DIGITAL UNLEY

THE CITY of Unley

UTILISING SMART TECH

SIMPLIFIED SERVICES

EMPOWERING OUR WORKFORCE

Meeting the needs of our residents and businesses in the digital age.

WHAT IS DIGITAL UNLEY?

DIGITAL VISION

The City of Unley is recognised for its strategic use of digital technologies to enhance the lifestyle of residents, better manage the environment, support the local economy and continuously improve the delivery of Council services.

PURPOSE

STRATEGIC ALIGNMENT
Establishes our alignment with the City of Unley Community Plan 2017–2033 and the Four-Year Plan 2017–2021.

GOVERNANCE
Outlines governance and operational requirements to deliver service transformation and manage risk.

PRIORITISATION
Provides guidance to prioritise the Council's digital services catalogue and schedule the release of enabling technologies.

WORKPLACE CAPABILITY
Identifies and facilitates workforce development to enable innovation.

SERVICE TRANSFORMATION
Guidance to digitise existing services and develop new systems via agile project methodologies.

WORKPLACE EMPOWERMENT
Establishes an executive-endorsed approach to enable iterative innovation and the ongoing measurement of success.

WHAT ARE THE DRIVERS FOR DIGITAL UNLEY?

OUR CUSTOMERS

Our customers expect to be able to undertake their Council business online, at any time. For many of our customers, requiring them to phone us, visit us in person, fill out paper-based forms or write letters and emails is an inconvenience. We need to ensure we provide accessible, secure and simple-to-use digital service options. We also acknowledge that some people prefer traditional methods of communication and we will always cater for them too.

OUR WORKFORCE

Our staff want to provide the best possible service to our customers. To do this they need the right digital technologies and solutions at their disposal. Automating simple tasks and providing staff with digital technologies will release them from time-consuming manual work and chasing information. Staff will be more confident and have more time to apply their expertise to improving the quality of our services.
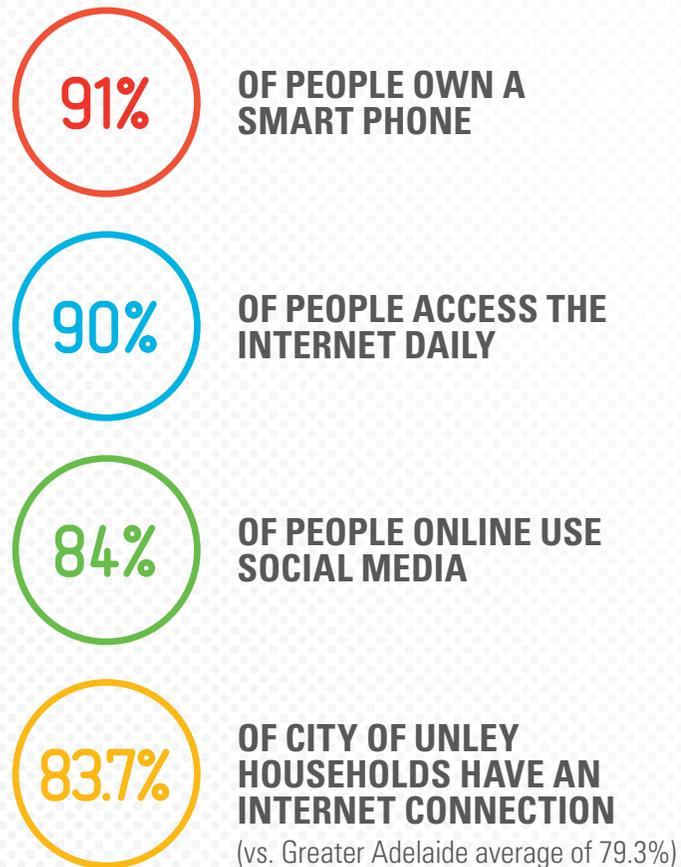
OUR LOCAL ECONOMY

Economic activity in the City of Unley will be strengthened by Council providing faster, smarter and digitally-enhanced services to homeowners, businesses and community groups. Smart technologies will enliven our environment and precincts, attracting more thriving businesses and increasing visitation to our city. The provision of helpful data and insights will assist in improved policy and decision-making.

