



**MINISTRY OF BUSINESS,  
INNOVATION & EMPLOYMENT**  
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# DIGITAL ENABLEMENT PLANNING GUIDE

This document is designed to support local authorities in the  
creation of a Digital Plan for their community

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Created by the Digital Office  
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## INTRODUCTION

The Government wishes to provide local authorities with the opportunity to attract investment in digital infrastructure in their communities under the Ultra-Fast Broadband 2, Rural Broadband 2 and Mobile Black Spot Fund programmes. Local authorities have the potential to identify ways to achieve economic and social benefits from these programmes and to coordinate plans to maximise the use of digital infrastructure within their districts. A key component of keeping the Government informed of anticipated and ongoing preparation is for local authorities to complete a Digital Enablement Plan (DEP).

The DEP prepared by the local authority will be complimentary to the information and commitments requested in the *Registration of Interest – Support (ROI – Support)* for local authorities. The intention of the *ROI – Support* document is for Government to provide local authorities with information on and best practice examples of ways to facilitate the deployment of the Ultra-Fast Broadband 2, Rural Broadband Initiative 2 and Mobile Black Spot Fund. The *ROI – Support* invites local authorities to indicate what assistance they are committed to providing in terms of lowering regulatory costs, identifying existing infrastructure, promoting uptake and investment options. The *ROI – Support* document is located here: <http://www.med.govt.nz/sectors-industries/technology-communication/fast-broadband/new-initiatives>.

This guide has been created to help you establish a DEP for your local authority (which can be summarised on the DIGITAL ENABLEMENT PLAN TEMPLATE provided in the *ROI – Support* Response Form).

Please note that it is not necessary to use the DEP template or the exact approach outlined in this Digital Enablement Planning Guide. The DEP template and guide have been provided to assist you to think about ways in which your communities could benefit from potential infrastructure investment. If you have prepared existing digital plans or strategies for your community, you are welcome to submit these.

A Digital Plan will provide your district with a vision, targets and plans on how it can maximise the Internet to increase business profitability, bring economic advantages and engage your community in digital technology.

We recommend that your Digital Plan should focus around 3 areas:

- Leadership – managing the plan and associated projects
- Business Growth – projects that help businesses grow by improving their use of technology or online services
- Community Enablement – projects that use technology to help the community, or that help the community use technology

It is envisaged that your plan will outline 2-3 feasible projects for community enablement and 2-3 feasible projects for business growth in the first year. We do recommend that in the first year 2-3

projects is a good starting point to ensure you don't set expectations that you can't meet, fund or resource. But, ultimately, the number of projects you decide to include is your call, you may do more as the community/business need is great and your community is supportive and backs your plan.

## Using this Guide

This guide is divided into 5 key activities:

*Table 1: The 5 key activities for developing a Digital Plan*

LEADERSHIP			
Establishing the leadership required to help ensure success of the Digital Enablement Plan.			
PREPARATION	ENGAGEMENT	ANALYSIS	REVIEW
Identifying key stakeholders and the best way to interact with them.	Researching, planning and engaging in such a way that you get the information you require and stakeholders actively support the resulting Digital Plan.	Evaluating the feedback received and identifying the key projects that will form the Digital Enablement Plan.	A continuous review process to measure outcomes against the plan objectives. The process may modify existing projects and shape new initiatives as technology advances.

You should read through all the sections in this guide first, before starting the process of creating a Digital Enablement Plan.

*Note: This guide is **not** a substitute for a Digital Enablement Planning Workshop. We recommend you attend the planning workshop to ensure you have the skills and knowledge necessary to create a Digital Enablement Plan for your area.*

## SECTION 1: LEADERSHIP

Leadership is one of the most important components for ensuring you have a successful Digital Enablement Plan. Every other section of creating your plan (e.g. Preparation, Engagement, Analysis, and Review) will include a leadership component.

For a successful Digital Enablement Plan we recommend you establish a Steering Group to help with engagement, decision-making and to commit to the projects, approve costs and deadlines, and ensure individuals and organisations are working together towards the common goals.

### Steering Group

The Steering Group should be made up of representatives from the community. We recommend that it is not solely made up of council employees. Consider representatives from local business and organisations, youth, elderly, minority groups as well as those employed by the local authority. Why not include a representative from the local school to ensure you have the student voice or a retired member of the community to ensure you include a more mature perspective?

We recommend you define the role of the Steering Group and this may be different depending on the skill set of its members, the potential projects and your area.

The key role of the Steering Group should include monitoring, reviewing and continuously improving the projects (these are so important they should be set up as projects in your Digital Plan).

When defining the role of your Steering Group consider the following.

