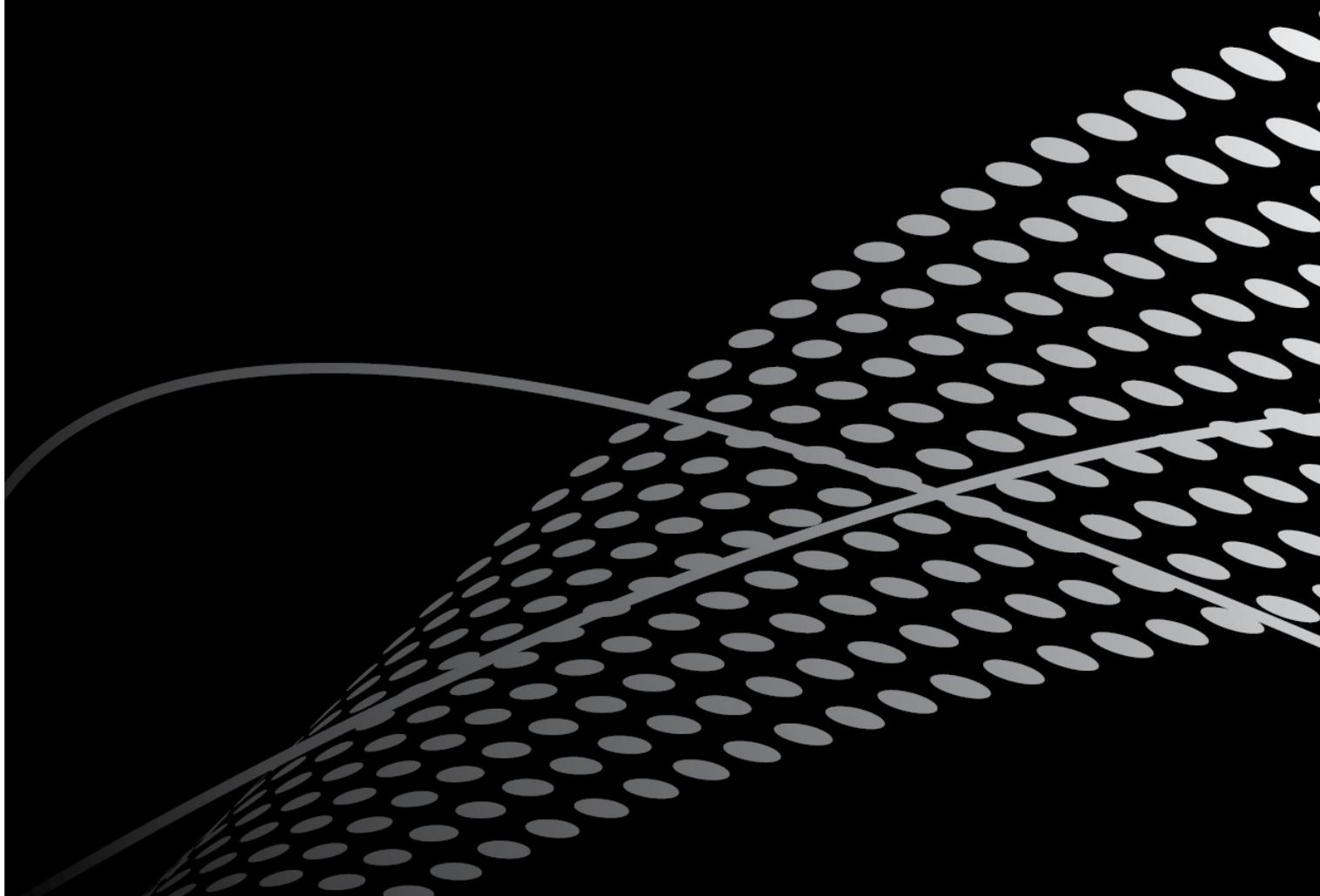


# Digital Greater Dandenong

Digital Strategy 2016-20

Year two progress report





## Goal 1:

### **Lead and position Greater Dandenong as a digital city**

Create digital governance within Greater Dandenong and position digital activities in such a way as to enable funding opportunities for Council.

#### **1.1 Create a cross-department digital services team to be accountable for digital initiatives and Council's digital maturity.**

Progress to date:

- An intranet redevelopment working group was formed to assist with researching, scoping and assessing redevelopment options.
- A sub-working group was formed from the intranet redevelopment working group when it became apparent a digital transformation project was more appropriate for Council's growing needs. This working group assisted with writing the Smart Cities and Suburbs Program application (see 1.3)
- The next digital maturity assessment will be scheduled post digital transformation project.

