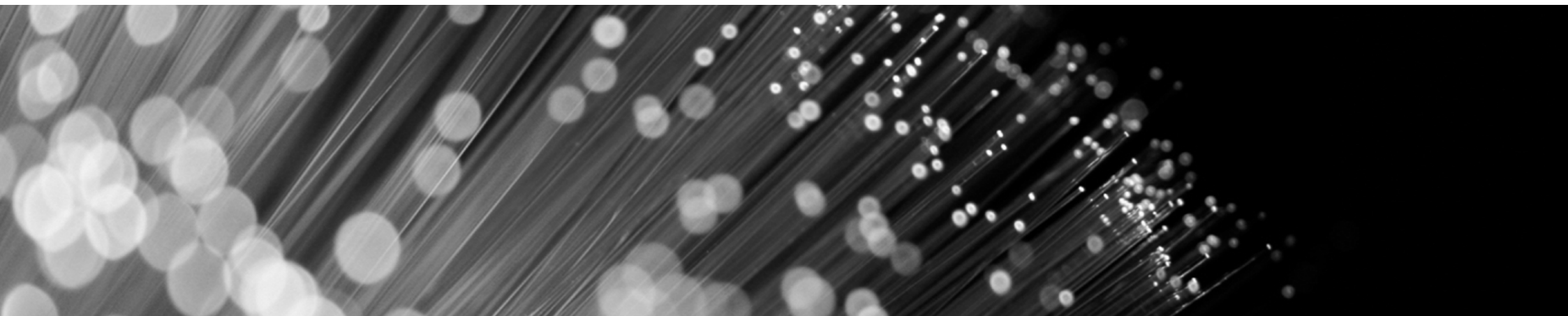


Digital Economy Sector Strategy

Shoalhaven City Council

January 2012



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1. Introduction

1.1 Purpose

The purpose of this strategy is to provide a clear direction for Shoalhaven City Council's (Council) involvement in the emerging digital economy sector and to assist business, residents and visitors to the area to engage with its potential. Council intends to provide support and encourage the introduction of the necessary infrastructure required for a fully functional digital economy to operate in the Shoalhaven local government area (LGA), including the necessary education, training and other tools to facilitate its take-up.

The digital economy has the potential for enormous positive social change in the region, bringing communities closer together through improved communication, contact and economic opportunity. As identified in the Federal Government's goals for the National Broadband Network (NBN) *In the digital economy, distance—once a defining characteristic and barrier for regional Australia—becomes increasingly irrelevant*¹. Economic modelling for the NBN shows that there are enormous potential benefits for regional areas, but significant effort will be needed to capitalise on these opportunities.

1.2 How this Strategy Works

This *Digital Economy Sector Strategy* is one in a series of industry sector strategies produced by Council's Economic Development Office (EDO). The need for industry sector strategies, and the subsequent requirement for Council to produce such strategies, is identified under both Council's *Delivery Program and Operational Plan (2011-2013)*, as well as Council's economic development strategy "*Shoalhaven - an enterprising alternative*".

Unlike previous Sector Strategies produced by Council, the *Digital Economy Sector Strategy* is a more forward looking document that investigates

opportunities for a new industry sector, rather than relying on identifying trends and changes within an existing industry sector. The format of this strategy is therefore slightly different to others within the industry sector series of documents. Nevertheless, like the preceding sector strategies, the Objectives, Strategies and Actions in the *Digital Economy Sector Strategy* will act as a corporate reference point for preparation of Council's annual Delivery Program and Operational Plan. As such, they will also be subject to Council's resourcing and budget processes / considerations each financial year.

The relationship between Council's strategic planning documents and this Strategy is shown in the flow chart at Figure 1.

Figure 1: Industry Sector Strategy Flowchart



¹ <http://www.nbn.gov.au/regional-australia/>

1.3 Scope

This strategy seeks to outline the key elements of a future digital economy sector, and in doing so, to identify the future market opportunities, trends and Council's role in the industry. The strategy also aims to specifically identify future interventions which Council can implement in association with the roll-out of the NBN over the strategy period of five years (2011/2012 - 2015/2016).

The strategy is laid out in five primary sections as follows:

- Section 1: Includes the purpose, scope and a brief overview of the digital economy sector;
- Section 2: Provides a review of the existing situation and recent trends within the digital economy sector in the Shoalhaven and more generally;
- Section 3: Identifies the strategic objectives for Council's future involvement in the digital economy sector and the reasons for seeking to fulfil these objectives;
- Section 4: Establishes the future strategies and actions for Council (and others where applicable) in relation to the digital economy sector; and
- Section 5: Summarises all actions and provides indicative priorities for their implementation.

1.4 Industry Overview

The digital economy industry sector is a burgeoning component of local, state and national economies. Advances in technology are enabling the full extent of connectedness to stretch beyond roads and cities, bringing regional areas a new level of economic and social opportunity.

Council recognises the importance of the industry, with Council's *Community Strategic Plan* containing Strategy 1.1.7 to "Advocate for broadband internet access throughout the city and support the digital awareness of the community".

To date a number of significant advances have already been achieved towards the Shoalhaven's participation in the digital economy. These advances have primarily been focused on increasing efficiencies for Council to conduct its own business. In doing so, some opportunities have also arisen to offer the community an increase in the provision of Council's services. However the main barrier to increasing this participation is the availability of infrastructure to enable the broader community to participate in the digital economy.

In this regard, the most significant change that will occur over the next 10 years in the digital economy is the introduction of NBN services to the region. The NBN has the potential to increase access to the digital economy and opportunity for residents and businesses in the Shoalhaven, particularly for bringing together the many geographically dispersed towns and villages, and interfacing across our region and with the global community.

A number of opportunities will become available to strengthen and engage with the increasing accessibility of digital technologies. These include a particular focus on health and education, as well as business and community take-up to facilitate improved accessibility to goods, information and services. Such opportunities include online access to government services such as online lodgement of forms and applications, video conferencing to facilitate participation with and between outlying communities, and teleworking/telecommuting to improve efficiency of commerce and to attract live/work opportunities to the area.

While the digital economy will continue to grow and entrepreneurs will lead the take-up of opportunities, Council's involvement will require close consideration to ensure that the greater business and broader community is aware of, and can participate in, the benefits that can be achieved. These benefits will ultimately make the Shoalhaven an even better place to live and conduct business. These opportunities are explored throughout this *Digital Economy Strategy*.

