

# Final Report - Legatus Digital Maturity Index

Prepared for Legatus Group by OurSay



*This project has been assisted by the Local Government Association of SA Research and Development Scheme*

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# Executive Summary

The Legatus Group sought a methodology to analyse and report the degree of digital maturity across regional councils in South Australia. By conducting a regional analysis, this project aims to establish a digital maturity baseline and define where to focus in order to transition the digital space from an activity many organisations fear, into an opportunity for the sector to positively cement its place in the community.

The Digital Maturity Index (DMI) is a measure of progress in digital transformation. There was a 100% response from the Legatus Group 15 constituent councils and after several attempts including a rework of the survey there was a lack of response from other regional councils. As such this report identifies the current state of the sector among the Legatus Group of Councils and provides a snap shot for regional councils in South Australia.

The DMI looks at:

1. Strategic Direction
2. Digital Policy and Initiatives
3. Customer-facing Digital Technologies
4. Public Digital Interaction with Council
5. Implementation of Internal Digital Technologies
6. Digital Interaction between Council Staff
7. Performance Metrics
8. Australian Government Digital Service Standard

Analysis of digital maturity across the eight index areas is presented and a comparison across sub regional clusters. This serves to identify particular focus areas for cluster groups.

Analysis of user experience across websites is also presented as a guide to future website developments.

The study identified key areas of focus, in particular:

- Recognition within all councils that implementation of digital technologies is an organisational change management project not an IT project. Awareness program to ensure that Executive Management of councils appreciates the potential impact of digital technology on their core business.
- Establish an Adoption of Digital Technology project to guide all councils in appropriate digital technologies to enhance their business operations.
- Provide access to relevant expertise and investigate opportunities to address resource limitations which is the major barrier to adoption of digital technologies.
- Assess customer (business and community) needs for digital interaction with councils.
- Develop template strategies and policies that can be readily adopted by councils and modified to suit their level of digital maturity.
- Investigate opportunities and barriers to shared expertise and shared services around digital technology across the group.

- Establish a Legatus IT group to share experiences and encourage in conjunction with Local Government Information Technology South Australia a regional group for their meetings.

# Purpose

The Legatus Group sought a methodology to analyse and report the degree of digital maturity across regional councils in South Australia.

Key drivers for this project are:

1. Increasing role for digital communications and engagement in Local Government decision-making and service provision, specifically **ensuring these approaches align with emerging regulation and drive business efficiency**;
2. Responding to community expectations, specifically **members of the public turning to digital channels for customer service, support and engagement**; and
3. Integrating “digital workforce” planning with the **economic impacts of increased health and social services and tourism** to the regions.

By conducting a regional analysis, this project aims to establish a digital maturity baseline and define where to focus in order to transition the digital space from an activity many organisations fear, into an opportunity for the sector to positively cement its place in the community.

## Desired Outcomes

The Digital Maturity Index Survey and Report needs to identify quick wins as well as areas where South Australian Regional Organisation of Council member, regional & State authorities and interest groups can invest in the long term.

Specifically, Legatus is looking for a report which helps members understand the level of:

- Digital integration within their organisations
- Partnership opportunity across councils
- Integration with community and external agencies
- Digital adoption barriers and impacts of not adopting increased levels of digitalisation
- Examples of other relevant local government-based programs; and
- Evaluation and ability to monitor progress.

# Background

The Digital Maturity Index is a measure of progress in digital transformation. This report identifies the current state of the sector among the Legatus Group of Councils.

The Digital Maturity Index is an assessment and benchmarking tool for councils to assess their digital and technological readiness across eight areas. The Digital Maturity Index (DMI) applies metrics, determined by a comprehensive self-assessment survey, across the Legatus member of councils. From the DMI we can report:

1. how well the Council is doing in each measured area
2. how it compares to other Councils in their region
3. areas for improvement.

# Digital Maturity Index (The Index)

This project is based on the Digital Maturity Index presented in a report in 2017 titled Local Government Digital Maturity Index, produced by the Objective Corporation.

<https://objectivecom2016.worldsecurerights.com/assets/whitepapers/survey-report-changing-landscape-of-local-government.pdf>

A decision was made to expand from the four index components in the report to the following eight index components based on additional work in local government in Australia.

Original Index	Comment
Strategy and Policy	Split into two because many councils may have an overarching strategy but lack the resources to take it the next step to policy and initiatives. It is important to recognise the milestone of at least setting strategic direction.
External Customer Services	Split into customer-facing technologies and public digital interaction with Council. Council priorities can vary in the need for each of these components based on their customer profile and interaction with wider public outside their ratepayer base and it is important to capture these differences.
Internal Processes and Operations	Split into internal digital technologies and digital interaction between council staff
Performance metrics & Standards	Split into performance metrics and Australian Government Digital Service Standards.

The questions and measures to assess digital maturity in these index areas are presented in the following section.

## Strategic Direction

“To what extent does your council have a strategic approach in these areas?”

### Measures

- External Customer Service Strategy
- Internal Customer Service Strategy
- Digital Strategy Officer
- Open Data Policy
- Published Digital Strategy
- Paperless Office Strategy
- Digital Training for Staff

## Digital Policy and Initiatives

“To what extent has your council implemented these digital initiatives?”

### Measures

- Policy for data and information governance
- Digital strategy for internal council operations and corporate services
- Cooperation with NBN / other Telco’s
- Digital strategy for planning and development
- Digital strategy for customer-facing services
- Policy for digital information sharing and exchange

## Customer-facing Digital Technologies

“Has your council implemented any of these customer-facing digital technologies?”

### Measures

- Internet access in Libraries
- Facebook Page
- Twitter
- Wi-Fi (in public places)
- Wi-Fi (for public) in council offices
- Website optimised for mobile devices / smartphone
- Self-service website
- Self-service portals in public places
- Council mobile phone app

## Public Digital Interaction with Council

“To what extent can the public interact digitally with council in each of these areas?”

### Measures

- Customer requests and reports (e.g. reporting graffiti etc.)
- Rates and billing (payments)
- Complaints management
- Parking and local law infringements (fines)
- Animal registrations (applications, payments etc.)
- Waste management (e.g. rubbish removal)
- Library cards and related matters
- Booking of playing fields and other facilities
- Commercial registrations and licenses
- Residential Development Applications
- Grant funding (applications, reporting etc.)
- Community Welfare (e.g. Childcare)
- Commercial Development Applications
- Business development and commercial matters

## Implementation of Internal Digital Technologies

“Has your council implemented any of these internal digital technologies?”

### Measures

- Electronic Document Management Technology
- Digital images technology
- Digital delivery of council proceedings to staff
- Automated document driven workflow
- Secure information sharing technology
- Supplemented networks with higher bandwidth services
- Outsourced council
- IT Infrastructure
- Usage of cloud computing for council IT operations
- Bring-your-own-device model for council employees
- Outsourced council end user computing
- Adopted a shared service
- IT model with other councils

## Digital Interaction between Council Staff

“To what extent can staff work digitally with each other and other parts of council in these areas?”

### Measures

- Digital delivery of agendas to staff
- Asset management (capture and capitalisation)
- Cloud printing



- Records management
- Releasing information or open data
- Corporate and strategic planning
- HR / employee processes (e.g. commencement, cessation)
- Reporting and submissions to state or federal government
- Performance management and review
- Procurement, contract negotiation, variations
- Requests and approvals (e.g. claims, purchases)

## Performance Metrics

“Have you developed metrics to measure your progress in these areas?”

### Measures

- Web site metrics (e.g. Google Analytics)
- Service request response times
- Effectiveness of your social media
- Energy / power consumption of your IT operations
- Extent to which the public is interacting with you digitally
- Extent to which your internal processes operate digitally
- Overall digital strategy
- Extent to which business is interacting with you digitally

## Australian Government Digital Service Standard

“Have you developed standards to measure your compliance in these areas?”

### Measures

- Service Request Internal Processing Time
- Make it Secure
- Don't Forget Non-Digital
- Consistent and Responsive Design
- Test the Service
- Use Open Standards and Common Platforms
- Encourage Use of Digital
- Understand User Needs
- Have a Multi-Disciplinary Team
- Make it Accessible
- Measure Performance
- Understand Tools and Systems
- Make Source Code Open
- Agile and User-Centered Process

# Methodology

## Project Steering Group

A steering group comprising the following personnel was formed to work with OurSay to steer the direction of the project.

- Simon Millcock (Legatus Group)
- Peter Ackland (Port Pirie)
- Chris Horsell (Barossa)
- Ben Cowley (Yorke)
- Rajith Udugampola (APC)

The group met:

- Friday 16 November, 2018
- Friday 29 November, 2018
- Thursday, 6 December 2018
- Friday, 25 Jan 2019
- Tuesday, 5 February 2019

A workshop was facilitated on Friday 5 April 2019 to discuss:

- Summary of key findings in report, including opportunities/options identified
- Reflections on draft report and identify a group response to draft report, comprising of surprises, concerns and direct experiences
- Key insights or learnings, options and areas of interest/focus; and,
- Identify priorities, areas warranting further research and next steps.

## Survey

An electronic DMI survey (using OurSay's survey tool) was developed in consultation with Legatus Group project steering group. The primary data gathering exercise solicited responses to the online survey from the fifteen member councils, with multiple responses from some of the councils.

## User Experience (UX) Assessments

User experience assessments were conducted on all council websites. The assessment process took into consideration service level standards, WCA2.0 guidelines and Digital Service Standards using a standard Heuristics Assessment. Example customer service interactions assessed included:

- Lodging a customer request or complaint
- Starting a Development Application
- Looking for a job
- Researching an event; and,
- Learning about Council and the local area.

A Heuristics Assessment examines the following elements:

### **Visibility of system status**

The system should always keep users informed about what is going on, through appropriate feedback within reasonable time.

### **Match between system and the real world**

The system should speak the users' language, with words, phrases and concepts familiar to the user, rather than system-oriented terms. Follow real-world conventions, making information appear in a natural and logical order.

### **User control and freedom**

Users often choose system functions by mistake and will need a clearly marked "emergency exit" to leave the unwanted state without having to go through an extended dialogue. Support undo and redo.

### **Consistency and standards**

Users should not have to wonder whether different words, situations, or actions mean the same thing. Follow platform conventions.

### **Error prevention**

Even better than good error messages is a careful design which prevents a problem from occurring in the first place. Either eliminate error-prone conditions or check for them and present users with a confirmation option before they commit to the action.

### **Recognition rather than recall**

Minimize the user's memory load by making objects, actions, and options visible. The user should not have to remember information from one part of the dialogue to another. Instructions for use of the system should be visible or easily retrievable whenever appropriate.

### **Flexibility and efficiency of use**

Accelerators -- unseen by the novice user -- may often speed up the interaction for the expert user such that the system can cater to both inexperienced and experienced users. Allow users to tailor frequent actions.

### **Aesthetic and minimalist design**

Dialogues should not contain information which is irrelevant or rarely needed. Every extra unit of information in a dialogue competes with the relevant units of information and diminishes their relative visibility.

### **Help users recognize, diagnose, and recover from errors**

Error messages should be expressed in plain language (no codes), precisely indicate the problem, and constructively suggest a solution.

### **Help and documentation**

Even though it is better if the system can be used without documentation, it may be necessary to provide help and documentation. Any such information should be easy to search, focused on the user's task, list concrete steps to be carried out, and not be too large.

# Marketing of Project

OurSay/Legatus Group promoted the project to

1. SAROC Membership Councils
2. Legatus Councils
3. Yorke and Mid North Regional Forum in a presentation from OurSay

## Survey Results

There were 21 responses from 15 councils. There were four responses from Barossa Council, 2 each from Copper Coast, Light and Mount Remarkable.

- Executive 7
- Management 8
- Technical 4
- Other 2

The survey took 60-90 minutes to complete.

