CITY OF PALMERSTON

DIGITAL STRATEGY

2021

city of
PALMERSTON

> The internet is becoming
> the town square for the
> global village of tomorrow

BILL GATES – FOUNDER MICROSOFT

Contents

Official
Manager's
message

The technology revolution is rapidly driving new ways of realising efficient and effective Local Government Services and Community outcomes.

In this new hyper-connected world, smart technologies are presenting unlimited opportunities for governments to enable digital solutions that address community needs.

With completion of the NBN rollout nearing, comprehensive mobile connectivity and a largely tech-mature population, the Council is intent on leveraging smart digital solutions to create new jobs and deliver enhanced Council services in a more cost effective way.

The City of Palmerston will develop robust digital responses to Council functions and connect people, data, processes and technology through a world class digital ecosystem.

Mark Blackburn
Official Manager

Enabling social value through technology is critical for the future of Palmerston.

"
Technology is anything that wasn't around when you were born

ALAN KAY - COMPUTER SCIENTIST
"

CEO'S foreword

In July 2016 Council participated in the "Palmerston OpenGov Forum" which brought together technology experts, government and leading technology organisations to focus on how to approach Palmerston's journey towards becoming a smart digital enabled city.

Results of the OpenGov Forum:

1 *When asked "What is your main concern in implementing a digital strategy ?", 45% said "We don't know what we don't know".*

2 *What is your primary objective from a "Smart City", 57% said "Enhanced services for citizens".*

This forum demonstrated the importance of a Digital Strategy as an ongoing factor in Council's planning process and to the future of the City of Palmerston.

Palmerston has already implemented a number of digital initiatives eg. social media, website, online bookings for facilities and the Goyder Square TV, harnessing the benefits of smart digital technologies in meeting the economic, social and governance expectations of the community. The formulation of this Digital Strategy will embed consideration of digital technology firmly within the Council's strategic planning process.

City of Palmerston will lead in the use of open, connected and smart digital services and deliver efficient Council services, connect with the community help create employment opportunities and build an exemplary Smart City for the residents and stakeholders of the City of Palmerston.

The relationship of smart digital technology with the objectives of the City of Palmerston and the Municipal Plan cannot be understated.

The City of Palmerston's (CoP's) Digital Strategy is our blueprint on which to build a digital community and an economy that is both empowered by future technology and delivers an outstanding setting for Territorians living in and utilising technology in a smart modern "place for people".

Why we need a digital strategy

Knowledge based economies are emerging through advances in computing power, the internet, mobile computing, network connected sensors, data services and smart technologies.

Traditional social behaviours and lifestyles have changed dramatically. Modern cities can nourish vibrant engaged communities, stimulate economic outcomes and attract both residential and commercial investment in new ways. Digital trends are revolutionising the way businesses and governments need to run and citizens' expectations of how government services are delivered have changed.

The last decade has seen unprecedented transformation in communities across the globe.

A Digital Strategy is the first step to embedding digital awareness within Council's planning process and aligns adoption of future digital technologies with Council's goals and strategies. Digitally aware councils consider the value that can be harnessed from connected communities, innovation economies, smart cities, open data and modern information services.

The Digital Strategy has been developed with input from internal and external stakeholder consultation, examination of digital technology trends specifically as they apply to Local Government as well as research into State and Federal digital future publications and papers.

PALMERSTON REGIONAL CONTEXT

As the Territory's youngest city and the gateway to the North, Palmerston has become a desirable, affordable destination for Territorians. With a predominantly millennial multicultural population, a small geographic footprint, modern infrastructure and rollout of the NBN across

Palmerston now largely complete, Palmerston is the ideal setting for the rapid deployment of digital government initiatives.

Around 1.9 million Australians live in cities with a population between 25,000 and 100,000 residents. With around 34,600 in June 2015 and current growth projections predicting a 25% increase in population by 2021, Palmerston remains among the fastest growing municipality in the country.

In 2015 the Palmerston City Centre Master Plan was published, promoting an exciting future for the CBD with a mission "to manage and promote diversity, a unique way of life and opportunity, through innovation and excellent experiences".

$379M
AND OVER OF MAINTAINED ASSESTS

34,652
PEOPLE

29 YEARS
AVERAGE AGE

DIGITAL ECONOMIC DRIVERS

Digital economies deliver important outcomes for business, industry and the community. For local government a digital economy is one that embraces current and future technology platforms for the delivery of local government services by maximising the application of contemporary technology platforms such as online services, mobile technologies, smart sensors and intelligent infrastructure.

