

Digital Transformation Strategy

2024-2029



Version 3

July 2024

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Executive Summary

Hay Shire Council (HSC) is embarking on a digital transformation journey to modernise its operations, enhance service delivery, and better meet the needs of its residents. This initiative aims to leverage technology to streamline processes, improve accessibility, and foster greater community engagement, aligning with our commitment to innovation, progress, and thriving.

The Key Drivers of Digital Transformation identified include:

1. **Efficiency and Cost Savings:** Automating administrative processes reduces paperwork, accelerates service delivery, and lowers operational costs.
2. **Improved Service Delivery:** Digital platforms provide the community with 24/7 access to services, minimizing the need for physical visits.
3. **Community Engagement and Participation:** Digital tools facilitate direct feedback from the community and encourages participation in decision-making.
4. **Data-Driven Decision Making:** Advanced analytics enable HSC to understand community needs and trends, leading to informed decision-making.
5. **Resilience and Adaptability:** Digital platforms enhance crisis management capabilities, as well as fosters innovation, enabling HSC to adapt to changing circumstances and implement new technologies.
6. **Economic Growth:** Digitally advanced local governments position themselves as leaders in innovation, attracting investments and enhancing competitiveness.

The digital transformation of Hay Shire Council is essential for creating efficient, transparent, and responsive governance. By embracing technology, the Council can better serve its community, drive economic growth, and ensure sustainable development. This journey requires strategic investments, collaboration, and a commitment to innovation, ultimately leading to a thriving, engaged, and resilient Hay Shire community.

1. Introduction

Digital Transformation is a process of forming a strategy to implement technology to improve processes and productivity to meet ever-changing demands. It involves broader more comprehensive change to an overall strategy by integrating technologies in all aspects of local government.

Digital transformation in local government is driven by various objectives aimed at improving the delivery of public services, enhancing operational efficiency, and ensuring better interaction with the community.

Digitally Transforming councils have a long-term vision, technology policy and standards, keen to test new disruptive models and technology, adopting agile and flexible working practices, virtualisation and online services and engage with the local community as well.

Vision:

“Hay Shire Council embraces digital technology and processes. To create a connected, inclusive, and innovative community through digital transformation, empowering citizens, optimising operations, and fostering sustainable growth.”

To achieve our vision, we will need:

- **Human resources**
- **Operational workflows**
- **Technological tools**

The purpose of this digital transformation strategy is to enable HSC to harness the full potential of digital technologies to drive significant improvements in operations, customer engagement, and overall business performance. Specifically, the digital transformation strategy aims to:

Enhance Efficiency and Productivity: By digitising processes and workflows, HSC can streamline operations, reduce manual work, and improve overall efficiency.

Improve Customer Experience: Digital transformation will enable HSC to better understand and engage with customers, delivering personalised experiences and improving satisfaction.

Enable Innovation: By adopting new technologies and ways of working HSC can foster a culture of innovation, allowing HSC to adapt to emerging issues and challenges.

2. Our Current Snapshot

Hay Shire Council is well placed to deliver a Digital Transformation program, building on its existing systems to improve the customer experience and at the same time streamline its processes and systems.

While we have TRIM/HPE and CIVICA Authority, and desktops and devices with good functionality, we are still largely paper based in our operations and provide limited/basic training to staff. This provides a good foundation to build a digital transformation for the future.

A staff survey conducted in second half of 2023, rated the overall accessibility and reliability of digital technology in Hay Shire Council as fair to good. Most respondents felt the organisation neither encourages or supports the use of digital technology, with the majority seeing staff training and education as most important to assisting in implementing a digital transformation. See Appendix 1 for the full survey results.

In addition, Telstra recently undertook a Hay Shire connectivity assessment and plan, outlining opportunities for digital transformation (see Appendix 2).

Guiding Principles:

As we position ourselves for our digital future, we will be guided by the following set of aspirational principles to ensure we continue to grow into the innovative and agile organisation we aspire to become.

- Solve the right problem
- Build and grow digital literacy and capability
- Deliver iteratively and prioritise functionality
- Make it secure by design
- Innovate, experiment, learn and improve
- Leave no one behind and aspire to digital inclusion

We do this by:

- Identify, understand and document processes
- Look for opportunities for digital transformation in these processes
- Develop further existing systems/software
- Plug gaps with other software/systems
- Training of customers and users

3. Digital Transformation Objectives

Council's CSP 2022-2032 provides the following strategic direction relevant to our digital transformation journey:

D Governance and Organisational Performance

D1 Our community is supported by a strong and resilient Council that is responsive to its needs

Outcome: We are sustainable efficient and accountable

Strategies

D1.2 Council effectively manages its resources

D1.5 Council will lead by example.

D1.6 Council will seek to continuously improve

D1.8 Develop and encourage internal capabilities

A Program Logic has been developed to show the inputs, outputs, outcomes and alignment to Council's Community Strategic Plan (CSP).



The objectives collectively aim to make council more responsive, efficient, accountable, and community-centric while fostering innovation and sustainability.

OBJECTIVES IDENTIFIED

1. Future-Proofing

Prepare for future technological advancements and changes by adopting flexible and scalable digital solutions that can adapt to evolving community and council needs.

2. Digital Records and Document Management

Continue the implementation of electronic document management systems to securely store and manage records, making them easily retrievable and reducing paper usage.

