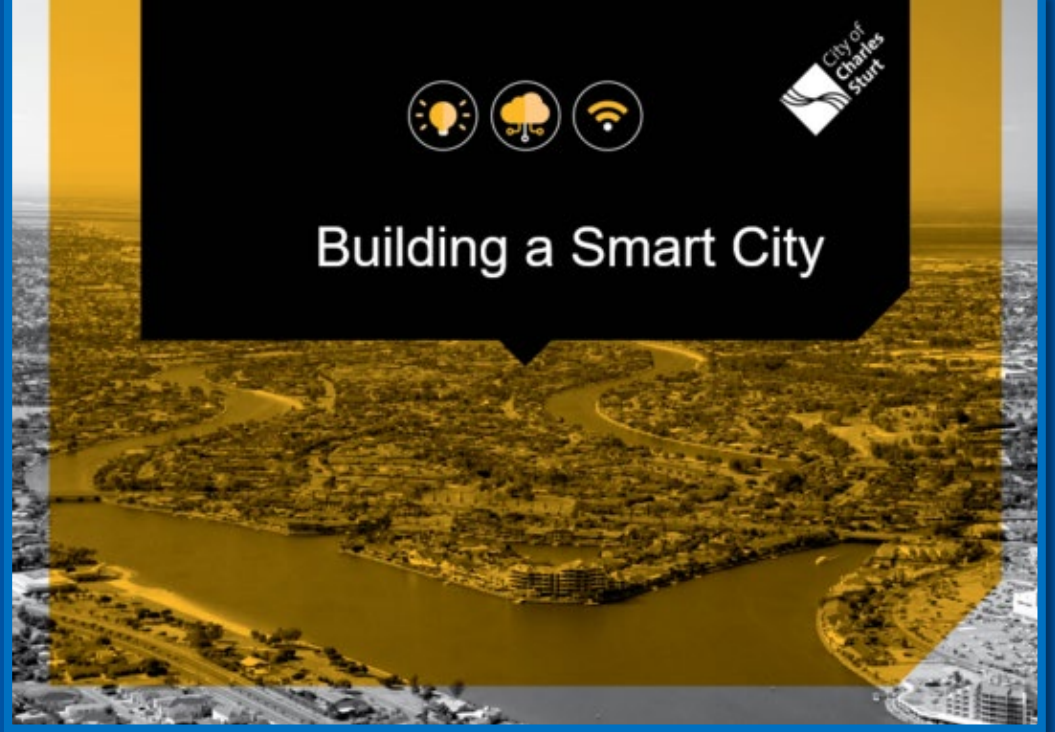
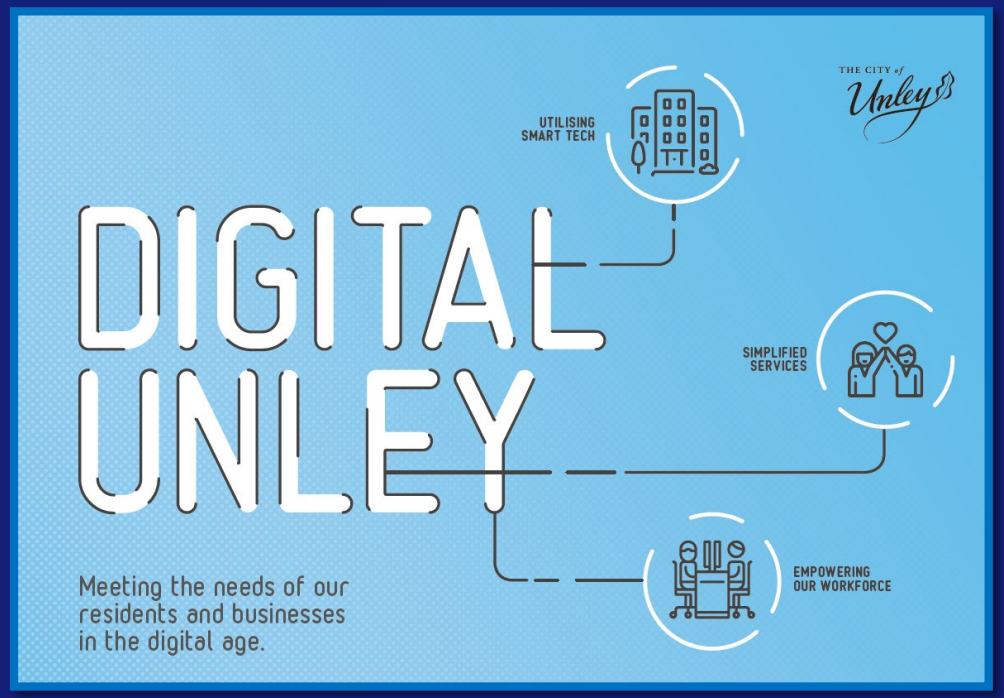
Digital Transformation