- Ensure everyone works together towards the common project objectives
- Fairly weigh all requests, acting impartially to do the most good with the resources available
- Be the ultimate decision maker with regards to projects and their direction, priorities, budget and deadlines
- Set clear expectations with regards to project communication, both to them and the stakeholders
- Be a small team to facilitate quick decision making
- Ensure members have diverse representative interests
- Communicate clearly to the community about when you meet, what you are discussing, your final decisions and the likely impact of those decisions. Be transparent!

It is expected that the Steering Group should be established early on. Probably during the preparation stage, where you are identifying your stakeholders. That way the Steering Group are informed and involved from the very beginning, and can help with engagement, including providing feedback on communication plans, championing and promoting the development of the Digital Plan.

## SECTION 2: PREPARATION

This section is designed to help you get started.

### Identifying Stakeholders

Think about the stakeholders in your local authority who you want to engage with to hear about digital issues, roadblocks and challenges. This list should not be exclusive; you want to engage with as many people in your local authority as possible.

The following list is designed to get you thinking about stakeholders in your area, it is by no means exhaustive.

- Community groups (elderly groups, youth groups, clubs and societies)
- Ethnic groups (local iwi or Kaumātua, ethnic community groups)
- Not for profit organisations
- Educators (schools, preschools, tutors, tertiary institutions)
- IT representatives (IT leaders, technology experts)
- Local businesses (large, small, across industries – especially if you have a dominance of a specific industry group in your area, such as tourism or agriculture).
- Local government authorities
- Councillors and Community Board members
- Students (Schools, Tertiary institutions or studying at home)
- Elderly groups operating in the community
- Library staff, volunteers
- Other districts or regional stakeholders

Think about how you can reach out to stakeholders you may have missed. Can you get the local newspaper to run an article about what you are trying to achieve? Is there a local website that could post something for you?

Remember, your stakeholders don't necessarily need to be interested in technology, just have a community or business interest or frustration that technology may be able to solve.

Once you have identified your potential stakeholders you need to consider how you will engage with them and get their feedback.

Engagement can essentially be divided into two types:

- Eliciting feedback
- Communicating the Digital Planning process

You should consider assigning someone the responsibility of 'key coordinator' to lead the process.

Their role would be to coordinate the consultation process, capture the feedback and keep the process moving along.

### Eliciting Feedback

There are many ways you can elicit feedback, whether it is a phone call, interview, workshop, facilitated group meeting, questionnaire etc. The trick is to choose the right method for the right group so you get maximum information for effort you put in.

Remember, you will need to use the information collated from your engagements to identify 2-3 feasible projects for community enablement and 2-3 feasible projects for business growth. It is probably useful to identify whether a stakeholder would provide more contribution to community enablement or business growth, so categorise your stakeholders accordingly.

There are advantages and disadvantages to each of the different ways of eliciting feedback, the following table outlines a few of the key methods and the pros/cons, but don't let yourself be limited by this list.

*Table 2: Pros and cons of engagement methods*

Engagement	PROS	CONS
<b>Interview</b>	<ul style="list-style-type: none"> <li>• Can adapt questions based on responses</li> <li>• Can receive clear examples of digital issues or barriers for digital growth</li> </ul>	<ul style="list-style-type: none"> <li>• Time consuming</li> <li>• Single voice in the community and not necessarily representing the wider community/sector</li> </ul>
<b>Meetings</b>	<ul style="list-style-type: none"> <li>• Can adapt questions based on response</li> <li>• Great way to receive wider group feedback on an issue or seek opinion on an initial idea or project</li> </ul>	<ul style="list-style-type: none"> <li>• Can be challenging to find a time that suits everyone</li> </ul>
<b>Survey (physical hardcopy)</b>	<ul style="list-style-type: none"> <li>• Can reach a large number of people</li> <li>• Engaging with those who don't necessarily have high digital literacy skills</li> </ul>	<ul style="list-style-type: none"> <li>• Can't adapt questions based on responses</li> <li>• Questions can be perceived as ambiguous</li> <li>• Some won't engage if the survey takes too long and others won't engage because it is a survey</li> <li>• Costs to produce hardcopy of the survey</li> </ul>
<b>Electronic Survey</b>	<ul style="list-style-type: none"> <li>• Easy to collate answers</li> <li>• Some questions can be adapted based on specific responses</li> </ul>	<ul style="list-style-type: none"> <li>• People who are unsure about technology are less likely to participate</li> <li>• Questions can be perceived as ambiguous</li> <li>• Some won't engage if the survey takes too long and others won't engage because it is a survey</li> </ul>
<b>Workshops/ Focus Group</b>	<ul style="list-style-type: none"> <li>• Usually get good feedback around a specific issue or from a specific group of people</li> <li>• Great opportunity to delve into more detail</li> </ul>	<ul style="list-style-type: none"> <li>• Responses may be biased towards that industry/ group, so might not get 'whole picture'</li> </ul>

