



# Digital Transformation Strategy 2017-2022

AUGUST 2020



# 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?

## It's all about - People, Process and Technology

### 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).

### 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 / User Centric

Customers and users will be consulted during Design and Delivery of projects

## Enabling Technologies

That are easy to implement, improve access for customers and tools for our staff

## Building Blocks

That enable us to comply share, partner, lift and learn from others

## Governance

Senior Management engagement and oversight of all digital activities

## 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
- Improved customer satisfaction.

## 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. Core

## Achieve Financial Outcomes

- Streamlined operations / processes, aligned to efficiencies.
- Reduced cost of service delivery
- Mitigate growth costs in service delivery

# WHY WHAT HOW BENEFITS

## Why do we need this?

**Why do we need this?**

**Current snapshot**

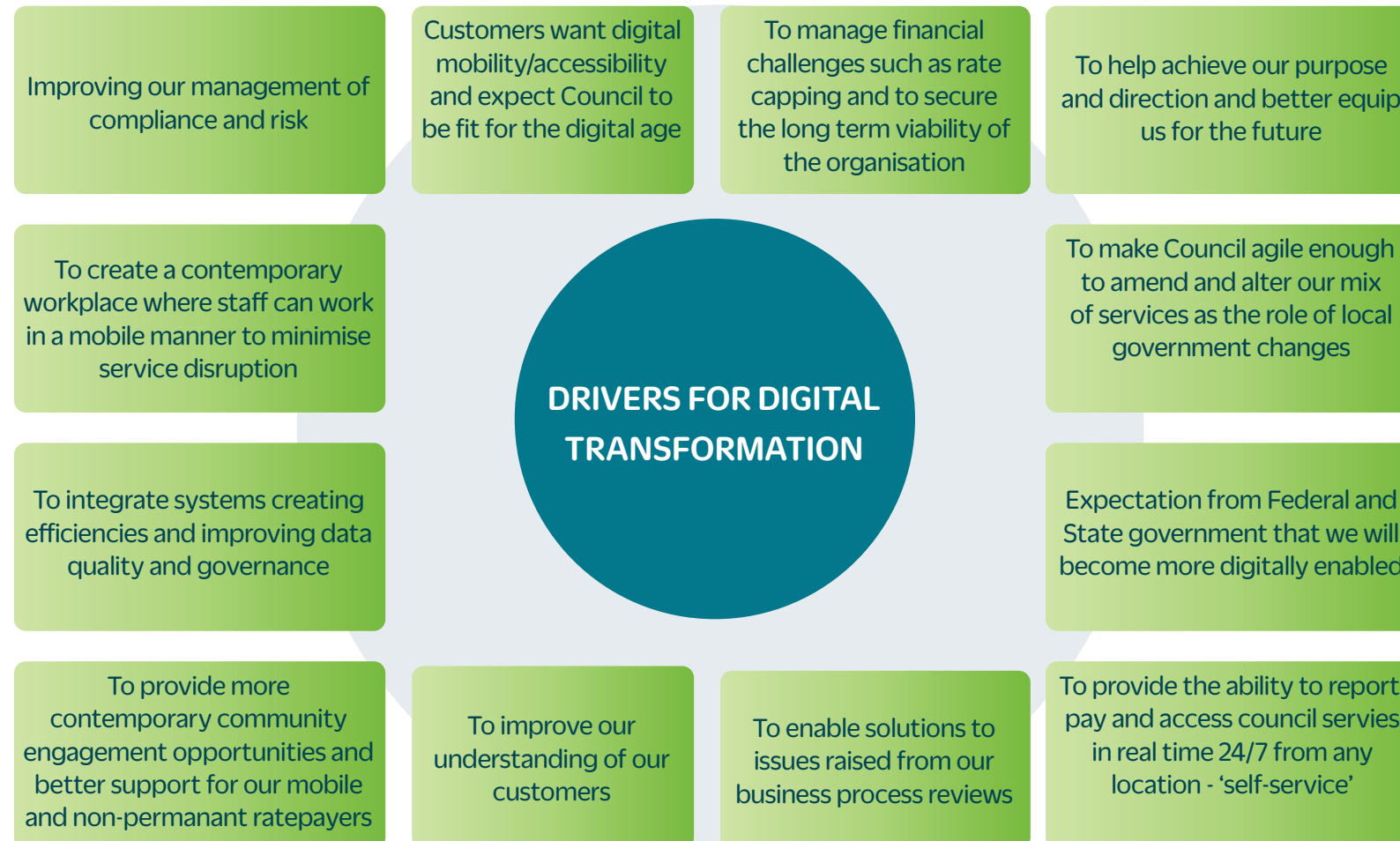
**The 9 elements of DT**

**Alignment**

Our Digital Transformation Strategy must align with our purpose and direction in a way that enables us to help our community and environment to thrive. We will not leave anyone behind, but we will use digital technology to drive services and lower costs.