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

91% OF PEOPLE OWN A SMART PHONE

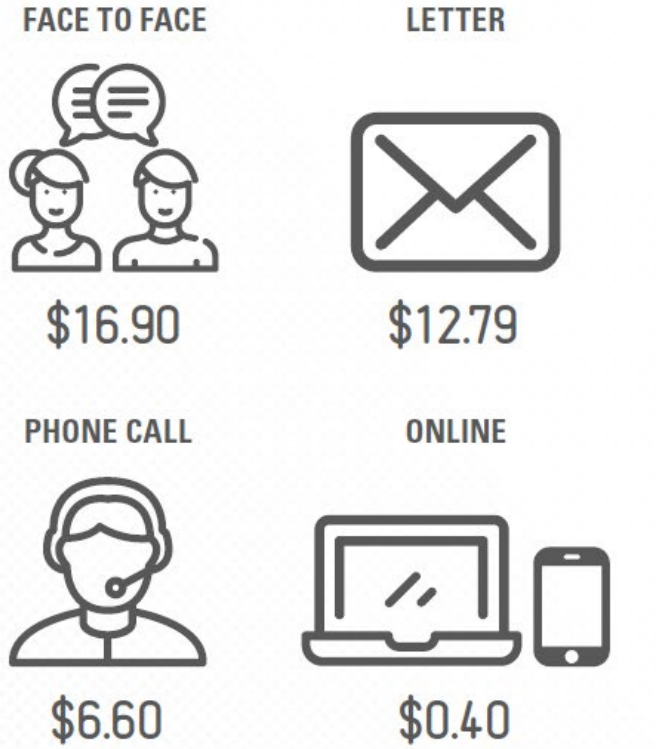
90% OF PEOPLE ACCESS THE INTERNET DAILY

84% OF PEOPLE ONLINE USE SOCIAL MEDIA

83.7% OF CITY OF UNLEY HOUSEHOLDS HAVE AN INTERNET CONNECTION
(vs. Greater Adelaide average of 79.3%)

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

Strategic Context

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."

