

Western Bay Sub-region  
'Digital Enablement Plan'

**Readiness Project: Step 1 & 2**  
**June 2016**



Commissioned by  
Digital Enablement Steering Committee,  
Western Bay District Council &  
Tauranga City Council

“Everyone gets smarter  
because of technology...  
and the empowerment of people  
is the secret to technological progress.”

***Eric Schmidt,***  
**Executive Chairman,**  
**Google, USA**

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## Executive Summary

The Digital Enablement Steering Committee commissioned this research to provide data and context to enable informed decision making regarding implementation of digital enablement projects drafted for the Digital Enablement Plan 2015.

The intention of this research is to provide the members of the committee with a shared picture – and an opportunity to form opinions and convictions on;

- what the opportunities are,
- what others are doing,
- where gaps exist, and the importance of bridging them;

which will be useful in the collaborative process of the Readiness Project Step 3 in order to achieve the visionary intention of the DEP.

It is not the purpose of this report or the findings of the research to present a conclusion or decide a direction. It is the role of the Digital Enablement Steering Committee to come to conclusions TOGETHER about the next step and future course of action – to decide which projects will be best to achieve the vision for the Western Bay Sub-region: A place where everyone has the opportunity to access, participate and benefit from digital technologies. This will happen in step 3 of the Readiness Project.

However, at this point the researchers will offer an opinion on Digital Enablement, informed by this research and their own experiences in this area which is where the Venture Centre team has volunteered and applied their personal time and resource since April 2014.

It is Venture Centre's opinion that the steering committee focus on projects which target youth and SMEs – that we get started now, using digital services and products to facilitate and measure them, and an experimental, research-based approach to their rollout while providing commitment to a period longer than one year.

There is much at risk: Youth are not being served by educational institutions who are not moving fast enough, or reaching far enough in their efforts to include digital into all facets of learning for young people.

SMEs – the core of our economy, the largest employer and representing the most ratepayers – are constrained by time, skills, resources and lack of knowledge in a competitive business environment that is moving at exponential speed.

Without action in these segments we set course on a downward trajectory, falling behind, especially when compared with community wide efforts elsewhere.

The use of technology to join digital enablement activities together across the sub-region, promote, measure and track them is necessary in order to truly provide, and reap benefits from any projects for all involved. And, using an experimental approach and collecting empirical data about what works and doesn't work over an extended period, is in line with the process of digital enablement itself.

Digital enablement is like a pyramid: each level rests on what came before. Any weakness in the development of digital maturity jeopardizes all that follows, so it is important to record the gains made and lessons learnt in order to continue to benefit people in future years. Evaluation that is systematic, objective, rigorous and system wide is the best way for us to know if programs are having the desired effect.

For all these reasons, it is important that we not wait before intervening. Rather, we need to span the youth and SME segments and consider working with schools, libraries and other community partners to reach children across the age/grade continuum, from primary through high school, while engaging our small businesses, and the organisations that provide them with support (and are already engaging with them in other areas), in a focused and concerted effort to increase their capability, enable them and measure the results of interventions digitally.

Furthermore, we need to recognize that digital enablement is multidimensional. It is not just about technology – it is about strategy and new ways of thinking, learning, developing and applying knowledge and skills.

It requires us all to upgrade our strategic mindset – along with our IT infrastructure and skills. It is necessary to use technology to do more than optimize processes, reduce risks, and better run business-as-usual. Digital transformation requires a holistic view of community, and business, across customers, competition and collaboration, data, innovation, and value. It is a “joining-up” of previously siloed initiatives, activities, organisations, business and community.

The following report provides specific assessments which outline opportunities to help the sub-region begin (or expand existing) digital enablement projects in the sub-region.

Assessments of initiatives reveals:

Nationally

- youth and smes are identified as priority
- strong opportunities to form collaborations and leverage technology to share, promote and deliver digital enablement
- necessity to think beyond one year to achieve desired results across all three maturity levels
- community initiatives despite rich and varied are happening in silos and are thus limited
- existing initiatives can be bolstered by a joined-up approach
- there is an opportunity to adopt an experiential approach and measure of impact

Internationally

- strong opportunities to leverage public-private partnerships
- coordination of joined-up wide ranging initiatives can be enabled by technology across ages and stages
- making public data open and available fosters the digital enablement of communities seeking to solve problems that affect them
- necessity to think beyond strictly economic KPIs and include community engagements and impact measurement
- digital skills acquisition is not enablement, enablement is about culture, support and environment

Locally (Current state assessment)

- some enablers are present to support digital capability building
- resources to support these enablers are not
- there is interest from SMEs to grow their digital capability but limitations are time, money and not knowing what they don't know
- initiatives are siloed and impact is not measured
- there is no empirical data
- there is an opportunity for a joined-up approach

Summaries are distillations of information contained in the preceding section and should not be taken away from the context the section provides.

Appendix 1, the results of surveying SME's in the region.

Appendix 2, provides links to the digital plans reviewed in national and international research.

Appendix 3, shows the major themes covered by plans discovered through national and international research.

It is Venture Centre's hope this document feeds the desire of all members of the Digital Enablement Steering Committee to take action towards achieving the vision and digitally enable – empower – the people in our sub-region. That the group will bring all their ideas, along with their priorities, timelines and preferences, to the table in Step 3.

The research has revealed there are pockets of activity and people to work with, models to emulate, and timing appears to be favourable to galvanise collective action.

Western Bay of Plenty and Tauranga City Councils have an exciting opportunity. Together we can find solutions – i.e., DEP projects – that work, are meaningful, are a fit for resources and requirements and are stepping stones to the vision.

We look forward to working with you on step 3 of the Readiness Project in days to come.

# Readiness Project: Phase 1 Research

## Background

A Western Bay Sub-Regional Digital Enablement Plan was submitted by the Western Bay of Plenty District Council (WBDC) and Tauranga City Council (TCC) in September 2015 to support the bid for a portion of the Central Government funding which is to be allocated to improve internet coverage around the country.

The aim of Digital Enablement Plan is to take action to support the sub region reach its full potential in using digital technologies to improve;

- Business productivity
- People's lives (communities at large)

The Western Bay Sub-Regional Digital Enablement Plan was not created in isolation and was supported by other plans and initiatives including:

- broadband and digital technology is recognised as an **important enabler** of economic growth and improvements in productivity (Ref: Toi Moana BOP Growth Study 2015)
- sub-region economic strategy encourages **innovation and entrepreneurship** including the use of digital technologies (Ref: Smart Economy Strategy - under revision)
- library services and e-Government initiatives.

The Digital Enablement Plan included a selection of suggested projects to develop the sub-region to be a place:

**‘where everyone has the opportunity to access,  
participate and benefit from digital technologies’**

Ref:

<https://www.tauranga.govt.nz/documents-reports/joint-strategies-plans-reports/tauranga-western-bay-digital-enablement-plan.aspx>

WBDC and TCC have stated proposed projects should “enable people and companies to make effective use of the internet, software and associated technologies and business models, and to take opportunities that they would not otherwise have taken due to **information, capacity or collaboration barriers**.”

## Why a Digital Enablement Plan Readiness Project?

This readiness project was commissioned subsequent to the Western Bay of Plenty District Council and Tauranga City Council submission.

It aims to provide the best possible baseline of data and help identify which of the suggested projects could or should be implemented, improved upon or replaced, in which order, to achieve the greatest level of impact and the most desired outcomes.

Conducting an in-depth review of the scope of projects and further developing the briefs for these projects is not within the scope of this work.

## Scope & Approach

### Step 1: National and International Research

Research what other cities / districts are doing in New Zealand and internationally in this area to determine what we can learn and / or borrow from those who have gone before us in terms of:

- **Key initiatives** (what have others done where and when) National and international projects; look for opportunities to accelerate achievement of desired outcomes by joining appropriate associations and leveraging existing works or creating collaborative agreements.
- **Coalitions / collaborations** (who is working with whom) people/organisations from whom it would be useful to acquire data, information or services in person; and/or commence building a relationship with the intention to collaborate and take action together.
- **Standards** (how will we know what is working) what do we measure to ensure and increase impact (what has been done to what effect, and how effectiveness/performance is measured) what are the KPIs and Benchmarks used nationally and internationally

This research was based on sources of information freely available online regarding national and international projects and interviews, subjects included:

- Marianne Archibald - ex. Whanganui Digital Leaders Forum
- Steve Adams - About us
- Jason Beck - Startup Dunedin
- Derryn Williamson - Northland Inc
- Enoch Elwell – Co-starters

### Step 2: Current State Assessment

Perform a current state assessment of digital enablement resources and activities within the Western Bay of Plenty sub region to establish a baseline from which to measure the performance of the Digital Enablement Plan and its projects, connect with local providers and/or commence building relationships.

This research was based on sources of information freely available online and data acquired in person through interviews, surveys and workshops. Recent research and documentation conducted and compiled by Western Bay of Plenty District Councils and obtained from Marion Dowd - Bay of Plenty District Council was also included.

Interview subjects included:

- Stan Gregec - Tauranga Chamber of Commerce
- Michelle Simms - Tauranga City Council Libraries
- Barbara Whitton - Western Bay of Plenty Regional Council Libraries

Information was also requested from:

- Karen Summerhays - Smart Growth
- Annie Hill - Priority One
- Stephanie O'Sullivan - Ngāi Ranganui Iwi
- Aretta Gray - Ngāi Pukenga

Finally, we also conducted a light survey of local businesses in collaboration with Tauranga Chamber of Commerce 'How Digital is your Business?'

<https://docs.google.com/forms/d/1AqH6HkwKz1Fht9RBuaQP8S5aOpPktqcgfPdHDLVEYJo/edit?usp=sharing>

**Step 3: Review Draft Digital Enablement Plan Projects**

Conduct a review of the draft Digital Enablement Plan involving existing Digital Enablement Plan Steering Group members to establish scope, revision and/or prioritisation of existing Digital Enablement Plan projects for later ratification by the Digital Enablement Steering Committee highlighting likely programmes to be prepped for commencement.

## Introduction

This document is a result of Step 1 and 2 of the Readiness Project. It outlines research and provides suggestions of how this knowledge may be used to influence and/or change the nature of the existing suggested Digital Enablement Plan (DEP) Projects.

It is worth noting something which should be obvious – the digitally enabled world moves fast! In conducting this research over a period of seven weeks significant changes occurred, e.g.; computers in homes launched in Tauranga, the site broadbandcompare.co.nz launched, and the Minister of Education announced that teaching round digital technologies will be fully implemented in the New Zealand curriculum by 2018. All of these advancements are directly related to projects covered in the DEP.

## Key

Throughout this report the descriptions and comment on national and international initiatives have been highlighted with the following icons to draw attention to the local projects, emphasis, collaboration and partnership opportunities:



Initiatives relevant to the focus on people's lives in our communities and businesses



Initiatives relevant to the focus on business productivity in our communities and businesses



Key takeaways



Collaborative opportunities

## Definitions

These words are used frequently throughout this report, they are used with the following definitions in mind:

**Digital:** Involving or relating to the use of computer and/or electronic technology that generates, stores, processes and provides access to data.

**Capability:** The ability (skills) to do something / the talent and expertise to perform a function.

**Enablement:** Give (someone) the authority or means (resource) to do (implement) something.

**Small business:** For the purpose of this research only 'Small Business' is defined according to the Tauranga Chamber of Commerce definition – a venture employing no more than 10 people.

**Innovation:** Something original and/or more effective and as a consequence, 'new' that breaks into (is adopted/used by) a market or society. It is related to, but not the same as, invention.

**Commercialisation:** an innovation which has 'broken into' a market or society that has a financial revenue model which delivers the means for it (the innovation) to be sustainable, and potentially scalable.

**Entrepreneurship:** An individual's (or group of individuals') capacity and willingness to develop, organize, and manage a venture along with any of its risks in order to make a profit (or in the field of Social Entrepreneurship, an impact).

## **Step 1: National and International research**

### **1.1 Data Summary**

Nationally we have looked at:

- 11 Digital Enablement Plans
- 6 Digital Strategies
- 2 Economic Development Strategies
- 5 Gigatown Competition Plans

Internationally we have looked at:

- Chattanooga US - GigTown
- Adelaide Australia - Digital Strategy Progress of Action Dashboard
- Chicago US - City of Learning
- Estonia - eGovernment world leader
- Chile- Startup Nation
- European Union - Digital Cities Index

## 1.2 National Research Overview

### 1.2.1 Digital Enablement Plans

The Digital Enablement Plans were all created in a short time-frame between June and the September 2015 deadline imposed to respond to the RFP issued by MBIE.

Digital Enablement Plans (DEPs) from the following regions that responded to the MBIE RFP were considered: Northland, Coromandel, Waikato, Waitomo, Rotorua, Hamilton, Taupo, Ruapehu, Hastings, Gisborne and Southland.

### 1.2.2 Digital Strategies

The development of Digital Enablement Plans were undertaken in a very short time frame and therefore the review of these plans has revealed that detail is sketchy and there is no evidence to suggest that the regions undertook any review of what was already happening in their region.

In addition, there are no KPIs, benchmarks or standards detailed in any of the plans.

Therefore the researchers have looked at more detailed plans which pre-date DEPs in the form of a range of 'Digital strategies', all of which have linkages to the economic development strategy of the region in question.

Cities or regions which have chosen to design Digital Strategies and make them available online are:

Auckland - Digital Enablement Strategy - 2012

Wellington - Digital Strategy - 2011

Christchurch - Technology Sector Strategy - 2015

Dunedin - Digital Strategy - 2010

Otago - Digital Strategy - 2013

Southland - digital strategy that included a Digital Enablement Plan - 2015

### 1.2.3 Economic Development Agency Strategies

Having reviewed the Digital strategies and considering the linkages between the Digital strategies and Economic Development we looked at the plans of the two largest Economic Development Agencies in New Zealand:

Auckland Tourism, Events and Economic Development [ATEED] - *Annual Report [for the year ended 30 June 2015]* [http://www.aucklandnz.com/downloads/ATEED\\_Annual\\_Report\\_2015\\_WEB.pdf](http://www.aucklandnz.com/downloads/ATEED_Annual_Report_2015_WEB.pdf)

Grow Wellington - *Statement of Intent 2014/2015*

[http://www.growwellington.co.nz/document/6-21/SOI\\_2014.15\\_FINAL.pdf](http://www.growwellington.co.nz/document/6-21/SOI_2014.15_FINAL.pdf)

In addition we reviewed the National Digital Strategy which forms part of the Business Growth Agenda created by the Economic Development Ministry of Stephen Joyce.

<http://www.mbie.govt.nz/info-services/science-innovation/digital-economy/infographic-accessible-version>

### 1.2.4 Gigatown competition

The Digital Enablement Plans and Digital Strategies are council and/or economic development agency led, therefore to answer the brief in respect to collaborations and public/private partnerships we have also looked at the Gigatown competition which commenced in October 2013 and finished in October 2014.

Fifty towns from around New Zealand participated. The five finalists were: Gisborne, Nelson, Timaru, Wanaka and Dunedin. The winner: Dunedin.

## 1.3 International Research Overview

The amount of international activity in the area of digital enablement is immense. It is recognised globally as a key enabler of improved economic growth, prosperity and wellbeing. International research outlined in this report and previous projects indicate that big thinking, inspiring, joined-up 'community + business + government' action achieves results.

The researchers choose these international projects to focus on due to their visibility and recognition as highly successful projects. The key initiatives from each have been included in the overview of access, capability and enablement projects which have informed the recommendations already given.

There follows a brief summary of each international project interrogated for this research.

### **1.3.1 Chattanooga: The First GigTown**

In 2010 Chattanooga, Tennessee became the first Gigabit city, that is to have gigabit per second fiber Internet accessible to the entire city grid. In 2015, due to the attraction of an extensive entrepreneur community Chattanooga became America's first mid-sized city to establish an Innovation District – a catalytic mix of startup companies, incubators, accelerators.

