from public housing
- are not in the labour force, and
- have a disability.

STATE	Australian Digital Inclusion Index Score			
	Total	Access	Afford ability	Ability
TAS	66	65	92	58
VIC	72	71	93	68
ACT	77	75	96	72
NSW	71	70	94	64
QLD	71	69	93	64
SA	69	69	93	61
NT	Insufficient sample size			
WA	72	71	93	66

ADII Score ranges	
Highly excluded	45 or below
Excluded	Above 45 and below 61
Included	61 and below 80
Highly included	80 and above

As well as the factors mentioned, increased instances of privacy breaches and scams are also significant concerns which impact digital confidence and increase digital exclusion.
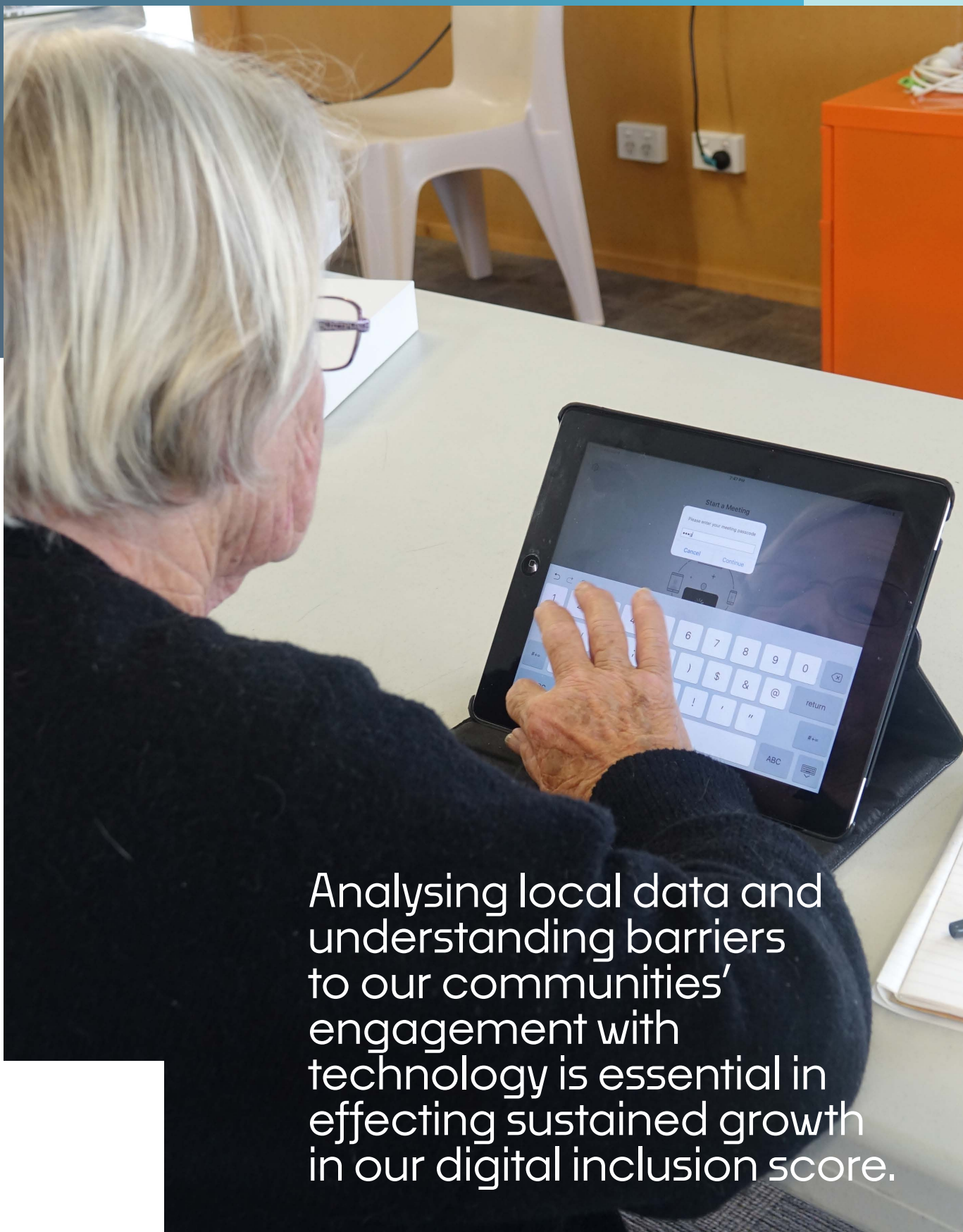
DIGITAL STRATEGY

Analysing local data and understanding barriers to our communities' engagement with technology is essential in effecting sustained growth in our digital inclusion score.