OUR LIFESTYLE

Residents receive an enhanced experience of living in the City of Unley via the implementation of technologically-driven improvements to the physical environments which provide positive impacts to their way of life. Visitors will also have a good experience of being in Unley and are keen to return to our city.
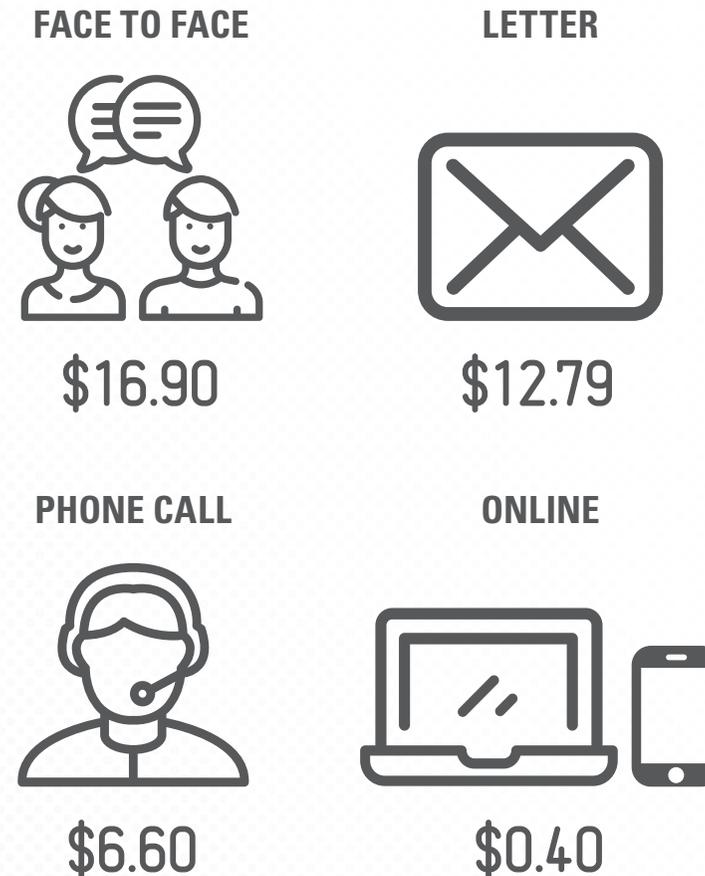
WHAT ARE THE EXTERNAL DRIVERS?

