



NORTHERN BEACHES COUNCIL DIGITAL TRANSFORMATION STRATEGY

NATURALLY CONNECTED

Adopting a digital operating model to put you at the heart of everything we do

**NORTHERN
BEACHES
COUNCIL**

northernbeaches.nsw.gov.au

Table of Contents

What is Digital Transformation?	3
Why is this a Priority?	3
Background	3
Digital Democracy and Joined Up Government.....	3
Digital as an Operating Model.....	4
We Asked, You Answered	5
What Does Our Digital Future Look Like?	6
Goal 1: Digitally Connected Community	7
Goal 2: Available Anywhere, Anytime	7
Goal 3: Customer Needs Anticipated	7
Goal 4: Ideas Incubator	8
Goal 5: Digital Workplace	8
How We Will Move Forward	9
Ideas to Support Our Digital Future	10
Related Council Documents	11
References	11
Bibliography	12
Appendix 1 - Summary of Staff Engagement	13
Appendix 2 - Summary of Community Engagement	14
Appendix 3 - Summary of Industry Engagement	16

WHAT IS DIGITAL TRANSFORMATION?

“[Digital transformation involves] transforming services to make better use of digital technologies and solutions. This is more than just putting forms online and enabling more online payments. It is not just about doing the same things we currently do more cheaply and faster. It is about business model innovation that challenges the status quo – reimagining current functions and processes to transform services for citizens.”

- (Department of Premier and Cabinet, South Australian Government 2016)

A Digital Transformation Strategy gives Northern Beaches Council goals, strategies and a way forward to guide the Council in the strategic use of digital technologies, processes, values and culture to move to a digital operating model.

WHY IS THIS A PRIORITY?

As the world becomes increasingly more digital, Northern Beaches Council and its community need to adapt and become more innovative. Digital transformation will enable Council to provide a premium service to its customers and community and be a leading workplace for staff. It will also assist the Northern Beaches community to keep pace with a changing digital landscape.

Digital transformation is a tremendous opportunity for staff, customers and our local community to lead simpler and more enjoyable lives by adopting a digital operating model that puts our customers, community and staff at the heart of everything we do.

“Digital [is the] big dial shifter”

- Chris Chapman, Chairman Australian Communications and Media Authority (ACMA) 2006 – 2016

BACKGROUND

Digital transformation is being undertaken by organisations globally from a variety of industries.

Digital Democracy and Joined Up Government

Industry and academic researchers have analysed modes of Digital Transformation in the government space and developed different models to categorise the various activities.

The research concludes (Jayashree and Marthandan 2010) that as government evolves digitally it transitions through the following stages:

1. Providing information digitally
2. Allowing transactions digitally
3. Then to a personalised digital experience
4. Digitally joining up with other levels of government
5. Digital democracy

This iteration of the Digital Transformation Strategy focuses on firmly establishing a personalised digital experience (3) and moving into digitally joining up with other levels of government (4).



Figure 1: Stages of Government Digital Evolution. (Adapted from Jayashree and Marthandan 2010)

Digital as an Operating Model

In the context of digital transformation, “digital” is not a medium, a new name for IT, a technology or a project but rather an operating model based on putting you - whether you’re a staff member, resident, business owner or employee, visitor, regulator, agency, politician, supplier or one or any of our other many stakeholder groups - at the heart of everything we do. (Cade 2014)

This strategy will get us part of the way to a digital operating model, by focusing predominately in transforming the culture and data/information aspects of the operating model.