#### **1.2 Identify an internal digital sponsor role to lead Council's digital agenda including initiatives, knowledge growth, new thinking and new approaches within Council.**

Progress to date:

- The digital transformation working group is currently focused on significantly improving the online service delivery capacity.

#### **1.3 Engage with and seek funding for digital programs from State and Federal Government.**

Progress to date:

- A Smart Cities and Suburbs Program application was submitted for Round 2 (projects between 2018-2020). This is Federal funding for projects that apply smart technology, data-driven decision making and people-focused design to deliver economic, social and environmental benefits in metropolitan and regional urban centres. CGD have proposed a Digital Infrastructure Capacity Expansion (DICE) Project which encompasses a complete redevelopment of the organisation's online service delivery capacity by developing a 'digital front door' to Council.

#### **1.4 Open Council datasets and establish a plan and priority for the release of data and work with other municipalities to publish data that is of value.**

Progress to date:

- The DICE project includes provision for the collection, processing and sharing of data for use within Council and externally.
  - GIS team upgraded the Intramaps platform, allowing for a review of mapping data and the way it is accessed by the community.
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### **1.5 Actively promote Council's digital services and initiatives to residents and visitors to position Greater Dandenong as a digital leader.**

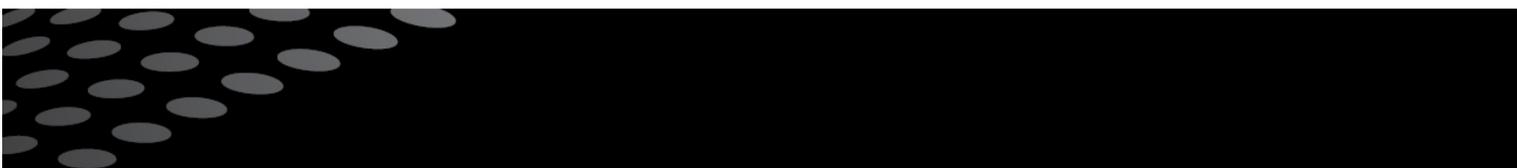
Progress to date:

- Regular articles promoting digital services and tools ran in The City magazine, including:
  - July 2017: Community Funding Grants applications available online
  - August 2017: Promotion of council eNewsletters
  - September 2017: eSmart Libraries Cybersafety program
  - October 2017: Digital Workshop Series for local business
  - December 2017/January 2018: Online consultations for Future of Parks, Council budget and Masonic Hall. Send Snap Solve app.
  - February 2018: Council's CCTV system and Future of Parks consultation
  - May 2018: Library online services e.g. Kanopy, Read and Relax blog and Bookmatch service. Small business Facebook for your business workshop
  - June 2018: Online ticket booking services for Drum shows e.g. Guy Sebastian
- mygreaterdandenong.com and electronic rates notice options were promoted again as part of the rate notice mail outs
- Reporting tools such as 'Send Snap Solve', online reporting forms and email options have been heavily promoted via our website and Social media platforms
- Enewsletter services have also been heavily promoted across the Social media platforms and paths to subscription are being continuously improved.

### **1.6 Identify and engage with a small group of digital business champions to act as digital advocates in their business sectors and encourage opportunities for adoption of technologies.**

Progress to date:

- SEBN does this organically with the groups they work with as the different groups inspire change within the industry.





## **Goal 2:**

### **Build local digital infrastructure and platforms**

Build and enable local physical infrastructure and platforms to enhance opportunities and experiences for the community and business.

#### **Ensure all Council website and online tools are responsive, mobile friendly and accessible.**

Progress to date:

- Accessibility training was held for staff. Media and Communication and inclusion staff participated.
- Responsive versions of the Youth Services and Drum Theatre websites were completed and launched.
- A mobile friendly jobs website was completed and launched in January 2018.

#### **Expand the urban and digital screen program, including content and locations.**

Progress to date:

- Two science/education content streams have been added to the screen programme.
- There are two new interactivity and engagement projects underway with the Digital Placemaking institute that involve other partners such as Bunjil Place. These include a digital artist in residency and a shared interactive project called 'Interact-In-Place'. We also partnered with Emerging Writers Fest and PublicArtLab to host a live digital calligraphy workshop and performance during EWF.
- All 5 MCH centres are now equipped with Scala Signage. MCH staff were trained how to develop template messaging for screens. Springvale Urban Screen and digital signage platform expansion at Springvale will add approximately 12 more screens in 2019-20.

