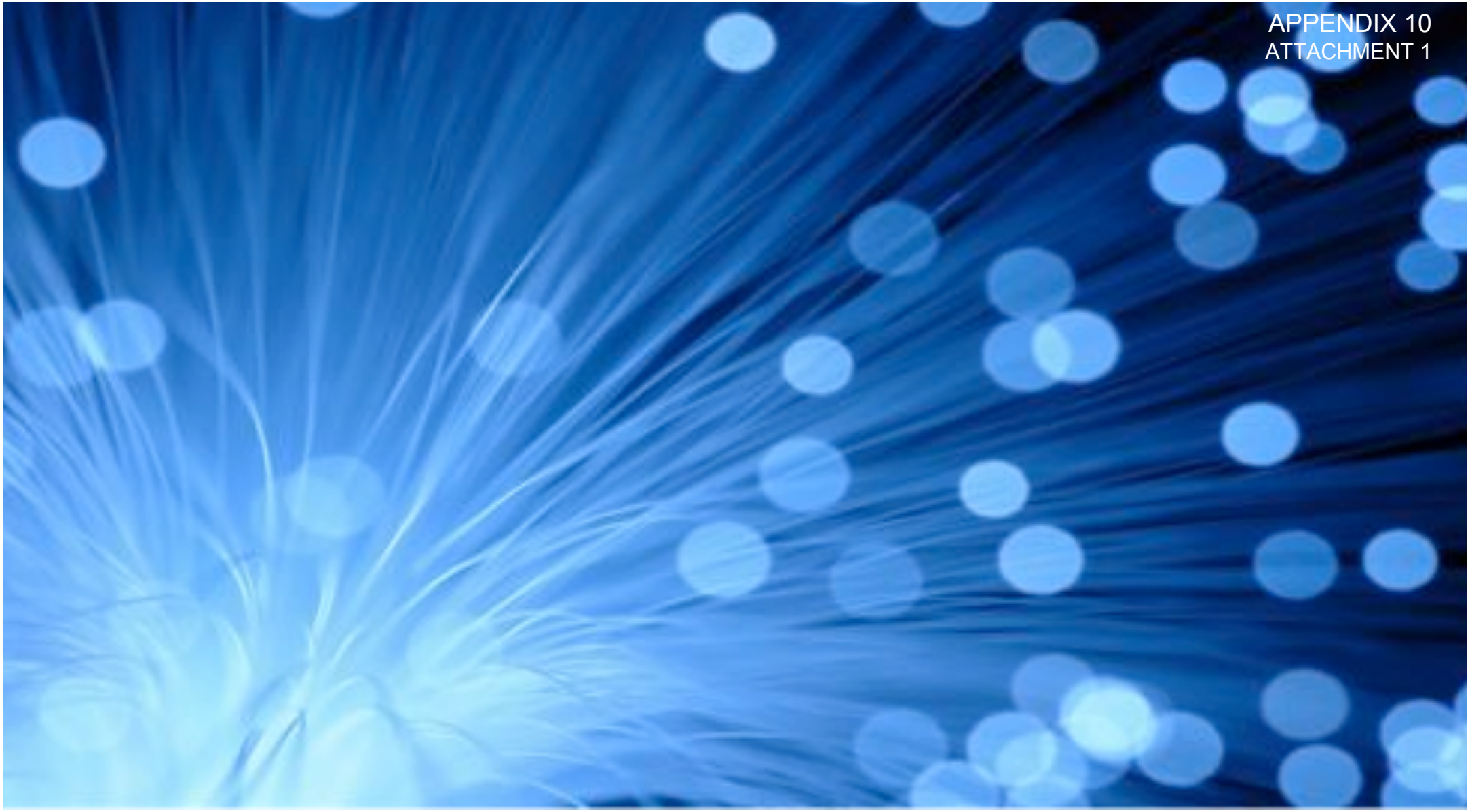
APPENDIX 10
ATTACHMENT 1



Joondalup: Digital City

February 2013

This strategy has been prepared by Explor Consulting Pty Ltd for the City of Joondalup.

Explor Consulting is the leader in digital futures consulting.

We help communities and their governments to plan and build better futures, taking advantage of the opportunities of digital technologies and broadband services.

Explor works with governments and organisations at all levels: local, regional, state, territory, provincial and national.

We provide advice, we help develop digital strategies, we facilitate the funding and initiation of projects and we provide management assistance.

Explor's people have unique insights into how digital technologies and broadband services can be exploited to support economic, social and environmental development.

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Executive summary

The City of Joondalup faces some opportunities and challenges that can, we believe, be addressed through systematic investment in infrastructure and technology that enables the city to be seen in a new way by others, and be recognised nationally as a leader in the digital economy.

This strategy document, *Joondalup: Digital City*, identifies and addresses three key issues Joondalup faces:

1. Some 60% of Joondalup residents in work leave the city each day to attend their place of work.
2. The existing small business sector lacks the capacity, capability and skills to participate fully in the digital economy.
3. The opportunities to create and attract new digital economy businesses based on the City's strengths are not being fully realised.

Digital technologies, including the National Broadband Network (NBN), present great opportunities to advance the city's prosperity, social capital and sustainability.

This strategy proposes a vision for Joondalup's future, enhanced by broadband and digital technologies, with strategies that tie directly in to the aspirations identified in the Strategic Community Plan 2012–2022.

To realise the aspirations and address the three key issues, this plan proposes that **a Digital Hub be built**, that will:

- **Host a teleworking facility**
- **Deliver capacity building programs for Joondalup businesses**
- **Establish a virtual and physical space that creates opportunities for start-ups.**

To achieve this and build on these fundamentals, this digital strategy document identifies seven digital technology strategies and details their implementation:

1. Lead and position Joondalup as a digital city
2. Build local infrastructure, platforms and content
3. Actively grow the City's internal digital capacity
4. Realise Joondalup's potential as an education city
5. Build small business capacity and confidence
6. Grow and attract new business in innovative sectors
7. Build community capacity and innovative government services.

Introduction: a digital strategy for the City of Joondalup

This document is a digital futures strategy for the City of Joondalup. The city commissioned Explor Consulting to prepare the strategy through research and consultation with many organisations and people from the region's different communities.

Explor is a consulting firm that specialises in developing digital strategies and in helping communities and their governments to plan and build better futures, taking advantage of the opportunities of digital technologies and broadband services.

This strategy was prepared at the end of 2012 through research and consultations with many members of the Joondalup community and staff of the City of Joondalup. Explor acknowledges the time, advice and insights provided by those community members and the City of Joondalup staff, all of which was of great value. Explor particularly appreciated the support provided by the City's Economic Development Team.

Joondalup's vision and goals for the future

The City of Joondalup is a centre of growth, innovation and dynamism.

The City of Joondalup has a strong focus on the future and a dynamic planning framework to help guide its future development. At the heart of this framework is Joondalup's Strategic Community Plan 2012–2022.

The city's digital future

Digital technologies, including the National Broadband Network (NBN), present great opportunities to advance the city's prosperity, social capital and sustainability.

This strategy proposes a vision for Joondalup's future, enhanced by broadband and digital technologies, with strategies that tie directly in to these aspirations identified in the Community Plan:

- Governance and leadership
- Financial sustainability
- Quality urban environment
- Economic prosperity, vibrancy and growth
- The natural environment
- Community and wellbeing

About this document

This digital strategy document begins by highlighting the City's bold aspirations and summarising the City's strengths and challenges. It explains why Joondalup must invest in its digital future. The document outlines the digital future that Joondalup could achieve through a set of strategies and actions. The document concludes with comments on implementation and suggested next steps.

About Joondalup: a city with bold aspirations

Joondalup's Strategic Community Plan 2012–2022 sets out an exciting vision of "a global city: bold, creative and prosperous".

The City of Joondalup has a range of strengths, challenges and opportunities.

What will households be like in a digitally mature Joondalup?

Joondalup's residents of all backgrounds and ages will have the understanding, confidence, skills and support to use broadband services and other digital tools in their day-to-day lives.

Most houses, apartments and residential homes will be connected to affordable broadband services.

Most households will have the types of affordable digital equipment that suit their particular needs, such as computers, interactive televisions or tablet devices.

The physical spaces in many homes will be well suited to home working, home-education and many other types of activities that are supported by digital technology.

Joondalup's aspirational outcomes

The Strategic Community Plan identified the following aspirational outcomes:

Governance and leadership

"The City is recognised for its outstanding governance practices, which are achieved through strong leadership and fully-integrated community engagement systems."

Financial sustainability

"The City is a financially diverse local government that uses innovative solutions to achieve long-term financial sustainability. Its rates revenue is moderated through the adoption of ongoing service efficiencies and alternative income streams."

Quality urban environment

"The City's built environment is planned for enduring relevance through quality, modern design that is creative, flexible and diverse. Design of its urban landscapes promotes connectivity, useability and accessibility; contributing to the highest standards of liveability."

Economic prosperity, vibrancy and growth

"The City is lively and flourishing across its activity centres. It is a global City, home to a recognised industry niche that fosters local job production and promotes employment self-sufficiency."

The natural environment

"The City is a global leader in adaptive environmental management. It works closely with the community to protect and enhance the natural environment, while celebrating and showcasing its natural assets to the world."

Community wellbeing

"The City has world-class facilities and a thriving cultural scene. It encourages and supports local organisations and community groups. Community spirit is felt by all residents and visitors, who live in safe and friendly neighbourhoods."

