

# IMPLEMENTATION PLAN

## SMART CASEY LAUNCHPAD 2021



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# Introduction

Smart Casey will be optimistic, thriving and curious. We will embrace smart thinking and innovation to improve our lives, economy and environment. As a growing community, our goal is to be leaders in digital connectivity, sustainability and inclusion.

Through hundreds of conversations and thousands of data points, the City of Casey has developed the Smart Casey Launchpad that addresses the needs and priorities of its diverse and growing community.

The Smart Casey Launchpad is Council's commitment to integrate digital technology and innovative practices that improve the economic, environmental, social and organisational outcomes for both the community and Council.

This Smart Casey Implementation Plan supports the Smart Casey Launchpad –detailing key elements of smart city implementation that direct action and activity, build momentum and understanding, lay foundations for strong systems and processes and address risks.

The Smart Casey Implementation Plan will ensure smart city and innovation activity is progressed, expanded and integrated, while continuing to build maturity and capability across the City. This Implementation Plan will support the Launchpad in being a coordinated, actionable document.

# Smart City Principles

Through our smart city consultation process, the City of Casey identified ten principles to guide smart city implementation, activity and prioritisation. These principles will ensure smart city activity remains focused and drives community outcomes.

Our Casey Launchpad principles are broken into two categories:

## SMART CITY PRINCIPLES

Refers to the overarching principles that are aligned with overall community sentiment and priorities as identified during community consultation.

These principles will guide Council's high-level identification of initiatives and projects and embedded approach to smart cities.



### SHARED ACTION & LEADERSHIP

- > We support a dynamic ecosystem where everyone can play a role, adding new value and seeing their contributions reflected in decision-making
- > We invest in digital and physical infrastructure to support the establishment of a robust smart city ecosystem



### FUTURE READY

- > We focus on emerging conditions and understand how we can make them meaningful for today and tomorrow
- > We unlock potential through smart city capability building and embed policy and practices that future proof Council and community



### COMMUNITY CENTERED

- > We focus on inclusive, accessible and connected technologies for community benefit
- > We empower our community through innovative digital democracy methods
- > We promote accessibility and inclusion through smart city practice



### OUTCOME FOCUSED

- > We integrate smart city solutions accompanied by policy and training to promote the appropriate application of technology with the skills to realise its potential
- > We don't use technology for technology's sake



### SUSTAINABILITY

- > We make use of smart technology and data to promote sustainability
- > We plan our city for sustainable future growth
- > We embed sustainability at the core of smart city actions to maximise outcomes



### DATA POWERED

- > We leverage data to inform decision-making
- > We measure progress through new data sets



### CONNECTIVITY

- > We advocate and build capacity for our community to ensure they can physically and digitally connect



### PRIVACY & SECURITY

- > We apply best practice standards and work with our local community to safeguard privacy and security



### INTEROPERABILITY

- > We work to optimise technology system compatibility to drive synergies and efficiencies across our digital systems



### ETHICS

- > We think deeply about digital technology, aiming to complement the ethical standards and expectations of our community

## TECHNICAL PRINCIPLES

Refers to key technical elements that were identified by the community, key stakeholders, vendors and suppliers as being critical to the successful delivery of smart city projects

These principles will be employed in the design, delivery, implementation and expansion of smart city initiatives.

