

DIGITAL STRATEGY

Overview

City of Ballarat
2015 – 2018

The citizens and businesses of Ballarat want a more ‘user-friendly’ city.

The City of Ballarat is a special place to live and to visit. As Mayor, I want to see the city and its people continue to grow and prosper. Emerging technologies such as smart phones, wearable devices, sensors and web services are becoming an important part of how residents, visitors and businesses interact with the city. I want to make the digital experience the most user friendly possible for everyone who lives, works or visits the City of Ballarat.”

Councillor John Phillips, Mayor

“While we understand that access to green open space, safe streetscapes, reliable public transport, clean and convenient amenities all contribute to the liveability of a city like Ballarat we are also coming to understand emerging technologies can make life in our city better. User-friendly cities are those that work for residents and visitors of all ages. The features of a city that make it the safest, healthiest, and accommodating for its most vulnerable citizens can also make it exceptionally more user-friendly for everyone.

Smartphones and other emerging technologies provide us better data and communication and used properly can result in better decisions. The world is changing and we need to be smarter in order to continue Ballarat’s journey of prosperity and growth.

Just in the area of transport we are seeing ownership and use is down among the young. Generation Y and retiring baby boomers alike are returning to cities where technology can provide better transport access as ownership becomes less desirable. Cities around the world are starting to link real-time mobile information with public transport assets making life in the city more user-friendly. People with high-quality information on their phones can make smart decisions about how to get places.

The same goes for the way we manage our city’s assets: our roads, parks, footpaths, and our built and natural environments. Better data shared with more people will lead to better decisions, lower costs and greater amenity.

Of course user-friendliness also requires robust channels for user feedback to the system. Delivering city services and infrastructure has been a top-down process for a long time, but with all the new information and communications technology at our fingertips we can now include many more voices and views in our decision making processes.

Making the city’s information more available, more accessible and more user-friendly will be a common thread that emerges from this digital strategy. The city has much data that has already been collected but which we aren’t making the most of yet— because it’s either not available to the public, not available all in one place, or not organised in a useful way. Giving residents, visitors and businesses better access to information will shape decisions about how they live, work and play.

By investing in this digital strategy life in Ballarat and transactions with the City of Ballarat will simply be more user-friendly in the future.”

Anthony Schinck
Chief Executive Officer - City of Ballarat

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Why does Ballarat need a digital strategy?

The City of Ballarat has commissioned a digital strategy to help create a better future for the city.

Digital technologies including broadband services can help regions to create better futures, realise their visions and pursue their priorities. The most successful cities and regions are those that adopt a strategic approach, with projects and actions that match their unique local characteristics and opportunities.

Smartphones in the hands of residents and visitors have caused massive changes to the way we create wealth, the way business and government communicate with their stakeholders and the way we can solve some old and challenging problems. Citizens now have more computing power and connectivity in their hands than previously thought possible. This means that citizens are rightly demanding more efficient and effective ways of interacting with government and the environments in which they live, work and play.

The City of Ballarat is determined to take advantage of these emerging opportunities and ensure that we leverage and adapt to current and future technologies.

We need to do this in order to provide the best possible range of city services to our customers.

Ballarat is clearly one of Australia's most liveable regional cities. Ensuring that the city's digital capabilities respond to our customers' needs, and are innovative, flexible and user-friendly will be critical in sustaining Ballarat's position as the greatest regional city in which to live, invest, visit and do business.

Ballarat will adopt guiding principles in the deployment of this digital strategy.

Over the life of this strategy, we will adopt and use the following principals to guide how we make decisions on technology, its use, deployment and governance within the City of Ballarat. As we plan and deploy projects identified in this strategy and beyond we will apply these principals to ensure each project aligns with our strategic intentions, is allocated resources efficiently and prioritised correctly.

On the journey to implementation of this digital strategy the City of Ballarat will...

1. Develop online services that are citizen centric and integrated from the user's perspective;
2. Ensure where possible citizens and businesses are not left behind by a lack of digital capability;
3. Harness technology to enhance and support innovation within council business units;
4. Design systems, solutions and data repositories strategically but deploy them tactically;
5. Create and articulate clear purpose by aligning projects and priorities with council's priorities;
6. Achieve best value for ratepayers by focusing on cost efficiency and cost transparency;
7. Build, lead and leverage community partnerships in order to achieve better outcomes; and
8. Re-use resources, data and systems in order to reduce overall costs and implementation times.

