How will we deliver this?

Digital Transformation projects
Customer service Capability and change management
Enabling technologies
Governance
Efficiency Champions

CHANNELS

The benefits
Customer experience Financial Governance

What is our approach?

Vision: being easy to access and to deal with, convenient, efficient and responsive
Goal: putting customers at the centre of what we do and using technology to transform our business

Customer Focussed: we will seek to understand our customer and design digital services that meet their needs

Digital First: our information and services for the community will be digital by default and delivered primarily via digital channels

Productive and Efficient: our digital approach will find ways to reduce the cost and time for the community and the organisation

Why do we need this?

Aligned with our Purpose and Direction we are doing this because:
We want to improve our customer/community experiences and meet their expectations and
We want to improve our capability to ensure financially viability into the future
Why do we need this?

Aligned with our Purpose and Direction we are doing this:

- To improve our customer experiences and meet their expectations
- To build our capability and provide staff with the tools they need to ‘do their best’
- To ensure financial viability into the future

What is the strategy about?

Vision:
Through technology Council will be easy to access and deal with, convenient, efficient and responsive.

Goal:
Putting customers at the centre of what we do (Customer First), using technology to transform the way we do business (Digital by Default).

Strategic objectives

- **Improve Customer Experience**: Create a customer journey that is simpler, clearer, faster. Support service delivery excellence.
- **Build Capability**: Create a contemporary workplace, where people can do their best. Provide accurate and timely data for decision making.
- **Achieve Financial Outcomes**: Contribute to Council’s financial viability. Streamlining processes, integrating and aligning systems.

How will we deliver this?

- **Customer Centric**: Customers get to tell us what is important to them.
- **Enabling Technologies**: that are easy to implement, improve access for customers and tools for our staff.
- **Change Champions**: responsible for embedding and realising the benefits of the business change.
- **Governance**: Senior Management engagement and oversight of all digital activities.
- **Building Blocks**: that enable us to comply share, partner, lift and learn from others.
- **Project Priorities**: Prioritise projects that deliver goals and benefits.

Benefits

- **Improve Customer Experience**: Improved understanding of customer needs and experiences. Increased access for customer. Increased number of customers self-serving. Stronger customer first mindset.
- **Build Capability**: Ability to share and partner with others. Integrated data to assist decision making. Improved performance reporting. Digital by default mindset. Tools provided for people to do their best.
- **Achieve Financial Outcomes**: Streamlined operations / processes. Reduced cost of service delivery. Mitigates growth costs in service delivery.
Why do we need this?

“We are making this investment in digital transformation so that we can provide the services expected by our customers into the future in a manner that works for them”

Mayor Surf Coast Shire

“The way people want to connect with us is rapidly changing. Customers now expect a level of online access for all services they use. We need to understand what our customers want and then use technology to transform the way we do business”

CEO Surf Coast Shire

Context

Digital Transformation is happening around us and Council needs to start to build its capability in this area to stay relevant to our customers and community and keep up with other levels of Government.

Other service providers offer online access

Customers want it and expect it

We will be less relevant to our customers if we don’t do it

Federal and State government are doing it and expects us to

Context for Digital Business Transformation

Financial challenges and rate capping

We are struggling with our systems and processes

To help achieve our purpose and direction

Improving our management of compliance and risk

Context

The public increasingly expects to access services quickly and conveniently, at times and in ways that suit them. We will not leave anyone behind but we will use digital technology to drive better services and lower costs.

We will also need to embed digital skills into our organisational DNA, developing a culture that puts people’s needs first so we plan and design our services around what users need to get done, not around the ways government want them to do it.
Digital Transformation Strategy

**WHY**

**WHAT**

**HOW**

**BENEFITS**

---

**Current snapshot**

**Where are we now?**

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

- Desktops and devices have good functionality
- All our core software is current version and supported
- Committed to a Business Improvement Program (BIP)
- Many systems/tools are delivering service needs
- A number of champions who are keen to get on with it

- No ability to have a single view of customer (internal and external)
- A lot of features in current systems are not being used
- Generally internally focussed on delivering services
- Process improvement are not a key focus and no business analyst roles exist
- Systems not effectively integrated
- Silo based approach to solving business issues

---

**Current Surf Coast ICT Environment**

The diagram below outlines the core current business systems operating today.