WHERE ARE WE NOW?

Our digital inclusion

In the 2021 ADII report, Tasmania is the least digitally inclusive state in Australia.

Factor	Australian Digital Inclusion Index Score		
	Clarence	Tasmania	National
ADII Total	68	66	71.1
Access	68	65	70.0
Affordability	93	92	93.1
Ability	60	58	64.4

Analysing local data and understanding barriers to our communities' engagement with technology is essential in effecting sustained improvement in our digital inclusion score. A key objective of this strategy will be to identify actions to reduce barriers to digital inclusion for people in our community. Positively improving digital inclusion requires collaboration from all levels of government and public and private sector stakeholders.

Digital Council Services

In 2017, council commenced a project to deliver an integrated enterprise software program encompassing:

- corporate strategy and planning
- financial management
- property and revenue management
- procurement, inventory, and contracts
- human resources and payroll
- capital planning and delivery
- assets and works management
- customer services
- policy and compliance management, and
- documents and records management.

While some modules are yet to be fully implemented, we are already experiencing a return on our investment through improved internal and service delivery outcomes.

Customer portal

As part of improving our responsiveness and service delivery to customers and our community, we are continuing to integrate the customer portal into our programs.

For our community, the rollout of a customer portal will enable access to our online services anywhere, anytime, including the ability to lodge requests and make payments.

Current projects

City Heart Project

The City Heart Project presents an exciting opportunity for the council to collaborate with the community and all stakeholders to re-imagine the future of Clarence's principal activity centre and develop a plan to ensure the greatest benefit for the community over the long term.

The project will create enhanced community value through key considerations, including: improved built form and urban design; public realm and placemaking; and culture, arts, history, and heritage. The Project will also consider the use of digital infrastructure across each of these elements to create opportunities for innovation and enhanced service delivery.

Greater Hobart digital twin

The Greater Hobart City Deal is a 10-year partnership between the Clarence, Glenorchy, Hobart and Kingborough councils, and the Tasmanian and Australian Governments. The City Deal provides a framework to guide and encourage investment across Greater Hobart embracing opportunities for growth and addressing key challenges.

A key vision of the City Deal is to develop Hobart as a smart, liveable and investment ready city. To achieve this vision, a shared visualisation, analytical, modelling and simulation tool in the form of a 'Greater Hobart Digital Twin' is currently under consideration. Benefits of this tool are many, including the ability for the Greater Hobart councils to jointly plan, develop and manage critical infrastructure; and attract and support investment by making data easily available and visible to the community, governments, commercial and investor stakeholders.

Clarence Plains Master Plan

A masterplan is being developed to create a cohesive and distinctive environment for Clarence Plains. Within the plan, connecting our people and our communities is identified as key to providing services and employment within this area. The Plan will provide for digital connectivity within residential areas and in community hubs.

Electric Vehicle Charge Station

Council has plugged into Tasmania's expanding electric highway with the installation of a public charging station for electric vehicles at the Council Chambers.

The destination charging station adds to the already existing electric vehicle infrastructure network across Tasmania, which includes around 140 chargers and fast chargers.

Technology within our culture, creativity, and the arts

Digital technologies are fundamentally changing how people engage with and experience arts and culture. Online and other technologies have transformed how we access, participate in, produce, and distribute cultural content. Digital technologies are changing how the arts and cultural industry operate, how artists collaborate, and how art is experienced by audiences.

Council is enhancing our cultural and creative programs to leverage the potential of evolving technologies and embed digital infrastructure within programs, and provide opportunities for artists and the community to experience a vibrant mix of the creative industries.

Emerging IT Cluster

We actively encourage sustainable development within the city that establishes or expands business, employment opportunities and local services. We are experiencing strong economic growth across the municipality, including an emerging information technology cluster at Richmond.

Digital Learning Programs

Throughout the pandemic council facilitated delivery of the Be Connected program to our community. This program is an Australia-wide initiative which aims to empower all Australians to thrive in a digital world.

Learning new skills such as how to use email, navigate the internet and smartphone use are important in increasing digital inclusion. Council will continue to work with peak bodies and stakeholders to deliver digital learning programs to our community.

WHERE DO WE WANT TO BE IN TEN YEARS?

Key outcomes we will work to achieve by 2033

Outlined below are the outcomes council will work to achieve by 2033. The outcomes will result from implementing the objectives outlined under each Key Priority Area.