3. Efficient Resource Allocation:

Optimise the allocation of resources, such as staff, budget allocation, and infrastructure, to address community and council priorities effectively.

4. Improved Customer Services:

Enhance the quality and accessibility of public services by offering digital solutions like online portals, mobile apps, and e-services, making it easier for the community to access information, make applications and payments , and more.

5. Enhanced User Experience:

Create user-friendly interfaces and platforms that simplify interactions between staff, the community and government agencies, resulting in a more positive user experience.

6. Increased Efficiency:

Streamline administrative processes and workflows, reducing paperwork and manual tasks, which leads to cost savings and more efficient service delivery.

7. Data-Driven Decision-Making:

Utilise data analytics and business intelligence tools to make data-driven decisions, improve resource allocation, and respond to community needs more effectively.

8. Cost Reduction:

Reduce operational costs through process automation, reduced paper usage, and improved resource allocation, allowing the Council to allocate resources more efficiently.

9. Community Engagement and Participation:

Facilitate community engagement through digital channels, such as online surveys and feedback mechanisms. Encourage participation in local governance processes and decision-making.

10. Streamlined Approvals and Customer Interaction:

Simplify and expedite approvals processes for businesses, construction, and other activities, fostering economic development and growth.

11. E-Government Interoperability

Foster collaboration and interoperability between different council departments, ensuring seamless data sharing and communication.

Staff have agreed the three priority objectives are:

1. **Efficient Resource Allocation:** Optimise the allocation of resources, such as staff, budget allocation, and infrastructure, to address community and council priorities effectively.
2. **Improved Customer Services:** Enhance the quality and accessibility of public services by offering digital solutions like online portals, mobile apps, and e-services, making it easier for the community to access information, make applications and payments.
3. **Increased Efficiency:** Streamline administrative processes and workflows, reducing paperwork and manual tasks, which leads to cost savings and more efficient service delivery and better decision making.

4. Issues and Opportunities

Through the staff survey and Digital Transformation working group, the following Issues and Opportunities were identified:

Issues	Opportunities
Lower level of digital skills in some sections of the organisation	Have existing systems and software not fully utilised (i.e. TRIM and Authority)
Digital transformation had not previously been a priority	Increasingly digital savvy staff and community
Underutilised systems and software	Executive team prioritising digital transformation
Limited training of staff	Structured training for all staff
Connectivity and reliability issues	Develop understanding of processes and pain points
Limited access to hardware and electronic devices, especially for outdoor staff	Better and more efficient engagement with the community
No clear understanding and documentation of work processes across the organisation	Push from Governments, especially around cyber security and use of AI

Project focus:

Customer / User Centric: Customers and users will be consulted during Design

and Delivery of projects. Customers increasingly expect:

- More personalisation
- More options

- Access to services and information (24/7)

Enabling Technologies: That are easy to implement, improve access for customers and tools for our staff. It is important that we source technologies that:

- Are easy to implement
- Improve access for customers
- Shift culture and capability

Examples of technology include:

- APIs – An Application Programming Interface is a computing interface which defines interactions between multiple software intermediaries.
- Mobile Apps – A mobile application, most commonly referred to as an app, is a type of software designed to run on a mobile device, such as a smartphone or tablet computer.
- Digital Forms – A digital form is an electronic version of a paper form. Filling in forms electronically on a computer or mobile device eliminates the costs of printing, storing and distributing paper forms and speeds up service delivery.
- Digital Payment – Digital payments enable both payer and payee to use digital modes to send and receive money.
- Cloud Technologies – the ability to host a software platform or service from a remote location that can be freely accessed and used anywhere via Internet access

Building Blocks: That enable us to comply share, partner, lift and learn from others. Building Blocks help to transition the business to Customer First and Digital by default and include:

- Establishment/continuation of the Digital Transformation Working Group with project teams to manage the technology transition
- Systematic reviews of Council's service provision
- Customer and staff satisfaction surveys

Governance: Executive Management engagement and oversight of all digital activities.