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

FACE TO FACE

$16.90

LETTER

$12.79

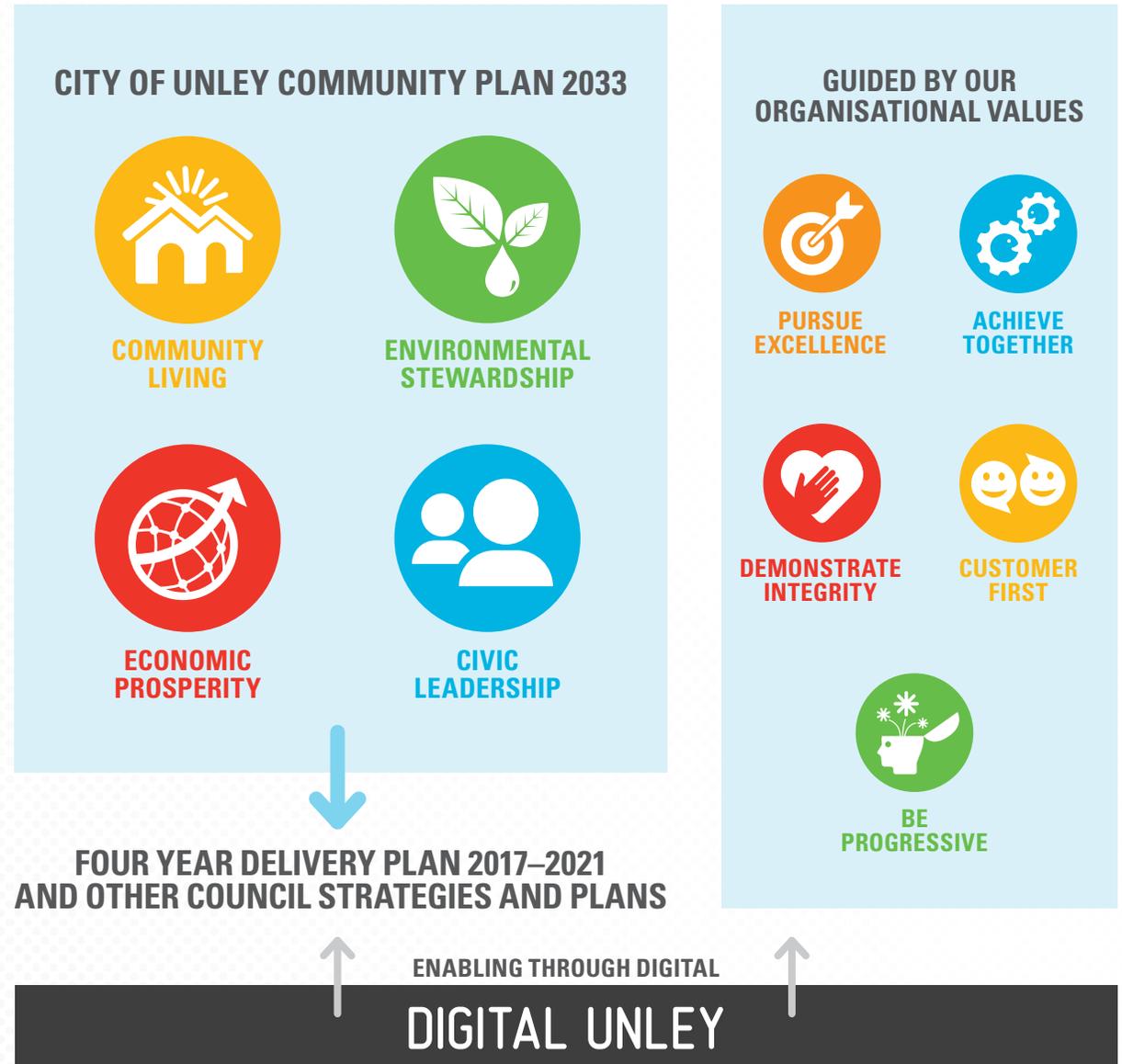**PHONE CALL**

$6.60

ONLINE

$0.40

Source: Deloitte Access Economics – Digital Government Transformation 2015

STRATEGIC CONTEXT

Digital Unley **is intended to be read in conjunction with the City of Unley Community Plan 2033 and the Four Year Delivery Plan 2017–2021.**

Digital Unley is an approach to digitally enabling the agreed-upon objectives and outcomes set out in Council's Four Year Delivery Plan 2017–2021 and other strategies and plans. By leveraging digital opportunities, we can optimise current and future Council services to improve outcomes and better allocate resources.

Our digital guiding principles have been informed by the Government of South Australia's 'SA Connected' strategy, as well as the Federal Government Digital Service Standard.

CITY OF UNLEY COMMUNITY PLAN 2033

COMMUNITY LIVING

ENVIRONMENTAL STEWARDSHIP

ECONOMIC PROSPERITY

CIVIC LEADERSHIP

GUIDED BY OUR ORGANISATIONAL VALUES

PURSUE EXCELLENCE

ACHIEVE TOGETHER

DEMONSTRATE INTEGRITY

CUSTOMER FIRST

BE PROGRESSIVE

FOUR YEAR DELIVERY PLAN 2017–2021 AND OTHER COUNCIL STRATEGIES AND PLANS

ENABLING THROUGH DIGITAL

DIGITAL UNLEY

GUIDING PRINCIPLES

Digital Unley is a guide to changing the way that the City of Unley operates, thinks and plans.