Palmerston is the "Top End's hub" for the mining, resources and agribusiness industries. Tourism is a major employer in the Territory and key opportunity for Palmerston's future digital economy. Palmerston is also a local centre for major retail and services industries, catering for communities beyond Palmerston and into the rural areas of the Top End.

As the population expands so do government services supporting both Palmerston and the rural areas. Examples of this include the Palmerston Regional Hospital and expansion of public transport services.

Addressing the needs of these sectors through digital solutions will enhance economic outcomes for Palmerston and its citizens.

55.8KM^2
PALMERSTON COVERS
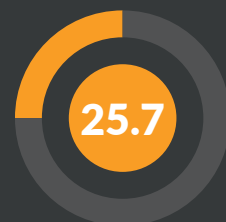
25.7
POPULATION UNDER 15 YEARS

Source: CoP Annual Report 2016/2017

Overriding principles

Our process for planning how Council will decide what technologies are required to build and create an open, empowered and connected government will be guided by the following overriding principles developed to ensure a responsible digital future for Palmerston.

As Council seeks to address the needs of a digitally driven community, economy and government it will do so guided by these key principles.

City of Palmerston
DIGITAL STRATEGY PRINCIPLES

Consolidated stakeholder feedback

KEY OBJECTIVES

SAFE AND SOUND

CONNECT AND ENABLE

INTERACT AND ENGAGE

SAFE AND SOUND

"DELIVER A SAFER COMMUNITY"

Through digital technology Council will facilitate safer outcomes for the community and its assets, including infrastructure, public records and information. Through appropriate digital strategies, Council will embrace technologies that enhance liveability and encourage responsible approaches to managing risk for community property.

COUNCIL WILL:

↘ Develop digital solutions that create a safer community

↘ Safeguard personal information and ensure data privacy when using digital technologies

↘ Leverage digital means to create sustainable and environmental outcomes

CONNECT AND ENABLE

"NOT CONNECTED IS NOT AN OPTION"

Connected cities facilitate enhanced citizen and community outcomes. The internet is universal and the consumption of mobile services is growing at around 10% nationwide. Smart cities require new approaches to communications and networks. Council will collaborate with stakeholders to ensure Palmerston leads the Territory with connectivity technologies and appropriate networks to help create jobs and support the needs of citizens' and Council.

COUNCIL WILL:

↘ Ensure reliable network availability to enable Smart City solutions and private and public WiFi services

↘ Identify technology shortfalls and remediate through blend of advocacy and Council provisioned solutions

↘ Work with service providers to eliminate "black spots" where possible and deliver Council services through appropriate wired and wireless networks and communications technologies.

INTERACT AND ENGAGE

"FACILITATE BETTER OUTCOMES FOR THE COMMUNITY"

Council recognises its responsibility in promoting and facilitating interaction and engagement across all of the community, business and government. Council will deliver responsible digital engagement for community related services and will promote digital inclusion that ensures citizens are not disadvantaged by the digital divide when dealing with Council.

COUNCIL WILL:

↘ Develop broad digital engagement for all community related services

↘ Develop digital responses to Council services that allow community and stakeholder engagement across digital platforms

↘ Activate public infrastructure and spaces to enhance city-wide and community outcomes through digital services

City of Palmerston
digital strategy framework

Council will prioritise digital initiatives based on alignment with strategy principles and its Municipal Plan

