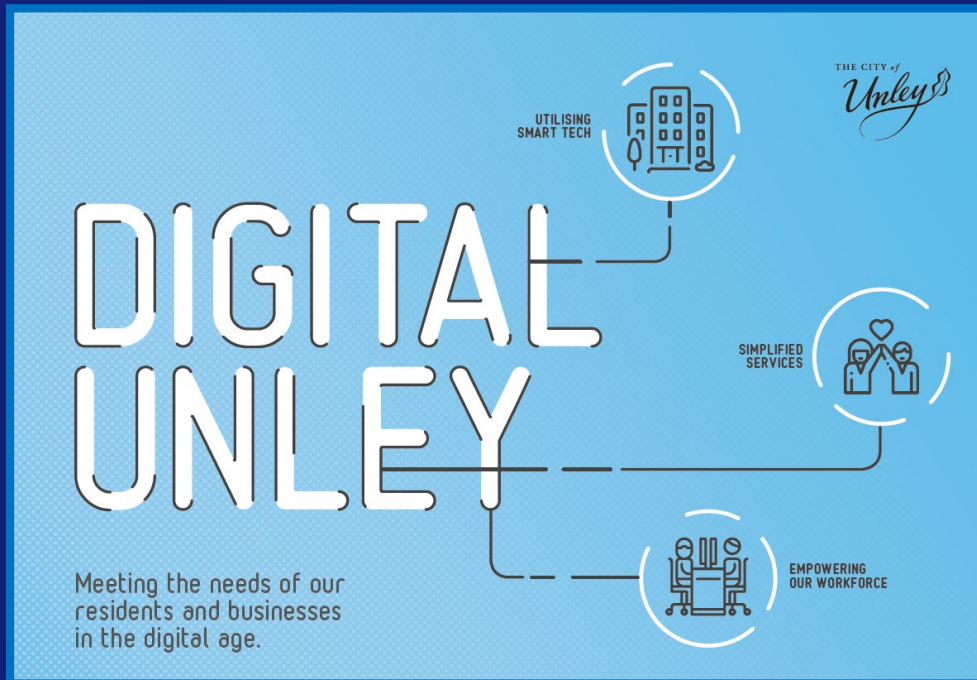
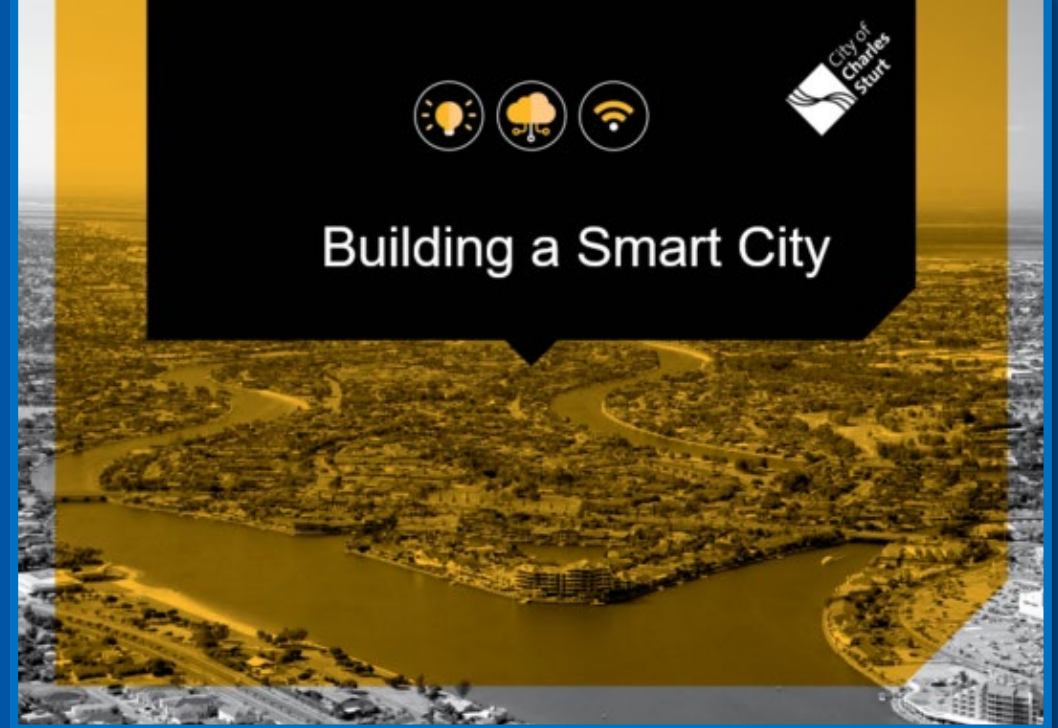