<table>
<thead>
<tr>
<th>Function</th>
<th>Product</th>
<th>Vendor</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Core systems</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financials</td>
<td>Authority</td>
<td>Civica</td>
</tr>
<tr>
<td>Asset management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land, property and rates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HR/Payroll</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CRM</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Document management</strong></td>
<td><strong>TRIM</strong></td>
<td>Civica &amp; Alpha West</td>
</tr>
<tr>
<td><strong>Business systems</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financials - front end</td>
<td><strong>BIS</strong></td>
<td>Civica</td>
</tr>
<tr>
<td>GIS</td>
<td>Exponare/map info</td>
<td>Pitney Bowes</td>
</tr>
<tr>
<td>Desktop</td>
<td>Windows 7, 8, &amp; 10</td>
<td>Microsoft</td>
</tr>
<tr>
<td>Website/Intranet</td>
<td>Seamless</td>
<td>Seamless</td>
</tr>
</tbody>
</table>
From executive interviews undertaken by MIT Sloan on organisations undergoing digital transformation, they found:

- The best companies combine digital activity with strong leadership and vision to turn technology into transformation.
- Executives are digitally transforming three key focus areas of their enterprises: customer experience, operational processes and business models.
- Currently, no company in the sample has fully transformed all nine elements. Rather, executives are selecting among these building blocks to move forward in the manner that they believe is right for their organisations.

Those highlighted in blue are identified as elements that provide the most opportunity to Council.

<table>
<thead>
<tr>
<th>Customer experience</th>
<th>Transforming Operational Processes</th>
<th>Transforming Business Models</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Understanding (of what they want)</td>
<td>Process digitisation (automating as many processes as possible)</td>
<td>Digitally modified business (focus on customer and living our direction)</td>
</tr>
<tr>
<td>Top Line Growth (in person sales)</td>
<td>Worker enablement (ABW, Flexibility, tools)</td>
<td>New Digital Businesses (Digital Products)</td>
</tr>
<tr>
<td>Customer Touch Points (multiple channels - integrated, self service)</td>
<td>Performance Management</td>
<td>Digital Globalization (Shared Service / Synergies)</td>
</tr>
</tbody>
</table>

Source MIT Sloan Management Review
What is the strategy about?

Digital Transformation...
It’s all about People, Process and Technology

**PEOPLE**
- Strong leadership to deliver the change
- Alignment to Purpose and Direction
- Improving staff experiences by providing great tools
- Customer focussed culture & behaviours
- Change champions to implement the change into the business
- Business Analyst skills to understand the business
- Project Management skills for delivery

**PROCESS**
- Customer driven digital services
- Efficient core operational processes
- Focus on three priority areas
- Aligning business processes to new systems to achieve maximum efficiency (using business analyst skills to assist)
- Integration of data and systems
- Single source of data across processes
- Value adding, waste avoiding

**TECHNOLOGY**
- Building on Foundation Systems
- Using the full functionality of our systems & integrating them
- New / upgraded systems for priority areas (Customer Access, Planning, Finance)
- Tools that support the business & paperless focus eg Trapez
- Health checks of existing systems eg Finance
Digital Transformation Strategy

**WHY**

- Putting customers at the centre of what we do (Customer First)
- Using technology to transform the way we do business (Digital by Default).

**Vision**

Through technology Council will be easy to access and deal with, convenient, efficient and responsive.

**Goal**

Putting customers at the centre of what we do (Customer First) using technology to transform the way we do business (Digital by Default).