This digital strategy will lead the City of Ballarat to the vision for a brighter future.

In the future digital technologies will mean Ballarat is a city where the citizens, visitors, businesses and the wider community collaborate with government with capacity and confidence to take advantage of new technologies.

Our citizens will easily access council services through their choice of digital channels and customised to their individual needs, location and preferences. There will be widespread availability of digital services and high-speed connectivity in homes, in work places, in community facilities and in many outdoor areas. People throughout the community will have affordable access to connected and reliable computers, mobile devices and similar equipment. People will have the confidence, capabilities and skills to use digital technologies in ways that meet their particular needs and circumstances.

People will be able to access rich online content about their local community and they will be able to connect and communicate with others, supporting lifestyles that are socially and culturally rich and environmentally sustainable. People of all backgrounds will have better access to the community information and community services that are relevant to their needs.

People will use technology to monitor and manage their own health. Some will use it to interact with health professionals. Many older people and people with special needs will be able to live

independently, supported by appropriate digital tools and services. Students and learners of all ages, abilities and backgrounds will access digital resources and use online services to participate in education and training, including school, vocational, higher and community education.

In the near future the citizens of Ballarat will be dynamically engaged with the city and its decision-making processes.

They will easily access a rich array of information about the city's strategies, policies, projects and services. Digital resources will help citizens understand the factors and issues that are confronting the city and its decision makers. There will be transparent decision-making processes including online tools for citizen participation.

All appropriate services provided by the city will be accessible through digital channels, including mobile devices. Other channels, particularly telephone and over-the-counter channels, are also available. The online portals for services, including websites and mobile apps, will be easy to use and will be designed from the perspective of the citizens, not from the perspective of internal organisational structures. Service requests from citizens will be actively managed to maximise service quality, timeliness and responsiveness. Citizens will be, where possible, informed of the progress of their requests; managers will intervene when service quality is compromised or service completion times are prolonged.

Ballarat will continue on its journey to local economic prosperity and social richness arising from the individual capacities of, and the effective interactions between, the city's many businesses, public

institutions and community organisations. Each business, institution and organisation will be an effective user of digital technology. They will deeply understand how digital tools and online services can be used to support, grow and transform their operations. Ballarat's businesses and other organisations have a global perspective. They will use online services to reach broader markets and to create cost effective supply chains.

Ballarat's universities, the city itself and other public institutions will enable businesses and community organisations to create economic and social value from publicly managed data and other intellectual property.

There will be flexible patterns of work for people living in and around the city. People who work for organisations based in Melbourne and other places will be able to work from home or from suitable shared workspaces in the city.

Ballarat will continue to grow and build upon a vibrant digital technology sector that employs a range of professional, creative and technical staff.

The sector will continue to grow as a significant contributor to the local economy. The sector will also provide effective technical support to the broader local business and community sectors.

The city's managers will know the full extent of the data assets held by the city across the various core systems and databases. The data will be actively managed to ensure accuracy, quality, security, privacy and accessibility. The city's data will be re-used and combined

across multiple core systems to reduce costs, to improve accuracy and to support better service delivery.

Decisions about data management and data collections will be driven by an understanding of the key questions being asked by decision makers and citizens.

The city will provide open access for appropriate data sets to businesses and community organisations. Clear policies and legal arrangements will be in place to ensure privacy, security and other requirements. Open data will be made available through effective data publishing platforms.

The city will have in place a clear process for identifying, reviewing, prioritising and committing to potential innovation and initiatives that use digital technology.

The process will be linked to the city's broader strategic planning and budgeting processes. The city will underpin its successes by implementing a sound project management methodology for managing innovation and initiatives that use digital technology. The methodology provides clarity and transparency about project objectives, deliverables, resources, timing, leadership, accountability and risks.

The City of Ballarat's digital strategy at a glance.



This digital strategy identifies four (4) key outcomes that the city, its citizens and partners will pursue on the journey to the vision for a brighter future.