AUSTRALIAN smart communities association

City of Charles Sturt

Discovery

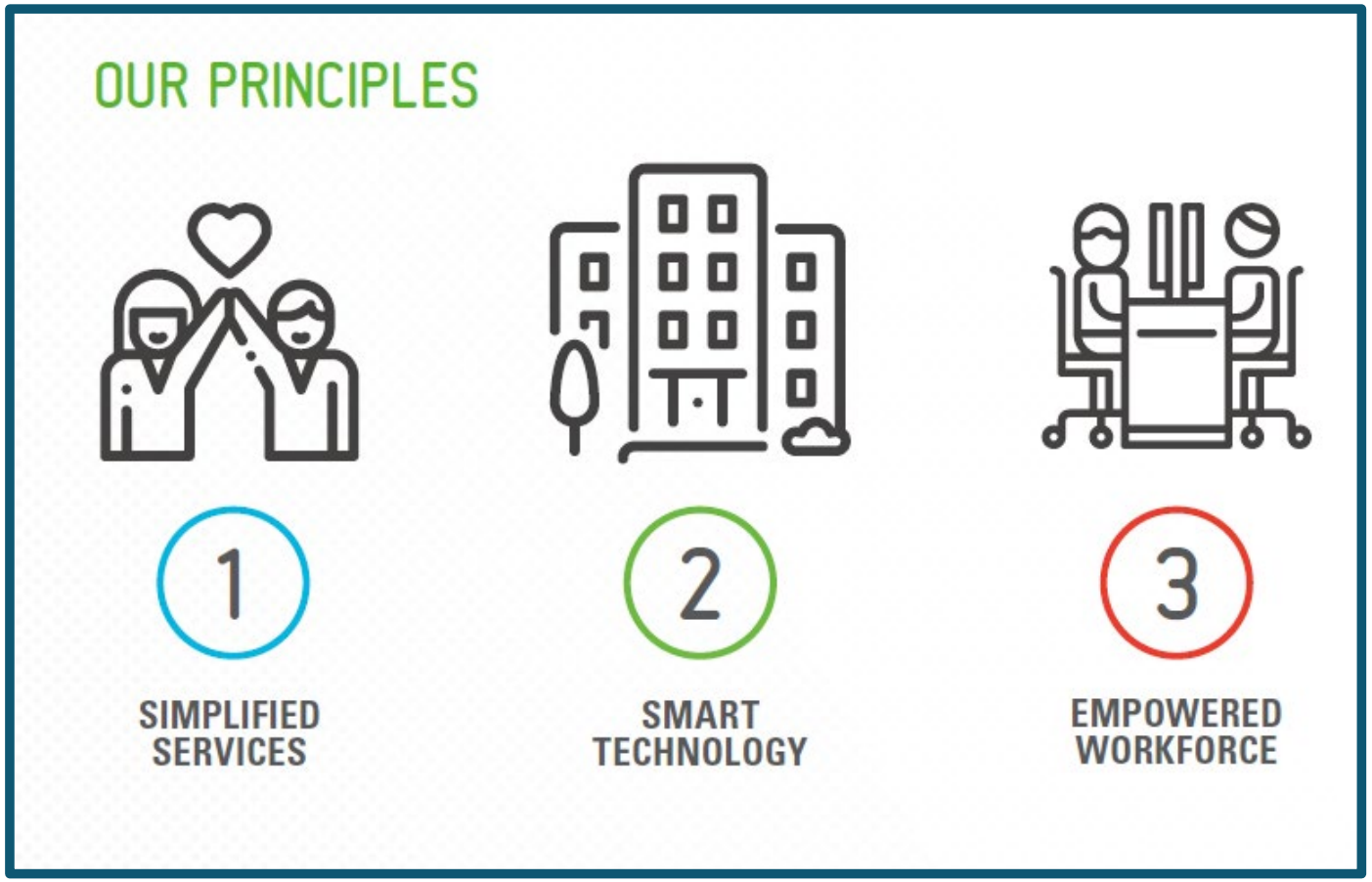
- Formed a steering group
- Symposium for staff
- Banner
- Conferences
- Researched standards
- Researched other strategies

"HELLO, I'M DRIVING INNOVATION."

BSi British Standards

AUSTRALIAN smart communities association

Discovery


OUR PRINCIPLES
1
SIMPLIFIED SERVICES
2
SMART TECHNOLOGY
3
EMPOWERED WORKFORCE

Simplified Services

PRIORITISATION

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

"HELLO, I'M COLLABORATING FOR GREATER OUTCOMES."

Prioritisation

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.

ACTION PLAN

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?

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.

Digital Unley ‘Walls’

What we will do	
Outcomes Value to the Business / Customer	**Features** Tools to deliver on the theme

Confidence	Relative Effort	How important is this to the City of Unley?
%	L, M, S	

MEASURING SUCCESS

Measuring Success

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:

