

# *Digital & Customer Information Plan*


DIGITAL  
TRANSFORMATION

2021/22 - 2025/26

Hunter's Hill Council

MAY 2021





“By 2025, the majority of the world’s population will, in one generation, have gone from having virtually no access to unfiltered information to accessing all of the world’s information through a device that fits in the palm of the hand. If the current pace of technological innovation is maintained, most of the projected eight billion people on Earth will be online.”

**ERIC SCHMIDT  
THE NEW DIGITAL AGE:  
RESHAPING THE FUTURE OF  
PEOPLE, NATIONS AND  
BUSINESS**

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# INTRODUCTION

The Digital and Customer Information Plan (DCIP) puts the customer experience at the heart of our digital systems. The DCIP brings together the areas of customer service, information technology and records management.

Now more than ever before, our community expect the flexibility and convenience to access information and services where and when they need it. Using technology as an enabler, we have the opportunity to provide services that are responsive to the needs of our customers.

We have recently undergone significant change to review and upgrade our technology framework. We are now looking to strengthen our approach by empowering teams, improving business processes and realising the benefits of our investment.

As the smallest council in the NSW metropolitan area, we must take a balanced approach to technology and ensure that digital solutions enable our workforce to deliver more within existing resources.

This Plan sets out a four-year action plan for digital and customer information. Recognising the pace of change and evolution of technology, this Plan will be reviewed every six months to ensure objectives and actions remain relevant and responsive to community and organisational needs.



# *Essential elements*



The DCIP identifies the use of technology as an enabler to provide a consistent and positive customer experience.



The DCIP outlines our guiding principles; our customer experience comes first, our information is an asset, we engage our workforce and we integrate and automate our systems.



The DCIP defines how digital and customer information projects and programs will be resourced to support the delivery of outcomes in the CSP and other supporting resource strategies.

# Guiding principles?

Our guiding principles assist in closing the gap between strategy and delivery. While technology will continue to evolve and some projects may change over time, our guiding principles will apply for the term of this Plan and will be used support decision making and further process improvement.

## 1 Our customer experience comes first

All investments in technology will improve service delivery to our community and customers, through operating efficiencies, online services or improved access to information.

## 2 Our information is an asset

We manage and protect our information.

## 3 We engage our workforce & build an agile culture

We believe staff engagement is essential in ensuring change is accepted and embraced.

## 4 We integrate & automate

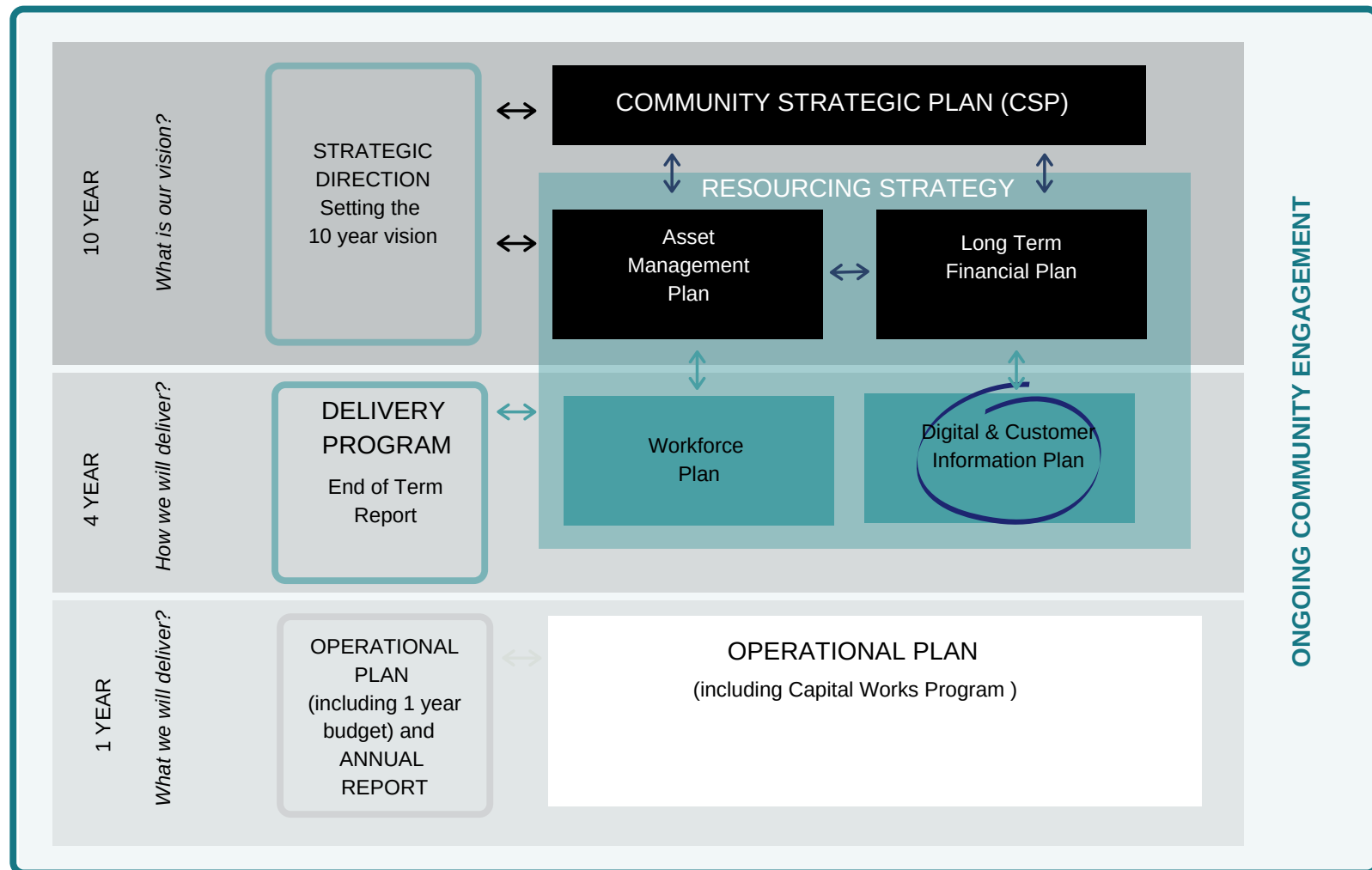
Our systems are integrated, creating efficiency and reducing double handling.