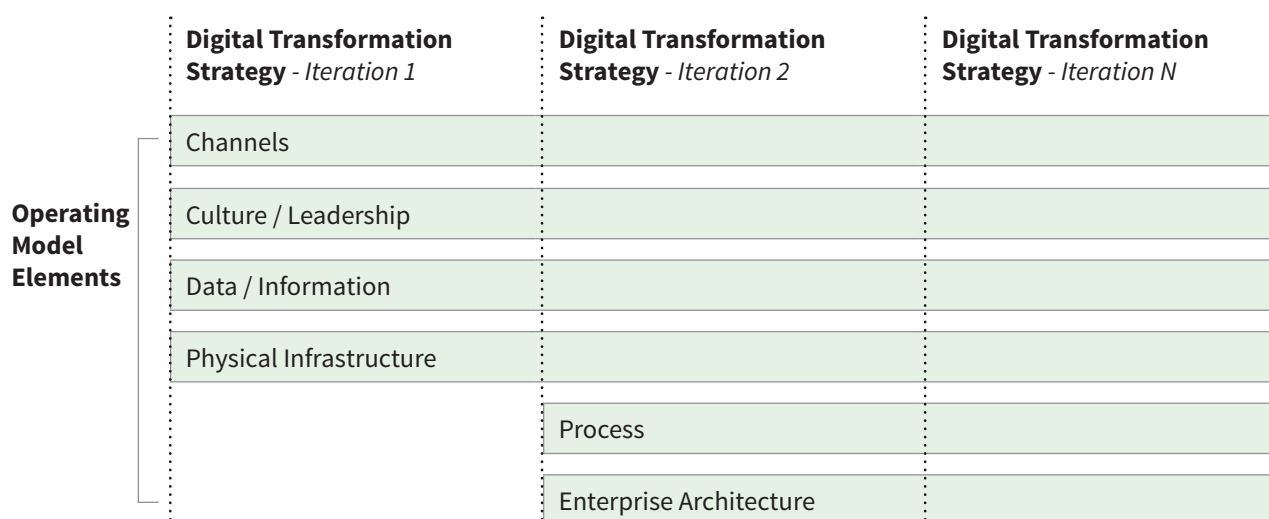


Figure 2: Digital Transformation Strategy Operating Model Elements - Current and Future Strategy Iterations

This leaves big ticket items such as Enterprise Architecture and business process re-engineering for future iterations of digital transformation. In these future iterations, it is envisaged that the business will have stabilised after significant integration work and will have (through this strategy and other initiatives) begun building a digital culture that puts customers, people and needs at the centre of outcomes.

ANALOG CULTURE		DIGITAL CULTURE
<ul style="list-style-type: none"> Pushes products into the market Driven by purchasing and supply 	Customers and Demand	<ul style="list-style-type: none"> Pulls ideas from the market Driven by customer demand
<ul style="list-style-type: none"> Strong hierarchy Slow decision making Process and task orientations Defined tasks (“do this job”) 	Organisation	<ul style="list-style-type: none"> Flat hierarchy Rapid decision making Result and product orientation Empowered employees (“find a way to achieve a goal”)
<ul style="list-style-type: none"> Understands needs of long-standing customers and how to fulfil them Orientation toward status quo, past lessons and accepting constraints Experience and stability count Homogeneous teams, working within departmental silos Career progression within defined paths Focus on planning and optimisation 	Attitudes and Ways of Working	<ul style="list-style-type: none"> Understands needs of digital customers and how to adopt new trends Orientation toward innovation, improvement and overcoming constraints Potential, vision, curiosity, motivation, flexibility and adaptability count Mixed teams working in cross-functional and integrated communities Strong collaboration Rapid, unpredictable career progression Focus on rapid launch and learn

Figure 3: Analog vs Digital Culture (Source: Harshak et al. 2013)

WE ASKED, YOU ANSWERED

14 Hours of Staff Workshops

171 Staff / 268 Ideas

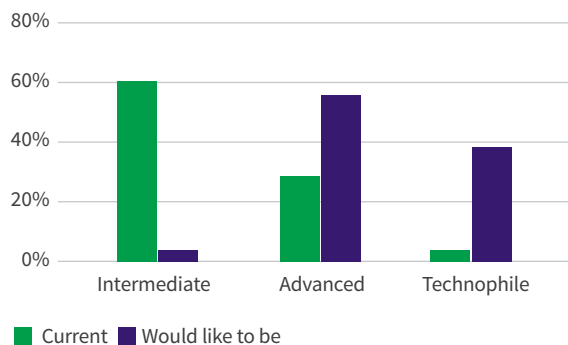
(More detail available in Appendix 1)

We asked about:

- Your technology proficiency and aspiration
- Aspects of digital culture that appeal to you
- Barriers and concerns you envision to Council becoming more digital
- Ideas you have to create a more digital Council and community

You answered:

Technology Proficiency



Staff Top 5 most liked aspects of digital culture

1. Draws ideas from staff, customers & the community
2. Innovative
3. Flexible
4. Driven by external & internal customer demand
5. Fun & engaging

"[Solutions] need to be user friendly and intuitive"

"I like the idea of digital freeing up staff to be able to spend more time with those less digitally minded customers"

"Partner with Universities and TAFE to investigate new ideas"

Community Survey

158 Respondents / 1427 Words of comments

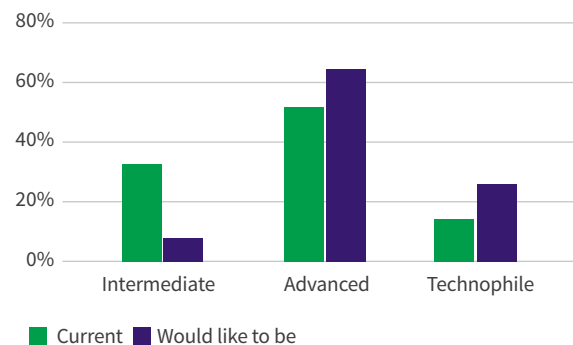
(More detail available in Appendix 2)

We asked about:

- Your technology proficiency and aspiration
- How a more digital Council could most benefit you
- Your concerns about Council becoming more digital
- Your view on digital in relation to a number of Council and community aspects

You answered:

Technology Proficiency



Top 4 benefits identified by the community

1. Easier Transactions
2. Having Your Say
3. More Access
4. Better Service

"It's not just about technology it's about people."