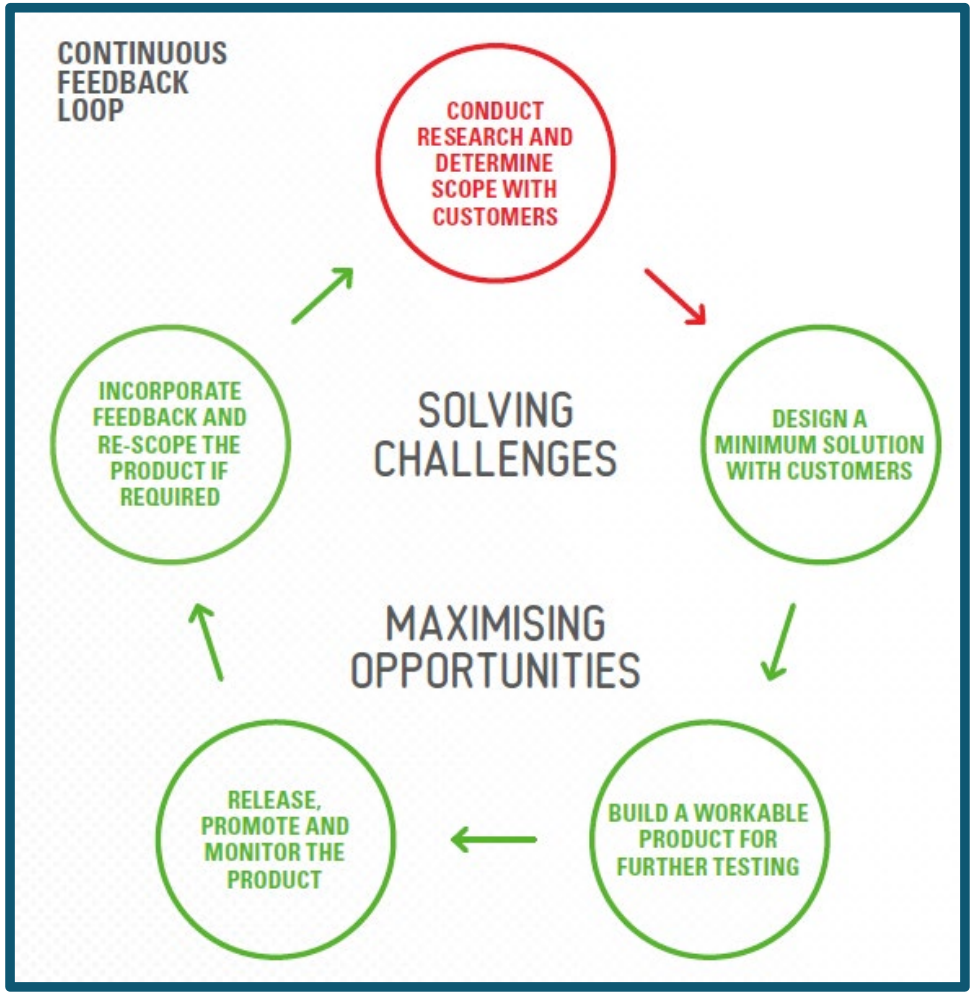
- Increase in Gross Regional Product (CCS)
- Increase in employment/output in identified growth sectors
- Growth in annual employment numbers

“HELLO, I’M CELEBRATING OUR CITY.”

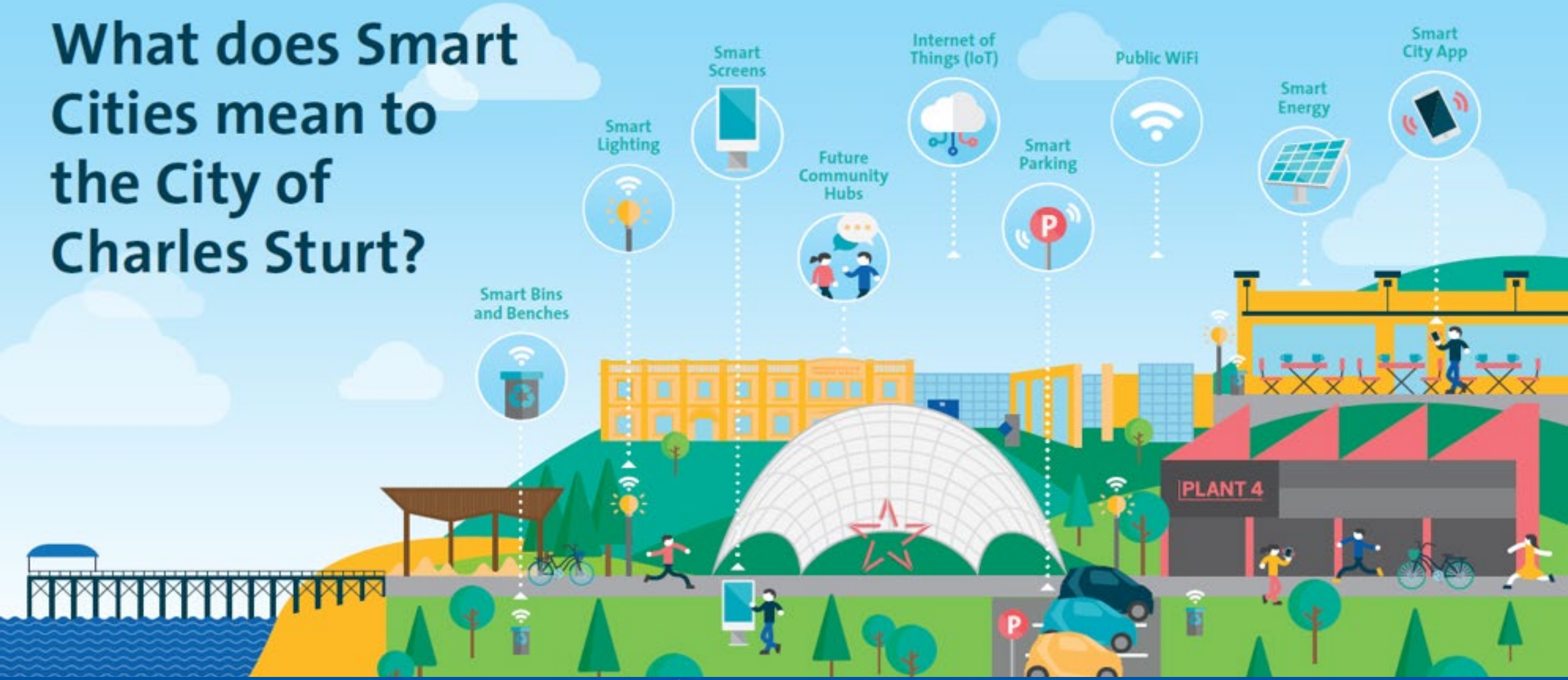
BS ISO 37122. Sustainable development in communities. Indicators for Smart Cities British Standards Institute
https://www.bsigroup.com/en-GB/smart-cities/