Aligned with our Purpose and Direction we are doing this to:

- improve our customer experiences when they engage with us
- build our capability & provide staff with the tools to 'do their best'
- ensure we are efficient and financially viable into the future.



**Excerpt from Australian Government Digital Transformation Agency Strategy?**

*'Data and technology continue to change how Australians live, work and prosper. As a nation, we are confident and early adopters of technology in our personal and business lives. This has contributed to the continued growth we have had for the past 27 years.'*

*Australians expect the same experience interacting with government as they have with innovative, leading private sector organisations. They expect us to meet the highest standards of service delivery, customer experience, simplicity, flexibility and ease of use.*

*In addition, Australians expect government to be fair and equitable to everyone. We should offer a wide choice for people to access services. They want to go about their lives with the least government intervention. We should protect their data, privacy and security and account for those with particular needs.'*

**Digital Transformation** - is happening around us and Council needs to continue to build its capability, staying relevant to our customers & community and keeping up with other levels of Government.



# WHY WHAT HOW BENEFITS

## Current snapshot

Why do we need this?

Current snapshot

The 9 elements of DT

### 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.

#### Progress Made:

- Desktops and devices have good functionality
- Committed to a Business Improvement Program (BIP)
- Ability to work from alternate locations – mobile working
- All customer facing forms are now digital
- The majority of services can be paid for online
- Increased number of systems that integrate e.g. New Planning System and TRIM.
- Council meetings are streamed live
- Modernised our document storage system and integrated it with our core systems
- Increased number of services accessible online.
- Our councillors have a dedicated platform to support them in their roles
- We have achieved a reduction in paper usage
- We are collating data giving us greater insight into our business and services
- We have improved technology procurement practices
- Established a specialist team to implement important initiatives.
- We are using technology to keep customers informed of request status
- We have established a Data Governance Committee

#### For Development:

- Need to develop a single view of customer (internal and external)
- Further integration of IT systems required
- We need a modernised digital interface with our customers, enabling them to do what they need to do it in a way that suits them
- We need to better understand our customer's needs.
- Investigate opportunities to collaborate and partner with other councils, e.g. asset data collection
- Need to make the customer journey even simpler
- Need to involve customers more with service design and customer interface
- Improve accessibility to council services and digital systems
- Need to make better use of what we already have – Re-useability.

# WHY WHAT HOW BENEFITS

## The 9 elements of DT

Why do we need this?

Current snapshot

The 9 elements of DT

**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 (n 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.

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

Source MIT Sloan Management Review

# WHY WHAT HOW BENEFITS

## What is the strategy about?

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

What is the strategy about?

Digital Transformation Summary

Principles

Risks for the DT program

#### 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

#### 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

#### 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



# WHY WHAT HOW BENEFITS

## Digital Transformation summary

What is the strategy about?

Digital Transformation Summary

Principles

Risks for the DT program

### 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:

Digital transformation is business change built on technology - The overarching objective is to develop digital services that:

#### IMPROVE CUSTOMER EXPERIENCE

Create a customer journey that is simpler, clearer, and faster

- Support service delivery excellence
- Understanding and engaging with customers 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
- Building a Customer First mindset, culture and behaviours

#### BUILD CAPACITY

Create a contemporary workplace, for people to do their best Provide more effective data for decision making

##### Strategic Capability

- Learning from and staying connected with leaders in DT
- Partnering with others to drive Local Government efficiencies (shared services & 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
- Digital platforms that integrate data & processes (integrating Business & IT)

#### ACHIEVE FINANCIAL OUTCOMES

- Contribute to Council's financial viability
- Streamlining processes, integrating and aligning systems
- Delivering online services so that customers can self-serve
- Designing and implementing digital processes to remove manual steps and increase efficiency
- 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.

