







City of Wanneroo

Digital Strategy

2026 – 2031

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Acknowledgement of Country

The City of Wanneroo acknowledges the Traditional Custodians of the land we are working on, the Whadjuk people. We would like to pay respect to the Elders of the Noongar nation, past, present and future, who have walked and cared for the land and we acknowledge and respect their continuing culture and the contributions made to the life of this City and this region.



Courtney Hill, Nyitting Wanneroo (Detail)

Executive summary

The City of Wanneroo (the City) is committed to providing modern local government services that meet our community and customer needs.

We recognise the increasing role of digital technology in delivering improved services and decision-making. This is why we have developed a Digital Strategy (Strategy) to outline a strategic approach for the use and management of digital technologies that align with our community and customer needs and the broader strategic goals at the City.

This Strategy sets the City's vision for the next five years to deliver better outcomes for our people and business through digital technology.

We developed this Strategy in consultation with our team members and leaders across the organisation, to ensure digital activity supports our people and business. The Strategy also leverages outcomes of the **Systems Strategy Review** conducted in 2024, which provided recommendations to enhance the City's business systems and digital environment.

Our Digital Strategy will be in place until 2031.

Introduction

The City of Wanneroo (the City) is committed to being a leader in local government service delivery. Digital technology is becoming an increasingly important part of this commitment as we strive to adapt and improve services for our community and customers.

With this in mind, we are setting a clear direction for digital technology at the City of Wanneroo over the next 5 years through this Digital Strategy (the Strategy).

This Strategy brings together perspectives and insights gathered through research and extensive stakeholder consultation, to deliver a Digital Strategy that is aspirational, yet tangible and achievable.

This document outlines the future priorities and objectives for digital technologies, including information and communications technology (ICT), and how these align with broader organisational goals at the City. It outlines digital principles and objectives to guide the way we use technology, supporting a holistic approach across the organisation.

We know digital is about more than just technology. It is about the people and capabilities that drive valuable customer experiences, innovative ways of thinking, and greater responsiveness to our community's needs.

Our Digital Strategy will be realised through the implementation of projects, initiatives and activities. We will regularly check track our progress against the performance framework detailed in this document, to ensure we remain accountable and adaptable.

Ultimately our aim is to leverage digital technologies to improve outcomes for our customers, which include:

Our community

Who will be more informed and have access to simpler, secure, connected, personalised and transparent services that address individual needs.

Our staff and officers

Who will be empowered by a modern, flexible workplace environment supported by fit-for-purpose and user-friendly technologies.

Our leaders and decision-makers

Who will have ready access to data-driven insights that inform decisions and improve planning.

Our external partners

Including other governments, suppliers, and partners, who will enjoy improved interactions and collaboration opportunities with the City.

What is a Digital Strategy?

A Digital Strategy encompasses many aspects of digital solutions and ICT that are embedded across the organisation including technology deployment, data and information management, business systems, digital literacy, business resilience, and cyber security.



A whole-of-organisation approach to digital

Digital activity is not a standalone program, but a critical component and driving force of operations across the City.

It supports and interacts with many other systems and processes at the City, a selection of which are highlighted in the diagram below. We recognise this interdependence and the need to take a whole-of-organisation approach to digital thinking.

While this strategy outlines a framework to guide the planning, design, delivery, and operation of digital technologies and ICT at the City, it also relates to the way technology fits into the City of Wanneroo.

While the IT Team will lead this strategy, leadership and the broader organisation must be involved in setting the strategy via shared ownership, communication, and consultation. This holistic approach to digital will enable us to continue to refine and adapt alongside changing customer expectations, and get the most out our digital investments so we can deliver value services to our community and customers.



Strategic context

Our Digital Strategy works alongside the digital and ICT strategic priorities of the Australian and Western Australia Governments.

The below diagram highlights a selection of key strategies and plans our Digital Strategy aligns to.

Federal

Data and Digital Government Strategy

The Australian Government vision to deliver simple, secure and connected public services for all people and business through world class data and digital capabilities.

State

Digital Strategy for the Western Australian Government

Four strategic priorities:

- Better services
- Safe and secure
- Informed decisions
- Digitally inclusive

City of Wanneroo

Council Plan

Our strategic goals and priorities for achieving our community's vision and aspirations.

Systems Strategy Review

Recommended actions for enhancing the City's business systems.



Consultation insights

Alongside targeted engagement with the Information Technology (IT) team, we heard insights from teams across the organisation, as well as managers, leaders, and Councillors as part of the *Systems Strategy Review* engagement process.

The consultation process also leveraged research of industry trends and best-practice in local government across Australia, and engagement with industry peers that was conducted as part of the *Systems Strategy Review*.