- Outcome 1: Ballarat's communities will be highly connected and deeply capable in their use of digital technologies.
- Outcome 2: The City of Ballarat will authentically engage its communities online to co-create a better future.
- Outcome 3: The citizens and businesses of Ballarat will be able to access new, innovative and responsive services through digital channels of their choice.
- Outcome 4: The City of Ballarat will lead a powerful cluster of innovative businesses and institutions to create new opportunities.

This digital strategy also identifies two (2) supporting outcomes that the city will pursue to underpin the digital strategy and its intended outcomes:

- Outcome 5: The City of Ballarat will highly value the effective management of its data, information and knowledge.
- Outcome 6: The City of Ballarat will be highly efficient in the management and governance of digital resources.

Outcome 1: A Connected and Capable Community - Ballarat's communities will be highly connected and deeply capable in their use of digital technologies.

Our Purpose

To ensure we maximise the number of citizens and businesses who are able to participate in the digital economy, leading to greater opportunities for the city and greater potential efficiencies in transacting with Council.

We will know we have been successful when...

There is widespread availability of digital services and high-speed connectivity in homes, in work places, in community facilities and in many outdoor areas.

Our people have the confidence, capabilities and skills to use digital technologies in ways that meet their particular needs and circumstances.

People are able to access rich online content about their local community. They are able to connect and communicate with others, supporting lifestyles that are socially and culturally rich and environmentally sustainable.

People of all backgrounds have better access to the community information and community services that are relevant to their needs.

“We’re living in a digital age but many Australians are being left behind and lack the skills to take advantage of the education, health and social benefits of being connected. 1 in 5 Australian adults are not online* - that's almost 4 million people.”

* Campbell, S, Mason, C. Griffith, C. et al.
Broadband Impact and Challenges: realising the benefits from the digital economy Australian Centre for Broadband Innovation, CSIRO EP1312215

Key Strategies and Actions

Strategies and Actions	Description
<p>Prioritise Wi-Fi access within the city and beyond.</p>	<ul style="list-style-type: none"> ▪ We will give priority to progressively extending Wi-Fi throughout the city and into less advantaged suburbs. ▪ Ballarat will also give priority to working with state government, local bodies and transport services to secure Wi-Fi access on the major rail route to Melbourne. ▪ This will involve advocacy, the development of sustainable business models, partnerships and external funding.
<p>Secure continuing funding for the development of the Digital Hub program.</p>	<ul style="list-style-type: none"> ▪ Ballarat will secure funding for the Digital Hub program. ▪ Over time we will adapt the program to meet changing community needs and opportunities. ▪ In future, it may be appropriate to offer loans of mobile tablet devices. ▪ Emphasis will be put on developing new partnerships with local community organisations in order to make the program sustainable in the longer term. ▪ We will seek to extend programs provided by the Digital Hub to assist citizens in their use of council's growing provision of online services.
<p>Build business capability in the new digital economy.</p>	<ul style="list-style-type: none"> ▪ We will seek partners and funding to deliver greater capability and capacity for local small-to-medium enterprises participating more fully in the digital economy. ▪ We will work with business groups, the IT sector, federal and state government to source funding and programs that meet the changing digital economy knowledge needs of business in traditional sectors such as retail, tourism, hospitality and professional services.
<p>Use appropriate digital technologies to activate the city.</p>	<ul style="list-style-type: none"> ▪ Opportunities will be pursued to extend the range of digital information and resources available about the city's culture, history and environment. ▪ The opportunities to be considered will include the use of digital technology to expand access to the Art Gallery of Ballarat, its exhibitions and its collections and to other major cultural and heritage assets. ▪ The city will investigate other technologies that will help activate the city for visitors and citizens such as geo-spatially aware heritage interpretation, smart retail and smart parking technologies.

Outcome 2: Online Engagement - The City of Ballarat will authentically engage its communities online to co-create a better future.

Our Purpose

To maximise the opportunities for our people to help us find better solutions to our challenges and new ideas for our future together with ensuring our citizens can interact with their city in the way they want to as technology changes.

We will know we have been successful when...

Citizens are dynamically engaged with the city and its decision-making processes. There is an easily accessible but rich array of information about the city's strategies, policies, projects and services.