Our guiding principles help our organisation to look at everything we do with a 'digital lens' as we embark on new digital service opportunities and improvements.

Because technologies will continue to evolve as we implement new digital service improvements, *Digital Unley* does not provide solutions, but rather an approach to decision making.
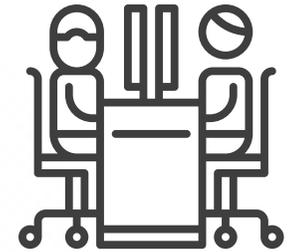
OUR PRINCIPLES

1

SIMPLIFIED SERVICES

2

SMART TECHNOLOGY

3

EMPOWERED WORKFORCE

PRINCIPLE 1: SIMPLIFIED SERVICES

We will work with our customers to design services that are digitally enabled.

1.1 OUR SERVICES ARE DIGITALLY ENABLED

Council's services and internal business processes are available online wherever possible. Where that is not possible (eg. legislative requirements) support is offered via digital channels to enhance service delivery.

1.2 DIGITAL IS CUSTOMER DRIVEN

We constantly engage with our customers to ensure that digital services and solutions are driven by their needs and expectations.

1.3 SECURE AND COMPLIANT

Our digitally-enabled services are secure, accurate, up-to-date, respect privacy and are accessible to all of our customers.

IN PRACTICE THIS CAN MEAN...

✓ A citizen-centric website with easy-to-find, understandable information that is designed to help customers get things done.

✓ Development of a repeatable User Centred Design (UCD) approach to understanding customer needs and designing services with their involvement.

✓ Prioritised conversion of Council services to digital where there is measurable benefit, ensuring non-digital options are provided.

✓ Business systems, digital workplaces and communication tools that enable Council workers to securely and effectively serve customers.

What simplified services looks like.

The City of Unley Library Service implemented RFID technology in 2016 to simplify borrowing and to allow customers to self-serve.
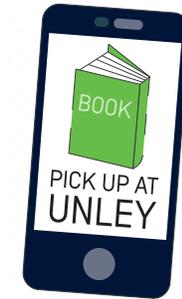
As well as benefiting customers, it has freed up the time of skilled library staff allowing them to assist patrons with the use of other library services.

1

Helen likes to browse for books on her smart-phone from her couch in the evening.

2

BOOK

PICK UP AT
UNLEY

Her chosen book is only available at the Renmark Library, but she's able to request it from the Unley Library website.

3

BOOK

SELF SERVICE

Helen receives an SMS on her phone when the book arrives at the Unley Library and she collects it from the self service kiosk.

4

When Helen self-serves, Unley library staff can spend their time with customers who need them.

PRINCIPLE 2: SMART TECHNOLOGY

We use technology
and data in our city
to enhance liveability,
support economic
prosperity, and manage
our environment
and assets.

2.1 WE ADOPT SMART TECHNOLOGY

Where there is benefit, we use smart technology to enhance liveability and more efficiently manage infrastructure, assets and the environment.

2.2 DATA INFORMS DECISION MAKING

We securely collect data from our service channels, business systems, assets and environment and use it to improve Council strategies, operations and services.

2.3 WE SUPPORT DIGITAL BUSINESS

We provide infrastructure, training and support, and services to assist local businesses and the community to engage with the digital world.

IN PRACTICE THIS CAN MEAN...

✓ Development of a Smart City plan to ensure an optimised approach to activating Council precincts with smart technology.

✓ Inclusion of smart technology into designs for Parkside Smart Parking, King William Road and Heywood Park Smart Precinct to connect people, improve parking availability and enhance asset usage and maintenance.

✓ Explore leveraging LED lighting infrastructure to cost-effectively deploy smart technology throughout the Council area.

✓ Data (publicly accessible 'open' data where possible) and analytics is provided to Council staff, businesses and the community to enable more efficient service delivery and to support decision making.