# Where does the DCIP fit in IP&R?

1

2

3





# Our changing digital footprint.....

## WHERE HAVE WE COME FROM?

Traditionally, information technology and records focus on providing services to internal customers, but in today's fast-paced world, technology and digital platforms are now focussed on the customer experience - offering a streamlined one touch point where people can interact with Council in their own time.

In the past there have been times when the customer journey has been complicated by wait times, dropped calls, lack of response or staff who do not understand what is being asked or the issue at hand. We are committed to changing this.

## WHERE ARE WE GOING TO?

We believe in providing an exceptional end to end customer experience for all touchpoints with Council.

Whether a person is interacting with our website, sending emails or letters, or speaking with a Customer Service Officer, it is important that there is an optimal blend of digital and traditional customer service, and a consistent and positive experience for all channels of communication.

In addition to traditional methods, we will provide a 24/7 online platform that will enable our customers to access the information they need, when they need it.





# How many customer interactions do we receive per year?

**26,606**

Emails

**21,586**

Phone calls

**2,761**

Letters

**2,510**

Face-to-face

# INCREASING TECHNOLOGY USE

'In 2016, 440 households in Hunters Hill Municipality (9.2%) did not have an internet connection at the dwelling.

An internet connection is now an important utility for most households in Australia. It is increasingly required for accessing essential information and taking part in the digital economy. Australia-wide in 2016, nearly 80% of all households had internet access. However, this decreases with age – seniors are less likely to have internet access at home. The lack of internet access is likely to indicate a level of disadvantage and could be related to socio-economic factors, age, or geographical isolation.' (Source: Profile ID)