2. Market Segments

This section provides a review of the existing situation and potential for various participants in the digital economy, or otherwise referred to as the different “market segments”. These include:

- ▶ Commerce and Business - including a range of small, medium and large scale businesses that are based in, and employ the residents of, the Shoalhaven;
- ▶ Community - including the general public, residents and property owners of the Shoalhaven;
- ▶ Health industries - being a key target for government initiatives in regional areas including remote monitoring, access to specialists and preventative care opportunities (see for example, Case Study No. 1);
- ▶ Education industries - being another key target for government initiatives in regional areas, and providing opportunities to attract and retain young people within the local area;
- ▶ Teleworking - providing the previously idealistic aim of working from locations remote to traditional offices; and
- ▶ Government services - providing increased accessibility to government services online and increasing productivity of government operations.

These market segments are detailed in the following sub-sections.

This section also provides a number of case study “boxes”, which outline examples of best practice, industry snapshots and other issues relevant to the digital economy in the Shoalhaven. These case studies either highlight examples from outside the LGA or are examples from within the LGA that provide a positive reflection of the potential within the Shoalhaven.

CASE STUDY No. 1 – Telehealth Trials

An NBN Telehealth Trial in the regional areas of Armidale and Kiama will commence in 2012. The trials will focus on the delivery of high-quality NBN-enabled telehealth services to older Australians with chronic conditions in their homes. Patients selected to participate in the trial may receive such services as:

- ▶ in-home telehealth monitoring of patient health and well-being indicators such as blood pressure, glucose levels and lung function;
- ▶ home video consultations to allow patients to communicate with relevant health providers through high-quality video; and
- ▶ preventive care and healthy living support providing coaching, up-to-date information and relevant social networking opportunities to promote healthier lifestyles.

The trial will also include a mental health element enabling young Australians with mental illnesses or drug-related problems to better access NBN-empowered mental health care services.

The trial will provide a practical demonstration of the transformational impacts possible with high quality and speed broadband services, particularly in the delivery of essential health services to regional communities.

The trial will be funded through a National Partnership Agreement under the Digital Regions Initiative and delivered by the Hunter New-England Local Area Health Network and the Shoalhaven Illawarra Local Area Health Networks in collaboration with the NSW Department of Health.

#au20

National Digital Economy Strategy

Source: National Digital Economy Strategy 2011

2.1 Commerce and Business

The Shoalhaven has an estimated 7,000 businesses, many of which are small or home based businesses, while others are medium or larger multi-national enterprises with offices or bases within the area. While the involvement of these local businesses in the digital economy is difficult to measure, it is clear that a web presence is becoming more and more important to business operations and access to a broadening and more “on-line” marketplace.

At present it is also clear that the majority of high employment based businesses are necessarily located in the urban areas of Nowra/Bomaderry and Ulladulla. As the take-up of the digital economy increases, the need for business to be co-located with others and thus centrally based (particularly in the retail and service industries) will become less important, with smaller web-based companies becoming more viable and accessible.

Key aspects of how the Shoalhaven’s commerce and business industries will benefit from the digital economy include:

- ▶ Increasing the capacity of small, home-based and not-for-profit businesses to participate in a larger market through increased broadband speed and reduced access costs;
- ▶ Greater use of web-based communication opportunities to increase productivity, like VOIP (voice over the internet protocol) and teleconferencing between offices or with external clients;
- ▶ Access to online education and seminars to enable effective time management whilst maintaining business/professional competitiveness; and
- ▶ Creation of new businesses that specialise in online services via cloud and external operations.

One example of benefits to small and medium sized businesses is the use of real-time services such as cloud computing and associated service providers - see Case Study No. 2 for example.

However there is uncertainty within the commercial and business sector surrounding how to participate, when the infrastructure will be available and

what it will cost. This is particularly an issue with respect to the uncertainty surrounding the roll-out of the NBN and the potential for disparity between the “haves” and “have nots”. The emphasis will need to be on NBN Co and public authorities to assist in the dissemination of information and to educate/train business on how opportunities/benefits can be obtained, and how to be involved with the digital economy prior to the roll-out of the NBN.

2.1.1 Trends

Within the context of commerce and business participation in the digital economy, key broad based national trends include:

- ▶ Year by year increases in web presence of businesses, growing by around 260% in the last 10 years²; and
- ▶ Between 2008/2009 and 2009/2010, the value of Australian internet purchases increased by 15%³. The Sydney Morning Herald also reports that online purchases have grown by an average of 15% every year since 2005.

2.1.2 Past Strategies and Actions

Council has had some minor involvement in strategies and actions to support the involvement of the commerce and business sector in the digital economy in the Shoalhaven including:

- ▶ Undertaking an “Innovation Festival”, hosted by the Shoalhaven Business Chamber and involving the promotion of innovation in local business, including a keynote presentation on the implications and benefits of the NBN; and
- ▶ Business training workshops on utilising digital technologies including social media, building and maintaining websites, and the use of computers and the internet in business.

² ABS Catalogue 1370.0 - Measures of Australia's Progress, 2010

³ ABS Catalogue 8166.0 - Summary of IT Use and Innovation in Australian Business, 2009-10

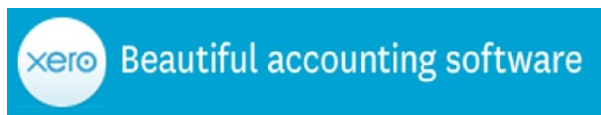
CASE STUDY No. 2 – Xero Cloud Accounting

The concept of “cloud computing”, where resources, software, and information is provided as a service through the Internet rather than as a product, is a recent phenomenon enabled by increasing speed and access to the internet. The concept uses economies of scale to take the numerous smaller computing requirements of a single business and combining them with many others to create a larger “pool”. This concept has been most advanced in the provision of data storage, where large “data centres” are used to store or back-up information and to eliminate unused excess capacity from individual businesses.

Xero Cloud Accounting provides an example of this, but as a professional service instead of an IT product. Xero takes small amounts of accounting work from businesses, combines it with many other small parcels of work from others and completes the work through trained staff with real-time access by the business at any time. Information on the business’ finances can then be easily shared with the business’ accountant with features including:

- ▶ Automated daily updates of bank transactions
- ▶ Invoicing, Receivables and Payables
- ▶ Multi-currency, BAS reporting
- ▶ Transfer from MYOB or other traditional accounting system software
- ▶ Unlimited users at no extra cost

For many small and home businesses, finding the time to prepare and keep up with the financials of a business can be challenging, but for a relatively small fee, these types of services can be provided by specialists on-line via the digital economy.



Source: www.xero.com, <http://digitalhubs.aiia.com.au/solution/Xero/>, http://en.wikipedia.org/wiki/Cloud_computing

2.2 Community

According to Council’s population forecasting⁴ the population of the Shoalhaven was estimated to be around 98,000 in June 2011. The vast majority of this population is located along the coastal fringe, in the major centres of Nowra-Bomaderry, Milton-Ulladulla, the Bay and Basin area, with the remainder distributed across the numerous other smaller coastal towns and villages.