Digital resources help citizens understand the factors and issues that are confronting the city and its decision makers.

There are transparent decision-making processes including online tools for citizen participation.

The meetings of council and other relevant forums are widely available through a range of online services including social media.

“Society is witnessing a step change in how it deals with its own problems: a shift from a government-dominated model to one in which government is just one player among many. Over the past decade or so, a dizzying variety of new players has entered the societal problem-solving arena. Acumen and Ashoka, Kiva and Kaggle, Zipcar and Zimride, Recyclebank and RelayRides, SpaceX and M-Pesa, Branson and Bloomberg, Omidyar and Gates - the list is long and growing briskly. They operate within what we call a solution economy.

These new innovators are closing the widening gap between what governments provide and what citizens need. This approach promises better results, lower costs and the best hope we have for public innovation in an era of fiscal constraints and unmet needs.”

* William D. Eggers & Paul McMillan - The Solution Revolution. Harvard Business Review Press

Key Strategies and Actions

Strategies and Actions	Description
Continue to develop Council website(s) with a focus on a citizen-centric experience	<ul style="list-style-type: none"> ▪ We will build on Council’s achievements to date to ensure the website provides citizen-centric clear information which is easy to access, relevant and accessible for people with needs such as language, audio, and vision requirements. ▪ A high priority will be given to designing the website based on the needs of users. This will require a new approach to managing content that goes beyond organisational silos. ▪ We will review the development and changing customer needs of the website utilising new governance and project management arrangements that break down the information silos within Council.
Extend the use of online community engagement tools	<ul style="list-style-type: none"> ▪ We will build on the tools we have acquired to provide a more comprehensive way of engaging the community on all major decisions of council including the development of citywide strategic plans. ▪ We will see to provide more visual and virtual interpretations of city planning and budgeting deliberations that allow citizens to participate more easily in complex decision making. ▪ Council will promote these online tools and platforms through all out communications with citizens and the community. ▪ Council will adopt a standardised approach to all community engagement effort that always includes and online component.
Engage the community in the deliberations of Council	<ul style="list-style-type: none"> ▪ Using low cost social media tools such as Twitter, Meerkat and Periscope we will enrich and enhance the access of citizens to the deliberations, workings and agenda of Council. ▪ The City will investigate the extension of our existing online community engagement platform to provide and promote a major citizen engagement process in order to co-construct the next Council annual budget.
Engage the community through low cost online video.	<ul style="list-style-type: none"> ▪ We will produce and promote low cost online video content that explain answers to Frequently Asked Questions about Council and its operations. Citizens will be better informed about our processes and the issues that matter to them in their daily lives including tree management, dog registration, waste collection, road maintenance and pool closures. ▪ We will investigate the feasibility of launching a video conferencing help desk service to enable citizens to interact online with our customer service representatives as an alternative to physically presenting to the Council front desk.

Strategies and Actions	Description
<p>Integrate a personalised and customised approach to online transaction and consultation.</p>	<ul style="list-style-type: none"> ▪ Priority will be given to adding a personalisation facility to the Council website and related consultation tools. This will allow users to create an account for logging in and to record key preferences. It will also record the address of the user. ▪ The city will be able to target its communications and online consultations to particular groups, based on their preferences and address. The city will scope and cost a project to add a personalisation facility.
<p>Progressively make key data sets residing in Council open and available to the public.</p>	<ul style="list-style-type: none"> ▪ The city will give high priority to implementing a comprehensive and well-promoted open data policy. ▪ The use of open data will have broader benefits in better engaging the community online by providing measurable baseline data that can be visualised and interpreted through apps and other forms. ▪ In order to improve accountability and transparency, priority will be given to releasing data about the city's financial performance and its performance under KPIs (key performance indicators) from the council plan. ▪ A process will be introduced for progressively releasing open datasets. The process will balance benefits against costs and risks and ensure that appropriate confidentiality and privacy is maintained, possibly through de-identification of some data. ▪ An appropriate data-licensing regime will be introduced and data will be released through a suitable platform. Another government or a regional body could own and operate the platform. ▪ Council will further progress this approach under Outcome 4 and Outcome 5 below.
<p>Council will investigate, implement and promote platforms for co-creation of interactive local content driven by ideas from the community.</p>	<ul style="list-style-type: none"> ▪ We will progressively shift the emphasis for the creation and dissemination of local information for community interests and groups to an online mode. ▪ Projects that may be prioritised could include a platform to engage the community in the provision of suitable space for community gardens or a platform to crowd source content about live music or other cultural events in Ballarat. ▪ Projects selected will be driven largely by community interest, supported and facilitated by Council officers and underpinned by principles of co-creation of content.