Engagement	PROS	CONS
Attending an existing meeting	<ul style="list-style-type: none"> <li>• Questions can be adapted based on responses</li> <li>• Chance for community to meet and get to know who does what and who can help with digital issues</li> </ul>	
	<ul style="list-style-type: none"> <li>• Your cause has already been endorsed by the meeting organiser so is more likely to get buy in</li> <li>• Can be useful to explain the plan and potential feedback form (e.g. questionnaire) and then leave them to complete</li> </ul>	<ul style="list-style-type: none"> <li>• Limited amount of time to get your point across and gain feedback</li> </ul>

If you have a dominance of a specific industry group in your area (such as tourism or agriculture), you may decide to hold an industry specific focus group.

You may need to do some research to find out which is the best communication type for your stakeholders. Make sure you outline clear objectives for each of the engagement types – is it to gain feedback on specific issues, answer specific questions, or raise awareness of a workshop or focus group you would like them to attend.

## Communicating to your Stakeholders

Once you have decided how you are going to elicit feedback from your stakeholders, you need to decide how you will communicate the feedback process and the development of the Digital Enablement Plan to them. Are you going to approach local meetings such as Rotary, Chamber of Commerce, and Young Farmers? Or, are you going to run an ad in the newspaper or on the local radio station? Do a pamphlet drop? Write a blog? Email a list of contacts? How will you manage your growing list of contacts as you find more people who want to be involved, provide feedback along the way or be kept up to date of your progress?

For more information on communicating to stakeholders and eliciting feedback please refer to the SECTION 3: ENGAGEMENT (below).



## Preparation Summary

You should now have a clear consultation plan, including:

- ☐ **A LIST OF STAKEHOLDERS FOR YOUR AREA**
- ☐ IDENTIFICATION OF A KEY CO-ORDINATOR
- ☐ *for each stakeholder THE BEST METHODS TO elicit feedback*
- ☐ *for each stakeholder THE BEST METHODS TO communicate the Digital Planning Process*

You should also have identified the members of your Steering Group

- ☐ **Steering group established**

## SECTION 3: ENGAGEMENT

Engagement is not just about gathering information regarding issues in the community. It's about developing a relationship with the community so that they provide you with support throughout the development and implementation of the Digital Plan. Engaging well will identify potential leaders, volunteers and supporters. Engagement should be approached with a long-term view as you should continue to engage with the community long after the plan is produced.

With this in mind it is worthwhile considering the objectives of your engagement (community consultation). This will help give you direction and help you plan your communications.

### Communications

It is expected you will use a number of communication methods to reach the greatest number of people in your local authority. The development and delivery of any communications must consider:

- The reasons for the development of the Digital Plan
- Always offering an avenue for feedback
- Utilisation of existing communication channels

Complete the following table to identify the tools/forums that will be used to communicate during the consultation process. These may include, but should not be limited to; mail-outs, workshops and focus groups, emails, social media (e.g. LinkedIn, Facebook), a blog with a running commentary, websites, and the media.

To help plan your communications complete the following table:

Table 3: Communication Tools (includes example entries)

Communication Tool	Expected Audience	Message/Objective of Communication
e.g. News Article in local newspaper	Readers of newspaper in the district, weighted more towards older generations.	Aim is to raise awareness that we're preparing a Digital Plan and highlight how the community can participate.
e.g. Blog by Chair of Steering Team	More digitally aware members of our community	Reach out to the digitally aware community and get them onside to help promote the message.

It is important your stakeholders are informed throughout this digital planning process, this will ensure you get maximum buy-in and support. You may choose to break down the communication tools listed in the above table into individual communications. Adding columns such as “Date”, “Author”, and “Responsibility” will help you plan and keep track of the communications you send out to stakeholders.

## Eliciting Feedback

There are many ways you can elicit feedback from your community, it is important you use multiple ways as some community members will engage better (or worse) depending on the method selected. (See previous section PREPARATION: Eliciting Feedback for a list of pros and cons of different methods).