Over the next 30 years, population growth in the Shoalhaven is expected to show a community profile that is both rapidly aging, as well as continuing to be dispersed between the major coastal centres of the Shoalhaven. In particular, significant growth is expected in the 65+ age group through both an aging resident population, similar to broader national trends, and an increase in the migration of retirees from major centres such as Sydney and Canberra. Implications are therefore present for both health services (see Section 2.3) as well as connecting the growing communities throughout the area.

At present, one of the key inhibitors to the take up of the digital economy for the Shoalhaven community is the geographic separation of the many towns, villages and major centres along its 165km coastline. This separation means that infrastructure provision is difficult, expensive and relatively inefficient. So while government and city based digital economy infrastructure and services have improved over the years, the gap to smaller regional towns and villages has also increased to the detriment of the residents of these areas.

On the upside, it is this widening gap that will be significantly reduced or eliminated with the introduction of the NBN or like high speed broadband infrastructure. The challenge will be to stimulate the up-take of these services through education and training for many older users that will have a greater “gap” to fill between existing infrastructure/knowledge, and the opportunities of the NBN.

⁴ See www.id.com.au/profile/shoalhaven

Key issues for the local community will include obtaining clear and understandable information about the digital economy, understanding how the new infrastructure can be used, and what is required to assist in utilising the core infrastructure such as the NBN.

For the many non-resident property owners and others interested in the area, high speed broadband may also provide opportunities to increase their interaction with local community and affairs of Council through online content such as streamed public and Council meetings. Security technology and “smart home” systems controlled through the internet will also become more prevalent, enabling properties to be better maintained and secure even when the property owner is not present.

2.2.1 Trends

Within the context of community participation in the digital economy, there are a number of trends (based on ABS data⁵) that can be seen, including:

- ▶ Over the past year there was annual growth of 14.8% on the number of internet subscribers, now numbering 10.9 million in Australia;
- ▶ The phasing out of older style dial-up internet connections has continued, with 95% of all internet connections being “broadband”;
- ▶ Australians continued to access increasingly faster download speeds, with 87% of access connections offering a download speed of 1.5Mbps or greater;
- ▶ Mobile wireless internet connections now exceed Digital Subscriber Line (DSL) connections. Mobile wireless was the fastest growing internet access technology in actual numbers, increasing from 4.2 million in December 2010 to 4.8 million in June 2011.

⁵ ABS Catalogue 8153.0 - Internet Activity, Australia, June 2011

2.2.2 Past Strategies and Actions

Council and other contributors have been involved in a variety of strategies and actions to support the involvement of the community in the digital economy in the Shoalhaven including:

- ▶ Offering through Council’s Library Services an online interactive training database with learning modules on various popular computer applications including the internet, Microsoft Office, Windows, setting up e-mail accounts and an introduction to social networking (Twitter, Facebook, Blogging);
- ▶ Provision of Wi-Fi access availability in various locations including libraries and tourist centres;
- ▶ Several community groups and educational institutions offering internet related courses, including the Bay & Basin Community Resource Inc., U3A, Illawarra ITeC Shoalhaven, TAFE Illawarra and the University of Wollongong - Shoalhaven Campus; and
- ▶ Introduction of new provisions in Council’s subdivisions development control plan to ensure new greenfield subdivision addresses the needs of future broadband provision.

2.3 Health Industries

With a significantly higher than average age of population, there will be increasing pressure on the health care network in the Shoalhaven into the future. At present the proportion of Shoalhaven residents over 65 is around 20%, compared to around 13% nationally. Extrapolation of Council’s population forecasting suggests this proportion of Shoalhaven residents will be around to 30% by 2056, compared to ABS forecasting for Australia which suggests 23-25% of Australians⁶. Between 2006 and 2021 alone, the number of Shoalhaven residents aged over 65 years is expected to grow by almost 50%, to close to 43,000 people⁷.

⁶ ABS Catalogue 3222.0 - Population Projections, Australia, 2006 to 2101

⁷ See www.id.com.au/profile/shoalhaven

With the introduction of high-speed broadband services, not only can the efficiencies of the health system be improved internally, but perhaps more importantly for a dispersed community like the Shoalhaven's, many services can be brought to the home via the internet.

Expected benefits from improved broadband access include:

- ▶ Increase in uptake of electronic records and referral information;
- ▶ Connection between clinics and surgeries to larger health institutions, increasing services available from more remote areas; and
- ▶ Increased monitoring of patients at home, enabling rest and recovery in the comfort of home, whilst freeing up hospital beds for more urgent patients.

As recently identified by the Mayor of Dubbo⁸, *access to health professionals is a major problem in regional areas. Countless Dubbo people travel to Sydney to see a specialist who only needs five minutes with them - a day can be lost for a few minutes.* With centralised diagnostic equipment and video-conferencing, this type of situation would be significantly reduced.

Major IT and health alliances are also being formed to create the technologies to utilise this type of service - see Case Study No. 3 for example. Opportunities also then exist for "telemedicine" employment opportunities, whereby health professionals can be located in the Shoalhaven to service not only the local population, but also others via online consultations.

High quality digital infrastructure is also seen as a key component of attracting and retaining high quality medical professionals to the area. This is particularly intertwined with access for health professionals to tertiary learning and research opportunities and the concept of creating a "learning hospital" within the Shoalhaven in conjunction with service providers such as the University of Wollongong.

⁸ Dubbo Weekender - 3 December 2011, Page 18 "Connecting to the Future"

2.3.1 Trends

Because of the need for digital technology to be available at the consumer end, the take-up of health industry digital economy benefits is limited to date.

However these trends are rapidly changing, and include recognition of:

- ▶ A rapidly increasing proportion of the population aged over 65, both in the Shoalhaven as well as nationally; and
- ▶ Between 2010 and 2050, real health spending on those aged over 65 is expected to increase seven-fold⁹, requiring innovation in the delivery of health care services.

2.3.2 Past Strategies and Actions

Council has no direct involvement in the health industry sector with respect to the digital economy. Council does however support the health industry sector and is actively involved in ensuring the continued growth of the sector in the Shoalhaven.

⁹ <http://www.nbn.gov.au/media-centre/news/broadband-a-future-direction-in-healthcare/>

CASE STUDY No. 3 – Intel-GE Care Innovations

Intel and General Electric (GE) are two of the largest corporations in the world, and have combined their knowledge to create Intel-GE Care Innovations, “a new company aimed at being a catalyst for changing health care models”. The new company creates technology-based solutions aimed at giving people confidence to live independently through home based health technology.

For example, long-term chronic conditions create many challenges for patients, carers and responsible healthcare professionals. The Care Innovations Guide product is designed to help address those challenges through a comprehensive online interface allowing clinicians to monitor patients and remotely manage care.