Ref:

[http://www.nytimes.com/2014/02/04/technology/fast-internet-service-speeds-business-development-in-chattanooga.html?\\_r=1](http://www.nytimes.com/2014/02/04/technology/fast-internet-service-speeds-business-development-in-chattanooga.html?_r=1)



The power company which instigated the Gigabit city initiative for Chattanooga took a “let's just do it” approach – give everyone super-fast, super cheap, super available internet and see what happens. Their concerted effort including a sizeable publicity campaign and focus around a common goal – to be the most digitally enabled mid-sized city in the US – manifested in an increase in business activity attracting innovators and entrepreneurs to the city.



Through conversation with entrepreneurs at the centre of the Gigabit city initiative it has been made clear they have since realised the necessity for a 'plan beyond the plan' to maximise the benefits of the experiment instigated by the power company. Collaborations and ongoing support measures are necessary to maintain momentum. Also, when questioned regarding KPIs, it was stressed that measurement should not just be just economic, community engagement and impact measurement is also essential for ongoing balanced decision making regarding programmes and projects.



Also of note, the necessity to be joined up with other cities in order to scale initiatives, and the one fail: the citywide WiFi network sits largely unused usurped by 4g wireless technology.

### **1.3.2 Chicago: City of Learning**

Chicago was the first City of Learning with the vision of turning Chicago into a city-wide 'campus', redesigning learning for the connected age 'for all youth to have an opportunity to succeed'

Ref: <https://chicagocityoflearning.org/about>

The City of Learning is based on the principles of Connected Learning - leveraging the utility of digital connectivity and 'joined-up-community' collaboration to make learning more powerful and relevant, and acknowledging that learning does not only take place within classroom walls.

100 organisations together serve 100,000 youth. Together they deliver free or affordable learning experiences through their communities, businesses and organisations. They are made available from an online dashboard and the skills gained through participating are made visible through gaining digital badges. The participant collects the various badges gained and they can be displayed with the information of how they have been gained as evidence of competence in a particular field.

With thanks to local funding, business support (financial, resources, willingness to involve youth in development) and logistics support, this ecosystem of learning combines in-school, out-of-school, employer based and online learning experiences into a seamless network, that is open and inviting to youth.



Connecting youth to existing opportunities and real life experiences engages the wider community and businesses and makes youth part of the development and design of the project, the city and the future. Co-ordination of joined-up, wide range initiatives of this nature require their own enabling platform to recognise and involve everyone in area to contribute to the learning and development of someone else – a network of learning.

### **1.3.3 Adelaide: Connect Adelaide**

Adelaide provides an example of what happens when local government takes a leadership role in a digital strategy. It has committed to an action plan and progress toward their goal is made highly visible and accessible via a public dashboard.

Ref: <http://www.adelaidecitycouncil.com/digital-strategy/progress-actions/>  
[http://www.adelaidecitycouncil.com/assets/acc/Digital%20Strategy/Digital\\_Strategy\\_Action\\_Plan\\_2014-15.pdf](http://www.adelaidecitycouncil.com/assets/acc/Digital%20Strategy/Digital_Strategy_Action_Plan_2014-15.pdf)

A selection of the initiatives the Council's support has enabled through public-private partnerships;

- facilitated peer to peer training and support across communities
- building communities of interest around new and emerging technologies
- locating a digital hub in the new city library
- creating a media hub to enable film production, music composition and mixing
- expanding facilities and provision of maker sessions to include business programs, programming for kids, robotics, usage of 3D printing pens and other new technologies.
- launching an iPad Buddy Program to deliver home based learning opportunities, particularly for socially isolated, vision and mobility impaired older residents, to access the internet and improve digital literacy.



Adelaide has achieved all of this while simultaneously undertaking work on their Council's own digital platform and making Council-held public data that does not have confidentiality requirements available to its community. Making this data available in digital machine readable and standard open format has also enabled the development of applications by third parties to deliver services in new ways by pursuing co-creation / partnering opportunities with digital entrepreneurs.

### **1.3.4 Estonia**

While not a city, Estonia is a small country – 1.5m and was highlighted through the research as an example of citizens working together with government and business to punch above their collective weight when it comes to advancement in tech.

Ref: <http://www.wired.co.uk/article/estonia-e-resident>,  
<http://insights.wired.com/profiles/blogs/tiny-estonia-hailed-best-e-gov-by-un#axzz4EvXX6U58>

Hailed 'the best e-Government by the United Nations in 2013' Estonia today is a fully wired country with a host of online services including e-health, e-education, and e-voting, as well as a profound commitment to government openness. They lead by example, making it possible for all Government expenditure to be followed on the internet in real time.

Birthplace of Skype, Estonia produces more tech start-ups per capita than any other European country, thinking global from day one due to tiny local markets. High tech industries account for 15% of GDP.

The country implemented a nationwide scheme to teach school kids to code from age 7, not to churn out developers but rather develop their people to have a smart relationship to technology, computers and the web. "Programming as a means to make 'stuff' happen".



A joined-up country wide approach where efforts are co-ordinated across ages and stages, through government, businesses and communities and made visible across all of its citizens enables involvement of the whole population in working towards prosperity and wellbeing.

### **1.3.5 European Union Digital City Index**

The European Digital City Index [EDCi] <https://digitalcityindex.eu/> looks at a wide set of environmental factors relating to digital enablement, including innovation, entrepreneurship, cultural & social aspects. It describes how well different cities across Europe support entrepreneurs who are key to enablement of businesses and communities using digital technology.

The index is meant to serve as a guide to the strengths and weaknesses of local ecosystems, by benchmarking a number of criteria in each hub. The focus of EDCi is on factors which help create startups rather than the number of startups.

The Index consists of 38 indicators grouped into ten 'themes':

- 1) Access to Capital
- 2) Entrepreneurial Culture
- 3) Mentoring & Managerial Assistance
- 4) Skills
- 5) Business Environment
- 6) Digital Infrastructure
- 7) Knowledge Spillovers
- 8) Market
- 9) Lifestyle
- 10) Non-digital Infrastructure

The themes were chosen by asking entrepreneurs from across Europe what matters to them and then reference to academic literature and consultation with experts



The EDCi project confirms that digital enablement is about culture, support and environment – not just digital skills acquisition and access to the internet. Establishing themes or joining programmes such as the EDCi (but relevant to our southern hemisphere cities) can be useful to help put in the place means of capturing valuable data across about overall health of a region's digital access, capability and enablement. Being actively involved in 'Index' projects e.g.; <https://startupgenome.co/> (Venture Centre has joined as a local curator) also provides useful measurement and tracking technology.

## 1.4 Key Initiatives + Coalitions / collaborations

- (what have others done where and when) National and international projects; look for opportunities to accelerate achievement of desired outcomes by joining appropriate associations and leveraging existing works or creating collaborative agreements.
- (who is working with whom) people/organisations from whom it would be useful to acquire data, information or services in person; and/or commence building a relationship with the intention to collaborate and take action together.

It is important to note the digital maturity stages used for the Western Bay Sub-region Digital Enablement Plan, 'Access, Capability and Enablement' are not used in the same way in any other Digital Enablement Plan, Digital Strategy, Economic Development Agency Strategy, by the Gigatown competition or international research sources.

The DEPs specifically do not appear to have any cohesive framework designed to ensure each region's businesses and communities are catered for. Other than Otago Digital Strategy (2013-2016) it has not been possible to find recognition of segments or stages of digital maturity. Links between suggested actions, and possible outcomes are not outlined. In addition plans to utilise digital tools to manage and facilitate rollout of digital enablement plans, benchmarks and KPIs have not been found.

For the purposes of this readiness project the research has been collated by grouping projects into themes and organising them into the most relevant of the 'Access, Capability and Enablement' maturity stages agreed by the Western Bay Sub-region Digital Enablement steering committee and defined in the process of preparing the submission to central government.

## 1.5 'Access' Key Initiatives + Coalitions / collaborations

***“Provide access to affordable digital technologies without constraint of time or place” – Western Bay of Plenty Sub-Regional Digital Enablement Plan***

Initiatives in research sources which can be categorised under 'Access' include:

- Increasing UFB availability
- Increasing Rural Broadband availability
- Increasing Mobile 4G availability
- Increasing Free Public Wifi availability
- Creating hot spots (Schools)
- Creating hot spots (Community assets)
- Creating hot spots (Libraries)
- Ensuring Reasonable Speed
- Ensuring Reasonable Cost
- Providing access to hardware (PC/Tablets), e.g.; Computers in home
- Providing Access maps
- Community Initiatives, e.g.; Hills Holes and Poles
- Information Hubs

All but four of these initiatives are internet technology infrastructure projects which it is assumed will be completed with funding from central government in MBIE's UFB2, RBI or mobile hot spots programmes.

While getting people physical access to the internet is necessary in order for them to become digitally enabled, they are not 'digital enablement' initiatives per se, i.e.; they are not providing access to services, tools or communities available on the internet or driving behaviour change which enables people to use digital services, and therefore creating more urgent demand for physical internet technology infrastructure investment.

The exceptions are: Providing Access to Hardware, Access Maps, Community Initiatives and Information hubs.

### **1.5.1 Providing Access to Hardware (PC/Tablets)**

The Computers in home project (<http://computersinhomes.nz/>) is one example of a joined-up business and community initiative to deliver access to low cost computers to low income families, schools and local organisations. It takes retired hardware from businesses, uses local people to recondition and recommission them (in itself a digital enablement – learning – activity).



Recommissioning hardware, minimises or diverts computer waste from landfills reducing impact on environment and long-term health.



There is a local chapter of The Computers in home project in Tauranga (launched June 2016) and there is potential to partner with BOPRC Waste minimisation initiatives to increase its scope.

### **1.5.2 Access Maps**

Access Maps (e.g.; the Broadband Map, <https://broadbandmap.nz/>) are visualisations made available online for the public showing internet services available in their location. They detail which providers (there are 90 nationally) are able to deliver connection services and ongoing internet access.



Access maps reduce time and effort (cost) required to identify best possible service to meet an individual or business's needs.



Potential exists to leverage relationships with Ultra Fast Fibre and Crown Fibre to provide support for a project of this nature or leverage the newly launched broadband map which in turn would provide them with a new means to support their internet retail service providers.

### **1.5.3 Community Initiatives**

Hills Holes and Poles (<http://www.hillsholesandpoles.nz/home/>) is an example of a community project by Digital Development Associates with the support of InternetNZ to help resolve the problem of rural broadband being frustratingly out of reach or unaffordable for many, despite successive Government policies including the Rural Broadband Initiative.

The project is a collection of inspirational stories of number-eight wire ingenuity to connect rural communities; e.g.; Groups of farmers have trenched their own fields to lay fibre; power lines companies which have strung it along their poles; digital pioneers who have bolted on wireless equipment to allow communities to connect at speed with the outside world. Each initiative stands in its own right, but the collection provides a useful resource for 'early adopters' willing to galvanise community energy to solve their access problem themselves.



With the delay on central government funding to improve broadband coverage a repository of hard-earned information for rural New Zealanders who want better broadband is useful to improve access.

As well as providing a place where communities and businesses can go to ask, "How do we do that?", it also connects people with each other and a shared need to acquire access. An initiative of this nature could also provide an easy way for internet retail service providers to work with communities and businesses to find solutions together where demand is greatest.



There is the potential to leverage the Hills, Holes and Poles project and form a collaborative agreement with Digital Development Associates and InternetNZ.

### **1.5.4 Information hubs**

Information hubs like <http://www.builtonwellington.com> are well curated, shared, open information repositories. Drawing from a central repository the data/information made available through multiple channels simultaneously, e.g.; through dedicated websites, and local government, council, council controlled organisations and EDA websites. Any of the parties who host the shared content (via a common 'widget') on their site can also contribute and make a standardised view of it available to the public.



Curated and up-to-date information in a single repository ensures that service to communities and businesses are prioritised over an individual agency or organisation's own motivations and delivers communities and businesses with reduction in time and effort (cost) to find the service they need.

Another example which is yet to be leveraged, Southland District Libraries are offering more than 6000 free tech and ICT tutorials for library users. For those Southlanders keen to brush up on all things techy, all you need is a library card – once you have that, you can learn to your heart's content from wherever you like.



Physical places where the public can use hardware to access the internet (e.g.; Libraries/Community Centres), and online places where the community frequently access information already (e.g.; Council, Chamber websites, social media pages) could be connected with technology which allows them all to draw on the same unified and updated information about capability building and enablement projects, programmes and services available in a subregion.

Potential exists to leverage technology already identified by Venture Centre, and to work with Communications Departments of councils, chambers, agencies etc to host the technology on current websites, to contribute and provide access to the central repository.

### **1.5.5 Public-Private partnerships**

Gigatown and Chattanooga's city wide project are examples where public and private organisations have come together to solve access challenges. They are both examples where the access, capability and enablement issues have been joined-up, with the stakeholders supplying the internet connectivity have supported (and long-term) benefited from providing low-cost or more advanced/faster/reliable connections and supported acquisition of skills (capability) and implementation of digital tools/services/thinking (enablement).



Organisations such as Huawei have digital enablement as a priority in their strategic communications and the knowledge, resources to provide support at a hardware, software, strategic and funding level. Local power providers such as Powerco and Trustpower have already engaged with some digital capability building projects.

## **1.6 'Access' projects assessment**

### **1.6.1 Use models already in use for "Free Public Wifi"**

When government funding is secured, extending wifi availability by using schools, community centres and libraries in rural areas as hotspots is a recognised first step, and can follow a good template – the use of a Welcome Bay Community Centre as public hotspot

(<https://drive.google.com/drive/folders/0B-cKrKq3GsOFNzRBemgxbF9FQ1E>)

*Important note:* International research has highlighted that investment in wifi may be wasted. There is evidence showing that several years after a super fast wifi net has been put in place, it is not used as a means of accessing the internet. 4G when and where available has become the most used method of connecting.

**1.6.2 Rethink scope of project named: “Digital Literacy and Technology Access at Libraries”**

This project could become more like an ‘information hub’ to answer challenges that librarians are facing with limited and stretched resources to provide awareness and training programs to develop community capability.

An information hub approach would also provide businesses and communities with clear visibility of what is available locally to answer their capability and enablement needs. It could also provide a place for citizens to share their digital enablement stories facilitating community connection.

*Important note:* An added advantage of creating a central information repository (and sharing it across multiple online channels) is that the data about which services, projects etc are being accessed most regularly, which are succeeding, which are not, is easier to collect, and therefore a data driven approach to decision making about where to apply DEP resources could be taken in the future.

## 1.7 ‘Capability’ Key Initiatives + Coalitions / collaborations

***“Grow the skills and knowledge of people and organisations in our community to take advantage of the benefits that digital technology offers” – Western Bay of Plenty Sub-Regional Digital Enablement Plan***

Initiatives in research sources which can be categorised under ‘Capability’ include:

- Public sector initiatives, e.g.; NZTE Better by digital, Digital Journey
- Encouragement of community initiatives, eg: codeclub, Hi tech youth Network
- Internship programmes, e.g.; Summer of Tech
- IT Graduate Schools - central govt initiative
- Creating a baseline of current initiatives
- Private sector initiatives, e.g.; codeavengers, DevAcademy
- Projects to educate Teachers/Educators or get Teachers/Educators involved in teaching digital skills/tools, e.g.; Mindlab
- Digital Presence for businesses (SME websites)
- Workshops, Digital Intro/Assessment
- Raise awareness, e.g.; dedicated website, community meetings etc

Many initiatives similar to those in research sources are already underway in the Western Bay Subregion; Public sector initiatives, e.g.; NZTE Better by digital, Digital Journey; Community initiatives, e.g.; codeclub, Hi Tech Youth Network; Internship programmes, e.g.; Summer of Tech; and, IT Graduate Schools. ‘Creating a baseline’ has to some extent already been initiated as part of this readiness project.

Private sector initiatives, e.g.; Codeavengers, DevAcademy are also already underway through the actions of Venture Centre (Codeavengers and Dev Academy have been introduced to the Western Bay through Venture Centre’s Codebrite project). Projects to educate Teachers/Educators or get Teachers/Educators involved in teaching digital skills/tools have commenced with Mindlab itself this month beginning a pilot with a school in Katikati.

