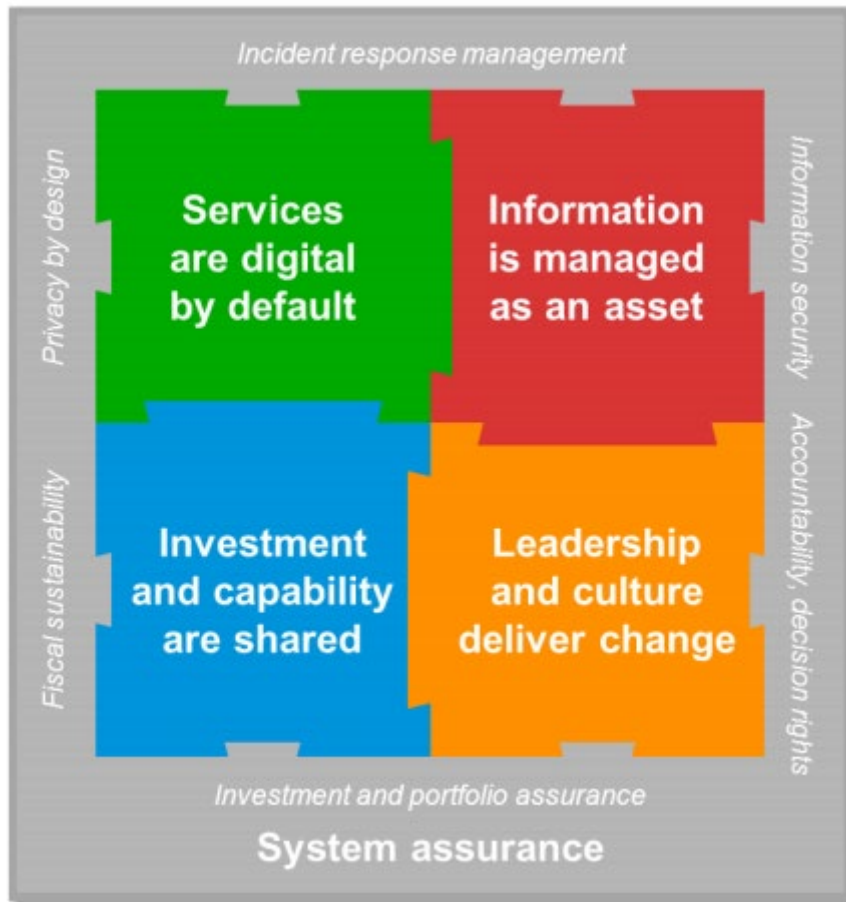




INFORMATION MANAGEMENT STRATEGY		ACTIVITY GROUP:	CORPORATE SERVICES
Policy Type:	Organisational		
Approved by:	Council		
Department:			
Date Approved:	29 October 2020	Next Review Date:	1 July 2023
Local Relevant Strategies	Living and Working Strategy Economic Development Strategy		
Documents referenced:	NZ Government, 2013. Government ICT Strategy and Action Plan to 2017 June 2013 Research New Zealand, 2015. A Report on a Survey of New Zealanders' Use of Smartphones and other Mobile Communication Devices 2015. Cabinet Minute CAB Min (11) 29/12. Open Government. Clutha District Council, 2017. Digital By Default Declaration - Signed by Chief Executive CE and Mayor - February 2017.pdf (Desktop, Web, Mobile)		



PURPOSE AND BACKGROUND

Information is vital in terms of providing the wide range of services provided by the Clutha District Council. This strategy sets out Council's approach to improving the way we create, use, manage, share, and protect information, to achieve Council and Central Government digital transformation objectives. The scope includes all information held, or owned, by the Council regardless of media. It applies to all staff, Councillors, partners, commissioned service providers and contractors who process public information.

Clutha District Council's Digital by Default Declaration states that digital services will be:

- Available online, accurate, mobile ready, easy to use and accessible
- Designed with the customer experience in mind
- Instrumental in accelerating secure information exchange
- Implemented so that, where appropriate data and information can be made openly available.