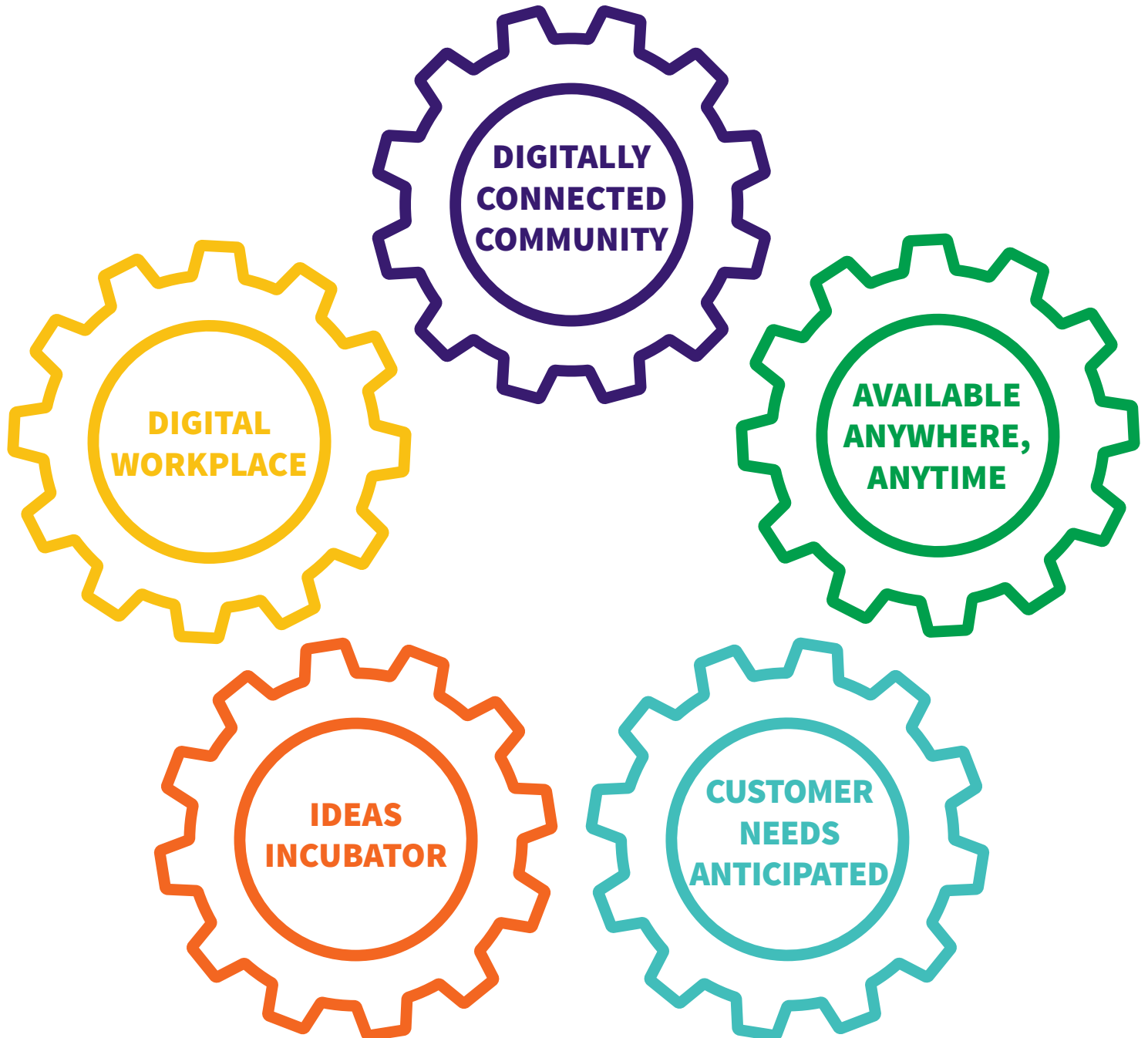
"Better interaction, less paper"

"I want to engage with council in exactly the same way that I engage with my bank, airline or online retailer."

"Needs to be a balance of convenience of online and personal interaction."

WHAT DOES OUR DIGITAL FUTURE LOOK LIKE?

The following goals and their associated strategies form a vision of our digital future and provide a foundation for Northern Beaches Council's digital transformation.



GOAL 1: DIGITALLY CONNECTED COMMUNITY

We are a leader of our digitally connected community

We engage with people on their terms, and help them innovate and meet their digital aspirations. Our community facilities, town centres and other public spaces have plans for technology infrastructure which we deliver to improve the livability of the area and connect people with each other and services across all levels of government. We use technology to increase transparency and accessibility to become naturally connected.