Joondalup's strengths

Joondalup is an education city

- The concentration of educational institutions provides employment and tertiary education opportunities for residents, increased city visits, and drives economic development by attracting supporting and supplementary services.
- The high level of institutional collaboration via the Joondalup Learning Precinct (JLP) is a major strength and opportunity to implement digital technology initiatives.
- Tertiary institutions have a high level of digital infrastructure including access to computer laboratories, Wi-Fi and high speed broadband and a labour talent pool (ie students, academic staff, contractors).
- The various institutions have many good spaces with Wi-Fi access for students to gather.
- Institutions produce some ICT talent to support innovative ICT businesses and develop some innovative digital "clusters" and products.
- The institutions have some links with local business via the ECU Business and Innovation Centre and dedicated commercialisation staff.
- Joondalup's private and public education institutes have a strong online delivery focus and program.

Right now in Joondalup...

The West Coast Academy of Digital Technologies is producing award-winning graduates in the innovative fields of emerging animation, and creative digital technologies. Students learn to produce 3D Visualisations, 3D Animations and Motion Graphics solutions for a variety of marketing applications, across numerous platforms, using the Academy's world class in-house animation studio.

Joondalup has a strong knowledge, service and visitor economy

- Joondalup is recognised as a knowledge- and service-based economy.
- In addition to the educational institutions, the Joondalup Health Campus (JHC) is a major employer and local organisation that would benefit from ubiquitous high-speed broadband and is a potential developer and user of innovative digital applications.
- The high level of retail, hospitality and leisure businesses provide the foundation of Joondalup's Visitor Economy.

Joondalup has some diversity of small and medium enterprises (SMEs)

- There are many types of SME businesses located in Joondalup, including some local ICT businesses with national and global clients.
- The Edith Cowan University (ECU) Business and Innovation Centre is available to support local start up businesses.
- The Joondalup Business Association (JBA) provides a range of services and support for its members.
- The Small Business Centre North West Metro provides support and advice for local small to medium enterprises.

Joondalup is a north-west metropolitan city, with natural amenity and excellent public transport

- Joondalup is a modern city, located 30 minutes from Perth, with direct public and private transport.
- It is the major commercial centre in North-west Metropolitan Perth.
- Sorrento Quay, at Hillarys Boat Harbour (located in the south west corner of the city) is a highly visited tourism and lifestyle destination.
- As a place of employment, Joondalup is against the flow of traffic and has massive public transport capacity.
- The North-west Metropolitan Region is one of the fastest growing in Western Australia, with a high level of predicted population growth.
- The City of Joondalup has beautiful beach, parkland and lakeside locations.

Joondalup has a desirable lifestyle and active community

- In 2011, the City of Joondalup was named the World's Most Liveable City (for a population of 150,001 to 400,000).
- Joondalup has a desirable, laid-back lifestyle, enjoyed by families and retirees.
- It has outstanding lifestyle attributes, including a new City Centre, Hillarys Boat Harbour, major and minor shopping centres, recreation centres, a golf course, parks, and leisure attractions.
- There are a large number of diverse community groups, with high levels of participation (particularly in sport and recreation).

Joondalup comprises passionate and progressive communities

- Through the development of the Joondalup Strategic Community Plan 2012–2022 the community has become familiar with significant change and are forward thinking.
- The residents have a history of being passionate about where they live and wanting to be actively involved in local decision-making.
- The community is a relatively affluent, diverse, and well-travelled population, occupying 58, 524 dwellings.

- A large percentage of the population wasn't born in Australia, so being in contact with friends and family overseas is important.
- No real communities of disadvantage.

Joondalup has solid core infrastructure and services

- The *Discover Joondalup* free Wi-Fi infrastructure being installed in CBD area.
- NBN roll-out is scheduled to commence in Joondalup sometime between September 2014 and September 2015.
- ARNet highspeed broadband is currently being installed in Joondalup for access by educational institutions.
- Northern train line has five stations in the City of Joondalup, with 'Park n Ride' options and bus service link services.
- There is a free 'CAT' bus service operating in the Joondalup City Centre and Joondalup Learning Precinct.
- The city has a mix of new and aging community buildings (libraries, recreation centres, community halls) with various levels of connectivity.
- A number of well-established public and private schools, and tertiary education institutions.

Joondalup enjoys outstanding civic leadership

- A highly effective, forward thinking Council.
- Regional collaboration with the City of Wanneroo through the development of a Regional Governance Framework.
- City Administration has a culture of excellence and is striving to build a community of the highest liveable standards and to demonstrate leadership in sustainable practices.

Joondalup delivers solid local government ICT services

- City has a good online presence with the main website including core community information and promotion of not for profit activities and events.
- The City website offers a number of online payment, lodgement and customer service options.
- The City of Joondalup has resourced a Digital Media Officer, adopted a Social Media Policy and is utilising some social media opportunities to communicate with residents and visitors.
- The libraries have varying Wi-Fi availability, e-books and programs to improve the digital capacity of the community (NB – they cannot meet the demand for these courses).
- A number of community programs support computer usage for groups such as people with a disability, seniors.

Joondalup's challenges

Joondalup does not have a strong cultural centre or unique identity

- The City does not have a naturally identified area regarded as the "centre" or focal point. The Lakeside Shopping Centre provides an alternative to the CBD for many residents and visitors.
- The CBD area is yet to reach a critical mass, level of vibrancy and a range of cosmopolitan experiences expected from a major regional centre.
- The CBD area has evolving but limited accommodation, entertainment and tourism options.
- The ECU student population is not skewed towards a preponderance of school leavers, so a vibrant, youthful university culture isn't as strong as in other University cities.
- The city would benefit from a mix of tenants in the City Centre. This would make a difference to vibrancy by providing an influx of workers and new built form.
- Joondalup doesn't always maximise the stays of international visitors. They come to play golf or visit AQWA but often choose to stay in Perth.
- Some outsiders perceive Joondalup as being isolated and a long way from Perth.

Joondalup needs to build economic and employment diversity

- Joondalup's economy is retail and leisure/tourism focused, and these businesses are currently being impacted globally by competitive pressure from online purchasing and promotion.
- The majority of workers living in Joondalup travel out of the area to work.

Joondalup's SMEs need to build their digital capacity

- SMEs make up the major business type, and the majority have limited online and digital capacity.
- Reflecting national data Joondalup SMEs are undeveloped in their knowledge of low cost ICT options and support mechanisms (including free trials).
- SMEs have difficulty integrating various digital technologies to work effectively and require support from ICT professionals with integration, rather than product-specific assistance.
- SMEs are unsure where to turn for independent and useful ICT advice.

Joondalup needs more opportunities for innovative digital businesses

- The ECU is actively focused on the future of the existing incubator and its contribution to fostering collaboration and innovation.
- The majority of ICT businesses are focused on markets external to Joondalup but Joondalup SMEs report that it is difficult to find quality local ICT advice and support.

Joondalup is not making the most of its potential as an education city

- While the JLP in engaged in collaboration at senior levels, deeper, structured engagement across institutions could drive benefits.
- There is no centralised point or physical environment (like 'Space Cubed') where innovative student and business relationships can form.
- There is a disconnect between educational institutions and local businesses for student employment and work experience placement.
- Social media is underutilised by educational institutions due to perceived risks.
- There is declining confidence in state school primary and secondary education (NB this is not specific to Joondalup).
- Declining budgets for VET courses across Australia so West Coast Institute of Training needs to reduce costs and some services (such as VET programs in local secondary schools).
- ECU and the Joondalup Health Campus being physically separated limits linkages and partnership opportunities.

The Joondalup community lacks digital confidence

- The majority of the community is currently not wanting, needing or aware of the advantages of digital technologies.
- There are some negative perceptions of digital technology resulting from media coverage of online scams and privacy concerns.
- High number of working families means residents have limited time to improve their knowledge or even become aware of the benefits associated with digital technology. There are also very few opportunities for people to get an objective view of digital possibilities and requirements.
- While Joondalup has limited areas of disadvantage, access to computers is still an issue for low income earners and Wi-Fi access doesn't address this.
- There is limited access to ICT support and residents find it difficult to come across someone who they trust to help them. Friends and family are in part plugging this gap silently.
- Seniors need more training opportunities that provide individual training.
- Demand for ICT training services in the City (via the libraries and Community Services' support programs) consistently exceeds capacity and relies on volunteers.

> *"If I have to pick up the phone and call someone to get something fixed by (an organisation or company) I just won't do it."*
>
> *- Krystal Aged 19, Digital Generation Round Table*

Joondalup's city assets need more ICT knowledge and resources

- Significant effort has been made by the city through its Library assets to build community ICT skills and knowledge.
- It is difficult to source suitable volunteers to provide digital technology support or ICT courses.
- Limited access to computers to deliver digital technology and ICT courses.

Joondalup's opportunities

Free City Centre Wi-Fi Precinct (Discover Joondalup)

The *Discover Joondalup* free Wi-Fi precinct could be extended to intersect with the Joondalup Learning Precinct and be used to support the 'Smart City' branding and position Joondalup as a 'Digital City'.

