

Digital Enablement Plan

Submitted to

Ministry of Business, Innovation & Employment

*On behalf of the
Western Bay of Plenty Sub-region*

BY
TAURANGA CITY COUNCIL
AND
WESTERN BAY OF PLENTY DISTRICT COUNCIL

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Introduction

Context

This plan was developed in 2015 as part of the response by local government in the western Bay of Plenty sub-region to central Government's initiative to extend the reach of ultra-fast fibre, broadband and mobile telecommunications across the country.

The actions in this plan address the issues that were identified through this research and aim to help the sub-region reach its full potential in using digital technology to improve business productivity and people's lives.

Supporting plans and initiatives

The Vision and Objectives of this plan are supported by other plans and initiatives already underway and supported by local authorities, including:

- *Toi Moana Bay of Plenty Growth Study (May 2015)*
The Bay of Plenty's regional growth study recognises that along with infrastructure like water, transport and energy, broadband and digital technology is an important enabler of economic growth and improvements in productivity.
- *SmartGrowth Bay of Plenty – spatial plan and collaborative approach*
The western Bay of Plenty sub-region's spatial plan and its collaborative implementation approach gives infrastructure providers greater certainty about where and when new areas for business and housing will be developed.
- *SmartEconomy Strategy*
The implementation of this sub-regional economic development strategy, led by Priority One, encourages innovation and entrepreneurship, including the use of digital technology and investment in telecommunication infrastructure. A review of the strategy is currently underway.
- *Library services*
Both Tauranga City Council and Western Bay of Plenty Council library services are undertaking projects aimed at meeting demand for modern library services and public access to wi-fi and digital technologies.
- *Progress on e-Government initiatives*
Both local authorities are involved in projects to extend the range of Council transactions with that people can undertake using the internet or their mobile devices.

Research

The plan was informed by a number of interviews, surveys and workshops held between May and September 2015, involving 705 households, over 100 youth and students, 225 businesses, together with representatives of:

- Economic development organisations
- Community organisations representing sectors including lower socio-economic groups (SEGs), aged and disability groups
- ICT and Business sector
- Small-Medium Enterprises (SME) sector – including Not for Profit (NFP) organisations
- Telecoms network providers.

Also referenced were a number of recent studies done resulting in recommendations for developing the digital enablement of the Western Bay sub-region. These include:

- *Regional and Inter-Regional Economic Assessment of the Benefits of Broadband for the Bay of Plenty and Auckland Regions*, Business and Economic Research Limited (BERL), May 2011
- *Tauranga's Digital Strategy – A Prototype*, Venture Centre, November 2014

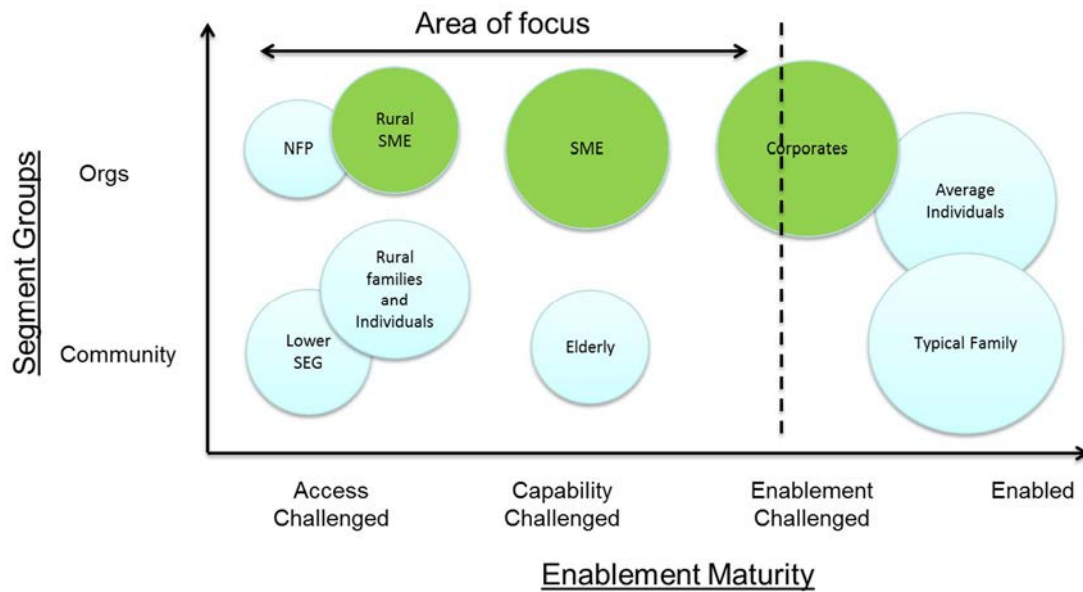
These documents represent a significant investment in understanding the challenge of closing the digital divide in the region and offer many helpful suggestions.

