



**To be the most digitally connected district in
New Zealand**

Waikato District Council Digital Enablement Plan

September 2015

Introduction

Waikato District Council recognises it has an important role in helping to link the investment in broadband, and the uptake of the applications it enables, with the businesses and residents in our communities.

We are committed to playing our leadership role to help the district fully seize the opportunities it currently faces. The Council is planning for substantial investment in water, wastewater, roading and community infrastructure to support significant population growth in the district from an estimated 66,530 people in 2013 to 84,300 (or a 26.7% increase) in the 15 years to 2028. We recognise that broadband and mobile technologies provide new opportunities for households and businesses to participate in economic and social activities, and for the council to improve the delivery of local services and the way we govern our communities.

Over the next five years the Council will be focussed on meeting its 'Our Plan' strategic challenge:

To be the most engaged community in New Zealand by 30 June 2020.

Objectives

Our Digital Enablement Plan (DEP) has been developed to support 'Our Plan' with the aim:

To be the most digitally connected district in New Zealand.

Our key DEP objectives are to:

- Minimise and reduce the digital divide across our district,
- Encourage broadband demand/uptake for all communities,
- Improve online local government service delivery and engagement.

Review: March 2016

Table I: Waikato District Council Digital Enablement Projects

	Projects	Estimated completion	Budget
LEADERSHIP PROJECTS			
1.0	Programme Management		
Deliverables	1.1 Effective Governance and Management: Establish a digital steering group to oversee implementation of the digital enablement plan (refer Attachment 1)	Sept 2015	Within existing budgets
	1.2 Project Communications: Establish a regular project update process to inform the community on the progress against the projects	Sept 2015	Within existing budgets
	1.3 Review and Development: Review the digital enablement plan and adjust the projects to reflect changing community needs and technology development (6 monthly).	Feb 2016	Within existing budgets
	1.4 Infrastructure Deployment Support: Establish project team to work with fibre companies and ISPs on infrastructure roll-outs. (Includes account management resource business case)	Subject to MBIE decision	TBC
2.0	Community Wellbeing and Resilience		\$10k
	2.1 Civil Defence Online Scoping: EMIS welfare registration online, public alerting tools, welfare centre connectivity, marae preparedness.	Jun 2017	\$10k
BUSINESS GROWTH PROJECTS			
3.0	Extending Council online services to local business		\$200k
Deliverables	3.1 Receive forms online; enable customers to submit all business forms via internet.	Jun 2016	Ref 3.0
	3.2 Consents Online: Enhance availability of online resource and building consents including progress tracking	Jun 2017	Ref 3.0
	3.3 Property Information Online: Make PIMS and LIMS available online and GIS applications	Jun 2017	Ref 3.0
	3.4 Environmental Health Online: Enable online applications to environmental health	Jun 2016	Ref 3.0
	3.5 Waikato LASS GIS shared data portal: Waikato DC is leading the development of a shared data portal to publish regional data sets e.g. 3Waters assets and heritage sites etc.	In progress and ongoing	Ref 3.0
	3.6 Mobile Building Inspections: Develop mobile technology for building inspectors.	Sept 2015	\$120k
	<i>Note: 3.1-3.5 \$200k total budget. Final allocation across these projects to be finalised. 3.6 has a separate budget of \$120k</i>		
4.0	Increase digital maturity of local business		\$40k
Deliverables	4.1 Business resilience: Explore supporting business awareness, uptake and use of broadband and associated technologies through a 'business resilience' programme in partnership with business associations*	Jun 2016	Ref 4.0
	4.2 Explore making the Digital Journey online service available as a resource for Council customers*	Dec 2015	Ref 4.0