Strategies to achieve this goal:

- a. We support and promote a digitally connected community that is inclusive, provides opportunities for all and does not leave anyone behind
- b. Our data, where appropriate, is transparent, open and accessible
- c. We provide connectivity to internet based services in our community facilities, town centres and other public spaces
- d. We continually improve the ways we engage with our community and provide transparency and accessibility into our business and the services we provide
- e. We support the growth of our local digital economy and form partnerships with industry to foster digital transformation within our business and our community

GOAL 2: AVAILABLE ANYWHERE, ANYTIME

We are available when you are, where you are

We provide transparency of our services and give you control over your interactions with us, no matter how you contact us.

Strategies to achieve this goal:

- a. Our services are flexible, you do not have to visit us in person, but if you choose to visit, you are very welcome
- b. We provide a reliable multi-channel service experience face to face, on the phone, in writing or online
- c. We assist you in the use of our digital services
- d. You can manage your data and interactions with us securely

GOAL 3: CUSTOMER NEEDS ANTICIPATED

We anticipate your needs and make your life simpler

We work hard to anticipate the needs of our customers and provide a value on top of our services by using data analytics, market insights and joining up with other levels of government and industry.

Strategies to achieve this goal:

- a. We partner with other levels of government to reduce the number of transactions you need to perform
- b. Using smart technologies, we anticipate your needs and offer valuable outcomes that make your life easier
- c. You can subscribe to receive real-time alerts of information relevant to you and your current activities

GOAL 4: IDEAS INCUBATOR

No one's ideas go unexplored

We value ideas from any source because they are the lifeblood of our digital business.

Strategies to achieve this goal:

- a. We obtain, recognise and investigate ideas through existing and new forums and techniques
- b. We seek out more stakeholders and find ways to encourage more ideas from existing stakeholders
- c. People can track and manage their own ideas as well as follow and provide feedback on other people's ideas
- d. We share our ideas and provide thought leadership in our sphere of influence

GOAL 5: DIGITAL WORKPLACE

Work is an exciting thing we do, not just a place we go to

We promote collaboration and sustainable work-life balance in our own business and within the community and support this through leading digital processes and technology.

Strategies to achieve this goal:

- a. Our staff are equipped with the tools to work effectively anywhere, anytime, where their role permits
- b. Through our processes, our staff are empowered and encouraged to strive for a greater work life balance
- c. Our staff are connected to their teams and the business via the best technologies available
- d. Our staff are engaged and are encouraged to be creative and innovative
- e. We are a model digital workplace and we promote and educate our community on how their workplace could also digitally transform

HOW WE WILL MOVE FORWARD

The goals of the Digital Transformation Strategy will be achieved via the formation and execution of the following Digital Transformation Plans. These Plans will be an internal Council document and will detail the delivery of initiatives to support the Strategy.

Proposed Plans:

- Architecture and Core Systems Digital Transformation Plan
- Capability Development Digital Transformation Plan
- Culture and Collaboration Digital Transformation Plan
- Customer Experience Digital Transformation Plan
- Economic and Industry Partnerships Digital Transformation Plan
- Any additional Plans as identified by Council officers

Each Plan will address the following:

- Goals to be met
- Initiatives proposed, including budget source
- Benefits and risk assessment
- Change management and engagement plan, including compliance with Council's Community Engagement Framework
- Inclusion action plan
- Link to and/or potential impact on other Strategies, Plans or Policies

Initiatives within the Plans will be assessed against the following criteria:

- Alignment with Digital Transformation Strategy Goals
- Actual benefit to Council and/or the Community, including social, environmental and economic benefits
- Financial feasibility
- Risk

IDEAS TO SUPPORT OUR DIGITAL FUTURE

The following table presents a number of ideas that have emerged from engagement for this Strategy. These ideas are examples of potential initiatives and give a more tangible vision of Council's digital transformation future.