✓ Establish digital mapping and modelling of the Council to assist in the planning, design and management of the City.

✓ Work with providers to promote and advocate for delivery of high-speed internet connectivity.

PRINCIPLE 2: CASE STUDY

What using smart technologies can look like.

As well as delivering service and operational efficiencies, smart technology can connect people with public spaces to enable greater citizen engagement and improve quality of life.

1

When George and Fran take their kids to the park their Smart Parking app can direct them to an available parking space.
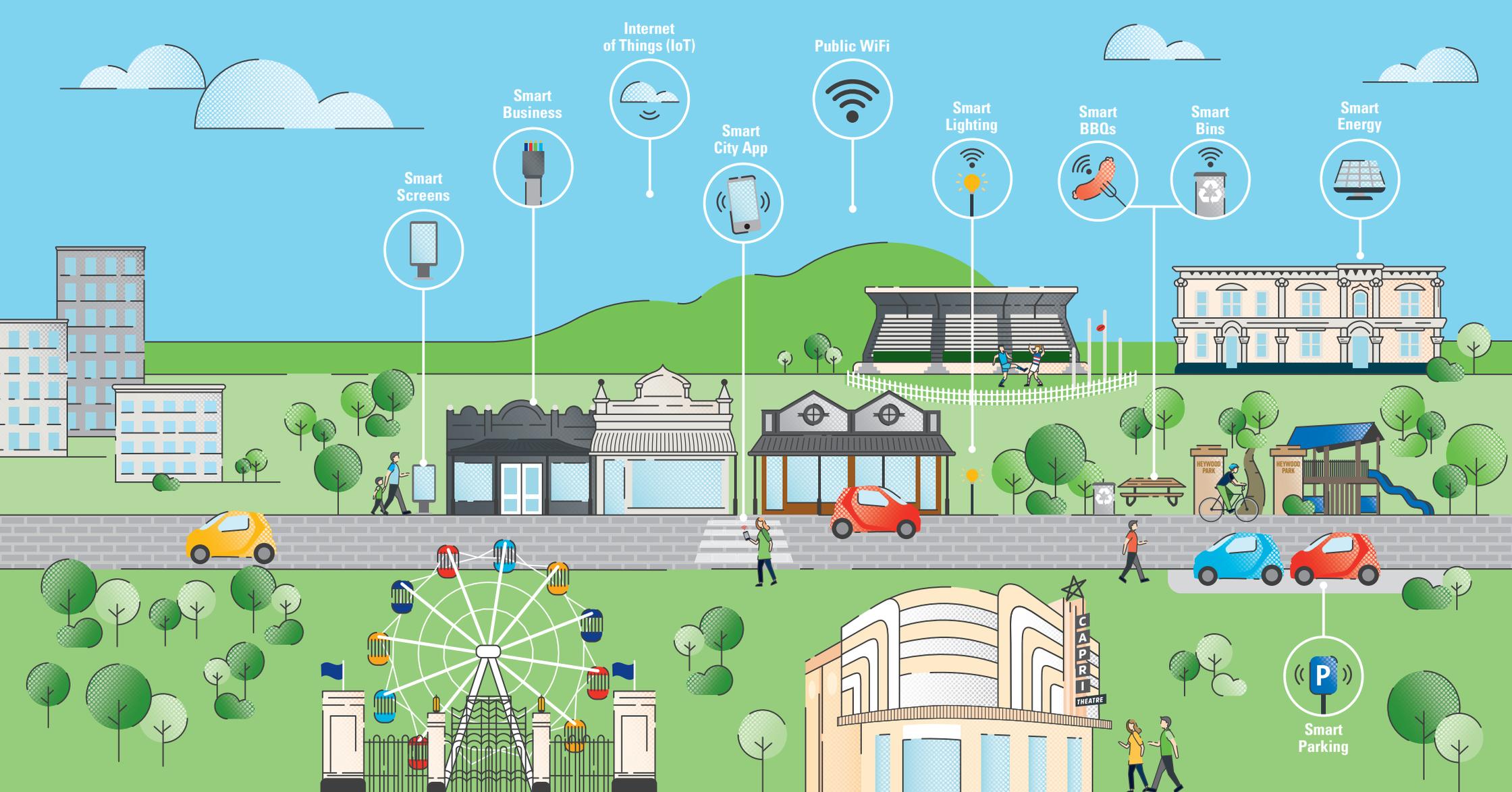
2

