

Digital Strategy 2026 - 2030

Community Summary

VIBRANT, SUSTAINABLE, INCLUSIVE MELVILLE

About This Document

This is a community-facing summary of the City of Melville's Digital Strategy 2026. It outlines our key objectives, strategic priorities and intended outcomes over the next four years. It is designed to keep our community, residents, ratepayers and businesses informed about how the City plans to use technology to deliver better, more reliable and more accessible services.

Why Digital Matters for Melville

The City of Melville is committed to delivering quality services to our community. Technology is a core enabler of this commitment. When our systems are stable, modern and well-governed, our staff can focus on what matters most: serving the Melville community.

This Digital Strategy is a direct enabler of the Council Plan for the Future 2024–2034 and its vision:

Alignment with the Council Plan

This Digital Strategy is fundamentally anchored in the City of Melville's Council Plan for the Future 2024-2034. It is designed as an enabler of the Council's vision:

Vibrant, Sustainable, Inclusive Melville

and its mission:

To provide good governance and quality services for the City of Melville community

The successful execution of this strategy is critical to fulfilling the commitments made to the community. Moving the City's technology landscape away from a constrained, reactive state to a proactive, sustainable foundation for future growth and service excellence. This strategy operationalises and supports the Council Plan's

Strategic Outcome 5: Good Governance and Leadership

The core ICT initiatives are designed to address each of the objectives within Strategic Outcome 5:

- **For transparent and accountable governance (Objective 5.1)**, the plan will establish a robust, well governed and prioritisation framework to replace the current ambiguous and reactive approach. This framework will be a transparent and defensible model for all technology investments.
- **To ensure long-term financial sustainability (Objective 5.2)**, the initiative to rationalise the sprawling application portfolio and uplift ICT budgeting will reduce waste, eliminate duplicated systems, remove technical debt, improve return on investment, streamline contract and vendor management processes.
- **To drive efficient and effective use of technology (Objective 5.3)**, the "foundational-first" approach will stabilise core systems, remediate unstable platforms like Pathway or Aurion, and empower staff by reducing their reliance on manual workarounds, directly addressing major sources of frustration and lost productivity.

Vision

**Vibrant, Sustainable,
Inclusive Melville**



Mission

**To provide good
governance and quality
services for the City of
Melville community.**



Values

**In everything we do,
we seek to adhere to
our values that guide
our behaviour.**

Excellence

Striving for the best possible outcomes

Participation

Involving, collaborating and partnering

Integrity

Acting with honesty, openness
and good intent

Caring

Demonstrating empathy, kindness
and genuine concern

Our Approach

**To put our customer at the
centre of everything we do**



Beyond internal governance, this strategy is the vehicle for enhancing service delivery and engagement. This strategy will directly enable the Council to **Provide excellent customer experiences (Objective 5.5)** and **Strengthen citizen engagement and access to information (Objective 5.4)**. This aligns with the Council's core approach:

To put our customer at the centre of everything we do

Furthermore, the City will foster a collaborative and capable organisation, helping to **Provide an inclusive, safe, and engaging workplace (Objective 5.6)**.

As this strategy is delivered, all initiatives are guided by the City's values of:

Excellence, Participation, Integrity, Caring.

Technology projects will be tested against the core mandates of enabling better community outcomes, ensuring that digital services are inclusive, accessible, and trusted by the Melville community.



Figure 1 - Council Plan goals

ICT Vision and Mission

To deliver innovative and contemporary digital experiences for customers and staff, enabling higher efficiency and productivity through current, fit-for-purpose and secure technology platforms.

Our mission is built on three core commitments - the Three Cs:

C	C	C
Customer Focused Every technology decision puts our community and staff at the centre.	Collaboration ICT and business units work together in genuine partnership and co-creation.	Communication Clear, plain-language communication with all stakeholders, at every stage.

Our Six Strategic Drivers

Every ICT investment, project and decision is guided by six strategic drivers. These ensure that every commitment the City makes in technology delivers measurable value for our community.

01 Stabilise & Rationalise Address technical debt. Stabilise core infrastructure and systems before pursuing new initiatives.	02 Establish Robust Governance A transparent, business-driven framework to govern and prioritise every ICT investment.
03 Modernise & Innovate Leverage contemporary platforms to lift efficiency, reduce manual work and enable innovation.	04 Foster a Data-Driven Culture A single source of truth for critical data, supporting confident decisions and better services.
05 Strengthen Partnerships Build a genuinely collaborative relationship between ICT and every business unit in the City.	06 Cybersecurity as a Cornerstone Proactive security embedded into every technology decision, protecting our community's data.

Digital Roadmap

The strategy is delivered in three progressive horizons via a clear digital roadmap. Each horizon builds on the last, ensuring we stabilise first, consolidate second, then transform. This disciplined, phased approach is designed to sequentially deliver change as the organisation matures in its journey.