Digital Transformation



A tale of two strategies
Russell Taylor and Alex Keay



WHY

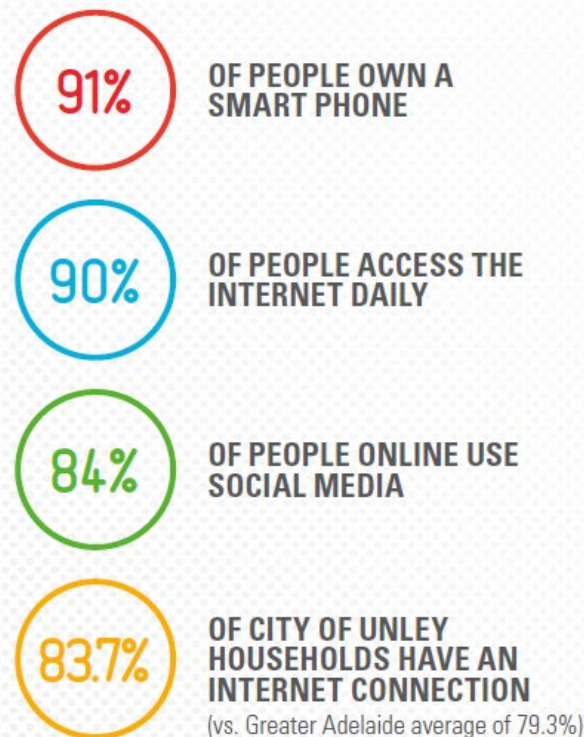
Why Smart?

Our City is one of the largest and most diverse in metropolitan Adelaide



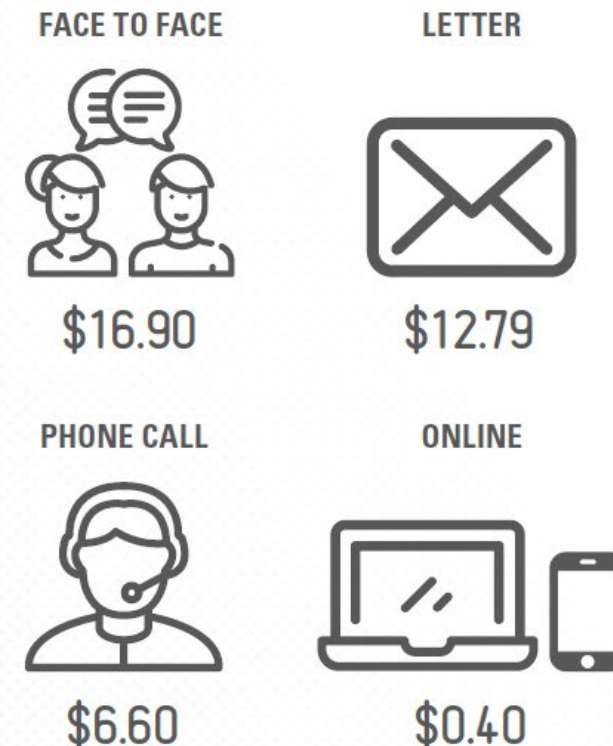
Why Digital?