Survey results were analysed using OurSay unique survey analysis tool that manages open text responses. Open text is prepared for a machine learning analysis (natural language processing) to establish key words, positive and negative words, topics and summary. To do this, all survey comments were passed through three analytical tools:

### 1. Sentiment Analysis

Sentiment refers to the 'mood' of a word - whether it is positive, negative or neutral. Sentiment analysis scores keywords between +5 (extremely positive) and -5 (extremely negative), with a score of 0 being neutral. For each response, the keyword scores are summed to provide a numerical sentiment score, comparative score and a result (positive, negative or neutral).

### 2. Topic Analysis

Topic analysis identifies word topics (e.g. "parking" or "safety") and lists the topics mentioned in each individual response. A list of up to 6 or 7 topics per response.

### 3. Summary Analysis

Summary analysis halves the word count for each individual response by identifying key sentences and compiles them to form a summary. The summary analysis is used to cross-check any sentiment or topics with the context of the original statement.

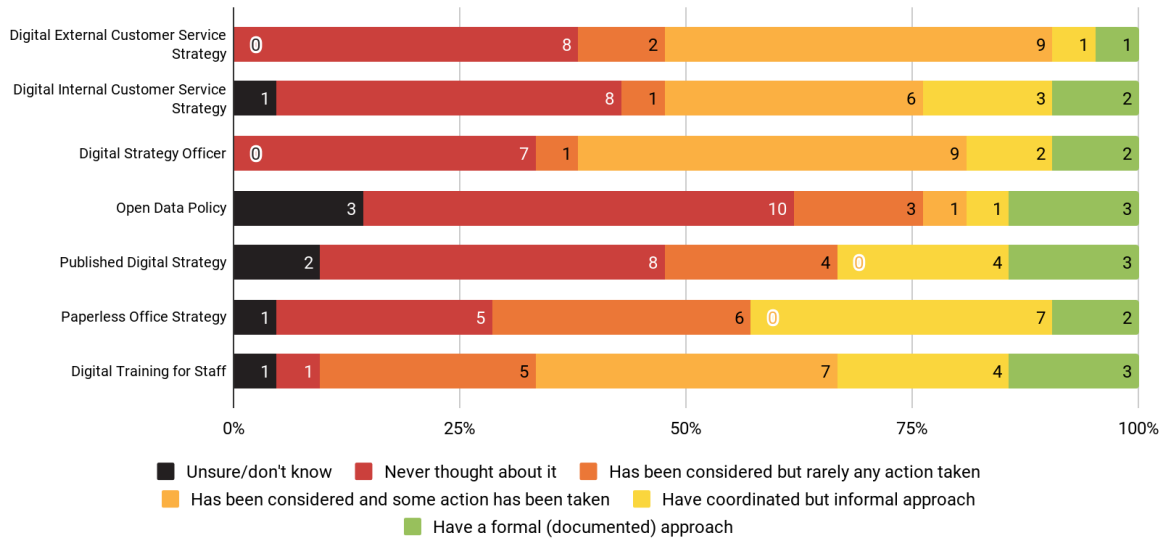
### Summary statistics of respondents

- Total years worked at current council: 160
- Total years worked in public sector: 279
- Other experiences include: Not-for-profits, Banking & Finance, Retail, Agriculture, State Government.

# Results by Index

The results are presented here for each of the eight indexes across all respondents to the survey. The legend identifies the categories of responses. The more green, the greater the maturity against the index.

## Strategic direction



## Ratings Highest to Lowest

1. Paperless Office Strategy (2.76)
2. (equal) Digital Internal Customer Service Strategy, Digital training for staff (2.67)
3. Digital External Customer Service Strategy (2.57)
4. Published Digital Strategy (2.48)
5. Digital Strategy Officer (2.24)
6. Open Data Policy (2.14)

Overall average: 2.50

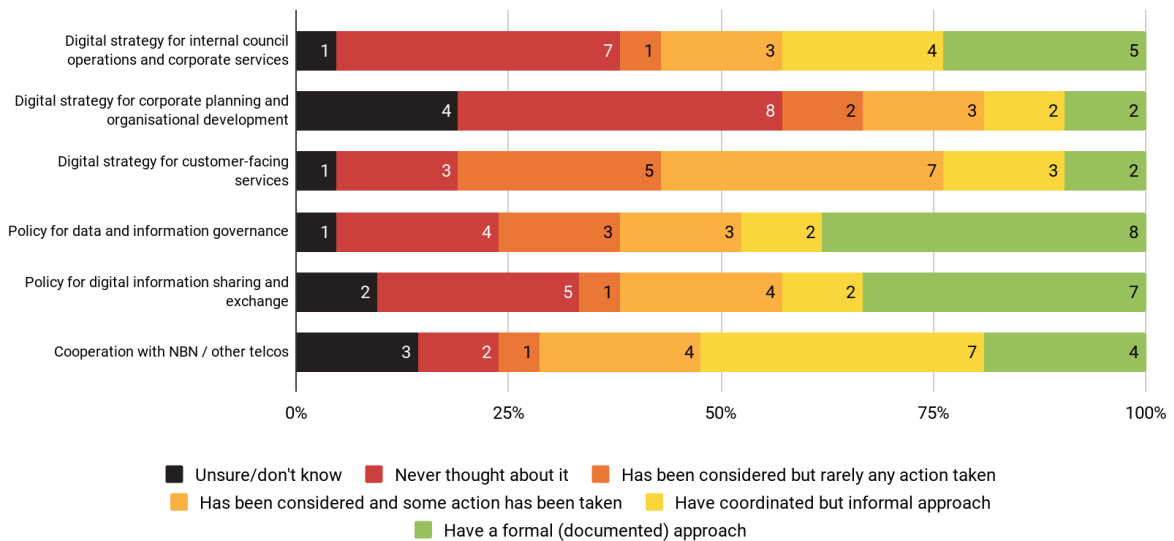
## Reasons for high rating

- “Have a clear position and policy framework.”
- “Have an ICT Strategy that staff assisted in developing & most staff are onboard with moving towards digital delivery.”
- “For the size and location of the council and the local community, the current approach appears to be sufficient.”
- “Process is commenced, council endorsed strategy, there's a timeline for implementation.”

## Reasons for low rating

- “We want to head that way, but it’s about giving people choices - tend to want non-digital.”
- “Limited resources (staffing and budget) due to the size of the Council impacts on ability to put ideas into action”
- “Not all see benefit, lack of resourcing / prioritization and unwillingness to re-engineer overly complex systems of work and processes.”
- “Lack of funding and perceived priority.”

## Digital policies and initiatives



### Ratings Highest to Lowest

1. Cooperation with NBN / other Telco's (3.14)
2. Policy for data and information governance (3.00)
3. (equal) Digital strategy for internal council operations and corporate services, Digital strategy for customer-facing services (2.90)
4. Policy for digital information sharing and exchange (2.81)
5. Digital strategy for corporate planning and organisational development (2.76)

Overall average: 2.92

### Reasons for high rating

“Council has policies and training in place and are operational.”

“Forms part of our corporate plan, reporting and ICT plan is integrated.”

“Have sound systems of governance around the organisation generally.”

“Policy exists, training has been delivered in the last 12 months, needs time and additional training / workshops / testing to be fully embedded in the organisation “

### Reasons for low rating

“Not seen as a priority and lack of staff and funding.”

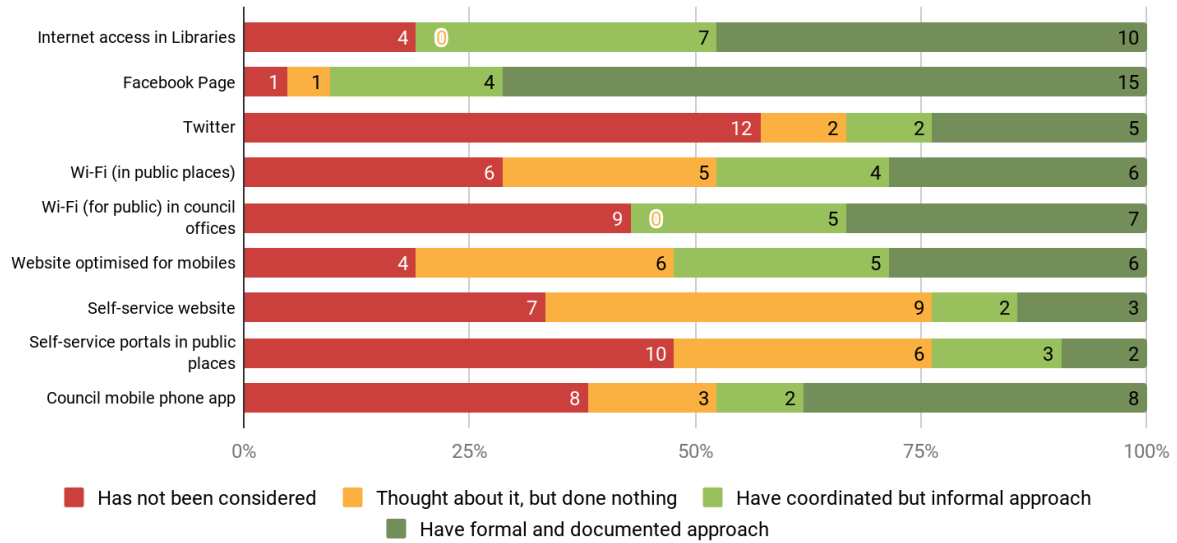
“Size of organisation”

“Possibly not fully understood across the whole organisation. Possibly reactive rather than proactive in these areas.”

“While there are policies and procedures in place these are basic and do not cover all of the digital activities listed.”

“Resources unavailable / not a priority”

## Customer-facing Digital Technologies



This index does not support numerical ratings.

### Reasons for high ratings

“Not formal in all cases but widely understood. Delivered within capacity and priority.”

“It works.”

“Council provides services suitable for the communities preferred use.”

“Successful in most areas in which we have attempted to engage in, but resourcing is a limiting factor.”

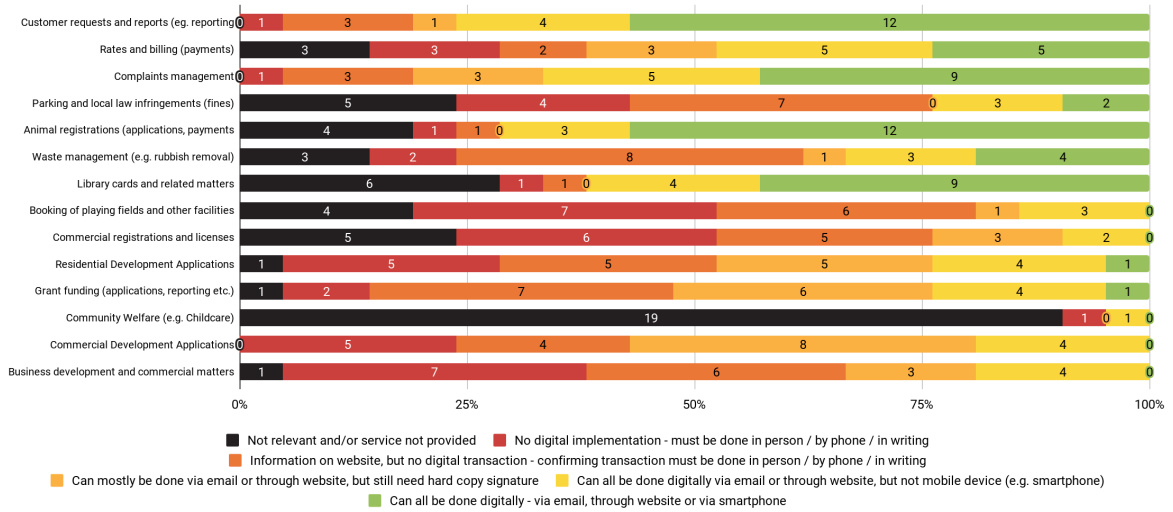
### Reasons for low ratings

“At the beginning of our digital organisation change program with 2019 commencing implementation of the forward facing but also back end systems to support a fully digitised offer within 2 years.”