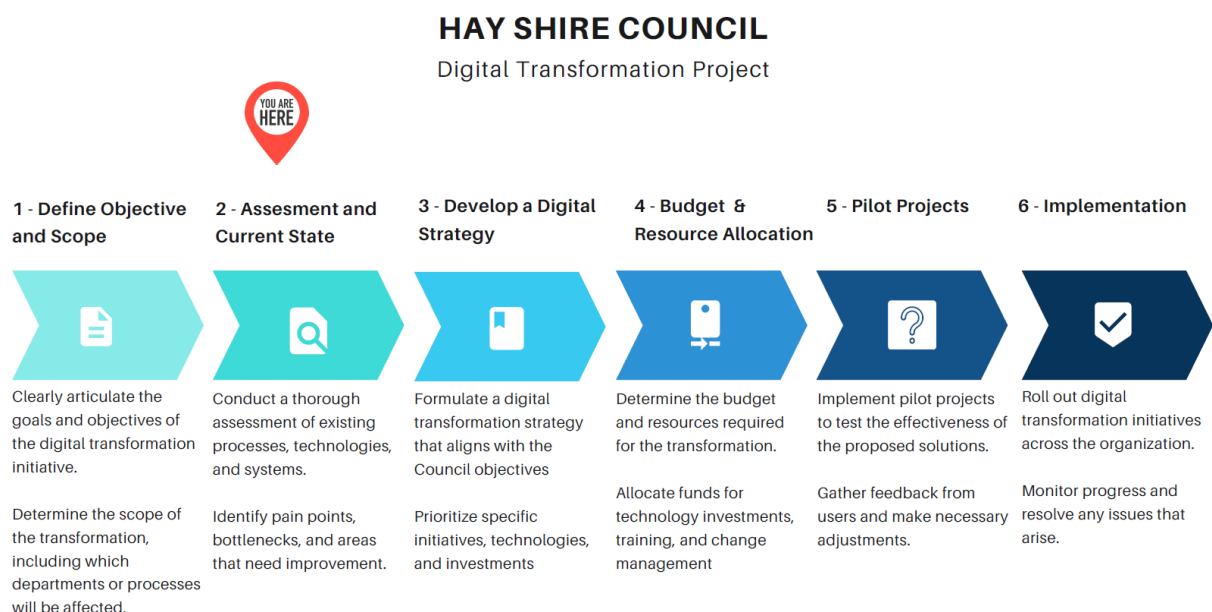
5. Project Priorities

The Digital Transformation Working Group have identified and agreed on the following project priorities:

- (i) Human Resources (HR) processes: electronic timesheets and leave forms; electronic performance appraisals
- (ii) Procurement: Procure to Pay – from credit form to final payment electronically
- (iii) Customer Service: online booking and approval process; councillor communication
- (iv) Inspections: electronic inspection process for roads, buildings, footpaths

6. Roadmap for Transition

The Digital Transformation Project Roadmap has been identified as follows:



DELIVERABLES	2024/25	2025/26	2026/27	2027/28	2028/29
Objective 1 Efficient Resource Allocation					
1.1 Significant infrastructure upgrades.	•			•	
1.2 Significant improvement in ICT policies and procedures.	•	•			•
1.3 Fully embedded 'human centred design' in all IT projects and capital investments.				•	•
1.4 Technology training and proficiency for all stakeholders	•	•			
1.5 Succession planning and knowledge management plans fully embedded for IT team.	•	•			
1.6 Management plan for ongoing responsive investment in technology via new developments for Government.	•	•			
1.7 Succession planning and knowledge management plans fully embedded for IT team	•	•			
Objective 2 Improved Customer Service					
2.1 Full integration of enterprise systems and data reporting.		•			
2.2 Embedded community portal and innovative technology communications ecosystem in place.	•	•			
2.3 Mobile optimisation of all staff and contractors.		•			
2.4 High quality community portal & website.		•	•		
2.5 Significant increase in accessible and inclusive practices in all areas of our work and the community.			•	•	
2.6 Fully embedded 'human centred design' in all IT projects and capital investments.		•	•	•	•
Objective 3 Increased Efficiency					
3.1 Significant investment in WHS IT initiatives.			•	•	
3.2 Full integration and inclusion of drone technology in all areas of business.		•	•		
3.3 Internet of Things (IoT) management plan and implementation.				•	•
3.4 Mobile optimisation of all staff and contractors.				•	•
3.5 Remote Working – IT software and processes		•	•		

7. Action Plan

PROJECTS	Cost	Budgeted	2024/25	2025/26	2026/27	2027/28	2028/29
Stage 1							
1.1 Procure to Pay	\$97,000 + 43,000/annum	Yes	•				
1.2 Work Patterns (electronic timesheets) and online leave	\$31,000	Yes	•				
1.3 TRIM – Workflow & Electronic Forms	\$10,000	Yes	•				
1.4 REFLECT	\$55,000 + \$11,000/annum	No	•	•			
1.5 Website and Intranet Upgrade	\$20,000-\$25,000	Yes	•	•			
1.6 SCADA System Upgrade	\$730,000	Yes	•				
Stage 2							
2.1 PULSE – HR + Delegations/Legislative Compliance	\$TBC	No		•	•		
2.2 Digital Water Meters	\$1,000,000	No		•	•		
2.3 iPads and Hardware to all staff	\$15,000	No			•	•	
Stage 3							
3.1 Electronic Business Papers	\$5,000 depending on solution	No					•
3.2 EV into Council Fleet	\$TBC	No				•	•
3.3 Cloud Based Solutions – CIVICA & Mapping	\$30,000 - \$80,000 (estimate)	No				•	•
3.4 Customer Portals	\$30,000 - \$50,000 (estimate)	No					•

8. Measuring success

We will measure success against delivery of our identified projects and actions. We will revisit our plan yearly to assess our progress and re-prioritise as necessary in conjunction with our Digital Transformation Working Group to ensure alignment to business priorities. Our resources are finite, and we need to ensure we are applying our resources to the highest priority projects.

We recognise that not all identified actions will result in success. What is important is that we continue to innovate and learn from all of our collective ideas and experiences. Applying agile project methods, we will deliver iteratively to ensure that we trial ideas and fail early, readjusting our strategies, actions and projects as we learn.