Joondalup Learning Precinct (JLP)

The formal JLP network of education institutions provides good coordination and an opportunity to position Joondalup as an Education City to attract even more public and private institutions (ie NECA's new campus in Joondalup). Their student population and ICT resources (such as the ARNet fibre optic cable, iVEC@ECU Mt Lawley, Wi-Fi access and computer laboratories) can be better utilised by the community and business sectors to improve local ICT knowledge and achieve positive student outcomes.

Location

Joondalup's beach and lakeside locations, and proximity to Perth (with access to efficient private and public road and rail transport) makes it an ideal place to live for people who work in Perth. There is also a significant opportunity to support telecommuting so that people with Perth-based employment reduce their travel and spend more time working from Joondalup.

ECU and West Coast Institute of Training

These organisations are developing online course delivery that can be exported globally as digital products.

Right now in Joondalup…

The National Electrical and Communications Association (NECA) are establishing a campus to accommodate 750 apprentices and expand their WA course offerings. The availability of high speed Internet and the predicted growth of Perth's northern corridor underpinned the decision to build the new campus in Joondalup.

They are also working on projects that could lead to the development of the following ICT clusters: Health Innovation, Cyber Security, Engineering (Tropi-glass), 3D Design, Printing and Communication, and Online Education.

Work has commenced on the feasibility to construct a significant building and securing a major government 'anchor' tenant on land within Joondalup. The benefit for a government tenant will be cost-effective office space and utilising reverse rail services.

Joondalup Health Campus

The Joondalup Health Campus is currently being extended and upgraded which creates some opportunities to attract health support services and improved links with the JLP. Should the State Government decide to upgrade the Campus' status to a tertiary hospital, additional funding for research will create significant opportunities for developing the Health Innovation Cluster with the JLP (ie new online health services, health R&D enterprises etc).

Joondalup's informal network of educators

This collaborative network of primary and secondary schools, and tertiary institutions provides opportunities for shared learning regarding social media and digital technologies experiences, and the development of online course delivery for Vocational Education and Training courses.

China time-zone

Currently, many multimedia and animation companies are investing in China and this is huge opportunity for WA, given the same time zone and proximity to Asia. Positioning Joondalup as a Smart Digital City and actively pursuing innovation links within Asia is a major opportunity to diversify and build the region's service and knowledge economies.

ECU Business and Innovation Centre

ECU is focused on the opportunity to improve the current model so it may foster more innovative start-up businesses, provide greater networking opportunities and allow greater collaboration between the Incubator and ECU's Commercialisation Office.

Young people/students

There are many local young people seeking work experience and job placements who need help connecting with businesses. Enabling these students to network with established businesses may foster innovation.

SME Businesses and Joondalup Business Association (JBA)

The high number of SME businesses who are wanting to develop their digital capacity was highlighted by the take up of the Federally funded "Let Go, Let's Get Online" multilayered course offered by the SME Research Centre and supported by the JBA. The centre and course is no longer funded so there is a gap in supporting and developing SME ICT knowledge in the region.

Right now in Joondalup…

BlondGorilla, a nationally acclaimed digital agency, is developing cross platform mobile, social media and digital solutions for major global companies. Recently the SLiDE mobile app they developed for Foxtel was announced as a finalist in the Mobile Awards.

Small Business Centre North West Metro

The Small Business Centre North West has been successful in obtaining AusIndustry funding to run a new two-year program called 'Connecting Business with e-Opportunities' which assists local

small business with their online activity via a range of workshops and information sessions.

Potential investors

Given the predicted growth in the North-west Metropolitan Region, there will be interest from investors, so establishing a culture of proactive engagement with potential investors is essential to the successful attraction of significant built and social infrastructure within the City.

ICT Businesses

Joondalup has some innovative ICT businesses that are based in the City mainly due to the owners' decision to provide a good lifestyle for their family. These people enjoy living in Joondalup and would be more likely to undertake their thinking-based work here if given adequate access to digital technology.

Why Joondalup should invest in its digital future

The City of Joondalup and its stakeholders, institutions and citizens have been engaged in broad and deep consultation about life in the city through the City's consultative processes. The participants' resulting aspirations were documented in the Strategic Community Plan 2012–2022. This plan and the use of digital technologies will enhance and accelerate the City's pathway toward those aspirational outcomes.

About digital technologies

Joondalup is among a small number of leading Australian communities gaining high-speed broadband connectivity of the NBN and focused on achieving economic, social and environmental benefits from the new infrastructure.

High-speed broadband is only one element in the array of digital technologies that are transforming the way we live and work. Over recent decades there have been dramatic developments in these digital technologies:

- High speed computing
- The miniaturisation of electronic equipment
- Mobile phones and mobile devices
- The Internet
- The digitisation of information and audio-visual materials.
- Online services to communicate with suppliers and partner businesses, some of who may be overseas.
- Place based services.

Many people regularly use email, the web, social media (such as Facebook and Twitter), smartphones and tablet computers. Importantly, these technologies have become affordable, pervasive and inter-connected.

However, the changes are not only in the availability of the new technologies: the significant changes are in the way we are using the technologies to do things very differently. Individuals of all ages have changed the way they work, relax, communicate, learn and shop.

Many businesses have changed the way they interact with their customers, their suppliers and their staff. Governments have changed the way they deliver their services and engage with their citizens.

Digital technologies are both disruptive and transformative.

> *"One third of the Australian economy faces imminent and substantial disruption by digital technologies and business models."*
>
> *- Deloitte Access Economics*

For example:

- Online services are displacing face-to-face services, with huge impacts on sectors such as retail, banking and education.
- Broadband services and digital tools are enabling new patterns of work such as telecommuting for individuals and new forms of relationships between businesses including offshore outsourcing.
- Digitisation of information and entertainment resources is destroying the market for many traditional products such as books, newspapers and music on physical media such as CDs.
- Online media is changing the way people find out about the places they want to visit, the experiences they want to have and the products they want to purchase.
- Smart technologies are creating new opportunities for energy saving through efficiencies in our buildings and our energy grids.
- People and businesses are becoming more demanding about how and when they interact with their governments, for both decision-making and service delivery.

What will a digitally mature Joondalup be like to live in and enjoy?

A rich array of dynamic content about Joondalup will be created and made available online.

Some of the content will be high quality, well produced material designed to attract international and Australian visitors and investors.

Some of the content will be diverse collections of digital stories about Joondalup: its location, its people, its community, its environment and its heritage.

There will also be innovative digital content that will be presented in a variety ways, ranging from mobile phones through to outdoor exhibitions.

Other content could include practical, useful and important information for Joondalup's residents and visitors.

Many local community, cultural, business and education groups will be involved in creating and updating the online information.

Digital technology also offers opportunities for communities to thrive. It can provide:

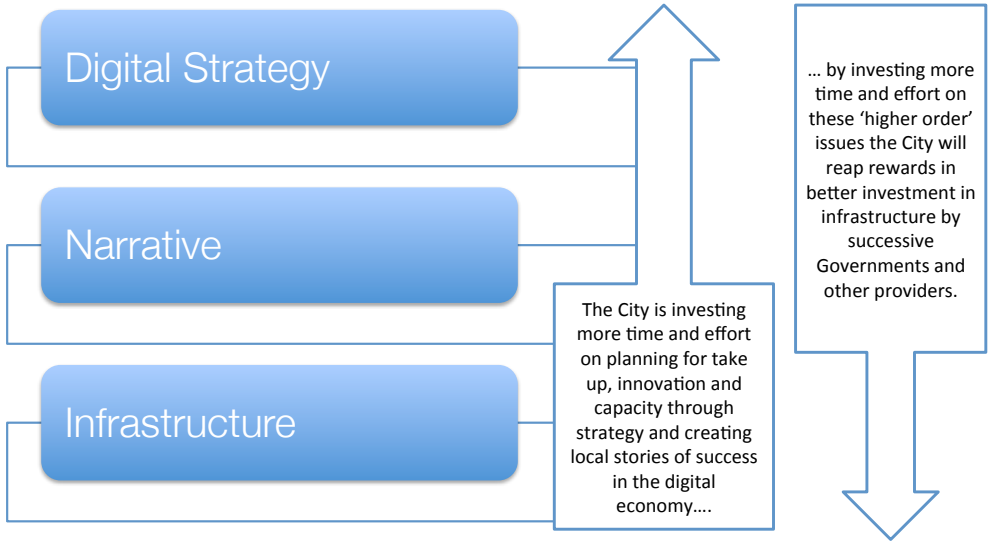
- Unexpected new solutions to old public policy and community problems
- New ways of creating wealth
- Disruptive new communication channels.

Forward thinking and practical planning help communities to deal with the disruptions that new technologies can create and to build on the opportunities of digital technologies. The digital future is a key pillar in creating a vibrant community future.

Broadband infrastructure is only part of the story

While it is important for the City to invest attention, energy and resources into the smooth roll out and integrated approach to telecommunications infrastructure – this strategy starts to focus the City on other necessary preconditions for success in the digital economy. By investing energy and resources on 'narrative' and 'digital strategy' the City will eventually drive better infrastructure outcomes as a result.

Three necessary preconditions for success in maximising opportunities available in the digital economy.



Benefits of digital technologies

The benefits of digital technologies relate directly to the aspirational outcomes documented in Joondalup's Strategic Community Plan 2012–2022.

