



Customer Digital Strategy Business Case

Background

The City of Melton has had the third highest growth rate in Victoria. Between 2008 and 2017, the estimated residential population of the City increased from 92,552 to 148,896 (by 56,344 or by 61 percent). It has been predicted that Melton will experience continued growth for the foreseeable future.



The strategy of Melton City Council (MCC) is to use digital technology to ensure they can meet the current and future demands of the growing population and deliver benefits to the community.

Also, customer demands of MCC are changing:

- The arrival of social media and other new technologies has meant that community members are not afraid to express themselves if they believe that issues are not being addressed or council services fall short.
- The landscape of available technologies is changing at a rapid rate. Council officers delivering customer-facing services and those in the back office both need to drive efficiency and provide value for investment while stretching the dollar further.
- Many councils currently support outdated IT systems (MCC use Authority), set within a complex and inefficient infrastructure that is not keeping pace with current practices. This limits their ability to scale to meet demand.

Developing the Plan

We developed a Customer Digital Strategic Plan and associated Business Case that outlined the problems and opportunities facing Melton and the benefits to be realised, while ensuring the plan aligns with MCC's Corporate Plan. Five initiatives were developed and each of these contained work packets.

Services we provide ...

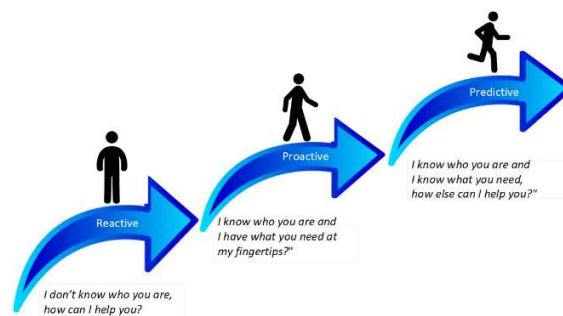
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|------------------------|-----------------------------|----------------------|
| ➤ Benefits Realisation | ➤ Strategy and Planning | ➤ Project Management |
| ➤ Business Improvement | ➤ Business Case Development | ➤ Change Management |
| ➤ Process Management | | |

The five initiatives were divided into core and value-added services as follows:

- **Stage 1 - Core services**
 - Payments and Bookings– making payments and bookings easy, fast, self-serve and on any device
 - Community Services – connecting the customer to the right service
 - Customer Enquiries and Requests – resolving issues with the first contact
- **Stage 2 - Value-added services**
 - Connected Community – connecting Council’s people, assets, processes and services
 - Business Partnering - providing MCC with a competitive advantage and attracting and retaining businesses

Each service will transition through three levels, designed to increase the level of digital maturity at MCC and align with MCC IT strategy.

1. **Reactive** – MCC is saying to customers *"I don't know **who you are**, how can I help you?"*
2. **Proactive** – MCC is saying to customers *"I know who you are and I have what you need at my fingertips"*
3. **Predictive** – MCC is saying to customers *"I know who you are and I know what you need. How else can I help you?"*

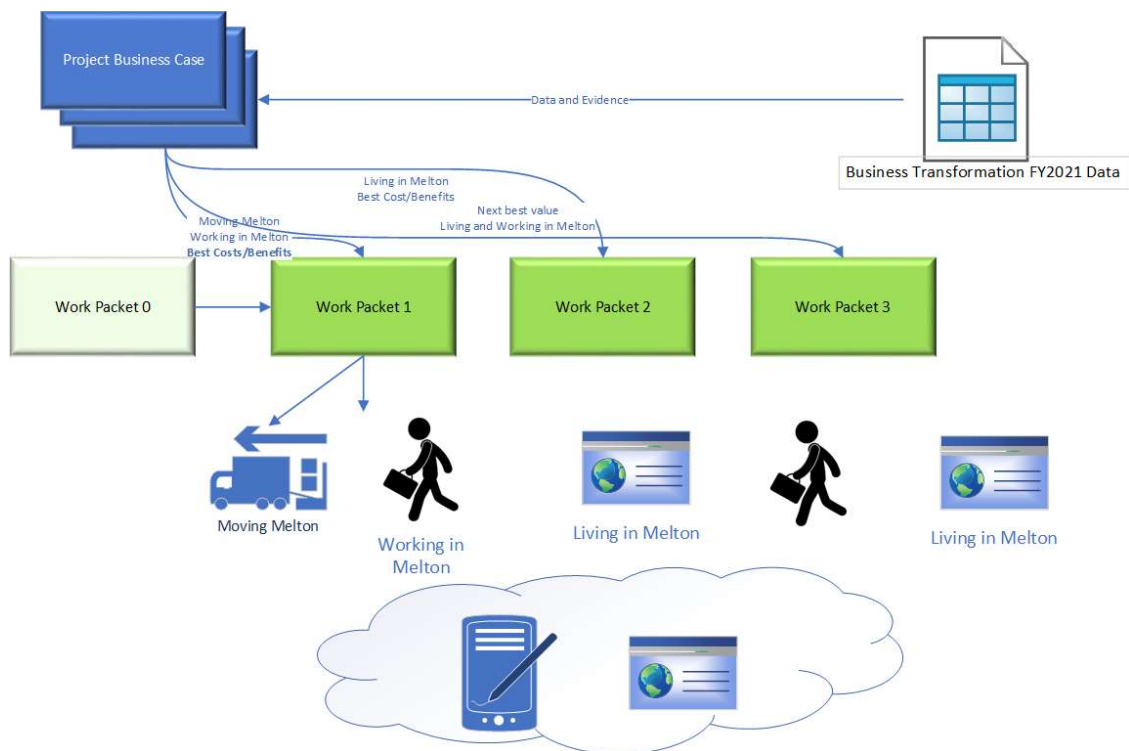


Work Packets

Work packets were developed that were based on customer experience and delivered twice per year. The work packets balanced a number of factors including:

- Cost – technology and customer e.g. marketing
- Customer experience

- Risk
- Change Management



The following inputs were used to determine which investments offered the best value for money, to demonstrate benefits and to determine the work packets or minimal viable product.

Core services first - Provide core services effectively and efficiently before implementing additional value-added services. The view was that the community expects MCC to deliver core services (basic Council services) well before other digital services.

Outsourcing - MCC's residents are a young demographic and would be early adopters of technology. Also, the municipality is growing rapidly. To ensure that MCC can deliver technology solutions to a technology savvy and socially connected group, MCC needs to adopt new technology quickly and to outsource as much as possible, concentrating on maximising the use of the data and customer relationships.

Ranking of projects - The other investment strategy was to rank each project on a scoring methodology that weights the financial and non-financial costs and benefits.

A standard benefits tracking system was used to ensure that recommendations were based on trackable financial and non-financial benefits. The ranking was an input into the priority and scheduling of the projects.

Data driven decisions and benefits tracking – A considerable amount of time was spent collecting data to identify financial and non-financial benefits. This was to ensure that decisions were based on data and not “gut feeling”. This fed into the ranking of projects and also the benefits tracking system.

Maximise the use of existing technology – MCC’s core IT systems were several versions behind and there was a tendency to blame the systems for inefficiencies and poor-quality data. The view from IT was that they needed to be replaced, however it was recommended that MCC improve the use of its existing systems by upgrading.