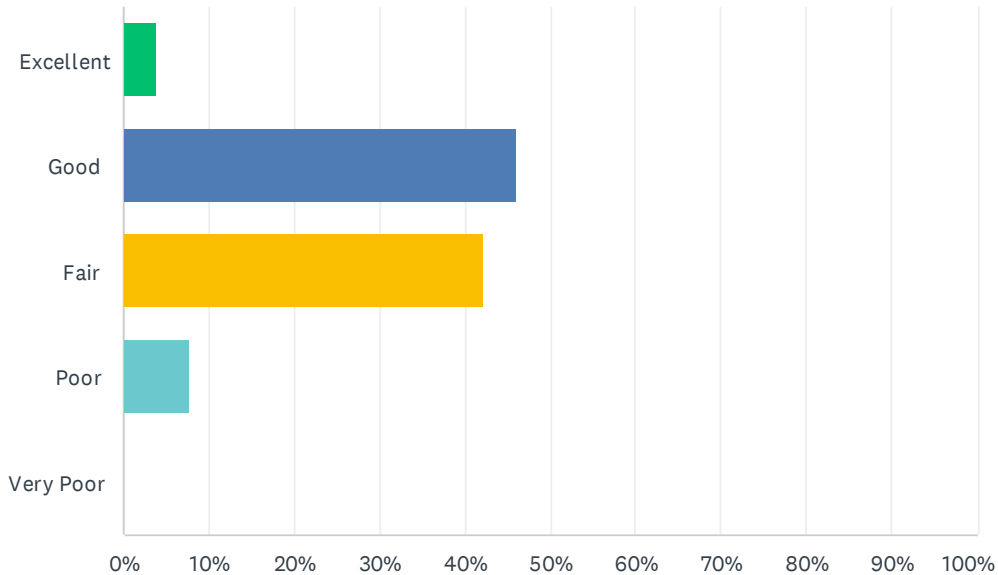
Ultimately our success will be measured against the organisational survey's undertaken with our customers and staff and the feedback our Executive Management provides via our Digital Transformation Working Group.

Appendices

1. 2023 Staff Survey
2. Telstra's Hay Shire Council Connectivity Plan

Q1 How would you rate the overall accessibility and reliability of digital technology in Hay Shire Council ?

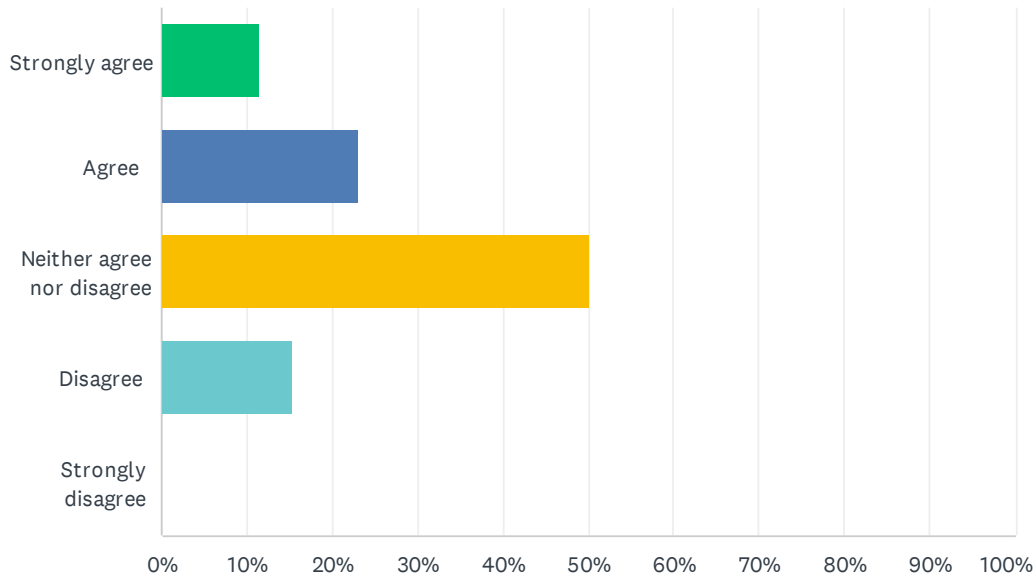
Answered: 26 Skipped: 0



ANSWER CHOICES	RESPONSES	
Excellent	3.85%	1
Good	46.15%	12
Fair	42.31%	11
Poor	7.69%	2
Very Poor	0.00%	0
TOTAL		26

Q2 Do you feel that the organisation encourages and supports (including training) the use of digital tools and technologies to improve productivity and collaboration among employees?

Answered: 26 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	11.54%	3
Agree	23.08%	6
Neither agree nor disagree	50.00%	13
Disagree	15.38%	4
Strongly disagree	0.00%	0
TOTAL		26

Q3 In your opinion, what areas within the organisation could benefit from increased integration or digital technology? (eg time sheets)