**Strategic objectives**

- Improve Customer Experience
- Build Capability
- Achieve Financial Outcomes

**Benefits**

- **Improve Customer Experience**
  - Improved understanding of customer needs and experiences
  - Increased access for customer
  - Increased number of customers self serving
  - Stronger customer first mindset

- **Build Capability**
  - Ability to share and partner with others
  - Integrated data to assist decision making
  - Improved performance reporting
  - Digital by default mindset
  - Tools provided for people to do their best.

- **Achieve Financial Outcomes**
  - Streamlined operations/ processes
  - Reduced cost of service delivery
  - Mitigates growth costs in service delivery

**Priority projects 17/18**

- Customer Access
- Planning
- Finance

**Quick Wins -17/18**

- Implementing tools to improve capability - such as Trapeze, paperless payroll, tablets for staff, electronic signature.
Digital transformation is business change built on technology

The overarching objectives are to develop digital services that:

### Improve Customer Experience
- Create a customer journey that is simpler, clearer, faster
- Support service delivery excellence
- Always seeking to understand our customers and engaging them to find out what’s important to them
- Designing digital services that meet customer needs
- Using technology to enable ease of access by our customers
- Establishing a customer reference panel to advise on ways to improve access
- Building a Customer First mindset, culture and behaviours

### Build Capacity
- Create a contemporary workplace, where people can do their best
- Provide accurate and timely data for decision making
- Strategic Capability
  - Learning from others and staying connected with leaders in DT
  - Partnering with others to drive Local Government efficiencies such as shared services and sharing technology solutions
- Management Capability
  - Improved and easy access to data or reports to assist decision making
- Organisation Capability
  - Providing tools for staff to ‘do their best’ by designing effective solutions
  - Digital by default mindset
  - A digital platform that integrates data and processes (integrating Business and IT)

### Achieve Financial Outcomes
- Contribute to Council’s financial viability
- Streamlining processes, integrating and aligning systems
- • Designing digital services so that customers can self serve
- • Focussing on streamlining processes wherever possible to gain efficiencies
- • Ensuring systems are integrated, efficient and support the business
- • Aligning business processes to new systems to achieve maximum efficiency
Surf Coast Shire will approach its digital transformation by aligning to important design principles. This strategy incorporates the principles developed by the Australian Government.

These design principles (summarised) have been developed by the Digital Transformation Agency.

- **Start with needs: user needs, not government needs.**
  Start with identifying user needs – research data and talk to users.

- **Do less.**
  Make things reusable and shareable, build technology others can build upon, link to the work of others.

- **Design with data.**
  Look at how existing services are used, let data drive decision-making, not hunches and test with users.

- **Do the hard work to make it simple.**
  Making something look simple is easy. Making something simple to use is much harder.

- **Iterate. Then iterate again.**
  Start small and iterate wildly, delete things that don’t work and make refinements based on feedback.

- **This is for everyone.**
  Everything we build should be inclusive, legible and readable. We’re designing for all, not just web users.

- **Understand context.**
  We’re designing for people. Think hard about the context in which they use our services.

- **Build digital services, not websites.**
  Uncover user needs and build the service that meets all aspects of those needs.

- **Be consistent, not uniform.**
  Use the same language, the same design patterns and be consistent. Continually improve

- **Make things open: it makes things better.**
  Share what we’re doing (designs, ideas, failures with anyone interested.)

**Also important to our approach**

- **Stay connected**
  It is essential that Surf Coast stays connected to what local government and other levels of government are doing

- **Get prepared**
  Recognise major reform is coming and we need to be ready
  Build capability so that we can harness future opportunities

- **Look for common interests**
  G21 regional Councils and other neighbouring Councils
  Councils that use same vendors
  Other organisations with similar needs

- **Don’t reinvent good work**
  Adopt DTA principles
  Learn from others
  Copy what works!