Examples of initiatives that support capability building and digital learning opportunities that could be incorporated into the DEP include:

### **1.7.1 Digital Presence for businesses (SME websites) & Workshops, Digital Intro/Assessment**

Alongside workshops designed to help businesses use digital technology to improve their productivity, providing SMEs with a means to create the most basic digital presence by way of a simple website is often cited as a first step in increasing businesses digital capability.

There are many offerings for businesses to create a website at low or no cost. MYOB and Westpac have teamed up to promote [www.getonline.co.nz](http://www.getonline.co.nz), their offering is free for the first twelve months and not limited to their customers. Get On Line allows small business users to easily manage a website and a business email address, so that their customer can find them, buy their products and/or pay for services online.

Other offerings such as; <https://about.me/>; <http://www.wix.com/>; <https://www.imxprs.com/start>; <https://www.yola.com/> also have free plans which power millions of websites globally. There are also sites which provide guides to finding the best ‘free’ website builder to meet specific needs <http://www.websitebuilderexpert.com/website-builders-comparison-chart/>.

Another example of capability building – local businesses are going to be able to tap into live, online training in ICT and tech for their staff, thanks to NZ training provider Auldhouse (<http://www.auldhouse.co.nz/>). Auldhouse Anywhere will allow learners to tap into courses from the comfort of their own homes and offices, increasing access to ICT training.



It would provide Western Bay Sub-region with a significant promotional opportunity if it was able to say “all businesses in the region have a basic website” and with the array of free offerings available the cost involved in making this happen to businesses and to Councils would be limited to the cost of engagement with businesses who currently don’t have a website and support in the form of group workshops to help them set one up and learn website maintenance basics in an afternoon.



Partner with MYOB, Westpac or other ‘free’ website providers for software / hosting; students to assist in setting up; and local media and Chambers of commerce to promote the initiative. Partner and promote Auldhouse training.

Collaborating with NZTE, combining public sector initiatives such as NZTE Better by digital, and Digital Journey with the simple “Digital Presence” projects would provide businesses with a pathway for capability building from simple website, to more tailored online presence.

### **1.7.2 Encourage community Initiatives**

The importance of programming (coding) has become a subject of increasing international awareness, moving from the narrow domain of the “geek” to the broader world, including school aged children. However, although a basic literacy required for the digital age, coding is not compulsory in New Zealand schools.

Code Club Aotearoa (<http://www.codeclub.nz/>) is an example of an organisation which partners with primary schools and uses the knowledge of a nationwide volunteer network to help children learn to code. The charity started as a single club in Aranui, Christchurch, and in 12 months has grown to more than 215 clubs operating nationally from Whangarei to Bluff supported by sponsorship. Part of a global network, its end goal offer every child the opportunity to learn to code and assist in the training of primary school teachers in the area of computer science and programming.



By recognising and leveraging ‘parent-power’ and their desire to see their children prepared for the future, Community Initiatives targeted a youth such as Codeclub and Venture Centre’s Codebrite programmes raise the level of general awareness and engagement in digital enablement. In addition it is the experience of Venture Centre that parents often stay (or want to stay) and learn beside their children increasing their digital capability too.



By supporting work already being done in this initiative type, and by supporting creation of partnerships with local ICT businesses, organisations such as IITP (Institute for IT Professionals), NZSA (New Zealand Software Association), NZTech (New Zealand Technology Industry Association), and local venues which can provide use of hardware with access to the internet (PTEs, Tertiary institutions, Libraries) these projects, some of which have already been kicked off in Tauranga, can be supported to grow and extend beyond the primary school children segment, and the Tauranga city locations to the wider Western Bay.

## 1.8 ‘Capability’ projects assessment

### **1.8.1 Combine project named: “SME Digital Literacy” and “Digital Literacy and Technology Access at Libraries project”**

By connecting projects in this way the SMEs, along with NFPs and the community as a whole could benefit from combination of :

- providing workshops (for instance, at libraries, co-working spaces etc) to get those not online yet up and running with a free site;
- collaboration with local providers and public initiatives to deliver a pathway of capability building; and,
- partnering with local ICT businesses to create an ‘information hub’ of services and more advanced workshops delivering time and effort savings for businesses (to find the ‘digital enablement’ service they are looking for.)

Combining elements in this way would ensure they are joined-up and connect communities while raising awareness significantly, increasing capability and providing the larger number of participants that make the initiative more attractive to potential co-funders (sponsors).

## 1.9 'Enablement' Key Initiatives + Coalitions / collaborations

***“Support and inspire people and organisations to use digital technologies to continually improve productivity and community wellbeing” – Western Bay of Plenty Sub-Regional Digital Enablement Plan***

Initiatives in the various research sources which can be categorised under Enablement include:

- Digitising Councils, e.g.; online services, providing opendata
- Securing access to capital
- Innovation Frameworks
- Business Growth e.g.; events, workshops, programmes, networking
- Youth Support e.g.; events, workshops, programmes, networking & leveraging youth to support others
- Coworking Space utilisation as venues
- Entrepreneurship Programmes (Start, Scale, Export)
- Tech/Community Workshop Events - e.g.; GovHack, Hackathon
- Innovators Attraction - e.g.; specific talent for specific projects or businesses
- Mentoring & Managerial Assistance
- Storytelling, curated content
- Open data
- Digital skills defined in talent attraction

Digitising Councils featured strongly throughout the national research, e.g.; online services, opendata. Initiatives of this nature are already being undertaken by Tauranga City Council, and if not already underway at WBDC, TCC efforts and resources could potentially be leveraged by WBDC.

'Securing access to capital', and 'Innovation framework' are similar to projects already being addressed by Enterprise Angels, WNT Ventures and Priority 1. Through partnership with Waikato University a concept for a Tauranga Innovation Lab project has been created including a list of projects collected from those businesses and organisations who had an interest in an earlier pitch for an R&D centre for the region. An Innovation Lab Steering group is being formed and many of the projects which have been collected for the concept and listed under education/capability building are similar to projects found through national research into innovation frameworks.

Examples of initiatives that support enablement that could be incorporated into the DEP include:

### **1.9.1 Business growth**

In order to realise the growth benefits provided by digital enablement and assist businesses to gain competitive advantage from their digital investment, support is needed at the various stages of their journey.

Co-starters (<http://costarters.co/>) is an example of a SME startup programme to help communities grow local business through a nine-week program applying the lean business modeling methods popular among high-growth startups to businesses of all kinds. It combines the knowledge of small businesses with the proven startup methodologies of the high-growth community. The programme is in use worldwide, is data driven and networked in a supportive community locally. Impact is already evident in the New Zealand communities where it is being piloted as part of a digital strategy.



Tried and tested programme with an existing community of practice provides comprehensive startup support without the necessity for all the businesses to be 'global from day one', which is an unrealistic goal for many potential small business owners.



The Co-starters founders have already engaged with Venture Centre. The opportunity also exists for Venture Centre to become the central point of contact for all Co-starters projects in New Zealand.

### **1.9.2 Youth Support**

The vision of Chicago City of Learning to join together all the learning experiences available to young people in the city, outside formal education, and online is a powerful model to emulate. To recap, 100 organisations have come together to make their experiences available and permanently recognise the achievements made by youth through their activities which include Office Skills, Coding, Graphic Design, Digital music (the list is extensive).



Training, workshops, after school clubs, holiday programmes and projects are centralised in one place for young people and parents to access easily. Educators in schools, skilled professionals, community space managers come together to support, and coach and mentors with validated experience engage to provide learning experiences including internships.



Local schools, businesses, community institutions (libraries, galleries) and public services could come together as partner organisations in a common goal of becoming a city of learning.

### **1.9.3 Open data**

Figure.nz is the best national example of getting people to use data about New Zealand. It realises that everyone can be a user pulling data from public, private and academic sets, and makes it easy for people to use in simple graphical forms for free.

GovHack is an example of a hackathon encouraging civic participation by tech people and the wider community in using open data. Organised in nine New Zealand locations in 2016, growing from only two in 2014, participants create 'things' to solve challenges in local communities using Open Data. The competition allows for teams to mix skills from various skillsets and experiment alongside public service leaders and employees.



Events of this nature create a supportive environment for the public sector to collaborate with the private sector – programmers, and tech entrepreneurs for great outcomes, and have the potential to increase the speed and customer focus of tech projects which are currently internalised in public sector departments.



These events provide an opportunity for local governments, the ICT industry and individuals from tech community to support the creation of digitally enabled solutions through sponsorship and the release of new Government and Industry data.

## 1.10 'Enablement' project assessment

### **1.10.1 Join-up projects named: "SME Digital Transformation" "SME Digital Literacy" and "Digital Literacy and Technology Access at Libraries project"**

Elements of SME Digital Transformation and of SME Digital Literacy could be combined with an Information hub project.

A combined programme that provides a pathway to outcomes for SMEs – allowing for multiple 'entry points' to cater for various stages of digital maturity. It would provide benefits to businesses and communities in the region, leverage the 'network effect' and deliver peer-to-peer learning opportunities while serving an awareness raising purpose too.

Business Growth e.g.; events, workshops, programmes, networking, Entrepreneurship Programmes (Start, Scale, Export), Mentoring & Managerial Assistance and Storytelling, curated content, could all be part of the combined SME Digital Transformation/SME Digital literacy/Information Hub project.

### **1.10.2 Add data collection and curation using digital tools to project: "Key Sector Innovation"**

Work is underway in this area, led by Priority 1 and Waikato University with Shane Stuart convening the Tauranga Innovation Lab project. Adding a digital layer to the lab across all of the pilot concepts drawn together for the lab (to collect and measure key metrics, capture data, information and stories using digital technologies) would reap multiple benefits for the region including;

- enabling data driven decision making regarding future investment viability
- uncovering opportunities for cross sector and supply chain collaboration
- increasing visibility and deployment of local digital service providers
- providing detailed and valuable content to be used for ongoing inbound promotion and marketing

### **1.10.3 Rescope project named: "Opendata"**

The 'Mashup' competition, run this year by Venture Centre, which focuses on the youth segment has attempted to address using opendata and has been supported by Bay of Plenty Regional Council for five years prior to Venture Centre's involvement.

Young people, mixed with business, public sector and tech people have been offered the opportunity to make use of opendata. Interestingly only a very limited amount of opendata from BOPRC has been made available, in a raw format, for this competition.

The opportunity to partner with BOPRC and provide opendata from across BOPRC, TCC and WBDC and run 'adult' versions of the Mashup event – as 'hackathons' or smaller workshops could provide benefits to Council's internal opendata project;

- ensuring data which is of greatest interest to established organisations or startups is prioritised
- ensuring data is released in a format that is most useful to those organisations or startups
- creating the opportunity for public-private partnerships to provide services relieving reliance on internal council IT departments.

## 1.11 Standards

- (how will we know what's working) what do we measure to ensure and increase impact – what has been done to what effect, and how effectiveness/performance is measured, what are the KPIs and Benchmarks used nationally and internationally.

In the national DEP and Digital Strategies there is a lack of reference to strategic or project level benchmarks and KPIs available freely online. The only measurement relating to **impact** KPIs evident nationally are in economic development plans. Through international research it is evident that enablement projects are digital from the start and measure a wide range of inputs to a digital ecosystem, with entrepreneurship and innovation being key factors to measure.

### 1.11.1 National examples

- Grow Wellington ([http://www.growwellington.co.nz/document/6-21/SOI\\_2014.15\\_FINAL.pdf](http://www.growwellington.co.nz/document/6-21/SOI_2014.15_FINAL.pdf))

**Measure:** More Capable businesses

**Measured by:** # of firms in industry sectors, or value of Wellington firms in industry indexes

**Measure:** High Levels of innovation

**Measured by:** percentage of people employed in knowledge intensive industries, number of startups and percentage spend by businesses.

- ATEED Auckland (Auckland - Ateed  
[http://www.aucklandnz.com/downloads/ATEED\\_Annual\\_Report\\_2015\\_WEB.pdf](http://www.aucklandnz.com/downloads/ATEED_Annual_Report_2015_WEB.pdf) )

**Measure:** Percentage of Auckland businesses innovating

**Measured by:** Auckland business survey of 539 businesses asked broad questions such as – are you introducing new ideas and ways of doing things? In the last 12 months, did your business do any of the following?

**Measure:** Number of businesses taking up tenancy at GridAKL (co-working space)

**Measure:** Total value of R&D grants through Callaghan Innovation R&D grants programme

**Measured by:** total approved between X date and X date

**Measure:** Percentage of stakeholders satisfied with provision of business advice, startup, training and mentoring programmes

**Measured by:** 100 surveys undertaken by NZTE to the question: Overall, how would you rate your satisfaction with your Regional Business Partner?

### 1.11.2 Internationally project level KPI examples

- Adelaide  
<http://www.adelaidecitycouncil.com/assets/Policies-Papers/docs/STRATEGY-digital-strategy-connect-adelaide-2012-16.pdf>

One of Adelaide City Council Digital Strategy projects is the 'Empowered Communities project'. The measure of success for this project is two key indicators which each have a specified target:▯

**Key Indicator:** Community participation in online engagement to develop Council policies, projects and services

**Target:** Increase participation in online consultations by 100% by June 2016

**Key Indicator:**▯ Community participation in Digital Hub, Innovation Lab and other digital programs▯

**Target:** Increase participation in digital programs by 100% by June 2016

Chattanooga has created 'ChattaData', a dashboard so its citizens can see how the City measures performance across all of its projects and initiatives. <https://performance.chattanooga.gov/>

Estonia has created nationwide digital data, information and content repositories. Displays from the repository focus on function and process, eg; a website where all Government expenditure can be followed on the internet in real time.

## 1.12 Standards summary

In order to create standards, KPIs and/or benchmarks metrics matter, however apart from economic development output measurements collated by EDAs, the DEPs and digital strategies appear devoid of meaningful metrics.

In addition, the national and international research reveals it is recognised nationally and internationally that traditional output metrics are failing to adequately capture and provide evaluation data to measure the advancement of businesses and communities, innovation in public and private services, the public sector, specific industries, or new trends in open and community and user-led innovation.

Therefore, to provide a framework for standards, KPIs and/or benchmarks the researchers have referenced *Inspiring Communities*, a backbone organisation which operates across many sectors at multiple levels in New Zealand. It is a reference point for community-led development. The organisation builds on international and local practice-based evidence to grow and share expertise in community led development (CLD).

Inspiring Communities CLD Indicators include the 6 x "P" framework :

1. Participation Indicators: engagement, involvement and ownership of local people and stakeholders in what's happening. (Who).
2. Progress Indicators: track actions taken to achieve local visions and goals. (What happened).
3. Performance Indicators: track effectiveness of processes, infrastructure and frameworks in place to achieve local visions and goals. (How/how well).
4. Possibility Indicators: changes in belief about what's possible locally, new potential arising and a willingness to act. (Can do/do next).
5. Population or People Indicators: changes in wellbeing outcomes for local people. (What's changed).
6. Policy/Systems Change: tracks impacts and changes on bigger picture thinking, funding, policies, approaches that local CLD efforts have contributed to.

A sample of outcome/impact measures for 'a strong and connected community' and potential CLD indicator layers can be seen in Appendix 1 of their discussion paper "Measuring and Evaluating Impact and Change From a Community-led Development Perspective".

<http://inspiringcommunities.org.nz/wp-content/uploads/2015/06/Measuring-Community-Led-Change-Discussion-Paper-2015.pdf>

It is acknowledged that the 6 x "P" indicator categories creates a large matrix of measures to assess and should be used as a guide for choosing what might be most useful to notice, measure and assess within a locally-led framework.

As a first step Inspiring Communities recommends a detailed interrogation of the emphasis and intent of a community led initiative such as a digital enablement plan so no matter what indicators are chosen, they are:

- grounded in the collective vision/definition of what success looks like for each local community as simple, meaningful and useful as possible.
- make sure the effort, attention and action is applied to things that really matter.
- utilised in 'sense making' conversations that enable local communities and stakeholders to unpack and interpret the data generated to inform future plans, investment and action planning.

In order to carry out the detailed interrogation of emphasis and intent (prior to constructing a fit for purpose Indicator framework) the researchers recommend a project by project investment prioritisation process (similar to that used in consulting firm Deloitte's GrowiNGOptions service for social enterprise).