Aspirational outcome	Benefits of digital technologies
Governance and leadership	Digital tools can be used by governments to extend the way they engage with their citizens, to support collaborative decision making and to improve transparency through access to rich sets of government information.
Financial sustainability	Carefully designed online government services are integrated, efficient, timely and citizen centric.
Quality urban and natural environments	Technology enabled buildings and infrastructure can reduce environmental impacts through better management of energy consumption and through reductions in required travel.
Community wellbeing	Confident and capable people living in households with good broadband connections and digital services can have better access to services and are able to be more flexible in how, when and where they work. Rich local information, delivered through interactive digital services, allows people to be more informed, supports greater community participation and helps to bring communities together. Access to education and training can be improved for students and learners of all ages through access to digital resources and online services in their homes, workplaces and other locations. Online services can provide better community access and sharing of information about local safety, security risks and critical incidents. Online services can help socially excluded people to connect to other people, to access support services and to develop basic skills.
Economic prosperity, vibrancy and growth	Digital tools and online services are critically important for larger businesses and are used to support customer interactions, supplier interactions and internal operations. For smaller businesses, digital tools and online services support customer interactions and other operations. The presence of successful local ICT businesses provides employment opportunities for professional creative people and provides important technical support for other businesses and organisations.

Building Joondalup's digital future

Response to three key issues

At the heart of this digital strategy there are three key issues and responses proposed. If the City and its stakeholders focus on addressing these three issues with the proposed responses, Joondalup will make significant progress towards its digital city goals.

The three key issues that require addressing are:

1. Some 60% of Joondalup residents in work leave the city each day to attend their place of work.
2. The existing small business sector lacks the capacity, capability and skills to participate fully in the digital economy.
3. The opportunities to create and attract new digital economy businesses based on the City's strengths are not being fully realised.

What will business be like in a digitally mature Joondalup?

Almost all small and medium sized businesses in Joondalup will understand the opportunities and threats offered by digital technologies for their businesses. They will use technologies to sustain and grow their businesses.

Businesses will use relevant online services including social media to gain, retain and interact with customers. Some of their customers will be in Joondalup while others could be intrastate, interstate and overseas.

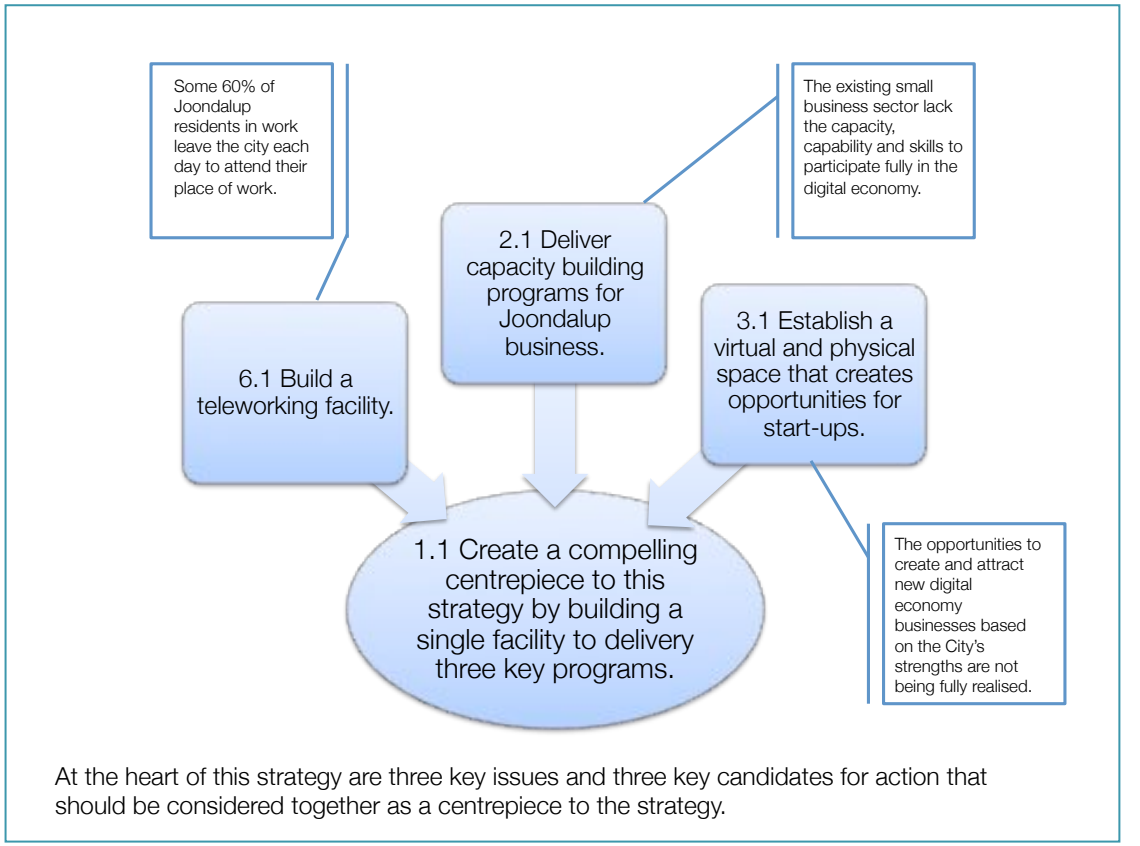
Joondalup businesses will use technology to support efficient, effective and trustworthy work practices. Their staff could make use of digital tools including mobile devices. Businesses could make extensive use of online services to communicate with suppliers and partner businesses, some of who may be overseas.

Many businesses will have re-designed their operations and work practices, taking the opportunity to shed unnecessary assets and facilities. In some businesses, staff could work from home. Other businesses could use shared offices, telecommuting centres and other facilities in the city that have been equipped with good broadband and other services.

Three priority key actions

Joondalup: Digital City proposes three key priority actions contained in seven broad strategy groupings to address these three disparate issues:

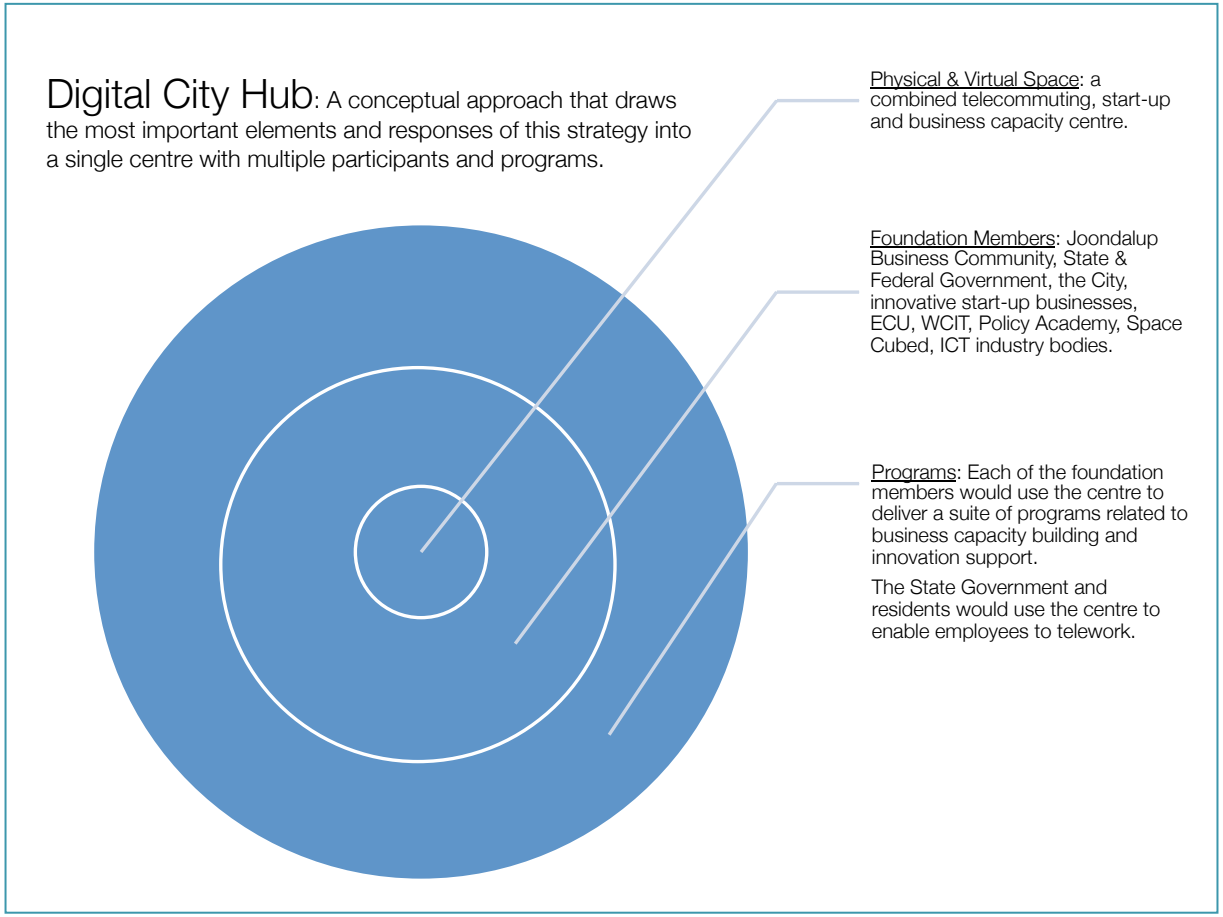
1. Build a teleworking facility
2. Deliver capacity building programs for Joondalup business
3. Establish a virtual and physical space that creates opportunities for start-ups.