- **Focus investment where there is most value**
  Wherever possible make existing systems work for us
  Invest time with people – customers and staff

- **Be transparent**
  Monitor, measure and report – and celebrate success
### Risks for DT program

<table>
<thead>
<tr>
<th>Risk</th>
<th>Likelihood (H-M-L)</th>
<th>Impact (H-M-L)</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not realising the identified benefits for the community or they don’t see any change to accessing our services</td>
<td>M</td>
<td>H</td>
<td>Talk to customers about what they want, identify benefits early, engage them through the project to test technology, and measure post implementation</td>
</tr>
<tr>
<td>Project doesn’t deliver benefits for the organisation</td>
<td>M</td>
<td>H</td>
<td>Develop clear program of benefits to be delivered, establish project teams to deliver, supported by change champions</td>
</tr>
<tr>
<td>Project doesn’t meet expectations of all stakeholders including staff, the community, other levels of government</td>
<td>M</td>
<td>H</td>
<td>Develop DT Strategy (including benefits), project management, and engagement of key stakeholders during delivery</td>
</tr>
<tr>
<td>Lack of buy in /ownership within the organisation</td>
<td>M</td>
<td>M</td>
<td>Develop a comms and engagement plan that engages early and often for all</td>
</tr>
<tr>
<td>Senior leadership not staying engaged</td>
<td>L</td>
<td>H</td>
<td>Implement proposed Governance structure and regular progress reporting to Council</td>
</tr>
<tr>
<td>Our existing systems are unable to deliver the proposed DT program</td>
<td>M</td>
<td>H</td>
<td>Continue to monitor how proposed new systems sit within current IT architecture</td>
</tr>
<tr>
<td>Loss/ significant change to existing IT resources</td>
<td>L</td>
<td>H</td>
<td>Develop succession plan for key staff</td>
</tr>
<tr>
<td>DT projects go over budget or vendors don’t deliver what they say they will</td>
<td>M</td>
<td>H</td>
<td>Ensure project management practises are in place and being monitored for all projects, use of external IT expertise as required</td>
</tr>
<tr>
<td>Funding is limited/ unable to be provided for the program/ resourcing costs are not allocated</td>
<td>M</td>
<td>H</td>
<td>Ensure DT Program budget is approved before commencing work</td>
</tr>
<tr>
<td>The organisation is going through a lot of change and this work takes it over a reasonable level</td>
<td>M</td>
<td>M</td>
<td>Develop a change management plan for the DT program of work</td>
</tr>
</tbody>
</table>
Transitioning

**Building Blocks**
- CEO participation & leadership
- MAV Technology
- Explore what others are doing

**Agreeing the approach (The Strategy)**
- What we want
- How we’ll do it
- What are the benefits

**Deliver priority projects**
- Finance System
- Planning System
- Single Customer View (MDM) and improved access for customers (new website)

**‘Quick wins’**
- Start the shift to paperless:
  - Trapeze
  - Electronic signatures
  - Digital payroll/leave
- Explore ABW
- Devices and tools

**Transform the business**
- All services move to a ‘digital by default’ approach
- The culture is open to new ways of thinking and doing
- The customer is at the centre of all we do
- Deliver financial and non-financial benefits

**We are here**
- Participation in pilots and trials
- Understand the ‘current state’
- Listen to the customer

**Approx 2 years**

**NEW B.A.U**

**What is the strategy about?**
- Digital Transformation Summary
- Strategic Objectives
- Principles
- Risks for the DT program
- Transitioning

**Digital Transformation Strategy**

**WHY**

**WHAT**

**HOW**

**BENEFITS**
How will we deliver this?

We will have a clear focus on three strategic objectives:

1. **Improve Customer Experience**
2. **Build Capacity**
3. **Achieve Financial Outcomes**

We will enable digital services via multiple channels:
- Website
- Post/email
- Phone/Face to face
- Mobile apps
- Social media

We will use the following methods:

- **Customer Centric**
  - Customers get to tell us what is important to them.

- **Enabling Technologies**
  - That are easy to implement, improve access for customers and tools for our staff.