	4.3 Digital Champion: Establish a travelling ‘digital expo’ and/or a digital champion to support business (includes industry specific and business events/workshops)*	Subject to MBIE decision	Ref 4.0
	<i>* Potential project for regional collaboration see table below</i>		
5.0	Building awareness of benefits to business (utilising Council channels and Open Waikato)		\$5k
Deliverables	5.1 Promote awareness of network build and the UFB and RBl services available, supporting consumer choice*	Subject to MBIE decision	Ref 5.0
	5.2 Leverage Council’s extensive communications network to extend the distribution of information on the benefits of fast broadband *	Subject to MBIE decision	Ref 5.0
	<i>*Potential project for regional collaboration see table below</i>		
COMMUNITY ENABLEMENT PROJECTS			
6.0	Increase awareness of the benefits of broadband		\$10k
Deliverables	6.1 Leverage Council’s extensive communications network to extend the distribution of information on the benefits of fast and ultrafast broadband*	Establish Dec 2015 and ongoing	Ref 6.0
	6.2 Hold information and awareness sessions at local community venues in conjunction with Community Boards, Committees and groups including marae. Invite ISP’s to promote services *	Establish Dec 2015 and ongoing	Ref 6.0
	6.3 Develop a partnership with local high schools to identify youth to tutor the elderly within libraries and residential care facilities (for example education in the use of social media)*	Establish Dec 2015 and ongoing	Ref 6.0
	<i>* Potential project for regional collaboration see table below</i>		
7.0	Extending Council online services to residents		
Deliverables	7.1 Establish online dog registration process	Jun 2016	Ref 3.0
	7.2 Develop mobile-friendly council website	Dec 2015	\$90k
	7.3 Develop system for customer rates accounts online	Dec 2017	Ref 3.0
	7.4 Develop triennial online voting business case	Dec 2016	\$5k
	<i>Note: 7.1 and 7.3 part of 3.0 total budget. 7.2 and 7.4 have separate budgets</i>		
8.0	Increase access to the Internet		
Deliverables	8.1 Tablet stations rolled out to all six libraries	Jun 2016	\$50k
	8.2 Grow the Aotearoa People Network’s Kaharoa to meet community demand	Jun 2017	\$10k
	8.3 Reading Programme and education on library services in schools	Jun 2016	\$7.5k
	8.4 Feasibility study for extending free Wi-Fi hotspots around existing community assets	Jun 2016	\$8k
	8.5 Planning for UFB infrastructure: Current District Plan (DP) Review to ensure areas subject to urban zoning have appropriate requirements for accommodating broadband infrastructure and as part of land subdivision and development	Nov 2020	Incorporated in DP review budget

Implementation

A digital steering group has been established to oversee implementation of the DEP (refer Attachment 1).

One page summaries of the eight projects in Table 1 are provided in Attachment 3. These will be further developed into detailed project execution plans. We confirm that the majority of these projects are included in current business unit business plans. Projects dependent on MBIE decisions on broadband funding are duly noted in Table 1.

Funding requirements for the projects are met either by currently approved operational budgets, or are within the \$100,000 budget committed in the Council's Long-term Plan 2015-25 to DEP development and implementation.

Working regionally

The following councils in the Waikato region have discussed the opportunity to collaborate and to take a regional or sub-regional approach to promoting the uptake of ultra-fast, rural broadband and mobile black spot infrastructure.

Hamilton City Council	Taupo District Council
Hauraki District Council	Thames Coromandel District Council
Matamata-Piako District Council	Waipa District Council
Otorohanga District Council	Waitomo District Council
South Waikato District Council	

Collaboration has potential to provide cost efficiencies and consistency across our combined areas. Discussions are at a very early stage and while no commitments have been agreed at this time, initiatives will be further explored during implementation of the DEP.

Initial discussions identified a varied range of possible shared deliverables as outlined in the table below. The table shows cross-references to relevant Waikato District Council DEP projects which may be delivered as collaborative projects.

Table 2: Waikato Indicative Collaborative Digital Enablement Projects

Collaboration projects - Indicative only		
Projects	Additional notes	DEP project no.
Industry/ Business events and workshops	Inform businesses and organisations on the digital opportunities increased connectivity presents and how business transformation can occur through online services.	4.1, 4.2, 4.3
Digital champion	This would be a new role specifically dedicated to promotion/facilitation of UFB and RBI, and would be shared by the Waikato councils.	4.3, 6.1, 6.2, 6.3