DIGITAL LANDSCAPE IN SOUTH AUSTRALIA



Source: Yellow Social Media Report 2018 (Sensis data 2017),
Australian Bureau of Statistics 2016

COST TO GOVERNMENT PER CUSTOMER TRANSACTION



Source: Deloitte Access Economics – Digital Government Transformation 2015



STRATEGIC CONTEXT

Strategic Context

CITY OF CHARLES STURT STRATEGIC PLANS & FRAMEWORKS - ALIGNMENT TO COMMUNITY PLAN THEMES

OUR COMMUNITY

Community Services Framework
Regional Public Health Plan 2014-2019
Animal Management Plan 2016-2020
Marketing and Communications Plan

OUR LIVEABILITY

Charles Sturt Development Plan
Strategic Directions Report 2014
Community Land Management Plans
Place Making Framework
Asset Management Plans
Transport Plan 2016-2031
Open Space Strategy 2025

OUR ENVIRONMENT

Living Green Environmental Plan
AdaptWest

OUR ECONOMY

Economic Development Plan 2016-2021
Building Western Adelaide

OUR LEADERSHIP

Long Term Financial Plan
Annual Business Plan & Budget
Council Policy Framework
Cultural Change Program
City Survey

CITY OF CHARLES STURT SMART CITY STRATEGY - ALIGNMENT TO COMMUNITY PLAN THEMES

FEDERAL GOVERNMENT - NATIONAL INNOVATION AND SCIENCE AGENDA - SMART CITIES PLAN

Strategic Context



The background of the image is a solid dark blue. In the upper-left quadrant, there is a pattern of lighter blue diamonds of varying sizes, some of which are slightly blurred, creating a sense of depth and movement. The word "DISCOVERY" is centered horizontally across the middle of the image, spanning both the patterned and solid blue areas.

DISCOVERY

Discovery



Our Process

Purpose: To guide the creation of a Smart City Strategy for the City of Charles Sturt
Values: Enabling, Connecting, Collaborative, Partnering, Simple, Standard, Open

Formulation

Implementation

Analysis

Strategy
Formulation

Goal Setting

Structure

Control &
Feedback

**“HELLO,
I’M DRIVING
INNOVATION.”**

Discovery

What does Smart Cities mean to the City of Charles Sturt?



**“HELLO,
I’M DRIVING
INNOVATION.”**

- Formed a steering group
- Symposium for staff
- Banner
- Conferences
- Researched standards
- Researched other strategies

BSI
British Standards

AUSTRALIAN
smart communities
association

Discovery

OUR PRINCIPLES



1

SIMPLIFIED
SERVICES



2

SMART
TECHNOLOGY



3

EMPOWERED
WORKFORCE

Simplified Services

1



2



3



4



The background of the slide is a solid dark blue. In the upper-left quadrant, there is a pattern of lighter blue diamonds of varying sizes, some of which are semi-transparent, creating a subtle geometric design.

PRIORITISATION

GUIDING PRINCIPLES

To be flexible and recognise that new opportunities will continually arise as digital technologies evolve. Potential new activities can be assessed and prioritised based on alignment with the strategic outcomes and initiatives that underpin this Strategy.

Customer Centric	Residents, business, industry and government will be engaged early and often. We will use technology to be more community connected and encourage participation, access and inclusion through the design of citizen centric digital services.
Collaboration	We will make it easy to partner and focus on shared outcomes.
Innovation	We will influence regulation to reduce red tape, test and trial new technology.
Sustainable	We will develop digital city standards and leverage new business models. We will be commercially driven and ensure the Business Case 'stacks up'.
Measurable	We will measure the effectiveness of the smart city approach to projects

Project Prioritisation: priority will be given to projects that meet any of the following criteria.

1. In Train	We already have a project underway that supports one or more of our Smart City Objectives
2. Foundation Project	Particular infrastructure that is required to support Smart City Objectives
3. Strong Business Case	A commercial business case that shows significant savings or community benefit
4. Funding Available	Grant Funding is available
5. Demonstration Project	Pilots and demonstrations projects that are visible to the community and displays the community benefit

Prioritisation

**“HELLO, I’M
COLLABORATING
FOR GREATER
OUTCOMES.”**

PRIORITISATION CRITERIA

Projects will be assessed and reviewed for their strategic value, risk profile and the relative ease of delivery. Priority will be given to projects that have a strong business case, and those which:

- Demonstrate significant efficiencies and community benefit
- Are already underway and align with one or more of our guiding principles
- Have access to grant funding or partnerships to speed up and enable implementation
- Can begin as demonstration and pilot projects co-designed with customers for rapid implementation
- Can be resourced and supported by Council
- Integrate well with existing systems.