- **Change Champions**
  - Responsible for embedding and realising the benefits of the business change.

- **Building Blocks**
  - That enable us to comply share, partner, lift and learn from others.

- **Project priorities**
  - Prioritise projects that deliver goals and benefits.

- **Governance**
  - Senior Management engagement and oversight of all digital activities.

---

**WHY**

**WHAT**

**HOW**

**BENEFITS**

---
Customer-centric

Customers increasingly expect:
- More personalization
- More options
- Constant online access (24/7)
- Us to listen and respond quickly

There is a clear shift away from individual touch-points in favour of a full spectrum of customer journeys.

When we decide to introduce a change, we will ask the customers what they value and expect.
- Research & Data
- Talk to users
- Customer Reference Panel
An enabling technology is an invention or innovation, that can be applied to drive radical change in the capabilities of a user or culture (Wikipedia)

It is important that we source technologies that:
- Are easy to implement
- Improve access for customers
- Shift culture and capability

Examples endorsed by Council so far include:
- Planning System software
- Trapeze
- Paperless Payroll
- Tablet devices
Champions can help identify, investigate and implement value-adding digital opportunities that might otherwise be missed and are always looking for ways to improve the business/service.

- A “learn by doing” approach will build the capabilities necessary for an era of digital work
- Champions can help drive/realise the benefits after the technology is implemented
- Some Councils are leveraging external expertise to develop champions
- Governance framework identifies staff reference group
- Champions drive ongoing improvement
- Champions see opportunities for the business areas
- Champions help remove obstacles
Building Blocks help to transition the business to Customer First and Digital by default and include:

- Establish processes that support service delivery and compliance as well as providing important data
- Cloud technologies
- Master data management system
- Establishing common general ledger structures
The Key Priorities identified for the next 3 years to deliver goals and benefits include:

1. **Customer Access/Master Data Management System**
   - To enable a single customer view for data and then (MDMS)
   - Introduce multi-channel access for the customer via the web
   - Common to all other Council’s undertaking DT

2. **Planning System**
   - Supporting the business to manage planning applications and introduce online access for customers
   - Already underway as a project

3. **Finance/Asset Systems**
   - Upgrading systems we have so they are consistent with others
   - Will underpin core capability of organisation
   - Streamlining of processes across organisation
Digital Transformation Strategy

WHY    WHAT    HOW    BENEFITS

How will we deliver this?
Customer Centric
Enabling Technologies
Change Champions
Building Blocks
Project priorities
Governance
Checklist for prioritising DT initiatives
Priority projects
Quick wins
Budget

Governance

Project Control Group (PCG)
EMT/IT Manager/P&C Manager
Independant Advisor
(Project Sponsor = GM G&I)

Customer Ref Panel/s
Web input, workshop ideas, test pilots

Program Manager

Staff Ref Group
change champions, workshop ideas, pilots

Business Change Manager

DT Project Team
Business Analysts
Project Manager

External Expertise
DTO’s, Deakin, MAV, LGPRO,
Local Experts, Other Councils
(lessons, technology, sharing concepts)

Key Project Team #1
Specific to customer view

Key Project Team #2
Specific to planning systems

Key Project Team #3
Specific to finance/assets

Project Teams
Specific to individual tactical projects
Checklist for prioritising DT initiatives

- **Business Goal**
  - Reducing Business Waste
    - Strategic considerations
      - Is it helping us to achieve our DT vision?
      - Does it help delivery of one of our three focus areas?
      - Do we know this is what the customer wants?
    - Reducing Business Waste
      - Will it save time?
      - Will it save paper?
      - Will it make us more responsive?
  - Customer Centric and increasing productivity and efficiency
    - Customer Focussed / Increasing Productivity/ Efficiency
      - Will it make it easier for customers to access and use?
      - Does it make it easier for staff to access key data?
      - Does it integrate our customer / premises data?
      - Is it repeatable to anywhere else in the business?
      - Is it closing a current process gap?
  - Digital First - supporting technology
    - Technology (must have)
      - Is it easy to implement?
      - Can it connect to what we have now?