2016

## Hunters Hill

NO INTERNET CONNECTION

9.2%

INTERNET CONNECTION

84.6%

NOT STATED

6.2%

## Greater Sydney

NO INTERNET CONNECTION

11.2%

INTERNET CONNECTION

81.4%

NOT STATED

7.4%

2011

## Hunters Hill

NO INTERNET CONNECTION

14.4%

INTERNET CONNECTION

80.9%

NOT STATED

4.7%

## Greater Sydney

NO INTERNET CONNECTION

15.9%

INTERNET CONNECTION

76.5%

NOT STATED

7.6%

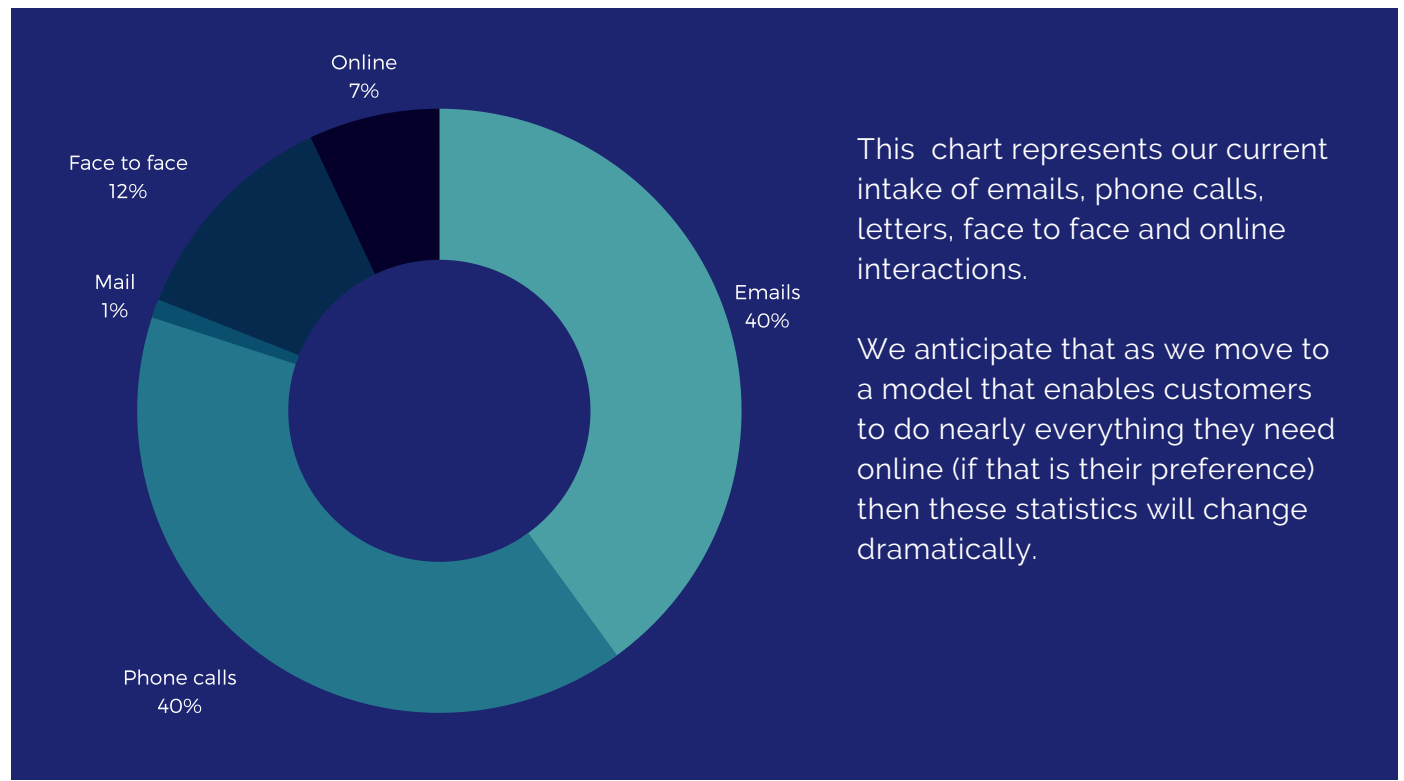
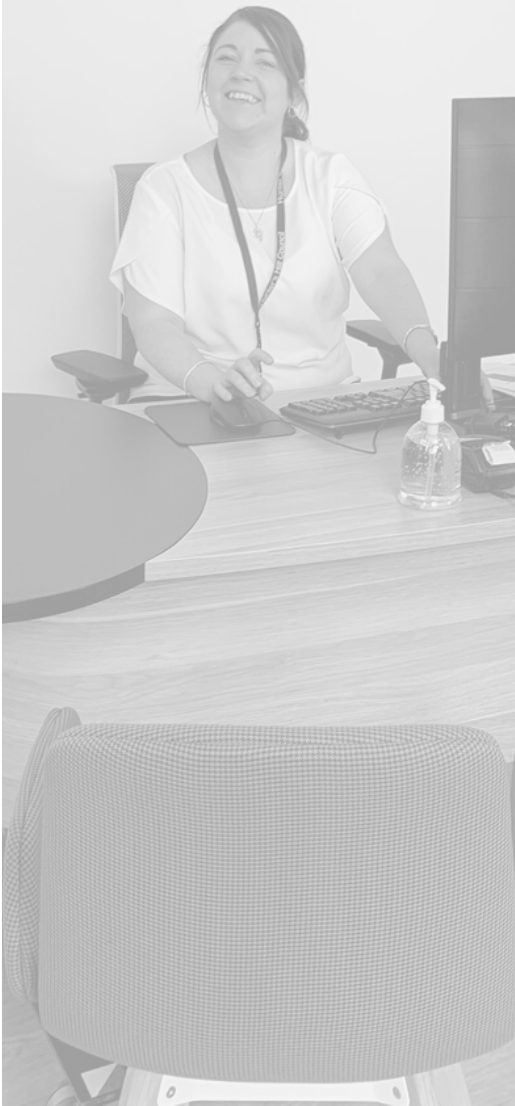
SOURCE: PROFILE ID

SOURCE: PROFILE ID

# HOW OUR CUSTOMERS INTERACT WITH US

Over the last few years we have been making improvements to our digital landscape, including: updating hardware and software, researching best practice technology models, and most importantly, asking our customers how they want to be communicated with. Our customers have made it clear, that the speed at which they want information needs to improve. This, coupled with the provision of up-to-date and accurate information is the direction in which we are heading.

Our goal is that by 2025, 50% of customer requests will be online. As part of the process we will be reviewing our business processes to support the organisation in redesigning and implementing digital solutions that create efficiency improvements and an improved customer experience.