When eliciting feedback, you should consider the following:

- Communicating how they can get in contact if they think of anything else
- Communicating what happens next, e.g. feedback analysed, steering group established, projects defined. When they will be updated on the projects and how
- Asking them to provide contact details (should always be optional) so that you can ask further questions that may arise during the analysis stage
- Discussing funding/sponsorship (as the projects get defined you may be looking for assistance in-kind or sponsorship) often it can be easier to have this conversation in parallel with discussing potential projects – but don't get bogged down, at this stage the primary focus should be on eliciting feedback
- Whether they have any ideas to address challenges that have already been raised
- Depending on the method, providing refreshments
- How you will capture the challenges – you may consider having a cloud based document set up so people can see what was captured at the session

It is useful to record how many people attended your workshops, completed your questionnaires etc., and the types of methods you used to elicit feedback. This will add value and buy-in to your plan.

To help plan and track how you elicit feedback the following table might be useful. Set it up in a spreadsheet and populate it with contact details, locations, and actions etc. for each of the types of engagement.

Table 4: Eliciting Feedback (includes example entries)

Group/ Industry	Key contact	Workshops	Survey	Roadshow	Digital Journey	Meetings	Social Media
e.g. Tourism	Joan Smith	Tourism Operators Workshop					
e.g. High School Students	Peter Young					School Council Meeting at DO High School	Survey link & explanation on school Facebook page
e.g. Wider Community	POC: Michael Gale		Digital Skills Survey				

The following session discusses some of the more common feedback elicitation methods.

## Feedback elicitation methods

### Surveys/ Interviews

Surveys are a great way to engage with your community and gather statistical information to support any digital projects you include within your plan.

Before starting to prepare your survey considering the following:

- Is the information you want to find already available? (You may find that Statistics NZ or another organisation has already asked the question).
- What do you want to gain from doing the survey? Maybe it's to assess the general digital need and competency across the district? Focus on a specific area of interest, like business capability or community use? Or, qualify an idea for a project you may have.

#### CASE STUDY:

Clutha District Council created a digital capability survey. A member of council was nominated to support the process. Questions were designed to be easy to understand and respond too – not too wordy and clear options. To ensure that all community were engaged a physical copy of the survey was included in rates information and sent with a pre-paid envelope. In

A word of caution that many of the respondents to your survey may be digital competent and if you are looking for the survey to capture digital needs across the community you will need to make sure that all community can respond. You may have success by taking to the street with a clipboard and not just running through a questionnaire, but actually talking to the mums/dads, retirees etc. Look at the case study (above) for another example of reaching the less digitally capable.

addition, people who went to the locally library were encouraged to fill in a survey online or a paper copy. The results were extremely positive with very high percentage of the community participating.

### Meetings

Getting a group of people together can be useful as comments bouncing around often trigger great ideas. A meeting can take many forms.

Community meetings particularly useful for gaining information. They are a great way for the community to come together and discuss as a group what the digital issues are. At the same time they learn about what each other is doing in the community.

When holding a community meeting you need to make sure there is a chair who is very clear on documenting issues and ideas and moving on. The meeting should not turn into a debate, or get side-tracked trying to resolve an issue at the expense of not hearing other ideas/issues.

If you also have a questionnaire you wish them to complete you can ask them to fill it out at the end of the meeting.

#### CASE STUDY:

As part of the Canterbury Digital Strategy a community meeting was called in a small rural town; the local Economic Development Agency organised the meeting. 20 to 30 people turned up and over refreshments the digital issues in the community were discussed. At the same time the community heard about digital success stories and connections were made on how they could help each other.

## Workshops

Workshops and focus groups can be useful, especially if you want to ask questions or find out the issues in a specific sector or demographic. The sectors you choose will be dependent on the makeup of your communities. Workshops and focus groups can also be useful for delving into a specific issue that has been raised.

For businesses, another type of workshop you could hold is a Digital Journey event. Digital Journey ([www.digitaljourney.nz](http://www.digitaljourney.nz)) is a free online assessment tool that helps businesses identify how they can improve their digital use. Why not run a Digital Journey event by asking a selection of businesses to come along and complete their digital journey assessment at the same time and then share the results. This way, the businesses will see value and you will hear about the digital needs in their businesses.

### CASE STUDY:

Dunedin hosted a Digital Journey event in the Library as it had free, fast internet. Tourism was the focus and local businesses were encouraged to come along. 30 businesses turned up and they all brought a device along, iPads, laptops, and smart-phones. They completed their Digital Journey, then the economic development staff encouraged the businesses to stay and share their results. It was a great way to get information on what the digital needs of local tourism businesses.

## Other Ideas

For ways to engage you are only limited by your imagination. People often need to be compelled to take part, so enlist organisations and prominent community members to champion your cause (including your Steering Group).

Sometimes you get a better response if people feel like they are also gaining benefit (such as the Digital Journey event idea above). Maybe you could hold a 'Digital Roadshow' around your communities. People could come and see technology in action, ask questions and raise concerns.