# WHY WHAT HOW BENEFITS

## Principles

What is the strategy about?

Digital Transformation Summary

Principles

Risks for the DT program

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



# WHY WHAT HOW BENEFITS

## Risks for DT program

What is the strategy about?

Digital Transformation Summary

Principles

Risks for the DT program

| Risk  | Likelihood (H-M-L) | Impact (H-M-L) | Mitigation  |
|---|--------------------|----------------|---|
| If proposed Governance structure is not followed and regular reporting to council is not undertaken, then information flow will be disjointed and decision processes will be unclear. Therefore senior leadership will not remain engaged.  | M                  | H              | Implement proposed Governance structure and regular progress reporting to Council. Governance structure reviewed and amended to better suit best practice Program environment.  |
| If new systems aren't properly assessed for fit with current architecture, then they may not be effectively integrated or maintained. Therefore the benefits will not be realised or not sustained and maintenance cost may be higher.  | M                  | H              | Work with the IT Team to perform thorough assessments of all modification to existing systems. Follow the IT Change Management Process. Establish a Change Advisory Board *CAB)   |
| If requirements are not clearly defined and contract management processes are not implemented, then vendors may not deliver what they say the will. Therefore the program will not be able to realise all of the identified benefits.   | M                  | H              | Ensure requirements are clear, linked to benefits & contract management processes are implemented & monitored. For complex projects use experienced business analysts to ensure that requirements elicitation is accurate.  |
| If Project and Program Change Management processes are not followed, then change impact assessments will not be undertaken and business change will not be fully prepared for and phased effectively. Therefore as the organisation is going through a lot of change this work may take workloads over a reasonable level                                 | M                  | M              | Develop a Change Management Strategy for the DT Program of work and change management plans for individual projects. Integrate the DT Change Strategy with the Change Coordination activities.  |
| If we are unable to provide a digital platform that integrates data and business processes, then data that should be available will remain locked in our systems. Therefore the benefit of integrated data to assist decision making will not be realised or will be reduced.   | L                  | H              | Ensure data integration & migration projects are defined clearly & implemented including data cleansing. An MDMS will ensure stored across disparate systems is easily accessible. Where possible use modules of Council's core IT system before 3rd party solutions. Utilise APIs where 3rd party solutions need to update data in core systems. |
| If data quality is not of a sufficient standard, then this will impact project delivery times. Therefore the Program may not deliver all of its planned benefits within the current planned timescale.  | M                  | H              | Review and cleanse data prior to project implementation.  |
| If communication and engagement activities are not undertaken, then stakeholders will not understand what the benefits are and why the organisation is making these changes. Therefore there will be lack of buy in / ownership within the organisation.  | L                  | H              | Develop and implement a communication and engagement plan that engages early and often for all.   |
| If we don't provide systems that support business processes and easy access to tools and information and the ability of people, then we won't enable a contemporary workforce who adopt new and innovative technologies. Therefore people will disengage from the program and the ability of the DT Program to progress the organisations 'Our Direction' | M                  | H              | Ensure change management processes are identified,  |
| If the DT team does not have access to reliable, consistent and relevant data, then the benefits cannot be baselined or measured. Therefore the program benefits may not be fully identifiable.   | M                  | H              | Ensure measurements are baselined before project start dates. Identify data required early and baseline. Where data does not exist consider how it can be provided or chose an alternative measurement method.  |
| If the Authority 7.1 Upgrade does not occur at the next scheduled opportunity, then there will be delays to elements of the program. Therefore, program cost and schedule may be impacted.  | M                  | M              | Ensure testing of 7.1 is recommenced well in time for next scheduled go-live. Gain confidence of users in the product by ensuring all issues are resolved and fully tested to their satisfaction.   |

# WHY WHAT HOW BENEFITS

## Customer-centric

Customer Centric

Enabling Technologies

Building Blocks

Governance

Project priorities

Checklist for prioritising DT initiatives

Budget

### Customers increasingly expect:

- More personalisation
- More options
- Access to services and information (24/7)
- Us to listen and respond quickly

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

**When we decide to introduce a customer facing change, we will identify what customers want, what they value and what they expect.**