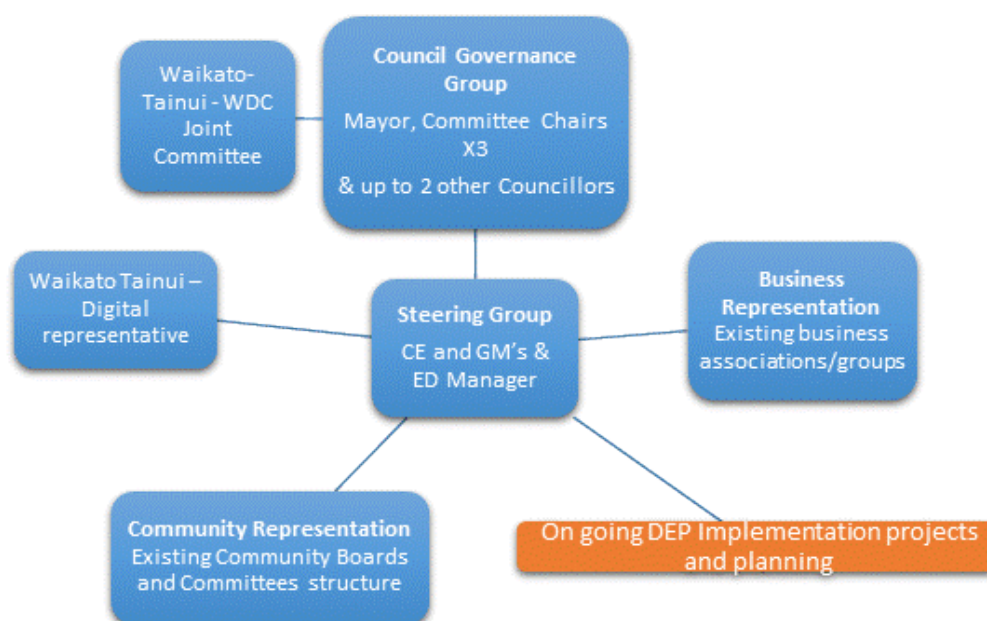
Collaboration projects - Indicative only		
Projects	Additional notes	DEP project no.
	The digital champion will organise workshops and other events that promote digital technology and ensure good uptake rates in our communities.	
Digital mentoring programme	The digital champion will organise a digital mentoring scheme promoting digital use and raising awareness of what can be achieved online. Mentors may need to be identified from across the region and as such this project will be advanced in collaboration with other Waikato councils where possible.	4.1, 4.2, 6.3
Digital day – showcase digital technology	The Expo will help our community to be digitally connected and strengthen the regions ICT position. The Expo will run workshops and vendor exhibits that will showcase ‘techy’ gadgets and applications that can be used over UFB and RBI and mobile applications. There also may be an opportunity for a travelling expo. Due to the potential size of this project this will be advanced and co-funded in collaboration with other councils where possible.	4.3, 6.2
Educational and awareness material	The council will provide educational resources/community awareness material, and develop online information on the councils existing website or a new platform. This project will be advanced and co-funded in collaboration with other councils where possible.	5.0, 6.0
Engage with Waikato Chamber of Commerce and other stakeholders	The Waikato Chamber of Commerce has expressed an interest in coordinating business targeted hubs, information, education and doing this across the region working with other business associations and groups. Engagement with the Waikato Chamber will be advanced in collaboration with other councils where possible.	4.0

Response indicates favourable support to establish a digital working group to investigate the collaboration projects with representatives from each Council. All projects are subject to each council’s approval and budgetary provisions.

Attachment 1: Waikato District Council DEP Digital Steering Group

MBIE recommends a steering group be established that includes representation from across our communities. The council has long-established relationships with community, iwi and business organisations across the district. These groups will be involved in the Digital Enablement Plan (DEP) within the governance structure outlined below.

DEP programme oversight will be provided through Council’s ‘Our Plan’ objective: To plan and facilitate growth and development of our communities (see attachment 2). This objective and associated work programme is managed by Council’s Economic Development Manager.



- The Council Governance Group is made up of the Mayor, Chairs of the Infrastructure, Strategy and Finance and Policy and Regulatory Committees and up to two other appointed Councillors. This group will allow timely feedback of any implications for council policy or matters of significance throughout the plan’s implementation phase. It would also be engaged over any changes to the plan.
- The Council Steering Group comprises the Chief Executive, all General Managers and the Economic Development Manager.
- Waikato Tainui will have opportunities to contribute to the Council Governance Group and at the Steering Group level (e.g. in relation to developing a broadband pilot scheme for marae).
- Business associations – comprising the Tuakau and Districts Development Association (TDDA), Waikato Enterprise Agency, Raglan Chamber of Commerce and Waikato Chamber of Commerce will be involved in project implementation and attend Steering Group meetings as appropriate.

- Community Boards/Committees
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Huntly Community Board
Ngaruawahia Community Board
Onewhero -Tuakau Community Board
Raglan Community Board
Taupiri Community Board

Meremere Community Committee
Tamahere Community Committee
Te Kauwhata Community Committee

Regular reports on implementation of the DEP will be provided to our boards and committees, and we will engage with them and other community groups directly on relevant community activity and projects. They may also attend Steering Group meetings as appropriate.

Consultation and engagement

Council has engaged and consulted with community boards, community committees, and business groups and Waikato Tainui throughout the development of the Registration of Interest and this Digital Enablement Plan (DEP).