Through focus groups, workshops and surveys we received direct feedback and input from our staff on our digital strategic direction and priorities. The following themes emerged:

Theme	Description
Integrating systems and data	Integration between disparate systems was highlighted as a key challenge impacting operational efficiency, staff acknowledged the many benefits to be gained from Integration between disparate systems was highlighted as a key challenge, staff acknowledged the many benefits to be gained from improving the ability of systems to work together, including improved trust and quality of data and information
Building cyber security	Data privacy and security were a priority for staff across the City, with staff noting cyber security as a particular strength that can continue to be progressed.
People-focused technology	Opportunities to enhance the accessibility, inclusivity, and user experience of City systems and services through digital technology were consistently noted, including capturing user feedback to inform improvements.
Supporting staff training and capability	Ongoing training programs and dedicated resources were recognised as an opportunity to enable staff to get the most out of the City's current systems and adapt to new technologies and systems.
Balancing regulation and innovation	There was a sentiment amongst staff that defined guidelines, processes, and standardisation should be balanced against the ability to adapt, interact and respond to change, and that digital can help achieve this balance.

Vision and principles

Vision

Looking ahead, our vision for digital at the City of Wanneroo is:

To provide a contemporary, *user-friendly digital environment* that supports and enhances the way our people work and deliver services to our *customers and community.*

Principles

Our guiding principles set out an approach to the design, implementation, and management of digital technologies and activity at the City of Wanneroo.

Customer-focused

Design for the end user

We are committed to providing our customers with a high quality experience. Our digital approach puts our customers first by addressing their needs and feedback through outcomes-basedsolutions.

Data-driven

Leverage quality data

We recognise the value of quality data in supporting improved processes, planning and decision-making, ultimately driving better services for our customers and community.

Consolidated

Integrated systems

Targeted consolidation of our core systems to improve our data quality, processes and decision making capability.

Open and evolving

Evolve alongside technology

We remain agile in the face of changing technology, embracing new ideas and ways of thinking that improve the efficiency and effectiveness of our work.

Enabling

Improve capability through digital

While technology is a key part of our Digital Strategy, is it only an enabler to support our people to solve challenges and deliver improved services for our customers & community.

Secure

Enhance cyber security

We prioritise the security of our digital platform to ensure we maintain the confidentiality, integrity and availability of our data and information.

Integrated

Adopt a holistic approach

We take a connected, holistic approach to digital by ensuring different systems and components work together as a cohesive platform.

Optimised

Deliver long term value

We get the most out of our systems by balancing functionality and fit with responsiveness, flexibility and scalability ensuring long term value of our digital platform.

Strategic themes

We have identified five key areas to focus our digital activity, capability and investment.

These strategic themes encompass our holistic approach to digital, from the systems our staff need to do their work on a daily basis, to the role digital technology plays in services that we deliver to our community and customers.

Each theme is accompanied by an objective, a set of strategies that will enable us to work towards our objective, and a flagship initiative or activity that exemplifies how we can implement these strategies.

Modern and effective digital environment

Our objective is to:

Provide a reliable, secure, contemporary and consolidated digital platform that performs consistently and effectively, and maintains the confidentiality, integrity and availability of our data and services.

Transformed and simplified

Our objective is to:

Leverage digital to transform the way we work and deliver services, improving efficiency, effectiveness and productivity, and simplifying access to systems, data and information.

Embedded data and information management

Our objective is to:

Enhance data and information management to improve decision-making capability, transparency, and to keep customers and community informed on matters that impact them.

Connected people and services

Our objective is to:

Provide our customers and community access to simple, user-friendly, and contemporary services, and equip our staff with the necessary tools, technologies and skills to work collaboratively and effectively regardless of location.

Innovation and leadership

Our objective is to:

Foster a culture of systematic and sensible innovation, appropriately engaging with risk to improve the ways we do business and deliver services.

Strategic theme 1

Modern and effective digital environment



This theme is about the physical and cyber technology elements that make up our digital platform, and the processes and frameworks we use to procure, implement and maintain this platform.

Objective

Our objective is to...

> Provide a reliable, secure, contemporary and consolidated digital platform that performs consistently and effectively, and maintains the confidentiality, integrity and availability of our data and services.