COMMITMENT TO OUR GUIDING PRINCIPLES

SIMPLIFIED SERVICES

We value user research and will incorporate it early and often. Input from the community, local businesses, aspiring entrepreneurs, industry partners and government will facilitate collaborative partnerships and guide us in our decision making.

SMART TECHNOLOGY

Flexibility and continuous review will be key to our approach so that the technology we deploy is people-centred and in alignment with the constantly-evolving technology landscape.

EMPOWERED WORKFORCE

Executive-led endorsement of the strategy, a robust governance framework and adequate training will enable experimentation so that staff can drive business improvements across the business as needs arise.

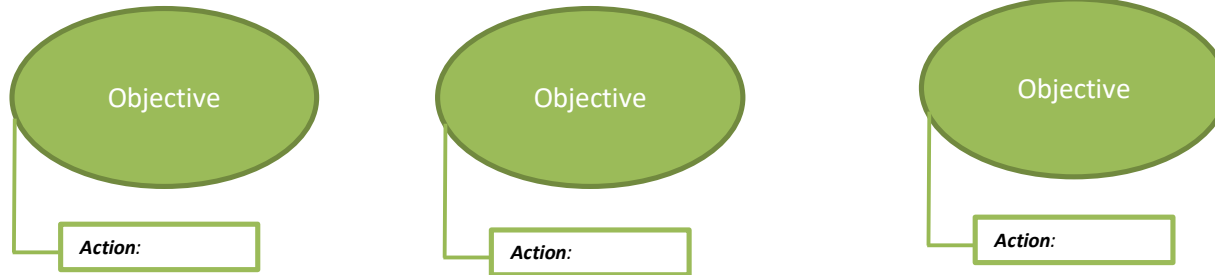
Prioritisation





ACTION PLAN

Smarty City Theme and Goal



Actions

For each action:

1. Can it be rewritten/combined to be more concise and effective?
2. Should it be removed?
3. Are there new actions required (if so – write away)?
4. Complete the priority/timing - Years 1-3 or 4-6.
5. Complete what our Role should be.
5. Do you endorse it?

**“HELLO,
I’M DRIVING
INNOVATION.”**

Action Plan

PHASE 1

A range of key program activities will begin in the first 12 months.

- ✓ Develop digital services that are designed with our customers at the centre, and streamline internal business processes via digital (e.g. integrated citizen-centric website, forms platform and Intranet)
- ✓ Obtain Executive support to train staff with digital skills, conduct user research and co-design services with our customers in cross-council teams
- ✓ Establish governance frameworks and associated guidelines to guide digital transformation (e.g. website content governance structure)
- ✓ Identify opportunities to deliver digital service improvement across the business (e.g. a business intelligence platform, electronic application processes and automated notifications)
- ✓ Plan, implement and measure service improvements via smart technologies (e.g. Heywood Park Smart Precinct and King William Road Streetscape).

Activities will be subject to continuous review and improvement. It is expected some will continue into Phase 2.

PHASE 2

(12–24 months)

A program review will determine the status of activities started in the first 12 months.

Learnings will be consolidated and next steps planned for ongoing review and improvement.

- ✓ Research and consider emerging technologies
- ✓ Re-prioritise activities that have been prioritised in the action plan.

PHASE 3

(24–36 months+)

A program review will determine the status of activities started in the first 12 months.

Learnings will be consolidated and next steps planned for ongoing review and improvement.

- ✓ Research and consider emerging technologies
- ✓ Re-prioritise activities that have been prioritised in the action plan.



What we will do

Outcomes

Value to the Business / Customer

Features

Tools to deliver on the theme

Confidence

%

Relative Effort

L, M, S

How important is this to the City of Unley?

Digital Unley 'Walls'



A decorative pattern of light blue diamonds of varying sizes is located in the top-left corner of the image, set against a medium blue background.

MEASURING SUCCESS

Measuring Success

**“HELLO,
I’M CELEBRATING
OUR CITY.”**

Economy Indicators

Our strategic alliances are supporting the growth of our economy

We will know this by:

- 5% per annum increase in number of Western Region businesses participating in business development events
- Increase in Gross Regional Product for the Western Region
- Increase in tourism visitation and expenditure

Our local businesses are growing.