Articulate detailed success criteria (Return on investment) and risk profile for the plan and each project.

1. Financial benefits – are the projects expected to deliver financial returns/payback/increase in economic measures, what quantum, in what period.
2. Non-financial benefits – are the projects expected to deliver useful improvements/social outcomes to targeted communities, businesses, what are they, which target segments are priorities, in what period.
3. Strategic alignment – are the projects required to align with other existing projects, corporate relationships, organisational priorities, how possible/likely is this alignment, timeframes to achieve alignment.
4. Commercial/Market impact – is there competition (including other projects, corporate relationships, organisational priorities), what is the ceiling cost, what level of complexity are coalitions / collaborations prepared and able to operate under (may require extra resource/change of thinking/new process/new leadership models).

## **1.13 Summary – Step 1 National and International Research**

### **1.13.1 Findings and Observations**

The first draft of the Western Bay Sub-region Digital Enablement Plan appears to be one of the more comprehensive plans submitted to MBIE due in part to the use of digital maturity levels (Access Capability and Enablement), and segmenting of Businesses and Communities (addressing the needs of NFPs, Rural SMEs, Rural Families (including youth), LEGs and Elderly).

Following the research a review of the projects in the DEP is suggested in order to ensure that the proposed 'digital enablement' projects are vehicles to create shared economic and social value for communities and businesses.

The plan has the potential to become the catalyst and connection point for social and commercial innovation, entrepreneurship, civic participation and active (in addition to governance level) collaboration on a peer-to-peer and organisation-to-organisation level.

The research also highlights that programmes which have been launched nationally (and some internationally) appear to have been done so without a build-measure-learn approach. It is the missing feature of all the national DEPs and Digital Strategies. It requires a commitment to experimentation, and the requisite data collection and measurement to make it worthwhile. This 'experimental' approach is a key feature of commercial digital innovative and entrepreneurial ventures. It limits the risks and leverages the potential created by any initiative to truly serve the people the project was designed to benefit.

To confirm this lack of experimentation was a phenomena that was widely recognised, the researchers referred to NESTA, the UK's National Endowment for Science, Technology and the Arts and found that they have also identified the issue.

Ref:

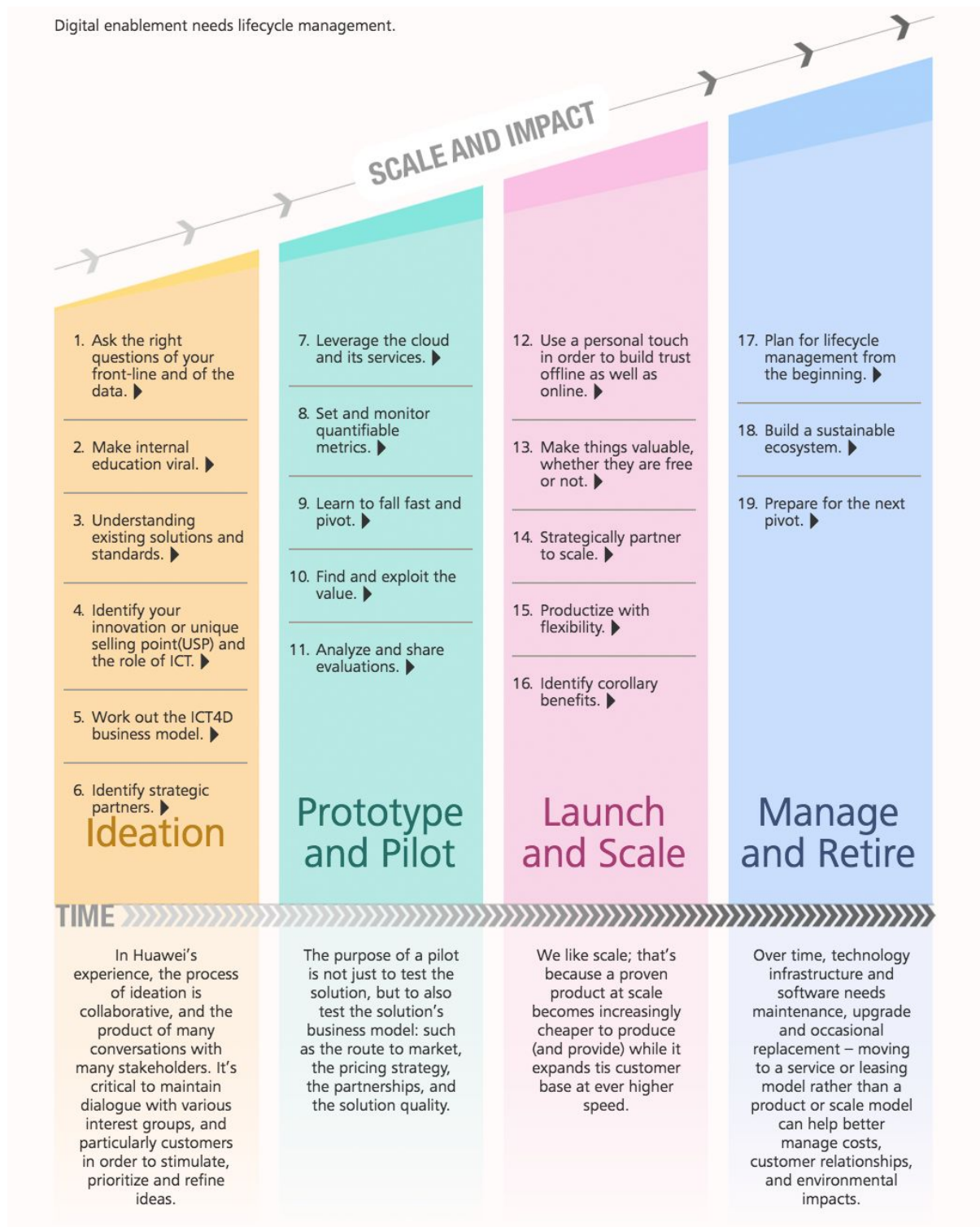
<http://www.nesta.org.uk/blog/bringing-experimentation-and-evidence-innovation-policy-radical-idea-whos-e-time-has-come>

Without this experimental approach and attention to measuring impact outcomes it will be difficult to know what really are the right interventions, initiatives, projects or programmes in the future.

If the outcome of the DEP is to be true to its vision – Western Bay Subregion becomes the place: "Where everyone has the opportunity to access, participate and benefit from digital technologies" the DEP standards, KPIs and benchmarks should reflect this approach and vision.

### **1.13.2 Final Summary**

In conclusion the digital enablement needs a platform and lifecycle management over a period of time beyond one year (see diagram ref: <http://www.huawei.com/minisite/digital-enablement>). Constructing a platform of partnerships between people and organisations led by the community and supported by a technology solution will ensure digital enablement fully benefits the sub-region.



### 1.13.3 Summary of suggestions

- Projects previously proposed should be reassessed and could be combined.
- Conduct a investment prioritisation process and construct fit for purpose CLD measures

- Instigate projects as 'Pilots', using an experimental approach, collecting evidence, measuring and reviewing the projects against a clear set of Community Led Development CLD impact investment priorities/measures.
- Create a digital platform to allow collaboration across projects, collect and curate data, information and stories from which to measure impact, provide access to all the projects themselves, and maximise visibility of the Western Bay Subregion DEP. It should be a high priority in order to:
  - fully develop data set of local digital resources (services, products, providers, projects, events etc.)
  - create a central repository accessible by all agencies, businesses and communities
  - facilitate visibility of repository through existing websites in the regional ecosystem
  - collect, measure and distribute data/stories transparently
  - facilitate peer-to-peer, company-to-company, learner-to-expert interaction through projects

## Step 2: Current state analysis

### 2.1 Context

Significant issues with reliable, affordable and fast internet connectivity have already been researched and documented by Western Bay District council. The region has wifi 'black spots' and the rollout of ultra fast fibre is yet to be extended to the rural areas where, for now, gaining access to UFF is unaffordable for the majority of businesses and communities, and current provision of Broadband (via a phoneline/ADSL/VDSL/3G/4G/Cellular/Satellite Broadband) can be slower and/or unreliable and/or more expensive than the region's people require to be fully 'digitally enabled'.

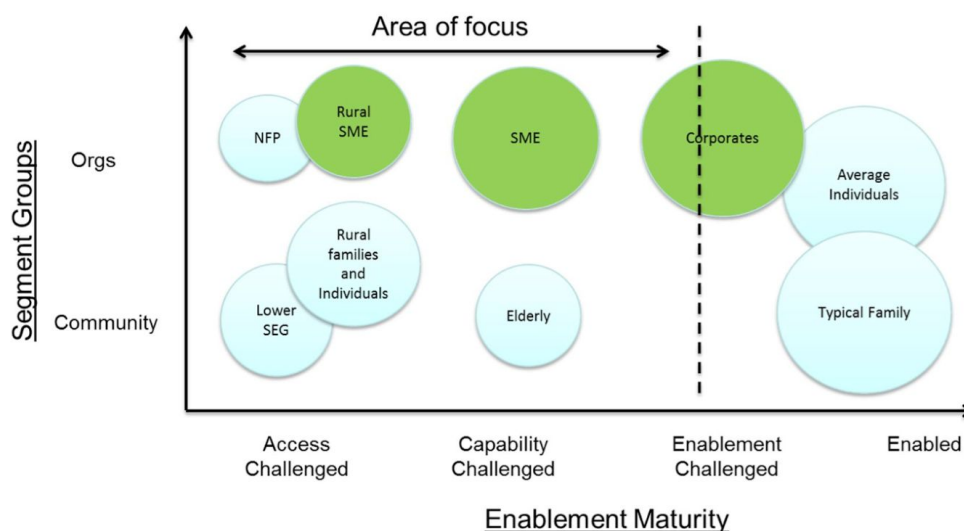
### 2.2 Desired Outcome

The goal of this step in the readiness project is to establish a baseline from which to measure the performance of the Digital Enablement Plan and its projects, connect with local providers and/or commence building relationships.

### 2.3 Methodology

The project methodology developed to perform the current state assessment of digital enablement across the three levels of maturity (access, capability and enablement) in the region included researching and recording elements such as, availability, usage and demand via:

- Interviews with and requests for data from people in key positions to identify factors, providers or enablers that could influence the digital enablement plan over the next 12 months, and into the future
- Reviewing existing background information including surveys, data and membership information.
- Creating and launching a light survey in partnership with Chamber of Commerce
- Consolidating key interview findings and survey data
- Review findings and indicate impact on segments identified in the area of focus of the DEP with the addition of youth as discussed by the DEP steering committee.



## 2.4 Access – current state

### 2.4.1 Connecting to internet

83.5% of population has access to internet in Bay of Plenty

82.1 % in Tauranga city

Ref: <http://www.stats.govt.nz/StatsMaps/Home/Electorate/2013-census-general-electorates.aspx>

Tauranga is “‘NZ first Free wifi city’ with a public wifi internet for Tauranga area, in the CBD extended to the Mount. Provider - EOL (free up to 50MB)

Ultra Fast Fibre has been available across Tauranga since early 2016

30 retail service providers deliver fibre to Tauranga

(Nationally fibre is just 5% of connections 2015)

Ref:

[http://www.stats.govt.nz/browse\\_for\\_stats/industry\\_sectors/information\\_technology\\_and\\_communication/s/ISPSurvey\\_HOTP2015.aspx](http://www.stats.govt.nz/browse_for_stats/industry_sectors/information_technology_and_communication/s/ISPSurvey_HOTP2015.aspx)

Rural Broadband is reported to be too slow and unreliable compared to announced speeds by providers.

70%+ rural customers have access to internet however speed is the number 1 issue.

78% youth say they can access the internet

57% youth can't access what they need for school

Rural users report the need to have confidence in a good service (speed).

There is demand for a basic reliable and reasonably priced service as well as demand for faster service

Ref: DEP Consultation and Engagement Plan Research findings (Sept 2015) supplied by WBDC

**Trustpower:** households are leading the uptake of UFF, seniors need education on the benefits of Fibre and lower socio-economic groups need access to devices.

**Spark:** SMEs are under utilising fibre.

**Full flavour:** Over 100 rural businesses and residential customers have signed up for individual wifi hotspots to access the internet at reasonable speeds.

### 2.4.2 Information to help people to get connected

A map with information regarding type of internet and of services and prices available and comparative tables (services and prices) has just become available <https://www.broadbandcompare.co.nz>

### 2.4.3 Places which support connection & connected devices: Libraries

Libraries throughout the sub region have been providing access to the internet to their communities for a number of years. There follows a summary of data available – detailed data regarding wifi usage, user profiles, high demand times, types of usage etc is not available.

WBOPDC have busy libraries with customers accessing the internet regularly:

Te Puke: 16,000 regular free wifi users per month

Katikati: 10,000 regular free wifi users per month

Both provide free access to some computers. However Te Puke library has seen an increase of customers bringing their own devices decreasing the reliance on library computers. Access to library wifi is available outside the library and effectively provides a 'public wifi' service (the only public wifi available in Te Puke).

While exact data regarding wifi users, profiles, high demand times etc are not available (data is not collected, collated or made available) library staff report anecdotally that seasonal workers (kiwifruit pickers) are heavy users and on a wet day they stay at the library, online for the whole day.

Te Puke library have begun to develop a concept for re-development of an area of the library with more hi-stool benches along the wall to provide dedicated wifi use space, more devices and a staff member to provide support.

Katikati library also serves as a shared service space (eg: iSite is located within the library), free wifi is available and there are computers available for free use, that are also used by service providers and agencies (eg- literacy training) as there is no dedicated services space in Katikati. As a space provider - conscious of not treading on others toes in what they offer

The four Tauranga City Libraries (Tauranga, Greerton, Papamoa and Mount) provide free wifi access. Computer use is free for first 30mins, charges apply for additional time. Exact data regarding wifi users, profiles, high demand times etc are not available (data is not collected, collated or made available).

#### **2.4.3 Places which provide connection & connected devices: Schools**

The Network 4 learning (N4L) Managed Network Rollout Map <https://map.n4l.co.nz/> shows only 2 out of 26 of the sub region schools are not yet contracted to be part of the managed network.

The vast majority of schools will connect to N4L's Managed Network via fibre. Where there is no fibre available in the area (Western Bay), wireless or satellite technologies are used instead.

Connections for state, state-integrated and partnership schools are fully-funded.

***Hua Pai Moata project:*** Four schools in Te Puke (Te Puke Primary School, Fairhaven Primary School, Te Puke Intermediate School and Te Puke High School) and digital product providers are working together to deliver devices and essential software package to learners through small regular payments. <http://hpmtepuke.nz/devices/>

#### **2.4.4 Places which could provide connection & connected devices: Community halls/Marae**

Responses received from hall committee chairpersons of Kaimai Hall, Te Puna community centre, Te Puke memorial hall detail lack of demand/good reason to provide access and cost were the most cited reasons for not having an internet connection.

Te Puke Memorial Hall have looked into providing access, however due to cost restraints have been waiting for main street Te Puke public wifi access. There is a desire to make access available for their clients especially to assist with training, attracting more training and larger events.

Pukehina provide internet access with rural wireless broadband and hope to be included in rural broadband roll out to enable them to provide community training courses and events.

***Welcome bay Community Centre project:*** The centre has access available for its community and is a good example of a collaboration between business and community to provide public wifi. The effort of volunteers, funding from philanthropic and national organisations and goodwill from local businesses has provided the necessary equipment and resource to provide connectivity.

Iwi representatives were not able to provide information regarding Marae connectivity in time for this current state analysis.

#### **2.4.5 Organisations which could support connection & connected devices: Community organisations/Iwi**

Anecdotal data shows community organisations servicing a range of segments – from lower SEG support, to newly arrived immigrants, disabled or at risk citizens, to tangata whenua – face challenges, as do their clients. They include cost, speed and/or lack of access to reliable internet.

They would like their clients to be able to access free wifi in public areas and have free or low cost access to devices. Gaining visibility and understanding of what access points are available in the wider community would be high priority if access points increase so that they can refer people to places where access is available.