City of Charles Sturt

Measuring Success



IMPLEMENTATION

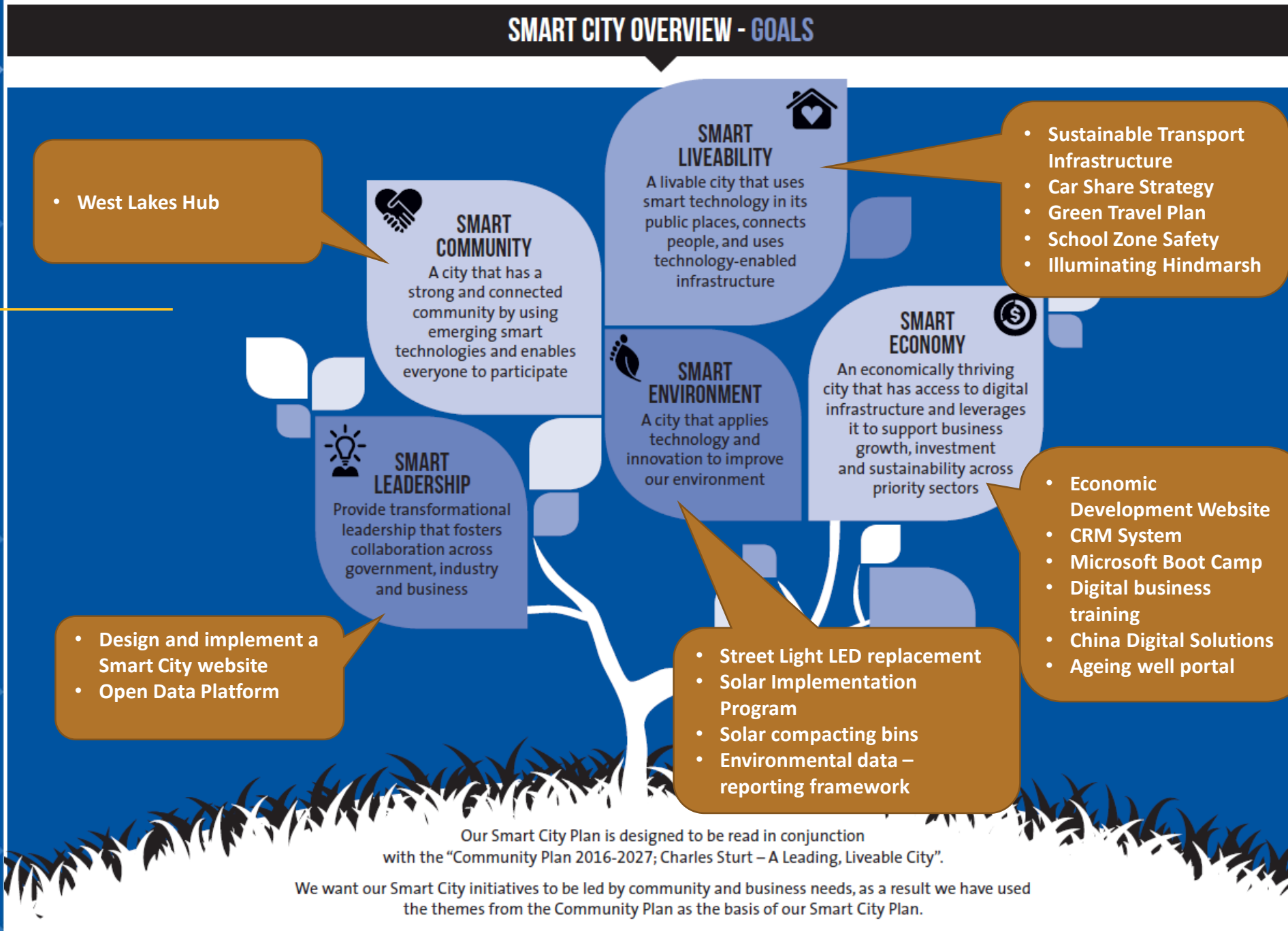


Implementation

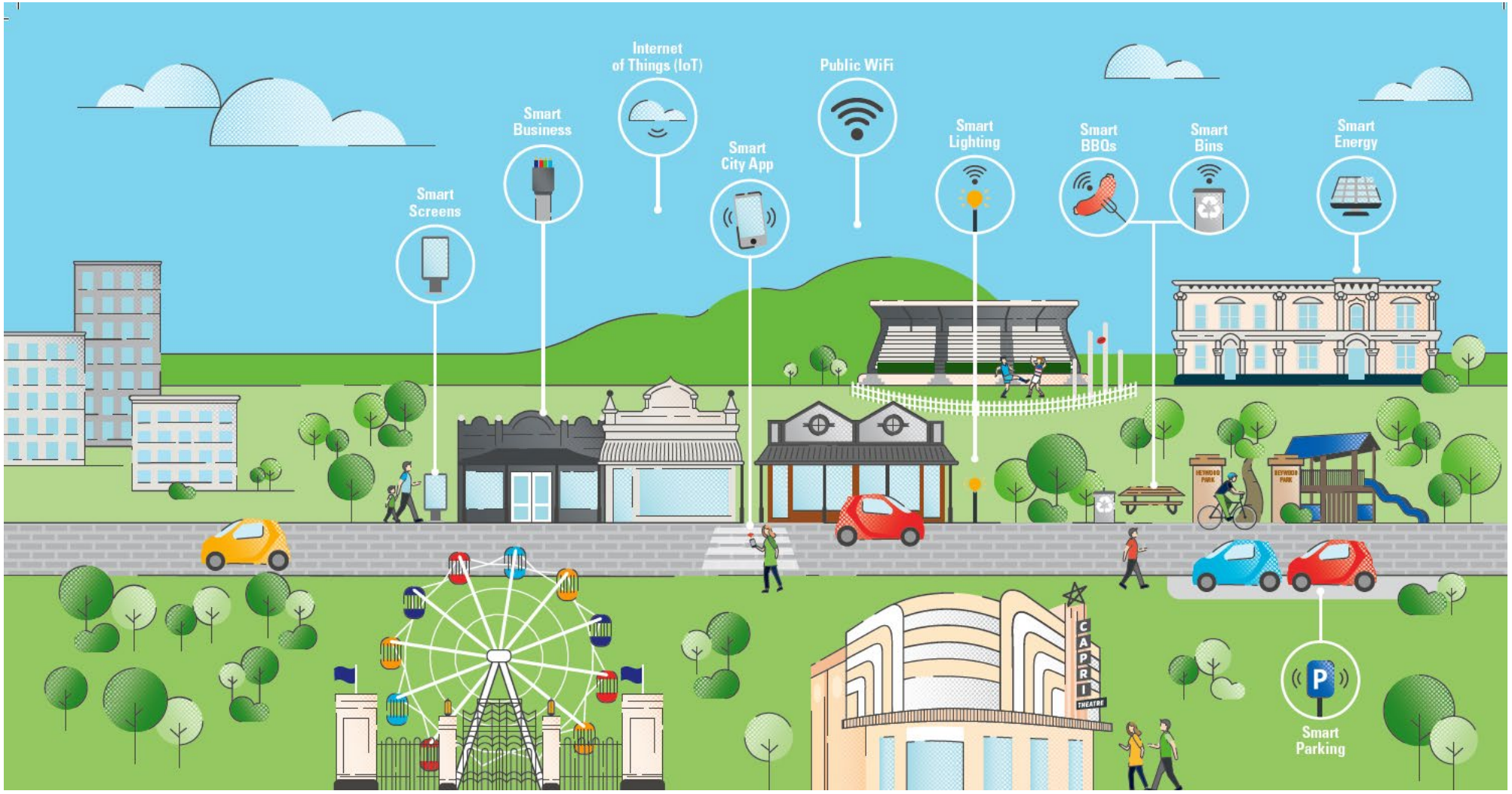
- Project group to steer rollout
- Ensure alignment to Community Plan
- Prioritisation via Budget Bid process
- Focus on community outcomes