Or you could offer an MBIE-endorsed training programme called Digital Enablement Training. This training can be focussed on particular digital issues that were identified as part of eliciting feedback. It's a great way to encourage group participation and understand the digital issues in your area while providing participants with training and skills to help improve their business.

Facebook is the most used social media platform in NZ. Why not set up a social media site, ask someone in your community to run it and ask questions, seek input and inform the community on your progress today and in the future?

## Questions

Before launching into engaging with the community and eliciting feedback you should be very clear on the questions you need answered. (Remember you are looking to create a Digital Plan for your local authority and that plan will have a vision, key objectives and 4 to 6 projects that will increase community enablement and improve business growth).

The questions you ask may be specific to your region, whether you are asking someone as a business owner/manager or a member of the community. It is often helpful to sit and brainstorm possible questions. The questions you ask may differ depending on the method you use to elicit feedback. For example, if the questions are in a survey, you need to ensure there is no ambiguity.

However, if you are asking questions in person there is more ability for you to explain yourself further or for someone to ask you to clarify.

If you are struggling to identify potential questions please refer to the list below for some ideas to get you started.

Example Question	Question Focus
<ul style="list-style-type: none"> <li>Do you have fast access to digital services and if not what is stopping you or your business? (E.g. expense, availability, value)?</li> </ul>	Business & Community
<ul style="list-style-type: none"> <li>Are you aware of benefits and opportunities when accessing digital services?</li> </ul>	Community
<ul style="list-style-type: none"> <li>What would you like the online experience to be for our community?</li> </ul>	Community
<ul style="list-style-type: none"> <li>What can we as the local authority do to improve access to the Internet across our area?</li> </ul>	Business & Community
<ul style="list-style-type: none"> <li>What can we as the local authority do to raise the capability and skills so more of our community can participate in the Internet?</li> </ul>	Community
<ul style="list-style-type: none"> <li>What can we as the local authority do to bring skilled information technology people to our district and keep them here?</li> </ul>	Business
<ul style="list-style-type: none"> <li>In the future what skills will we need to develop to participate more within a digitally connected community?</li> </ul>	Community
<ul style="list-style-type: none"> <li>What digital services do you use regularly and are important to you or your business?</li> </ul>	Business
<ul style="list-style-type: none"> <li>What digital services do we as the local authority need to consider to attract more visitors to our region in the future?</li> </ul>	Business
<ul style="list-style-type: none"> <li>What digital services do we as the local authority need to consider to drive productivity and economic growth across our businesses in the future?</li> </ul>	Business
<ul style="list-style-type: none"> <li>What digital services will make our area a better place to live, study, visit, work and play in the future?</li> </ul>	Business & Community
<ul style="list-style-type: none"> <li>Are you concerned about the risks of connecting to a digital service or contributing to an online service?</li> </ul>	Business & Community
<ul style="list-style-type: none"> <li>What do you consider the significant risks are when using digital services?</li> </ul>	Business & Community
<ul style="list-style-type: none"> <li>What can your local authority do to improve the confidence in using digital services for you or your business?</li> </ul>	Business
<ul style="list-style-type: none"> <li>In the future, what can your local authority do to make the online experience safer?</li> </ul>	Community
<ul style="list-style-type: none"> <li>Who do you think should pay for future digital services: the local council, community or private sector? And what ideas do you have to fund further expansion of digital services and technology across our area?</li> </ul>	Community
<ul style="list-style-type: none"> <li>What digital services have you seen or used elsewhere that we should consider?</li> </ul>	Business & Community

- What else do we need to consider to make our area's online experience stand out in the future?

*NOTE: Many of the generic questions above use the word digital. However, please be aware that some members of your community may not understand what 'digital' means. You may need to ensure it is explained to them, before they answer any questions.*

## Engagement Summary

You should now have planned your communications and how you intend to gain feedback from each stakeholder group.

- ☐ **Communication plan** (including communication method, audience, message, proposed date, author, responsibility)
- ☐ **FEEDBACK ELICITATION PLAN** (including industry, key contacts, feedback elicitation method, target dates)
- ☐ **CONTENT FOR EACH ELICITATION method** (questions defined, workshop/meetings agendas and topics prepare, etc.)

The next step is to engage with your community and gain their feedback.

## SECTION 4: ANALYSIS

Now you should have a list of issues/challenges, data and observations for your area. You should also have discussed the possible mitigations and actions that could address some of these issues, and have talked about what the future could look like for your local authority.

There are many approaches to take to get the information you need to develop your Digital Plan. You may find it useful to group similar issues together. Often you can identify key themes (such as; lack of digital skills, poor levels of connectivity, limited exposure to digital technology). Alongside each theme or issue list the potential projects that will help mitigate that issue.