IDEA	OUTCOME	ENABLES
Extend Wi-Fi to additional plazas and community facilities	Goal 1: Digitally connected community	Enable the community and visitors access to the internet and provide quick access to Council's online services, e.g. town centre WiFi with unlimited access to Council services
Data transfer and technology agreement with State Government	Goal 1: Digitally connected community Goal 3: Customer needs anticipated	Reduce the number of times customers have to interact with government at all levels by linking services with state and federal agencies, e.g. automatic parking permit replacement when a new vehicle is registered in the area
Council on The Move - Bringing Your Council to You	Goal 1: Digitally connected community Goal 2: Available anywhere anytime	Not everyone who would like to communicate with Council face-to-face are able to easily make it to one of our Customer Service Centres. The Council customer service bus would bring Council directly to the community, making Council face-to-face services more accessible to everyone.
Cloud collaboration tool trial	Goal 5: Digital workplace	Staff who are not based at computers are able to receive the same level of interaction with the business as computer based staff, e.g. childcare workers receive staff newsletters on their mobile
Innovation program	Goal 4: Ideas incubator Goal 5: Digital workplace	We take active measures to obtain ideas from staff and the community to make the Northern Beaches better, e.g. internal innovation challenge, external "hackathon"
Digital proficiency training for all staff	Goal 4: Ideas incubator Goal 5: Digital workplace	All staff can apply digital thinking and techniques to provide better community outcomes, e.g. all staff to have available elements of the Australia Public Service Data Literacy program
Public GIS cloud	Goal 1: Digitally connected community Goal 2: Available anywhere, anytime	The community has real time information about Council's facilities in the region enabling them to better plan recreation and other local activities, e.g. a fully gamified digital experience for the Connecting Northern Beaches walking track
Open data platform	Goal 1: Digitally connected community Goal 4: Ideas incubator	The whole world has access to open Council datasets and startups and other developers are using them to create value-adding apps and services for our residents, e.g. a public data portal that app developers can connect to
Data analytics centre	Goal 3: Customer needs anticipated Goal 5: Digital workplace	We create a dedicated business analytics function internally that the entire organisation uses to mine vital information about the services we offer and assets we manage, e.g. we have a real-time dashboard showing the current number of customer interactions and the sentiment the customer is feeling towards us
Intelligent customer service agent	Goal 2: Available anywhere, anytime Goal 3: Customer needs anticipated	We provide a 24/7 chat interface that can handle many first level responses, e.g. a member of the public can find out how to book the basketball courts at Keirle Park and receive real-time availability of them using an interactive chat program
Northern Beaches IoT* Hub	Goal 4: Ideas incubator	We are seen as the national go to location for IoT startups and researchers e.g. we provide facilities needed by IoT startups to grow and build their businesses such as trial sites, radio bandwidth and facilities
Ingleside: The World's First IoT* Community	Goal 1: Digitally connected community Goal 3: Customer needs anticipated	We explore opportunities for integrating IoT into the Green Star Ingleside Community, including to support the community's sustainability goals by, for example, installing sensors to monitor water and electricity use. We could also collaborate with researchers in the IoT space and partner with a global IoT leader to establish Ingleside as an IoT Community.

*Internet of Things (IoT) - "connecting any device with an on and off switch to the Internet (and/or to each other). This includes everything from cellphones, coffee makers, washing machines, headphones, lamps, wearable devices and almost anything else you can think of. This also applies to components of machines, for example a jet engine of an airplane or the drill of an oil rig" (Morgan 2014)

RELATED COUNCIL DOCUMENTS

Community Engagement Matrix, Adopted 28 February 2017

Community Engagement Policy, Adopted 28 February 2017

Customer Experience Strategy, Draft, May 2017

Disability Inclusion Action Plan 2017-2021, Draft, April 2017

Northern Beaches Council Operational Plan 2017/18, Draft, May 2017

Shape 2028: A Discussion Paper to develop the first Community Strategic Plan for the Northern Beaches, March 2017

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APPENDIX 1 - SUMMARY OF STAFF ENGAGEMENT

171 staff from across Council's Business Units and locations were engaged via workshops to contribute to the formation of this Strategy. The following provides a summary of the results.

Characteristics of a digital culture ranked from most to least liked

1. Draws ideas from staff, customers & the community
2. Innovative
3. Flexible
4. Driven by external & internal customer demand
5. Fun & engaging
6. Work life balance viewed as essential
7. Collaborative
8. Transparent & open
9. Focused on outcomes rather than processes
10. Supports experimentation & iterative practices
11. Connected
12. Risk tolerant and unafraid to make mistakes
13. Empowered employees
14. Agile
15. Intrapreneurship encouraged & supported