Good governance

- Identify baseline data to determine effectiveness and impact of objectives outlined in this strategy

Connectivity

- Information is collated and provided in an accessible and inclusive format
- Increase our community's Australian Digital Inclusion Index score
- Establish partnerships to promote and expand the digital infrastructure available to the community and businesses

Innovation

- Use technology to capture data and insights to inform council's decision making, urban design and planning and delivery of council's annual maintenance programs
- Security is embedded in all service and system processes
- Increase our community's access to information and communications technology training opportunities

Growth

- Increase the information and communications technology industry in the community

- Customer and stakeholder outcomes are improved via information technology and digital delivery opportunities
- Our city is an inclusive and innovative destination

Planning

- Information, community, and technology requirements are provided for within council's asset management planning, design, and construction program
- Opportunities for engagement and experiences in our natural and built environments have been enhanced through digital technology

Accessibility

- Increase access to online council services while retaining practical alternatives for all ages and abilities
- Increase community access to public WIFI
- Our community is informed and listened to in developing and implementing changes

Who will we engage with?

In delivering the objectives outlined in this strategy we will engage with:

Our community

Internal stakeholders

Council special committees

Local and regional bodies

State and Federal government
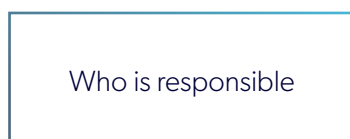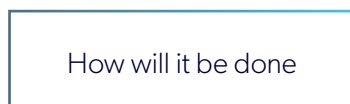
IMPLEMENTATION PLANS
3-5 year lifecycle

Provides an outline for achieving outcomes from council's strategies, highlighting inter-relationships of activities across council strategies and including statutory responsibilities and reporting requirements.
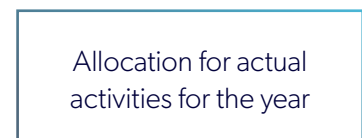
What will be done	How it will be done	Who is responsible	Estimated timelines	Resources required

ANNUAL PLAN
1 year lifecycle

Provides a detailed outline for achieving Plan outcomes across the immediate financial year.

What specific activities will be delivered this year	Specific timelines
How will it be done	Resources required for the current year
Who is responsible	

BUDGET
1 year lifecycle

Allocation based on resources required to deliver outcomes in the relevant plan.

Allocation for actual activities for the year
Provision for future works across Plan

CLARENCE CITY COUNCIL

How will we get there?

Implementation plans will be developed that outline how and when each objective will be delivered. Relevant activities from existing planning documents and other implementation plans will be mapped against the objectives of this strategy to ensure that our efforts are coordinated, rigorous and do not duplicate effort or resources.

Complementary objectives across council's strategies will be delivered in a collaborative manner.

In developing implementation plans, we will identify baseline data and develop key performance indicators (KPIs) to improve transparency and governance of outcomes delivered. In developing KPIs we will consult with relevant stakeholders including council's special committees and members of our community.

Implementation plans will provide for a major review of progress every 3 years, and an annual minor review to inform budget and annual plan discussions and decision-making.

DIGITAL STRATEGY

In developing implementation plans, we will identify baseline data and develop key performance indicators (KPIs) to improve transparency and governance of outcomes delivered.

WHAT WILL WE DO TO IMPROVE OUR DIGITAL CAPACITY OVER THE NEXT TEN YEARS?

The following pages set out the objectives we will pursue over the next ten years.

The nature and extent of our involvement will depend on the role we choose to take.

CLARENCE CITY COUNCIL

CONNECTIVITY

Individuals, households, and businesses can connect to the internet to make the most of the opportunities that the digital world brings

CLARENCE CITY COUNCIL

KEY PRINCIPLES

We will work to support digital inclusive practices in our operations and service delivery.

We will work with providers to connect our community to the digital world.

WHY IS THIS IMPORTANT?