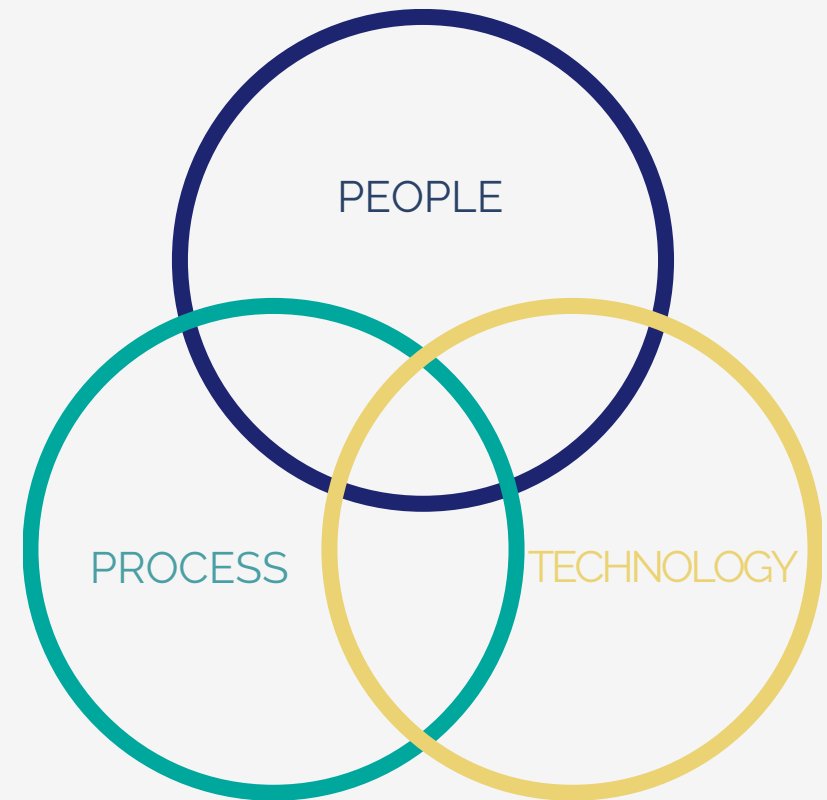


# Resourcing the DCIP

## PEOPLE, PROCESS & TECHNOLOGY

The implementation of the programs and projects will follow the methodology of: people, process, technology.

- **People:**  
All change will be led by internal and external customers as well as improvements identified by business technology partners. Staff will be engaged and provided with support and training.
- **Process:**  
We regularly undertake health checks, improve processes and review how we deliver our services.
- **Technology:**  
Our technology enables automation, integration and more efficient ways of working.



# IDENTIFYING OUR INTERNAL BUSINESS PARTNERS



Working closely with our business partners, we will create momentum and identify better ways of working, through facilitation of workshops, process and customer journey mapping exercises.

Implementing process improvements and enhancing the customer experience will take a whole of Council approach. The Digital and Customer Information Plan will facilitate the successful delivery program across all areas of Council through introduction of new technologies and improvement of existing systems. The Digital and Customer Information Plan includes a people and culture strategy to support this new way of working.

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## CUSTOMER & COMMUNITY

Provides Council with feedback on service delivery

## BUSINESS PARTNER

Identifies business process improvements

## BEST PRACTICE INFORMATION TECHNOLOGY

Optimises efficiency and improves effectiveness to support an agile and adaptive organisation

# BUSINESS PARTNERS - DRIVING CHANGE



Internal business partners will be responsible for driving change within individual departments and ensuring that all technology and business changes align with our people and processes. Internal Business Partners understand the existing processes and service outputs and will take the lead in identifying the required business process improvements.

Business partners will be responsible for ensuring that all technology changes align with the needs of our people and processes. Business partners within Council will routinely engage with the wider community and key stakeholders, and obtain feedback regarding the delivery of our services. Business partners will be committed to engage with their staff, and work alongside the Digital and Customer Information Team and technology partners to deliver improvements and enhanced customer service.