Outcome 3. Citizen Centric Services - The citizens and businesses of Ballarat will be able to access new, innovative and responsive services through digital channels of their choice.

Our Purpose

To ensure our citizens can interact and transact with Council in the way they want, through the channel they want and at the same time maximise Council's efficiency and effectiveness in serving the community.

We will know we have been successful when...

The city offers a suite of services to its citizens, businesses and visitors that are well targeted, effective and efficient.

Services are carefully designed to meet the needs of citizens. They satisfy a clear purpose and are easy to access.

All appropriate services are accessible through digital channels, including mobile devices. Other channels, particularly telephone and over-the-counter channels, are also available.

The online portals for services, including websites and mobile apps, are easy to use and are designed from the perspective of the citizens, not from the perspective of internal organisational structures.

"Governments must rise to the challenge of developing customer-centric services that can offer services to specific audiences on their terms, delivering quality, consistency and transparency." although the availability of eGovernment services across Europe is relatively high, less than half of the region's citizens are using them.

So what's turning them off? In short, a lack of faith in digital public services. Over a fifth of those unwilling to use online government services thought it would be easier to 'get things done' via another channel. A third didn't believe their whole query could be handled online, and two thirds just preferred personal contact. These are opinions that are damaging adoption of these services."

* Information Daily - Why half of Europeans aren't using digital government services – a survey of 28,000 EU citizens across 32 countries

Key Strategies and Actions

Strategies and Actions	Description
Over time make all relevant services available online through a number of citizen-centric channels.	<ul style="list-style-type: none"> ▪ The city will prepare and then follow an online service implementation roadmap, with service initiatives staged according to: highest benefits to users, highest opportunities for operational efficiencies, highest opportunity to reduce risks associated with existing processes and technology, lowest implementation costs, lowest implementation timeframes and risks. ▪ The city will scope, cost and implement projects identified in the online service implementation roadmap.
Map key groups of citizens against their required services and service pathways.	<ul style="list-style-type: none"> ▪ The city will focus on the user needs. ▪ A small project will be undertaken to map the interactions that specific groups have with the city. The groups will include residents with high levels of social disadvantage, parents and children, property developers, hospitality businesses. ▪ The project will produce a summary of the service interactions with the city. It will also include the processes, systems and data currently involved and highlight the opportunities to provide better services through well-designed online delivery and integration of processes and data. ▪ For each group we will develop a service pathway that will start with the needs of the user and produce a design that addresses end-to-end processes, core software systems and datasets. The end-to-end processes will be based on “closing the loop” so that high service standards can be maintained.
Make all services personalised and customised for individual citizens where applicable.	<ul style="list-style-type: none"> ▪ The facility for residents and other users to have online accounts will be extended and enhanced, enabling the re-use with appropriate security of relevant personal information.
Initiate projects in citizen centric service delivery that will deliver short-term gains for Council and citizens.	<ul style="list-style-type: none"> ▪ The above mapping and planning effort will be undertaken concurrently with initiating a series of short term projects that test the new processes and make early progress on the roadmap. Priority services for consideration in the initial suite of projects will include: tree maintenance, pet registration, planning applications, staff recruitment, recording a resident’s change of address.

Outcome 4: Cluster of Innovative Organisations - The City of Ballarat will lead a powerful cluster of innovative businesses and institutions to create new opportunities.

Our Purpose

To ensure Ballarat builds on its nationally recognised position as a regional leader in information technology use, innovation and economic opportunity.

We will know we have been successful when...

Businesses and other organisations in Ballarat create value by working together in flexible ways, supported by digital technology.