- Research & Data
- Talk to Customers
- Reference Groups



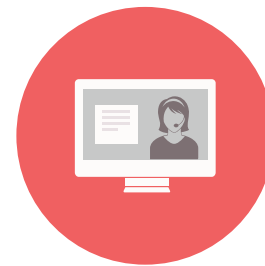
# WHY WHAT HOW BENEFITS

## Enabling Technologies

- Customer Centric
- Enabling Technologies
- Building Blocks
- Governance
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An enabling technology is 'Equipment and/or methodology that, alone or in combination with associated technologies, provides the means to generate giant leaps in performance and capabilities of the user'. (BusinessDictionary)

We will enable digital services via multiple channels:



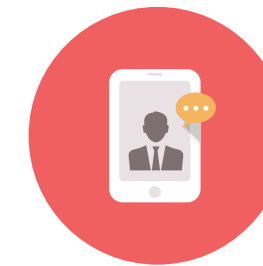
Website



Post/email



Phone/Face to face



Mobile apps



Social media

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:

- **APIs** – An Application Programming Interface is a computing interface which defines interactions between multiple software intermediaries. It defines the calls or requests that can be made, how to make them and data formats that should be used.
- **MDMS** – (Master Data Management System). Master Data Management (MDM) is a process that creates a uniform set of data on customers, products, suppliers and other business entities from different IT systems. MDM improves data quality by ensuring that identifiers and other key data elements are accurate and consistent enterprise-wide.
- **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. It is also called electronic payment.
- **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

# WHY WHAT HOW BENEFITS

## Building Blocks

Customer Centric

Enabling Technologies

**Building Blocks**

Governance

Project priorities

Checklist for prioritising DT initiatives

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**Building Blocks help to transition the business to Customer First and Digital by default and include:**

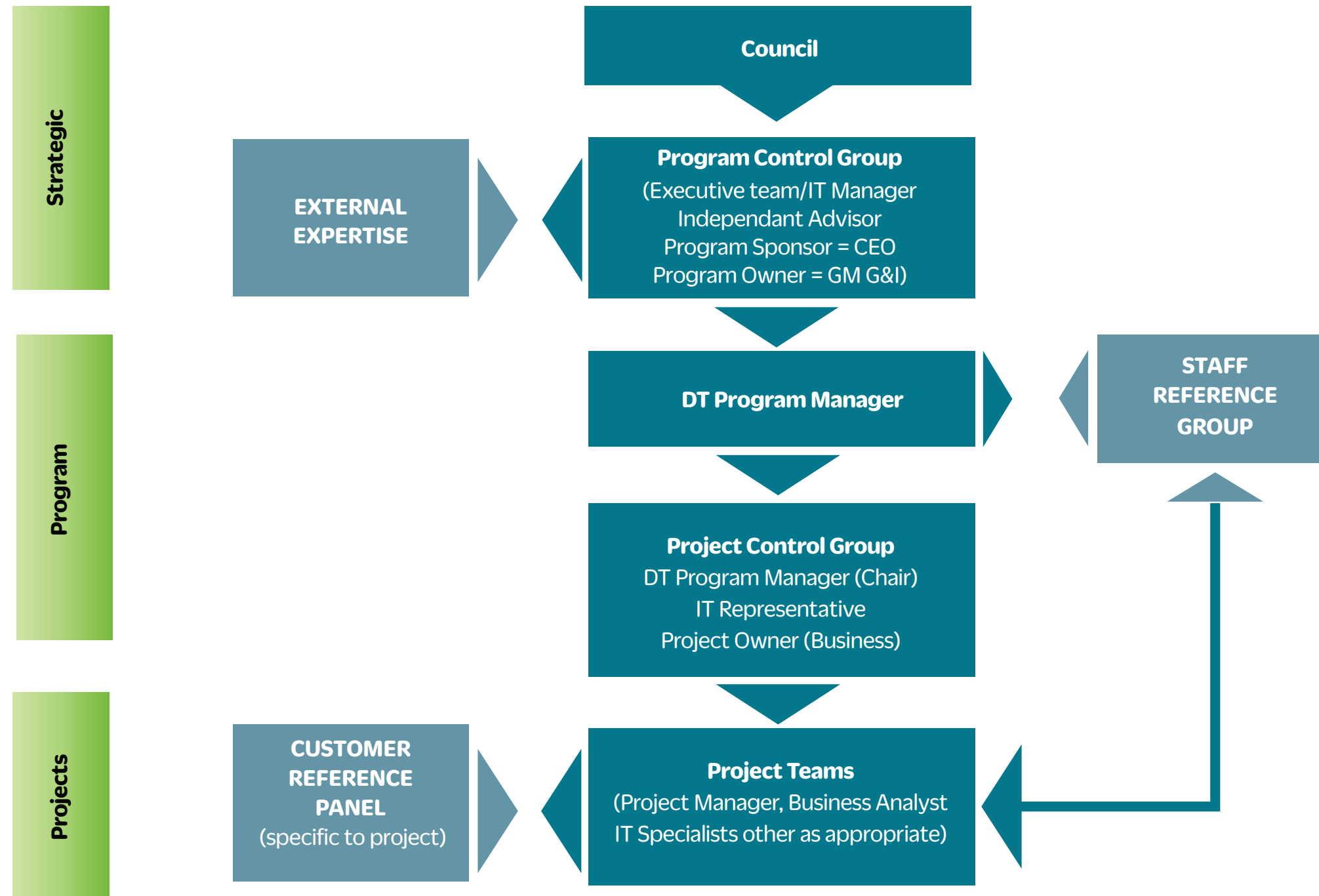
- Establishment of a DT Program Team with project managers and business analysts to manage the technology transition
- Set up a Change Co-ordination Group to ensure that change is managed across Council
- Establish and maintain a Benefits Management Strategy
- Review Councils IT procurement processes
- Systematic reviews of Council's service provision
- Customer and staff satisfaction surveys
- Implement a Customer Experience Program – 'Think Customer First'
- Establishment of Data Governance