Answered: 23 Skipped: 3

#	RESPONSES	DATE
1	Most forms of our paperwork	11/29/2023 12:08 PM
2	*Timesheets could be made easier, *More communication in all areas to other departments.	11/21/2023 2:23 PM
3	Engineering-Programming Compliance-Inspections/trim	11/16/2023 10:23 AM
4	Process of events and hiring of Council venues & Resources Need to learn to use what we have available to full capacity	11/16/2023 10:11 AM
5	Timesheets, DA's, Inspections	11/15/2023 4:38 PM
6	Customer service payroll procurement CRM updates & communication	11/15/2023 2:35 PM
7	Time sheets, leave forms, procurement and invoicing processes, community trust application forms	11/15/2023 11:05 AM
8	Timesheets, banking, other areas which are paper oriented	11/15/2023 10:54 AM
9	inspections purchasing	11/15/2023 10:44 AM
10	Time Sheets, receiving of Complaints, Microsoft Teams -we have this product but do not use it.	11/15/2023 10:02 AM
11	Time sheets, leave applications, hire forms, finance processes,	11/15/2023 9:55 AM
12	Should be moving away from majority of paper based systems	11/15/2023 9:47 AM
13	time sheets	11/13/2023 11:53 AM
14	The Library, HAC offices and maybe the information centre	11/13/2023 11:31 AM
15	Time sheets	11/10/2023 10:08 AM
16	- performance appraisals - inspections - procurement to pay - timesheets and leave forms	11/9/2023 7:28 AM
17	Everything	11/8/2023 7:50 AM
18	Time sheets Digital roster	11/7/2023 2:11 PM
19	Time sheets, leave sheet, financial payments	11/7/2023 1:11 PM
20	timesheet & leave forms	11/7/2023 11:28 AM
21	Time sheets, leave forms, payment requests from HMSO	11/7/2023 11:25 AM
22	Time Sheets, everyday inspections	11/7/2023 11:21 AM
23	Outdoor staff documents eg SWMS, SDS, TIMESHEETS, PLANT MAINTENANCE SHEETS ETC	11/7/2023 7:36 AM

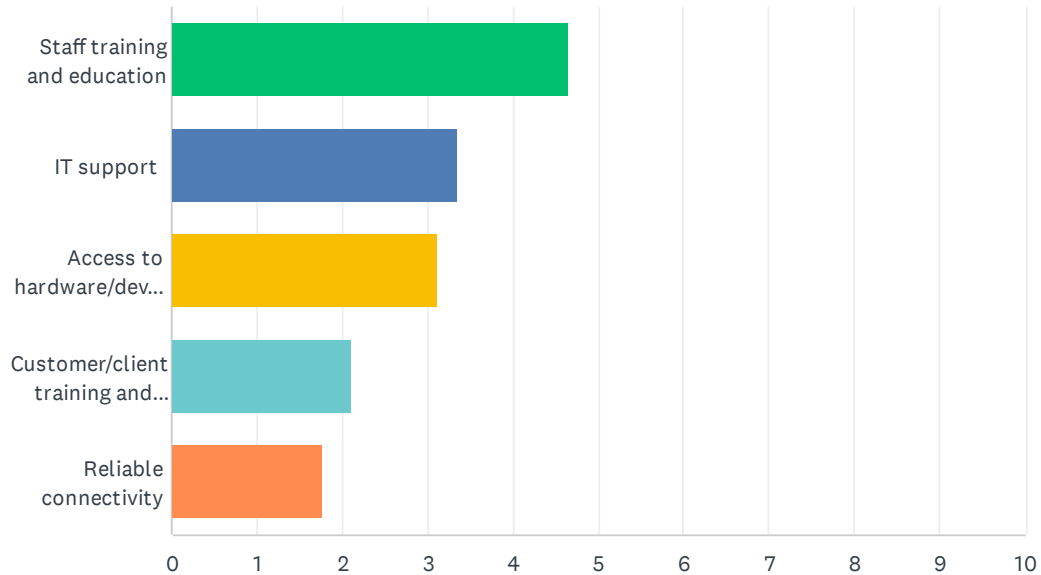
Q4 What process in your day to day duties would you like to see digitised? (eg electronic inspections forms, online customer service, online venue bookings)

Answered: 19 Skipped: 7

#	RESPONSES	DATE
1	Inspections, customer requests	11/29/2023 12:08 PM
2	Inspections- Forms-	11/16/2023 10:23 AM
3	Electronic form for Museum inspections especially with remote entry visitor surveys & statistic information	11/16/2023 10:11 AM
4	DA's	11/15/2023 4:38 PM
5	Call forwarding; eg "press 1 for showgrounds bookings or please hold for customer service" streamline booking applications time sheets/leave applications staff training in already available programs	11/15/2023 2:35 PM
6	An online procurement and invoice payment system to reduce duplication of handling and speed up processes.	11/15/2023 11:05 AM
7	As above. I feel that a considerable amount of customers would not want online services, nor should it be assumed they could manage them.	11/15/2023 10:54 AM
8	inspections	11/15/2023 10:44 AM
9	For my position I would like to see staff being more across TRIM so that they may be able to do some of these themselves which would help me end but also help them if needed to look for information	11/15/2023 10:02 AM
10	Hire forms for council equipment, the entire event process, accounts payable,	11/15/2023 9:55 AM
11	Creditors and Payroll	11/15/2023 9:47 AM
12	Online venue bookings would be great. Maybe online bookings for the staff cars as well.	11/13/2023 11:31 AM
13	Venue bookings	11/10/2023 10:08 AM
14	- fully digitised council mtg process - project management	11/9/2023 7:28 AM
15	Everything	11/8/2023 7:50 AM
16	Time sheets, leave sheets, customer service	11/7/2023 1:11 PM
17	Payment requests from HMSO	11/7/2023 11:25 AM
18	Electronic inspections forms	11/7/2023 11:21 AM
19	All Council work documents	11/7/2023 7:36 AM

Q5 In your opinion, what support could assist HSC to implement a digital transformation? (Rate from most important to least important)