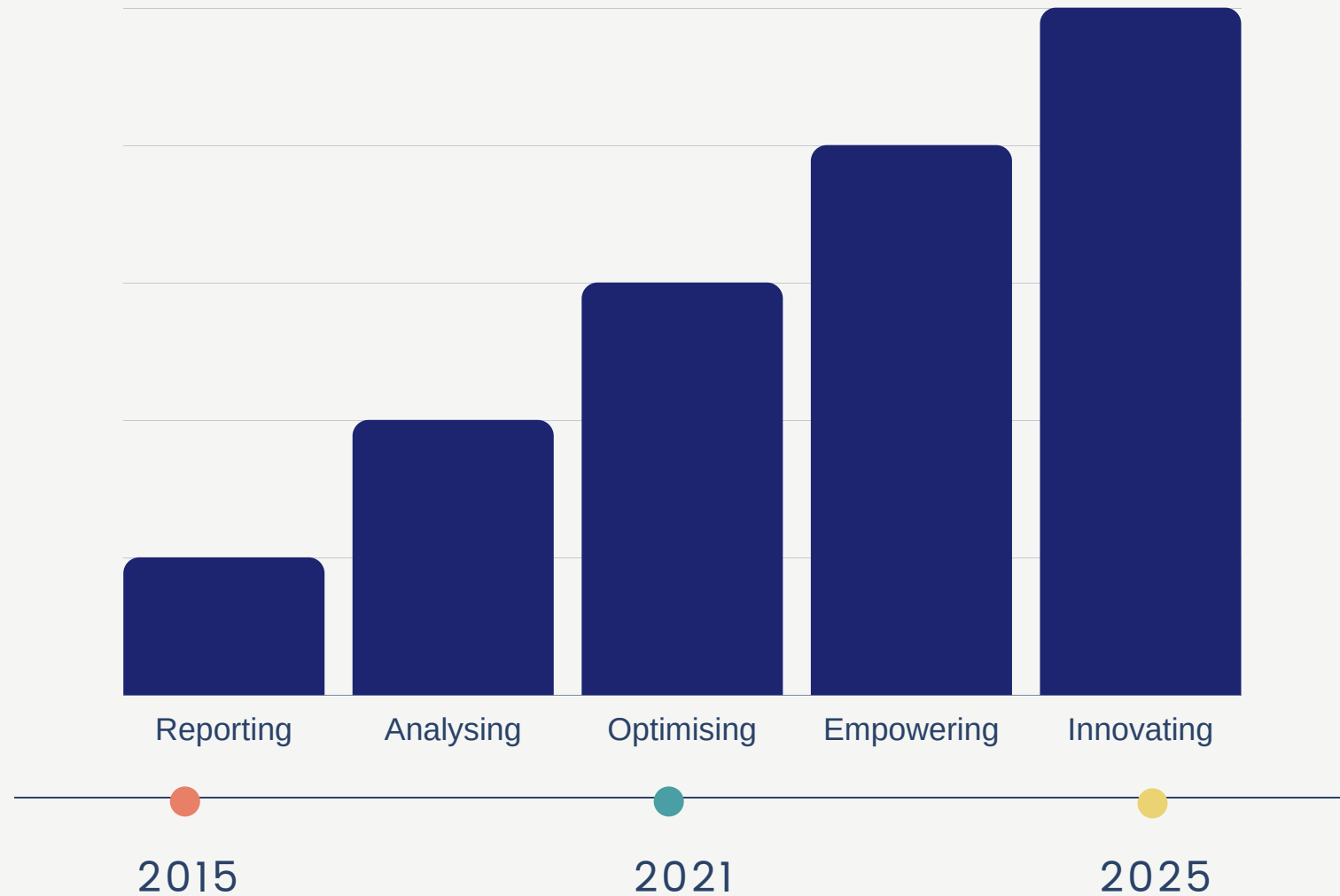
# OUR INNOVATION JOURNEY

To assess our effectiveness and to strive for optimal performance in our IT systems and business processes, we have adopted a data driven maturity model. This model consists of five stages of maturity over a four-year period, which will lead us to become an innovative organisation that captures maximum value from our data.

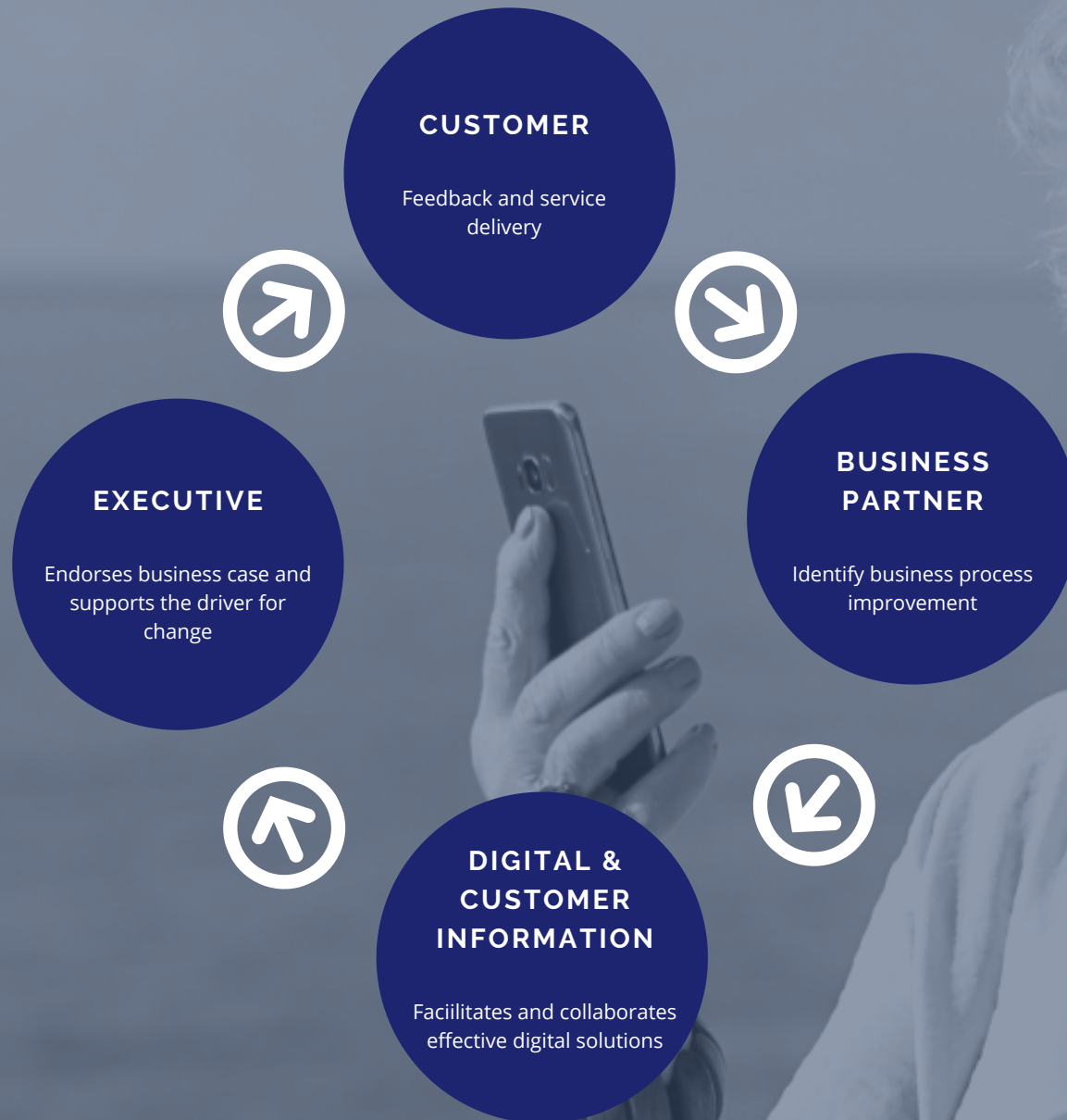
It should be noted that this is an interactive process and as different systems and processes are implemented we will cycle through the different phases.