Universities, the city and other public institutions enable businesses and community organisations to create economic and social value from publicly managed data and other intellectual property.

There are flexible patterns of work for people living in and around the city. People who work for organisations based in Melbourne and other places are able to work from home or from suitable shared work spaces in the city.

There is a vibrant digital technology sector that employs a range of professional, creative and technical staff. The sector is a significant contributor to the local economy. The sector also provides effective technical support to the broader local business and community sectors.

“Leading the economy successfully through fast changing markets requires new business models, great customer relations, competitive intelligence, agility, speed, and talent. The direct contribution of the internet to the Australian economy will be \$70b in 2016 – growing roughly 7% each year over the next four years.

All too often incumbents forget to look beyond their traditional boundaries and miss the most important competition of all, that of substitutes. In the digital economy, past competitors may also become future partners, and current customers may become future competitors. In the digital economy, talent is even more important than in traditional sectors.”

* Taking Leadership in a Digital Economy. – Deloitte Australia 2014

Key Strategies and Actions

Strategies and Actions	Description
Build on Ballarat's national recognition as a regional leader in information technology.	<ul style="list-style-type: none"> ▪ Ballarat will build on its achievements by promoting new models of doing business using digital technology by existing firms, attract new activities to the city including parts of existing external organisations. ▪ The City will align the applicable parts of its economic development strategy to support this approach.
Lead effort to advocate for Ballarat as a regional centre for technology investment and jobs.	<ul style="list-style-type: none"> ▪ By 'speaking with one voice' and presenting a strategic and compelling case for inward investment the City and its local partners will advocate to potential investors and government fund holders. ▪ Council will develop a partnership approach with other key bodies and institutions located in Ballarat to ensure this digital strategy, the wider digital economy and endemic IT capacity is well understood at all levels of Government. ▪ We will work together with others to ensure we maximise the opportunities flowing from the digital economy via government programs and private capital investment.
Develop a citywide digital skills strategy.	<ul style="list-style-type: none"> ▪ Council will be pro-active in ensuring that it has the necessary future supply of technology related skills. We will work with Federation University and other education providers on developing and implementing a digital skills strategy that will ensure the right skills are present to attract investment, build new enterprises and serve the Council's IT needs for the future.
Stimulate and facilitate new opportunities to develop locally focused digital services and apps that serve a multitude of community needs.	<ul style="list-style-type: none"> ▪ Council will stimulate opportunities to develop new local digital services and apps by releasing relevant datasets that it manages and will encourage release of datasets by other local organisations. ▪ We will host, encourage and facilitate events, competitions and processes that stimulate the development and release of new apps and digital services based on publicly provided open data.
Stimulate the local economy by facilitating the introduction of new physical and virtual (online) spaces for working together.	<ul style="list-style-type: none"> ▪ Council will facilitate the introduction of a local online market place to support trade, resource sharing and volunteer participation amongst micro-businesses, community organisations and social enterprises. ▪ Council will support the establishment and extension of suitable co-working spaces, including spaces that support teleworking for local people employed in Melbourne and other localities.
Review and reshape Ballarat ICT to align with this approach.	<ul style="list-style-type: none"> ▪ Council will review and reshape its relationship with Ballarat ICT to ensure its activities align with this approach and with the City's economic development strategy.

Outcome 5: Effective Management of Data - The City of Ballarat will highly value the effective management of its data, information and knowledge.

Our Purpose

To ensure our most valuable asset in moving to a digital future, our data, is well managed, used for the greatest gain and is available how and when it is needed to solve the challenges of our future.

We will know we have been successful when...

The city's managers know the full extent of the data assets held by the city across the various core systems and databases. The data is actively managed to ensure accuracy, quality, security, privacy and accessibility. Data is re-used and combined across multiple core systems to reduce costs, to improve accuracy and to support better service delivery.

The city knows about important relevant data sets held by other organisations. It facilitates appropriate management and access for such data.

An understanding of the key questions being asked by decision makers and citizens drives decisions about data management and data collections. Digital tools and data repositories are available to help derive answers to such questions.

The city provides open access for appropriate data sets to businesses and community organisations.