#### **Introduce WiFi in more Council owned public spaces within the municipality.**

Progress to date:

- WiFi was introduced at the following locations: Heritage Hill, Tatterson Park, Springvale Town Hall.

#### **Develop specifications and market assessments to identify technology options to assist the community in their daily lives.**

Progress to date:

- A service review was undertaken with staff from a range of departments to assess the needs of our customers and how we can serve them better. This includes residents, businesses and internal staff.
  - Work commenced on the Springvale Community Precinct and the project includes a new Urban screen and digital work spaces.
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- 'Snap Send Solve' was heavily promoted to assist community members to report things quickly and easily.

**Develop an online business portal for business stakeholders to access news and resources relevant to them.**

Progress to date:

- Council contributed to building the Victorian Councils group on LinkedIn and wrote a communications plan to start actively using LinkedIn in the 2018-19 financial year.
- The SEBN website was redesigned making it more user friendly.
- The business page [greaterdandenong.com/business](http://greaterdandenong.com/business) has been consistently updated and promoted as a place for businesses to go to find more information with almost 2000 hits in the financial year.
- CGD now has access to the SEMMA webpage to include more information relevant to businesses.
- Work Local Greater Dandenong continues to be managed by council and is a place people can find local jobs and employers can advertise local jobs.

**Develop a digital business hub for residents and businesses to have a physical space to collaborate and connect, particularly if they do not have sufficient digital resources in their own office.**

Progress to date:

- Conversations have been had about a Connectivity Innovation Centre but at this stage no action has been taken.
  - Council is involved with LaunchVic a State Government initiative which is a digital hub and resources.
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## **Goal 3:**

### **Raise digital knowledge, literacy and skills**

Empower the community to take advantage of digital opportunities in dealings with Council or in business, as well as ensure that Council staff have the skills and knowledge to meet the public's online needs.

#### **Develop a formal digital events and training program for the community through the library and community centres.**

Progress to date:

- In 2017-18, the Greater Dandenong Libraries held a wide range of programs and workshops with a digital focus including introduction to iPads, introduction to digital literacy, Tech Savvy Seniors; English language computer sessions; eSmart/cyber safety (including staff training); photography; Photoshop; Illustrator, Robotics (including two senior specific sessions) Code Club including Lego Mindstorm – coding for robotics and Scratch – coding for gaming.
- Greater Dandenong Business ran a range of digital-focused business workshops throughout the year. This was successful and will continue. Some topics included: Creating effective digital content, taking your business online, and social and digital marketing tips. An online survey was done to ask businesses what workshops they would find most useful for the next year.
- A 'What's On' e-news is sent fortnightly promoting all events to over 2000 subscribers.
- The Grants process is now all online. Training and information sessions were held with groups to help them better understand the grants process and also how to use a new online system improving their digital capacity.

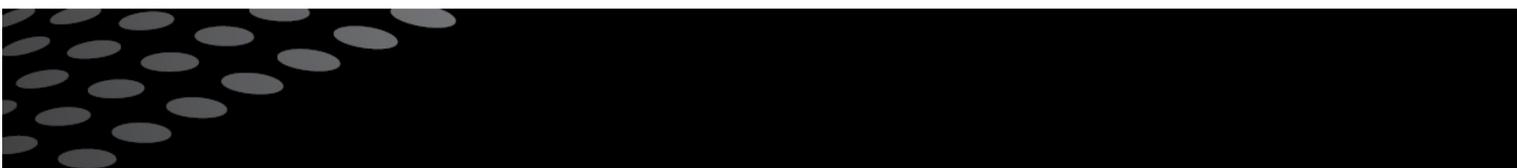
#### **Formalise existing business forum topics with a new digital business theme which will focus on capacity sharing of digital capabilities and networking with other digital focused businesses.**

Progress to date:

- The SEBN website was revamped to make it much more user friendly for the business community.
- Digital business is a dominant theme in the SEBN network groups as they share learnings in this area and inspire each other. The digital environment particularly in manufacturing is being addressed on a continual basis.
- The business forum topics included a range of digital topics such as digital marketing, Facebook for business, creating effective digital content.