*Table 5: Key themes and possible projects (includes example entries)*

Key Theme/issue	Possible Projects
<i>E.g. Digital Skills</i>	<ul style="list-style-type: none"><li>• <i>Introduce digital training in the library that is free for all;</i></li><li>• <i>Establish a community led initiative to help members of the community who are struggling with technology;</i></li><li>• <i>Run a volunteers programme where businesses can volunteer 1 or 2 hrs per month to support other businesses struggling with technology (Topics could include things like helping set up a Facebook page, using a specific application or providing step by step instruction).</i></li></ul>

Before you progress your potential projects any further you should consider your vision and objectives.

### Vision & Objectives

Defining the vision and objectives is important to communicate how the Digital Plan will help the local communities and businesses.

To be successful, you need to have a clear vision of what you want the future for your district to look like. A vision is important because it provides direction and inspiration. It also can be used to paint a picture for the wider community of what you are trying to achieve. The feedback from your community consultation process should drive your vision and objectives.

In general your vision statement should be:

- Easy to communicate – concise, a maximum of a couple of sentences
- Easily understood by members of the community
- Motivating and inspiring for those working towards it
- Broad enough to cover both goals of business growth and community enablement

#### CASE STUDY:

When developing a City Strategy one organisation presented the key themes that had been expressed during the consultation process. The themes were used to decide on the vision for the City's Digital Strategy. Three visions were presented and the steering team discussed and agreed the one that best portrayed the vision for the city based on the feedback and observations during the consultation process.

The Steering Group should have final say on the vision for your digital plan.

Objectives are precise targets. They are statements of measurable results that you hope to achieve. Each objective should have one (or sometimes more than one) project contributing towards it. Use



the information you have collated from your engagements with the community to define the key objectives for your plan. These objectives should help you achieve your vision.

The Steering Group should have final say on the objectives of your digital plan.

## Identify the Projects

Previously you identified potential projects under each key theme. Now it is time to consider each potential project in detail. Give each project a name, description and identify whether it comes under the umbrella of business growth or community enablement (don't worry about budget, feasibility etc. we will look at this later on).

*NOTE: It may be useful to do this in a spreadsheet, so you can keep adding to the table.*

*Table 6: Projects List (includes example entries)*

Project Name	Description	Community/Business
<i>e.g. Community Digital Training</i>	<i>Free basic skills digital training held in the library on a monthly or bimonthly basis</i>	<i>Community</i>

## Identify Key Challenges

Once potential projects are identified it's time to think about the challenges or risks associated with those projects. For each project write down the key risks – these are the factors that are likely to effect the success of the project.

Then, for each of the risks list some ways that these could be mitigated.

*Table 7: Projects List with risk columns added (includes example entries)*

Project Name	Risks	Risk Mitigation
<i>e.g. Community Digital Training</i>	<i>(1) Not enough numbers enlist to make it worthwhile</i>	<ul style="list-style-type: none"> <li><i>Engage with target audience to determine the subjects they would gain the most benefit from</i></li> <li><i>Identify the potential roadblocks to people attending – is it childcare, work? Etc. Put a plan in place to remove roadblocks (time of day, training held during kids reading session at library etc.)</i></li> <li><i>Promote the training sessions across a number of different platforms (websites, printed flyers, social media, rates newsletters)</i></li> </ul>

At this stage you may consider whether projects can be modified to make them more achievable, or broken down into smaller, more manageable chunks. For example; if you want to increase the access the community has to free Internet from public locations in the town centre, don't make the project about free Internet down the main street without doing your homework and knowing that it is achievable. Your project could instead be to have a free hotspot operating somewhere in the town centre and completing a feasibility review to investigate ways free Internet access could be increased in subsequent years.

Budget is usually a limiting factor for many going through this process so add an "Estimated Budget" column to the above table.

Table 8: Projects List with budget columns added (includes example entries)

Project Name	Budget	Potential Funding Body
e.g. Community Digital Training	\$\$ (primarily trainer cost and facility hire)	Local library – using their facility will keep facility hire costs down  Local business – sponsor trainer cost?

Use the following key to estimate the costs for each project.

- \$ = low/no cost
- \$\$ = some cost
- \$\$\$ = substantial budget is required

Where possible identify potential funding bodies within your area. E.g. local council, a national funding body, businesses, school etc. It might not necessarily be about money, but who could donate resources, for example, the local school may let you use their computer room for community training in the evenings.

## Select Your Projects

The goal is to identify 2-3 **feasible** projects for Business Growth and 2-3 **feasible** projects for Community Enablement.