At the heart of this strategy are three key issues and three key candidates for action that should be considered together as a centrepiece to the strategy.

A centrepiece of the digital strategy: the Digital City hub

These three issues and associated candidates for action could be seen in isolation from each other. However at the heart of this strategy is the notion that they be considered together and the potential need for three physical spaces, three virtual spaces and three suites of program delivery be brought together under one roof: the Digital City Hub. This is a key proposal of the Digital City strategy.

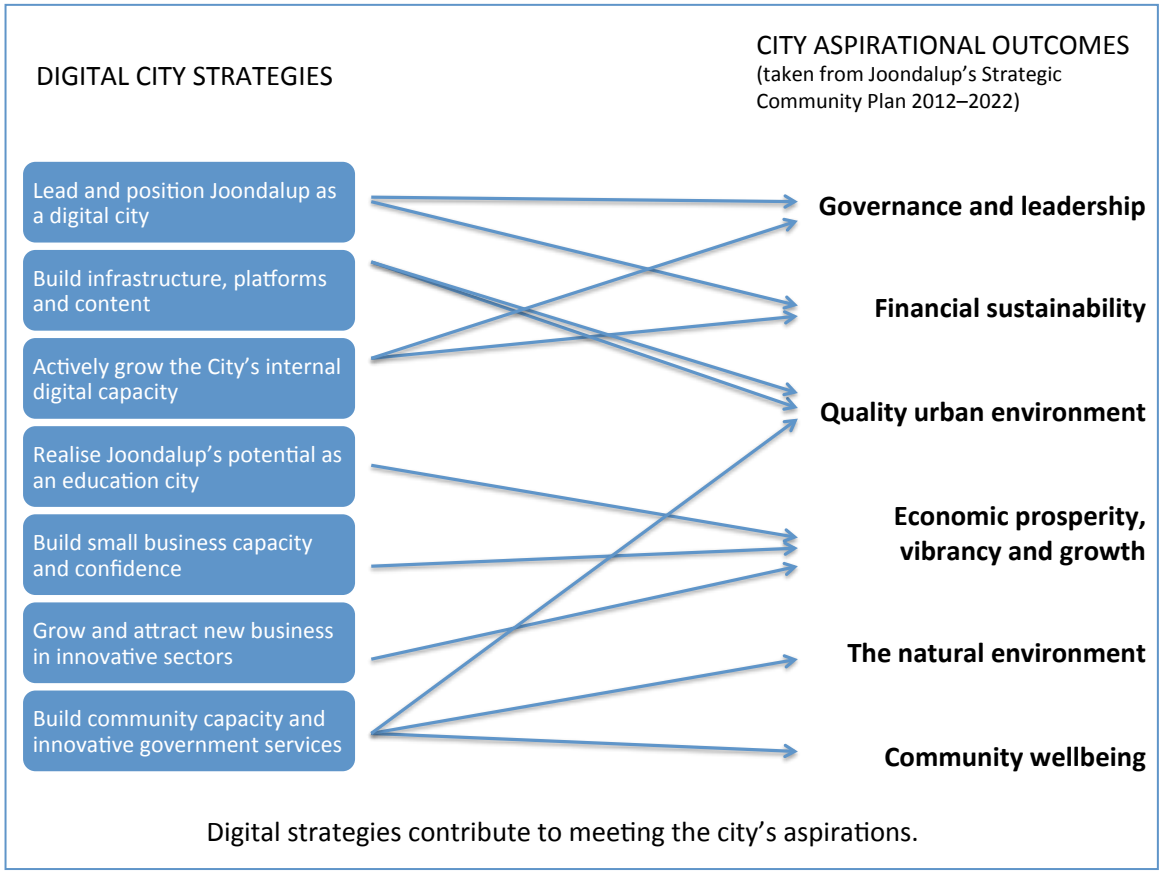


Seven strategies to meet the key actions

Joondalup: Digital City proposes seven distinct strategies (described in the next section) to achieve the aspirational outcomes set out in the strategic community plan:

1. Lead and position Joondalup as a digital city
2. Build infrastructure, platforms and content
3. Actively grow the City's internal digital capacity
4. Realise Joondalup's potential as an education city
5. Build small business capacity and confidence
6. Grow and attract new business in innovative sectors
7. Build community capacity and innovative government services.

Each of these strategies is important and each should be implemented through a series of projects and actions.



Digital strategies contribute to meeting the city's aspirations.

1. Lead and position Joondalup as a digital city

Joondalup should build on its strong foundation of digital leadership to position the city nationally and internationally as a digital leader. The City should build leadership capacity, continuous communication with the community, collaboration with its stakeholders and effective management and monitoring of the various strategies. It should commence work on creating a Digital City Hub.

This is the critical foundation strategy that enables and underpins other strategies. It also aligns with the City's aspirations for *governance and leadership*.

	Project/Action	Timing	Scope & Approach
1.1	Provide proactive leadership, promotion and advocacy	Immediate and ongoing	The City, its leaders and its senior managers should review this document and adopt a clear digital futures strategy. They should provide active leadership for its promotion and implementation. This should include: • Promotion to residents and other key community stakeholders • Advocacy to potential partners and funders including State and Federal governments • Firm implementation management including clear accountabilities and effective project management and measurement.
1.2	Establish benchmarks and monitor progress	Immediate and ongoing	The City should actively monitor Joondalup's progress in moving towards its digital future, achieving its vision and goals and where necessary, adjust its strategy. This should include: • Establishing relevant KPIs and measuring progress against the KPIs using a balanced scorecard approach • Regularly monitoring implementation issues • Reporting progress.

	Project/Action	Timing	Scope & Approach
1.3	Convene a Joondalup Digital Futures Group	Immediate	The City should convene a Joondalup Digital Futures Group that regularly brings together key stakeholders and local champions in implementing the digital futures strategy. The group should assist the City of Joondalup in: • Maintaining Joondalup's digital advocacy • Building on the already strong networks between stakeholders • Building networks and partnerships • Identifying new opportunities • Monitoring implementation progress.
1.4	Promote and brand Joondalup as WA's leading city for knowledge, innovation and digital technologies	Immediate and ongoing	The City should develop a marketing and branding strategy and promote Joondalup as WA's leading city for knowledge, innovation and digital technologies within WA, across Australia and internationally.
1.5	Actively engage in, and leverage from, government and private innovation initiatives	Immediate and ongoing	The City should build on its marketing and actively engage, leverage and partner with innovation initiatives including those of the State Government, the Federal Government and global technology companies. The City should use this strategy and associated actions in approaching NBNCo and other levels of Government to influence future roll out of high speed broadband and wireless infrastructure.
1.6	Leverage existing international links	Medium	The City should consider leveraging existing international links, including those with its sister city Jinan in China and the overseas partner institutions of ECU and other local education institutions. The activities to be considered should include: • Exchange of experts • Joint research trials • Business to business links • Trial of digital technologies to promote tourism • School to school links • Extend the use of e-learning for shared course delivery and language programs.

	Project/Action	Timing	Scope & Approach
1.7	Develop and promote a Digital City Citizens Charter	Medium	The City should consider developing and promoting a Digital City Citizens Charter as a practical and innovative guide to effective, responsible and safe online practices and behaviour for citizens and businesses. The charter could: • Outline key principles of effective, responsible and safe online practices and behaviour • Provide practical guidelines for citizens and businesses • Empower individuals and organisations to sign up and commit to the charter • Be promoted in ways that enhanced the digital capacity and confidence of citizens, businesses and community organisations.
1.8	Investigate the creation of a Digital City Hub	Immediate	The City should investigate the creation of a Digital City Hub. This would be a single facility that could host other key actions in this digital futures strategy: • Digital capacity building programs for existing businesses • A space for hosting start-up businesses • A teleworking facility. The investigation should examine feasibility and should lead to a business plan.
1.9	Promote Joondalup as a centre for teleworking	Immediate and ongoing	The City should actively promote Joondalup as a centre for teleworking. It should particularly target large private and public organisations with current offices in the Perth CBD.

2. Build local infrastructure, platforms and content

Ubiquitous broadband access is a key foundation for Joondalup's digital future. The NBN will provide ultra-fast speed fixed services to homes and private premises. Joondalup should consider building on this asset to ensure mobile connectivity, local economic activity, community content and government services are highly accessible and easy to use by visitors and residents.

This is also a key foundational strategy. It supports the City's aspirations for ***economic prosperity***, ***vibrancy and growth*** and for ***community wellbeing***.

	Project/Action	Timing	Scope & Approach
2.1	Extend Wi-Fi access	Immediate	The City should consider extending the free access Wi-Fi network, *Discover Joondalup*. Consideration should be given to linking up the ECU and WCIT campuses with retail locations.
2.2	Establish a common platform for hosting and presenting digital content	Medium	The City should consider establishing a common platform to host and present digital content about Joondalup, to be made available to residents, visitors and others. The platform should allow content to be presented in engaging ways for the different audiences. It should allow the content to be contributed by different groups including local businesses, community organisations, the City and other local institutions. The platform should incorporate the necessary suite of technical and easy-to-use content management services. The City of Joondalup should determine and implement an appropriate and sustainable business and funding model for the platform. The business models to be considered should include the selection of an external service provider.
2.3	Provide immediate and up-to-date content	Medium	The City should create, and support others within the community to create, digital content including: • Information about the city for tourists and other visitors • Images, videos and others resources from artists, sporting groups, community organisations and young people • Up-to-date information for residents.