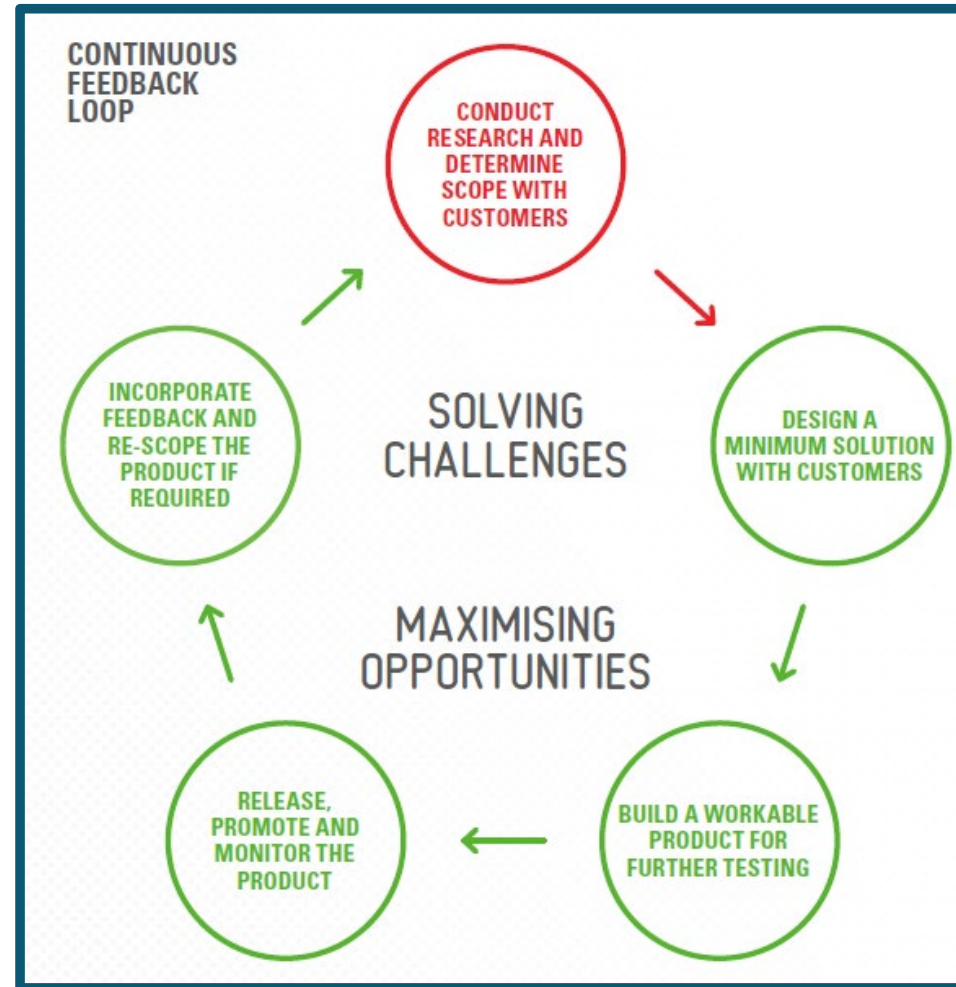
We will know this by:

- Increase in Gross Regional Product (CCS)
- Increase in employment/output in identified growth sectors
- Growth in annual employment numbers

BS ISO 37122. Sustainable development in communities. Indicators for Smart Cities
British Standards Institute
<https://www.bsigroup.com/en-GB/smart-cities/>