Strategies

Strategies to achieve this objective include:

- Continue building the security, reliability and resilience of our digital and ICT platform through appropriate infrastructure, protocols and training
- Employ contemporary digital governance, leveraging best-practice frameworks and processes to optimise use of digital and ICT and minimise risks
- Embed sustainability (environmental, social, financial) into technology procurement processes and operations
- Continue digital and ICT procurement reforms to ensure balancing of centralised procurement with innovation and flexibility

This symbol indicates a strategy, initiative, or action that is a key recommendation from the *Systems Strategy Review.*

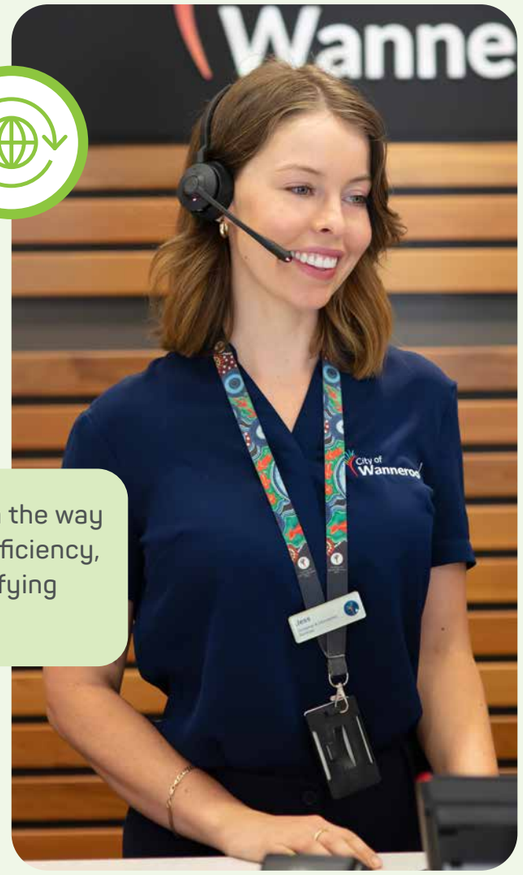
Flagship initiative

An example flow through of a priority initiative:

Continue improving security and change management controls in line with industry standards.

Strategic theme 2

Transformed and simplified



This theme highlights the ways in which we access and use digital technology to work and deliver services for our customers and community.

Objective

Our objective is to...

> Leverage digital technologies to transform the way we work and deliver services, improving efficiency, effectiveness and productivity, and simplifying access to systems, data and information.

Strategies

Strategies to achieve this objective include:

- Provide a consolidated core systems environment that is effective, delivers value for money, and meets contemporary business needs
- Explore opportunities to simplify and automate business processes through digital technology and the use of AI to leverage real time data to support business intelligence and decision making
- Develop and embed continuous improvement process aligned with Business Systems Review and customer feedback to target and address critical areas for improvement

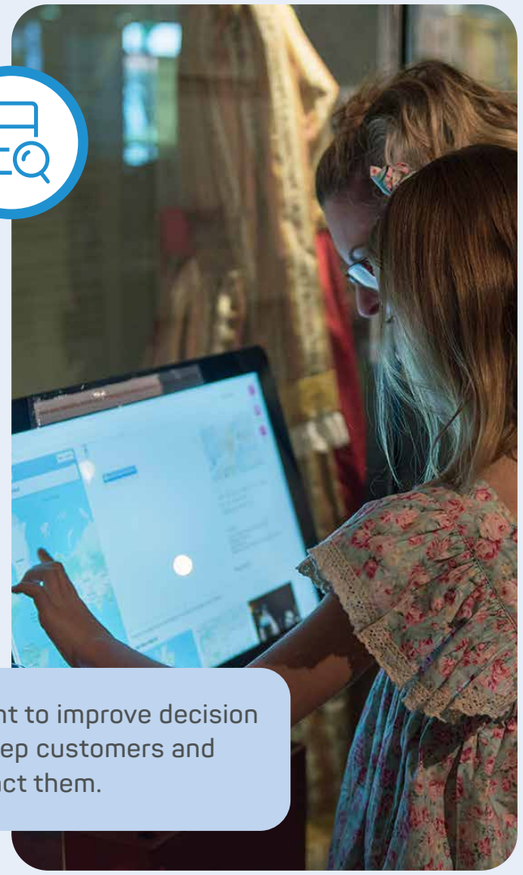
Flagship initiative

An example priority initiative is:

Prioritise consolidation of core systems, with a view to broader systems consolidation in the longer term and implementation of other System Strategy review recommendations

Strategic theme 3

Embedded data and information management



This theme encompasses the technical aspects of data and information storage, as well as the processes and policies around how data and information are used to support planning, productivity, and decision-making.

Objective

Our objective is to...

Enhance data and information management to improve decision making capability, transparency, and to keep customers and community informed on matters that impact them.