If any initiative ticks more than 50% - it’s worth exploring
## Priority projects

**JAN 2017 – JUNE 2019 PROGRAM**

<table>
<thead>
<tr>
<th>Project</th>
<th>Brief outline</th>
<th>Project status</th>
<th>Expected delivery</th>
</tr>
</thead>
</table>
| Customer Access                              | • Master Date Management System (MDMS) to enable a single customer view of each customer (may include One Family One File project included in Quick Wins)  
 • Online Customer Access incorporating a redesign of our web to improve online access for information, forms and payments for a range of key services. | To be scoped                    | Feb 2018          |
| Planning Online                              | • New system to manage planning applications and improve workflows internally.  
 • Deliver access to the customer to lodge and view planning applications online | Project underway to deliver the two elements | Sept 2017 Oct 2017 |
| Finance                                      | • Health check completed  
 • Project to implement Recommendations | Underway To be scoped           | April 2017 Feb 2018 |
| Develop & implement Change Management Plan for DT program | • Change management plan to grow culture to Customer First and Digital by default  
 • Implementation of Plan | To be scoped                    | June 2017 June 2019 |
### Quick wins

#### 2017 PROGRAM

<table>
<thead>
<tr>
<th>Project</th>
<th>Brief outline</th>
<th>Benefits cross check</th>
<th>Project status</th>
<th>Expected delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tablets for staff</td>
<td>• Provide tablets for staff where mobility makes sense</td>
<td>✓ ✓ ✓</td>
<td>Underway</td>
<td>Mar/April 2017</td>
</tr>
<tr>
<td>Trapeze</td>
<td>• Plan and drawing management software for planning and engineering</td>
<td>✓ ✓</td>
<td>Underway</td>
<td>April 2017</td>
</tr>
<tr>
<td>Paperless Payroll</td>
<td>• Civica product that enables online timesheets and leave forms</td>
<td>✓ ✓</td>
<td>Underway</td>
<td>Sept 2017</td>
</tr>
<tr>
<td>TRIM/ Authority Integration</td>
<td>• Transparently stores authority documentation in TRIM (currently done with paper in 2 systems)</td>
<td>✓ ✓</td>
<td>Yet to commence</td>
<td>Dec 2017</td>
</tr>
<tr>
<td>Paperless Signatures</td>
<td>• Enabling use of electronic digital signatures to approve digital documents securely</td>
<td>✓</td>
<td>Yet to commence</td>
<td>Sept 2017</td>
</tr>
<tr>
<td>Asset Management Health Check</td>
<td>• Assessment of system and recommendations identified including online replacement of WRR</td>
<td>✓ ✓</td>
<td>Underway</td>
<td>Dec 2017</td>
</tr>
<tr>
<td>One Family One File</td>
<td>• Single customer view for families/ children inc. registrations for MCH, kindergartens – likely to be included as a requirement in MDMS project</td>
<td>✓</td>
<td>To be scoped</td>
<td>Feb 2018</td>
</tr>
<tr>
<td>Mobile Food Safety Inspection</td>
<td>• Open Office product that adds onto existing system and provides the ability to undertake our new food safety inspection process using mobile technology.</td>
<td>✓</td>
<td>Yet to commence</td>
<td>Sept 2017</td>
</tr>
</tbody>
</table>
## Budget