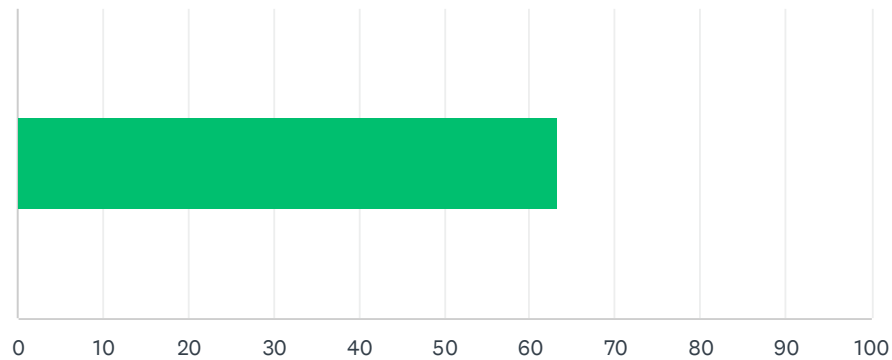
Answered: 26 Skipped: 0



	1	2	3	4	5	TOTAL	SCORE
Staff training and education	73.08% 19	19.23% 5	7.69% 2	0.00% 0	0.00% 0	26	4.65
IT support	7.69% 2	46.15% 12	26.92% 7	11.54% 3	7.69% 2	26	3.35
Access to hardware/devices (eg tablet, mobile)	11.54% 3	23.08% 6	34.62% 9	26.92% 7	3.85% 1	26	3.12
Customer/client training and education	3.85% 1	7.69% 2	11.54% 3	50.00% 13	26.92% 7	26	2.12
Reliable connectivity	3.85% 1	3.85% 1	19.23% 5	11.54% 3	61.54% 16	26	1.77

Q6 Use the slider to rate your digital skills

Answered: 26 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	63	1,648	26
Total Respondents: 26			

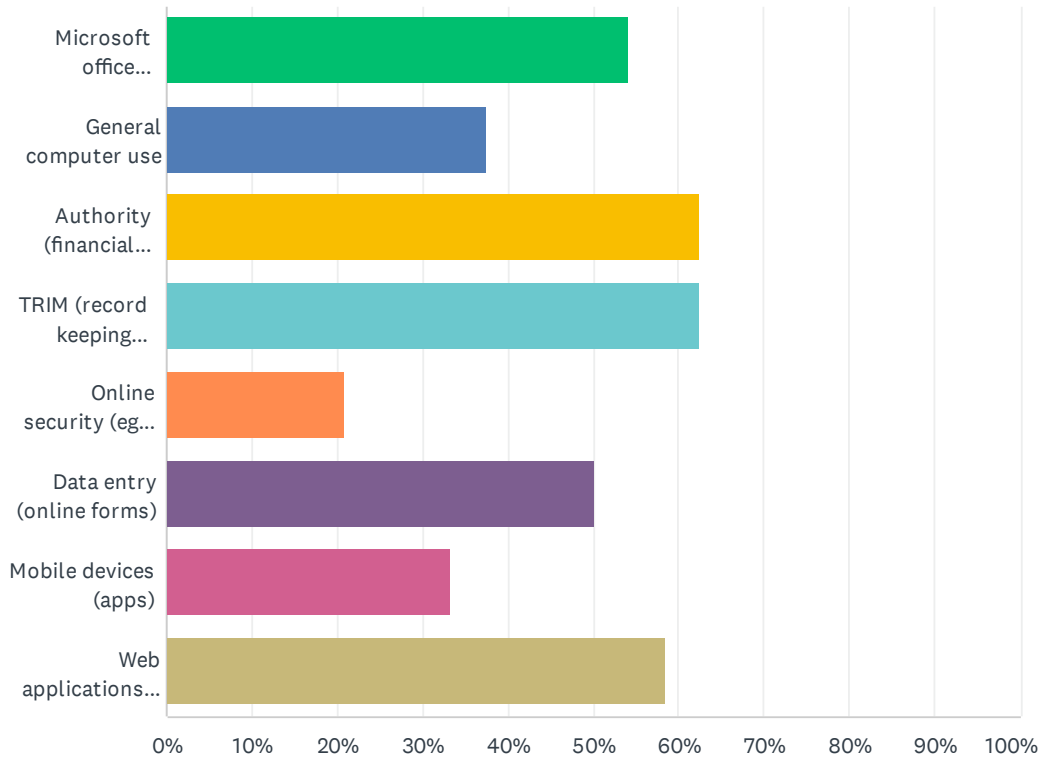
#		DATE
1	50	11/29/2023 12:08 PM
2	50	11/21/2023 2:23 PM
3	54	11/17/2023 8:39 AM
4	50	11/16/2023 10:23 AM
5	60	11/16/2023 10:11 AM
6	77	11/16/2023 9:45 AM
7	75	11/15/2023 4:38 PM
8	90	11/15/2023 2:35 PM
9	75	11/15/2023 11:05 AM
10	50	11/15/2023 10:54 AM
11	40	11/15/2023 10:44 AM
12	60	11/15/2023 10:02 AM
13	75	11/15/2023 9:55 AM
14	75	11/15/2023 9:47 AM
15	72	11/13/2023 11:53 AM
16	70	11/13/2023 11:31 AM
17	15	11/10/2023 10:08 AM
18	74	11/9/2023 7:28 AM
19	65	11/8/2023 8:06 AM
20	63	11/8/2023 7:50 AM