When they arrive, the smart BBQ they have opted to book online notifies them that it's their turn.

3

Fran gets a notification on her phone when the parking is about to run out, so that they can pack up and clear the parking space for someone else.

Smart Screens

Smart Business

Internet of Things (IoT)

Smart City App

Public WiFi

Smart Lighting

Smart BBQs

Smart Bins

Smart Energy

Smart Parking

Interactive smart screens located around our city can deliver Council messages in near real time.

Smart infrastructure and data collection provides opportunities for business improvement.

Mobile apps about the City provide information wherever and whenever people need it.

Internet of Things (IoT) technology connects devices and enables the collection and measurement of data to improve service delivery.

Providing free public WiFi delivers citizen satisfaction both for residents and those who visit our city.

Smart poles provide energy efficient LED lighting, but that's not all. Each pole can house WiFi signal points, sensors, public address system and more.

Sensors on Council assets such as bins and BBQs enhance our City's liveability and provide measurable, environmental benefits.

Buildings are powered by the sun through solar panels connected to battery storage.

Parking sensors deliver data to drivers and Council, streamlining activities of staff, residents and visitors to our city.

PRINCIPLE 3: EMPOWERED WORKFORCE

We provide our workforce with technology and training, and enable staff to drive innovation via a supportive workplace culture.

3.1 INNOVATION AND LEADERSHIP

Council is innovative in the development and delivery of digital services and the use of technology enhancing employee and customer experiences via collaboration, design testing and management.

3.2 CHANGE IS EMBRACED

A culture of innovation is celebrated whereby change is encouraged, enabled and becomes 'the norm'.

3.3 WE ARE FUTURE-READY

Staff are supported to develop their digital capabilities via the continuous review and implementation of emerging technologies.

IN PRACTICE THIS CAN MEAN...

✓ Establishment of cross-Council digital and co-design teams to foster staff and community collaboration and guide the delivery of digital outcomes.

✓ Council staff are encouraged to embrace digital tools and processes. Opportunities for digital skills and change capacity training are made available.

✓ Non-digital options will be made available to those that require or prefer them. A digital standard is adopted by which all new services are delivered primarily through digital.

✓ A digital ideas register is implemented to capture ideas from Council workers and the community for prioritisation, delivery and outcome measurement for global benchmarking of service innovation.

PRINCIPLE 3: CASE STUDY

What an empowered workforce looks like.

Our staff are encouraged to identify opportunities where their work practices could be improved by technology.

As well as supporting staff to engage with the community, collaboration on projects across the business to deliver meaningful digital outcomes is encouraged.

1

Council worker Lee identifies a paper based application process that is frustrating customers because of the time it takes to process.

2

Lee interviews customers and talks with staff to map steps in the process, and find ways to streamline the delivery of the service to customers via digital.

3

YOU CAN
APPLY ONLINE
NEW

The final product is released and promoted for use by customers.

The form can continue to evolve over time as customers provide feedback.

COUNCIL'S DIGITAL JOURNEY

1 WHERE WE HAVE COME FROM

When the City of Unley began its digital journey there were initial barriers to uptake and lack of exposure and proficiencies in digital tools.

2 WHERE WE ARE NOW

As digital opportunities have emerged, small teams have started to develop and work together on outcomes. Understanding is growing across the organisation about the benefits of digital and prospect of change.

3 PROGRESSING DIGITAL UNLEY

Digital Unley enables Council to drive service improvements for customers, research and scope new technologies, and create an agreed framework for staff to start delivering process improvements.