	Project/Action	Timing	Scope & Approach
2.4	Create digital resources and services that benefit the retail, tourism and hospitality sectors	Medium	The City should work with other stakeholders to investigate creating resources that benefit the retail, tourism and hospitality sectors, including: • Wi-Fi enabled resources that alert shoppers to proximate retail opportunities. • Smartphone apps that integrate the shopping experience and enable geo-located services (such as specials and coupons). • A single consumer and retailer point of entry on the web and mobile platforms that enables blogging, specials, promotions and other interactions between retailer and consumer. • A "logistics window" in key areas of the City to drive foot traffic from online shoppers required to collect recently delivered parcels.
2.5	Investigate the creation of a teleworking facility	Medium	Joondalup should seek partners to create a teleworking facility as a part of the proposed Digital City Hub (see action 1.8). The facility should provide an attractive shared workspace, including equipment and other facilities, for employees of different private and government organisations, particularly those with offices in Perth. A realistic business plan should be prepared to determine the feasibility, extent, business model and funding requirements for the facility. The City should seek to partner with the state government because the proposed relocation of significant numbers of public service officers to Joondalup could help make the centre sustainable for the long term.

3. Actively grow the City's internal digital capacity

The City should extend and invest in its own digital capacity. It should become an exemplar of a modern digitally enabled organisation. It should also use digital technologies in ways that improve its responsiveness, it effectiveness and its efficiency.

This strategy aligns with all of the City's aspirations, particularly those for ***governance and leadership*** and for ***financial sustainability***.

	Project/Action	Timing	Scope & Approach
3.1	Build the digital management and systems capacity of the City	Immediate and ongoing	The City should continue to refine and develop its internal: • Skills base for managing digital strategies and programs • Digital planning processes • Digitally enabled work practices • Technology systems and infrastructure.
3.2	Consider creating a chief digital officer role	Immediate	The City should consider creating a chief digital officer (CDO) role. This person would be responsible for driving the City's digital agenda including initiatives flowing from this report. The CDO would ideally be part of the senior management team and would drive knowledge, new thinking and new approaches within the City of Joondalup and together with external stakeholders.
3.3	Adopt a digital first policy for all City content	Immediate	The City should consider adopting and implementing a digital first policy for publishing information and for undertaking consultations. The City should undertake a comprehensive review of its current approach and implement new processes, channels, roles and responsibilities.
3.4	Embrace mobile devices in all areas of service delivery	Medium	In becoming a modern digitally enabled organisation, the City should embrace work practices enabled by mobile technology. The City of Joondalup should consider progressively implementing: • Wi-Fi in its premises • Use of appropriate mobile devices including tablet devices • Appropriate BYOD (Bring Your Own Device) programs for staff, contractors and volunteers

	Project/Action	Timing	Scope & Approach
3.5	Consider adopting a clear and innovative teleworking policy for City staff	Immediate	The City should review its current teleworking approach and policy and consider adopting an innovative pro-teleworking approach for the future.

4. Realise Joondalup's potential as an education city

Joondalup should position and promote itself as an education city, offering high quality, digitally enabled education services and lifelong learning. The use of digital technology to support education and training should be increased so that access and achievement is improved. Joondalup should also leverage off the education and research activity to create economic benefits.

This strategy aligns with the City's aspirations for ***economic prosperity***, ***vibrancy and growth*** and for ***community wellbeing***.

	Project/Action	Timing	Scope & Approach
4.1	Consider creating a shared online portal and targeted marketing campaign	Medium	The City should collaborate with all Joondalup based private and public educational institutions and investigate creating a significant shared education online portal to promote Joondalup as an education city. The portal could be promoted with a modest budget to target key groups (such as South African emigrants to Australia searching for a place to settle) through keyword, search engine optimisation and paid advertising. The portal could bring together the Joondalup education assets in a unique and highly engaging way so that targeted audiences are convinced about the quality, lifelong, public and private education opportunities and strengths in Joondalup.
4.2	Match student digital projects with local business needs	Medium	A brokerage service based at the proposed Digital City Hub should be considered to match student digital projects and work experience with local business needs.
4.3	Encourage schools to adopt the Digital City Citizens Charter to make online interaction safer	Medium	The City should encourage all schools and institutions to participate in the development and adoption of the proposed Digital City Citizens Charter (see action 1.7) so that schools would have access to best practice thinking and practical advice in the use of social media and other online tools in education. This would further enhance Joondalup's already strong positioning as an education city and as a digital city.

	Project/Action	Timing	Scope & Approach
4.4	Extend the understanding of digitally enabled teaching and learning for Joondalup's schools	Immediate	The Joondalup Learning Precinct should create a network of educators and academics to better share knowledge, understanding and practice about the use of digital resources and tools for effective teaching and learning. The network could provide leading advice to schools on emerging trends and promote mentoring of teachers to effectively use digital resources by other teachers. The network should also be linked to the Digital City Citizens Charter initiative so that schools could improve confidence and knowledge about the safe use of ICT.
4.5	Examine opportunities to leverage business opportunities from research activities	Medium	The City should work with the JLP to examine opportunities to leverage business benefits from research activities including local contracts, commercialisation of intellectual property and cluster development.

5. Build small business capacity and confidence

The City should initiate a range of general and targeted programs to increase the capacity and confidence of small businesses to use digital technologies to survive and thrive.

This strategy aligns strongly with the City's aspirations for **economic prosperity**, **vibrancy and growth**.

	Project/Action	Timing	Scope & Approach
5.1	Plan and deliver capacity building programs for Joondalup business	Immediate	The City should seek funding and partners to deliver a range of digital capacity building programs for businesses in Joondalup. The programs could be funded through a number of sources and delivered in diverse ways by a number of partners, focused on specific industries. The city should seek to: • Secure State Government and Federal Government funding for programs to educate and build the skills of SME businesses to better understand and capitalise on emerging digital technologies. • Leverage existing State Government, Federal Government and other programs. • Work collaboratively with the City of Wanneroo on some programs. • Source positive local or sector applicable examples of SME businesses benefiting from the opportunities of utilising digital technology. • Strive to promote examples that will inspire each of Joondalup's core SME sectors to explore the opportunities that digital technologies may provide.
5.2	Identify and promote local Digital Business Champions	Immediate	The City should Identify a small group of Digital Business Champions from high performing local businesses in the digital space from a range of traditional sectors. The City should promote the expertise and knowledge of these champions through existing channels and networks such as JBA, CCIWA, SBCNWM and industry associations. The champions could act as digital advocates within their business sectors and encourage more small businesses to adopt digital technologies.

	Project/Action	Timing	Scope & Approach
5.3	Organise awareness raising sessions for business	Medium	The City should organise an ongoing program of practical awareness raising sessions, targeted at small businesses that have a low understanding of the importance of digital technologies to their business survival and growth. The City should consider the following principles when organising the sessions: • Trusted business peers rather than external experts should deliver most sessions. • Local business organisations should be involved in planning, arranging and delivering the sessions. • The Digital Futures Group (and the Digital Business Champions (see action 5.2) should be involved in identifying business peers, organisations and networks to support the sessions.
5.4	Establish an online directory of local businesses	Medium	The City should investigate the establishment and maintenance of an online directory of local businesses. This should enable every business to have at least a basic online presence that can be discovered through search engines.
5.5	Establish an ongoing program of business and technology mentoring	Medium	The City should work with business associations and the State Government to establish an ongoing program of business/technology mentoring for Joondalup's small businesses. This program should involve trusted mentors who can provide practical advice and coaching about moving small businesses online. The program should build on the services offered through the Digital City Hub (see action 1.8) with support from the Digital Futures Group (see action 1.3). The program components should be: • Development of basic knowledge resources • Selection/accreditation of a small number of mentors • Promotion of the mentoring program • Seed funding, such as payment of first hour of mentoring advice for eligible business.

	Project/Action	Timing	Scope & Approach
5.6	Build capacity for home businesses	Medium	The City should work with business associations and the State Government to establish a small targeted program to help the City's growing sector of home-based businesses to thrive online. The program should largely be based on peer support including an online community and mentoring. The program could be delivered through partnerships with organisations and networks such as "stay at home parents". The JBA and local SBC could assist in developing and promoting the program.
5.7	Establish targeted sectoral support for the adoption of digital technology	Medium	The City should work with business associations and the State Government to establish a set of targeted sectoral programs to further drive the adoption of digital technology and online initiatives in key small business sectors. These may include the tourism, retail and building/construction sectors. The City should consider enabling relevant industry associations to operate the programs, using the proposed Digital City Hub (see action 1.8). The City should facilitate the programs and could provide a small degree of seed funding.

