

# DIGITAL STRATEGY

# 2022

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## Introduction

Our society is transforming with the adoption of new technologies that change how we work, live, and undertake business.

Kempsey Shire Council has undergone a significant digital transformation, rapidly adopting new systems and technologies over the previous five years.

At the same time, the expectations of our customers are rapidly growing.

We have traditionally implemented strategies, including Information Technology and Information Management, focused internally, describing how individual teams would meet the organisation's needs.

This document is our first digital strategy. It represents a new approach. It describes how the whole organisation will deliver a digital vision that meets our customer's needs and support our business objectives.

Our vision is delivering to our customers the services that they want, how they want them, and when they want them, with minimal effort. These customers are people both inside and outside of the council. They are our community – our residents, staff, partners, and many others.

This strategy informs our delivery program and operational plans in setting the direction and establishing priorities for our investment in technology. It also underpins the development and monitoring of standards used in our day-to-day delivery of information services.

## Principles

These core principles guide us in designing and implementing digital solutions to realise our digital vision.

**Digital by Design** – solutions are designed from the outset for digital delivery.

**Customer-Centric** – solutions prioritise the needs of the customer.

**Always Available** – available anytime, from any place within Australia, on any device.

**Automated** – processes and workflows should be automated.

**Transparent and Accountable** – auditable processes that assist us in meeting our transparency and accountability objectives.

**Open** – based on open, industry-standard technologies and standards.

**Compliant** – assist us in meeting our compliance requirements.

## Digital Priorities

These three priorities are to guide service design and delivery. They help us design and implement digital services that deliver our business objectives according to our digital vision.

## Financial Sustainability

- **Governance** – continue developing and implementing governance models to optimise our digital investment.
- **Fees and Costs** – ensure that the fees applied to our digital services are appropriate and that their costs are understood and considered.
- **Continuous Improvement** – develop a culture of constant improvement of our digital services.

## Customer Experience

- **Digital Native** – develop and implement digital solutions designed for digital delivery by default. These digital solutions assist our people in delivering services through other more traditional channels, including over the phone and the counter.
- **Processes** – develop and implement business processes that utilise technology to deliver improved customer experiences.

## Data

- **Tools** – ensure that we have the right tools to visualise and analyse our data to support effective decision-making.
- **Rules** – implement the correct governance frameworks to make our data accessible and easy to use both inside and outside the organisation
- **Integration** – better integrate our systems to ensure that data is consistent.

## Digital Enablers

These work areas underpin our digital transformation efforts by supporting and enabling the Digital Priorities.

### Technology

- **Systems** – ensure that our systems are fit for purpose and deliver value for money. Ensure that new systems support our strategy, retire legacy systems, and review existing systems.

### Cyber Security

- **Cyber Security Strategy** – continue implementing our cyber security strategy, implement secure systems by design, increase customer awareness of cyber security risks, implement appropriate security standards, respond to threats, and appropriately manage cyber security risks.

### Capability

- **Knowledge and Skills** ensure that our people have the necessary expertise to fully utilise our digital systems, including the correct processes and procedures, training, and reference materials.