The change that we have undertaken in the last two years has created strength in the areas of technology, strategy and leadership. We have created a solid foundation and are now at the optimising stage, with a goal to reach innovating by 2025.

When we reach this stage, we will utilise business intelligence and analytics to better understand our community, improve our customer experience and continue to transform the way we deliver services. We will continue as we apply business improvement practices, redefining processes and analytic data to make decisions.



# OPTIMISING OUR PROCESS CYCLE



To achieve the goals outlined in this plan all actions have been defined as a project or program, and will be led collaboratively between the Executive, Digital and Customer Information Team and the internal business partner who deliver the service.

To ensure a successful approach to change management and process improvement, we have adopted a blend of the 'top down' and 'bottom up' approach. This hybrid approach will ensure that there is a shared understanding of goals and desired outcomes, and that all levels of staff are engaged in elements of decision making and process design.

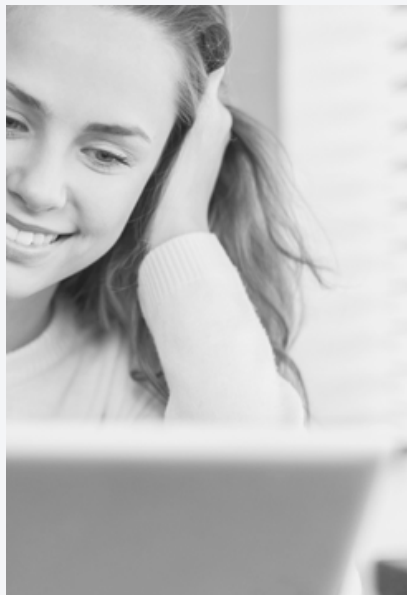
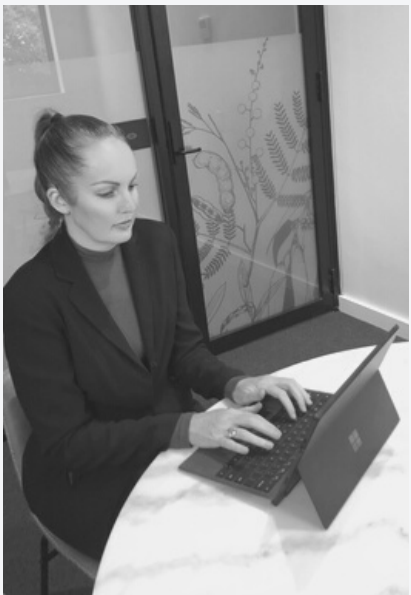
As we continue to implement the initiatives of this Plan, the organisation will become more mature in its application of these principles and the actions outlined.

# DETERMINING WHERE DIGITAL IMPROVEMENTS NEED TO HAPPEN

*'There are instances when Australian's still want to interact with a real person, making it important for Council to maintain a healthy balance of digital and traditional customer service methods.'*  
(Source: PwC Future of Customer Experience Survey 2017/18).

To successfully deliver the Digital and Customer Information Plan it is important that we promote the most fit for purpose communication channels.

By improving Council's website and online request system, customer requests can be processed in a simple and more streamlined manner. At the same time we will continue to provide face to face opportunities for our customers.



# 81%

The percentage of Australians who want to interact with a real person when needed

# Our Customer Service Matrix

Our commitment in responding to the changing needs of our internal and external customers is outlined in the Customer Service Matrix below:

	INFORM	LISTEN	ADAPT	RESPOND
OUR CUSTOMER EXPERIENCE COMMITMENT	We will make our communications consistent across all channels. It will be clear and easy to understand by our diverse community	We will improve our service, by become better at listening to your needs. We will create specific measures to understand your level of satisfaction with our service and where we need to continue to improve.	We will design our processes and systems to be flexible and we will train staff in new technologies, including using our existing technologies more effectively.	We will develop a clear approach to contacting customers that is consistent across all services and contact channels. We will reduce the average time that we take to get back to you and we will try to resolve issues the first time we liaise with you.
ENGAGING WITH OUR CUSTOMERS	We will provide information which is easy for you to understand. We will inform you about our services and timeframes.	We will reduce the amount of information that we need to ask you when we have a follow-up.	We will create processes and systems that can be adapted and improved to meet the needs our customers.	We will provide you with different options of how to contact and interact with us.
EMPOWERING OUR PEOPLE	Our staff will have access to the information they need to provide the correct response to you.	Our staff are committed to active listening to ensure they get all of the relevant information to understand and then provide the best response.	We will be trained in the latest technologies and processes and look for continuous improvement opportunities.	We will understand that providing you with choice and following up on interactions is a key part of their role.
ENHANCING OUR PROCESSES	Our processes will be created to support our staff and to provide what you need.	Our processes will ensure that all the data we receive is current, clean and trusted while maintaining privacy and security of personal information.	We will deliver services proactively and collaboratively, which will be underpinned by process efficiency.	Our processes will have clear timeframes and contact points for our communication with you.
EMBRACING TECHNOLOGIES	We will have consistent, easy to use and up-to-date information.	We will have a single platform that contains one source of customer information – one source of truth.	Our systems will be kept up to date with the latest technologies to support our processes, staff and communication channels.	Our digital systems will keep track of your interactions with us.