4 FUTURE INNOVATIONS

Digital Unley guiding principles embed across the organisation facilitating a deep understanding of our customers, enabling simplified service delivery and continuously improving processes for staff.

ONLINE

STAFF COLLABORATE TO DRIVE INNOVATION

PRIORITISATION APPROACH

Current planned initiatives considered for *Digital Unley* are informed by community and business needs outlined in the City of Unley's Community Plan 2033 and the Four Year Delivery Plan 2017–2021.

As digital maturity evolves at the City of Unley and a culture of digital innovation is established, new opportunities for digital enablement will arise.

Technology is changing rapidly and local government will soon be affected by emerging technologies such as self-driving cars, Artificial Intelligence, Internet of Things (IoT), automation and Virtual Reality.

A prioritisation framework will be implemented that exists alongside *Digital Unley*'s continuous program of review in order to respond to opportunities and innovations.

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 2018–2021

The digital world is moving so fast that our action plan is flexible and designed to be continuously reviewed. Our first 12 months is aligned with the endorsed Annual Business Plan and Budget for 2018–19.

Strategic reviews will be scheduled at the 12 and 24 month mark to assess progress, review the evolving digital landscape and determine new activities via *Digital Unley's* prioritisation approach.

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.
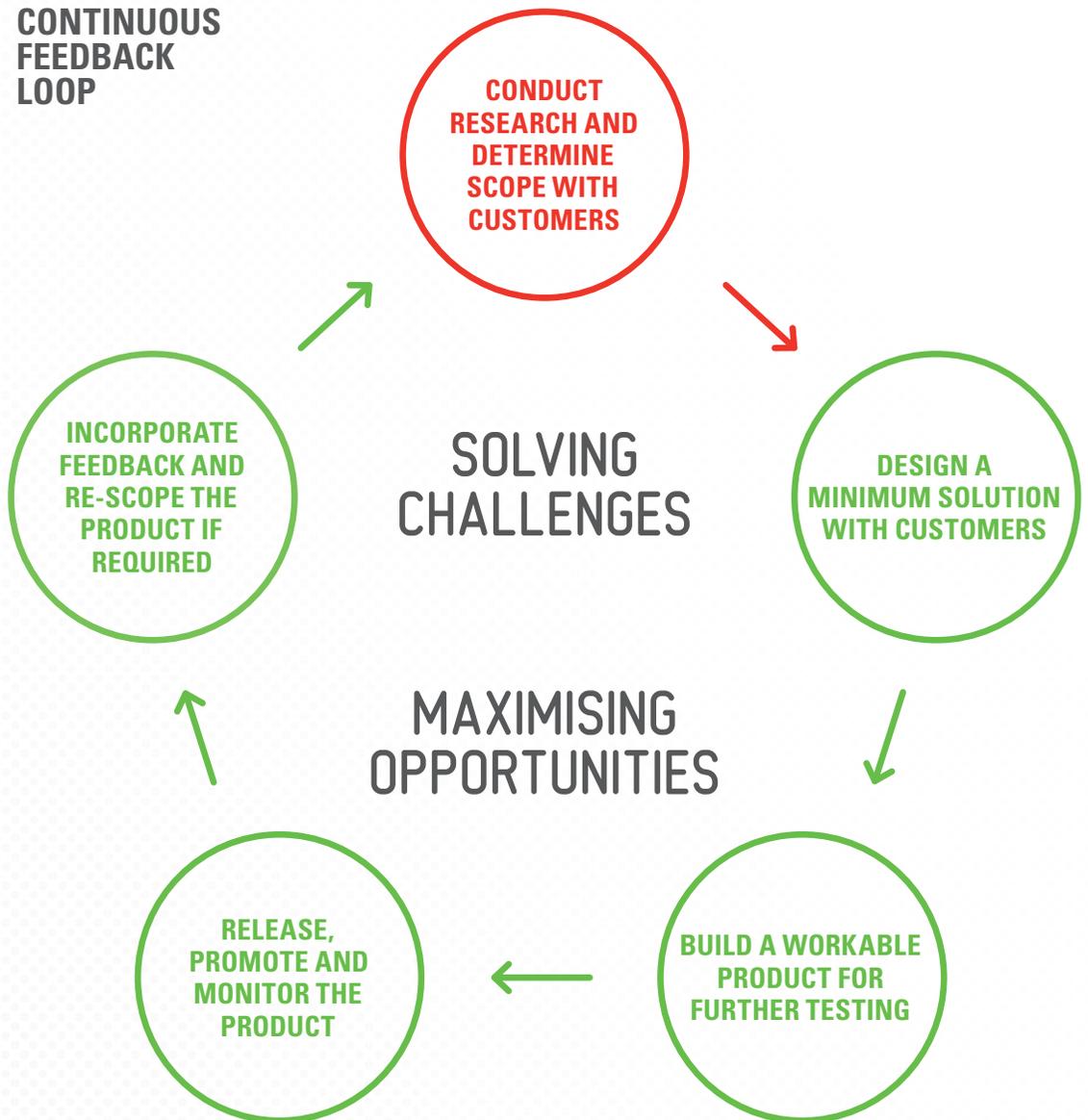
MEASURING, REPORTING AND ACTING ON OUR PROGRESS