# WHY WHAT HOW BENEFITS

## Governance

- Customer Centric
- Enabling Technologies
- Building Blocks
- Governance
- Project priorities
- Checklist for prioritising DT initiatives
- Budget



# WHY WHAT HOW BENEFITS

## Project Priorities

Customer Centric

Enabling Technologies

Building Blocks

Governance

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Budget

### KEY PRIORITIES

The Key Priorities identified for the next 3 years to deliver goals and benefits include:



#### 1. CUSTOMER ACCESS

- Introduce multi-channel access for the customer via the web
- Complete review of Council's service delivery – intention to make all services digital End-to-End.



#### 2. MASTER DATA MANAGEMENT SYSTEM

- To create a uniform set of data on customers, products, suppliers and other business entities and to enable a single customer view.



#### 3. PAYMENTS

- To merge and simplify Council's many payment methods, improving efficiency and reducing costs



#### 4. DIGITAL FORMS

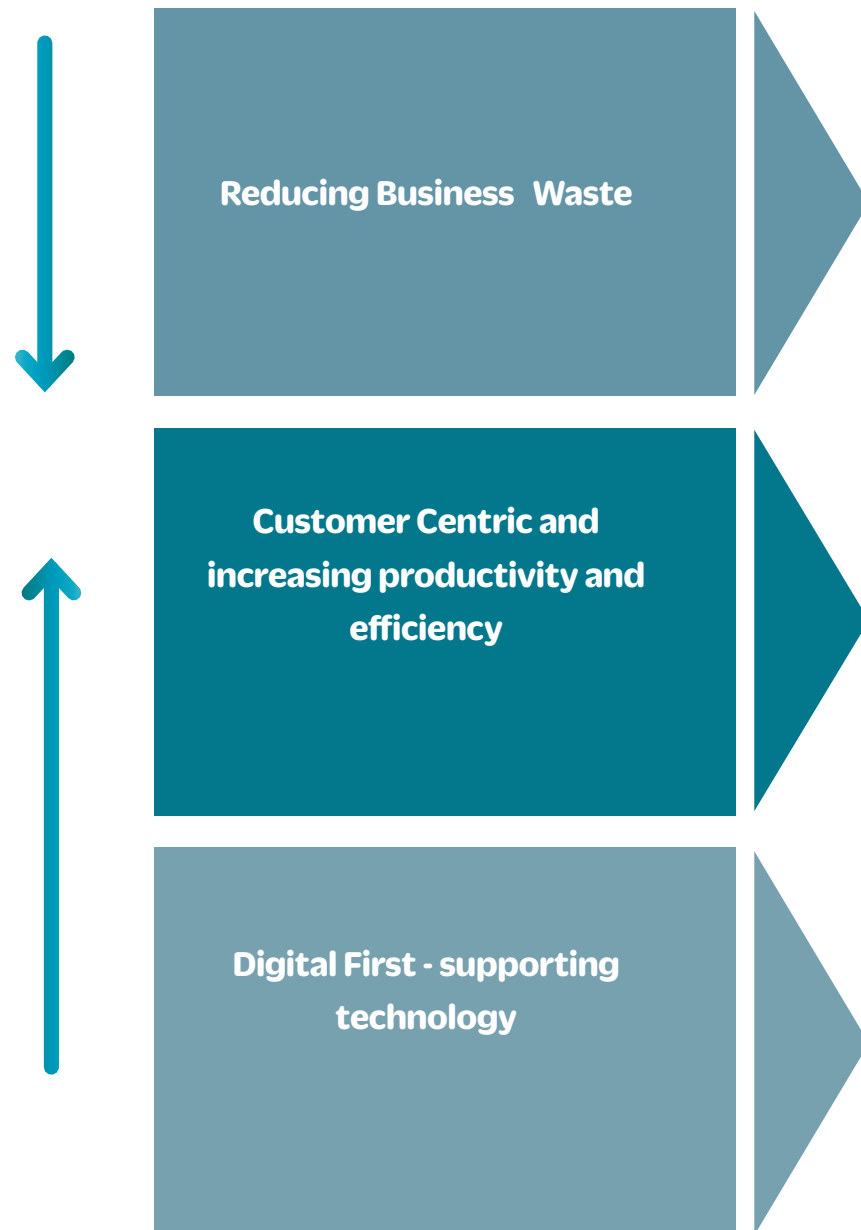
- To convert all Council's internal and external facing forms to a digital format.

# WHY WHAT HOW BENEFITS

## Checklist for prioritising DT initiatives

- Customer Centric
- Enabling Technologies
- Building Blocks
- Governance
- Project priorities
- Checklist for prioritising DT initiatives**
- Budget

### Business Goal



Reducing Business Waste

Customer Centric and increasing productivity and efficiency

Digital First - supporting technology

#### Achieving Financial Outcomes

- Will it provide efficiencies, saving time & allowing people to do their best?
- Will it Streamline processes, integrating and aligning systems?
- Is it repeatable anywhere else in the business?
- Will it save paper?

#### Improving the Customer Experience

- Is it something customers want?