Patients who are more engaged can take a more active and positive role in their own care. For healthcare providers, it enables more informed and personalised care - which can lead to better patient satisfaction, particularly for remotely based patients who can receive increased specialist assistance whilst reducing or eliminating travel.

Monitoring opportunities can also be tailored to the individual patient needs, enabling care opportunities to be appropriately applied without being unnecessarily intrusive.



Source: <http://business.shoalhaven.nsw.gov.au> and www.cae.com/en

2.4 Education Industries

Like the challenges of an aging population for the health sector, the specific area of education also requires significant attention. To overcome the fiscal risks of a rapidly aging population, significant increases in the depth of skills and the better use of those skills in the workforce is required. As noted by the Skills Australia strategy paper, *Australian workforce futures*, it is estimated that tertiary education enrolments need to increase by at least 3 per cent a year over the next 15 years and workforce participation needs to rise from 65 per cent to 69 per cent to support the financial costs of an aging population. Risks also exist, as with many areas in Australia, with an aging education workforce.

As with the health sector, this need for a more effective education sector can, in part, be addressed through the significant opportunities of the digital economy. For example, the Federal Government’s digital economy goal for education is “by 2020, Australian schools, TAFEs, universities and higher education institutions will have the connectivity to develop and collaborate on innovative and flexible educational services and resources to extend online learning resources to the home and workplace; and the facilities to offer students and learners, who cannot access courses via traditional means, the opportunity for online virtual learning”.

At the local level, and as many long-term local residents of the Shoalhaven are aware, once local youth complete high school, there is a large exodus as the 18-30 year old age group move to larger centres for tertiary studies and employment opportunities.

With the advent of high-speed broadband, tertiary institutions are commencing the delivery of largely home-based, or regionally based, lectures and classes through live streaming technology. In the Shoalhaven for example, this includes the use of the “Moodle” Learning Management System by TAFE NSW, which provides a range of regionally based on-line learning and information. Combined with regionally based or online exams, and short-term on-campus study blocks, this form of education is assisting to increase high quality tertiary education to regional areas.

The impact is then two-fold. Firstly, local educational systems will be significantly improved and provide a greater level of access for local people. Secondly, by providing improved access for local people, these new opportunities will enable younger people to remain in the area and to keep tertiary education spending within the local economy. Opportunities also exist to then attract and retain more professionals and their services the area, capitalising on the lifestyle advantages of the area and the availability of teleworking (see Section 2.5).

This example is typified by the emergence of “learning hospitals”, where health professionals are increasingly be attracted to positions which combine tertiary education and research opportunities with professional opportunities. The Shoalhaven is in a strong position to combine locational/lifestyle opportunities with these technological advances in attracting high quality professionals and their services. Increasing high quality education will attract more highly qualified workforce and in turn provide a stronger basis for business investment.

Opportunities are also available at the high and primary school levels, where new forms of teaching and education can provide for early adaptation to the digital economy. Online teaching modules, interactive programming and connectedness with other schools and institutions would all be significant opportunities.

In respect of the growing population of recently retired education workforce, there are also significant opportunities for continuing in mentor or tutoring type roles, particularly with the advent of online tutoring which can be undertaken remotely from the student. One such system is through the online service providers “yourtutor” (see Case Study No. 4), where recently retired professionals can continue to be involved with and facilitate learning opportunities.

2.4.1 Trends

As with the health sector, the need for digital technology to be available at the consumer end has meant that digital improvements have been largely confined to the immediate school or campus location. However these trends are rapidly changing, and include recognition of:

- ▶ The role of mobile computing, tablets and other mobile devices which provide for interactive learning and efficiency in monitoring of student performance;
- ▶ Use of cloud computing to provide access to assignments, homework, information and more within a central hub of the school or individual classes;
- ▶ Use of social networking and educational gaming to progress ideas and maintain interest in educational topics; and
- ▶ Increased use of online services and information in relation to educational assistance and learning such as tutorials.

2.4.2 Past Strategies and Actions

Council has no direct involvement in the education industry sector with respect to the digital economy. Council does however support the education sector and is actively involved in ensuring the continued growth of the sector in the Shoalhaven.

CASE STUDY No. 4 – Tutoring Australasia

The online “yourtutor” connects students to expert Australian-educated and located tutors, who are waiting online, the moment help is needed. In-lieu of the traditional physical tutor providing services for say, an hour each week, the online version provides pre-emptive assistance when initially learning complex information, and then providing assistance on-call.

In the primary or high-school environment for example, yourtutor offers on-demand access to homework and assignment help in all core subjects as soon as students have a question out of school hours. The student and the expert Australian tutor have a live, one-to-one conversation about their homework or assignment question, until the student is confident to move on with study independently.

Within a tertiary context, yourtutor can act as a facilitator to ensure gaps in knowledge are bridged and smoothed out across large, diverse, or geographically widespread cohorts.

yourtutor encourages each student to think independently, to concentrate on the problem, and to avoid the frustration that can lead to “I give up”. The tutorials all take place inside a secure environment, using technology students are already comfortable with and which can be enhanced with broadband technologies.



Source: <http://yourtutor.com.au>

2.5 Teleworking

Teleworking is not a new concept, however the application of teleworking is likely to significantly change as the digital economy and concepts such as cloud computing means that access to business or government information is as good at home as it is in the office.

Teleworking is broadly defined to include work undertaken at home, use of mobile devices in transit or at a different place of business (such as “telecentres”)¹⁰. At present it is estimated that around 6% of employees participate in some form of teleworking. The Australian Government aims to double this level over the next 10 years so that “at least 12 per cent of Australian employees report having a teleworking arrangement with their employer”.

The benefits are clear in terms of reducing travel times, workforce diversity, increasing productivity and reducing the divide of employment opportunities between cities and regional areas. By reducing the need for people to commute to the office at the same time each day, teleworking can also reduce transport congestion in larger centres (including in Nowra for example), leading to reduced impact on our natural and built environment.

In the Shoalhaven, teleworking provides two key opportunities:

- ▶ Increasing the number of people that are able to reside in the area but work for a metropolitan based employer;
- ▶ Providing for flexibility and diversity in localised employment, with the associated benefits of reducing peak travel congestion and increasing productivity; and

¹⁰ <http://www.nbn.gov.au/telework/>

- ▶ Reducing overheads for business where they are able to gain a higher yield from office space through sharing desk space (“hot-desking”).

Teleworking does not work for all employment types, there are potential risks such as network security and privacy management, and there are some recognised costs and workplace health and safety risks for employers in setting up and providing the infrastructure for teleworking. However, the savings are estimated to be double the investment through longer hours of work and increased productivity and costs are usually only associated with the first year of implementation, with subsequent years being significantly less.