“Our research suggests that seven sectors alone could generate more than \$3 trillion a year in additional value as a result of open data, which is already giving rise to hundreds of entrepreneurial businesses and helping established companies to segment markets, define new products and services, and improve the efficiency and effectiveness of operations.

Although the open-data phenomenon is in its early days, we see a clear potential to unlock significant economic value by applying advanced analytics to both open and proprietary knowledge. Open data can become an instrument for breaking down information gaps across industries, allowing companies to share benchmarks and spread best practices that raise productivity.”

* James Manyika, Michael Chui - Open data: Unlocking innovation and performance with liquid information - October 2014

Key Strategies and Actions

Strategies and Actions	Description
Create and populate a Council Data Asset Register.	<ul style="list-style-type: none"> ▪ Council will become an active manager of its key data assets by firstly identifying all of its important data sets, including those held as spread-sheets and databases in individual business units. ▪ Council will produce a data asset register that will include identified accountabilities leading to each data set should having a clear “data custodian”. ▪ Levels of sensitivity, confidentiality and privacy will be included in the Data Asset Register.
Maintain, review and rationalise a Council Data Asset Register.	<ul style="list-style-type: none"> ▪ The overall state of the data assets will be reviewed. This will identify areas where quality is poor and where there are inconsistencies between different data sets. Importantly, we will identify opportunities for rationalising and combining different data sets. ▪ Where appropriate, initiatives will be scoped, costed and implemented to rationalise, combine and adapt data sets.
Develop a data driven management reporting approach.	<ul style="list-style-type: none"> ▪ Council will undertake a project to identify and consolidate key data driven reporting requirements. This will build on work that is already underway and will provide a clear set of priorities for management reporting needs.
Strategically extend geo-spatial data and its application within Council.	<ul style="list-style-type: none"> ▪ Council will bring together various sets of geographic data seeking to extend geo-coding to more sets of data across the Council Data Asset Register. The data asset register and the key data driven reporting requirements identified in earlier actions will inform the work.
Explore a partnership approach to data with external bodies, particularly the Centre for eResearch and Digital Innovation	<ul style="list-style-type: none"> ▪ Council will explore a partnership with the Centre for eResearch and Digital Innovation at Federation University to support a strengthened approach for managing the city’s own data. Through this partnership, Council will also explore building its capacity for facilitating the release of datasets by other local organisations.

Outcome 6: Efficient Management of Digital Resources - The City of Ballarat will be highly efficient in the management and governance of digital resources.

Our Purpose

To ensure the city uses effective and proven management practices for developing and supporting all of its digital resources, increasing our effectiveness and timeliness while reducing costs and risks.

We will know we have been successful when...

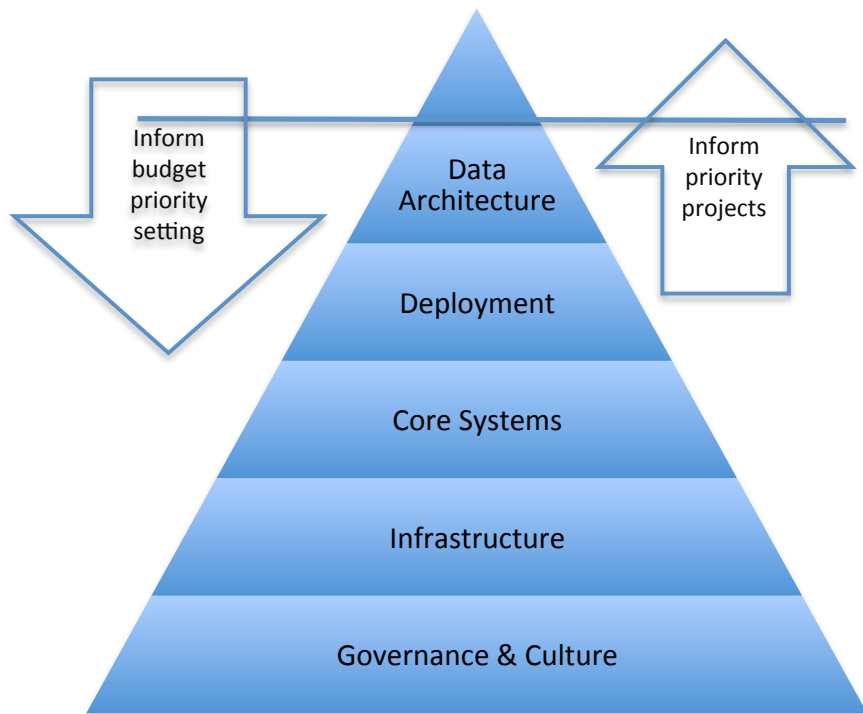
The city has a process for identifying potential innovations, enabled by digital technology. The city has a comprehensive process for scoping and costing potential innovations and initiatives that use digital technology. The city has a process for reviewing, prioritising and committing to potential innovations and initiatives that use digital technology. The process is linked to the city's broader strategic planning and budgeting processes.