Strategies

Strategies to achieve this objective include:

- Embed data governance and management practices to improve data quality, reliability and accessibility
- Strengthen information management capability to reduce knowledge siloes/ support appropriate distribution and communication of knowledge across the organisation
- Implement solutions to support improved data analytics, reporting and business intelligence
- Explore engaging ways to share data with community and external stakeholders on relevant matters
- Develop business intelligence capability and centralised data platform

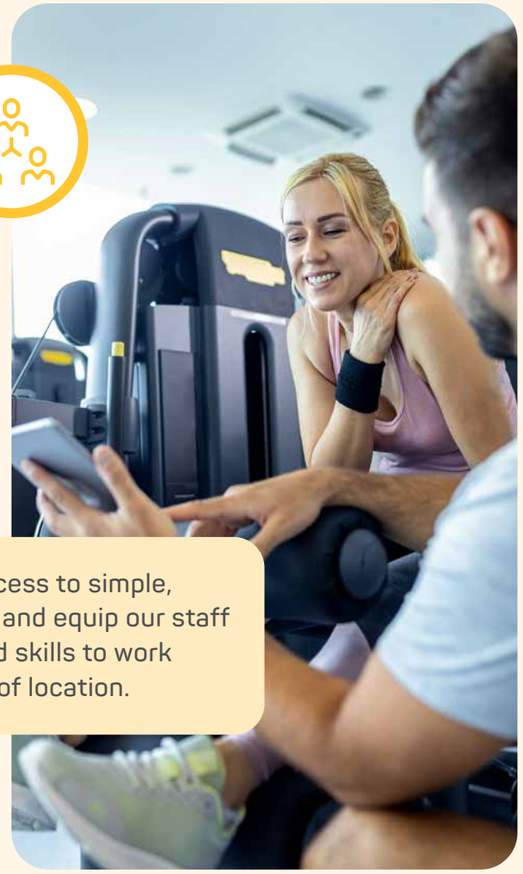
Flagship initiative

An example priority initiative is:

Implement Data Governance and Management Framework including guidelines, processes, systems, and training around data.

Strategic theme 4

Connected people and services



This theme focuses on building the digital capability of our people, and the integration of digital technology in customer services.

Objective

Our objective is to...

Provide our customers and community access to simple, user-friendly, and contemporary services, and equip our staff with the necessary tools, technologies and skills to work collaboratively and effectively regardless of location.

Strategies

Strategies to achieve this objective include:

- Provide a digital environment that supports flexible and mobile working arrangements, and enhances in-field capability
- Enhance digital training and development opportunities for all staff to continue building relevant digital, ICT and data skills and capability
- Consider appropriate ways to expand and improve access to digital services
- Continue embracing and adopting digital solutions that enhance the customer experience by improving the ease, accessibility, reliability, and responsiveness of customer services

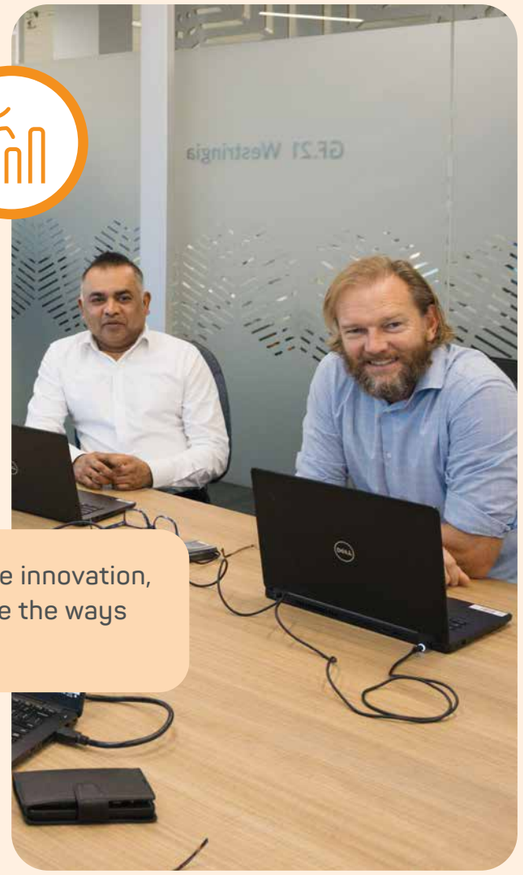
Flagship Initiative

An example priority initiative is:

Implement customer-centric CRM and corporate website with enhanced self-service capabilities.

Strategic theme 5

Innovation and leadership



This theme encompasses the culture and attitudes towards digital activity, and the leadership and direction-setting that creates mandate and buy-in for delivering digital initiatives and engaging with innovative practices.

Objective

Our objective is to...