	Project/Action	Timing	Scope & Approach
5.8	Build understanding capacity and capability focused in the retail, tourism and hospitality sectors	Medium	The City should work with relevant industry associations in the retail, tourism and hospitality sectors to create programs that enhance digital understanding capacity and capability in the sectors. Programs should be considered that: • Use the proposed Digital City Hub (see action 1.8) to deliver specific online retail courses and target attendance by businesses in retail, tourism and hospitality in the city. • Invest quarterly in a dynamic visiting speaker who could attract interest in the retail sector and talk competently about the emerging trends in online retail, tourism and hospitality. • Build a support network for retail, tourism and hospitality sector small businesses to share skills, knowledge and experience in online retail activities. • Host quarterly roundtable sessions to share online retail, tourism and hospitality strategies at enterprise and sector level. • Develop and deliver courses to provide potential new entrants with the tools they need to build an online retail presence. • Through the proposed Digital City Hub (see action 1.8), make available and promote online courses from global sources for local retailers. • Tap into support networks for the major online e-commerce tool providers and make them available to the retailers.
5.9	Develop and promote a digital planning toolkit for small business	Medium	The City should work with the JBA and SCBNWM to secure funding for the development and promotion of a digital planning toolkit for small businesses. The toolkit should enable every business in Joondalup to develop its own digital strategy.

6 Grow and attract new business in innovative sectors.

The City should initiate a range of general and targeted programs to create new innovative business by stimulating new local start-up business, attracting other start-up business, attracting existing innovative businesses and promoting entrepreneur networks. The programs should particularly draw on Joondalup's strengths and opportunities as an education city.

This strategy aligns strongly with the City's aspirations for ***economic prosperity***, ***vibrancy and growth***.

	Project/Action	Timing	Scope & Approach
6.1	Investigate the creation of a virtual and physical space that provides opportunities for start-ups	Medium	The City should investigate the introduction and delivery of proactive programs to support digital economy based start-up companies and social enterprises to be delivered via the proposed Digital City Hub (see action 1.8). The City should seek funding and partners, including education sector partners, to deliver the programs. The role of the Digital City Hub should include: • Providing a physical space for start-ups to locate, network, hot desk and share ideas and resources. • Linking in providers of services to start-ups and building an attractive and effective ecosystem of support.
6.2	Strengthen links with the ECUBIC incubator	Medium	The City and its stakeholders, particularly ECU, should further align courses with access to the ECUBIC incubator and its services so that the incubator becomes an integral part of an innovation ecosystem. This should help ensure that students and other new entrants are supported to grow their digital business in Joondalup. The objectives should include: • Developing a new business incubator model (working with JLP and others) that would attract, support and activate innovative start-up businesses, particularly digital technology businesses, and offer teleworking services. • Supporting the development of innovative business ideas by offering networking opportunities, hosting innovation/technology events and creating funding programs to encourage local investment in local innovative start-up businesses (an example is the crowd-funding model used by Screen West).

	Project/Action	Timing	Scope & Approach
6.3	Investigate a partnership with Spacecubed	Medium	The City and its stakeholders should investigate and negotiate a possible partnership with Spacecubed to facilitate the delivery of programs in the proposed Digital City Hub (see action 1.8). Spacecubed is a co-working, collaboration and innovation space in the heart of the Perth CBD designed to support entrepreneurs and innovators.
6.4	Develop a roadmap of support mechanisms from student projects to high growth companies	Medium	The City and its stakeholders should build a roadmap of support for students undertaking courses through to high growth start-up. This should be based on the strengths of Joondalup's institutions and access to their facilities (such as the WCIT Academy of Digital Technologies). The roadmap should be promoted by providing success stories to students about local and global start-up businesses.
6.5	Create and run a Joondalup App competition for students and other new digital business entrants	Medium	The City, in conjunction with the WCIT, ECU and local senior secondary schools, should create and promote a competition for a Joondalup City App. The competition should offer modest prize money and provide the City with a low cost deployment of a smartphone app. It should encourage innovation and create a possible flow for students to enter the programs at the proposed Digital City Hub (see action 1.8).
6.6	Encourage innovative partnerships between digital companies and the education institutions' digital projects	Medium	The City should work with WCIT and ECU to promote and leverage their innovative work in the areas of cyber-security, digital media production, online education and tele-health services. This objective should be to encourage partnerships, innovative government services and new commercial projects.
6.7	Encourage research pilots for tele-health and cyber-security	Medium to long	The City should work with locally based organisations including the Joondalup Health Campus, ECU, WCIT and the WA Police Academy to attract funding for research pilots in tele-health and cyber-security. An example is to link the WA Police Academy's cyber security projects with the City's "City Watch" security program and trial an online community safety and reporting program. This could address graffiti, anti-social behaviour and security issues.

	Project/Action	Timing	Scope & Approach
6.8	Promote Joondalup and attract innovative businesses	Medium	The City should consider an active program to promote the City as an ideal base for start-up and established innovative business. The program could include the organising and hosting of conferences, festivals, networking opportunities and events.

7 Build community capacity and innovative government services

The City should enhance the ability of the community to benefit from digital resources and online services through capacity building programs, the provision of rich online resources and the provision of better online services.

This strategy particularly aligns with the City's aspirations for **governance and leadership** and **community wellbeing**.

	Project/Action	Timing	Scope & Approach
7.1	Launch and support a campaign that helps households get online	Medium	The City should support a community-based campaign to help households get online. The program should: • Particularly target people who lack confidence and the "how to" skills. • Be based on "bottom up" support, provided by trusted local people. • Involve a mixture of practical information sessions and one-on-one support. • Be largely based on partnerships involving local community organisations. It could draw on the volunteering resources of both older people and younger people. • Be linked to the proposed Digital Citizens Charter (see action 1.7).
7.2	Broaden the role of libraries and other community facilities	Medium	The City's libraries and other community facilities should have a strengthened role in enabling all residents to have access to online services and digital resources. These enhanced roles should be developed through measures including: • Providing free Wi-Fi within each facility • Providing mobile tablet devices for loan use within each facility • Providing access to a rich array of online resources, including educational resources • Extending the role and resources of libraries to provide enhanced digital training for the community.

	Project/Action	Timing	Scope & Approach
7.3	Support the establishment of a digital story telling program	Medium	The City should support the establishment of a program that enables members of the community to create interactive and engaging digital content about Joondalup, including stories about its people, places, activities and history. The City's libraries should have a key role in delivering the program. The City should also partner with local schools, education institutions, community organisations and sporting clubs. The content should be hosted on the proposed common platform for hosting and presenting digital content (see action 2.2).
7.4	Promote digital arts activity	Medium	The City should consider promoting digital arts activity in the City, in conjunction with the Performing Arts and Cultural Centre. The support to be considered should include: • Competitions • Festivals • Seed funding • Shared facilities. The City should also consider "smart art" installations throughout the City to add vibrancy to the streetscape.
7.5	Select and deploy a powerful online community consultation platform	Medium	The City should consider selecting and introducing a comprehensive standard platform for community consultations. The City should consider a setting a target that would see 50% of all community consultation occur online by 2015.
7.6	Identify and promote existing online community services	Medium	The City should consider actively participating with and promoting the online community service initiatives of other organisations. An example is "e-watch", the WA Police community safety Initiatives.

	Project/Action	Timing	Scope & Approach
7.7	Enhance the City's e-services	Medium to long	The City should review and consider updating and extending the e-services it provides to residents and businesses. The enhanced e-services should: • Be convenient, integrated, efficient and easy to use for residents and businesses • Enable efficiencies and provide opportunities to simplify the City of Joondalup work processes • Operate on different devices including mobile devices • Where possible, securely link to the services and data of other government service providers • Be e-service exemplars. The City should consider creating "My Joondalup": a one-stop, mobile-enhanced online portal for accessing its information and services to better connect with citizens and improve their way of life.
7.8	Consider the development of an online development application and planning system	Medium to long	The City should consider moving towards a fully online development application and planning system allowing those investing in the City to lodge Development Applications and comprehensively track the planning process at all stages. The City should consider collaborating with the City of Wanneroo for this system. The City should also consider linking this to online communication platform proposed in action 2.2.
7.9	Participate in trials of innovative and emerging technologies for service delivery	Medium to long	The City should actively consider participating in trials of innovative and emerging technologies for service delivery, community consultations and local promotion. An example is the use of augmented reality and 3-D imaging to present the impacts of proposed developments.
7.10	Investigate smart city infrastructure	Medium to long	The city should investigate and trial the use of smart city infrastructure including road sensors.

Initial actions on the road to Joondalup's digital future

Embracing the Digital Future

This plan has set out a vision for Joondalup's future, enhanced by broadband and digital technologies. It has also proposed strategies for achieving that future.

If the City commits to the vision, it must lead, communicate and convert the proposed strategies into actual actions.

> ***The direct contribution of the Internet to the Australian economy is worth approximately $50 billion or 3.6% of Australia's Gross Domestic Product in 2010. This contribution is of similar value to the retail sector or Australia's iron ore exports.***
>
> ***Access Economics 2011***

Starting the journey

It is vital that (subject to available funding) early work occurs on developing a feasibility study for the centrepiece of this strategy:

Create a compelling centrepiece to this strategy, the Digital City Hub, by building a single facility to deliver three key suites of related programs:

1. Build a teleworking facility.
2. Deliver capacity building programs for Joondalup businesses.
3. Establish a virtual and physical space that creates opportunities for start-ups.

Initiating relationships with potential partners

Related to this work will be to start the conversation with potential partners for example:

The city should investigate a partnership with Perth based Spacecubed to deliver some of the programs in the Digital City Hub.