- Will it make us more responsive and support Service Delivery Excellence?
- Will it create a Customer Journey that is simpler, clearer and faster?
- Will it encourage a strong customer 1st mindset?
- Will it Increase the number of Customers Self-serving?
- Will it directly impact a customer facing process?

#### Building Capacity

- Will it provide accurate and timely data for improved decision making?
- Will it Improve Council's ability to share / partner?
- Will it improve performance reporting?
- Will it make it easier for staff to access key data?
- Will it close a current process gap?

#### Achievability Assessment (Cost/Risk/Time Assessment)

- Will it be easy to implement?
- Can it connect to what we have now?
- Is it Low Risk?
- Is this achievable within the current forecast program end date?
- Is it Affordable?

**If any initiative ticks more than 50% - it's worth exploring**

## Budget

Customer Centric

Enabling Technologies

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**Budget**

| Anticipated Investment for Digital Transformation Phase 1. to 30th June 2022) | (Program  | Spent and/or Committed |
|---|---|------------------------|
| Enhancements to Core Systems  |   |                        |
| Customer View   |   |                        |
| Priority Projects   |   |                        |
| Other Initiatives   |   |                        |
| Project Delivery Resources (including Business Backfill)                      |   |                        |
| Total Funds Allocated to the DT Program                                       |   | \$6,641,000            |
|   | Total estimated spend at completion of the DT Program | \$6,640,971            |
|   | Program Funds spent as at 30 June 2020                | \$3,641,992            |