Digital Unley will measure, report and respond to project learnings continuously.

Where appropriate agile project methodologies will be implemented to deliver project outcomes.

User input will influence design, and products can evolve in-line with the changing technology landscape.

Creating trial products (with basic features) is encouraged, to test and develop products and ensure for continuous improvement over time.

CONTINUOUS FEEDBACK LOOP

CONDUCT RESEARCH AND DETERMINE SCOPE WITH CUSTOMERS

INCORPORATE FEEDBACK AND RE-SCOPE THE PRODUCT IF REQUIRED

SOLVING CHALLENGES

DESIGN A MINIMUM SOLUTION WITH CUSTOMERS

MAXIMISING OPPORTUNITIES

RELEASE, PROMOTE AND MONITOR THE PRODUCT

BUILD A WORKABLE PRODUCT FOR FURTHER TESTING

CRITICAL SUCCESS FACTORS

The *Digital Unley* Vision is for a council and community that uses digital infrastructure, smart technologies and digital solutions that are fit for purpose and can scale over time.

When staff are provided with tools and proficient training and support, customer interactions are faster and more efficient leading to an improved culture and better service delivery.

When activities are reduced or eliminated by automation, staff have more time to consider new opportunities and drive ongoing innovation.

Co-designing with the community to continuously improve our services becomes 'the norm' in the City of Unley and is enabled by champions within our business.

Sound governance, leadership and management will underpin the ongoing review and success of *Digital Unley*.

THE FUTURE FOR DIGITAL UNLEY

When *Digital Unley* is performing well, our information and services are timely, accurate, straight forward and easy to act on.

For staff, digital and smart technology enables consistent operations, improved understanding of our customers, and the ability to make and report on evidence-based decisions.
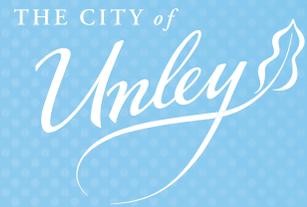
When more customers self-serve and self-resolve, staff have more time to respond to complex high-need requests and provide strategic, ongoing service innovation for our city.

OUR CUSTOMERS WILL SAY

"The City of Unley's online information and advice is easy to find, understand and act on. I find it much easier to do business with council online."

OUR STAFF WILL SAY

"I get a lot of satisfaction out of spending more time working on complex problems. The website has really cut those time-consuming repeat queries."

THE CITY *of*

Unley

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Thank you to
Steven Smith, United Focus

Staff, Executive Management Team,
Elected Members, community and business
owners that contributed to the strategy

Sources
Icons and graphics: Freepik.com, Flaticon.com