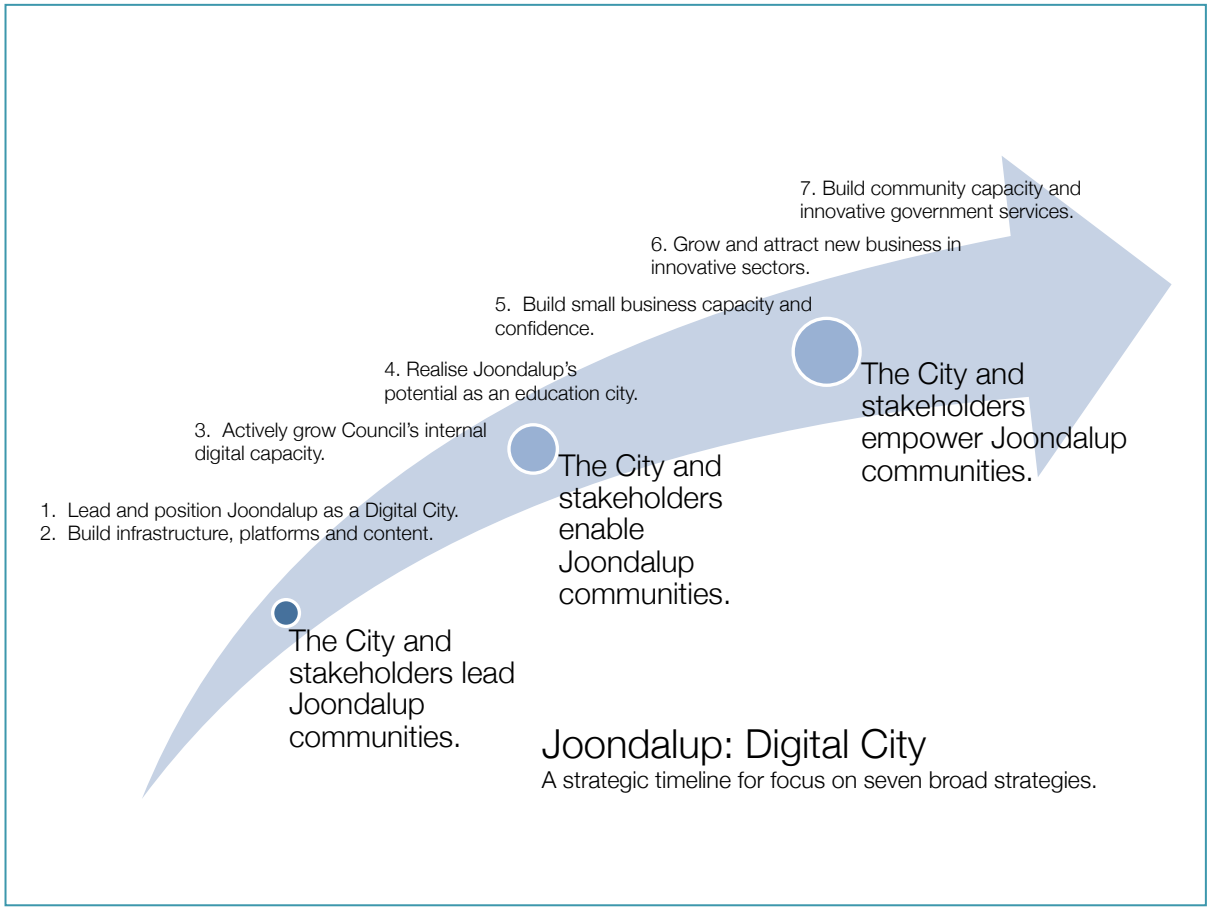
The city should also investigate a partnership with the Joondalup Business Association and other business peak bodies to delivery capacity building processes to their own members.

Many other local, national and international ICT organisations will be usefully employed in the delivery of the programs and actions recommended in this report.

It is vital that this strategy and subsequent action be well communicated state and federal government bodies and telecommunications providers such as NBNCo.

Committing to and embarking on the seven strategies described in this document

The seven strategies described earlier in this document need to have their actions incorporated into a detailed plan, which can then be pursued, when an agreed implementation plan has been developed, necessary feasibility studies are complete and as funds become available. As these strategies have been closely tied into the City's aspirational outcomes, as detailed in the Strategic Community Plan 2012–2022, it will be vital to integrate this plan into those actions and programs also.



Funding opportunities

The City needs to investigate funding opportunities to pursue this digital strategy.

The Western Australian Government is encouraging businesses and individuals to become part of the digital economy. This includes raising industry's awareness of the benefits of incorporating new digital technology and broadband connectivity to transform traditional business practices.

There is an emphasis on encouraging new business models which exploit digital technology to generate increased commercial activity whilst respecting the need for more sustainable business practices in a carbon constrained world. The Department of Commerce website outlines some of these programs but at the time of writing this report the WA Department of Commerce have indicated that a range of new programs will be promoted over the coming months.

The Australian Government also has a range of programs – some of which the City has already accessed – to help communities expedite their pathways to an improved digital future. The Department of Broadband website outlines a number of funding opportunities. The following table outlines some of the funding opportunities available to the City.

Funding Program	Info Link	Funder	Focus	$ available
Innovation Capability Development Program – WA Business Online	http://www.commerce.wa.gov.au/ScienceInnovation/Content/Programs/Innovation_Capability_Developm.html	Department of Commerce (WA)	Encourage digital participation by industry and enterprises. Funds Industry groups and NFPs	$300k in 2012-13
Social Innovation Grants Program	http://www.communities.wa.gov.au/grantsandfunding/Grants/socialinnovation/Pages/default.aspx	Department of Communities (WA)	Digitisation of community services, available in a series of competitive grant rounds.	$4 million in 2012-2013
3-to-1 , The Digital Crowdfunding initiative	http://www.screenwest.com.au/go/screenwest-funding-program/3-to-1-the-digital-crowdfunding-initiative	SreenWest	Will provide 3:1 funding for Western Australian digital content creators, media producers and production companies.	TBA
Digital Development	http://www.screenwest.com.au/go/screenwest-funding-program/digital-development	SreenWest	support for both emerging and established WA digital media producers and production companies to scope the creative, technical and market potential of innovative interactive and multi-platform projects	TBA
Digital Enterprise	http://www.dbcde.gov.au/digital_economy/programs_and_initiatives/digital_enterprise_program	DBCDE	Fund the first 40 early roll out sites for the NBN. Approx. $250k per community over two years. Provide information and education services to SMEs and industry in the roll out site.	$10 million over 3 years, 2011-2013

Funding Program	Info Link	Funder	Focus	$ available
Digital Hubs	http://www.dbcde.gov.au/digital_economy/programs_and_initiatives/digital_hubs_program	DBCDE	Fund the first 40 early roll out sites for the NBN. Approx. $340k per community over two years. Provide fixed demonstration hubs in each roll out site aimed at the section of the community not yet using broadband.	$13.6 million over 3 years, 2011-2013
Digital Local Government	http://www.dbcde.gov.au/digital_economy/programs_and_initiatives/digital_local_government_program	DBCDE	Fund the first 40 early roll out sites for the NBN. Approx. $375k per community over two years. Provide innovative applications and trials in support of local government functions with an emphasis on video conferencing.	$17.1 million over 3 years, 2011-2013
Digital Regions Initiative	http://www.dbcde.gov.au/funding_and_programs/digital_regions_initiative	DBCDE	Fund specific projects in regional areas that support use of the NBN. 17 projects funded to date including 1 in WA.	$60 million over 4 years, 2009-2013
NBN Regional legal Assistance program	http://www.ag.gov.au/nbnlegalassistance	Federal Attorney Generals	No limit on each Grant. Three rounds to be funded between 2011-2014. Next round is due in mid-2012. Fund innovative trials involving delivery of legal services in to regional areas over the NBN.	$3.7 million over 4 years, 2011-2015

Funding Program	Info Link	Funder	Focus	$ available
NBN enabled tele-health Pilot Program	http://health.gov.au/ehealth-nbntelehealth	Federal Health	Provide funds for innovative ehealth trials that use the NBN. Emphasis on early release sites and collaboration with State health departments. No limit to grant amount. Applications are now closed.	$20.6 million over 3 years, 2012-2015
NBN-Enabled Education and Skills Services Program.	http://www.deewr.gov.au/Schooling/Pages/nbneducationandskills.aspx	Federal Education	Grants of up to $50k for innovative education trial plans involving the NBN. Separate program offering grants of $1-3 million for plan implementation. Round 1 closed. Uncertain as to future rounds.	$27.2 million over 4 years, 2011-2015
Small Business Advisory program	http://www.ausindustry.gov.au/programs/small-business/sbas/Pages/default.aspx	DIISRTE	Grants of up to $100k per applicant per annum spread over 2 years. Provide advisory services to SMEs including support to participate in the digital economy.	$27.5 million over 4 years
Low Income Energy Efficiency Program	http://www.climatechange.gov.au/en/government/initiatives/lieep.aspx	Federal Climate Change Office	Provide funding to support use of more efficient energy solution by low income families.	TBA
Regional Australia Development Fund	http://www.regional.gov.au/regional/programs/rdaf.aspx	Regional Development Australia	Provide large capital grants for infrastructure projects in regional areas.	$1 billion over 4 years

Funding Program	Info Link	Funder	Focus	$ available
RDA Grants for NBN Strategies	http://www.minister.regional.gov.au/sc/releases/2012/may/sc060_2012.aspx	Regional Development Australia	Provide grants of $25k to Regional Development Australia Committees to develop digital strategies for their regions.	$400k for 2012