> Foster a culture of systematic and sensible innovation, appropriately engaging with risk to improve the ways we do business and deliver services.

Strategies

Strategies to achieve this objective include:

- Explore ways to leverage artificial intelligence (AI) and emerging technologies to improve operational and administrative efficiencies
- Facilitate a culture of innovation that rewards the proactive and regular modernisation of policies and processes
- Support the adoption of emerging technology systems and processes, including building capacity to use data in decision-making
- Embrace smart city opportunities that support and complement IT and digital services

Flagship initiative

An example priority initiative is:

Develop and implement organisation-wide policy and framework for the use of AI.



Performance framework

We will review and monitor the progress of our digital objectives against the below performance metrics on an annual basis, ensuring we remain adaptable and accountable in the implementation of digital projects.

Digital projects and initiatives will be implemented in line with our annual Service Plan with performance measured using the metrics below.

Strategic theme	Objective	Performance metrics
Modern and effective digital environment	Provide a reliable, secure contemporary and consolidated digital platform that performs consistently and effectively, and maintains the confidentiality, integrity and availability of our data and services.	• Increased availability of core systems • Increased Essential 8 Maturiaty (cyber security) • Maintain secure systems
Transformed and simplified	Leverage digital technologies to transform the way we work and deliver services, improving efficiency, effectiveness and productivity, and simplifying access to systems, data and information.	• Response time to internal customer requests • Increased user adoption rate of systems • Consolidation of core systems, improved automation and integration
Embedded data and information management	Enhance data and information management to improve decision making capability, transparency, and to keep customers and community informed on matters that impact them.	• Increased staff confidence in data reliability and integrity • Access to centralised data
Connected people and services	Provide our customers and community access to simple, user-friendly, and contemporary services, and equip our staff with the necessary tools, technologies and skills to work collaboratively and effectively regardless of location.	• Improved customer satisfaction (external) with digital services • Improved customer satisfaction (internal) with systems
Innovation and leadership	Foster a culture of systematic and sensible innovation, appropriately engaging with risk to improve the ways we do business and deliver services.	• Increased use cases for AI or emerging technologies • Improved change management

Implementation and next steps

This Digital Strategy establishes our vision and strategic objectives for digital at the City of Wanneroo, however there are a range of complementary operational activities the will support the success and delivery of this Strategy.

Roadmap

We will implement this strategy through developing an accompanying Digital Roadmap, outlining key projects and initiatives that directly align to our digital strategic objectives.

The Roadmap will also outline activities related to governance, change management, communications, engagement, and process reform, which will be critical to ensuring the effectiveness digital initiatives.

Collaboration and communication

Collaboration, shared ownership and communication across the City is essential for digital planning and delivery. Digital projects and initiatives will be coordinated and driven across City directorates, supporting a whole-of-organisation approach to digital.



Glossary

Artificial intelligence
The use of machines and systems to complete tasks normally requiring human intelligence such as learning, reasoning and speech.

Automation
The use of technology or other automatic equipment to perform tasks with minimal human intervention.

Business Intelligence (BI)
A set of strategies, processes, and technologies used by an organisation to turn data and information into insights.

Business systems
A set of practices and procedures, including use of technology designed to perform a function within an organisation.

Core systems
The Systems Strategy report defines core systems as Finance, Payroll, Property & Rates, CRM, Assets, Document Management and GIS.

Customer Relationship Management (CRM)
The combination of technologies, practices, and strategies used by an organisation to manage interactions and build relationships with customers.

Cybersecurity
The practice of protecting computers, mobile devices, and electronic systems against unauthorised or criminal activity.

Data analytics
A computer process that examines data patterns, extracting meaning and drawing conclusions about data sets.

Data-driven
A process or system activity that uses data and analysis to drive planning and decision making.

Data management
The practice of collecting, organising, accessing, and storing an organisation's data to enable its effective analysis and use in decision-making.

Digital inclusion
Ensuring individuals or groups are equipped equitably with the capability to access to the benefits of digital technology.

Digital literacy
The skills and capabilities to effectively use digital technology.

Digital platform
Online systems that facilitate the development, delivery and communication of digital content services

Digital services
City services that can be accessed and completed via digital technology.

Emerging technology
New or continued development of existing technology

Essential 8 Maturity Model
The Australian Signals Directorate (ASD) mitigation strategy for cyber threats to organisation's internet-connected IT networks.

Information and Communications Technology (ICT)
A broad field of tools and resources to create, transmit and store communications

Open data
Data that is freely available to use to enhance transparency, innovation, and community outcomes.

Smart technology
Digital networks, sensors and systems that support delivery of smart services and assets.

Source: Delos Delta

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