“We have a long way to go to be mature in this area but - as a smaller regional Council - some of these areas are a challenge (due to technology and funding constraints).”

“Practical Use, but not fully documented. Time and resources.”

## Public Interaction with Council



This index does not support numerical ratings.

### Reasons for High ratings

“Appears to be sufficient to the local community's needs.”

“Based on size of council, we meet most legislative requirements. Above standard with use of SM and digital services”

“Most transactions can take place online, with signed forms emailed. Limited automated processes or tracking of progress available other than email back to the customer. Working towards ePathway in 2019.”

“It works.”

### Reasons for low ratings

“Limited services and information available online.”

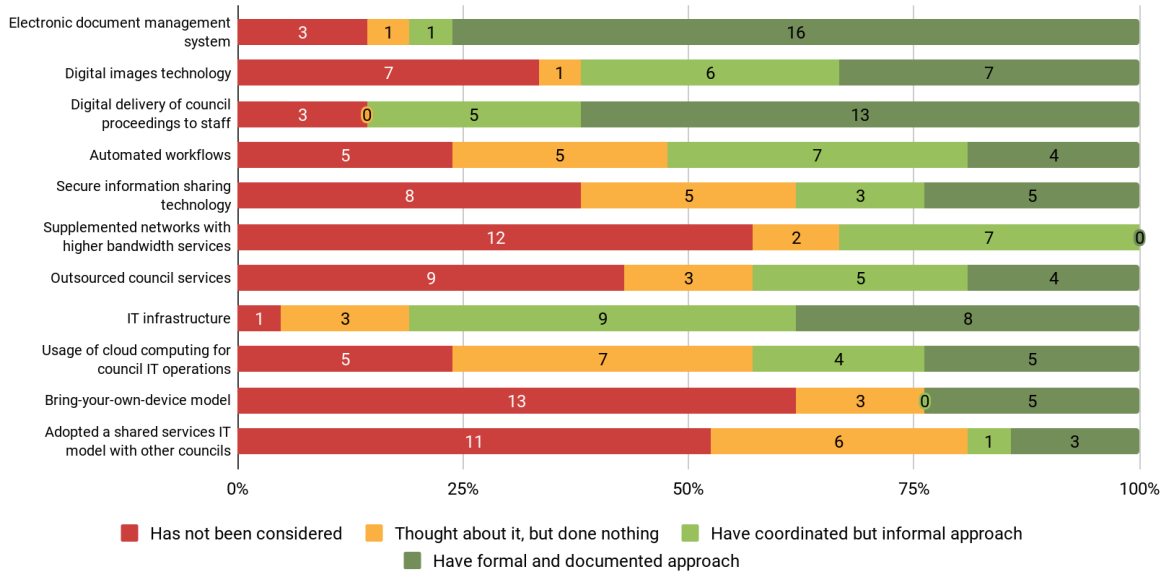
“Majority of community over the age of 50 and digital use is low.”

“Have made progress but still a way to go - it is a priority item in our change program.”

“Information available on website generally however traditional process methods still in place to manage processes.”



## Internal Digital Technologies



This index does not support numerical ratings.

### Reasons for high rating

“Adoption aligned with IT Strategy”

“Based on size of council, we are in the middle.”

“Progress made and progress continuing.”

“Reviews services regularly to incorporate changing technology, working on our key systems so that all staff are maximising digital services, Customer Reboot Program is reviewing and increasing digital services and use of devices to deliver for customers.”

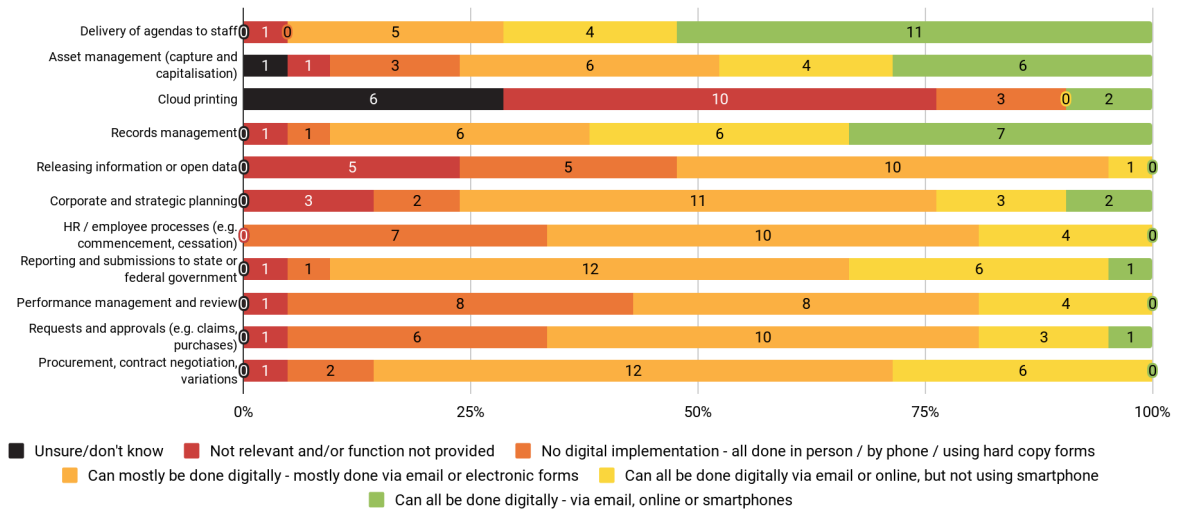
### Reason for low rating

“Not a priority for this council.”

“On a sound track at present need to utilise change program to make the next leap in customer service, efficiencies and better management of services from end to end.

“Some documented formal processes however implementation and culture change still required to realise all benefits.”

## Digital Interaction between Staff



This index does not support numerical ratings.

### Reasons for high rating

“Council's digital integration works well and is suitable for employees and clients.”

“Email, shared documents high use internally. Access using smart phones limited to key staff not all staff. Varying level of use across the organisation.”

“While there are areas for improvement, we are heading in the right direction and currently looking at further activities to offer electronically.”

### Reasons for low rating

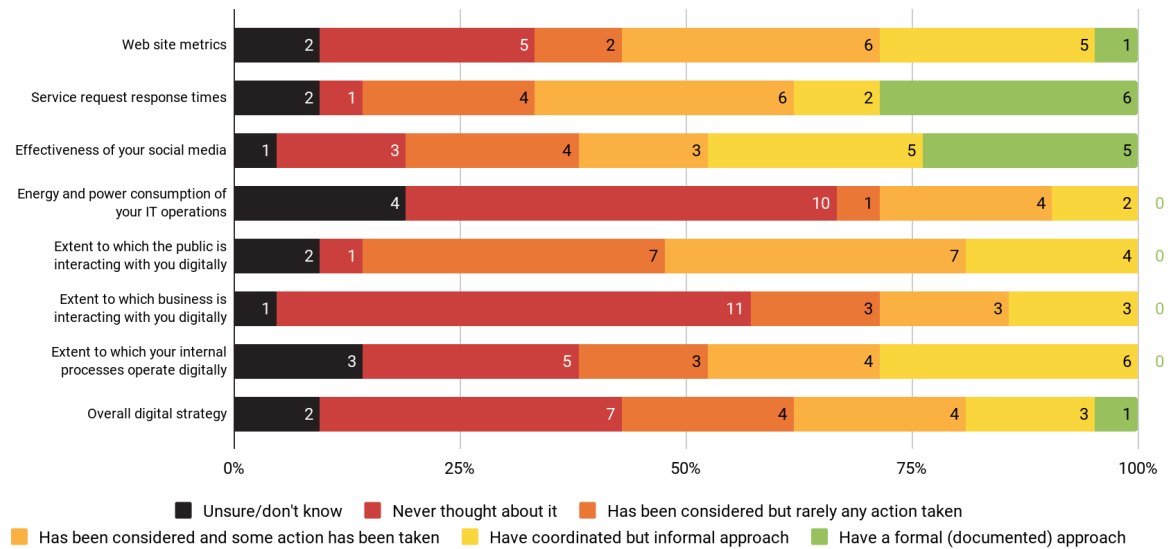
“As per comments throughout - have basic systems in place and change program is the next leap to a digital future.”

“Continuous improvements are ongoing.”

“Fairly basic digital interaction.”

“Issue of time and resources.”

## Performance metrics and evaluation



### Ratings Highest to Lowest

1. Effectiveness of your social media (3.00)
2. Service request response times (2.86)
3. (equal) Web site metrics, Extent to which your internal processes operate digitally (2.48)
4. Extent to which the public is interacting with you digitally (2.29)
5. Overall digital strategy (2.23)
6. Energy and power consumption of your IT operations (2.10)
7. Extent to which business is interacting with you digitally (2.05)

Overall average: 2.43

### Reasons for high rating

“Advanced reporting to executive team half yearly on key indicators of engagement numbers and outcomes of various activities.”

“Tools well utilised and suit internal processes.”

“Great IT staff”

“Occurs on needs basis, not regular reporting. Completed within current resource capacity”

### Reasons for low rating

“No approach in place.”

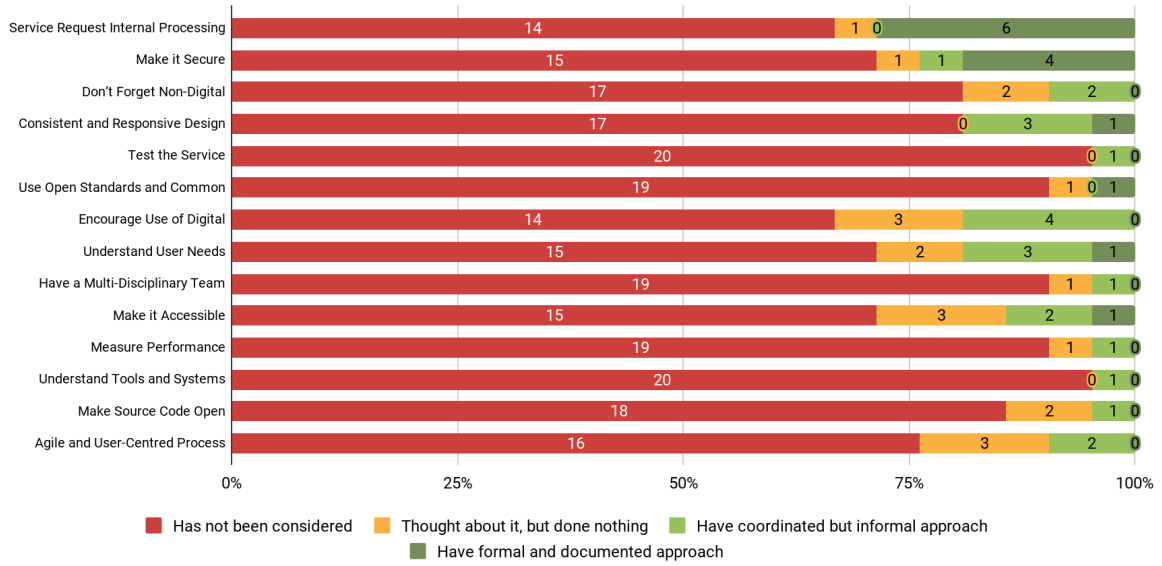
“Not an activity being performed currently but is being worked on with the new strategy.”

“Certainly not using what is available to its full potential, but also haven't had the resources or a formal digital strategy.”

“This has not been done well as limited resources available.”

“We do a bit, but it's not a logical focus.”

## Australian Government Digital Service Standards



This index does not support numerical ratings.

### Reasons for high rating

“We have customised our service delivery from these standards”

“Provides suitable standards for the future”

### Reasons for low rating

“Has not been a priority so has not been measured”

“Limited knowledge on this subject need to undertake training”

“minimal awareness”

“Not fully documented, knowledge with a few rather than across the whole organisation.

Digital preference accepted but skills to do it may not be known by all or accessible to all.”