Key Themes

In analysing the research findings a maturity model was developed to illustrate the journey towards digital enablement. Three stages were identified:

- Access: Access to infrastructure and affordable digital services
- Capability: Digitally skilled resources, digital learning opportunities
- Enablement: Applied knowledge, technologies and services creating new economic and social opportunities

The research revealed that individuals and organisations within the sub-region formed a number of distinct segments along the road to enablement.



This segmentation helped focus the strategy on where potential actions should be directed for greatest effectiveness.

In the graphic above green bubbles represent segments providing stronger economic development opportunities. Project opportunities in this plan aim to address the needs of the segments within the area of focus so they can evolve through the stages of enablement maturity. They are summarized below:

Need by Maturity Level

Access Challenged	Capability Challenged	Enablement Challenged
<ul style="list-style-type: none"> • Ultra-fast service / infrastructure to connect to • Affordable access to broadband • Affordable access to technology 	<ul style="list-style-type: none"> • Awareness of possibilities • Ability to use • Assistance with change and application • Ongoing support 	<ul style="list-style-type: none"> • Optimisation • Innovation • Transformation

Vision and Objectives

Our vision and objectives focus on delivering a supportive environment for businesses and individuals at all stages of their evolution toward digital enablement.

Our Vision

Where everyone has the opportunity to access, participate and benefit from digital technologies

Objectives

Access

Provide access to affordable digital technologies without constraint of time or place

Capability

Grow the skills and knowledge of people and organisations in our community to take advantage of the benefits that digital technology offers

Enablement

Support and inspire people and organisations to use digital technologies to continually improve productivity and community wellbeing

Programme of Projects and Initiatives

Projects and initiatives relating to each stage of enablement maturity, fall into three focus areas, all under the overarching leadership that provides management and direction for the ongoing evolution of the DEP and associated projects:

- Assets and Infrastructure – this group of projects focuses on facilitating the establishment of essential infrastructure and intelligent assets
- Business Growth – these are projects that help businesses grow by improving their use of digital technologies
- Community Enablement – projects that use digital technology to help the community, or that help the community use digital technology

These are shown in the table below and are expanded on in the Actions section.

Programme/Project Leadership			
<ul style="list-style-type: none"> • Governance and Management Framework 			
	Assets and Infrastructure	Business Growth	Community Enablement
Access (and uptake where access exists)	<ul style="list-style-type: none"> • Council single-point-of-contact • Ultra-fast broadband required for greenfields • Advocacy for rural broadband • Procuring digitally capable assets 		<ul style="list-style-type: none"> • UFF launch • ISP retailer promotions • Free public wi-fi
Capability		<ul style="list-style-type: none"> • SME digital literacy • SME digital transformation 	<ul style="list-style-type: none"> • Digital literacy and tech access at libraries
Enablement		<ul style="list-style-type: none"> • Key sector innovation 	<ul style="list-style-type: none"> • Council online services • Council open data

Actions

The projects below are described at a conceptual level. Further details will be developed by the sponsor organisation that will lead the project. Funding for the projects is subject to the business case and budget processes of the lead organisations and is only indicative at this stage.