### **2.5 Access – current state summary**

People in the Western Bay Sub-region are able to be connected to the internet one way or another. Anecdotal data shows the segments defined in the DEP – NFPs, Lower SEGs, Rural people, Elderly and Youth can access the internet but research shows speed, reliability and affordability – particularly of UFF services, are issues, particularly in rural areas. Limited free access to internet is available in libraries.

Access to free or low cost devices is limited to libraries and schools during term times or through student pricing from national retail chains.

The lack of empirical data available regarding connectivity, access, usage is an issue in and of itself. Collecting 'current use' and 'demand' data in more detail, effectively and efficiently from public places and making data available along with information about current solutions (so that they can be repeated, scaled and serve as inspiration to other groups) would assist the sub-regions citizens to work together to develop solutions. Creative ways of approaching access problems do exist as demonstrated by the **Hua Pai Moata** and **Welcome Bay Community Centre** projects.

## 2.6 Capability – current state

### 2.6.1 Digital product and service providers

Research by Venture Centre undertaken in the course of finding resources for entrepreneurs and their startup concepts has shown the following digital product and service providers are operating in the sub region:

application development	website design (or web design)	ecommerce design / development
smart phone app design	SEO (or Search Engine Optimisation)	digital GIS
crm development and/or implementation	SEM (or Search Engine Marketing)	datawarehouse, data management
erp development and/or implementation	social media setup / social engagement services	mobile device services / support
information systems design	Workflow management system design and/or implementation	Xero/other accounting system implementation / support
digital / online marketing	digital training / learning product design	computer aided design
digital media design / production	data visualisation	computer based training – software specific
motion design	blogging / content creation and/or execution services	computer support / servicing
user experience design	proprietary bookings, human resource, safety, logistics, stock control, job tracking software development / implementation	IT help desk

### 2.6.2 Capability building products and services – SMEs

**Design thinking meetup** (46 members) – Monthly free, volunteer organised meetups for peer-to-peer learning

**Tauranga Business Process Automation Meetup** (30 members) – Proprietary software specific free meetup peer-to-peer learning

**AdviseMe** – Commercial venture providing advisor-business matching workshops

**Tauranga Maori Business Association** – Monthly meetings for Maori business people with a range of expert speakers. Periodical user-pays digital workshops supplied by digital product and service providers who are members.

**Tauranga Library** – Provides basic computer skills classes 30 min session for \$10 at library branches according to availability. Learning Centre runs fun computer based activities for children during the school holidays. <http://library.tauranga.govt.nz/computers-classes/learning-centre.aspx> Te Puke library hosts a group of seniors regularly who meet and share tips and tricks but does not offer any classes.

**Venture Centre** – Provides limited learn-by-doing (LBD) capability building services for youth and entrepreneurs (constrained by target markets' ability to pay, funding/sponsorship available), SMEs,

employees. It also connects SME owners (or aspiring owners) to products and service providers on spec.

Works with local digital product and service providers, business experts, investors to bring information about new business models, growth strategies and methodologies to Entrepreneurs and SME owners (or aspiring owners) through events/seminars.

Targets owners wanting business growth or people wanting to start a business (for profit, or for impact, in the case of social entrepreneurship).

Codebrite <http://codebrite.co.nz/> Sponsor subsidised user-pays holiday programmes for 8-12 year olds covering critical thinking, coding, digital media, digital design. (In planning, music, electronics/hardware)

Mashup <http://mashup.nz/> Sponsor subsidised annual event for 13-18 year olds introducing business startup methodologies, free digital tools and services. Relies on goodwill from local SMEs to provide capability building as coaches to teams of young people.

Startupkits <http://www.venturecentre.co.nz/learn#learnCategory4> Periodical user pay 6 week courses introducing business startup methodologies and introduces digital product and service providers.

Tauranga Startup Weekend Sponsor subsidised 54 hour immersive learning experience where participants form team to develop a sustainable business idea to pitch to a panel of judges using the Lean Canvas

Office Hours Relies on goodwill of expert providers deliver free 45 minute individual coaching.

Connection events Visiting experts, organisations providing virtual services, local peer-to-peer meetups.

Basesation – Technology and Communications co-working space Provides space and collaboration opportunities for Startups, WNT Ventures Technology Incubator, Digital service providers.

Approximately 40 business consultancy services and over 80 digital product and service providers have been identified by Venture Centre in Tauranga and Western Bay, and more than 40 individuals from these organisations have provided coaching, mentoring, advisory services free of charge (FOC) to date.

Venture Centre has also identified many digital capability building resources which can be accessed online for free, for example <https://digitalgarage.withgoogle.com/> . It has done due diligence on and is preliminary stages of acquiring licences/rights to successful national and international capability building programmes for SME's. It is also part of a collaborative proposal applying for funding to deliver capability building services for Social Entrepreneurs.

Proprietary customer development research by Venture Centre has identified the pain-points for Entrepreneurs and SME owners are: time, energy and wasted resource through trial and error implementation and use of digital tools, services, providers. This is due to lack of preparation prior to implementation – new business models, workflows and validated markets.

**Technologywise** – offers fortnightly free 1 hour seminar to introduce benefits of digital concepts (eg: Social media campaigns, use of cloud computing, customer relationship management tools) to its customers

**Institute of IT Professionals** – 46 full members and students members of local branch with a committee offers workshops and events for members and non-members. It is a source of capable talent and digital technology training.

***Institute of Directors*** – Bay of Plenty branch providing governance, strategic and financial training workshops, along with information-transfer and connection events. Periodically has seminars informing directors about digital trends, opportunities, risks and governance.

***Chamber of Commerce*** – Describes its capability building service as a “government assistance gateway”, providing information to individual enquiries for assistance on the following services:

*Business Advisor* – One hour, once only consultation with CoC contracted business consultant (conducts around 150 sessions a year)

*NZ Business Mentors* – Chamber staff provide initial phone consultation and matching with a mentor. Mentors provide service FOC. There are a very limited number of mentors with specialist knowledge in digitally enabled business models and marketing.

*Training* – periodical user-pays workshops supplied by digital product and service providers who are members. A ‘Mini-MBA’ offering in collaboration with Waikato University provides some of the strategic decision making training to implement use digital effectively.

*Awards & events* – A new small business focused group has been formed by chamber which includes some connection events (Precision Business Summit) and Awards programmes (Westpac Small business Awards).

Due to absence of key Chamber of Commerce personnel during the time during which this current state assessment was undertaken it has not been possible to establish whether Chamber keep a list of the skills and services their members have/offer, e.g.; bookkeeping services business offering MYOB or Xero training.

***Priority One*** – It has not been possible to access information on the range, nature of skills and services available locally from businesses involved in what is described by Economic Development Agency Priority One as the ‘ICT Cluster’. This list of contacts is described as containing 600 members from around 280 ICT and related businesses who are “keen to create commercial opportunities and contribute their experience and expertise to the development of an IT rich region.”

According to the Priority One website a number of niche software houses have developed products to support the sub-region’s key sectors of horticulture and transportation, distribution and logistics, and several manufacturers have entered the export market in the last three years.

<http://www.priorityone.co.nz/western-bay-of-plenty-ict-cluster>

About 30 of these ICT cluster ‘members’ self identify on dedicated website <http://taurangatech.co.nz/> and between 8 - 12 individuals from local businesses regularly attend monthly Tauranga web meetup.

Annually a Technology expo with stands for approx. 30 digital businesses provides an opportunity for ICT Cluster members to present their products and services to the Western Bay business community (includes the Cloud expo). Priority one also provides sponsorship for YIA and Ignite (see below).

*‘Cloud Expo’* - provides presentations (and Venture Centre has captured filmed footage) of inspiring content from local non-tech SMEs which have successfully undertaken the transition to a cloud service to digitise business processes or to implement the use of innovative business tools to increase their productivity.

*‘YIA Innovators forum’* – Annual public user-pays event providing motivational talks by innovators

*Summer StartUp Programme ‘Ignite’* – Annual provision of coaching for 10 students from Waikato University and Waiariki/Bay of Plenty Polytechnic to develop new businesses.

Summer StartUp Programme 'Ignite' – Annual provision of coaching for 10 students from Waikato University and Waiariki/Bay of Plenty Polytechnic to develop new businesses.

Tauranga Innovation Lab project a collaborative project instigated by Priority 1. Through partnership with Waikato University includes a concept for a 'virtual' innovation network of projects collected from businesses and organisations. In addition to the projects a digital platform to facilitate and measure the participation, progress and benefits of each of the projects has also been proposed. An Innovation Lab Steering group is being formed.

**Callaghan Innovation** – Innovation meetups facilitated by CI have just commenced in Tauranga. Peer-to-peer learning.

**NZTE** – Capability building services for businesses who qualify to become one of their 'Focus750' eligible export ready business clients. NZTE do not work with youth, startups, SME's or community organisations, however do provide the following limited free services.

As part of 'Better by Digital' NZTE's Digital Kickstarter website provides content designed for self paced learning about digital tools [nzte.govt.nz/digitalmarketing](http://nzte.govt.nz/digitalmarketing)

Also part of 'Better by Digital' NZTE New Zealand residents can access online training at <http://www.digitalbusinessacademyuk.com/> by supplying New Zealand postal code, however are eligible only for the eight, free online courses. Additional rewards such as fast track to start-up loans, free co-working space, mentoring, and ad credits are available to UK residents only. Thanks goes to Tech City UK and Digital Business Academy team for their generosity in extending access to their eight online courses to New Zealanders.

NZTE's 'Better by Design' programme offers workshops to build capability for businesses to design new business models, they are currently available in Auckland, Christchurch and Wellington. <http://www.betterbydesign.org.nz/what-we-do/experience-design-thinking/>

**NZTE Regional Business Partners** – Venture Centre's research to find resources for startups has recorded the Regional Business Partner programme gives access to 48 providers operating capability building (training and coaching services) in the sub-region. Although national providers are also contractable. RBP Services <http://www.regionalbusinesspartners.co.nz/> are for existing SMEs already registered for GST.

While a small proportion (less than 10%) of these RBP services are 'digital specific', anecdotal data says that capability building often includes recommendation to use digital products and services e.g.; payroll, HR, marketing, logistics, inventory and communications technologies to increase productivity, reduce cost. In addition, although RBPs are not necessarily specialists in implementation of software they recommend, they may have expertise in organising (or reorganising human resource) and workflows around digital products.

Access to RBPs is through a single NZTE executive in Tauranga. Both providers and businesses seeking support register online and are assessed in person.

Businesses seeking support can obtain a voucher for 50% off the cost of the training provided. It is important to note vouchers are to be used for training services not implementation/consultancy.

### **2.6.3 Capability building products and services – Youth**

**Codeclub** – Introduced to Western Bay by Venture Centre in 2015 provides afternoon clubs run by volunteers in 7 schools and one library (TCC), Greerton library is currently looking for volunteers to start theirs.

**House of Science and Otumoetai college** – Provision of robotics kits and robotics training at school.

**Kids rewired** – User pays after school programme Mount Maunganui Intermediate.

**Hi Tech Youth network** – multi media training at Merivale Community Centre

**Local Inter Schools multimedia tech challenge** – (in planning) at Tahatai school to include coding.

**Introduction to internet of things** – Parent led, Pahoia school.

**Young Enterprise Scheme** – matches a business mentor to a student group (business studies students) who are supported by teaching staff and online resources to create a business over a year.

#### **2.6.4 Capability building products and services – Elderly/NFP/Community**

**Volunteering Bay of Plenty** – <http://www.volbop.org.nz/> IT helpdesk for its member non-profit organisations

**University of the 3rd Age & Senior Net** – offer workshops and meeting opportunities to learn various computer and mobile device skills

**Retailers, e.g.; Vodafone/Noel Leeming** – Device specific, time constrained learning in store , e.g.; <https://www.noelleeming.co.nz/openlearning> free 30 min one on one and instore or at home learning session for a fee for either PC, tablets and mobile devices.

#### **2.6.5 SME current basic digital capability: survey results**

In order to begin addressing the lack of data about what digital tools and services Western Bay businesses actually use, Venture Centre in collaboration with the Tauranga Chamber of Commerce ran a survey in June 2016. The intention was to take a snapshot of what local SMEs currently use to connect to the internet, what digital presence they have and what form it takes.

##### **177 SMEs from a varied range of areas of businesses, participated in the survey**

83.6% described themselves as tech users, that is using digital tools/services to run their business  
12.4% described themselves as tech providers, that is providing digital tools/services, or support for people to make / use digital tools/services.

Only 4% of respondents said they did not use any digital tools/services to run their business  
When asked how connected to the Internet, 53.1% said Fibre, 39% Broadband (adsl, vdsl or phone line) the rest using either cellular or other.

43.1% said their business location was Tauranga Central 50% worked from their own office and 24.3% from home, and 10.2% from a shared office.

The most frequently used communication tool with employees in the office is email, followed by phone, and employees mostly use mobile devices outside of the office for team communication (49.3%) and scheduling (30.1%)

Payroll is managed with an online or cloud based software or software on their computers.

Most tech users said they had a customer database that was stored online or on a cloud based software.

92.6% have a website, and most outsource the technology maintenance, monthly or quarterly while most would to the content updates in house, weekly or monthly.

Only 32.6% of those with a website have included functionality allowing their customers to buy or pay their products or services online.

Facebook is the most used social media to promote business and it is mostly maintained and updated in house

The administrative functions are managed using online productivity suites (google drive or windows 360)

97.3% use online banking.

Majority of businesses use provider websites or referral to find digital services and products for their business.

#### 22 digital service providers identified themselves as part of the survey.

63.6% described their activity as providing IT services (hardware, software, web design, social media) and help business owners mostly with getting business online for the first time delivering software specifically designed for specific business and provisioning online software.

Customers are found through their websites or referral.

The three challenges they perceived preventing their customers from using some/more digital tools were lack of funds, lack of skills and don't know what is available.

#### **2.6.6 SME current advanced digital capability: summary of research**

Venture Centre data (number of attendees at events/seminars) shows that most SME interest is generated when content revolves around tactical digital skills and next steps – advancing digital maturity. Research also referenced Econsultancy and IBM report covering Australia and New Zealand medium companies regarding more advanced digital tools, services which concluded similarly to local SME survey – lack of funds, lack of skills and don't know capabilities of more advanced tools and services are barriers to digital advancement.

## **2.7 Capability – current state summary**

People are learning things – one way or another, however activity and resources are disconnected, siloed and not curated to provide pathways for capability building for any particular segment, or to promote the the range of activities available in the sub-region nationally.

Inspirational presentations/seminars are somewhat useful for awareness building (to inform SMEs in particular what they didn't know they didn't know) however they are limited (reach, level of detail in content and value when it comes to actual skill building). Capability building is resource intensive (and therefore constrained).

SMEs manage administrative tasks, people and finance with online tools. They have basic websites, use some social media to promote their business or services, regardless of their sector of activity or geographical location. Beyond the simple steps of getting a basic digital presence however SMEs are challenged with skills / knowledge and understanding the value of using more complex digital tools.

Online learning opportunities are multiplying rapidly but are not taken up readily due to same constraints.

The constraints – lack of time, followed by lack of funds and lack of skills are recognised as the three barriers to using some or more digital tools and services. Additionally digital providers identify SMEs 'don't know what is available' and 'don't know what they don't know' as a barrier to using more digital technology.

Already 'digital native' youth have limited access to digital capability building in the area of business models, business building, innovation methodologies, and access to opportunities to learn-by-doing.

Elderly have membership specific services, and along with NFPs and community in general, some limited services provided by libraries and retailers.

## 2.8 Enablement – current state

**Local Community Funders** – (e.g.; Acorn, Bay Trust, TECT etc) Constrained to funding services provided by NFPs/Charitable organisations and limited understanding at present of benefits of funding digital capability building, or digital capability building infrastructure. Focused on persistent social challenges related to health, housing and wellbeing.

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**National Community Funders** – (Lion, Rotary, Todd, Tindall etc) Constrained to funding services provided by NFPs/Charitable organisations and limited understanding at present of benefits of supporting digital capability building infrastructure. Focused on persistent social challenges.