<b>What challenges or opposition have you faced regarding the use of digital technology within your council?</b>
Limited resources (staffing and technology) and budget due to size of council impacts on access and improvement to expand on digital technology in a more coordinated and responsive way.
Lack of time and resources.
"But we have always done it this way", poor funding initially, poor maintenance of systems, no dedicated IT resource to manage Council's systems previously
Resources, funding, dedicated staff, resistance to change,
Lack of resources and trained staff
No, we are a progressive Council Budget
Resource Capacity.
Resistance to change As per any change there is resistance, but nothing that we don't believe can't be overcome with good customer engagement and change management.
Conservative approach to changing, cost of devices, ability to respond 24x7, legislative requirements e.g. need for signatures, skill level of team members to implement, access and skill level in the community to use digital services Priority, resourcing and culture Implementation of the change program. Resource demand, competing priorities
Finance, access to skilled resources, older community
Resources
Funding
The community now expects instant responses due to ease of notification
Resourcing, resistance to change - internally and externally, stagnant ERP market, lack of IT and strategy providers
We do not have IT staff; many staff still rely on paper-based solutions they have become comfy with over 20+ years in Local Government (reluctance to change); regional impediments to system functionality (network access); customers who are not IT savvy and/or computer illiterate.

### Measure of capacity to work collaboratively with other Councils

Which council/community are you from?	Does your Council work collaboratively with any other Councils on digital technologies for local government? (1 = Yes, 0= No)	How much willingness is there within your Council to work with other Councils on digital transformation? (1= not willing, 5 = very willing)	Would you be willing to lead regional cooperation and collaboration on digital technologies? (1=yes, 0=no)
Regional Council of Goyder	1	5	0
District Council of Barunga West	1	4	0
Adelaide Plains Council	1	5	0
Northern Areas Council	1	4	0
District Council of Orroroo Carrieton	0	3	0
Copper Coast Council	0	5	0
Copper Coast Council	1	4	0
Port Pirie Regional Council	1	4	0
Light Regional Council	1	4	0
Light Regional Council	1	5	1
Barossa Council	1	5	1
Barossa Council	1	4	0
Barossa Council	1	4	1
Barossa Council	1	5	1
Flinders Ranges Council	1	4	0
District Council of Peterborough	0	4	0
District Council of Clare and Gilbert Valleys	0	4	1
Yorke Peninsula Council	1	5	1
Wakefield Regional Council	0	3	1
District Council of Mount Remarkable	0	3	1
District Council of Mount Remarkable	0	3	0

# Website Heuristics Results

Website heuristics were evaluated according to the following criteria:

- Finding service requests from home page
- Visibility of system status
- Match between system and the real world
- User control and freedom
- Consistency and standards
- Error prevention
- Recognition rather than recall
- Flexibility and efficiency of use
- Aesthetic and minimalist design
- Help users recognize, diagnose, and recover from errors
- Help and documentation

The descriptions for the criteria can be found above in the [User Experience \(UX\) Assessments section](#).

Below are some trends observed across the websites:

## Finding service requests from home page

For most councils, there was a direct link to service requests from the homepage, which was placed in an easily locatable position. A common, and most visible, option was the use of a sidebar where the service request appeared alongside other quick links.

Some councils did not have a direct link, but it was not taxing to locate the correct part of the website to submit a request. There were several websites for which there was no observed method of submitting an online service request.

An example of a website with a 'high' rating:



### **Visibility of system status**

No requests were actually submitted, making it difficult to judge how will issue tracking occurs. Only a few websites had explanations regarding how the service request will be processed within the description or attached documents.

### **Match between system and the real world**

Most forms had straightforward and easily understandable logic behind the service requests. One possible area of improvement for several councils would be to provide greater clarity around terms used and the information expected in each section.

An example of a website with a 'high' rating:

#### **Request for service**

If you need us to do something, let us know about it here. From fixing broken play equipment to spraying weeds, just put in your request and we will contact you if we need more information. We'll even tell you when it is complete.

Complete this form to notify us of a problem or to request minor works. Your request will be assessed, and if approved will be assigned to the relevant team.

**Please note:** While Council aims to address issues as soon as possible after they are raised, sometimes our response is constrained by other priorities and allocated budgets. However, please be assured that Council is aiming to meet the needs identified.

You must include an email, phone number or mailing address in order to submit a request for service. You will be unable to complete this form if one of these contact methods is not supplied. If you do not wish to supply this information please contact Council by phone or in person

An example of a website with a 'low' rating:

#### **How to request a service**

Council is committed to the provision of quality service to customers and aims to provide services fairly and efficiently. It also monitors requests to identify ways in which it can proactively improve its services.

A request for service is an application to have council or its representative take some form of action to provide or improve a Council service.

You may use the form below to make a request for service

### **User control and freedom**

All websites with online submission of service request forms had a high degree of user control, with no extended dialogue or other factors that would limit user's navigability. There was little to no differentiation between websites in this respect.

### **Consistency and standards**

While most Councils neglected to provide an explanation of what exactly service requests cover, the word choice on each website remained consistent. There was little to no differentiation in this respect.

### **Error prevention**

All websites had clearly marked mandatory fields, though most websites did not involve responsive error handling, that is, there was no direct indication before submission that



mandatory fields were skipped. There was little to no differentiation between websites in this respect.

### **Recognition rather than recall**

All websites had short enough forms that this was not an issue. There was no differentiation between websites in this respect.

### **Flexibility and efficiency of use**

No website had any observed methods of speeding up the interaction for frequent users. There was no differentiation between websites in this respect.

### **Aesthetic and minimalist design**

Most websites followed a similar minimalist design, with a title then form section and an optional description in between. Websites that deviated from this design likewise had a minimalist design.

## **Minor Work Requests**

While Council staff conduct regular inspections to identify problems that need to be fixed under Minor Works, it is not possible to be immediately aware of every problem area.

If you have noticed something that you think needs attention, you can help to let us know by filling out the online form below

\* Mandatory Field

**Minor Works Request**

Date: \*

  
(dd-mm-yyyy)

Full Given Names: \*

Surname: \*

Postal Address: \*

### **Help users recognize, diagnose, and recover from errors**

Most websites displayed the same error when forms were submitted with errors. The error warning in itself is not particularly descriptive, but the missing fields do appear with an additional error message underneath. However, none of these error messages direct users to take a particular action. One of the websites surveyed provided a better error warning system, which provides more direction to users.

An example of the typical error warning:

**Request Form**

Form Submission Error

\* Mandatory Field

**Request Form**

Name \*

This is a mandatory field.

Email \*

This is a mandatory field.

A better warning:

**There was a problem with your submission.**  
Errors have been **highlighted** below.

**Full Name \***

First Last

This field is required. Please enter a value.

Your Email Address

**Contact Number \***

This field is required. Please enter a value.

### Help and documentation

As the form was relatively short, the description section was used to fulfil this task. Only one website included documentation outlining how service requests were to be handled. Websites often contained a brief description or no description.

An example of a website with description and council policy documentation:

## Request for Service

Council's 'Request for Service' online form enables members of the public to lodge a customer request for service (Request) that is identified within Council's jurisdiction.

### What is a Request for Service?

A Request for Service is an application to have Council or its representative take some form of action to provide a Council service. (See [Request for Service Policy](#))

A Request can be submitted electronically by completing the below form and will be forwarded to the appropriate Officer for assessment and action as considered necessary. A response will be provided within [10] business days advising of Council's intentions in regard to the request.

### A Request for Service is not a complaint.

A Complaint is an expression of dissatisfaction with a service which has, or should have, been received. To lodge a Complaint please complete the [Complaints Form](#). A Request for Service must not include a Complaint.

### Request for Service Form

\* Mandatory Field

An example of a website with no description:

## Customer Service Request Form

\* Mandatory Field

Customer Service Requests

Contact Details

Your Name \*

Your Address

Your Phone Number \*

## Analysis by Cluster

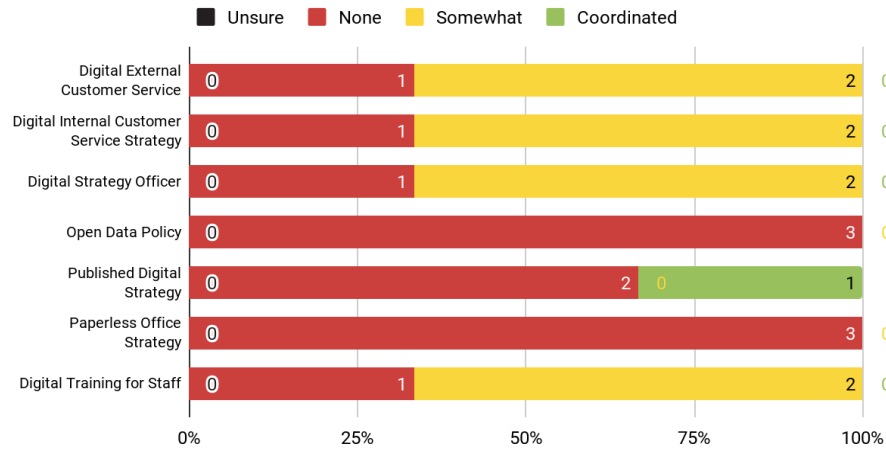
The following clusters/alliances are recognised within Legatus Group. Analysis of digital maturity by cluster provides some insight to inform a cluster approach to implementation.

Recognised sub regional clusters/alliances

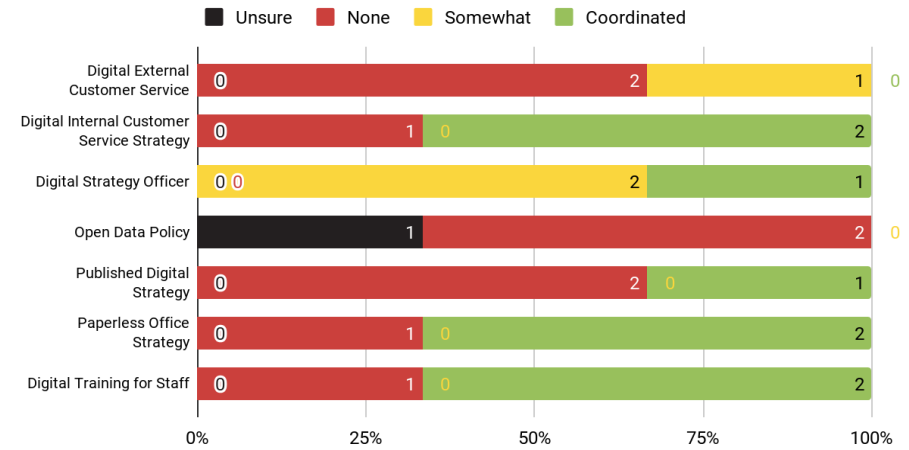
1. Barossa/Light/Adelaide Plains
2. Mid North/Clare/Goyder/Northern Areas
3. Yorke Peninsula/Copper Coast/ Barunga West/Wakefield
4. Port Pirie/Flinders/Orroroo Carrieton/Peterborough/Mt Remarkable.