Project Leadership

Establish the Governance and Management Framework

Project Name:	Establish the governance, management and monitoring framework to drive implementation of the DEP	Active	
Lead:	DEP Steering Group and Councils	Priority	High, short term
Category:	Project Leadership	Budget	Internal cost to identify framework. Resourcing cost – to be identified
Project Description:	The Digital Enablement Plan is seen by council and community as a key driver of economic development and social inclusion. The DEP is a programme of projects and as such responsibility will need to be assigned for delivering the programme.		
Project Goal:	<ul style="list-style-type: none"> Ensure that appropriate governance and management structures are put in place to realise the delivery of the DEP 		
Project Scope:	<p>The project includes:</p> <ul style="list-style-type: none"> Identifying, establishing and resourcing a governance and management structure and processes from across council and community representatives to ensure an appropriate direction is set and projects and initiatives are delivered Working across the Western Bay sub-region only. This includes the Tauranga City territory and the Western Bay of Plenty District 		

Assets and Infrastructure

Council single-point-of-contact

Project Name:	Assign a single point of contact at Council for infrastructure resource consents	Active	
Lead:	Council Planning	Priority	High, short term
Category:	Assets and Infrastructure	Budget	Internal cost
Project Description:	Council regulatory processes can be confusing and time consuming to navigate through. In order to facilitate network providers developing communication infrastructure in our region it is important that we provide them with an account manager to ensure that they don't need to learn our business in order to perform theirs.		
Project Goal:	<ul style="list-style-type: none"> Ensure the development of communications infrastructure in our region progresses through local regulatory processes as quickly and smoothly as possible 		
Project Scope:	<p>Establish a role within council with the responsibility to:</p> <ul style="list-style-type: none"> Interface with network providers Guide the consenting process through council Coordinate regular planning sessions with network providers to maintain visibility of upcoming development activity 		

Ultra-fast broadband required for Greenfields

Project Name:	Broadband infrastructure required for greenfields development	Active	
Lead:	Council	Priority	High, medium term
Category:	Assets and Infrastructure	Budget	Internal cost
Project Description:	Access to ultra-fast broadband is recognised in the DEP as an essential ingredient to economic development and a connected community. Current regulatory codes and practices make it possible for new greenfields developments to occur without ultra-fast broadband communications infrastructure being a requirement for consent or compliance.		
Project Goal:	<ul style="list-style-type: none"> This project seeks to identify a regulatory solution that would ensure access to ultra-fast broadband is a requirement for new developments. 		
Project Scope:	<ul style="list-style-type: none"> To analyse solution options for achieving the project goal To recommend and implement a preferred option 		

Advocacy for Rural Broadband

Project Name:	Advocate for rural broadband	Active	
Lead:	Council	Priority	High, ongoing
Category:	Assets and Infrastructure	Budget	Internal cost
Project Description:	Broadband services in rural areas are inconsistent and unreliable which means rural households and businesses are poorly served and unable to take advantage of potential benefits		
Project Goal:	<ul style="list-style-type: none"> To increase access in rural areas to fast broadband 		
Project Scope:	<ul style="list-style-type: none"> To analyse solution options for achieving the project goal To recommend and implement a preferred option 		

Procuring digitally capable assets

Project Name:	Procuring digitally capable assets	Active	
Lead:	Councils and businesses	Priority	Low, medium term
Category:	Assets and Infrastructure	Budget	Internal cost
Project Description:	<p>Digital technologies associated with 'the internet of things' (IoT) are likely to provide opportunities for increased connectivity, ease of use and operational efficiency.</p> <p>For councils, intelligent assets can contribute to the concept of a 'smart city', for example to remotely read water meters, identify water leaks, show commuters where the next available parking space is, turn on street lighting based on weather conditions, etc.</p> <p>For businesses, efficiency gains could result from better management and monitoring of supply chain, processes, and assets. The potential applications for smart assets are limited only by the imagination.</p> <p>Councils and businesses should consider their procurement policies to future-proof their assets.</p>		
Project Goal:	<ul style="list-style-type: none"> To future-proof asset procurement so that the benefits of smart technologies can be realised sooner rather than later Ensure asset managers are aware of the potential of IoT technology 		
Project Scope:	<ul style="list-style-type: none"> Promote potential benefits of smart asset technologies amongst asset managers Review asset procurement processes 		