Horizon 1 Foundational *Years 1–2*

- Stabilise and remediate core business systems to improve reliability for staff and community.
- Establish a clear ICT governance and prioritisation framework.
- Formalise IT Service Management processes (Incident, Change, Problem, Request).
- Launch an ICT-Business Partnership program to rebuild trust and improve collaboration.
- Review and rationalise the application portfolio.

- Begin planning for an integrated Enterprise Resource Planning (ERP) approach.

An ERP by definition, is a software that integrates all core business functions such as Human Resources, finance, asset management and supply chain management into a singular platform. Implementing an ERP will significantly assist with the rationalisation of applications and consolidate core business systems and functions into a unified platform. Notably, this will address legacy system issues, but also enable increased efficiency and stronger data integrity.

- Deliver the Customer Experience Reimagined (CXR) Platform, integrating Customer Relationship Management (CRM) and Request System with core systems.

The CXR project is a key project for Council which aims to transition the City to a customer focused organisation, improving the experience and modernising ways of working. Years 1-2 involve establishing the CRM platform to have multi-channel engagement and featuring high volume requests on the portal. It also involves foundational work to have the integration platform set up for core systems integration.

- Establish the foundation for Artificial Intelligence (AI).

Horizon 2 Consolidation *Years 2–3*

- Continue application rationalisation and decommission legacy systems.
- Establish a formal Enterprise Architecture capability to guide long-term decisions.
- Implement a Data Governance Framework to create a single, reliable source of truth.
- Begin ERP implementation across core functions: Finance, HR, Assets and more.
- Roll out a Digital Literacy Program in partnership with People & Culture.
- Progress the CXR project through the phases, integrating the CRM platform with relevant systems and providing better customer experience through more efficient service delivery.
- Continue innovation with AI in secure manner.

Horizon 3 Transform *Years 4–5*

- Implement Business Process Automation to reduce manual, repetitive tasks for our staff.
- Deliver unified digital platforms for a consistent and seamless community experience.
- Complete ERP implementation and optimise the integrated environment.
- Establish an Innovation Framework to explore emerging technologies, including AI, safely.
- Leverage the CRM platform for data-driven decision making to improve service performance, through enhanced analytics.

Financial Implications

What will the Digital Strategy cost?

The Digital Strategy includes indicative (high level) cost estimates to inform long-term financial planning, including the forecast investment of \$10.3 million over the period to June 2030.

As a strategic document, its purpose is to establish direction, priorities and an investment envelope, rather than provide detailed, fully costed delivery plans. More granular and quantifiable cost estimates including build, implementation (transition) and ongoing operational costs, will be developed as part of individual project plans for each initiative identified within the Strategy.

This approach is consistent with prudent governance practice, ensuring that Council endorses the strategic direction, while retaining oversight and decision-making on scope, timing and costs at the project level.

Will the Strategy result in cost savings?

The Digital Strategy identifies indicative opportunities for efficiency and potential cost savings at a high level, including areas where process improvements and automation may reduce manual effort over time.

As a strategic document, it is not intended to quantify detailed savings, these outcomes are highly dependent on the design, scope and implementation of individual initiatives, as well as organisational change considerations.

More detailed and quantifiable savings will be assessed and confirmed through individual business cases and project implementation plans. This ensures that assumptions are evidence-based and aligned to actual system design and service delivery outcomes before any decisions are made.

What the Community Can Expect

When this strategy is successfully delivered, the Melville community will experience these outcomes:

Reliable Services	Value for Ratepayers
Stable, contemporary systems that reduce downtime and support consistent service delivery to our community.	Rationalised systems and smarter contracts that reduce duplication, cut unnecessary costs and improve return on investment.
AI-Ready Organisation	Better Information
A stable digital foundation that positions the City to adopt emerging technologies including AI safely and sustainably.	Integrated platforms providing accurate, consistent data to support confident decision-making across the organisation.
Modern Customer Experience	Safer Digital Environment
New digital channels that make it easier for residents and businesses to interact with the City, whenever they choose.	A strengthened cybersecurity posture and improved data governance to protect community information.

Governance & Accountability

The City is committed to managing this strategy with transparency and accountability. Progress will be measured, reviewed quarterly, and reported to leadership and the community.

✓	A weighted prioritisation framework ensures resources go to what matters most.
✓	A formal Enterprise Architecture function guides technology decisions long-term.
✓	An ICT-Business Partnership model ensures business units co-design solutions.
✓	Progress is tracked via defined KPIs and reported regularly to leadership.
✓	Quarterly reviews and annual assessments keep the strategy on track.
✓	ICT risks are escalated through the City's corporate risk framework.

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More Information

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City of
Melville

City of Melville

The City of Melville acknowledges the Bibbulmun people as the Traditional Owners of the land on which the City stands today and pays its respects to the Whadjuk people, and Elders both past and present.