# Strategic Direction

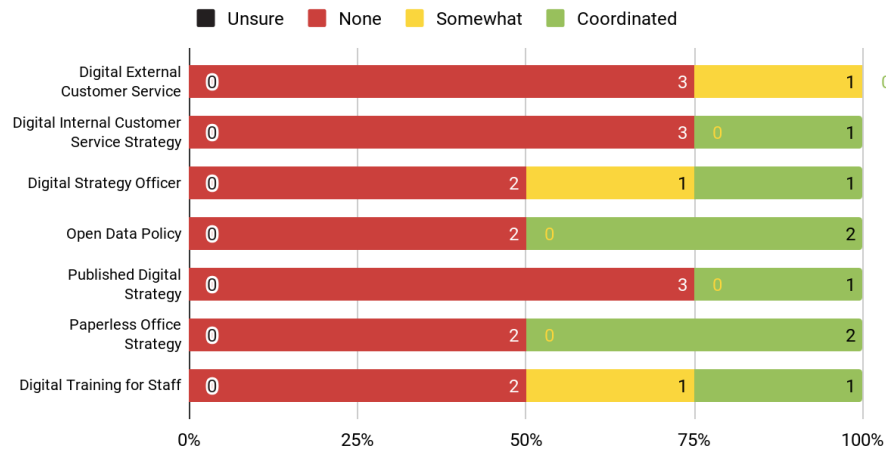
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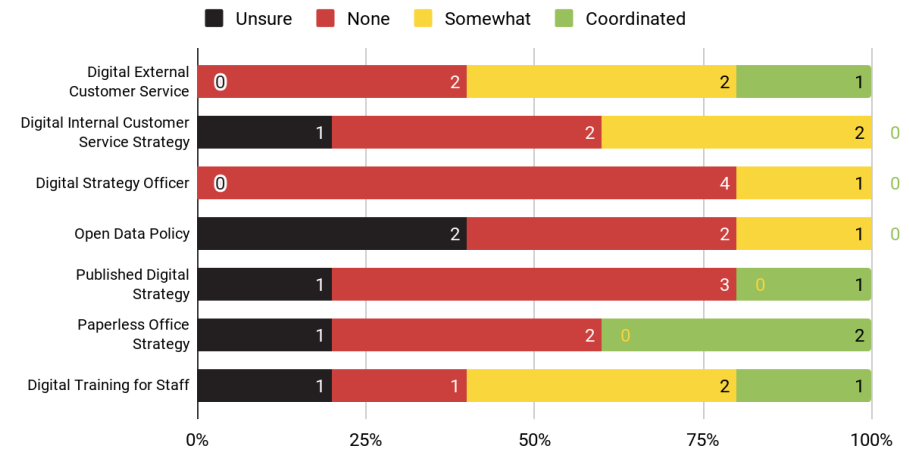
## Cluster 2



## Cluster 3

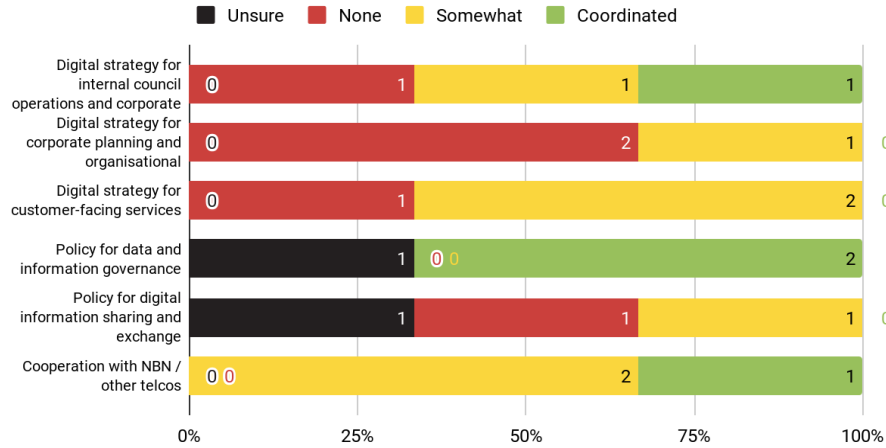


## Cluster 4

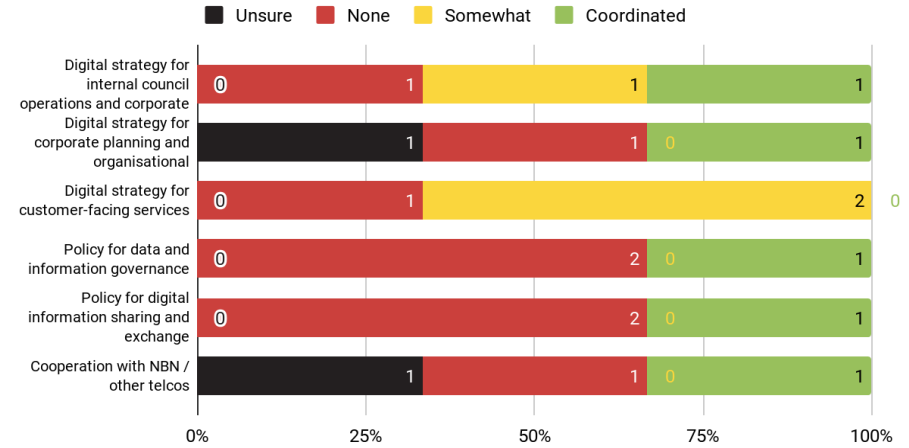


# Digital Policy and Initiatives

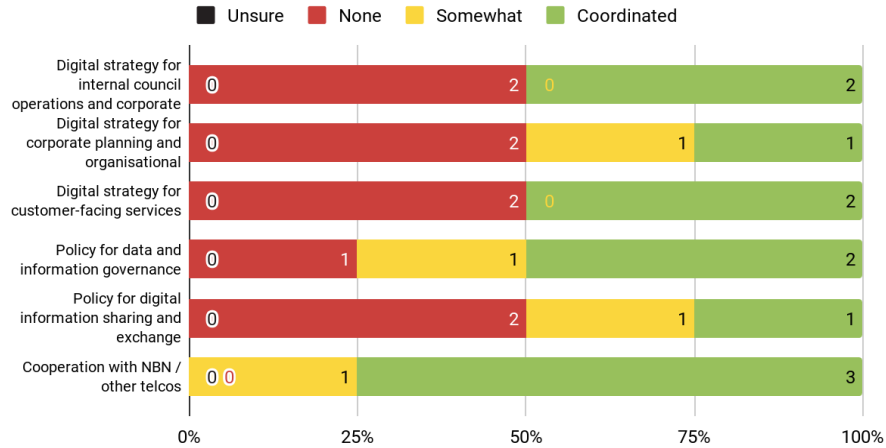
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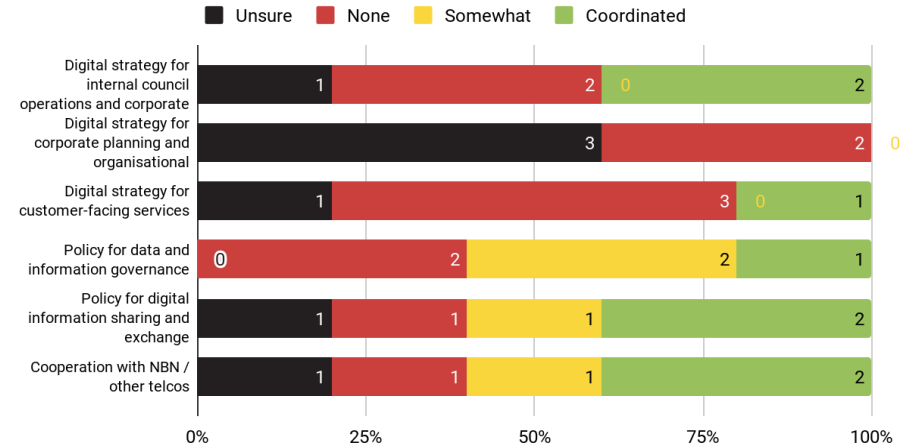
## Cluster 2



## Cluster 3

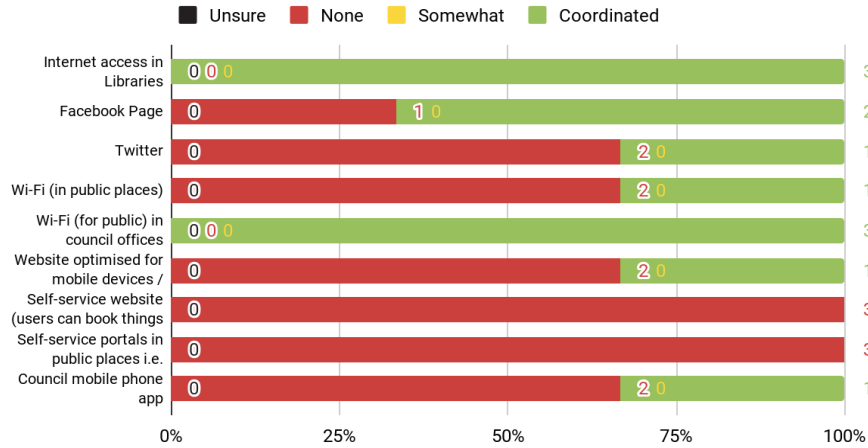


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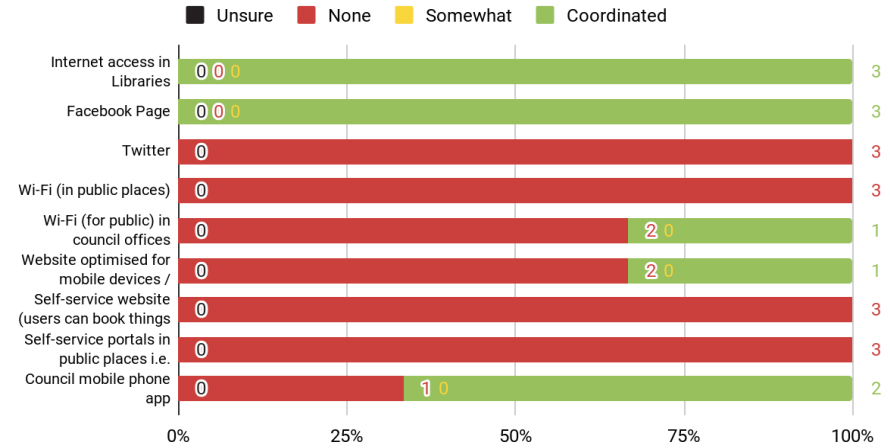