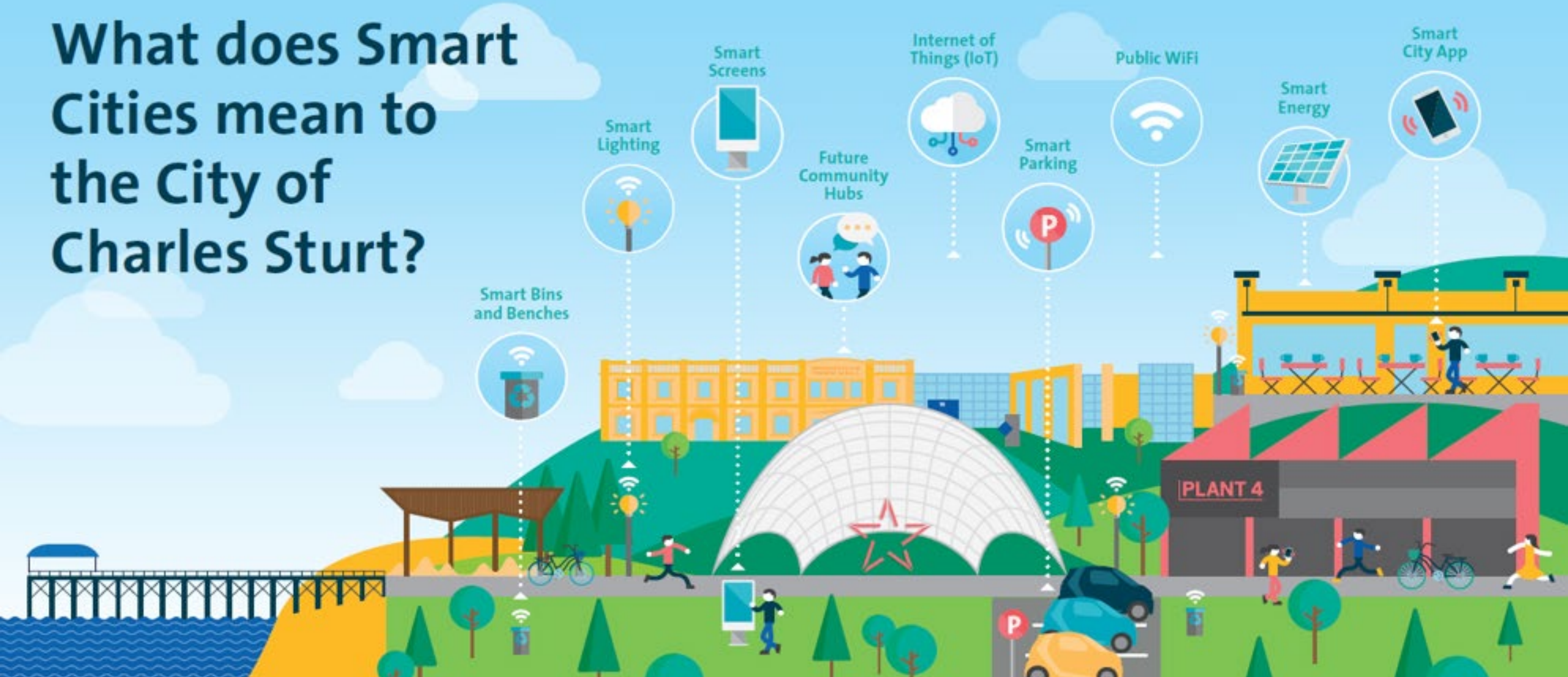
Measuring Success





IMPLEMENTATION

What does Smart Cities mean to the City of Charles Sturt?



Implementation

- Project group to steer rollout
- Ensure alignment to Community Plan
- Prioritisation via Budget Bid process
- Focus on community outcomes

Current Projects

**“HELLO,
I’M SHAPING
OUR FUTURE.”**

SMART CITY OVERVIEW - GOALS

- West Lakes Hub



SMART COMMUNITY

A city that has a strong and connected community by using emerging smart technologies and enables everyone to participate



SMART LEADERSHIP

Provide transformational leadership that fosters collaboration across government, industry and business

- Design and implement a Smart City website
- Open Data Platform



SMART LIVEABILITY

A livable city that uses smart technology in its public places, connects people, and uses technology-enabled infrastructure

- Sustainable Transport Infrastructure
- Car Share Strategy
- Green Travel Plan
- School Zone Safety
- Illuminating Hindmarsh



SMART ENVIRONMENT

A city that applies technology and innovation to improve our environment

- Street Light LED replacement
- Solar Implementation Program
- Solar compacting bins
- Environmental data – reporting framework