2.5.1 Trends

Within the Australian context, the following trends and observations have been identified by a recent literature review of telework practices¹¹:

- ▶ The total proportion of the workforce working from home is less than in the United States, Canada, United Kingdom, Europe and Japan - there is scope to increase the level to more comparable levels;
- ▶ Businesses using flexible work practices such as telework can save 33 to 150% of the salary lost when an employee leaves due to changes in their circumstance and location, by retaining staff for longer periods;
- ▶ Small and medium enterprises use telework at a higher frequency once it is adopted, and so encouraging telework adoption among this group of businesses may be a good approach, especially in regional Australia;
- ▶ The frequency of telework days is key to unlocking the full benefit for employers, ideally two to three days per week is best; and
- ▶ During emergencies, telework can provide businesses with the ability to remain open and productive.

¹¹ *Next Generation Telework: A Literature Review* - Deloitte Access Economics July 2011

2.5.2 Past Strategies and Actions

Council participates and encourages flexible working arrangements for staff with positions which suit such flexible arrangements (particularly in office based positions). However Council has little involvement in the opportunities for other businesses to participate in this form of flexible working arrangements.

2.6 Government Services

Government, whether at the local, state or federal level, is in a unique position to establish and operate services within the digital economy. Effective participation can reduce costs for government and increase customer satisfaction whilst reducing the frustration felt by many consumers when dealing with government entities. The real impacts in terms of cost can be most significantly realised when comparing the costs to government of various interactions. A recent report by PriceWaterhouseCoopers¹² for the UK Government found that face-to-face transactions cost about \$16, telephone engagement about \$5.15, and mail-out engagement about \$18.40, compared with the cost of an online transaction cost at only about 12 cents.

The types of electronic interaction with government include:

- ▶ obtaining information;
- ▶ downloading forms;
- ▶ returning completed forms electronically; and
- ▶ managing administrative procedures completely electronically.

At the local level, Council has developed a range of on-line services and facilities including:

- ▶ On-line spatial information portal;
- ▶ On-line library catalogues;
- ▶ On-line development application information and processing;

¹² *Champion for Digital Inclusion: The Economic Case for Digital Inclusion* - October 2009

- ▶ Information requests via Council’s webpage;
- ▶ Social media interactions on various sites;
- ▶ Availability of reports and information through online files or specific web-based documents; and
- ▶ Payments and bookings for registered users.

However there are a number of other initiatives that could assist in the continued delivery of digital content, such as videoconferencing of meetings and engagement activities, as well as social networking through Facebook, Twitter and others. Many of these concepts are recognised as part of “Government 2.0” - using the “many-to-many” communication potential of the internet, rather than the more traditional “one-to-one” communication of information. Lodgement of development applications and other submissions could also be improved and have been identified as priorities for Council.

2.6.1 Trends

Within the broader context, the following trends and observations have been identified¹³:

- ▶ There is a steady increase in the proportion of both individuals and businesses that interact with government via the Internet;
- ▶ Growth is faster and use higher for business interaction with government than between individuals and government;
- ▶ Use of online services has stagnated in some areas following a push towards paperless governments;
- ▶ Educational levels influence the actual use of e-government services as well as the interest in using them; and
- ▶ Lack of personal contact is the most frequent reason for not using e-government services.

¹³ http://epp.eurostat.ec.europa.eu/statistics_explained/index.php/E-government_statistics

There is also a trend towards younger people increasingly using the internet and social networking to communicate and undertake business, a trend which should be explored by government to increase the participation of younger people in decision making.

2.6.2 Past Strategies and Actions

As identified above, Council has undertaken a number of online advances in relation to the provision of government services and information. Council has additionally undertaken specialised online content aimed at business and “sea change” opportunities through its *“Shoalhaven - An enterprising alternative”* website. Council’s infrastructure advancements also include:

- ▶ Installation of VOIP telephone system for all internal phones;
- ▶ Installation of microwave network links providing key Council facilities with reliable high-speed broadband technology; and
- ▶ Introduction of social networking and like web interactions through Facebook, YouTube and Flickr.

CASE STUDY No. 5 – Shoalhaven Microwave Broadband

Because of the isolated location of many of Council facilities, achieving reliable high speed broadband services is either not possible, or extremely expensive with recurring monthly costs. Council has therefore developed a line-of-sight microwave based telecommunications systems, under which Council networks are able to operate from remote and isolated locations.

These networks provide reliable, secure high speed connection for voice and data necessary to support a range of uses including remote management of Shoalhaven Water assets and online services associated with Council's tourist parks. The network operates more than ten times faster than the maximum carrier supplied networks currently available in most areas. Once installed, there are minimal costs associated with this type of network, which operate in the license free 5.4 – 5.8Ghz spectrum. Data rates up to 108Mbps can be achieved, with optimal point-to-point links of up to 48km, bridging large areas with exceptional broadband speeds - perfect for the disbursed towns and villages and other isolated locations of the Shoalhaven.

The high service quality allows for tagged voice and video traffic to take priority over general data, providing reliable, real time capability even under congested link conditions. The system also uses hardware accelerated 128 bit Advanced Encryption System (AES), MAC address-based access control and 152bit WEP to provide a very high level of security.



Source: wave1.com.au, ShoalTech

2.7 Social Benefits

Many of the issues discussed in this strategy relate to community and social benefits that will be experienced by the community as a result of the digital economy such as improved health care, education and tele-work opportunities. However there are further “social benefits” that relate more to the interaction of the community on a social level including:

- ▶ Its contribution to improved levels of social inclusion and social interaction;
- ▶ Enabling new methods of community engagement and inclusion;
- ▶ Enabling new ways of participating in recreational and cultural activities; and
- ▶ Facilitating better access to information and digital media.

At a non-technical level for example, the Economic Development Advisor for the City of Onkaparinga, in South Australia recently told the Federal Inquiry into the NBN¹⁴ that even the simplicity of “video-calling” family or friends would greatly benefit the many single person households in the area where loneliness is a significant factor in wellbeing. Similarly, these types of video interactions could be used to provide greater access to decision making and understanding of Council processes through televised Council meetings and interactions from disbursed communities.

High speed broadband also provides the comfort and capability for people to also participate in the online world through both uploads as well as the more traditional use of the internet to download information. In this way people are able to share their experiences, by uploading videos or providing live streaming of special events in their lives - children's birthdays etc., with relative ease.

Within the area of entertainment, new platforms such as Internet Protocol Television (IPTV), video on demand and online gaming will all in the future be supported by the availability of broadband speeds that are fast enough to support these technologies. These technologies provide for the efficiency in

¹⁴ Broadening the debate - Inquiry into the role and potential of the National Broadband Network - August 2011

social time that computers and the internet have brought to business - ensuring that available social time is spent in a way that is most preferred by the user.