Creating a connected city impacts the health and wellbeing of our community and improves liveability and amenity. It enables our community to be more connected, resilient, and cohesive.
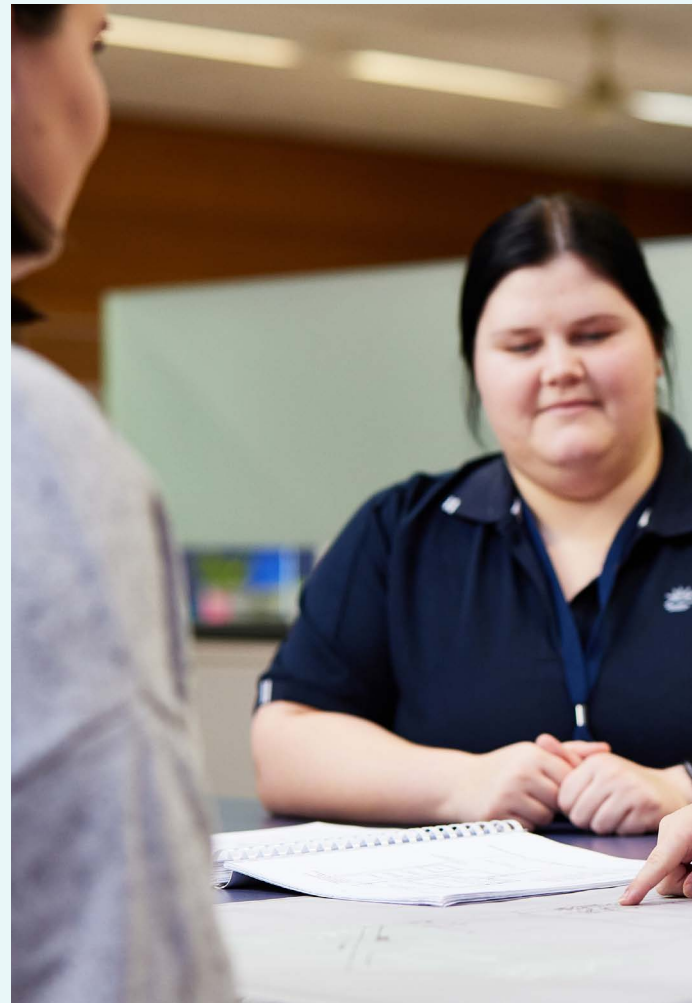
Objectives we will work towards

Connecting council

- Include information and communication technology as a standard component in our asset design, construction, and maintenance programs

Connecting individuals and households

- Encourage property owners and developers to provide NBN installation and connection for tenants in private and public housing

- Support activities that increase awareness of the benefits of digital technology and actions that mitigate security risks

Connecting our community

- Advocate for increased resources to support digital learning programs that deliver digitally skilled, confident, and literate communities

- Promote digital safety in our practices and within our community

- Partner with the State Government to promote and expand programs aimed at improving adult literacy and digital ability

- Support the roll out of free public Wi-Fi, particularly in areas of low digital inclusion

- Work with stakeholders to run digital education and awareness programs for our communities

- Ensure council information is collated and provided in an accessible and inclusive format accessible to our community

Connecting business

- Partner with the business and industry to develop approaches, innovative technologies, and smart infrastructure to support our community and economic growth

- Establish partnerships with major telecommunication and infrastructure suppliers to promote and expand digital infrastructure in the community

- Work with stakeholders to develop Local Neighbourhood Digital Hubs and community connectivity programs

DIGITAL STRATEGY

INNOVATION

Technology and data are used to plan and develop innovative solutions for our city

CLARENCE CITY COUNCIL

KEY PRINCIPLES

We will ensure that innovation adds sustainable value and leverages customer, community, or industry service delivery improvements.

We will ensure that personal data is safe, secure and used ethically.

We will work with others to bring in fresh perspectives and create sustainable technological outcomes.

We will include risk management in innovation processes.

We will support our community to form new partnerships to build knowledge, solve problems and implement initiatives.

WHY IS THIS IMPORTANT?

It is important that we focus on identifying opportunities to invest in technology that support effective and efficient community outcomes.

While there is risk in innovation, the life cycle of information technology is decreasing, therefore we must continue to work to meet increasing expectations of accessing technology across all aspects of community and customer engagements.

Our community holds council to a high standard and have the right to expect their information to be protected and managed with appropriate privacy and security controls.

Objectives we will work towards

- Investigate opportunities to provide an entrepreneurial business hub

- Establish partnerships with education and training providers to develop technology programs aimed at increasing the local skilled workforce

- Ensure services using technology are efficient and responsive to the needs of our communities

- Partner with local technology groups and the State Government to investigate the development of a 'techno park' in Clarence

- Work with other councils to develop a Greater Hobart Digital Twin to collate and make data available for urban planning and asset management

- Promote initiatives and achievements from the region and city and provide opportunities for future innovation

- Invest in technological solutions that change the way we work and deliver improved services to our community

- Consider how we can better include our communities in innovative technological change processes

- Strengthen our ability to collect and analyse data as a way of improving our planning and service delivery

- Model workforce mobility and flexible working arrangements to encourage local work practices

Risk, security and privacy

- Ensure data captured by council has appropriate controls to protect and secure the interests of our community and stakeholders

- Ensure the creation, capture, and access to information and data complies with privacy legislation and best practice

- Embed security in all service and system processes

DIGITAL STRATEGY

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GROWTH

Support and grow a digital economy and workforce including attracting start-up enterprises

KEY PRINCIPLES

We will partner with stakeholders to engage in growth of the digital economy.