#### **Provide ongoing training opportunities to Council staff to ensure they are digital advocates and educators.**

Progress to date:



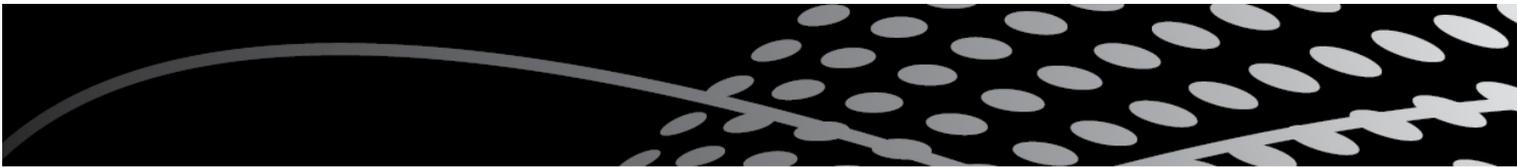
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- Additional staff have completed training in digital tools such as EDMS, website access, intranet, scala and video editing.
  - Online forms are now being used for internal events improving staff digital literacy.
  - Community programs such as artist in residence programs and exhibition callouts and awards are now being done as online forms.
  - The Media and Communications team and Libraries team have both undertaken mobile based video training extending staff skills and resulting in more video content being created in house.

**Utilise social media to promote Council digital tools and opportunities to the community.**

Progress to date:

- Regular posts ran on Facebook and Twitter on digital tools including Snap Send Solve, BPay View, newsletters, online forums and consultations.
- Ad hoc social media promotion was conducted around payment notifications, including pet registration renewals and rates payments.
- We consistently promote 'Snap Send Solve' via messages as a better option to residents trying to report issues via Facebook.
- OurSay consultations were heavily promoted via Facebook.





## **Goal 4:**

### **Leverage online customer transactions**

Improve customer service through the option for regular transactions to be made online. By performing transactions online service delivery and efficiency will be improved.

#### **4.1 Assess the ability for existing systems to support online services.**

Progress to date:

- As our website content management system (CMS) continues to age several significant improvements have been developed to extend the life of the system. Such improvements include:
  - A new template for mixed media landing pages – resulting in 17 new landing pages
  - Access to create permalinks which led to a progressive roll out of clean URLs for existing pages and events across websites
- Youth Services and Drum Theatre websites have been redeveloped and are now hosted on a newer version of the CMS which is more mobile and device friendly.
- The Media and Communications team have been working closely with OurSay developers to improve integration between OurSay entities such as forums and our web pages.

#### **4.2 Use digital tools to enable efficiencies and provide opportunities to simplify the internal work processes.**

Progress to date:

- The Smart form project resulted in an audit of Council forms and a group of forms were selected for testing with success. Council has moved to Wordpress for online form development, new and existing forms are created on a case by case basis. Payment options are also being investigated.
- The Zipporah rollout has been successful with further development to be incrementally tested and released .
- Several teams are assessing the viability of moving their reporting onto the online corporate reporting system Pulse. Bringing as many data points together as possible makes sense, especially as plans and strategies are reviewed and assessed for relevance.

#### **4.3 Investigate a one-stop portal for residents and businesses to access, track and monitor integrated information and services.**

Progress to date:

- As detailed in Goal 1 a major redevelopment of the digital service delivery of council is planned for year 3 and beyond.





#### **4.4 Establish social media and online chat as the preferred alternative to traditional customer service contact methods.**

Progress to date:

- An Online chat client has been installed on several key pages of the website e.g. Contact us, Report, A-Z services and Waste Services. Uptake is slow, however customer service continues to monitor the demand and resourcing implications.
- Facebook is now regularly used by the community as an alternative to traditional communication methods. More resourcing is needed for this service to be viable. Customer Service staff will be trained to assist with this in Year 3.

#### **4.5 Prioritise and speed up the delivery of eservices to residents and businesses.**

Progress to date:

- As detailed in Goal 1 a major redevelopment of the digital service delivery of council is planned for year 3 and beyond.