Hay Shire Council Digital Strategy - Staff Survey

21	67	11/7/2023 2:11 PM
22	70	11/7/2023 1:11 PM
23	50	11/7/2023 11:28 AM
24	80	11/7/2023 11:25 AM
25	65	11/7/2023 11:21 AM
26	76	11/7/2023 7:36 AM

Q7 Would you like to receive training on any of the below (please tick all that apply)

Answered: 24 Skipped: 2



ANSWER CHOICES	RESPONSES	
Microsoft office (Outlook, Excel, Word)	54.17%	13
General computer use	37.50%	9
Authority (financial system used by Council)	62.50%	15
TRIM (record keeping software)	62.50%	15
Online security (eg web browsing)	20.83%	5
Data entry (online forms)	50.00%	12
Mobile devices (apps)	33.33%	8
Web applications (ChatGPT, Canva, Jot Forms etc)	58.33%	14
Total Respondents: 24		



Hay Shire Council anticipated connectivity and technology needs 2024-28:

February 2024

Connectivity and technology need 2023-28; Follow-up actions

Current Connectivity (all carrier solutions and technologies available and/or used today):	Fixed: See attached map for NBN technology availability across Hay Shire Council – NBN Fixed Wireless
	Mobile: See attached maps for Telstra 4G & 5G mobile coverage, and 4G coverage with network extension device.
	Alternative networks (IoT / WiFi LoRaW) See attached map for Telstra NB-IoT & CATM1 networks.
	Satellite: • See attached map for NBN technology availability across Hay Shire Council - NBN
Connectivity upgrades required to meet regional development plans (include fixed technology interchange e.g., 5G Home to 4G Voice, Satellite to FTTP):	Fixed: Hay Council to advise any required NBN Technology flips
	Mobile: • 4G equivalence work being conducted in preparation for Telstra 3G network closure in June 2024 • Telstra mobile site 4G upgrade completed at Oxley in January 2024 • Sturt Highway & Cobb Highway blackspots are a priority
	Alternative networks (e.g., IoT / WiFi LoRaW)
	Satellite: • Telstra + Starlink options + OneWeb enhancements in the future
	Unplanned impacts: • Reliability issues affecting Booligal site require addressing.
Redundancy planning: network and connectivity (critical sites and evacuation points)	

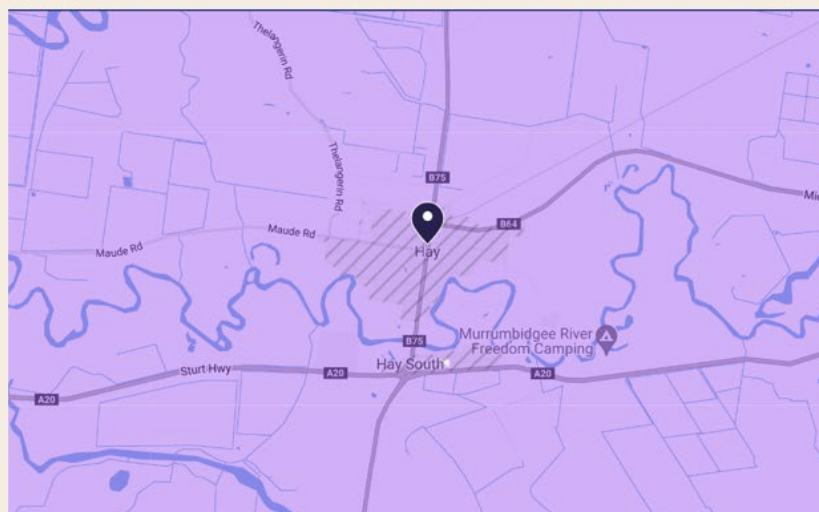
	Disaster Response: • Potential technology for fire & flood monitoring & alarming Telstra IoT Input: Telstra has partnered with Australia's leading Micro-Climate Monitoring Provider and is building networks across Australia in different regions. • Attentis Network Latrobe Valley Deployment • Telstra Micro-Climate Tech Webinar • Slide Overview of Technology
Mobile site acquisition and co-location opportunities:	
Digital Inclusion uplift strategies:	Ability (potential for additional DI programs): • Digital literacy program being run through the library • Digital Mentoring for staff at the library.
Cyber security: current vulnerabilities, assessment and/or upgrades needed:	Solution/capability needs: Ongoing.
	Connectivity needs: Ongoing.

Potential for IoT and Innovative technology solutions to improve services, prosperity, and liveability. Include ideas for 'smart' community apps to optimise LGA programs, increase safety, develop industries, encourage tourism, etc.	• Water & Irrigation monitoring – using Scada & taggle technologies • Environmental monitoring • Flood level monitoring & alarming • Fire monitoring • Mobility data for people movement in key tourism asset areas • Agtech for farming sector GPS tracking of vehicles & remote workers Telstra IoT Input Telstra owns one of Australia's leading Industrial Automation companies, Alliance Automation. We are innovating in the Water/Wastewater/Scada field and have extensive experience working with Mining and Council customers across Australia. We are currently conducting audits of plans and sites to support Council identify opportunities for cyber resiliency and/or optimisation. • Link to Alliance Automation Water
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Further information / scoping re technology solutions that might contribute to the above requirements (leverage Telstra/Telstra Purple, Telstra Partners)	Hay Shire is looking to develop a 'Digital Transformation Strategy' and Telstra may be able to provide advice, information to support this initiative.
Funding needs, assistance required with applications:	Possible application for the Growing Regions Program when it opens for applications again.