Appropriate consultation and engagement will continue throughout the DEP implementation programme.

Attachment 2: Our Plan - 2020 Challenge Balanced Scorecard

To meet our 2020 challenge, Council has identified key objectives in a balanced scorecard framework. These objectives have been allocated to staff to manage projects ensuring deliverables are met. The image below presents the framework and strategic objectives.

BY 30 JUNE 2020 OUR COMMUNITY IS THE MOST ENGAGED IN NEW ZEALAND



Attachment 3: Overview of projects (single page summary of projects and deliverables)

Digital Enablement Plan Project Scope Template

Project Name: I.0 Leadership - Programme Management

Business Owner: Economic Development Manager

Project overview:

The Council recognises it has an important role in helping to link the investment in broadband, and the uptake of the applications it enables, with the businesses and residents in our communities.

The Council is planning, and investing, in basic infrastructure for the district to grow significantly from an estimated 66,530 people in 2013 to 84,300 (or a 26.7% increase) in the 15 years to 2028.

To support these aims we have developed a Digital Enablement Plan based on our vision “To be the most digitally connected district in New Zealand”.

This project will establish a leadership and management framework to sustainably deliver the DEP Projects on time and on budget. It is anticipated collaboration with existing community leadership structures will ensure strong community support and efficient use of resources. Furthermore collaboration with other Local Authorities will be sought.

Description	Estimated completion date	Project code
I.0 Programme Management		
I.1 Effective Governance and Management: Establish a digital steering group to oversee implementation of the digital enablement plan (refer DEP Attachment 1)	Sept 2015	PR-793
I.2 Project Communications: Establish a regular project update process to inform the community on the progress against the projects	Sept 2015	PR-793
I.3 Review and Development: Review the digital enablement plan and adjust the projects to reflect changing community needs and technology development	Feb 2016	PR-793
I.4 Infrastructure Deployment Support: Establish project team to work with fibre companies and ISPs on infrastructure roll-outs. (Includes account management resource business case)	Subject to MBIE decision	TBA

Risks and Issues:

1	Collaboration with other councils fails to agree on scope.
2	Resource not made available for the project
3	Limited timeframe to gather further information from stakeholders
4	MBIE responses to Council’s ROI not available until after the submission of the DEP

Key Stakeholders:

1	Elected Members	4	iwi
2	Region wide Local Authorities	5	Business associations
3	Council executive team	6	Community boards and committees

Budget: Within existing budgets and pending business case outcome

External funding availability: No

Regional Collaboration potential: Yes

Digital Enablement Plan Project Scope Template

Project Name: 2.0 Leadership - Community wellbeing and resilience

Project Owner: CDEM Coordinator

Project overview:

With CDEM responsibilities being mandated to local government, Waikato District Council understands that online and social media communication channels are how our communities expect to be informed.

The Ministry of Civil Defence has developed the emergency management information software that will support the registration and welfare of displaced persons in an emergency. Without access to UFB the benefits of that investment cannot support an emergency response effectively. Social media is becoming the first point of contact for customers to receive important information and this would be an essential tool in the event of an emergency.

Deliverables

Description	Estimated completion date	Project code
2.0 Community Wellbeing and Resilience		
2.1 Civil Defence Online: EMIS welfare registration all online, public alerting tools, welfare centre connectivity, marae preparedness.	Jun 2017	GEMO industry lead

Risks and Issues:

1	Collaboration with Councils fails to agree on scope
2	Lack of community engagement

Key Stakeholders:

1	Waikato GEMO
2	Local Government/CDEM
3	Software/Application Developer
4	Iwi
5	ISP Providers
6	Civil Defence Centres

Budget: Initial \$10K committed with further scoping underway

External funding availability: Yes (including non-financial support options)

Regional Collaboration potential: Yes

Digital Enablement Plan Project Scope Template

Project Name: 3.0 Business Growth - Extending Council online services to local business

Business Owner: Information Management Manager

Project overview:

In line with the organisation's strategic plan and 2020 commitment to community engagement this project will support the key objective of planning for and facilitating economic growth within the Waikato district. Extending Council services to local business needs to be based on an understanding of best practice and by offering an effortless customer experience. Ease of effort by businesses will lift utilisation of council services and enhance our reputation as a council invested in supporting local business.

A range of council online services will be developed across all regulatory business units to engage with and strengthen relationships between Waikato District Council, investors and business operators.