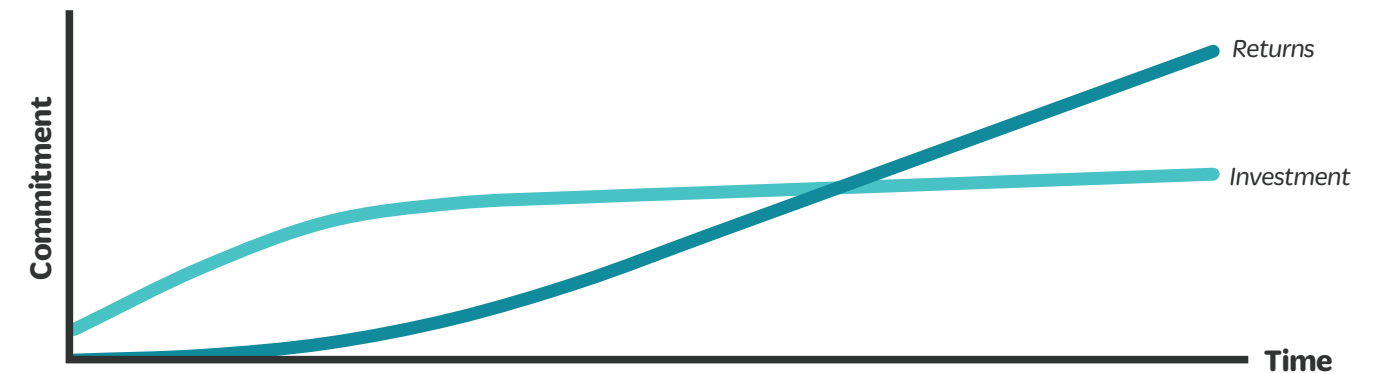
# WHY WHAT HOW BENEFITS

## What will the benefits be?

**What will the benefits be?**

**Benefits map**

- Front-loaded investment is required**
- To address core system issues
  - To establish key capabilities
  - To enable future transformation
- Focussed process re-design using BA skills
  - Driven by a culture where innovation is evident
  - Will increase as digital maturity grows



**Benefits are downstream**  
**It will be important to identify and capture benefits and report regularly**

| Strategic Objective            | Improve Customer Experience  | Building Capability  | Achieve Financial Outcomes   |
|--------------------------------|--|--|--|
| <b>WHAT IS THE BENEFIT?</b>    | <ul style="list-style-type: none"> <li>Improved Customer Satisfaction</li> <li>Improved understanding of customer needs and experiences</li> <li>Increased access for customer</li> <li>Increased number of customers self serving</li> <li>Stronger customer first mindset</li> </ul> | <ul style="list-style-type: none"> <li>Ability to share and partner with others</li> <li>Integrated data to assist decision making</li> <li>Improved performance reporting</li> <li>Digital by default mindset</li> <li>Tools provided for people to do their best.</li> </ul> | <ul style="list-style-type: none"> <li>Streamlined operations -(processes and systems) aligned to gain efficiencies</li> <li>Reduced cost of service delivery</li> <li>Mitigates growth costs in service delivery</li> </ul>                         |
| <b>WHY IS IT A BENEFIT?</b>    | <ul style="list-style-type: none"> <li>Meeting customer expectations</li> <li>Digital services are cheaper</li> <li>More convenient for customers</li> </ul>   | <ul style="list-style-type: none"> <li>Sharing and partnering to gain efficiencies and reduce costs</li> <li>Reduction in paper and increase in online services</li> <li>Access to better data</li> <li>Staff can do their best</li> <li>Know our performance</li> </ul>       | <ul style="list-style-type: none"> <li>Improved business efficiency and business / IT integration</li> <li>May create financial capacity for other council priorities</li> <li>Reduces the need to increase staff levels to manage growth</li> </ul> |
| <b>HOW WILL WE MEASURE IT?</b> | <ul style="list-style-type: none"> <li>Annual survey of customers</li> <li>Number of services online</li> </ul>  | <ul style="list-style-type: none"> <li>Number of digital business processes</li> <li>Staff engagement survey</li> <li>Number of new reports available</li> <li>Number of tools delivered.</li> </ul>   | <ul style="list-style-type: none"> <li>Reduced service delivery costs</li> <li>% reduction in use of paper</li> <li>Number of hours saved</li> </ul>   |

**DT projects will also individually measure against four criteria: user satisfaction, digital take up, completion of rate of transactions, cost per transaction**

# WHY WHAT HOW BENEFITS

## Benefits map

What will the benefits be?

Benefits map