A digital by default policy will offer the district the following:

Better workplace

- A digital approach will make Council a better workplace, by enhancing what we do
- Our people will be equipped with the latest tools and systems to enable them to excel in what they do best
- We are an innovative Council supporting ideas from our staff and community.

Better Process

- A digital approach will help to automate Council processes, allowing them to run more efficiently
- We will reduce our waste and manual paper processes
- We will reduce the cost of our services.

Better Services

- A digital approach by Council will create better services for our customers, with service delivery primarily through digital and digitally assisted channels
- It will create services that are easy to use, meaningful and work effectively.
- Customer feedback will play a central role in designing and improving our services.

Better Economy

- A digital approach may create opportunities for businesses within the district, as a result of improved access to data
- Businesses will find our systems easy to interact with
- Advances in technology will create as yet unforeseen opportunities.

GOVERNMENT DIGITAL TRANSFORMATION AND NATIONAL DIGITAL MANAGEMENT OBJECTIVES

The Government ICT Strategy 2013 – 2017 is the New Zealand Government’s foundation document for digital change. It supports better public services and agency digital transformation and puts citizens and businesses at the centre of digital services.

The key elements of the Strategy are:

- Digital Services, Information,
- Technology
- Investment and Leadership.

The outcomes and areas of focus are listed in Appendix 1. The overarching objective of this Strategy is to help people access personalised services when and where they need them, engage in decisions about issues they care about, and trust in an open, transparent, and inclusive government.

The Strategy states *“All government websites and content need to be fit for purpose and demonstrate consistency with government strategies and policies. They must also comply with mandatory standards and legislation.”*

The overarching data management and security objectives are detailed in the table below. This sets central government expectations on how information and online data should be managed.

Table 1 Digital Management Objectives (source [NZ Government ICT Strategy](#))

Digital Management Objective	Reason
Authenticity	People have confidence they are genuinely dealing with government information and services.
Integrity	People have trust that information they receive or submit is protected from inappropriate modification, and that it is complete, accurate and trustworthy.
Reliability	People have certainty that they can rely on the information provided to inform their decision-making, and their interactions with government are accurate for their circumstances.
Usability	People have ready access to information or services regardless of their choice of technology, ability, or knowledge of government.
Privacy	People have confidence that their personal information is treated in accordance with the <i>Information Privacy Principles</i> .
Security	People have assurance that their interactions with government are not disclosed to or compromised by unauthorised parties.

COUNCIL'S TECHNOLOGICAL APPROACH

Digital transformation will involve a rethink on how data is to be captured, stored and used. All digital transformation is to be mobile ready, easy to use, accessible and secure.

COUNCIL'S DIGITAL SERVICES STRATEGY

Thinking and acting digitally will enable new ways of capturing data and doing business in Clutha. For this strategy there are seven principles adopted:

Principle 1: Customer focused services

- CDC are the stewards of the information that has been collected on behalf its constituents
- Provision of CDC digital services will be guided by the NZ Government ICT Strategy
- CDC is committed to making information available to the public (except where reasons preclude availability such as specified legislation)
- In providing access, Council needs to understand the needs and expectations of users
- Council's goal is to ensure that all members of the community can access digital services equally.
- Council will provide adequate resources to enable access by all.

Principle 2: Digital by default

- All Information is an asset and should be treated as such
- Wherever possible, Council's services will be delivered through digital channels
- Where a service cannot be delivered completely via digital channels, its delivery will be supported by Council's non-digital channels until digital solutions can be found. Systems that do not comply with the 'digital by default' principle are to be assessed for compliance and then converted accordingly.
- All digital information must be retained in a format that is machine readable.

Principle 3: Efficient & effective

- Council's digital channels and digital solutions will be used to improve the efficiency and effectiveness with which customers and Council do business together.

Principle 4: Innovation & opportunity

- Council will assess new and emerging digital trends, technologies, and solutions; and consider how these can be used to create new services, offer new means of community engagement or create more value
- Council encourages and enables staff and customers to respond to challenges quickly and effectively
- Before digitising existing services, Council will evaluate their suitability for digital conversion
- Council aspires to create a culture of innovation within the community.