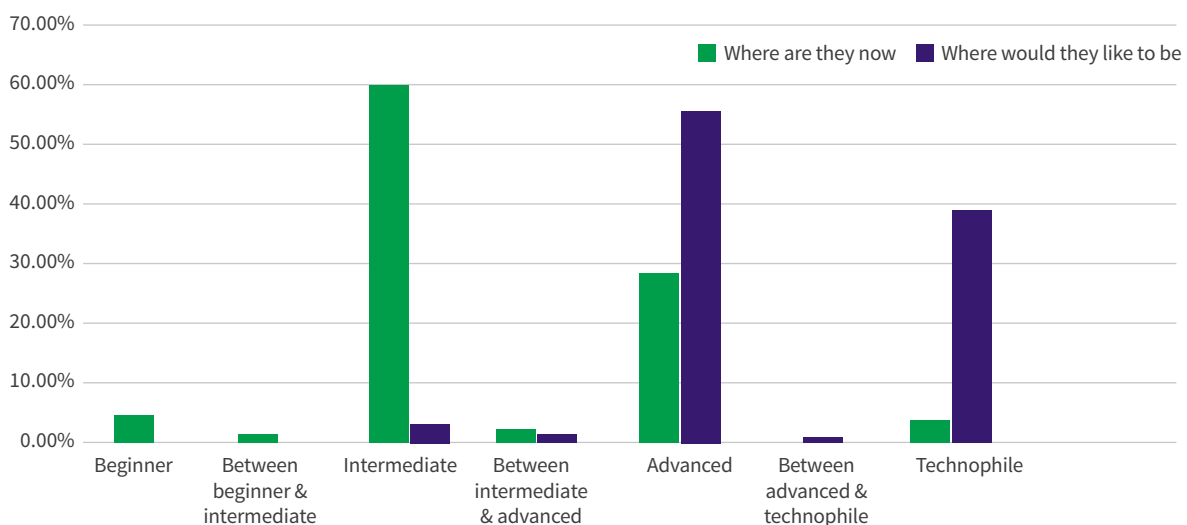
Top barriers identified by staff (a summary of 240 barriers identified by staff)

- Access to technology and ability to use technology
- Concerns about maintaining private information and security
- Resistance to and fear of change
- Lack of appropriate training available
- Existing internal culture and policies

Idea areas identified by staff (a summary of the themes of 268 individual ideas received)

- Training for staff and the community
- Kiosk/chat bot
- Reporting/Requests
- Flexible working
- All staff app and platform with access for outdoor and off-site staff to work
- One Council app/platform
- Contractors online platform
- Storm/emergency reporting
- Surf reporting
- Waste
- Natural environment protection
- Walking / Northern Beaches area interactive app
- Swim centre
- Library
- Community engagement
- Meals on Wheels

Staff Level of Technology Proficiency



APPENDIX 2 - SUMMARY OF COMMUNITY ENGAGEMENT

The community was engaged on this Strategy via the Customer Experience Survey, available on 'Your Say' from 9 Feb 2017 – 2 Mar 2017. The online only Survey had 158 respondents and the following provides a summary of the results from the digital transformation questions.

Top benefits identified

1. Easier Transactions
2. Having Your Say
3. More Access
4. Better Service

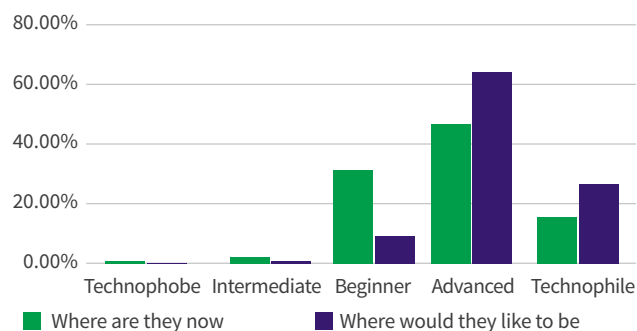
Top concerns identified

1. Security
2. Privacy
3. Access for all
4. Ensuring service

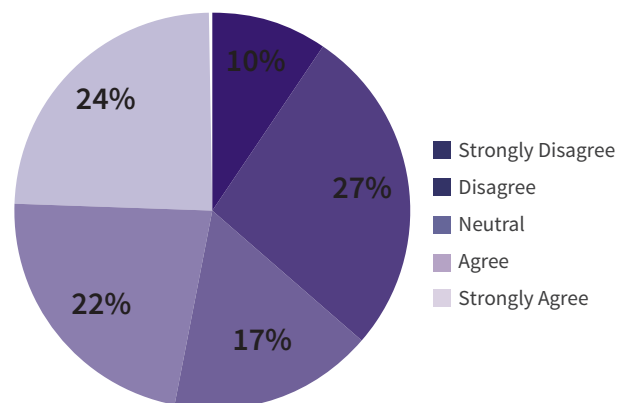
Key themes from Survey comments in relation to digital transformation

- Maintain face to face and phone
- Apps are not always the answer, need a good easy to use website/online platform too
- Help those who are not tech savvy become so
- Improve current service
- Overall a good idea but take care and don't over spend

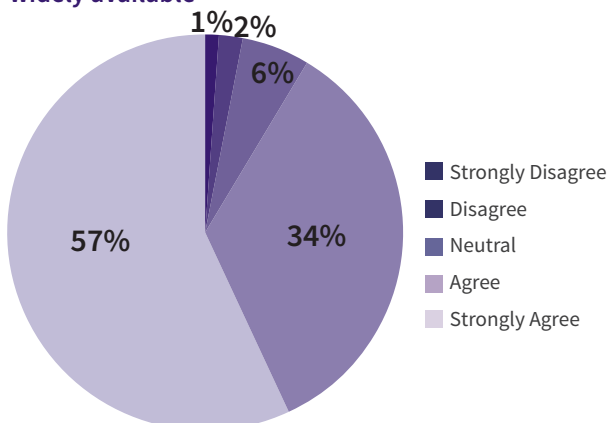
Community Level of Technology Proficiency