# Customer-facing Digital Technologies

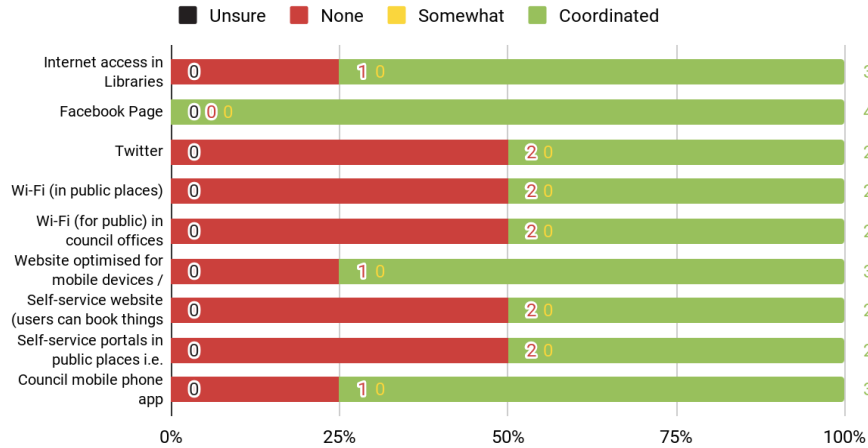
## Cluster 1



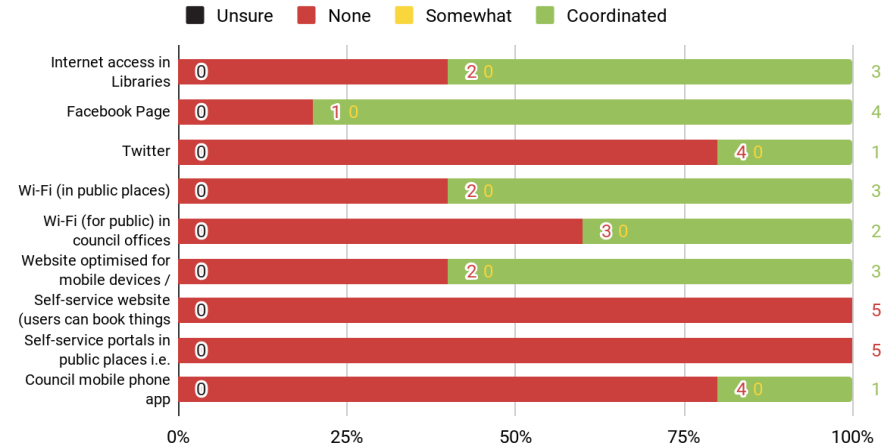
## Cluster 2



## Cluster 3

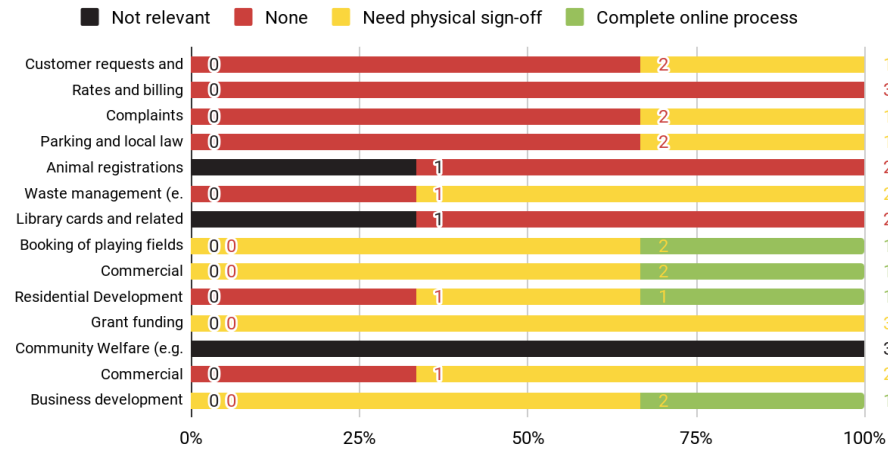


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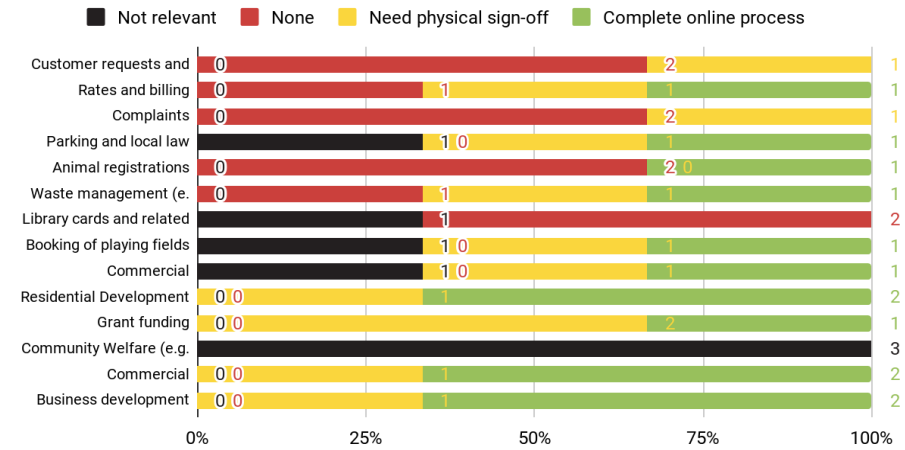


# Public Digital Interaction with Council

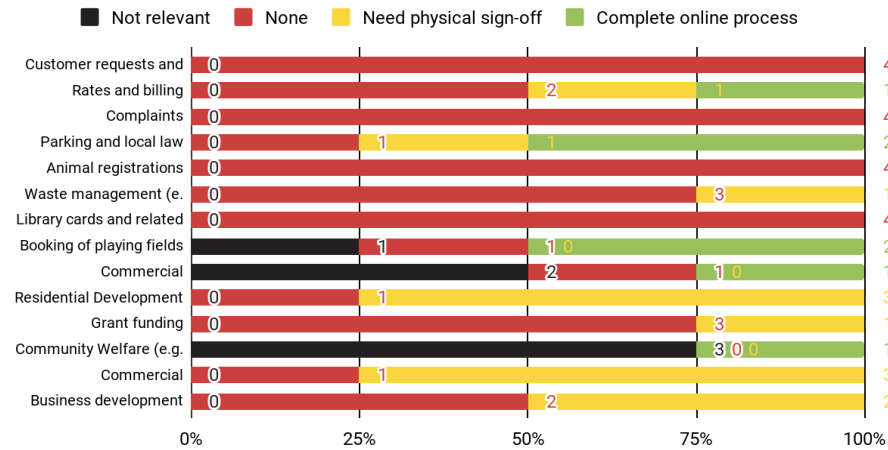
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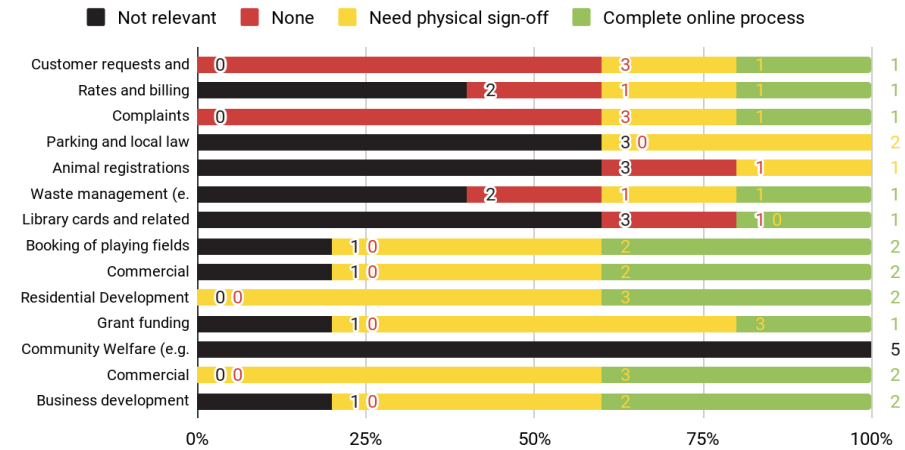
## Cluster 2