**Niche, Digital Focused Funders** – (e.g.; InternetNZ) Limited funding directed to maintaining or extending the use and accessibility of the Internet, e.g.; Hills, holes and poles project, and research related to access, policy technologies, Internet use, performance and impacts.

**Zeropoint Ventures** – First SME focused fund in New Zealand. Newly launched. Collaborating with Venture Centre to launch in Bay of Plenty.

**WNT Ventures** – (Public & private investors) Technology focused incubator looking for opportunities to invest in intellectual property created by University R&D, CRIs where unique, global market opportunity exists.

**Enterprise Angels** – (Private investors) Limited risk tolerance. Funding only available where capability and demand are proven. Not currently willing to invest in supporting digital capability building, or digital capability building infrastructure beyond providing limited sponsorship of capability building events, e.g.; Startup Weekend.

**Callaghan Innovation** – (Central govt. agency) Locally, provides public funding to WNT ventures. Nationally provides R&D funding to companies with unique IP where global market opportunity exists. Also funds business accelerators and incubators to support formation of new companies with global potential around unique ideas (Wellington/Auckland, and Christchurch)

**NZTE** – Provides links to capital sources, international markets and funds' experts to provide support for 'Focus 750' eligible export ready businesses.

**NZVIF** – Provides public co-funding to Enterprise Angels prepared investment opportunities.

**MBIE** – MBIE funding is currently directed at programmes which aim to build a high-performing science and innovation system "that will transform New Zealand into a more diverse, technologically advanced, smart nation". It invests the majority of its funds in science and IP led innovation; Endeavour Fund, Strategic Science Investment Fund, National Science Challenges, Catalyst Fund, Research Partnerships, Pre-seed Accelerator Fund, Te Pūnaha Hīringa/Māori Innovation Fund.

The mandate of, and funding available from MBIE new digital team is unclear at this time.

**Corporates** – Investment by New Zealand's large corporates is increasing, generally interested in unique IP, Funds or business building specific to industry niche, e.g.; LIC & Gallagher funding Sprout Incubator programme (AgTech). Provide some 'social good' funding in form of sponsorships to local capability building events, e.g.; Startup Weekend, YIA, Mashup where brand will receive exposure and contribution will be recognised by a target market.

## 2.9 Enablement – current state summary

Existence of enablers to support digital capability building (increasing skills, developing talent) and digital enablement (providing resource to implement something) for SMEs, NFPs, Rural and Youth is missing at present. Funding is directed at select segments of business (science based) or community/social purposes. Digital capability building and enablement is not yet generally recognised in itself to provide the social benefits required by community funders.

### 3.0 Summary – current state analysis

There are pockets of activity going on in our region to support digital access, capability building, and enablement but they are unco-ordinated, siloed and resource constrained. A few passionate people are already providing resource constrained solutions for limited numbers in all three maturity stages.

Carrying out this analysis validated that there is unmet demand for connectivity (affordable, reliable access to the internet) which would be alleviated should central government funding finally be allocated to Western Bay to remedy current constraints and connect businesses and communities who are already striving to become digitally enabled.

People want to connect and are filling libraries where there are services available, wanting to collaborate, find and share information and capability building services. Businesses are interested in upskilling to use digital to grow. Individuals who are serving communities – librarians, community organisers, teachers and social enterprises focused on SME and youth capability building and enablement are looking for support to provide services efficiently and effectively which is currently unavailable.

***Empirical data is rare.***

This current state analysis has also found that alongside a general lack of coordination, digital technologies are not being used to facilitate effectively or in a co-ordinated manner the systematic digital enablement of businesses and community.

An additional consequence of this is there is a lack of empirical data of any kind (economic or impact) about what is working and who accessing services, when, where and how and about the benefit the pockets of activity are bringing to the region.

***Digital capability building infrastructure and enablement funding is necessary.***

***Greatest need is in the SME/ Entrepreneur (not those connected to unique IP or with a unique and potentially global offering who are well served, but the minority) and Youth segments.***

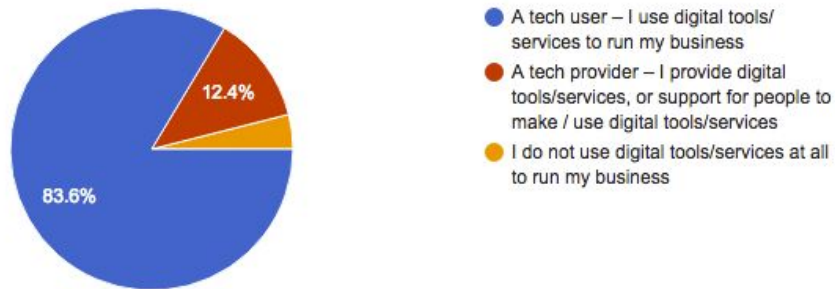
## **Appendix 1:**

# **DEP SME Capability Survey Results**

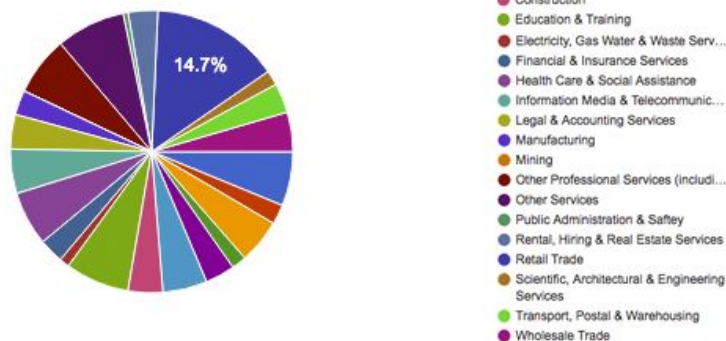
**Fig 1. About your business**

## About your business

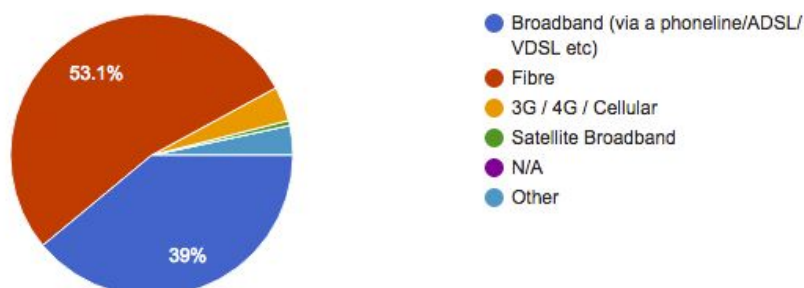
### 1- You are/ your business is (177 responses)



### 2- Your area of business is... (177 responses)

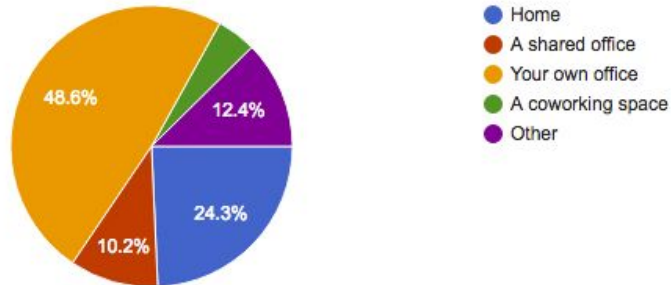


### 3- Your business connects to the internet with... (177 responses)

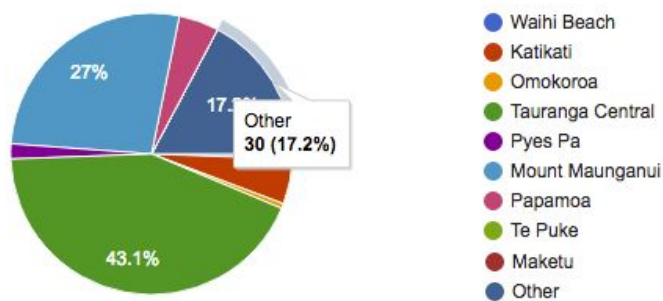


**Fig 2. Where you operate your business**

## 4- You operate your business from... (177 responses)

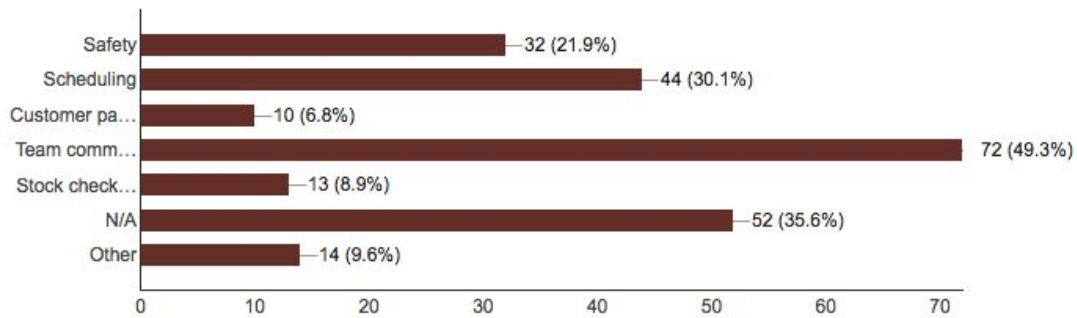


## 5 - Your business location is... (174 responses)

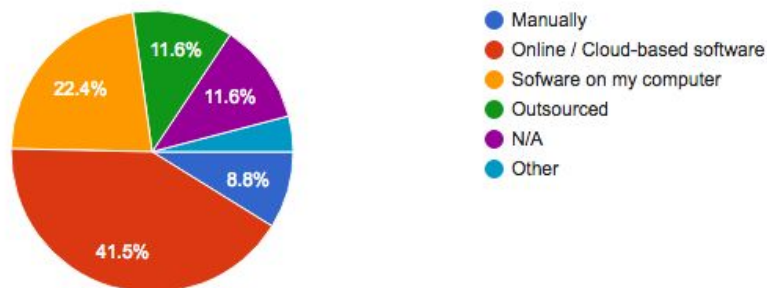


**Fig 3. How you use digital to manage people (1)**

**8- Do your employees use mobile devices outside the office for.** (146 responses)



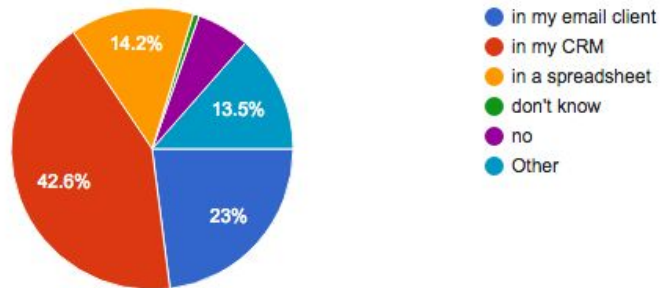
**9- How do you manage your payroll?** (147 responses)



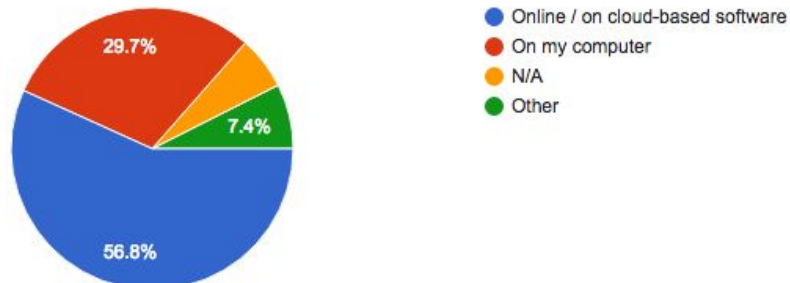
**Fig 3. How you use digital to manage people (2)**

## People

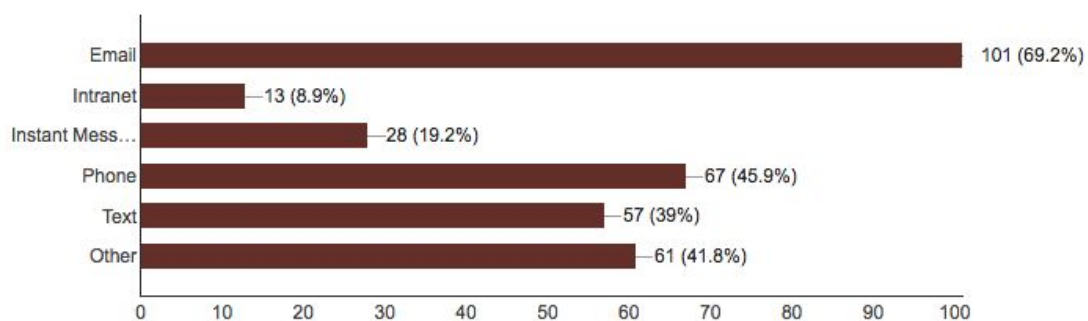
### 5- Do you have a customer database (148 responses)



### 6- Where do you store your customer database? (148 responses)



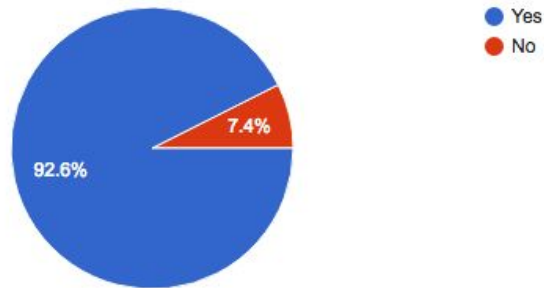
### 7- How do you communicate with your employees in the office? (146 responses)



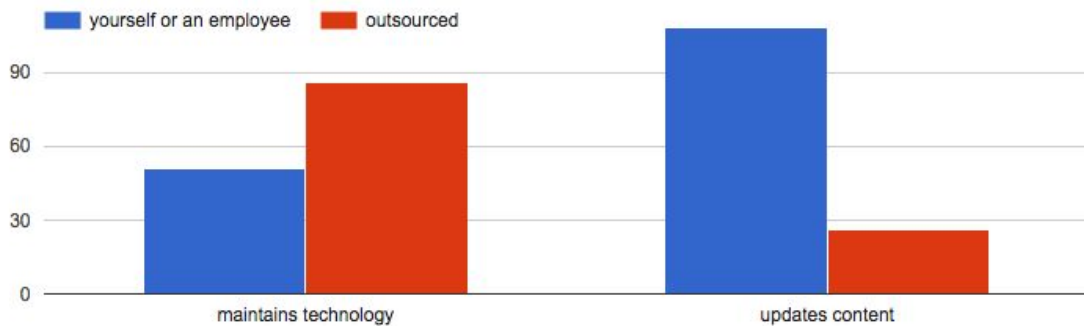
**Fig 4. How you use digital to market (1)**

## Marketing

10- Do you have a website? (148 responses)

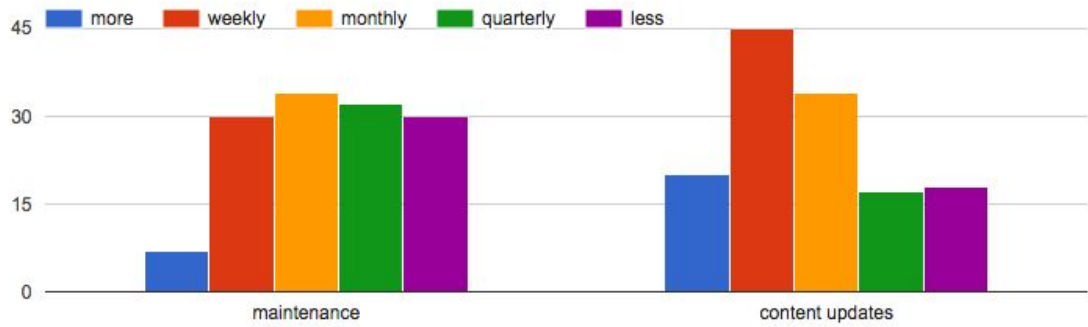


10a- Who maintains and updates your website?