SMART ECONOMY

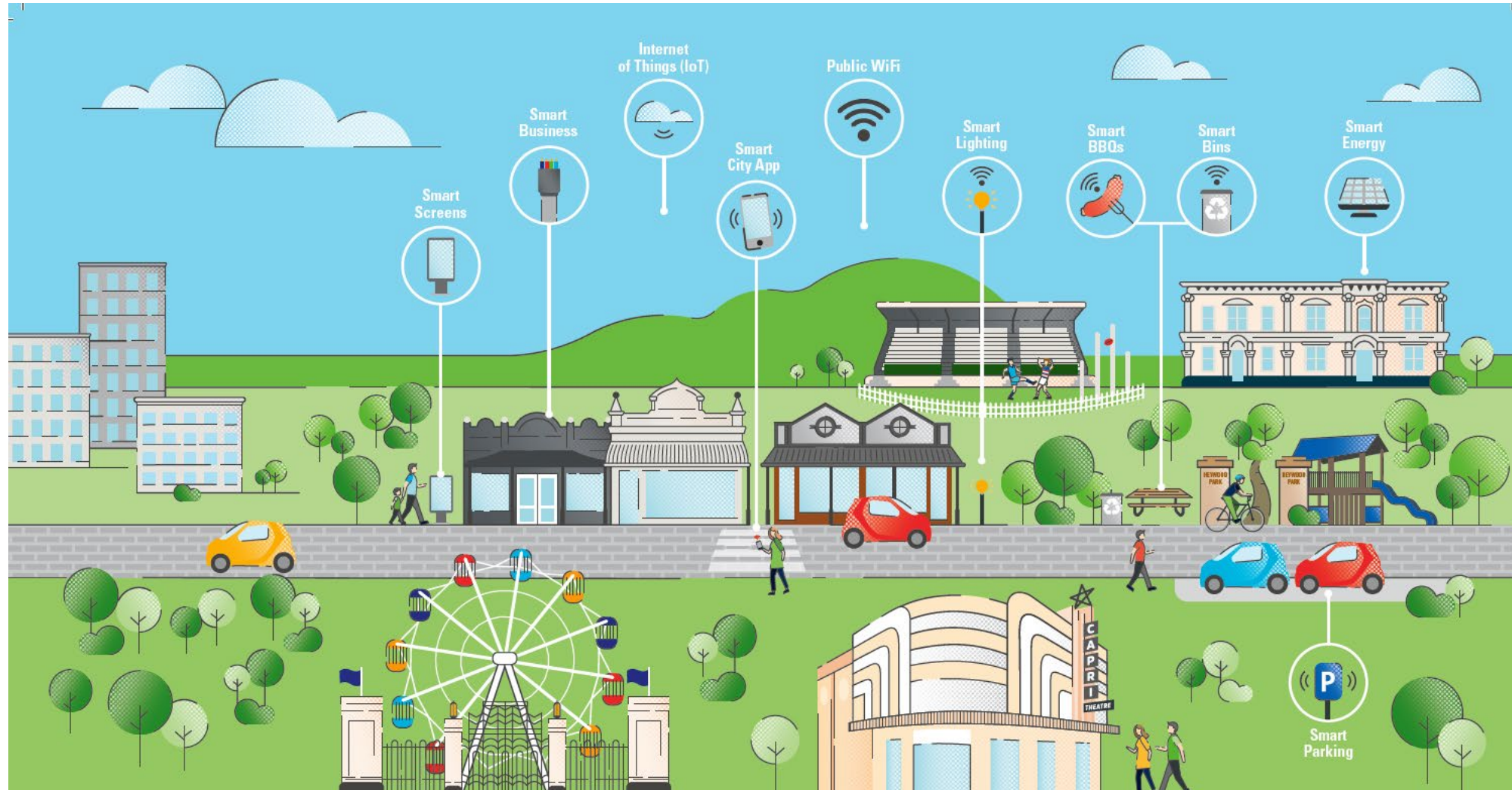
An economically thriving city that has access to digital infrastructure and leverages it to support business growth, investment and sustainability across priority sectors

- Economic Development Website
- CRM System
- Microsoft Boot Camp
- Digital business training
- China Digital Solutions
- Ageing well portal

Our Smart City Plan is designed to be read in conjunction with the “Community Plan 2016-2027; Charles Sturt – A Leading, Liveable City”.