Of the projects that have been identified you have now estimated cost and identified risks and potential mitigations (a very real risk might be finding the funding to run the project). You may already have a feel for which projects you think will be the most successful. You might like to add more detail to the projects you are considering, such as identifying more risks and mitigations. Now is the time to do your research, talk to others and gauge buy-in for the projects you are considering.

Give each project a 'Likelihood of success' score – from 1 to 5:

- 1 = Rare
- 2 = Unlikely
- 3 = Possible
- 4 = Likely
- 5 = Almost Certain

Table 9: Projects List with likelihood of success column added (includes example entries)

Project Name	Likelihood of Success	Community/Business
e.g. Community Digital Training	5	Community

Select 2-3 projects for Business Growth and 2-3 projects for Community Enablement. You should only select projects with a likelihood of success score of 4 or 5. It is best to look for 'quick wins' to help you gain momentum, support and secure funding for future projects.

Consider each project. What will success look like? What are the key actions that need to happen for this to occur? How much will this cost? Where will the money come from to pay for this? Set a completion date for each key action and overall project. At this stage you may wish to assign each key action to a person. Make sure your project and its targets are realistic and achievable. Don't set targets that you won't be able to deliver.

The Steering Group should have ultimate approval of the selected projects.

*Table 10: Digital Plan Projects (includes abbreviated example entries)*

Project Name	Key Actions	Person Responsible	Est. Budget	Potential Funding Stream	Est. Completion Date
e.g. Community Digital Training	<ul style="list-style-type: none"> <li>Identify first 2 topics</li> <li>Identify roadblocks</li> <li>Secure \$\$</li> <li>Communication plan</li> <li>etc.</li> </ul>	Jane Smith	\$1,500 for one year	Sponsorship from ABC accountants	June 2016

## Analysis Summary

You should now have identified the following:

- ☐ *The Vision for your digital enablement plan*
- ☐ *the objectives of your digital enablement plan*
- ☐ *A LIST OF POTENTIAL PROJECTS (including a description of the project, risks and mitigation for those risks, budget and potential funding body, likelihood of success score)*
- ☐ *2-3 projects for business growth & 2-3 projects for community enablement*
- ☐ *The key actions or milestones required for each project's success (including action owner, estimated cost, target date, potential funding stream)*
- ☐ *Any projects or actions required to secure funding*

## SECTION 5: REVIEW

It is not the purpose of this guide to explain project management. However, we recommend the Steering Group puts in place a continuous review process to measure project outcomes against the plan objectives. It is vital to monitor the projects carefully to ensure the right decisions are made at the right time and roadblocks can be removed.

Because this is a Digital Plan, it's important to recognise that technology is constantly changing - new technologies emerge and current technologies become outdated. This evolution of technology means the needs of the community and businesses may also change. Your projects and key actions should be regularly evaluated to ensure they are still relevant and will provide maximum benefit to the community. The continuous review process should also identify whether any new technology or tools have arisen that may impact the project or its success. The Steering Group may have to modify existing projects and shape new initiatives to include a new technology or adapt as an existing technology or digital service is superseded.

As these are community projects it's important that project progress is available to the community in a way that is easy to access and easy to follow. There are many ways you can communicate project progress, including articles in the media, or an online dashboard. A great way to communicate progress is visually, using a traffic light system. This involves assigning colours to each of the project tasks, for example; grey - not started, orange - scoping, yellow - underway, green - complete). Once a project is complete it is also important to communicate successes.

### Review Summary

You should have identified the following:

- ☐ *The actions required to ensure that continuous review of your projects occur*
- ☐ *Determined how you will communicate project progress, changes and success to your stakeholders*

## DIGITAL PLAN TEMPLATE

It is not the purpose of this guide to dictate which documents you should/should not have when developing your Digital Plan and managing the associated projects.

One document you may find useful for communicating the purpose and the projects of the Digital Plan is an overview document which presents the key elements of the plan on a page (or two).

We have provided this as a template (DIGITAL PLAN TEMPLATE) and the final part of this guide provides information on completing this template.

### About the Template

The template has text contained in square brackets e.g. [Your name/area]. Clicking anywhere within the square bracket will highlight the text you need to overwrite, such as the name of your local authority.

[Your name/area] Digital Plan

### Vision & Objectives

As discussed in SECTION 4: ANALYSIS, the vision and objectives are important to communicate how the Digital Plan will help the local communities and businesses. Enter your agreed Digital Plan's vision and key objectives into the Digital Plan template

#### Timbuctoo's Digital Plan

Our vision is for a community that understands, embraces and utilises technology to share information, grow our businesses and improve our social interactions.