The city uses a sound project management methodology for managing innovations and initiatives that use digital technology. The governance arrangements for each project help ensure that the costs, risks and other impacts are effectively managed.

The city has effective arrangements in place for receiving and responding to requests from staff and others about technology related problems and issues. The arrangements are based on sound service management principles.

The city and its staff have access to a robust, reliable and secure digital infrastructure. The infrastructure supports collaborative working and provides hosting for core systems.

The city organises its digital technology staff in a sustainable way that supports the city's priorities and reduces the risks of single person dependencies.



Council Budget Processes

The Ballarat digital strategy will deliver digital services that are citizen centric, deliver better more integrated management information systems and more flexible and integrated systems for council officers.

The data architecture layer will include a clear definition of key data sets, their internal 'ownership', their maturity and the key relationships between them.

The Deployment layer will include standard operating environments for the desktop, mobility and middleware deployed within council include BYOD policies and citizen deployment policies.

The Core Systems layer will define a current state and future road map for the core systems and databases that form the key to council operations.

The Infrastructure layer will define the current state and future road map for the underpinning connectivity and other supporting services.

The Governance layer will include clear governance structures including the formal adoption and ownership of the ICT strategy and well understood processes for adopting priority actions.

Key Strategies and Actions

Strategies	Projects and Actions
Adopt a standard project management methodology for all technology and digital strategy related projects.	<ul style="list-style-type: none"> The city will introduce a standard methodology for project scoping, costing and management, based on successful practices in use by comparable organisations. The methodology will support a contemporary approach to the design of online services, driven by user needs and addressing business processes across relevant business units, data, core systems and technology infrastructure. The methodology will build on the existing approaches being introduced by the city's ICT management team.
Review all current ICT projects and revisit costing and scope.	<ul style="list-style-type: none"> The city will review each of its current system implementation projects and introduce the project management methodology. For each project, the scope, budget, responsibilities, governance and implementation approach will be clarified and if necessary, revised.
Conduct a high level audit of existing core systems.	<ul style="list-style-type: none"> A high level audit will be undertaken of the key systems and technology infrastructure to identify the components that will be most in need of replacement, due to high operational costs or risk of failure.
Review overall approach to providing and managing technology infrastructure.	<ul style="list-style-type: none"> The city will review its overall approach to providing and managing its technology infrastructure and in doing so will consider: the potential for shared service arrangements with other local government authorities and other organisations, the potential to migrate to cloud based technologies, the need to provide suitable connectivity for computers and mobile devices in city offices, outdoor locations throughout the city. Council will develop and adopt an appropriate enterprise mobility framework that sets standards for mobile devices, support levels, security and software.
Adopt a standard service management methodology for the delivery of ICT services within Council.	<ul style="list-style-type: none"> The ICT service management methodology within Council will be strengthened, informed by methodologies such as ITIL, in use by comparable organisations.
Review current staffing levels and structures within the ICT services group.	<ul style="list-style-type: none"> The city will review the staffing levels and structures to ensure the ICT services group can operate sustainably and can support the various digital initiatives to be undertaken into the future.
Develop and implement shared decision-making processes.	<ul style="list-style-type: none"> Council will introduce new arrangements and processes to support shared decision making involving relevant executives and business units, for digital resources that are shared between business units, including the main council website and associated channels. There will also be shared decision making processes for determining priorities for implementing service innovations and projects.

This strategy will be implemented over time focused on a series of horizons.

Conceptual Timeline to be discussed.