Business Growth

SME Digital Literacy

Project Name:	SME Digital Literacy	Active	
Lead:	To be determined by DEP Governance	Priority	High, short term
Category:	Business Growth	Budget	Up to \$200,000 (sponsorship, grants, etc)
Project Description:	Small to Medium Enterprises (including not-for-profit organisations) have been identified as under-enabled with respect to digital technologies. As a major part of the local economy any productivity gains could have significant positive impact in the community. To start closing this gap SMEs need to become aware, educated and supported to apply digital technology and leverage the specific opportunities and potential benefits which accrue from doing so.		
Project Goal:	<ul style="list-style-type: none"> • Create awareness amongst SMEs of the opportunities and benefits of using digital technologies • A subset of SMEs will drive their own transformation once they are aware of the benefits 		
Project Scope:	<ul style="list-style-type: none"> • Survey SME sector to understand current levels of usage of digital technologies • Identify success stories within the sector • Build an awareness program around a useful set of digital tools showcased by the success stories • Target all SMEs in the sub-region 		

SME Digital Transformation

Project Name:	SME Digital Transformation	Active	
Lead:	To be determined by DEP Governance	Priority	High, medium term
Category:	Business Growth	Budget	\$200,000 (sponsorship, grants, in kind volunteers etc)
Project Description:	A subset of SMEs passing through the Digital Literacy programme would benefit significantly from increased digital enablement but lack the skills or resources to make the change. For example moving to an on-line accounting suite would require data migration and changes to business processes which could be complex and time consuming. The magnitude of these transformations can be barriers to change as well as being beyond the capabilities of SMEs. This project seeks to reduce the barriers and promote the likely benefits of change.		
Project Goal:	<ul style="list-style-type: none"> • Generate tangible economic benefit by assisting SMEs through digital transformation 		
Project Scope:	<ul style="list-style-type: none"> • Profile and target SMEs with low capacity for change but high propensity for benefit • Develop change programmes around each specific technology • Deliver the change programmes to the targeted SMEs 		

Key Sector Innovation

Project Name:	Key Sector Innovation	Active	
Lead:	To be determined by DEP Governance	Priority	Medium – medium term
Category:	Business Growth	Budget	TBD, RHUBARB prepared to provide some support
Project Description:	All of the economic research done in the Western Bay sub-region indicates significant opportunities exist within key sector supply chain integration. This means using digital technologies to connect businesses that work together to deliver a product or service to market. Examples include Zespri's Canopy portal that allows growers to connect with Zespri to provide key information required to deliver kiwifruit to market. This leads to efficiencies and improved decision making all of which have a positive impact on the regional economy. This is a research project to identify and quantify the actions needed in each sector to realise digitally enabled productivity.		
Project Goal:	<ul style="list-style-type: none"> ICT enabled value targets established for each sector (Health, Dairy, Kiwifruit, Specialised Manufacturing) 		
Project Scope:	<ul style="list-style-type: none"> Review use of digital technologies operating in and between key sector players Review use of digital technologies to access international markets Identify opportunities for improvement quantifying the benefits Define and collaboratively fund improvement projects 		

Community Enablement

Ultrafast Fibre Launch

Project Name:	Ultrafast Fibre Launch	Active	
Lead:	Council Communications Tauranga City and Ultrafast Fibre	Priority	High – short term
Category:	Community Enablement	Budget	Internal
Project Description:	Ultrafast Fibre (UFF) is completing their implementation of UFB in Tauranga City which will mean that Tauranga City will be the first Giga Metro in NZ. The launch represents a great opportunity to showcase technologies, promote connection plans and generally increase the awareness of digital enablement in the community. The launch will last about a week and will be funded in the most part by UFF. The opportunity exists for council to engage with UFF to agree a programme which will target all segments within the area of focus.		
Project Goal:	<ul style="list-style-type: none"> Increase awareness of digital enablement in the wider community Increase the number of connections on the new fibre network 		
Project Scope:	<ul style="list-style-type: none"> Engage with UFF to plan the event Ensure there is something for everyone especially those segments that fall within the area of focus 		