The primary purpose of the Digital Strategy is to support the ongoing development of digital initiatives. In planning for the next three years Council will work within the framework for prioritising and implementing future digital investments.
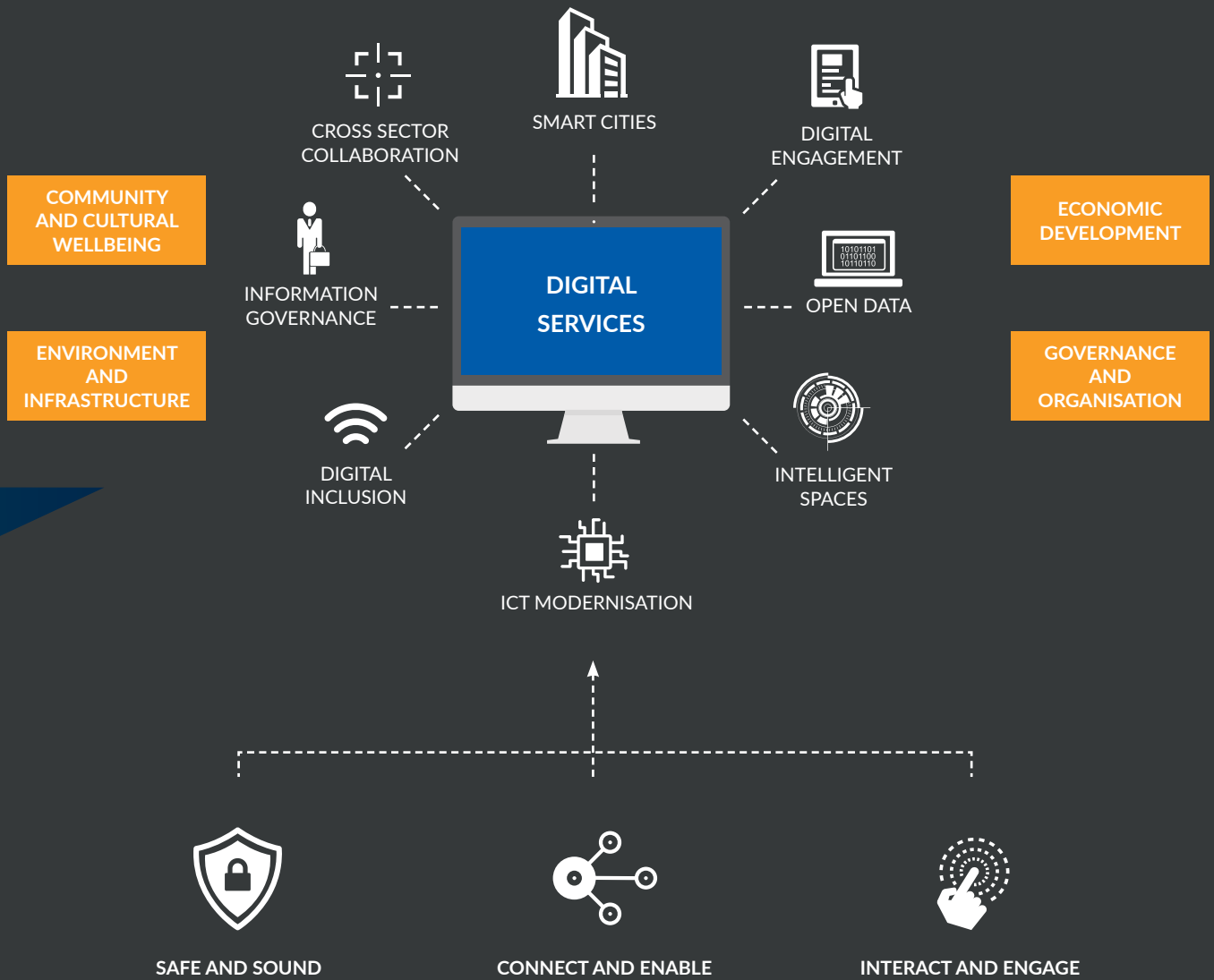
Council has identified a number of immediate projects within the strategy framework which support these initiatives.

Council will prioritise digital initiatives based on alignment with strategy principles and the Municipal Plan, then evaluate the financial viability and funding options. Once approved Council will plan, design, implement, maintain and review each initiative.

The City of Palmerston's (CoP's) Digital Strategy is our blueprint on which to build a digital community and an economy that is both empowered by future technology and delivers an outstanding setting for Territorians living in and utilising technology in a smart modern "place for people".

DIGITAL INITIATIVE ALIGNMENT

COP MUNICIPAL PLAN

CROSS SECTOR
COLLABORATION

SMART CITIES

DIGITAL
ENGAGEMENT

**COMMUNITY
AND CULTURAL
WELLBEING**

INFORMATION
GOVERNANCE

**DIGITAL
SERVICES**

OPEN DATA

**ECONOMIC
DEVELOPMENT**

**ENVIRONMENT
AND
INFRASTRUCTURE**

DIGITAL
INCLUSION

INTELLIGENT
SPACES

**GOVERNANCE
AND
ORGANISATION**

ICT MODERNISATION

SAFE AND SOUND

CONNECT AND ENABLE

INTERACT AND ENGAGE

Digital service categories

Council will focus digital initiative planning around the following Digital Service Categories.

↘ SMART CITY SERVICES

↘ DIGITAL ENGAGEMENT

↘ EMBRACING OPEN DATA

↘ ICT MODERNISATION

↘ INTELLIGENT SPACES

↘ DIGITAL INCLUSION

↘ INFORMATION GOVERNANCE

↘ CROSS SECTOR COLLABORATION

The Digital Service Categories define the approach to digital enablement of Council services.