These technologies are also expected to transform the arts and cultural communities, enabling interactive medium with artists from home and around the world. Examples include recent innovations in logo design by freelance designers who bid for listed projects directly with the client via online briefs. One or more designers/artists could be located anywhere in the world, collaborating with the client via the internet.

In the area of sports and recreation, the Gold Coast City Council told the Federal Inquiry into the NBN that it *would enable it to interconnect all its Surf Lifesaving facilities and services, enabling them to share with the public live video of beach conditions, sporting events, and education and training sessions*. This same philosophy could be used for any number of sports or in the dissemination of information relating, for example, to the condition of sporting fields during wet periods.

In any event, while the availability of ubiquitous high speed broadband creates a significant range of opportunities that are not currently available in any reliable and sufficient form for many people, access to the digital economy and eliminating the “digital divide” will remain a critical issue for social inclusion.

2.7.1 Trends

As many of the opportunities in this area are new or unrealised at this stage, there are few trends relating to up-take and participation. However, more general social trends indicate the key issues that need to be addressed if social inclusion is to be a key beneficiary of the digital economy. These trends include¹⁵:

- ▶ The vast majority (85%) of people living in households in the top household income brackets have access to the Internet compared with only 33% for those in the lowest;

- ▶ Internet usage is age related—the younger the age group the more likely its members are to be users of new communication technologies;
- ▶ Those with post-graduate education are more likely to use the Internet at home than those with no post-school qualifications (83% compared with 52%); and
- ▶ There is a strong correlation between use of newer communication technologies and age, with nearly all those under 35 involved in some form of activity at least once a month. This declines to 49% for those aged 65 or over.

2.7.2 Past Strategies and Actions

As identified in other areas of this Strategy, Council has had some involvement in training and provision of infrastructure for use by the community, and particularly aimed at groups of disadvantage. Such strategies (by Council and others) would need to be continued and increased to facilitate the social advantages of the digital economy for all.

¹⁵ Social Inclusion: A compendium of social inclusion indicators - Australian Government May 2009

3. Strategic Objectives

This section establishes Council’s strategic objectives for its support of and interaction with the Digital Economy sector. These strategic objectives provide an outline of Council’s future involvement and commitment to this important industry sector and its potential for economic and jobs growth in the Shoalhaven.

The strategic objectives consider the current situation, trends and past involvement of Council within the sector as outlined in Section 1.4 and Section 2,

whilst ensuring a pragmatic and focused approach to Council’s future involvement in the sector.

The strategic objectives and a brief explanation of their importance are set out in Table 1 below.

Table 1: Digital Economy Sector Strategic Objectives

Strategic Objective	Reason
Strategic Objective 1: <i>To enhance the capability of network providers, such as the NBN Co, to deliver necessary infrastructure to facilitate a sustainable digital economy</i>	To ensure that the Shoalhaven is an attractive place in which to invest in digital economy infrastructure, such as high speed broadband and specifically the NBN
Strategic Objective 2: <i>To ensure delivery of infrastructure by the NBN Co is undertaken in a smooth and efficient manner that has minimal impacts on the environment, community and businesses</i>	To ensure that necessary infrastructure, environmental and planning information is available to NBN Co to assist in the delivery of infrastructure without administrative/bureaucratic delay, and that construction processes can be designed to minimise impacts on the environment and surrounding residents/businesses
Strategic Objective 3: <i>To educate businesses in the economic and efficiency gains that can be made through application of broadband technologies and the digital economy</i>	To assist businesses in identifying digital economy opportunities that can most effectively utilise new opportunities and to ultimately create efficiencies in business delivery, business growth and long-term job opportunities
Strategic Objective 4: <i>To educate the community as to the social, economic, employment and environmental benefits that can be achieved through technology advance</i>	To ensure that the benefits of new technologies can be broadly understood to encourage take-up by individuals and the subsequent use of that technology to participate in access to broader goods and service offerings
Strategic Objective 5: <i>To ensure Council’s policies and activities seek utilisation of digital advances to the collective benefit of the Shoalhaven</i>	To enable Council to deliver services and programs which, when appropriate, can utilise digital technologies to the benefit of Council and the community, including opportunities for staff to undertake flexible working arrangements that recognise the benefits of teleworking

4. Strategies, Actions and Priorities

This section establishes the strategies, actions and priorities for Council (and others where applicable) in relation to the digital economy sector.

The term “strategies” is used to describe the overarching activity to be undertaken, lead or instigated by Council, and which may utilise existing industry groups, project partners and others to assist in their implementation. “Actions” are the actual steps in undertaking the strategies, and are provided in a form that can be measured and reported on. Timing and responsibilities have been provided for indicative purposes.

Timing is provided as one of the following:

- ▶ Immediate - Should occur the 2012 calendar year
- ▶ Short-term - Should occur in the 2011/2012 - 2012/2013 period
- ▶ Medium-term - Should occur in the 2013/2014-2014/2015 period
- ▶ As required - Should occur wherever required according to need
- ▶ Ongoing - Is a continual process that is not time bound

Responsibility for regional based strategies and actions would generally fall with the Regional Development Australia (RDA) or other similar organisations such as the Southern Council’s Group (SCG). Nomination of regional responsibilities is therefore subject to agreement by those bodies.

The actions and strategies within this section seek to directly address and relate to the Strategic Objectives identified in Section 3, as well as considering the issues and trends identified in Section 1.4 and Section 2.

Strategy 1: Assist in delivering the smooth and efficient roll-out of NBN infrastructure

Purpose: To ensure the resources and assistance of Council are appropriately allocated to benefit the efficient roll-out and minimise the impacts on the Shoalhaven community, businesses and Council in relation to the construction works necessary to implement the NBN.

Related Strategic Objectives:

- ▶ Strategic Objective 1: To enhance the capability of network providers, such as the NBN Co, to deliver necessary infrastructure to facilitate a sustainable digital economy; and
- ▶ Strategic Objective 2: To ensure delivery of infrastructure by the NBN Co is undertaken in a smooth and efficient manner that has minimal impacts on the environment, community and businesses

Proposed Actions:

<i>Action</i>	<i>Timing</i>	<i>Responsibility</i>
<i>Action 1.1</i> - Establish a Council “NBN Engagement Team” including a nominated central contact person, and specific discipline contacts for: <ul style="list-style-type: none"> ▪ Economic development ▪ Asset management ▪ Planning and environment ▪ IT/GIS ▪ Community Engagement ▪ Engineering/works 	Immediate	Council
<i>Action 1.2</i> - Establish a regional “NBN Engagement Team” including representatives from relevant regional bodies and other Councils	Immediate	Council, RDA
<i>Action 1.3</i> - Prepare relevant planning data and information as recommended in the NBN Co Information Pack	Short-term	Council (SPIG)

<i>Action</i>	<i>Timing</i>	<i>Responsibility</i>
<i>Action 1.4</i> - Investigate site requirements and available suitable sites for construction and engagement activities during roll-out of the NBN in the area	Short-term	Council (EDO, Property)

Monitoring: Six-monthly updates to Council.