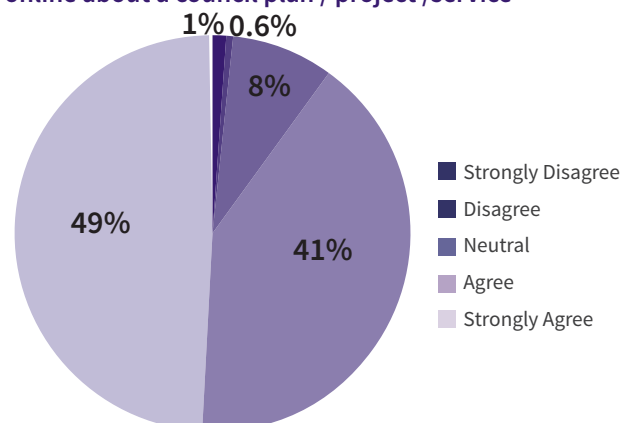
I am more likely to participate or provide feedback in person about a council plan / project /service



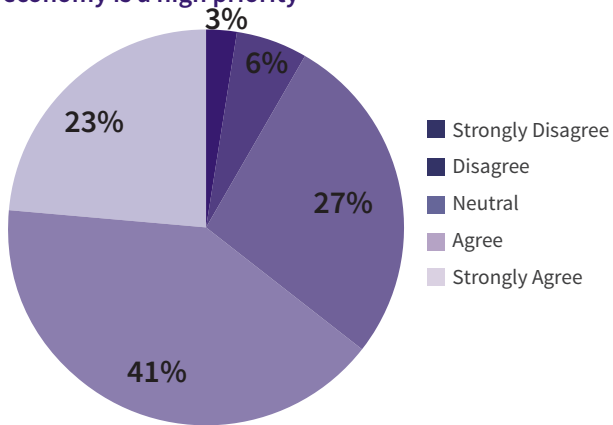
Technology can make council services more widely available



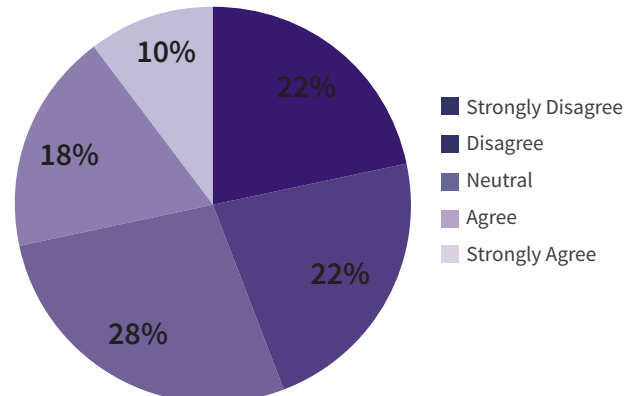
I am more likely to participate or provide feedback online about a council plan / project /service



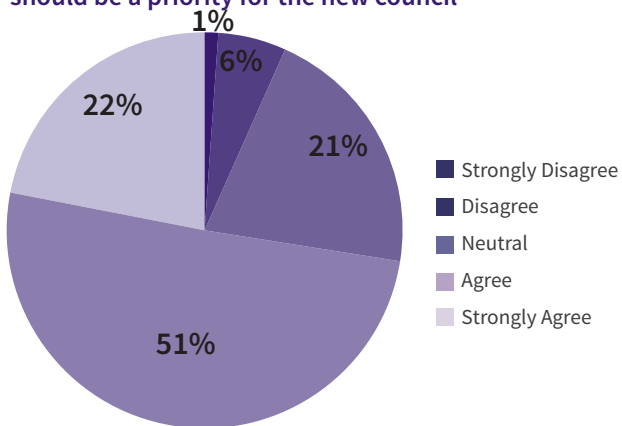
Improving the Northern Beaches digital economy is a high priority



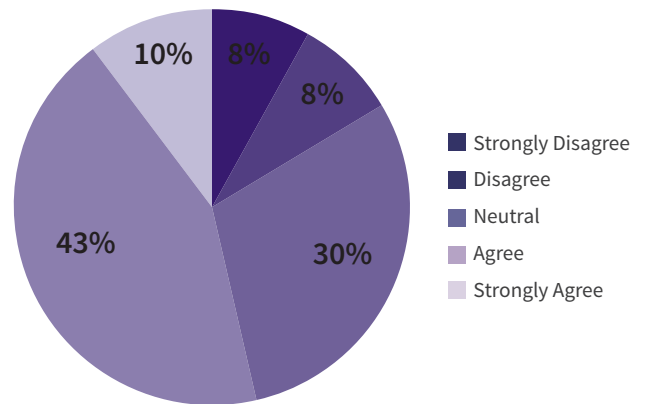
I am likely to use web-chat to interact with council