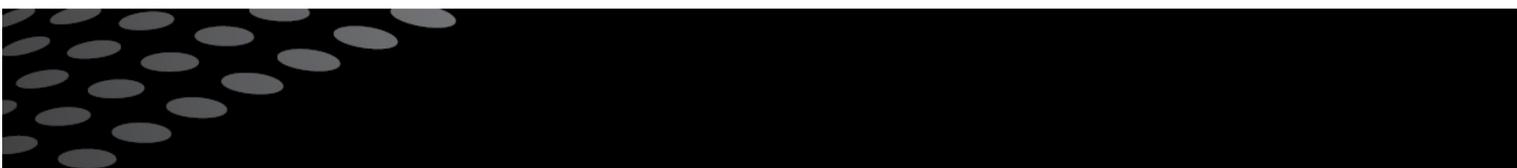


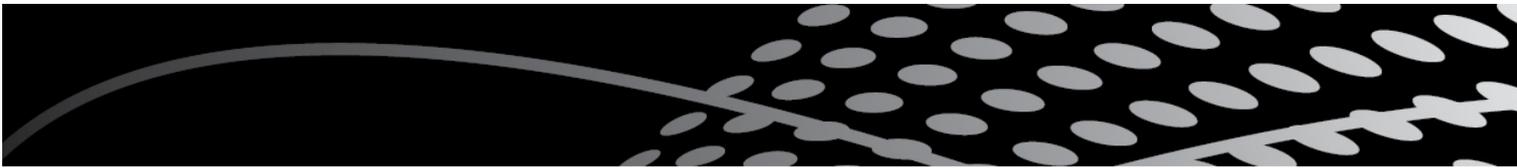
## **Goal 5: Engage with stakeholders through digital tools**

Use technology to strengthen and increase the interaction, participation and reach of Council through social media, the website and other online tools and initiatives.

### **5.1 Use social media strategically (eg Facebook, Twitter and Instagram) to build community pride; showcase Greater Dandenong as a destination to live, work and visit, with community as advocates.**

Progress to date:

- In 2017-18 Council had a presence on Facebook, Instagram, Twitter and Youtube social media channels. Each of these entities aim to promote Council events, services, community consultations and community messaging. The annual averages for promotion based activities in 2017-18 are: 68% event/services based posts, 29.5% community messaging posts and 2.5% consultation posts.
  - \$2,472 was spent on 46 Facebook advertising campaigns for the financial year. As a result of the advertising 187,261 individual Facebook users were reached, working out at a cost of 1.3 cents per user.
  - The Greater Dandenong Business team worked with Destination Melbourne to develop a suite of videos promoting Greater Dandenong via the 'Discover your own Backyard' campaign. The See, Do, Eat and Shop videos each focus on a selling point for the area. These videos have been used extensively on Council's Social media, as well as the Urban Screen.
  - The Arts and Culture team have recently recruited an Arts and Cultural Programs Promotions Officer. Working closely with the Media and Communications team, this position is leveraging the Hive and Drum Theatre Facebook pages along with other online marketing efforts, to deliver a more consistent and effective messaging and reach for the sector, in turn raising Greater Dandenong's arts profile.
  - Year 3 will see Council adopt LinkedIn. The account will be jointly managed by Economic Development, Media and Communications and Organisational Development and gives Council a unique opportunity to engage more with businesses, job seekers and local workers. LinkedIn will also be used to:
    - Promote The City of Greater Dandenong as an employer of choice
    - Promote Greater Dandenong as a good location to work and start a business
    - Promote the success of our local businesses
    - Share opportunities such as grants, business events or participating in local events
    - Promote sponsorship opportunities
    - Promote the area – tourism, cultural diversity, events
    - Share good news stories
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**5.2 Online tools (such as OurSay and CrowdSpot) used to consult on all major Council strategies, as well as relevant projects, issues and decision making processes to ensure community are engaged, informed and part of the process, regardless of where they are.**

Progress to date:

- The staff community engagement roundtable has continued to meet, providing staff with a forum to collaborate and learn about community engagement activities. OurSay representatives presented again to the roundtable at the July meeting showcasing the newer features of the platform.
- Council used Oursay for a range of consultations over the financial year. These included an Indian Cultural Precinct (1 forum), Budget and Annual Plan (1 forum), Asylum Seeker and Refugee Communities Action Plan (1 forum) and Future of Parks (9 forums). The 12 forums generated 153 ideas, 395 votes and 53 comments.
- OurSay was also used for an internal forum to collect ideas and feedback about the redevelopment of the staff intranet system. While this wasn't the only option for staff to contribute to this discussion, the forum was visited by 301 unique visitors, indicating uptake from one third of staff in the organisation.