Strategy 2: Ensure timely information and communication with residents and business community regarding NBN implementation

Purpose: To provide residents and businesses with a single point of information/contact relating to the NBN roll-out and potential impacts that need to be considered before, during and after construction activities.

Related Strategic Objectives:

- ▶ Strategic Objective 1: To enhance the capability of network providers, such as the NBN Co, to deliver necessary infrastructure to facilitate a sustainable digital economy; and
- ▶ Strategic Objective 2: To ensure delivery of infrastructure by the NBN Co is undertaken in a smooth and efficient manner that has minimal impacts on the environment, community and businesses

Proposed Actions:

<i>Action</i>	<i>Timing</i>	<i>Responsibility</i>
<i>Action 2.1</i> - Prepare information webpage on Council's website and linked from other relevant sites, as a ready source of information relating to the NBN and its roll-out to the Shoalhaven	Short-term	Council
<i>Action 2.2</i> - In conjunction with NBN Co, prepare and implement a comprehensive community engagement plan relating to implementation activities.	As required	Council, NBN Co
<i>Action 2.3</i> - Council work with <i>Regional Development Australia (RDA) - NSW Far South Coast</i> to establish a regional information network for the NBN	On-going	Council (EDO)

Monitoring: Six-monthly updates to Council in associated with Strategy 1.

Strategy 3: Seek grant funding to establish community infrastructure and undertake training and promotion of digital economy benefits

Purpose: To ensure that the benefits and impacts associated with the digital economy generally, and the NBN roll-out more specifically, can be communicated to businesses and the Shoalhaven community.

Related Strategic Objectives:

- ▶ Strategic Objective 2: To ensure delivery of infrastructure by the NBN Co is undertaken in a smooth and efficient manner that has minimal impacts on the environment, community and businesses;
- ▶ Strategic Objective 3: To educate businesses in the economic and efficiency gains that can be made through application of broadband technologies and the digital economy; and
- ▶ Strategic Objective 4: To educate the community as to the social, economic, employment and environmental benefits that can be achieved through technology advance.

Proposed Actions:

<i>Action</i>	<i>Timing</i>	<i>Responsibility</i>
<i>Action 3.1 - Review Digital Hubs, Digital Enterprise, Digital Local Government (www.dbcde.gov.au) and other potential Federal or State Government programs to ensure Council is prepared to make submissions whenever available</i>	On-going	Council (EDO)
<i>Actions 3.2 - Investigate other funding opportunities/partnerships to showcase digital technologies, particularly in the health and education sectors</i>	On-going	Council (EDO)

Monitoring: Six-monthly updates to Council in associated with Strategy 1.

Strategy 4: Identify and advocate for the innovative use of existing public networks to enable access to high speed broadband services prior to the roll-out of the NBN

Purpose: To establish working examples of how high speed broadband can be used and what can be achieved through its ubiquitous availability. Examples may include training hubs between villages based on Council’s existing microwave network, or use of wi-fi access to existing facilities for small business.

Related Strategic Objectives:

- ▶ Strategic Objective 3: *To educate businesses in the economic and efficiency gains that can be made through application of broadband technologies and the digital economy; and*
- ▶ Strategic Objective 4: *To educate the community as to the social, economic and environmental benefits that can be achieved through technology advance.*

Proposed Actions:

<i>Action</i>	<i>Timing</i>	<i>Responsibility</i>
<i>Action 4.1 - Identify and map existing institutions (including Council) which utilise high speed broadband in the Shoalhaven</i>	Short-term	Council (EDO)
<i>Action 4.2 - Investigate potential uses for excess capacity of those institutions, including management of access through a centralised body that can oversee such resources regionally - for example the RDA</i>	Medium-term	Council (EDO), RDA
<i>Action 4.3 - Prior to the NBN implementation, consider options for the development of “community e-hubs” in locations where existing excess Council high speed broadband is available</i>	Short-term	Council (EDO)

Monitoring: Six-monthly updates to Council in associated with Strategy 1.

Strategy 5: Establish business mentoring programs to assist businesses to access and understand the benefits associated with high speed broadband and the digital economy

Purpose: To ensure that businesses within the Shoalhaven are able to access and understand the benefits of higher involvement in the digital economy through case studies, training programs and co-ordination of resources.

Related Strategic Objective:

- Strategic Objective 3: *To educate businesses in the economic and efficiency gains that can be made through application of broadband technologies and the digital economy*

Proposed Actions:

<i>Action</i>	<i>Timing</i>	<i>Responsibility</i>
<i>Action 5.1 - Work with existing service providers to identify opportunities for targeted training for various business sectors within the Shoalhaven</i>	Short-term	Council (EDO), RDA/SCG
<i>Action 5.2 - Identify and establish a network of “digital coaches” to assist local businesses in developing and integrating their specific business with the digital economy.</i>	Medium-term	Council (EDO), RDA/SCG

Monitoring: Six-monthly updates to Council in associated with Strategy 1.

Strategy 6: Establish a broad information campaign to inform and engage with local communities including centralised branding of the combined effort

Purpose: To harness and share information and broader knowledge of the existing individual, businesses and not-for-profit organisations in respect to the digital economy, under a unifying banner for the education and training of our communities.

Related Strategic Objective:

- Strategic Objective 4: *To educate the community as to the social, economic and environmental benefits that can be achieved through technology advance*

Proposed Actions:

<i>Action</i>	<i>Timing</i>	<i>Responsibility</i>
<i>Action 6.1 - Establish a co-ordinating body to oversee training and education including access to Council and other resources to assist in service delivery (see also Actions 2.3 and 4.2)</i>	Immediate	Council (EDO)
<i>Action 6.2 - Establish a Shoalhaven or region specific “brand” and associated resources to enable recognition and co-ordination of efforts in training and education</i>	Short-term	Council (EDO), RDA/SCG
<i>Action 6.3 - Establish a promotional campaign to “say yes” to initial free connection to the NBN</i>	As required	Council (EDO), RDA/SCG

Monitoring: Six-monthly updates to Council in associated with Strategy 1.

Strategy 7: Council lead by example with implementation and facilitation of digital technology improvements within the Shoalhaven to increase operational efficiency, engagement with the community and business competitiveness

Purpose: To ensure that Council is seen to be a leader in the use of digital technologies and that such use benefits the operational efficiency of Council whilst seeking to provide for improved and innovative community engagement.