Current Projects

"HELLO, I'M SHAPING OUR FUTURE."

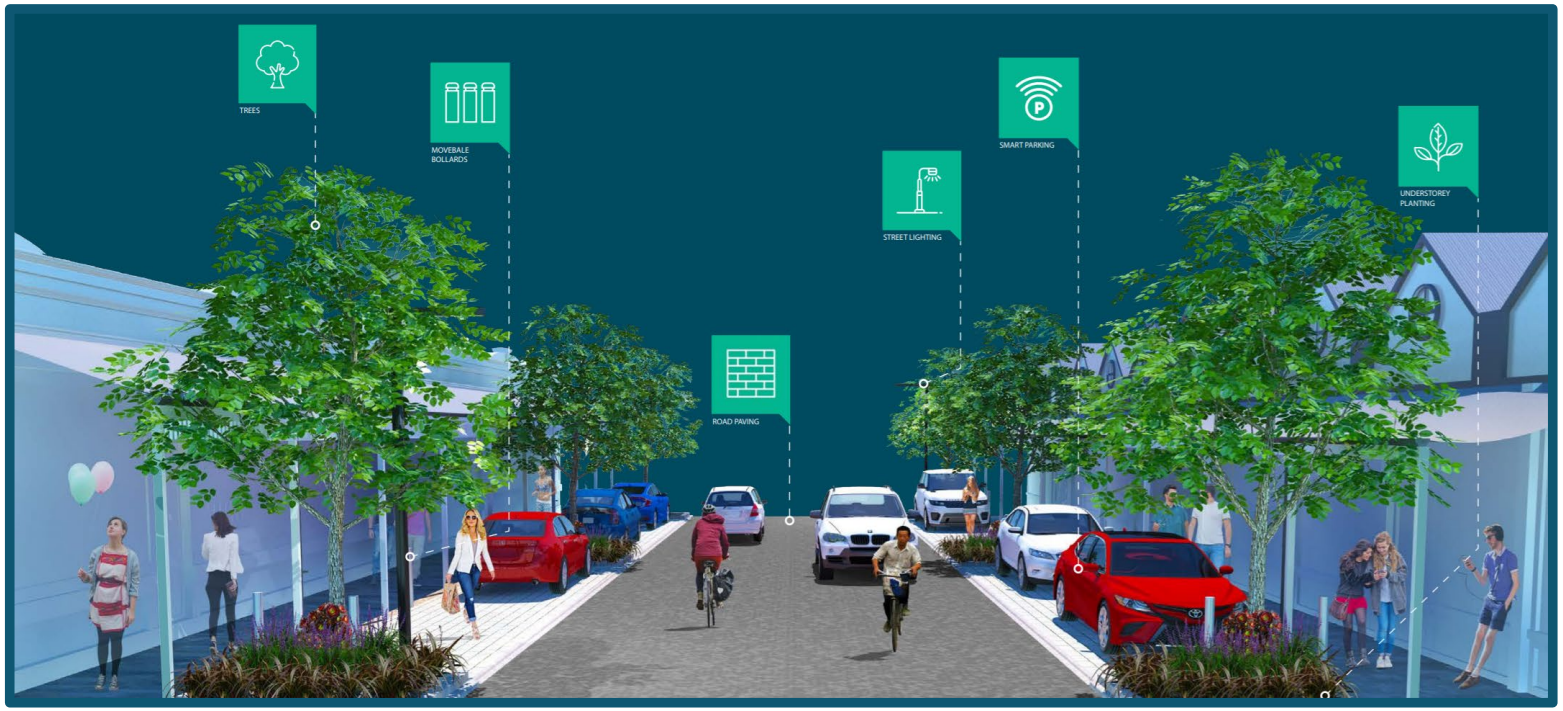


Looking to the Future in Unley



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