# *Our Digital & Customer Information Action Plan*



# Digital & Customer Information Plan Objectives

1

Our customer experience is enhanced by online services

2

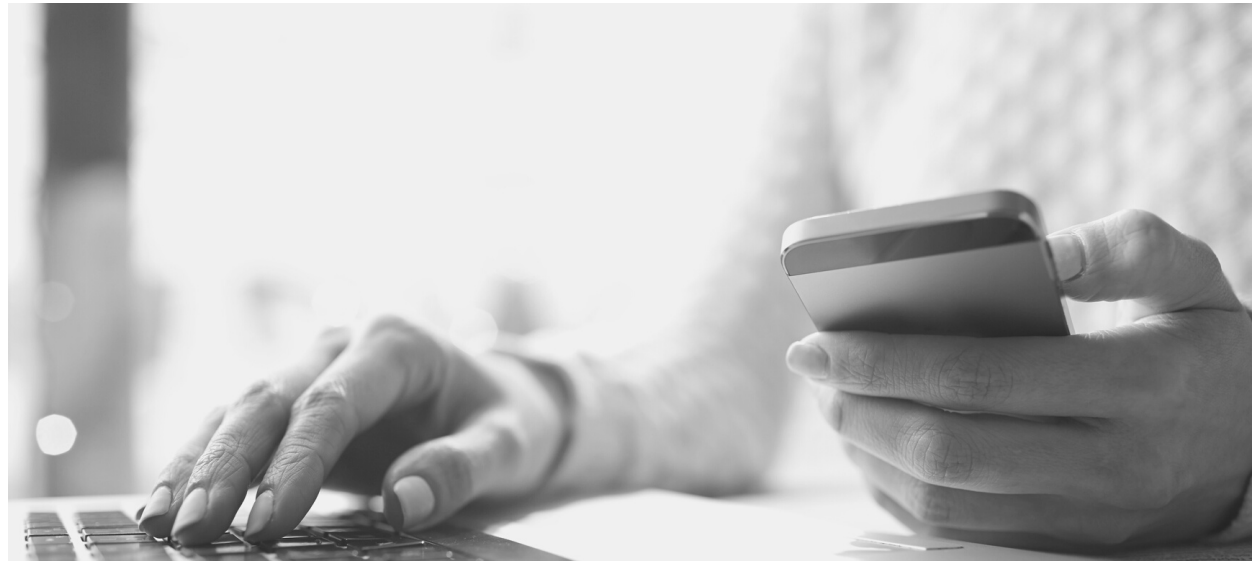
Our information is open & accessible

3

Our digital systems drive efficiency

4

Our systems are secure & reliable





# Reading our DCIP Action Plan

**The Digital and Customer Information Plan defines the goals, objectives and actions that will be completed over the next four years.**

**To achieve the objectives outlined in this Plan all actions have been defined as a project or program, and will be led by the Digital and Customer Information Team in collaboration with the internal business partner delivering the service.**

## Program

A program is a group of related actions, managed in a coordinated manner across Council services to deliver long-term benefits. All programs will be delivered using existing resources and operational budgets. These actions will also be contained within Council's annual Operational Plan, and is a sub-set of the 4-year Delivery Program.

Programs will usually be delivered over a longer period, with some programs extending over a number of years.

## Project

A project is focused on delivering a goal or system within a specified timeframe and budget.

All projects and acquisition of any new technology will require a business case and a separate capital budget bid. Business cases are presented to the Executive by the Digital and Customer Information Team and the Council business partner, for consideration and approval

Business cases will include:

- Business objectives, problem statement and proposed solution
- Initial capital costs, including software, hardware and implementation services
- Minimum 4-year operating costs, including annual subscriptions or ongoing maintenance
- Business risk assessments, including network and security requirements (which may include network penetration testing)
- Records and information management requirements (including integration).

# Objective 1

Our customer experience is enhanced by online services

ACTION	MEASURE	BUSINESS PARTNER	RESOURCE	21/22	22/23	23/24	23/24
<p>Launch our self-service community hub Council Online. Services online to include, but not limited to:</p> <ul style="list-style-type: none"> <li>• Customer Request Management (CRMs)</li> <li>• Parking permits</li> <li>• Change of addresses.</li> </ul>	<ul style="list-style-type: none"> <li>• All paper forms are superseded and online requests increase by minimum of 50%</li> <li>• Completed on time and on budget</li> </ul>	Council wide	Project	●	●	●	●
<p>Enhance functionality of our Community Halls, Parks and Sporting Fields online booking system.</p>	<ul style="list-style-type: none"> <li>• Include additional functionality to improve ease of use.</li> <li>• Reduced processing time.</li> </ul>	Place & Projects	Project	●			
<p>Implement a payment gateway to enable online payments for service requests such as s603 and s10.7 certificates.</p>	<ul style="list-style-type: none"> <li>• Enables the customer to process forms and payments online 24/7 (without needing to call Council).</li> </ul>	Finance & Corporate Strategy	Project	●			
<p>Publish a knowledge base of frequently asked questions on Councils website</p>	<ul style="list-style-type: none"> <li>• Reduce general enquiries by 20%</li> </ul>	Council wide	Program	●	●	●	●