DIGITAL SERVICE CATEGORIES

Each digital service contains one or several elements of these categories
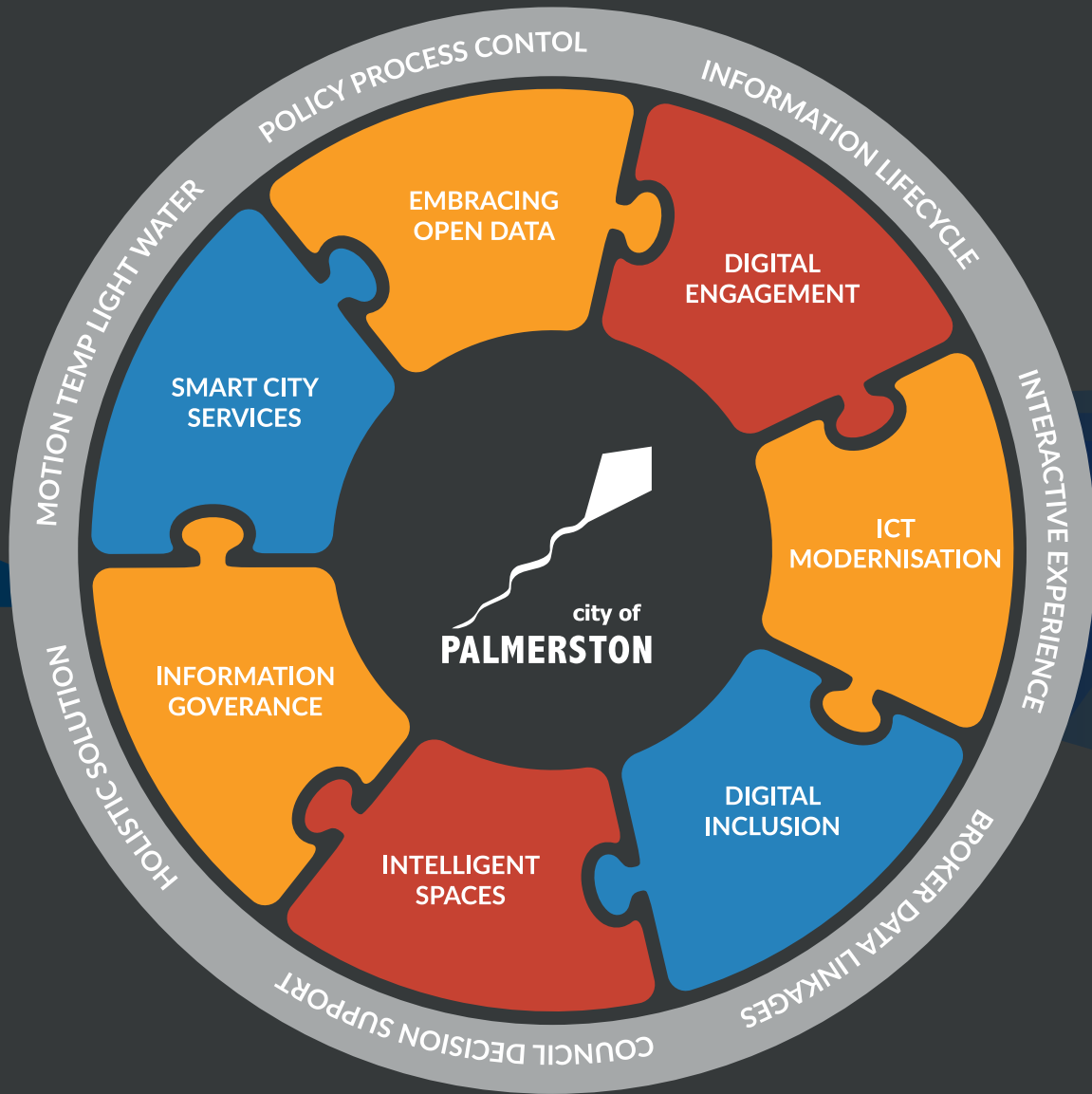
> **Using the internet and social media, Council will promote business and community engagement as part of its open data strategy.**

EMBRACING OPEN DATA

Council is the custodian of nearly $379M in infrastructure and is responsible for a large range of municipal services. As more of this infrastructure and associated services become digitally enabled the amount of data generated is set to grow exponentially. This will continue to generate a growing set of Council retained data which can be utilised for the benefit of the government, citizens and business.

Embracing the use of, and a policy around, open data is an essential element to building transparency and providing opportunities for the use of Council held data assets for economic outcomes. Open data can also support Council in the delivery of services, its ability to be responsive to the needs of the community and to build awareness engagement with industry.