### Anticipated Investment for DT Phase 1
(3 year program to June 2019)

<table>
<thead>
<tr>
<th>Description</th>
<th>Spent and/or committed</th>
<th>Estimated Project Cost</th>
<th>Funds allocated to date (1/4/17)</th>
<th>Further Investment required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Projects (Planning, Finance, Customer Access / Master Data Management)</td>
<td>170</td>
<td>2295</td>
<td>345</td>
<td>1950</td>
</tr>
<tr>
<td>Other Projects (eg Trapeze, paperless payroll)</td>
<td>130</td>
<td>900</td>
<td>150</td>
<td>750</td>
</tr>
<tr>
<td>Project Delivery resources (including base backfill)</td>
<td>25</td>
<td>2050</td>
<td>300</td>
<td>1750</td>
</tr>
<tr>
<td>Other costs</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer Engagement</td>
<td>0</td>
<td>150</td>
<td>0</td>
<td>150</td>
</tr>
<tr>
<td>Unallocated funds in hand</td>
<td>0</td>
<td>0</td>
<td>475</td>
<td>(475)</td>
</tr>
<tr>
<td>Contingency</td>
<td>0</td>
<td>1,000</td>
<td>0</td>
<td>1,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>325</strong></td>
<td><strong>6,395</strong></td>
<td><strong>1,270</strong></td>
<td><strong>5,125</strong></td>
</tr>
</tbody>
</table>
### What is the benefit?

**WHAT IS THE BENEFIT?**
- Improved understanding of customer needs and experiences
- Increased access for customers
- Increased number of customers self-serving
- Stronger customer first mindset

### Why is it a benefit?

**WHY IS IT A BENEFIT?**
- Meeting customer expectations
- Digital services are cheaper
- More convenient for customers

### How will we measure it?

**HOW WILL WE MEASURE IT?**
- Annual survey of customers
- Number of services online

### Benefits map

- Front-loaded investment is required
  - To address core system issues
  - To establish key capabilities
  - To enable future transformation

- Benefits are downstream
  - Focused process re-design using BA skills
  - Driven by a culture where innovation is evident
  - Will increase as digital maturity grows

It will be important to identify and capture benefits and report regularly.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Improve Customer Experience</th>
<th>Building Capability</th>
<th>Achieve Financial Outcomes</th>
</tr>
</thead>
</table>
| WHAT IS THE BENEFIT?| • Improved understanding of customer needs and experiences  
  • Increased access for customers  
  • Increased number of customers self-serving  
  • Stronger customer first mindset | • Ability to share and partner with others  
  • Integrated data to assist decision making  
  • Improved performance reporting  
  • Digital by default mindset  
  • Tools provided for people to do their best. | • Streamlined operations (processes and systems) aligned to gain efficiencies  
  • Reduced cost of service delivery  
  • Mitigates growth costs in service delivery |
| WHY IS IT A BENEFIT? | • Meeting customer expectations  
  • Digital services are cheaper  
  • More convenient for customers | • Sharing and partnering to gain efficiencies and reduce costs  
  • Reduction in paper and increase in online services  
  • Access to better data  
  • Staff can do their best  
  • Know our performance | • Improved business efficiency and business / IT integration  
  • May create financial capacity for other council priorities  
  • Reduces the need to increase staff levels to manage growth |
| HOW WILL WE MEASURE IT? | • Annual survey of customers  
  • Number of services online | • Number of digital business processes  
  • Staff engagement survey | • Reduced service delivery costs  
  • % reduction in use of paper |

DT projects will also individually measure against four criteria: user satisfaction, digital take up, completion of rate of transactions, cost per transaction.
What will the benefits be?

Benefits map

**Improve Customer Experience**
- Improved understanding of customer/community
- Increased access for customer
- Increased numbers of customers self-serving
- Stronger customer first mindset

**Build Capability**
- Ability to share and partner with others
- Integrated data to assist decision making
- Improved performance reporting
- Digital by default mindset
- Tools provided for people to do their best.

**Achieve Financial Outcomes**
- Streamlined operations/processes
- Reduced cost of service delivery
- Mitigates growth costs in service delivery

**Priority projects**
- Customer Access Project
  - Web front end
  - MDMS
- Planning Project
  - Manage applications
  - Customers online
- Finance Systems Project
  - General Ledger
  - Implement fixes

**Change Management Plan**