Retailer Promotions

Project Name:	ISP Retailer Promotions	Active	
Lead:	To be determined by DEP Governance	Priority	Medium – medium term
Category:	Community Enablement	Budget	Retailer funded
Project Description:	During our research a prominent ISP local retailer suggested that they would be willing to consider assisting an awareness and enablement drive targeted at key segments. This could be done by sponsoring awareness events. This could be coupled with a promotion to receive a free or subsidised media streaming device (e.g. a Roku device) which would expose community segments to a digital world.		
Project Goal:	<ul style="list-style-type: none"> • Create awareness and enablement among community segments with low levels of capability and/or access to technology 		
Project Scope:	<ul style="list-style-type: none"> • Engage with retailers operating in the local broadband market to determine if they would be willing to support an awareness and enablement programme with subsidised technology • Develop the awareness and enablement programmes targeting specific segments • Promote and run the programmes 		

Free Public Wi-Fi

Project Name:	Free Public Wi-Fi	Active	
Lead:	Councils	Priority	High – medium term
Category:	Community Enablement	Budget	TBD
Project Description:	Lack of access to fast broadband is a barrier for individuals wanting to take advantage of the benefits associated with adopting digital technologies. Visitors who don't have or can't afford mobile data plans are disadvantaged when choosing our sub-region as a destination. This will have increasingly negative impact on tourism revenue. To address these issues Wi-Fi should be available in key places where public congregate, e.g. city and town centres, shopping and dining areas.		
Project Goal:	<ul style="list-style-type: none"> • Make fast broadband available to residents and visitors in areas where they can work and play. 		
Project Scope:	<ul style="list-style-type: none"> • Identify key areas within the sub-region where free public Wi-Fi should ideally be available • Identify potential solutions • Find innovative funding solutions 		

Digital Literacy and Technology Access at Libraries

Project Name:	Digital Literacy and Technology Access at Libraries	Active	
Lead:	Councils	Priority	High - ongoing
Category:	Community Enablement	Budget	Within existing Long Term Plan (LTP) budgets (\$100,000 in WBOPDC budget)
Project Description:	An important element in driving uptake and awareness of digital technology is having access to the technologies and being able to experience them. WBOPDC use the Aotearoa People's Network Kaharoa (APNK) service in their Katikati, Omokoroa, Waihi Beach and Te Puke libraries to provide access to broadband and computing equipment so that residents can experience the digital world. A similar service operates in the TCC libraries. The availability of these technologies needs to be accompanied with awareness and training programs to develop the capability to live, learn and create in this environment.		
Project Goal:	<ul style="list-style-type: none"> To have digital literacy programmes available and regularly run at all public libraries in the sub-region 		
Project Scope:	<ul style="list-style-type: none"> Connection of UFB to Western Bay District Libraries and Service Centres Research and design suitable awareness and training programmes targeted at community segments within the area of focus. (eg use an existing MOOC (Massive Online Open Course)) Identify resources who can lead the training programmes Find innovative funding options Schedule and run the programmes 		

Business Growth and Community Enablement

Online Services

Project Name:	Online Services	Active	
Lead:	Council ICT	Priority	High - ongoing
Category:	Business Growth / Community Enablement	Budget	Council LTP
Project Description:	Both councils are well established at providing key services online, including dog registrations, digital property files, rates payments, etc. It is important that this continues to include all essential council services.		
Project Goal:	<ul style="list-style-type: none"> Council services are digital by default 		
Project Scope:	<ul style="list-style-type: none"> Regulatory and other customer applications and interactions Submissions and engagement Request for service Payments for council transactions Property and rates information 		

Open Data

Project Name:	Open Data	Active	
Lead:	Council ICT	Priority	Medium – long term
Category:	Business Growth / Community Enablement	Budget	To be identified through LTP
Project Description:	Identify opportunities to release non-personal public data in open formats to help inform decision-making throughout the public, private and voluntary sectors.		
Project Goal:	<ul style="list-style-type: none"> • Council held public data is available and accessible 		
Project Scope:	<ul style="list-style-type: none"> • Work with innovators to understand which datasets are necessary to the development of new products and service solutions • Investigate ways to deliver and make available information and evaluate solution options • Select and deliver access to data sets 		