Publishing and sharing of Council data can create opportunities that are yet to be fully appreciated.

What we will do:

City of Palmerston will identify ways to publicly share and promote opportunities for the use of Council data. As the curator of this data, Council will work closely with stakeholder groups such as the ICT industry, government bodies and business associations to identify data sets of value to the community and open up opportunities for applications of the data.

Using the internet and social media Council will promote business and community engagement as part of its open data strategy. Community requirements and value can then be prioritised and the means by which to publish, promote or deliver open data will develop.

↘ Inventory Council owned data sets

↘ Develop Council data repository and publish externally

↘ Maintain and update the repository

↘ Seek public partnerships for use of data sets

↘ Engage with government (State/Territory/Local) to openly share data

DIGITAL INCLUSION

For some people technology is not as easy to access as we think. Digital Inclusion is a means to ensure every citizen can contribute and benefit from a digital society. People can't access technology for several reasons, these include:

↘ Cost is too expensive

↘ Lack of connection

↘ Difficulty in understanding

↘ Challenging for certain age/cultural groups

↘ Physical ability

The City of Palmerston currently provides community engagement and access through educational events in the library and limited public WiFi services. This is an important part of addressing the digital divide. Council will embrace opportunities for assistive services and technology when implementing digital initiatives.

What we will do:

- Continue to expand public WiFi services
- Promote digital awareness through community programs
- Engage with community groups and service providers
- Identify vulnerable citizens and target specific digital inclusion programs
- Increase digital activation of Council facilities
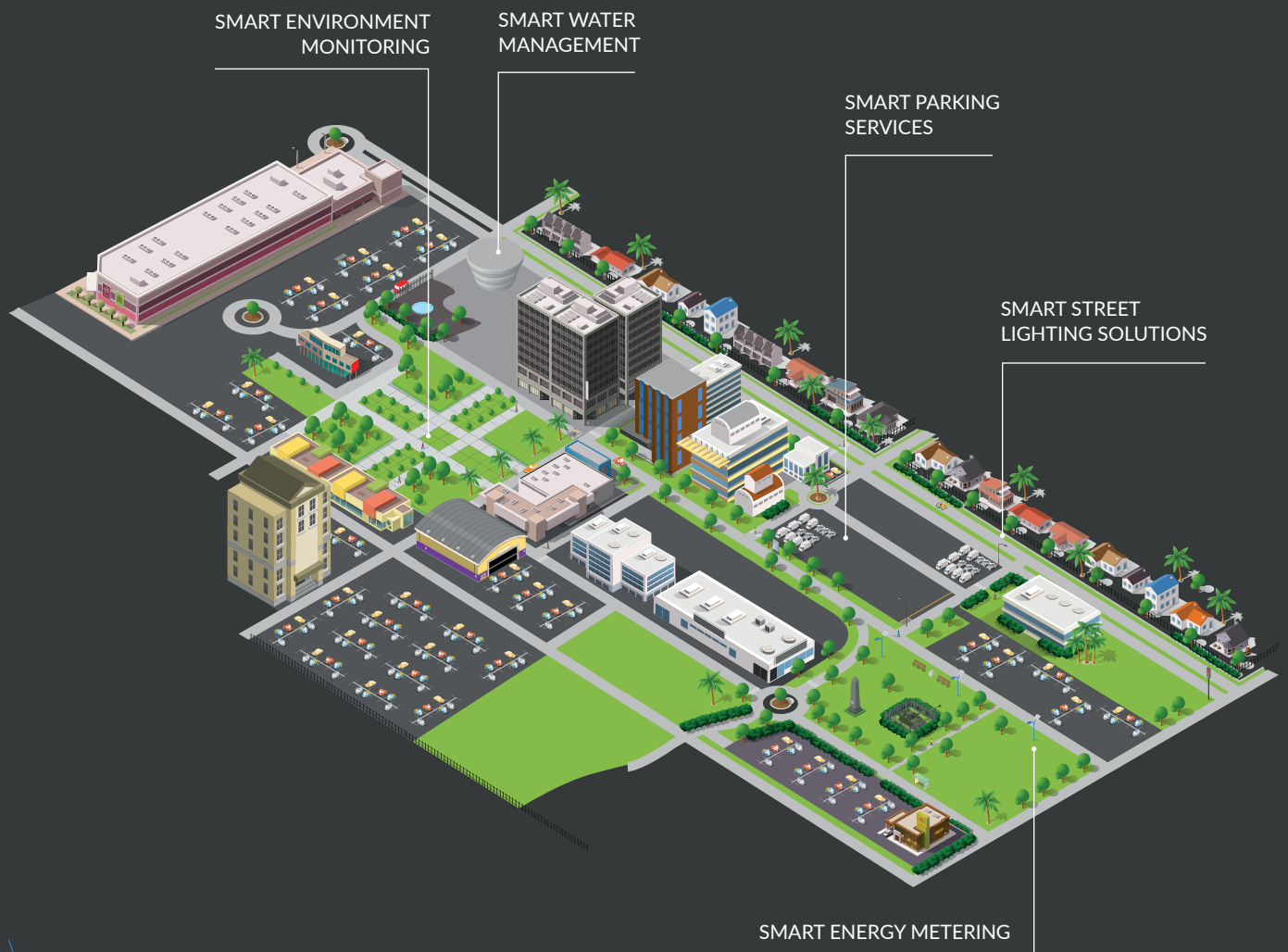- Embrace assistive technologies to support those with disabilities