Deliverables

Description	Estimated completion date	Project code
3.0 Extending Council online services to local business		
3.1 Receive forms online; enable customers to submit all business forms via internet.	Jun 2016	PR-786
3.2 Consents Online: Enhance availability of online resource and building consents including progress tracking	Jun 2017	PR-786
3.3 Property Information Online: Make PIMS and LIMS available online and GIS applications	Jun 2017	PR-786
3.4 Environmental Health Online: Enable online applications to environmental health	Jun 2016	PR-786
3.5 Waikato LASS GIS shared data portal: Waikato DC is leading the development of a shared data portal to publish regional data sets e.g. 3 Waters assets and heritage sites etc.	In progress and ongoing	PR-786
3.6 Mobile Building Inspections: Develop mobile technology for building inspectors.	Sept 2015	PR-715
<i>Note: 3.1-3.5 \$200k total budget. Final allocation across these projects to be finalised. 3.6 has a separate budget of \$120k</i>		

Risks and Issues:

1	Software falling short of expectations
2	Resistance by staff toward change
3	Change of scope due to unforeseen regulatory changes

Key Stakeholders:

1	Enterprises	4	Iwi
2	Business Associations	5	Land and property developers
3	Regional Tourism Operator		

Budget: Incorporated in Online Services programme. Initial \$200K committed with further scoping underway.

External funding availability: No

Regional Collaboration potential: 3.5 – yes.

Digital Enablement Plan Project Scope Template

Project Name: 4.0 Business Growth - Increase digital maturity of local business

Business Owner: Economic Development Manager

Project overview:

In line with the organisation's strategic plan and 2020 commitment to community engagement this project will support the key objective of planning for and facilitating economic growth within the Waikato district.

This project will involve partnering with local business groups to educate local SME's about the importance of online engagement with customers. Council will be an integral support role in the development of business resiliency, understanding of technology capabilities and benefits of the same.

The outcome will be creating a local network advocating for digital capabilities to other businesses.

Deliverables

Description	Estimated completion date	Project code
4.0 Increase digital maturity of local business		
4.1 Business resilience: Explore supporting business awareness, uptake and use of broadband and associated technologies through a 'business resilience' programme in partnership with business associations*	Jun 2016	TBA
4.2 Explore making the Digital Journey online service available as a resource for Council customers*	Dec 2015	TBA
4.3 Digital Champion: Establish a travelling 'digital expo' and/or a digital champion to support business (includes industry specific and business events/workshops)*	Subject to MBIE decision	TBA
* Potential project for regional collaboration see table below		

Risks and Issues:

1	Collaboration with other councils fails to agree on scope.
2	Lack of engagement from business groups
3	Digital Journey service unavailable
4	Resource not made available

Key Stakeholders:

1	Local SME
2	Business Associations
3	Broadband wholesalers and retailers
4	Iwi

Budget: Initial \$40K committed with further scoping underway

External funding availability: Potential co-funding to be investigated

Regional Collaboration potential: Yes

Digital Enablement Plan Project Scope Template

Project Name: 5.0 Business Growth - Building awareness of benefits to business

Business Owner: Communications Manager

Project overview:

In line with the organisation's strategic plan and 2020 commitment to community engagement this project will support the key objective of planning for and facilitating economic growth within the Waikato district.

Well developed and deployed communication will be fundamental in the delivery of new ultrafast broadband infrastructure to our business community. This project will deliver effective and timely communication targeted at the appropriate audience at all stages of the infrastructure deployment programme.

This will maximise early adopters and advocates of the availability of these services.

Deliverables

Description	Estimated completion date	Project code
5.0 Building awareness of benefits to business (utilising Council channels and Open Waikato programme)		
5.1 Promote awareness of network build and the UFB and RBI services available, supporting consumer choice*	Subject to MBIE decision	TBA
5.2 Leverage Council's extensive communications network to extend the distribution of information on the benefits of fast broadband *	Subject to MBIE decision	TBA

Risks and Issues:

1	Uncontrolled messages from third parties
2	Unscheduled programme delays or changes
3	Poor collaboration with providers

Key Stakeholders:

1	Local SME
2	Business Associations
3	Broadband network providers
4	Iwi
5	Media

Budget: Initial \$5K committed

External funding availability: Potential co-funding to be investigated

Regional Collaboration potential: Yes

Digital Enablement Plan Project Scope Template

Project Name: 6.0 Community Enablement Projects -Increase awareness of the benefits of broadband

Business Owner: Economic Development Manager

Project overview:

To achieve the organisation's 2020 challenge (to have the most engaged community in New Zealand) we need to demonstrate the benefits of social connectedness; online services; entertainment and educational opportunities.