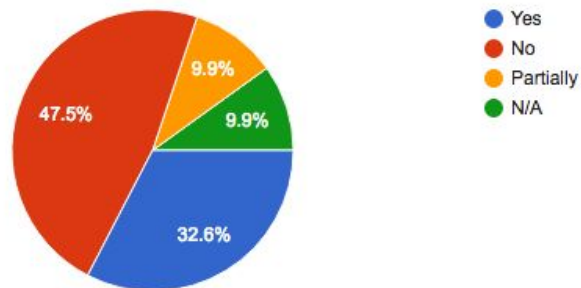
**Fig 4. How you use digital to market (2)**

**10b- How often is your website maintained and updated?**



**10c- Does your website allow your customers to buy and pay for your products and services online?**

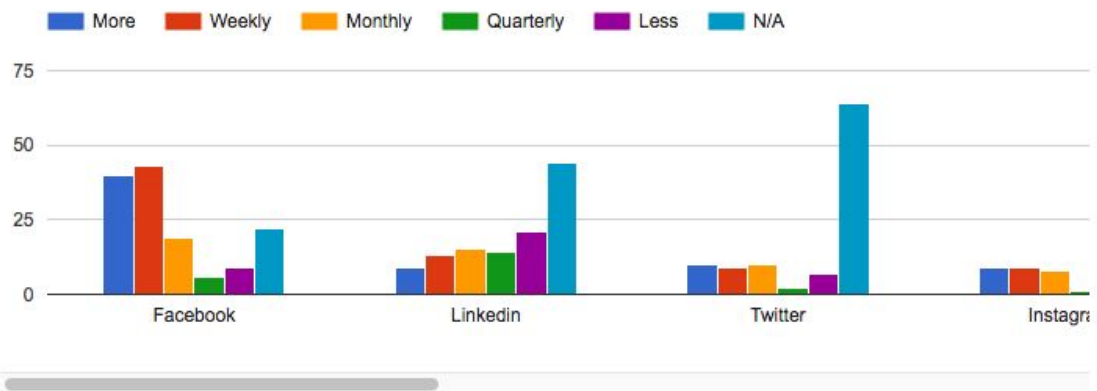
(141 responses)



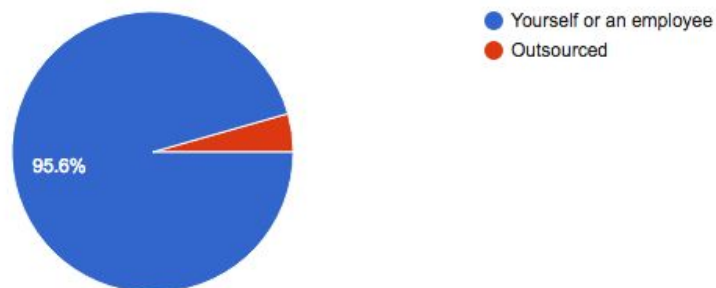
**Fig 5. How you use digital to promote**

## Promotion

**11- Do you use any of these social media to promote your business and how often?**



**12- Who maintains and updates your social media?** (136 responses)

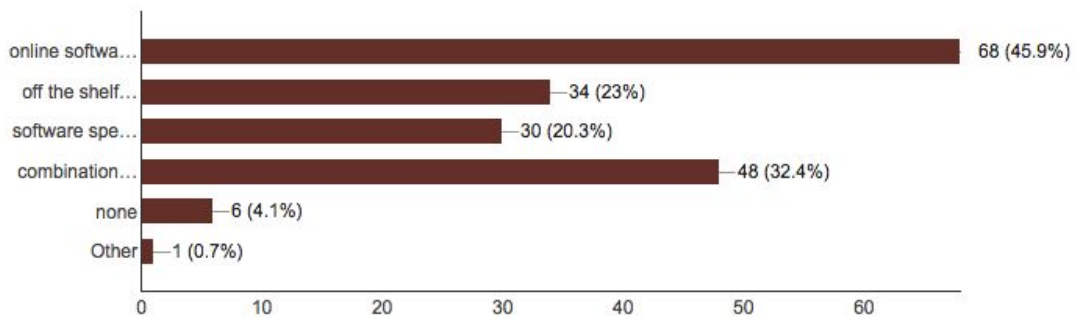


**Fig 6. How you use digital to manage admin&finance (1)**

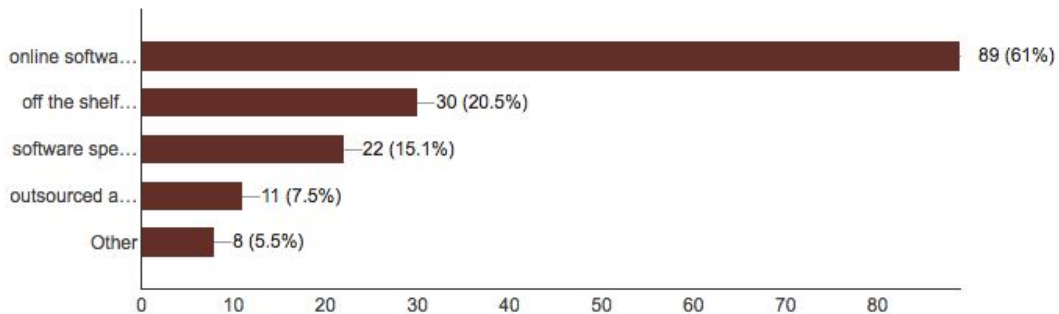
## Administration & Finance

### 13- To manage administration functions in your business do you use:

(148 responses)

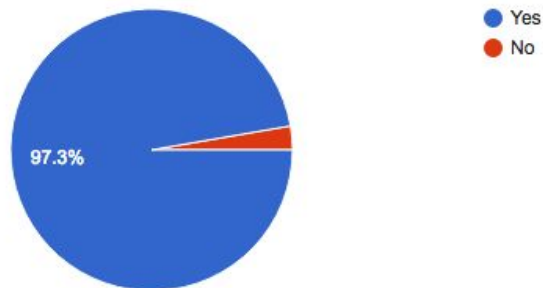


### 14- To manage accounts in your business do you use: (146 responses)



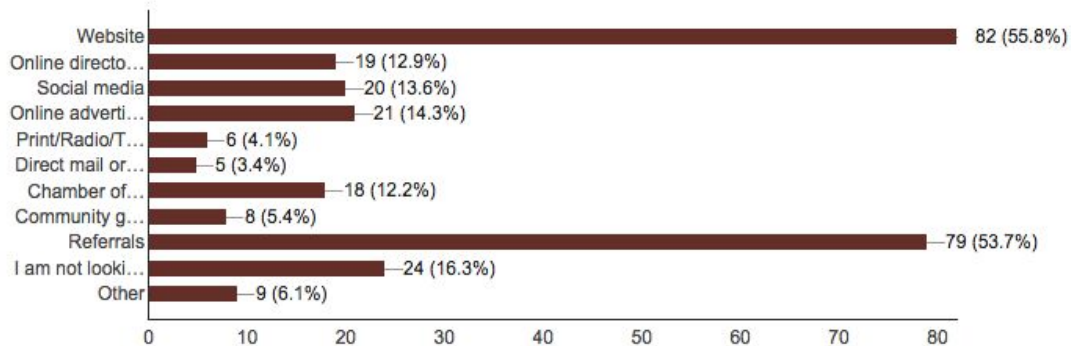
**Fig 6. How you use digital to manage admin&finance (2)**

**15- Do you use online banking for your business?** (147 responses)



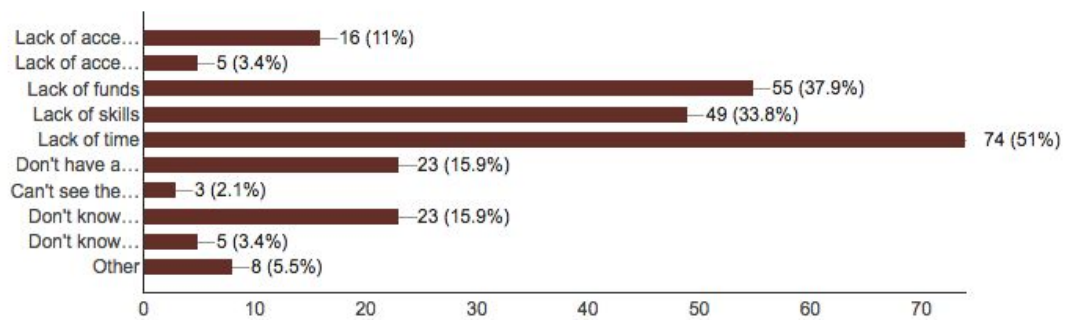
**16- How do you find providers to help you with digital services/products?**

(147 responses)



**Fig 7. Barriers to using digital****Where to next?****17- What challenges get in the way of using some/more digital tools and services?**

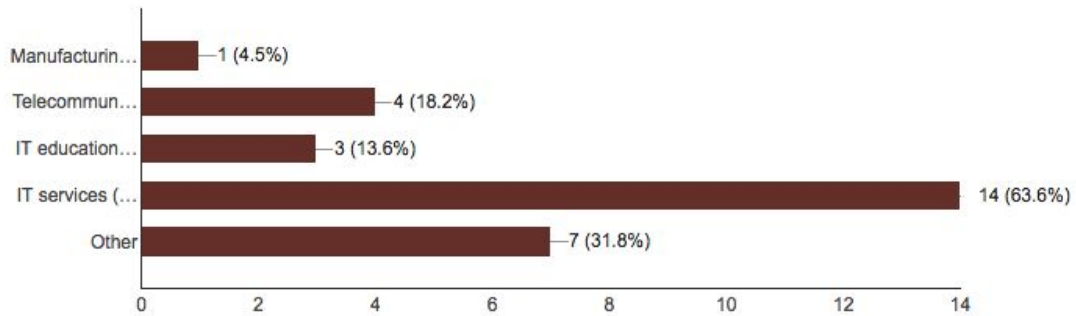
(145 responses)



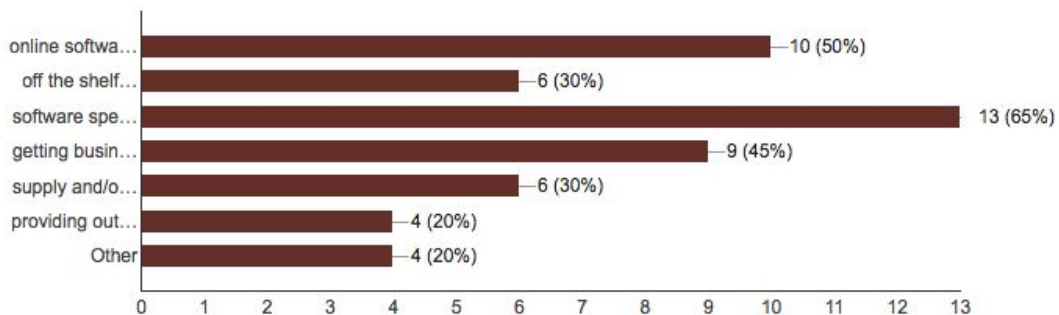
**Fig 8. Digital product & service providers (1)**

## How can you help?

### 5- Is your business providing... (22 responses)

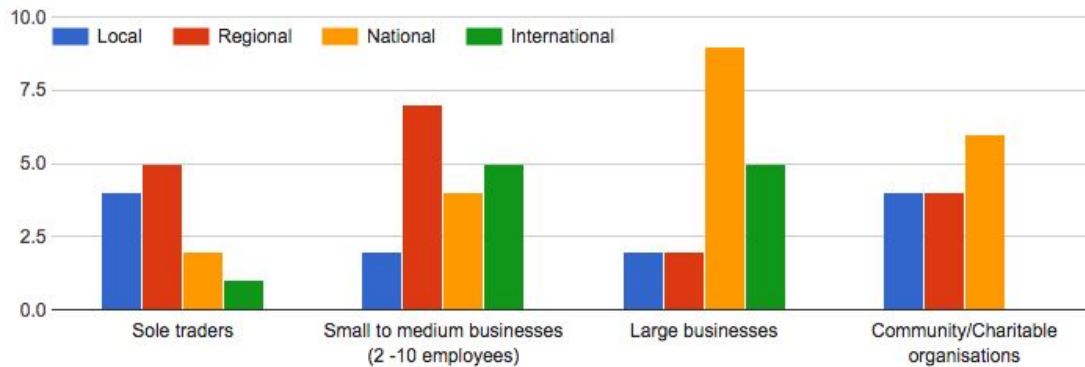


### 6- Can your business help business owners with... (20 responses)

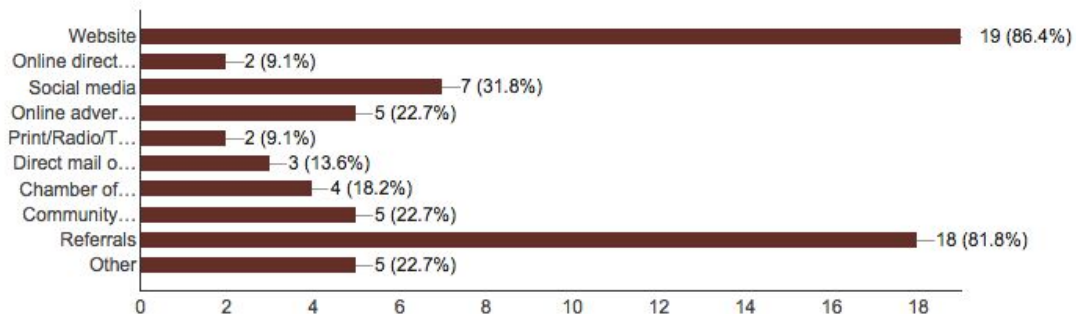


**Fig 8. How you use digital to manage admin&finance (2)**

### 7- Your customers are...

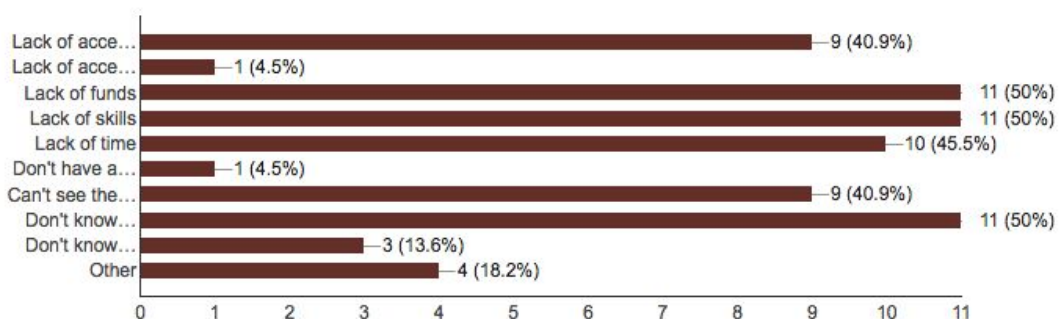


### 8- How do you promote your services/products? (22 responses)



### 17- What challenges do you perceive prevent your customers from using some/more digital tools and services

(22 responses)

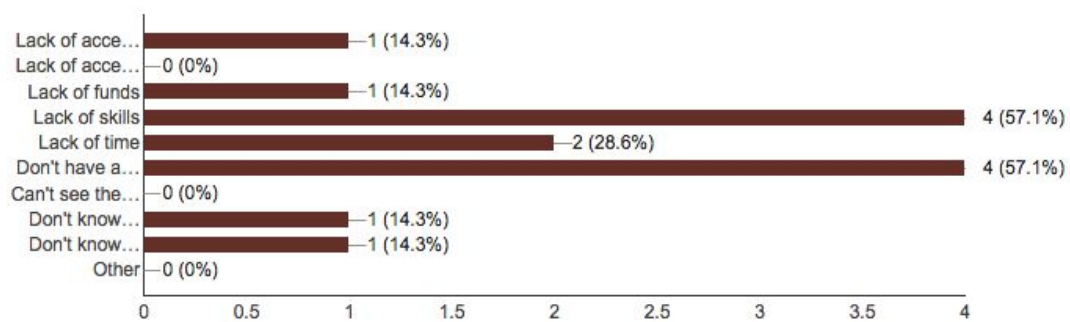


**Fig 9. Why are you not digital?**

### Tell us why...

#### 5- Why are you not using any digital services to run your business?

(7 responses)