SMART CITY SERVICES

Urban populations are expanding globally while at the same time digital technology is becoming increasingly accessible, connected and intelligent. Smart Cities are rapidly transforming how governments engage citizens, resolve urban problems and improve the delivery of effective and efficient local government services through emerging Smart City technologies.

Smart City technologies represent the frontline in the development of dynamic, modern, liveable

"

City Of Palmerston will identify ways to publicly share and promote opportunities for the use of Council data.

SIMON WATT - DIRECTOR, AREA 9

"

SMART ENVIRONMENT MONITORING

SMART WATER MANAGEMENT

SMART PARKING SERVICES

SMART STREET LIGHTING SOLUTIONS

SMART ENERGY METERING

cities and can attract businesses, create safer outcomes, improve quality of life and invite innovation.

With its compact geographic footprint and relatively young infrastructure the City of Palmerston is an ideal setting for and is poised to take advantage of city-wide deployment of Smart City solutions.

Through the integration of advanced communication networks, sensor technologies and intelligent software, Smart Cities takes advantage of:

↘ Smart Street Lighting Solutions

↘ Smart Water Management

↘ Smart Parking Services

↘ Smart Energy Metering

↘ Smart Environment Monitoring

As the City of Palmerston embraces world class Smart City services it will do so with the aim to develop local capability and engage Territory based service providers. Council recognises the importance of retained learning and promoting opportunity for growth to the local economy.

What we will do:

↘ Identify priority Smart City infrastructure initiatives

↘ Develop a Smart City Plan

↘ Examine appropriate funding models

↘ Seek out opportunity to build local capabilities

↘ Capture and publish data from smart technology

↘ Investigate public/private partnership opportunities

ICT MODERNISATION

The ICT industry is going through massive disruption with the advent of cloud delivered solutions. ICT must now support both new "native cloud" and traditional apps. City of Palmerston recently embarked on a process of transforming its ICT systems environment to the cloud. This incorporated moving to a reliable cloud platform and developing a sound service provider to support Council's desire to reduce exposure to risk, and deliver efficiency gains while moving to a consumption based ICT investment model.

Continuing to exploit these benefits and developing new ways to solve business problems through ICT product and services will deliver cost savings and remove dependencies on legacy ICT for the City of Palmerston.

What we will do:

Continue to invest in solutions and platforms that support deployment of digital services using efficient and current local government aligned ICT technologies.

Develop a detailed ICT plan in conjunction with key service providers that incorporates all aspects of our ICT environment, including:

↘ Core application services (email, GIS, RMS)

↘ Cloud Adoption Plan

↘ Infrastructure, network and security

↘ Digital identity and records management

↘ Business Continuity and Disaster Recovery

↘ Mobile Workforce

↘ End-point support (PCs, laptops, tablets, smartphones)

↘ ICT Support Services Model

DIGITAL ENGAGEMENT

Building ongoing and rewarding relationships through digital engagement is critical to advancing community outcomes. We live in a world where many are "time poor" and find public services inaccessible or hard to reach for numerous reasons. Digital engagement enables citizens to access Council services, information and interact with Council in more convenient ways. It empowers Council to reach a broader audience and interact with the whole community in more effective ways.

What we will do:

Council will embrace digital solutions to inform, communicate and interact with citizens through:

↘ Digital concierge

↘ Community internet services

↘ Mobile device support

↘ Social media and digital marketing channels

↘ Web site services

↘ One stop shop service integration

City of Palmerston recently embarked on a process of transforming its ICT systems environment to the cloud.

Intelligent locations allow people to interact with civic infrastructure and promote efficient use of buildings and public services.