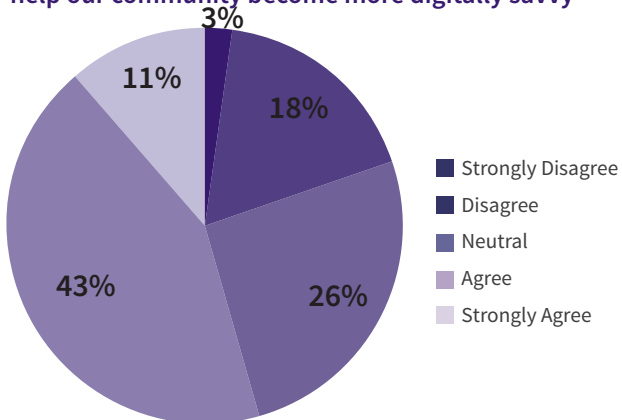
Improving online and digital service solutions should be a priority for the new council



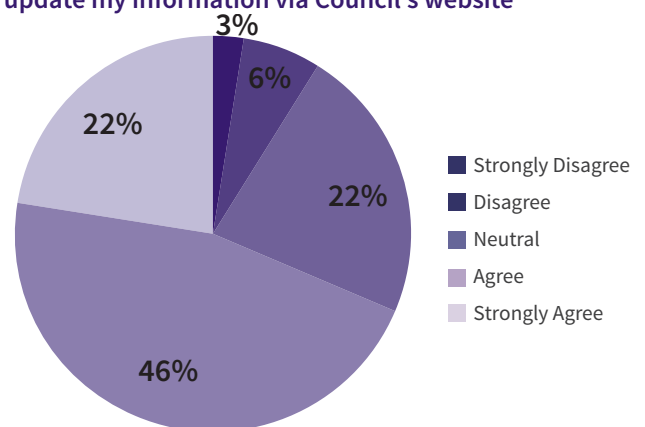
I have trust that council can manage and protect my data



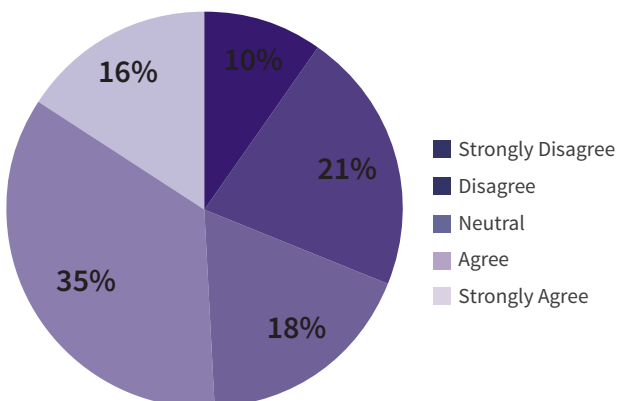
Council has an important role in providing services to help our community become more digitally savvy



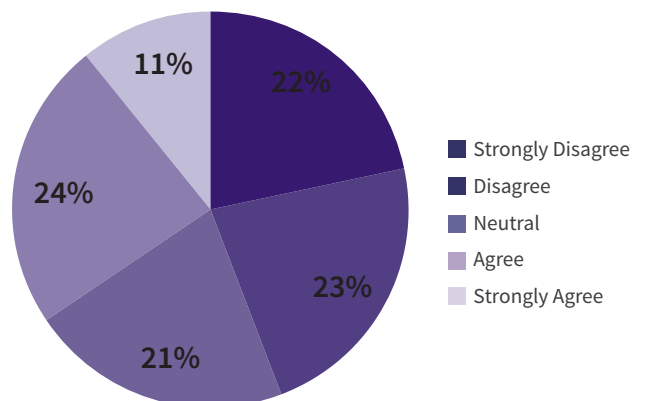
I would like to be able to login to my profile and update my information via Council's website



I am likely to use a mobile app to interact with council



I am likely to use social media to interact with council



APPENDIX 3 - SUMMARY OF INDUSTRY ENGAGEMENT

The digital transformation project steering committee and other selected staff attended 8 presentations from industry technology leaders over a 3 week period.

Each organisation was given the same briefing, that is:

Staff: How can we make Council a great place to work with the technology, training and culture to back it up?

Customer: How can we improve our customer experience through the use of digital?

Community: How can Council best serve the local digital economy and support the Northern Beaches community in becoming more digital?

Organisations presented in a 45 minute timeslot with the following agenda:

15 minutes: Presentation

30 minutes: Q&A with project steering committee

Organisations were requested to present unique content ideally prepared by employees who reside in the Northern Beaches Local Government Area.