##### Objectives

Our main objectives are to:

- Grow the skills of our businesses so they can take advantage of the benefits that digital technology and online services offer
- Provide everyone with the opportunity to have free access to the Internet
- Provide everyone who wants to, with the skills to safely access and use the Internet and online services

## Projects & Key Actions

In SECTION 5: REVIEW you identified the key actions required for the Steering Group to monitor, review and continuously improve the Digital Plan projects. Enter those projects, key actions, and budget/date estimates into the template (*see example below*).

	Est. Date	Budget
<b>PROJECT LEADERSHIP</b>		
<b>Monitor, Review &amp; Continuously Improvement Programme</b>		<b>\$10,500</b>
Steering Team: Establish a Digital Steering Group to oversee the development and implementation of the Digital Enablement Plan.	Mar 2015	NIL (Volunteers)
Communications: Establish a regular project update process to inform the community on progress against the projects and digital event	May 2015	\$2,500
Continuous Improvement: Review the Digital Enablement Plan and adjust the projects to reflect changes in community needs and technology.	Mar 2016	\$4,000
Crowd fund with local businesses the establishment of a Digital Centre located in the Council offices	Dec 2015	\$4,000
<b>Collaborative Engagement for the delivery of fast broadband</b>		<b>-</b>
Establish a council-led project team to work with the fibre company and local Internet Service Providers to expedite fast-broadband roll out across the region.	Aug 2015	Internal resource
Town planners and Fibre Company to meet quarterly to align Council work programmes and fibre roll out programmes and achieve faster upgrade and implementation of fast broadband	Continuous	Internal resource

In SECTION 4: ANALYSIS you identified 2-3 feasible projects for business growth and the associated actions/milestones required for each projects' success. Enter those projects, key actions, and budget/date estimates into the template. This will provide a summary of each project and it's components for your stakeholders (*see example below*).

	Est. Date	Budget
<b>BUSINESS GROWTH</b>		
<b>Increase Digital Maturity of Local Businesses</b>	<b>Jul 15</b>	<b>\$7,000</b>
Industry specific events and workshops promoted to local businesses	Mar 15	500
Industry focused Digital Journey Events (target 3 events) and workshops organised for specific sectors.	May 15	\$1,500
Digital Enablement Training programme delivered to grow digital use across district	Jun 15	\$3,000
Digital Mentoring programme established to provide follow up sessions organised & conducted for those who need more help	Jul 15	\$2,000
Monthly support meetings for sharing knowledge, lessons learned, established	Jul 15	Nil
<b>Digital Literacy Programme</b>	<b>[MMM YY]</b>	<b>\$11,000</b>
Digital Day planned to showcase digital technology and provide an update on how businesses can go online	Jun 2015	\$8,000
Establish a regular column on digital technology to inform the businesses on digital success stories and what technology can be used to help a businesses.	Monthly	\$3,000

In SECTION 4: ANALYSIS you identified 2-3 feasible projects for community enablement and the associated actions/milestones required for each projects' success. Enter those projects, key actions,

and budget/date estimates into the template. This will provide a summary of each project and it's components for your stakeholders (*see example below*).

	Est. Date	Budget
<b>COMMUNITY ENABLEMENT</b>		
<b>Increase Access to the Internet</b>	<b>Nov 2015</b>	<b>\$2,300</b>
Provide a free hotspot at the tourism office	Aug 2015	\$1,500
Conduct feasibility review for wider expansion of access to free Internet from public locations	Oct 2015	\$800
Identify next area for free Internet and obtain funding	Nov 2015	Nil
<b>Encourage youth to learn technology skills</b>	<b>Jun 2015</b>	<b>\$6,000</b>
Establish 'Code Club' at least two of the local schools	Jun 2015	\$2,500
Train 2 teachers to provide the service	Jun 2015	\$2,500
Engage with local ICT businesses to work with school leavers on digital careers	May 2015	\$1,000
<b>Grow Digital Skills in Elderly</b>	<b>May 2016</b>	<b>\$9,000</b>
Complete digital assessments to id digital skills and opportunities	Jan 2016	\$2,500
Work with local school to demonstrate, provide guidance and set up feasibility project to provide advice to community	Mar 2016	\$6,000
Set up programme for advice to members of community	May 2016	\$500

Your Digital Plan is complete. It is envisaged that it will fit on 1 to 2 pages, is easy to understand and will be used to communicate the Digital Plan to your communities, businesses and central Government.

#### ABOUT THE DIGITAL OFFICE

*The Digital Office is a not-for-profit organisation that provides independent advice and guidance to help businesses, organisations and communities understand and maximise their use of the Internet.*

*The case studies mentioned in this document were undertaken by the Digital Office.*