We will work to attract, nurture, and retain skilled, creative, innovative people within our community.

WHY IS THIS IMPORTANT?

Providing the opportunity for our community to live and work locally builds our economy and supports sustainable practices. A digital, smart city uses its resources effectively, and harnesses its human potential and providing opportunities for its people. Realising this potential contributes to a growing digital economy.

A digital, smart city strategy can bring together many narratives and provide a consistent message that Clarence is embracing the challenges of the future which builds economic and financial confidence.

Objectives we will work towards

- Identify opportunities to reduce digital infrastructure gaps in our community to support economic growth

- Foster opportunities for technological change that supports a growing economy

- Develop a framework that leverages smart city opportunities

- Engage with businesses to establish operations within our city

- Advocate for new digital economies in our city

- Promote our city as an accessible, inclusive, and innovative place to do business

- Identify technology opportunities where information technology and digital delivery can improve outcomes

- Continue development of a portal for customers and suppliers to communicate with council, complete transactions and request access to services and information

PLANNING

Design and build technology into council buildings and assets

CLARENCE CITY COUNCIL

KEY PRINCIPLES

We will ensure that information technology is involved in design and planning across our business areas to deliver improved outcomes for our community.

We will recognise internet access as an essential service in our planning and asset management standards.

WHY IS THIS IMPORTANT?

Sensitive, ethical, and sustainable integration of technology into our urban and regional environments allows the collection of data on key city systems such as parking, pedestrian mobility, transport and wayfinding. This information can provide the community and council with powerful insights into how the city functions and enhance our urban and transport planning, and our safety and emergency responses.

Objectives we will work towards

- Ensure digital infrastructure initiatives are based on key principles outlined in this strategy

- Review our master planning process to include opportunities to address challenges posed by a digital economy and society and drive innovation

- Include sensor technology into our asset management and planning, design, and construction programs to better inform decision making

- Construct wayfinding signage in our reserves, recreation areas, tracks, and trails

ACCESSIBILITY

Ratepayers, visitors and businesses can access CCC services and information online, anytime, anywhere

KEY PRINCIPLES

We will work to provide digital solutions for our services that allow community wide engagement.

We will consult with our community when considering digital services.

We will engage with our community using a variety of inclusive consultation methods.

We will provide digital services that are accessible and inclusive of all ages and all abilities.

WHY IS THIS IMPORTANT?

We understand that our customers want to engage with us when it's convenient and use modes that are readily available to them. As we move towards an ever-increasing digital environment, it is important that we provide inclusive digital services that do not become barriers to accessing council services.

Objectives we will work towards

- Provide customer-oriented information and communication technology service delivery

- Ensure our community and stakeholders are informed and listened to when developing and implementing changes to systems that impact them

- Provide council services online wherever possible to improve our customer's ability to interact with us and support business efficiency improvements

- Ensure that while expanding technological solutions to service delivery we retain practical alternatives to those in our community who cannot access services in this way

- Ensure digital services comply with international accessibility standards, e.g. equal access for people regardless of vision, dexterity

- Ensure service delivery modes consider all ages and all abilities

- Make council data available online to support community and business development, wherever possible

- Identify opportunities for digital inclusion as part of online customer service delivery activities

- Explore opportunities to work with stakeholders to include accessible digital infrastructure in our city (e.g. bus stops)

- Identify opportunities to increase community access to public Wi-Fi, working collaboratively to ensure spaces are accessible, inclusive, and safe

DIGITAL STRATEGY

EXPLANATION OF TERMS

Strategy

Outlines the key issues in the strategic plan and identifies the key objectives and what needs to be done at a high level.

Framework

Provides guidance around strategies without being prescriptive. Allows for some flexibility in delivery to adapt to changing conditions.

Plan

A detailed outline for achieving outcomes from a strategy or framework. Identifies specific actions, what, who, when and how.

Policy

Formal statement of principles. Primarily seeks to ensure compliance with legislation, standards, and community expectations.

Procedure

Generally, relates to a policy. Mandates operational activities and assigns responsibilities through specific operational actions.

CLARENCE CITY COUNCIL

Clarence...
a brighter place