## Cluster 3

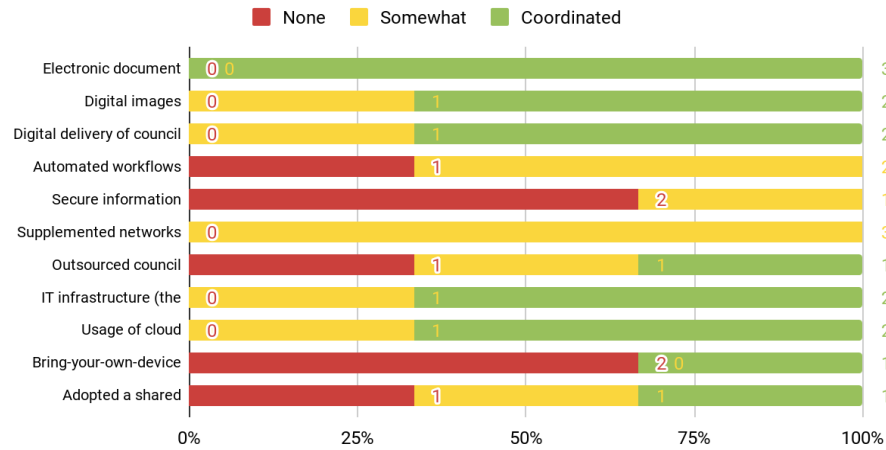


## Cluster 4

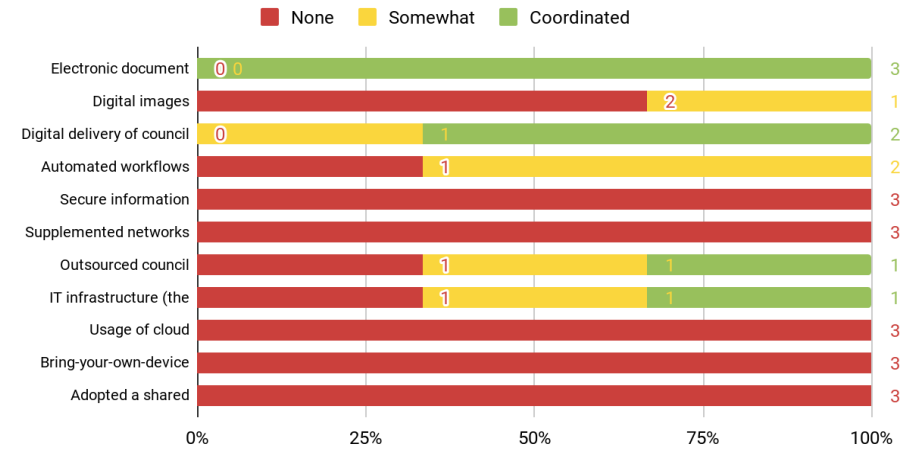


# Implementation of Internal Digital Technologies

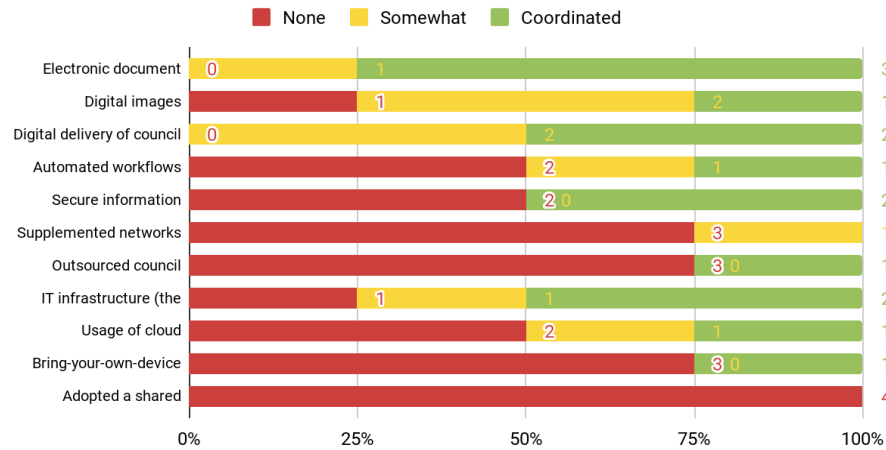
## Cluster 1



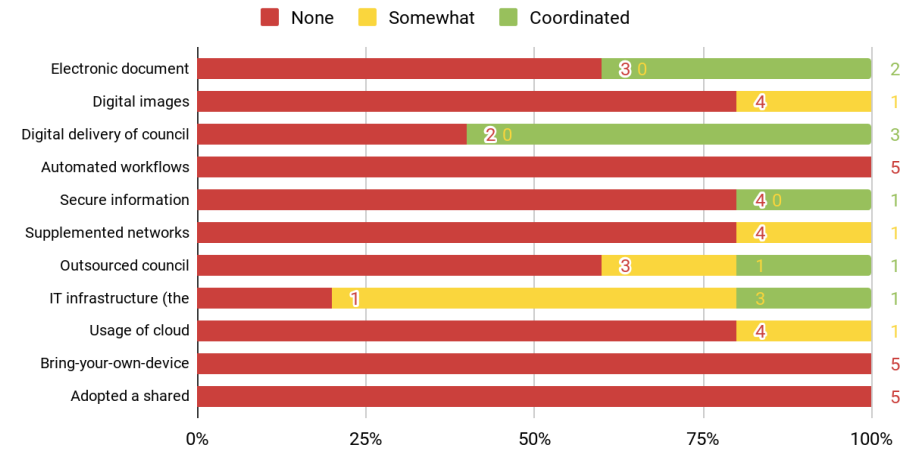
## Cluster 2



## Cluster 3



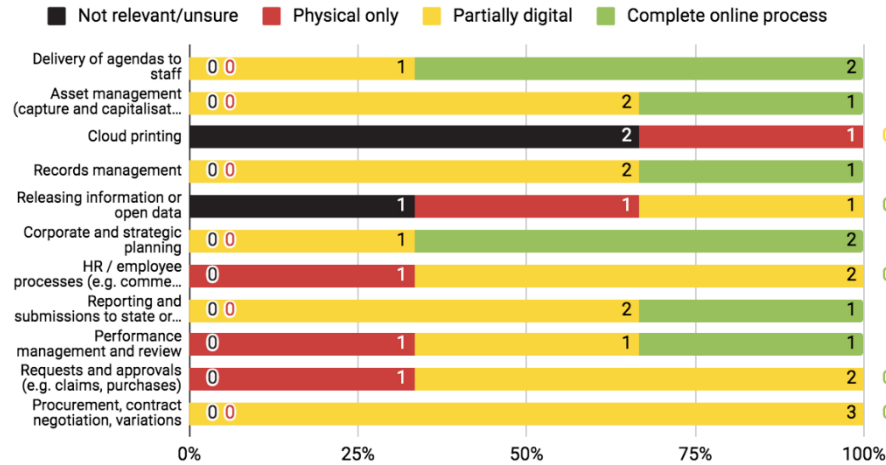
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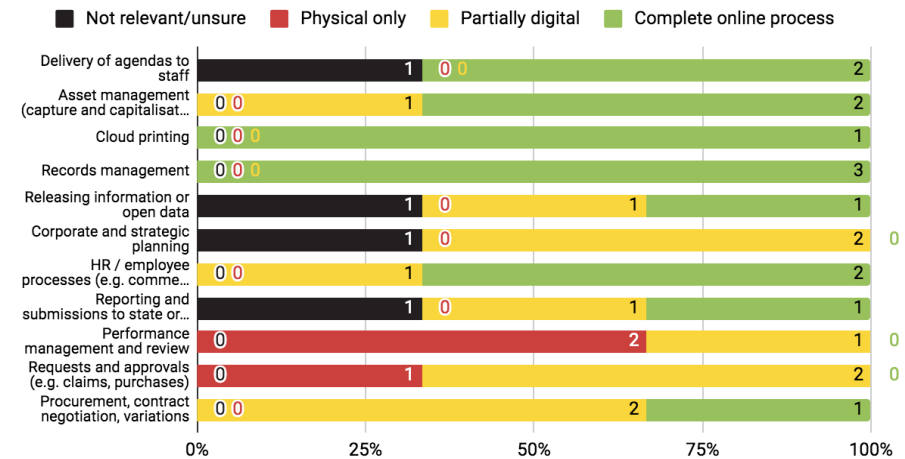