Action	By Whom	By When
Digital & Connectivity Literacy Telstra to provide support to HSC on improving digital ability in the local community. Telstra to introduce the 'Digital Mentors' program which is delivered through a separate non-aligned organisation. Support Digital Literacy programs with course material & content. Target educational communications plan regarding connectivity on Council social platforms (eg. 3G closure)	David Saunderson (Telstra) Ali McLean (HSC)	April 2024
Environmental Management Telstra to provide further information on environment and disaster management technology, such as Attentis.	Emideo Raphael (Telstra), David Webb (HSC)	June 2024
IOT Network Telstra to provide additional information and support on technology for the IOT network. .	Emideo Raphael (Telstra) David Webb (HSC)	August 2024

NBN Maps (<https://www.nbnco.com.au/learn/rollout-map>)



Important information: While most premises in the purple "Service available" area can connect to services over the NBN network, some premises may require additional work to be completed first. On rare occasions, some premises cannot be connected. Check your address above and contact a provider to find out if the NBN network is available at your home or business.

Map options

☒ Rollout status	☐ Service available area	☐ Build commenced area	☐ Other fibre provider area
☒ Show service type	☐ Fixed line	☐ Fixed wireless	☐ Satellite

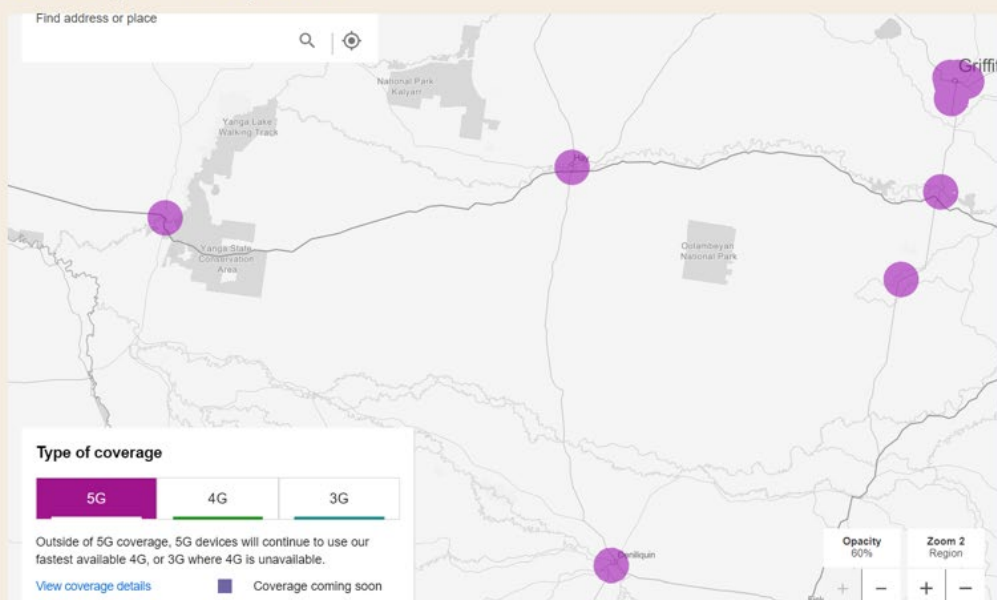
Page 7

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PowerPoint Template

General

5G Coverage – Hay LGA



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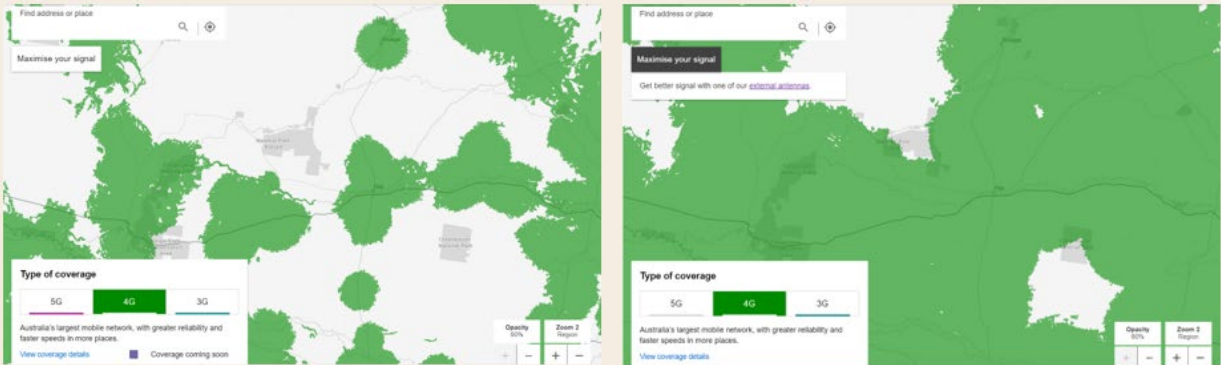
PowerPoint Template

General

4G Coverage – Hay LGA



4G Coverage Comparison with Network Extension Device



Narrowband IoT Coverage – Hay LGA