Related Strategic Objectives:

- ▶ Strategic Objective 4: *To educate the community as to the social, economic and environmental benefits that can be achieved through technology advance; and*
- ▶ Strategic Objective 5: *To ensure Council’s policies and activities seek utilisation of digital advances to the collective benefit of the Shoalhaven.*

Proposed Actions:

<i>Action</i>	<i>Timing</i>	<i>Responsibility</i>
<i>Action 7.1 - Establish a leadership advisory team associated with internal implementation of digital technologies (possibly the team at Action 1.1)</i>	Immediate	Council

<i>Action</i>	<i>Timing</i>	<i>Responsibility</i>
<p><i>Action 7.2 - Establish, and implement wherever possible, a task-list of potential projects to benefit community engagement options such as:</i></p> <ul style="list-style-type: none"> ▶ Live streaming of Council/Committee meetings; ▶ Establishment of community based, Council operated “community e-hubs” to assist local communities to access and engage with Council; ▶ Improved access to services/information and submission of Council forms etc. as a matter of improved business operations; ▶ Establish Council as a leader in teleworking, including development of an information package to assist other employers to tap into Councils experiences; and ▶ ... (others to be nominated by Council or others) 	<p>Short-term</p> <p>Implement- ation on-going</p>	Council
<i>Action 7.3 - Identify any local service gaps related to digital economy expansion and facilitate government, not for profit and private sector initiatives service requirements and develop digital economy business opportunities</i>	Short-term	Council, RDA/SCG
<i>Action 7.4 - Identify and implement land use planning responses to changing patterns of business investment and community desires that may arise from increasing participation in the digital economy.</i>	On-going	Council (EDO/SPIG)

Monitoring: Six-monthly updates to Council in associated with Strategy 1.

5. Summary of Actions and Priorities

This section provides a summary of all actions proposed within this *Digital Economy Sector Strategy*. These actions are arranged by indicative timing and with consideration of the priorities of Council. In this respect, Council priorities will continue to be based on economic development and opportunities for jobs growth, as well as available budgets for implementation.

Whilst all strategies and actions are considered important, actions with a higher priority will be progressed in the first instance where resourcing constraints exist. It should be noted that no long-term actions have been identified at the current time due to the rapidly changing nature of this industry sector. Longer-term actions will however result from work undertaken by Council in identifying opportunities for demonstration and like projects.

Table 2: On-going / As required Priorities

<i>Action</i>	<i>Current Priority</i>
<i>Action 2.2</i> - In conjunction with NBN Co, prepare and implement a comprehensive community engagement plan relating to implementation activities.	<i>High</i>
<i>Action 2.3</i> - Council work with <i>Regional Development Australia (RDA) - NSW Far South Coast</i> to establish a regional information network for the NBN	<i>Medium</i>
<i>Action 3.1</i> - Review Digital Hubs, Digital Enterprise, Digital Local Government (www.dbcde.gov.au) and other potential Federal or State Government programs to ensure Council is prepared to make submissions whenever available	<i>Medium</i>
<i>Actions 3.2</i> - Investigate other funding opportunities/partnerships to showcase digital technologies, particularly in the health and education sectors	<i>Medium</i>
<i>Action 7.4</i> - Identify and implement land use planning responses to changing patterns of business investment and community desires that may arise from increasing participation in the digital economy.	<i>Medium</i>
<i>Action 6.3</i> - Establish a promotional campaign to “say yes” to initial free connection to the NBN	<i>Low</i>

Table 3: Immediate Priorities (2012 calendar year)

<i>Action</i>	<i>Current Priority</i>
<i>Action 1.1</i> - Establish a Council “NBN Engagement Team” including a nominated central contact person, and specific discipline contacts for: <ul style="list-style-type: none"> ▪ Economic development ▪ Planning and environment ▪ Community Engagement ▪ Asset management ▪ IT/GIS ▪ Engineering/works 	<i>High</i>
<i>Action 7.1</i> - Establish a leadership advisory team associated with internal implementation of digital technologies (possibly the team at Action 1.1)	<i>High</i>
<i>Action 1.2</i> - Establish a regional “NBN Engagement Team” including representatives from relevant regional bodies and other Councils	<i>Medium</i>
<i>Action 6.1</i> - Establish a co-ordinating body to oversee training and education including access to Council and other resources to assist in service delivery (see Action 2.3 and 4.2)	<i>Medium</i>
<i>Action 4.1</i> - Undertake an exercise to identify and map existing institutions (including Council) which utilise high speed broadband in the Shoalhaven	<i>Low</i>

Table 4: Short-Term Priorities (2011/2012 - 2012/2013)

<i>Action</i>	<i>Current Priority</i>
<i>Action 1.3</i> - Prepare relevant planning data and information as recommended in the NBN Co Information Pack	<i>High</i>
<i>Action 1.4</i> - Investigate site requirements and available suitable sites for construction and engagement activities during roll-out of the NBN in the area	<i>Medium</i>
<i>Action 2.1</i> - Prepare information webpage linked to Council's central homepage as a ready source of information relating to the NBN and its roll-out to the Shoalhaven	<i>Medium</i>
<i>Action 4.3</i> - Prior to the NBN implementation, consider options for the development of "community e-hubs" in locations where existing excess Council high speed broadband is available	<i>Medium</i>
<i>Action 5.1</i> - Work with existing service providers to identify opportunities for targeted training for various business sectors within the Shoalhaven	<i>Medium</i>
<i>Action 7.2</i> - Establish, and implement wherever possible, a task-list of potential projects to benefit community engagement options such as: <ul style="list-style-type: none"> ▶ Live streaming of Council/Committee meetings; ▶ Establishment of community based, Council operated "community e-hubs" to assist local communities to access and engage with Council; ▶ Improved access to services/information and submission of Council forms etc. as a matter of improved business operations; ▶ Establish Council as a leader in teleworking, including development of an information package to assist other employers to tap into Councils experiences; and ▶ ... (others to be nominated by Council or others) 	<i>Medium</i>

Action**Current Priority**

Action 7.3 - Identify any local service gaps related to digital economy expansion and facilitate government, not for profit and private sector initiatives service requirements and develop digital economy business opportunities

Medium

Action 6.2 - Establish a Shoalhaven or region specific "brand" and associated resources to enable recognition and co-ordination of efforts in training and education

*Low***Table 5: Medium-Term Priorities (2013/2014 - 2014/2015)**

<i>Action</i>	<i>Current Priority</i>
<i>Action 5.2</i> - Identify and establish a network of "digital coaches" to assist local businesses in developing and integrating their specific business with the digital economy.	<i>Medium</i>
<i>Action 4.2</i> - Investigate potential uses for excess capacity of those institutions, including management of access through a centralised body that can oversee such resources regionally - for example the RDA	<i>Low</i>

Digital Economy Sector Strategy

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