# Digital Interaction between Council Staff

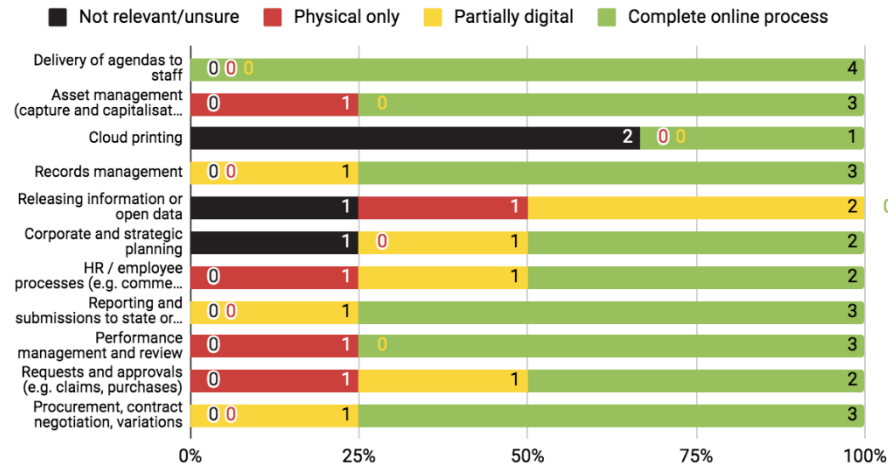
## Cluster 1



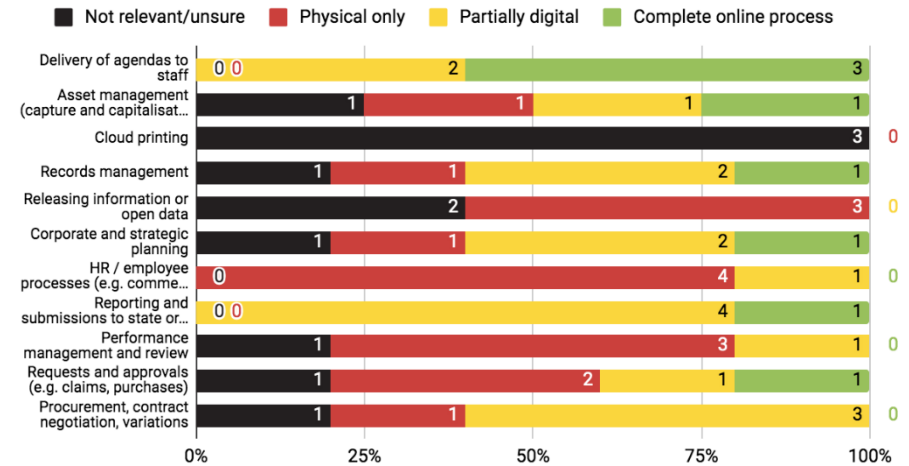
## Cluster 2



## Cluster 3

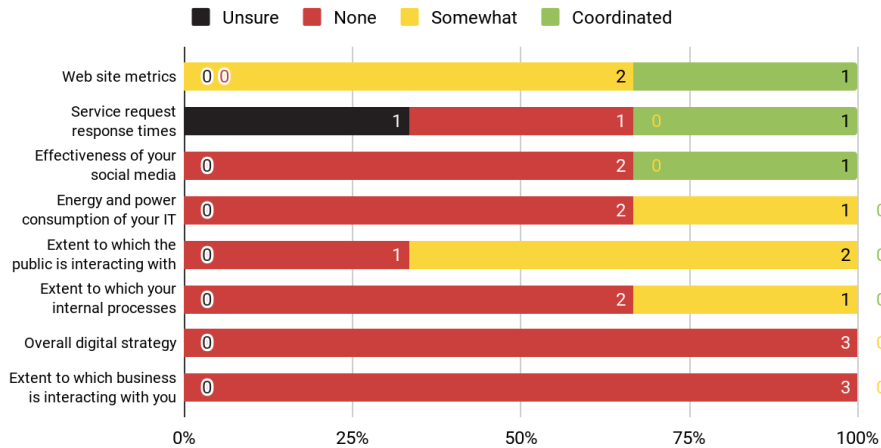


## Cluster 4

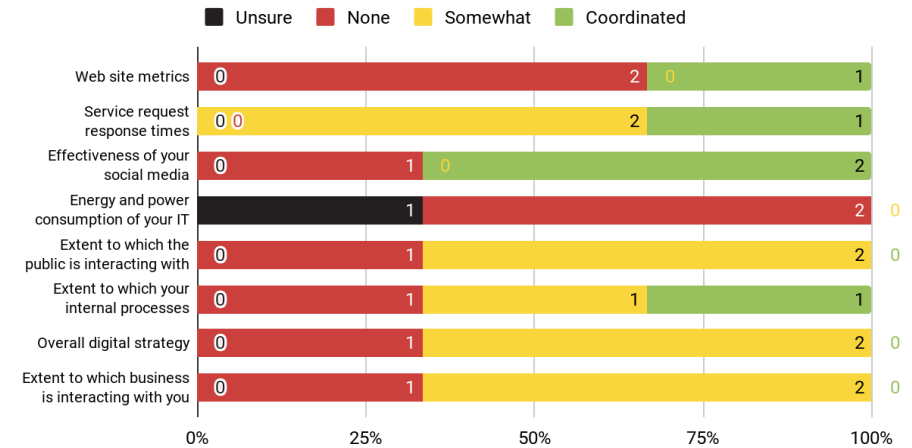


## Performance Metrics

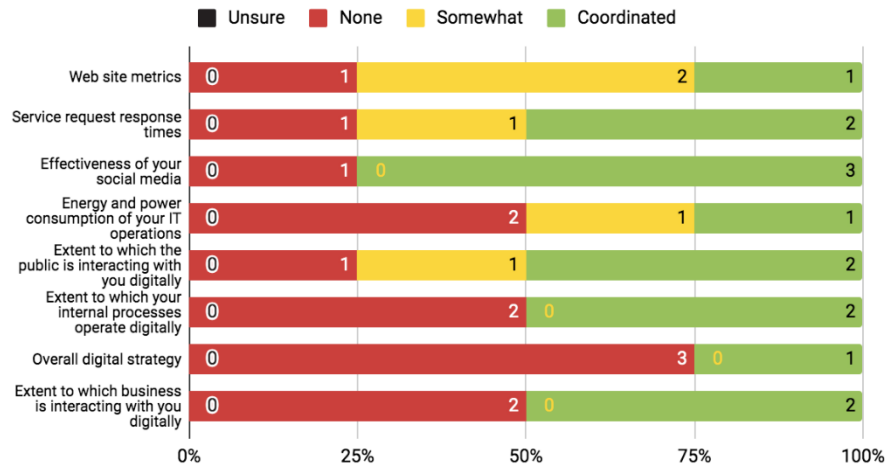
### Cluster 1



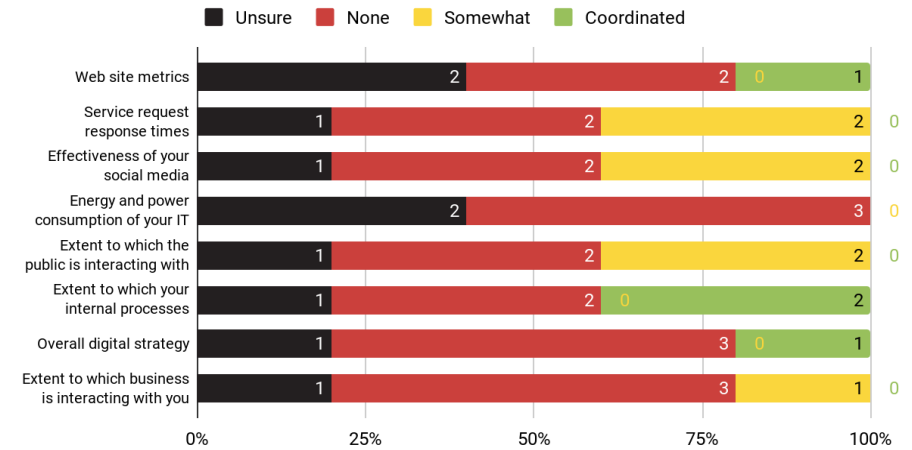
### Cluster 2



### Cluster 3

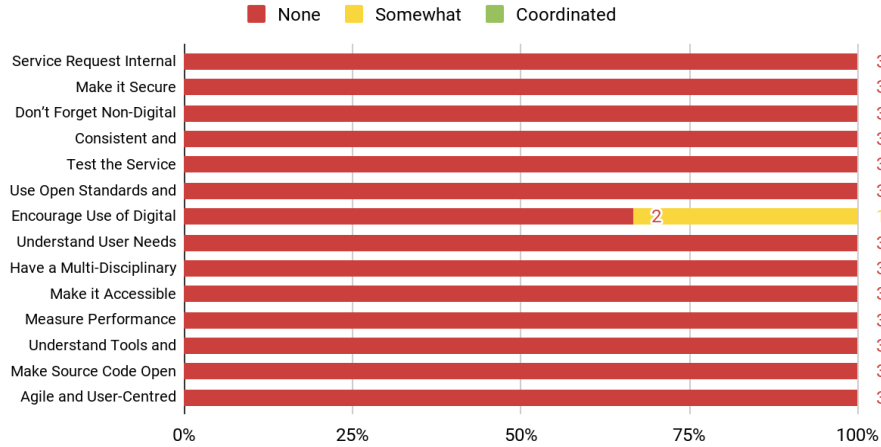


### Cluster 4

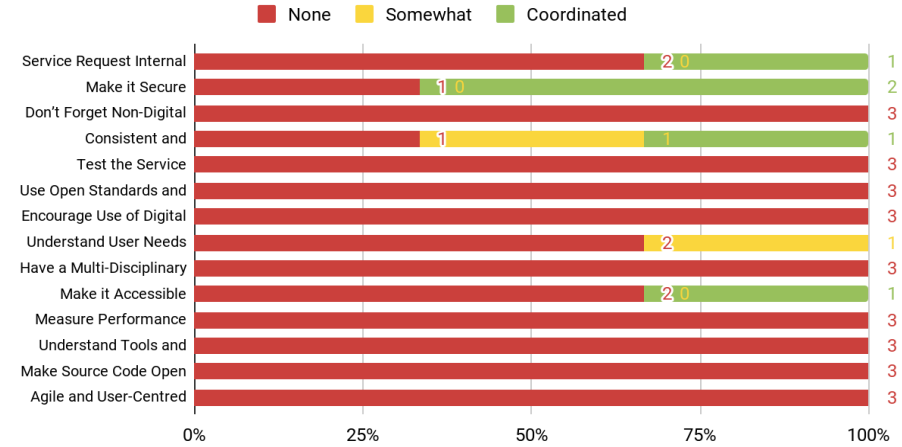


# Australian Government Digital Service Standard

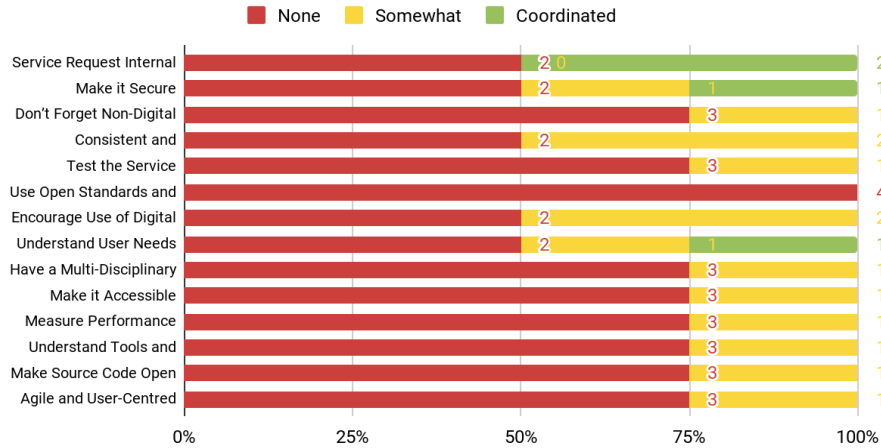
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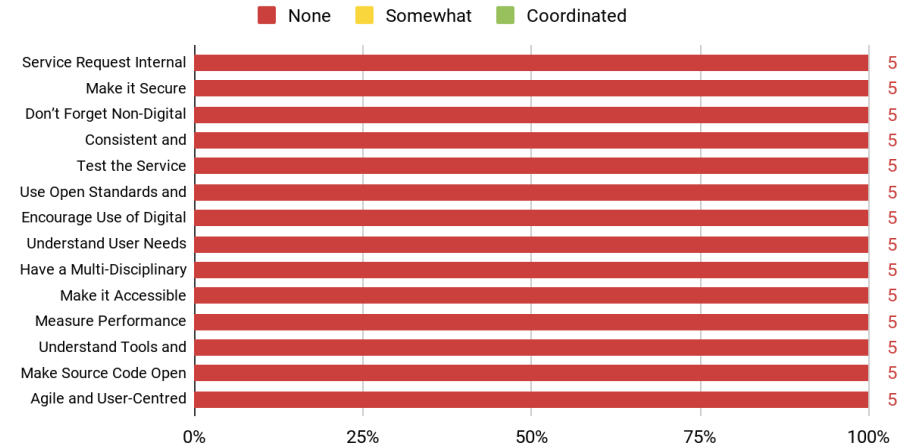
## Cluster 2



## Cluster 3



## Cluster 4



## Workshop

A workshop was held on Friday 5 April 2019, where the draft report was reviewed. The notes from the workshop are available. Workshop discussion has been incorporated into the key findings and action plan as appropriate.

## Key Findings

Here are the key findings from the study. The table also includes feedback from the workshop on the priority for action.

Key Finding	Priority
1. Strategic Direction and Digital Policy and Initiatives could be dramatically improved across the group with the development of template policies and strategies that smaller councils could implement as an interim measure until they reach a higher level of digital maturity. Adoption of templates would be optional, and templates can be modified to suit individual council needs.	Medium
2. Access to a Digital Officer to service the needs of the group and provide support in implementation of digital strategies and understanding the collective goals.	Low, if 1 above is addressed
3. Access to a digital training program to upskill council staff.	High
4. Need to investigate some areas in greater detail across the group to help prioritise projects, perhaps establish thresholds for adoption of digital services based on cost-benefit and the digital capability of the target market.	High
5. Recognition that some community demographics and level of interaction with tourists and visitors can impact the need for investment in customer-facing digital technologies. Needs to be focused on specific action around understanding both community/customer needs and desires and the tourist market (see 21).	Medium
6. Digital Maturity needs to be defined as an organisational project (not handballed to IT) with ownership at senior leadership level within council. This is an organisational change required to meet customer service needs not digital maturity needs. Requires whole of organisation involvement, not just IT and must be adequately resourced.	High
7. There is a level of resistance to change which can be addressed through the development of sound business cases for adoption of relevant digital technologies. Focus on productivity and improving the cost of doing business and increasing customer satisfaction.	Medium
8. Focus should be on improving adoption of digital services where appropriate rather than a one size fits all approach.	High

9. Resource limitations is the key barrier to adoption of digital technologies. The group needs to explore mechanisms to improve resource availability.	Very High
10. Establish a mechanism (if it does not already exist) for IT managers in the group or clusters to meet to exchange information. Recommend meetings within clusters quarterly with an annual get together across the 15 councils.	High
11. Formalise a mentor program so that smaller councils have a nominated mentor they can seek advice from. This could be owned by LGITSA (LG IT professionals interest group)	High
12. Identification of opportunities for shared services for digital services across clusters. This may depend on commonality of underlying business systems.	Medium
13. Most councils demonstrated a willingness to work with other councils on digital transformation.	High
14. A number of councils indicated a willingness to lead regional cooperation and collaboration on digital technologies with at least one council from each of the four sub regional clusters. Whilst willingness is high, capacity is low.	Low
15. Whilst alignment with the Australian Government Digital Service Standard is a good aspiration, it should come out of adoption of digital technologies that improve council operations rather than a standalone benchmarking exercise. This should be treated as a methodology for councils (not IT professionals) to adopt as much of the standard focuses on building requirements and specifications.	Low
<b>Additional Findings from the workshop</b>	
16. There needs to be state advocacy for local government (including IT/IM) engagement and consultation in state systems that impact local government e.g. State planning portal and dog and cat online (DACO).	High
17. Advocate for a review of record keeping legislation, policy and procedures to identify obstacles to digital opportunities.	Medium
18. Investigate opportunities for shared resources/ expertise, specifically GIS officer, Business Analysts and security expertise.	High
19. Investigate video conferencing systems that can operate effectively across all councils to facilitate increased communication at the regional and sub regional level.	High
20. Better understanding of end to end customer experience. Understand what our customers want. Survey business and community separately as they may have different needs.	Medium
21. Report on systems and software mix across councils.	Medium
22. Survey bandwidth capacity across all councils to understand the minimum capacity when considering common systems. Could also be used as an advocacy tool for capacity upgrades.	High

# Action Plan

Category	Action	Responsibility	Key Findings addressed	Timeframe	Comments
Strategic	Digital Officer under Legatus Group, available to work with all councils	Legatus Group	2	Dependent on funding	Investigate what resources exist within LGASA / other councils. Low priority if template policies and procedures in place. In the interim whilst seeking funding a mentor program could be established within the group/clusters with larger councils mentoring others.
	Adoption of Digital Technology project through Legatus Group with overarching Steering Group and Steering Groups within the sub regional clusters.	Legatus Group	6 9 13 14	Short Term	Define Adoption of Digital Technology as an organisational project with ownership at executive leadership level within council. Includes mechanisms to improve resource availability and capacity for councils to lead regional collaboration on digital technologies. This is a strategic organisational project, not an IT project.
	Establish regular forums for IT Managers on a regional and sub regional basis. Investigate opportunities for an IT mentor program within the group or utilising expertise through LGASA			10 11 18	Short Term

Category	Action	Responsibility	Key Findings addressed	Timeframe	Comments
	Advocacy for input into State Government legislation, policy and systems that impact Local Government systems.		16 17	Medium Term	Local Government needs a communication mechanism to provide input into the development of state government systems that will be required to interface with local government systems. Includes review of record keeping legislation and policy to identify barriers to digital adoption.
Template policies and strategies	Open data policy Overall Digital Strategy Paperless Office Strategy Internal council digital strategy perhaps with three levels of maturity Digital strategy for customer-facing (3 levels) Data and Information policy Digital Information Sharing Policy		1	Medium Term	Template policies and strategies can be readily adopted by councils to guide their development until they reach a stage of maturity. Templates can be modified by councils.  Some strategies or policies may require some levels within them reflecting the levels of need and maturity within the member councils.
Training Programs	Investigate options for Digital Training Program	Legatus Group LGASA	3	Short term	
Projects	Review of current business systems in place within councils and current broadband capacity and any performance metrics currently monitored.		19 21 22	Short term	Including the level of digital interaction with the business systems (e.g. website forms, apps, payments). Broadband capacity will identify lowest capacity when considering appropriate systems. Include Video Conferencing systems. Analysis of this will lead to decision making on things like opportunities to share systems and services.

Category	Action	Responsibility	Key Findings addressed	Timeframe	Comments
	Metrics of digital services in member councils to inform priorities and strategic directions including the measures under Public Digital Interaction and Internal digital technologies (index 4 and 5)		4	Short-Medium	Whilst this report has flagged areas to be addressed, more detailed metrics of numbers of transactions in service categories is required to help prioritise the need within member councils, and perhaps set some thresholds above which benefits are gained from application of digital technologies. May require some cost benefit analysis.
	A review of customer-facing technologies, including surveying customers (business and community), advantages and barriers (index 3)		5 20	Medium Term	Includes situation analysis by council area of basic demographics, including tourism.
	Digital Interaction between council staff. Detailed investigation of the level of adoption within member councils, barriers, benefits, thresholds (index 6)		7 8 12	Short-term – Medium term –	Quick report on the level of adoption across councils barriers, benefits, opportunities for shared services
	Australian Government Digital Service Standard		15	Long term	Larger councils that are more digitally mature may have an internal project to measure their adoption of the standard.



# Recommendations

1. Recognition within all councils that implementation of digital technologies is an organisational change management project not an IT project. Awareness program to ensure that Executive Management of all member councils appreciates the potential impact of digital technology on their core business.
2. Secure access to relevant expertise to guide councils in the adoption of appropriate digital technologies to suit their business needs.
3. Investigate opportunities to address resource limitations which is the major barrier to adoption of digital technologies.
4. Conduct surveys of customers (business and community) to identify their needs for digital interaction with councils, noting that this may vary across the region and subregions.
5. Develop template strategies and policies that can be readily adopted by councils and modified to suit their level of digital maturity.
6. Seek Support from LGA of South Australia with development of template strategies and policies.
7. Survey current business systems in use across the group to identify areas of commonality that may support shared expertise and services.
8. Establish a digital training program.
9. Need to have a business approach to adoption of digital technologies, including cost benefit analysis and customer impact analysis to ensure that the adoption is enhancing council's business and its interaction with its customers. Important to provide non digital services where appropriate to meet the customer demographics.
10. Request advice from State government on legislative requirements for record keeping to ensure that implementation of digital technologies conforms with record keeping requirements.
11. Establish a consultation mechanism with SA Government to provide feedback on the implications of new government systems on local government systems and procedures.
12. Develop a report of systems and software mix across members, and current bandwidth available across the entire region.
13. Investigate options for teleconferencing at the regional and sub regional level.
14. Establish a regional IT group to meet annually with sub regional groups meeting quarterly to share experiences, perhaps in conjunction with Local Government Information Technology South Australia (LGITSA) meetings.