**5.3 Use social media to broadcast information to and educate businesses and the community (eg YouTube and webinars).**

Progress to date:

- The Council YouTube channel has been reorganised throughout the year. 75 new videos have been uploaded to the channel. Video subject matter included community service based messaging, tourism, showcasing local businesses, council event promotion and some entries from the Healthy Waterways video competition.
- A total of 198 videos have been posted across Council Facebook accounts (CGD, The Drum, The Hive and Youth Services), resulting in 107.9k views.
- Year 3 will see Council adopt LinkedIn. The account will be jointly managed by Economic Development, Media and Communications and Organisational Development and gives Council a unique opportunity to engage more with businesses, job seekers and local workers. Video will be a large part of the content for this channel as we will be able to draw from the rich pool of previously created videos as well as new works.

**5.4 Ensure that Council's web and social media presence is consistent and connected and driven by the stakeholder needs to ensure a strong and clear approach that is in line with Council's brand and digital vision, making stakeholders' online experience easier, meaningful and enjoyable.**

Progress to date:

- The redevelopment of the Youth Services and Drum Theatre websites was completed. The upgrades were designed to increase the user experience across a variety of devices. This has contributed to an increase in device based users and website referrals from social media.
  - Further development of the existing CMS has allowed for the addition of clean URLs for pages and events and the construction of better designed landing pages. Leveraging these two
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developments with targeted social media advertising has significantly increased our ability to provide direct and effective information to visitors.

- The Website team have also delivered quarterly reporting throughout the year. Reports assessed traffic to the website, return on investment from referrals and audience behaviour on major campaigns. In each instance (apart from Odile which isn't an annual event) the campaigns yielded significant traffic growth from the previous year. Landing pages and permalinks are the largest change to the promotion.
- The Facebook strategy has changed too, focusing on referrals back to the website and testing the success of Facebook Events and targeting of paid ads.

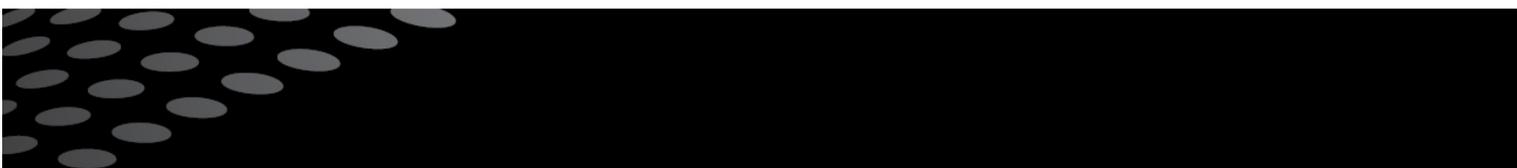
### **5.5 Establish Council as a trusted source of contemporary and relevant online information, through the use of online news and newsletters.**

Progress to date:

- The media and Communications team continues to leverage the 'News' and 'Tell us' sections of the Council website landing page. These sections are designed to be continually added to, to ensure residents are up to date with the latest news, public notices, consultations and major projects.
- The 'What's on' newsletter has continued to grow, gaining 254 subscribers this year. The enews has been slightly redesigned to allow for a more streamlined flow of information for readers, focuses on upcoming events and is generated every fortnight.
- Council has generated 286 enewsletters this year. These enewsletters are created by 17 different teams across council and delivered to 902,603 subscribers.

### **5.6 Investigate and trial new and emerging digital tools to give residents more opportunities for direct contact with Council (including Councillors) and participate in democratic processes.**

Progress to date:

- OurSay has been working on a range of new tools which the Media and Communications team are trialing during upcoming consultations.
  - The DICE project includes provision for further integration between the website and third party consultation platforms such as OurSay.
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## Year three priorities

- Advocate for and commence the digital transformation project to address the aging CMS.
- Continue to advocate for and build the digital literacy of staff in the organisation through in house and external training.
- Work with teams to review their website content and digital capacity in preparation for the digital transformation project.
- Council to further utilise LinkedIn. Work with SEBN to develop a small group of digital business champions to act as digital advocates on a private LinkedIn group.
- Continue to process new and existing forms into online forms. Investigate payment options.
- Assess the viability of moving all team / organisational reporting onto Pulse.
- Continue to roll out and test the web chat tool for customers to interact online with customer service staff.
- Resource and train Customer Service Staff to assist with Facebook customer service requests.