DIGITAL INFORMATION GOVERNANCE

Meeting community expectations, compliance and regulatory requirements are foremost when it comes to managing Council owned digital information. As the use of digital information within Council increases, so does the need for a sound digital governance regime. Sound information access, regulatory and privacy policies are more important than ever before, as data is increasingly at risk of exploitation.

Council will be vigilant through the application of sound information governance incorporating a robust privacy and security policy, in regard to digital information with which it is entrusted.

What we will do:

↘ Ensure policy-based control of digital information for all legal, regulatory and risk requirements

↘ Comply with the *Information Act 2002* (NT)

↘ Regularly examine risk and associated mitigation

↘ Retain appropriate information governance skills

↘ Ensure appropriate creation, storage, use, archiving and deletion of digital information

↘ Follow best practice of Council's information policy

INTELLIGENT SPACES

Intelligent locations allow people to interact with civic infrastructure and promote efficient use of buildings and public services. The application of intelligent digital technology to enhance use of Council facilities (eg. public spaces, parks, community, recreational locations, buildings) can enable economic and social benefits. They incorporate the use of location services, mobile and public WiFi, data analytics and can build a rewarding direct engagement with citizens, tourists and visitors through digital signage, kiosks and mobile content.

What we will do:

Use intelligent digital technology to:

↘ Create interactive Council environments

↘ Improve efficiency of Council buildings

↘ Incorporate digital within our urban planning

↘ Support business/developer engagement

↘ Publish spatial data and data analytics

CROSS SECTOR COLLABORATION

Collaboration with government authorities, private industry and business communities are essential to building an innovative smart modern city for Palmerston. Cross sector collaboration through digital technology can foster new ideas and opportunities.

In smaller jurisdictions it's important to pool knowledge skills and resources. This is particularly relevant when it comes to data and digital engagement. Cross-sector digital collaboration can ensure that development and creation of digital solutions aren't duplicated by multiple stakeholders to achieve the same outcome inefficiently.

What we will do:

↘ Facilitate collaboration between Council, government and the public

↘ Foster internal/external working group

↘ Develop cross-sector partnerships that support local industry growth

↘ Seek opportunities to co-design and co-create digital solutions with government and industry partnerships

REFERENCES

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8 INFORMATION PRIVACY POLICY – CoP

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9 Advancing our digITal future – Queensland Government

https://www.qgcio.qld.gov.au/initiatives/advancing-our-digital-future

10 The Location Information Knowledge Platform - ANZLIC

http://www.fsdf.org.au/LINK/

11 Digital Inclusion for a better EU society - EU

https://ec.europa.eu/digital-single-market/en/digital-inclusion-better-eu-society