Principle 5: Adaptability to change

- Council's digital activities and channels will keep pace with digital trends, digital technologies, innovation, and lifestyle and workplace trends. The objective is that Council and its customers will receive the optimum benefits from engaging with the digital age.
- Council needs to be aware of digital trends and the likely effects on its workforce, infrastructure and facilities. Council will aim to minimise any negative effects, wherever possible.

Principle 6: A smart community

- Council embraces the concept of a 'smart community'.
- This will optimise community engagement and decision-making, increase efficiencies, reduce the cost of managing Council's assets, and potentially create revenue opportunities, through a digital approach.

Principle 7: A connected Clutha

- Council understands that social media can enhance engagement with the community
- Council aims to embrace digital channels (including social media), particularly where it wants to partner with the community to understand their needs and meet specific objectives.
- Council also performs the role of community facilitator. Where appropriate, this will include the provision of digital channels that enable a better-connected community.
- Council staff are encouraged to use digital technology to build networks, to learn and to keep pace with trends in their relevant area of responsibility, and to engage with stakeholders where appropriate.

AREAS OF OPPORTUNITY

Four areas of opportunity have been identified for long lasting change:

- 1. Exploit emerging technologies**
 - Encourage the use of new technologies that are more cost effective, agile, secure and encourage cross-agency collaboration and mobility.
- 2. Unlock the value of information**
 - By making local government-held information more available, we can increase public trust and encourage willingness to share and reuse data. Data analytics and predictive modelling can use data to solve complex problems and generate innovative ideas.
- 3. Leverage council transformation**
 - We can influence Council transformation programmes to include digital initiatives that integrate services across multiple agencies and their delivery partner. This will deliver system-wide benefits for the public sector.
- 4. Partner with the private sector**
 - Partnership with the private sector can drive innovation and encourage greater risk taking.

OUTCOMES FOR CLUTHA DISTRICT COUNCIL

Strategy outcomes have been defined for Clutha District Council as:

- Customers experience seamless, integrated, and trusted public services.
 1. Council will decide how best to meet the needs of customers in a cost-effective way given the increasing expectations of customers and the increasingly important role of third-party delivery partners.
 2. Where appropriate, services are delivered using a common way to federate services (e.g. using an agreed set of life events).
- Information-driven insights are reshaping services and policies and adding public and private value.
 1. Council will agree and implement a common information framework to enable information (business and personal) to be managed, stored, preserved, and shared safely and securely.
 2. The public sector has a culture and capability that defaults to releasing, sharing, publishing, and re-using of information and has earned sufficient public trust and confidence from citizens ('social license') to do this. Local Government-held information is made widely available to inform decision making, reduce effort and drive innovation.
- Adoption of information and technology innovations is accelerated, and value is being created.
 1. Council will refocus to deliver innovation and value by implementing common policies and standards, reshaping the ICT workforce, adopting ICT common capabilities, and consuming cloud services.
 2. Council will adopt innovative approaches to developing customer-focused digital services (e.g. minimum viable products, rapid iteration) designed from the citizen/business need back into government.
- Investment in innovative digital services is being prioritised and benefits are being realised.
 1. The funding required to reshape digital services will include leveraging the benefits of transformations.
 2. There is a consistent and value-driven approach to evaluating ICT-enabled investment decisions across agencies
- Complex problems are being solved and innovative solutions are being adopted.

- There is a culture and capability within the Council that exploits information and technology innovations by engaging earlier and more openly with ICT.
- Senior staff agree how to work collaboratively to prioritise initiatives that support the revised Strategy.

STRATEGY SCOPE

This strategy applies to Clutha District Council and all departments and divisions and contractors. It affects all Council departments, businesses, and organisations. The objective is to drive an enhanced customer experience.

DEFINITIONS

Channels	The ways customers can contact Council (e.g. web, email, phone, face-to-face, letter, social media)
ICT	Information Communication Technology
Services	Activities conducted by Council for the benefit of the community
Social Media	An application that allows users to share content via the internet
Digital Transformation	The act of designing or redesigning services to be conducted through digital channels