# Objective 1

Our customer experience is enhanced by online services

ACTION	MEASURE	BUSINESS PARTNER	RESOURCE	21/22	22/23	23/24	23/24
Process all tree development applications and tree permits using the NSW Planning Portal	<ul style="list-style-type: none"> <li>All DA's and tree permits are submitted on the NSW Planning Portal</li> </ul>	Development & Regulatory Services	Program	●			
Investigate the use of NSW Planning Portal services for section 68, section 125, section 138 approvals	<ul style="list-style-type: none"> <li>Applicants can submit all applications on the NSW Planning Portal</li> </ul>	Service Delivery & Special Projects	Program		●		

# Objective 2

## Our information is open & transparent

ACTION	MEASURE	BUSINESS PARTNER	RESOURCE	21/22	22/23	23/24	23/24
Publish remaining open access requirements on Council's website	<ul style="list-style-type: none"> <li>Finalise all non-DA related open access information available on our website.</li> </ul>	GM's Unit	Program	●			
Publish notice of determinations and open access information from 2010 onwards on Council's DA tracker.	<ul style="list-style-type: none"> <li>All determinations from 2010 to be available on our DA tracker reducing the number of Request for Information applications Council needs to process as this information will be directly available on our website.</li> </ul>	Development & Regulatory Services	Program	●	●		
Implement an online Councillor portal including enhanced access and searchability for Council meeting minutes and agendas	<ul style="list-style-type: none"> <li>Councillors and the community have 24/7 access to information</li> </ul>	General Managers Unit	Project	●			
Redesign our records classification scheme in line with organisational requirements, whilst ensuring compliance with the NSW State Records Act.	<ul style="list-style-type: none"> <li>Workshops are completed with all departments in Council to determine requirements for amendments to records classification. This will also include a review of our existing network drives.</li> </ul>	Council wide	Program	●	●	●	●
Develop and implement a formal digitisation and disposal policy and program including preserving our historic records in accordance with the requirements of the NSW State Records Act.	<ul style="list-style-type: none"> <li>Over a four-year period, all hardcopy records in Council storage locations will be digitised or disposed of in accordance with NSW State Records standards.</li> </ul>	Digital & Customer Information	Program	●	●	●	●

# Objective 3

Our digital systems drive efficiency

ACTION	MEASURE	BUSINESS PARTNER	RESOURCE	21/22	22/23	23/24	23/24
Service standards are clear and reported on accordingly including improving reporting and analytics across all corporate systems	<ul style="list-style-type: none"> <li>Additional performance monitoring reports created and tabled to review to the Executive on a monthly basis</li> </ul>	Finance & Corporate Strategy	Program	●	●	●	●
Design and deliver training programs for all corporate systems customised for new and existing staffing.	<ul style="list-style-type: none"> <li>All staff are trained in relevant corporate systems</li> </ul>	People & Culture	Program	●	●	●	●
Update Council's intranet including implementation and maintenance of our Knowledge Management System	<ul style="list-style-type: none"> <li>All processes are documented and consistent.</li> <li>Information is readily accessible to all staff</li> </ul>	People & Culture	Project	●			
Migrate to Office 365 to improve internal networking and communication platforms	<ul style="list-style-type: none"> <li>Reduced number of internal emails</li> </ul>	Council wide	Program		●		
Investigate and implement cloud collaboration office software	<ul style="list-style-type: none"> <li>System enabling greater collaborative documentation</li> </ul>	Council wide	Program			●	●

# Objective 4

Our systems are secure & reliable

ACTION	MEASURE	BUSINESS PARTNER	RESOURCE	21/22	22/23	23/24	23/24
Regularly upgrade all information systems and software	<ul style="list-style-type: none"> <li>All systems to be on the latest version</li> </ul>	Council wide	Program	●	●	●	●
Review and upgrade IT servers as required	<ul style="list-style-type: none"> <li>Increased reliability of systems</li> </ul>	Council wide	Program	●	●	●	●
Review and improve email archiving and security filtering as required	<ul style="list-style-type: none"> <li>Upgraded archive system implemented</li> </ul>	Council wide	Program	●	●	●	●
Review and Improve backups and disaster recovery solutions. This includes annual disaster recovery and penetration testing	<ul style="list-style-type: none"> <li>Meet our Business Continuity Plan key performance indicators and disaster recovery back-up times.</li> </ul>	Digital & Customer Information	Program	●	●	●	●
Review our security access, policies and processes	<ul style="list-style-type: none"> <li>Policies are up-to-date and meet audit requirements and industry standards</li> </ul>	Council wide	Project		●		
Remove handset telephones and provide all staff with internet connected devices to make and receive phone calls	<ul style="list-style-type: none"> <li>Staff can receive calls at any desk or out of the office</li> </ul>	Council wide	Project		●		
Replace desktop PC's and increase use of mobile devices across the organisation	<ul style="list-style-type: none"> <li>All staff can work remotely if required</li> </ul>	Council wide	Project		●		