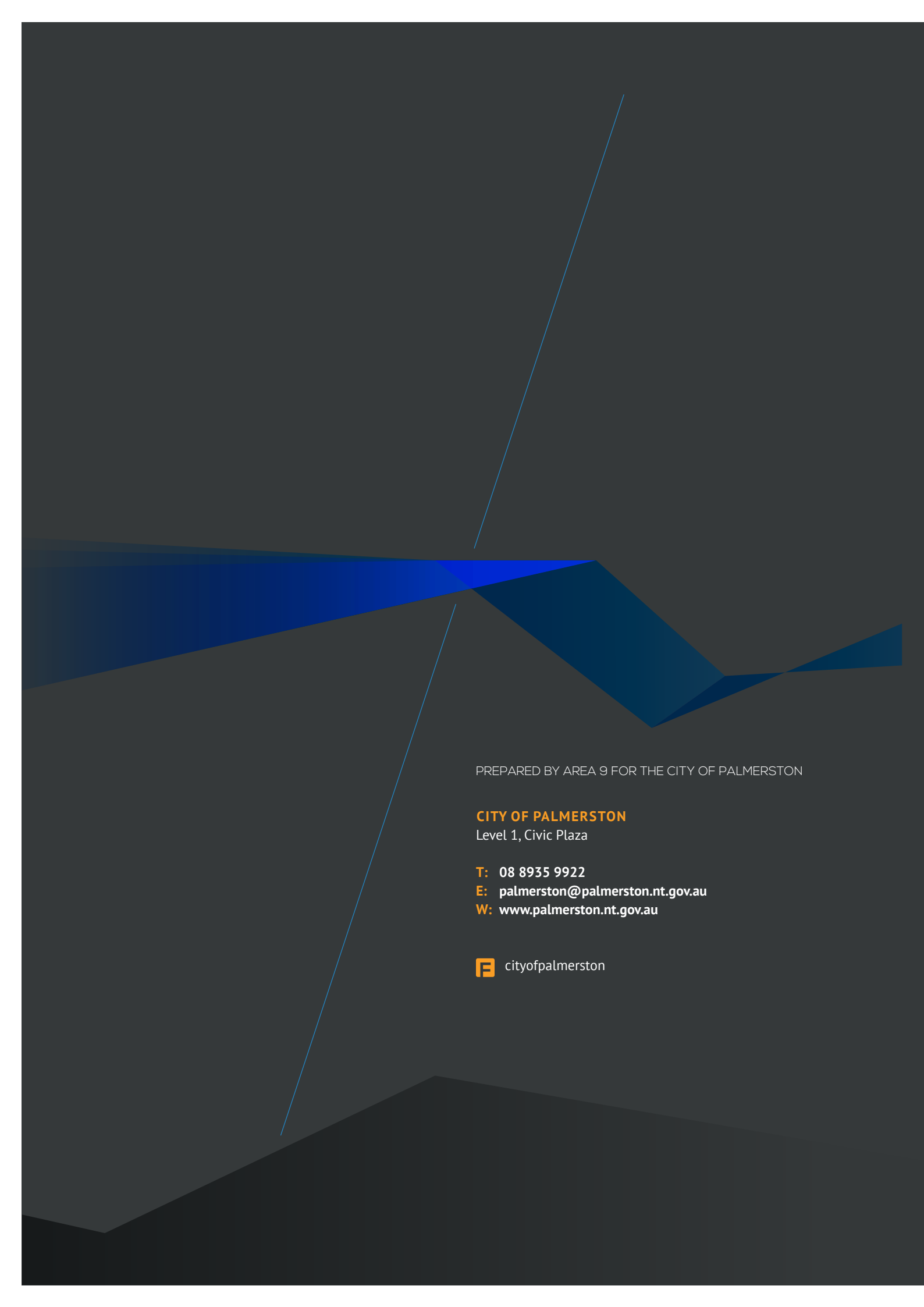# DIGITAL STRATEGY KEY PROJECT ALIGNMENT

Digital Strategy Alignment / Initiative	Intelligent Spaces — Use smart technologies to activate the public realm	Smart Cities — Smart Street Lighting and mesh network across Council	ICT Modernisation — Lead in using technology to run a cost effective service to the community.	Digital Engagement — Increase usage of our website interaction with Council staff & elected members - informed, connected and empowered community.	Digital Engagement — Promoting open and efficient Local Government	Digital Engagement — Encourage creativity, innovation and initiative to achieve CoP's vision as per our Master plan	ICT Modernisation — Digital Library - Enhanced library services through self service counters and digital tracking of library books.	Digital Engagement — Connected community - residents and visitors are able to engage with each other and Council to suit and enhance a variety of needs - organisations, clubs, businesses, special interests, etc.	Digital Engagement — Digital Concierge - Provide a digital Council experience that reflects and enhances the human experience. Self-service storefront for all Council services.	ICT Modernisation — Improved asset management	Digital Inclusion — Foster requisite digital skills in stakeholders from employee to leadership team	Digital Inclusion — Reduce the Digital Divide - Ensure that as many residents and visitors as possible have digital access	Smart Cities — Smart Parking	Digital Inclusion — Provide greater digital literacy delivery	Digital Engagement — Public awareness training through partnership & grants.
Safe & Sound	✓	✓								✓	✓				
Connect & Enable	✓	✓													
Interact & Engage	✓	✓		✓	✓	✓	✓	✓	✓			✓	✓	✓	✓
Municipal Plan Alignment															
Community & Cultural Wellbeing	✓	✓					✓	✓				✓		✓	✓
Economic Development	✓	✓													
Environment & Infrastructure	✓	✓								✓			✓		
Governance and Organisation			✓	✓	✓		✓		✓		✓				

DIGITAL STRATEGY TIMELINE - 2018/2021

Digital Strategy Initiative	Years 1-2				Year 3
	0-6mths	6-12mths	12-18mths	18-24mths	24-36mths
	Review/report		Review/report		Review/report
Use Smart Technologies to activate the public realm	Ongoing				
Smart Street Lighting			✓		
Run a cost effective service to the community	Ongoing				
Increase website interaction		✓			
Promoting open and efficient Local Government	Ongoing				
Encourage creativity, innovation and initiative	Ongoing				
Digital Library				✓	
Connected Community	✓				
Digital Concierge		✓			
Improved Asset Management	✓				
Foster digital skills	Ongoing				
Reduce the Digital Divide	✓				
Smart Parking			✓		✓
Digital Literacy			✓		
Public awareness training			✓		