## **Appendix 2:**

# **National & International Digital strategies**

**References:**

	Where	When	Reference
	TAURANGA / Western Bay of Plenty	DEP* 2015	<a href="https://drive.google.com/file/d/0B26ut-l9Er_6RzJlbTVpdV_FwWIE/view?usp=sharing">https://drive.google.com/file/d/0B26ut-l9Er_6RzJlbTVpdV_FwWIE/view?usp=sharing</a>
NATIONAL	Northland	DEP 2015	<a href="http://www.flipsnack.com/northlandnz/northland-digital-enablement-plan.html">http://www.flipsnack.com/northlandnz/northland-digital-enablement-plan.html</a>
	Auckland	DE Strategy 2012	<a href="http://www.aucklandcouncil.govt.nz/SiteCollectionDocuments/aboutcouncil/committees/economicdevelopmentforum/meetings/economicdevelopmentforum20120509.pdf">http://www.aucklandcouncil.govt.nz/SiteCollectionDocuments/aboutcouncil/committees/economicdevelopmentforum/meetings/economicdevelopmentforum20120509.pdf</a>
	Coromandel	Broadband Bid July 2015	<a href="http://www.tcdc.govt.nz/business/Broadband-on-the-Coromandel/">http://www.tcdc.govt.nz/business/Broadband-on-the-Coromandel/</a>
	Waikato	DEP 2015	<a href="https://www.waikatodistrict.govt.nz/your-council/plans-policies-and-bylaws/plans/digital-enablement-plan">https://www.waikatodistrict.govt.nz/your-council/plans-policies-and-bylaws/plans/digital-enablement-plan</a>
	Hamilton	Digital Strategy Update and EP Sept 2015	<a href="http://www.hamilton.govt.nz/our-city/city-strategies/economicdevelopmentagenda/Documents/Digital%20Strategy%20Update%20and%20Enablement%20Plan%20for%20Hamilton%20(18%20September%202015).pdf">http://www.hamilton.govt.nz/our-city/city-strategies/economicdevelopmentagenda/Documents/Digital%20Strategy%20Update%20and%20Enablement%20Plan%20for%20Hamilton%20(18%20September%202015).pdf</a>
	Waitomo	DEP 2015	<a href="http://www.waitomo.govt.nz/Documents/Documents/Economic%20Development_projects/Digital_Enablement_Plan_website%20copy.pdf">http://www.waitomo.govt.nz/Documents/Documents/Economic%20Development_projects/Digital_Enablement_Plan_website%20copy.pdf</a>
	Rotorua	DEP 2015	<a href="http://www.rdc.govt.nz/our-council/news/Pages/default.aspx?newsItem=6511">http://www.rdc.govt.nz/our-council/news/Pages/default.aspx?newsItem=6511</a>
	Taupo	DEP 2015	<a href="http://www.taupodc.govt.nz/our-council/current-projects/Documents/Taupo-District-Council-Digital-Enablement-Plan.pdf">http://www.taupodc.govt.nz/our-council/current-projects/Documents/Taupo-District-Council-Digital-Enablement-Plan.pdf</a>
	Ruapehu	DEP 2015	<a href="http://www.ruapehudc.govt.nz/our-district/community-projects/Documents&gt;Loading%20Ruapehu%20Digital%20Enablement%20Plan.pdf">http://www.ruapehudc.govt.nz/our-district/community-projects/Documents&gt;Loading%20Ruapehu%20Digital%20Enablement%20Plan.pdf</a>
	Hastings	ROI August 2015	<a href="https://www.hastingsdc.govt.nz/files/agendas/Economic%20Development%20Subcommittee/2015-08-19/Agenda%20Economic%20Development%20190815.PDF">https://www.hastingsdc.govt.nz/files/agendas/Economic%20Development%20Subcommittee/2015-08-19/Agenda%20Economic%20Development%20190815.PDF</a>
	Gisborne	Gigatown 2014 + DEP 2015	<a href="http://gdc.govt.nz/assets/Uploads/15-347-X1-Appendix.pdf">http://gdc.govt.nz/assets/Uploads/15-347-X1-Appendix.pdf</a>
	Wanganui	Digital Leaders Forum Intelligent Community Framework 2014	<a href="http://www.whanganui.govt.nz/our-district/digital-initiatives/Pages/default.aspx">http://www.whanganui.govt.nz/our-district/digital-initiatives/Pages/default.aspx</a>
	Wellington	Digital Strategy Sept 2011	<a href="http://wellington.govt.nz/~media/your-council/plans-policies-and-bylaws/plans-and-policies/a-to-z/digital/files/digital-strategy.pdf">http://wellington.govt.nz/~media/your-council/plans-policies-and-bylaws/plans-and-policies/a-to-z/digital/files/digital-strategy.pdf</a> 2011
	Nelson / Tasman	Gigatown + Economic Development Strategy 2014	<a href="http://wearedigital.nz/about-the-plan/">http://wearedigital.nz/about-the-plan/</a>
	Christchurch	Tech Sector Strategy 2015	<a href="http://www.cdc.org.nz/wp-content/uploads/2016/02/Christchurch-Tech-Sector-Strategy-2025-Dec-2015.pdf">http://www.cdc.org.nz/wp-content/uploads/2016/02/Christchurch-Tech-Sector-Strategy-2025-Dec-2015.pdf</a>
	South Canterbury/Timaru	Gigatown Digital Strategy	<a href="http://www.southcanterbury.org.nz/digitalstrategy-dft">http://www.southcanterbury.org.nz/digitalstrategy-dft</a>
	Wanaka	Gigatown Plan for Success 2014	<a href="http://www.wanakachamber.co.nz/">http://www.wanakachamber.co.nz/</a>
	Otago	Otago Digital Strategy 2013	<a href="http://media.wix.com/ugd/445986_e146bbfaf3444be6bfac671c7f958479.pdf">http://media.wix.com/ugd/445986_e146bbfaf3444be6bfac671c7f958479.pdf</a>
	Dunedin	Digital Strategy 2010 Gigatown Winner Plan for Success 2014	<a href="https://www.dunedin.govt.nz/data/assets/pdf_file/0008/152864/Corporate-Dunedin-Digital-Strategy-27-9-2010.pdf">https://www.dunedin.govt.nz/data/assets/pdf_file/0008/152864/Corporate-Dunedin-Digital-Strategy-27-9-2010.pdf</a>

	<b>Southland</b>	<b>Digital Strategy 2015 (Includes a DEP)</b>	<a href="http://www.venturesouthland.co.nz/Portals/0/Documents/Southland%20Digital%20Strategy%202015.pdf">http://www.venturesouthland.co.nz/Portals/0/Documents/Southland%20Digital%20Strategy%202015.pdf</a>
<b>INTERNATIONAL</b>	<b>Chattanooga US</b>	<b>Intelligent Community Framework GigCity 2010</b>	<a href="http://www.thegigtank.com/gig-city">http://www.thegigtank.com/gig-city</a>
	<b>European Union</b>	<b>European Digital City Index 2015 Digital Economy and Society 2012</b>	<a href="https://digitalcityindex.eu/">https://digitalcityindex.eu/</a>
	<b>Adelaide AUS</b>	<b>Digital Strategy 2012</b>	<a href="http://www.adelaidecitycouncil.com/digital-strategy/progress-actions/">http://www.adelaidecitycouncil.com/digital-strategy/progress-actions/</a>
	<b>Chicago US</b>	<b>City of Learning 2013</b>	<a href="https://chicagocityoflearning.org/">https://chicagocityoflearning.org/</a>
	<b>Estonia EU</b>	<b>e-Government world leader by 2020</b>	<a href="https://digitalgov.com.au/estonias-digital-strategy/">https://digitalgov.com.au/estonias-digital-strategy/</a>
	<b>Chile SA</b>	<b>Innovation Nation</b>	<a href="https://gosouthconsulting.files.wordpress.com/2015/11/chile_startup_ecosystem_2016f.pdf">https://gosouthconsulting.files.wordpress.com/2015/11/chile_startup_ecosystem_2016f.pdf</a>

\* Digital Enablement Plan submitted alongside Registration of Interest for UFB2, RBI2 and Mobile to MBIE

# **Appendix 3:**

## **DEP National & International research 2016**

GOVERNANCE	Tauranga / Western BOP																											
NATIONAL																												
INTERNATIONAL																												
INITIATIVE ↓ PLAN TYPE/DATE →	DEP 2015	DEP 2015	DE Strategy 2012	Broadband Bid July 2015	DEP Sept 2015	Digital Strategy Update & DEP Sept 215	DEP 2015	DEP 2015	DEP Sept 2015	DEP 2015	ROI August 2015	Gigatown 2014 + DEP	Digital Leaders Forum, Intelligent Community Framework 2014	Digital Strategy Sept 2011	Gigatown Economic Development Strategy 2014	Tech Sector Strategy	Gigatown	Gigatown Plan for Success 2014	Otago Digital Strategy 2013	Digital Strategy 2010Gigatown Winner Plan for Success 2014	Digital Strategy 2015 (Incl. DEP)	Intelligent Community Framework GigCity 2010	European Digital City Index 2015	Digital Strategy 2012	City of Learning 2013	e-Government world leader by 2020	Innovation Nation	
Digital Leadership Group	●	●			●							●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	
Digital Champion – person or team dedicated to taking action on plan					●															●								
Trust formation – managing funds from local govt/partners etc.						●					●						●							●				
Creating an innovation environment & framework around high-value local sectors																	●	●	●		●				●			
Public/Private Funding Partnerships				●								●	●		●	●	●				●	●			●	●		
Identify Key Sectors _tourism, agriculture etc	●				●			●						●	●	●					●	●			●	●		

SEGMENTS	INITIATIVE ↓ PLAN TYPE/DATE →																											
	NATIONAL																								INTERNATIONAL			
	Tauranga / Western BOP	Northland	Auckland	Coromandel	Waikato	Hamilton	Waitomo	Rotorua	Taupo	Ruapehu	Hastings	Gisborne	Whanganui	Wellington	Nelson/Tasman	Christchurch	South Canterbury/Timaru	Wanaka	Otago	Dunedin	Southland	Chattanooga US	Europe EU	Adelaide AUS	Chicago US	Estonia EU	Chile	
	DEP 2015	DEP 2015	DE Strategy 2012	Broadband Bid July 2015	DEP Sept 2015	Digital Strategy Update & DEP Sept 215	DEP 2015	DEP 2015	DEP Sept 2015	DEP 2015	ROI August 2015	Gigatown 2014 + DEP	Digital Leaders Forum, Intelligent Community Framework 2014	Digital Strategy Sept 2011	Gigatown Economic Development Strategy 2014	2015 Tech Sector Strategy	Digital Strategy	Gigatown	Gigatown Plan for Success 2014	Otago Digital Strategy 2013	Digital Strategy 2010Gigatown Winner Plan for Success 2014	Digital Strategy 2015 (Incl. DEP)	Intelligent Community Framework GigCity 2010	European Digital City Index 2015	Digital Strategy 2012	City of Learning 2013	e-Government world leader by 2020	Innovation Nation
Youth	●			●	●							●	●			●	●	●	●			●	●	●		●		
Iwi												●																
Educators/Teachers					●							●	●		●	●	●	●	●			●		●		●		
Community group				●	●	●	●	●				●	●	●	●			●	●	●		●	●	●	●	●	●	
Arts and Creatives																				●		●				●		
Small Businesses Owners	●	●		●	●	●	●	●				●		●	●	●	●	●	●	●		●	●		●	●	●	●
Entrepreneurs		●				●						●	●		●	●	●	●	●	●		●	●		●	●	●	●
Elderly	●																		●									
Individuals	●	●	●				●					●		●			●	●	●	●		●	●		●	●	●	●

## INITIATIVE ↓ PLAN TYPE/DATE →

Tauranga / Western BOP
Northland
Auckland
Coromandel
Waikato
Hamilton
Waikato
Rotorua
Taupo
Ruapehu
Hastings
Gisborne
Whanganui
Wellington
Nelson/Tasman
Christchurch
South Canterbury/Timaru
Wanaka
Otago
Dunedin
Southland
Chattanooga US
Europe EU
Adelaide AUS
Chicago US
Estonia EU
Chile

ACCESS	NATIONAL																		INTERNATIONAL										
	INITIATIVE ↓ PLAN TYPE/DATE →	DEP 2015	DEP 2015	DE Strategy 2012	Broadband Bid July 2015	DEP Sept 2015	Digital Strategy Update & DEP Sept 2015	DEP 2015	DEP 2015	DEP Sept 2015	DEP 2015	ROI August 2015	Gigatown 2014 + DEP	Digital Leaders Forum, Intelligent Community Framework 2014	Digital Strategy Sept 2011	Gigatown Economic Development Strategy 2014	Tech Sector Strategy	Gigatown	Gigatown Plan for Success 2014	Otago Digital Strategy 2013	Digital Strategy 2010Gigatown Winner Plan for Success 2014	Digital Strategy 2015 (Incl. DEP)	Intelligent Community Framewor GigCity 2010	European Digital City Index 2015	Digital Strategy 2012	City of Learning 2013	e-Government world leader by 2020	Innovation Nation	
	UFB availability	●	●				●					●	●	●		●		●		●		●	●	●	●	●		●	●
	Rural Broadband availability	●	●		●		●						●			●		●		●	●	●	●						
	Mobile 4G availability	●					●		●				●			●							●						●
	Free Public Wifi availability	●		●			●	●	●		●		●				●			●		●	●			●			
	Creating Hot spots Schools				●	●								●			●	●	●	●									
	Creating Hot spots Community assets			●				●						●	●		●	●				●							
	Creating Hot spots Libraries	●						●					●									●							
	Reasonable Speed												●							●	●		●					●	
	Reasonable Cost																			●	●		●					●	
	Hardware (PC/Tablets) availabilityeg: Computers in home					●							●	●	●					●		●							
	Information Hubs							●			●		●						●			●							
	Providing an Access Map																		●										
	Community Initiatives eg:HillsHolesandPoles				●										●														

Tauranga City Council / Western Bay District Council Digital Enablement Plan\_ReadinessProject\_Phase 1\_International / National Research\_June 2016

INITIATIVE ↓ PLAN TYPE/DATE →	NATIONAL																				INTERNATIONAL								
	DEP 2015	DEP 2015	DE Strategy 2012	Broadband Bid July 2015	DEP Sept 2015	Digital Strategy Update & DEP Sept 2015	DEP 2015	DEP 2015	DEP Sept 2015	DEP 2015	ROI August 2015	Gigatown 2014 + DEP	Digital Leaders Forum, Intelligent Community Framework 2014	Digital Strategy Sept 2011	Gigatown Economic Development Strategy 2014	2015 Tech Sector Strategy	Digital Strategy	Gigatown	Gigatown Plan for Success 2014	Otago Digital Strategy 2013	Digital Strategy 2010/Gigatown Winner Plan for Success 2014	Digital Strategy 2015 (incl. DEP)	Intelligent Community Framework GigCity 2010	European Digital City Index 2015	Digital Strategy 2012	City of Learning 2013	e-Government world leader-by 2020	Innovation Nation	
Digitising Councils, eg. online services, opendata	●	●	●		●	●								●			●		●		●	●		●			●		●
Business Growth eg. events, workshops, programmes, networking	●		●			●										●		●	●	●		●	●	●			●		●
Youth Support eg. events, workshops, programmes, networking & leveraging youth to support others												●				●				●		●	●	●	●				
Coworking Space utilisation as venues	●	●												●	●	●	●	●	●	●	●	●	●	●	●				●
Entrepreneurship, (Start, Scale, Export) Programmes		●												●	●	●		●	●	●	●	●	●	●	●				●
Tech/Community Workshop Events, eg. GovHack, Hackathon	●	●	●		●						●	●	●	●	●	●					●		●	●	●	●			
Innovators Attraction, eg. specific talent for specific projects or businesses												●		●	●	●		●	●	●		●	●	●	●			●	●
Mentoring & Managerial Assistance													●						●			●	●	●		●			●
Securing access to capital	●													●				●		●			●	●	●				
Storytelling, curated content												●	●	●		●		●	●	●		●		●	●				
Open data	●											●	●	●	●							●		●	●		●		