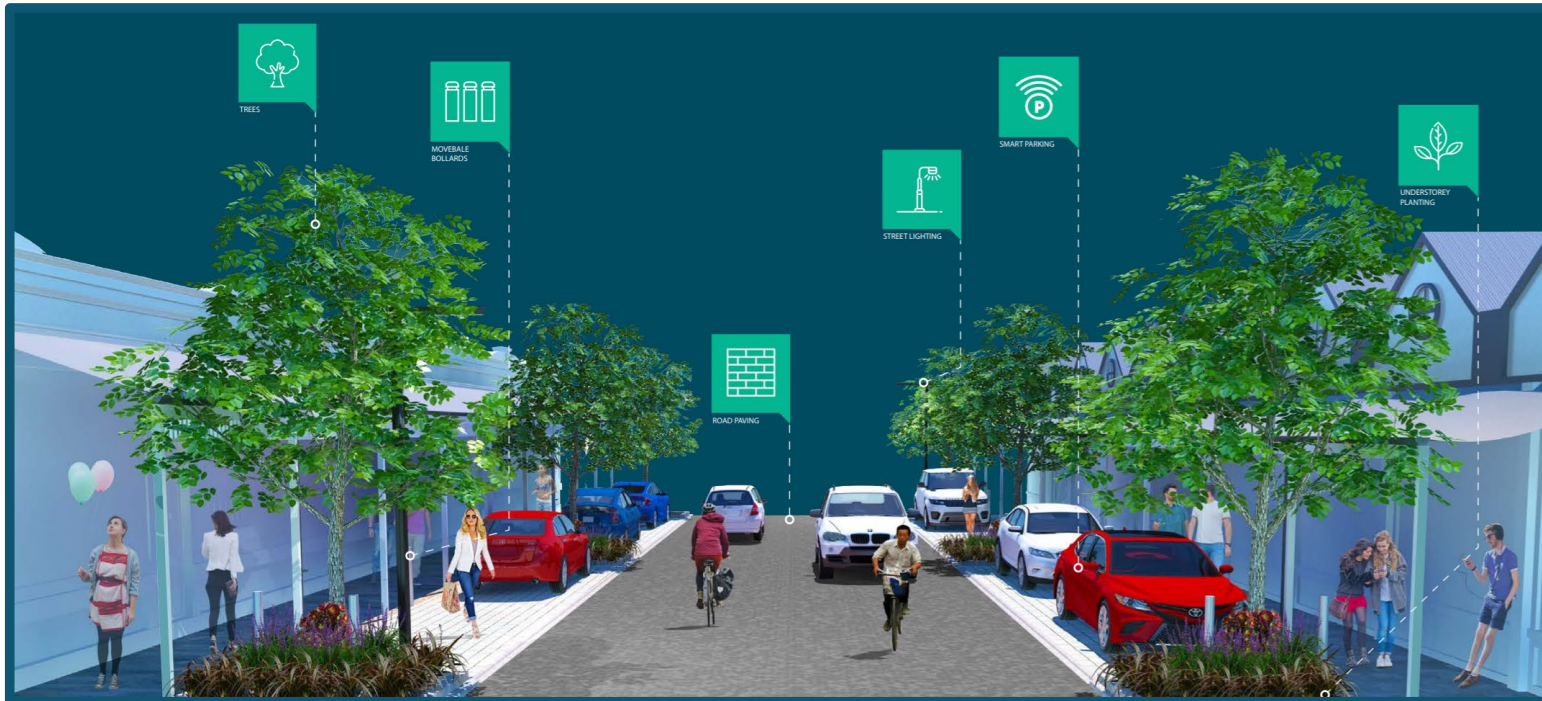
We want our Smart City initiatives to be led by community and business needs, as a result we have used the themes from the Community Plan as the basis of our Smart City Plan.

Looking to the Future in Unley



Currently Underway

DESIGN KING WILLIAM



KEY TAKEAWAYS

1. Digital Transformation – Enabling broader strategic outcomes
2. Smart and Digital – it's the same thing
3. Measurement – is critical and difficult
4. Change is the norm



THANK YOU

Any Questions?

<https://www.unley.sa.gov.au/council-administration/strategic-and-corporate-planning>

<https://www.charlessturt.sa.gov.au/Plans&Strategies>