Empowering residents to access, create and share information on demand will improve digital literacy across the district and most importantly within vulnerable communities.

This project will focus on promotion of UFB and RBI service advice on how to access them in urban and rural areas of the district, and educational programmes to connect community groups.

Deliverables

Description	Estimated completion date	Project code
6.0 Increase awareness of the benefits of broadband		
6.1 Leverage Council's extensive communications network to extend the distribution of information on the benefits of fast and ultrafast broadband*	Establish Dec 2015 and ongoing	TBA
6.2 Hold information and awareness sessions at local community venues in conjunction with Community Boards, Committees and groups including marae. Invite ISP's to promote services *	Establish Dec 2015 and ongoing	TBA
6.3 Develop a partnership with local high schools to identify youth to tutor the elderly within libraries and residential care facilities (for example education in the use of social media)*	Establish Dec 2015 and ongoing	TBA

Risks and Issues:

1	Collaboration with Councils fails to agree on scope
2	Resources not made available
3	Lack of engagement by ISP's

Key Stakeholders:

1	Elected Members
2	Community Groups
3	Broadband wholesalers and retailers
4	Iwi
5	Schools
6	Libraries

Budget: Initial \$10K committed

External funding availability: Potential co-funding to be investigated

Regional Collaboration potential: Yes

Digital Enablement Plan Project Scope Template

Project Name: 7.0 Community Enablement - Extending Council online services to residents

Business Owner: Customer Delivery Manager

Project overview:

To achieve the organisation's 2020 challenge (to have the most engaged community in New Zealand) we need to demonstrate Council's investment in online services and our commitment to delivering an effortless customer experience.

This will be achieved by seeking out best practice and implementing online services meeting the needs of residents in resolution of their enquiries e.g. online dog registration; online payments; and mobile efficiencies.

Voter turnout within the Waikato district is currently very low and developing online voting capabilities will offer the platform to engage in the way more customers now expect.

Deliverables

Description	Estimated completion date	Project code
7.0 Extending Council online services to residents		
7.1 Establish online dog registration process	Jun 2016	PR-786
7.2 Develop mobile-friendly council website	Dec 2015	PR-714
7.3 Develop system for customer rates accounts online	Dec 2017	PR-786
7.4 Develop triennial online voting business case	Dec 2016	PR-793
<i>7.1 and 7.3 part of 3.0 total fund.7.2 and 7.4 have separate budgets.</i>		

Risks and Issues:

1	Software will fall short of expectations
2	Resistance by staff toward change
3	Change of scope due to unforeseen regulatory changes

Key Stakeholders:

1	Elected Members	4	Iwi
2	Community Groups	5	Local and Central Government
3	Residents and Ratepayers	6	Local Electoral Office

Budget: Refer to parent project 'Extending Council Online Services - Local Businesses'

External funding availability: No

Regional Collaboration potential: No

Digital Enablement Plan Project Scope Template

Project Name: 8.0 Community Enablement - Increase access to the internet

Business Owner: Customer Delivery Manager

Project overview:

To achieve the organisation's 2020 challenge (to have the most engaged community in New Zealand) we need to utilise Council's assets to make UFB and RBI benefits available to largest possible number of residents and visitors.

The intent is to leverage off existing community venues and public spaces e.g. libraries; schools; halls etc. to offer greater access to free internet. A benefit of creating these linker nodes is connecting people to people and people to place.

Deliverables

Description	Estimated completion date	Project code
8.0 Increase access to the Internet		
8.1 Tablet stations rolled out to all six libraries	Jun 2016	TBA
8.2 Grow the Aotearoa People Network's Kaharoa to meet community demand	Jun 2017	TBA
8.3 Reading Programme and education on library services in schools*	Jun 2016	TBA
8.4 Feasibility study for extending free Wi-Fi hotspots around existing community assets	Jun 2016	TBA
8.5 Planning for UFB infrastructure: Current District Plan Review to ensure areas subject to urban zoning have appropriate requirements for accommodating broadband infrastructure and as part of land subdivision and development.	Nov 2020	PR-215

Risks and Issues:

1	Collaboration with other councils fails to agree on scope.
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Key Stakeholders:

1	Libraries
2	Community Groups
3	Residents and Ratepayers
4	Iwi
5	ISP Providers
6	Schools

Budget: Initial \$20K committed with further scoping underway
 External funding availability: Yes (including non-financial support)
 Regional Collaboration potential: Yes* (Not explored)