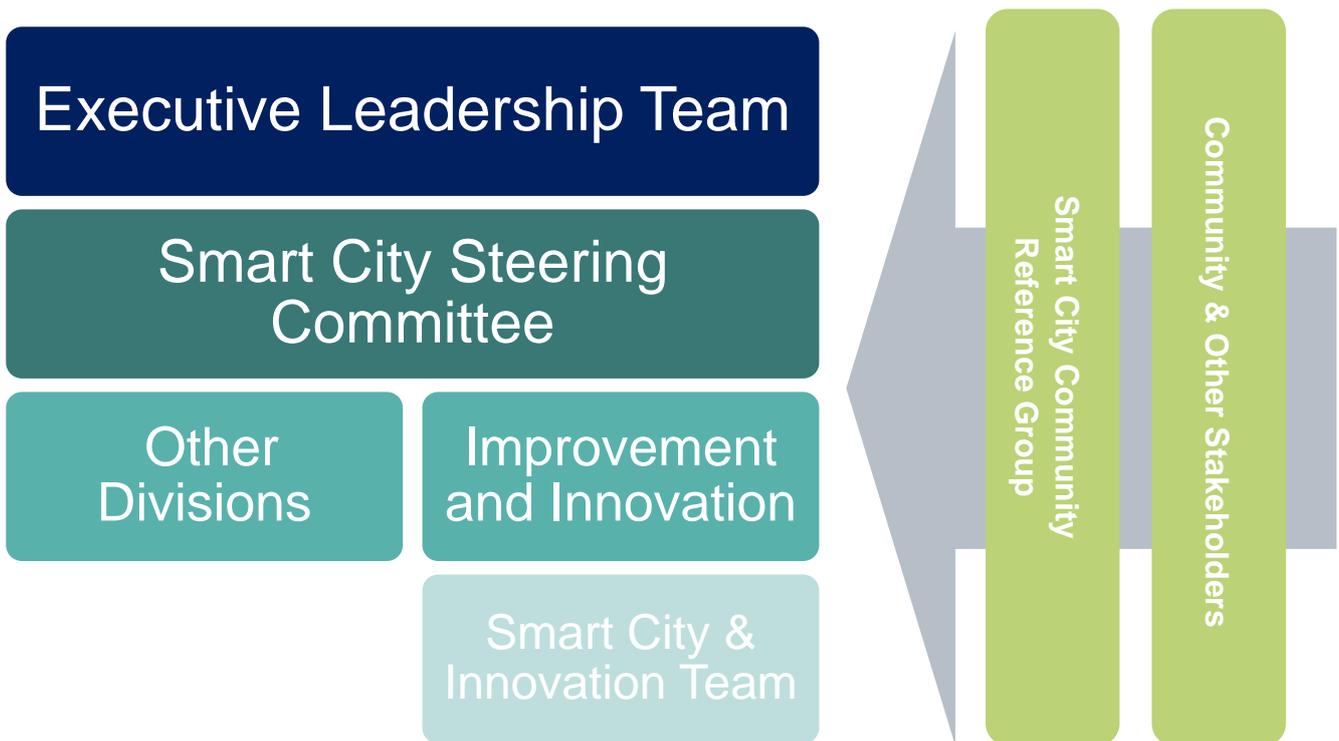
# Governance

Good governance is critical to defining accountability, achieving a shared goal and objectives, reacting with agility to changing environments, making informed decisions, maintaining momentum and thus ensuring the long-term success of the smart city agenda.

The City of Casey has a robust smart city governance structure that:

- Encourages cross-council collaboration
- Includes multiple channels for community input
- Assigns clear roles and responsibilities
- Administers mandate and authority for smart city action
- Embeds smart city thinking across the organisation

The diagram below summarises this structure



## Roles and Responsibilities

The roles and responsibilities within the City of Casey's governance structure include:

| Player                                      | Role                     | Responsibilities   |
|---|--------------------------|--|
| <b>Council</b>                              | Prioritising & Driving   | <ul style="list-style-type: none"> <li>&gt; Providing strategic and operational direction and coordination</li> <li>&gt; Providing governance, risk and financial management</li> <li>&gt; Driving and supporting smart city initiatives across Council and in Community</li> <li>&gt; Consulting with the community and other players to design smart solutions and generate project ideas</li> <li>&gt; Leading smart city and innovation capability / digital literacy training within Council</li> <li>&gt; Reporting and communications to key stakeholders in a timely manner</li> </ul> |
| <b>Smart City Community Reference Group</b> | Advising & Collaborating | <ul style="list-style-type: none"> <li>&gt; Partnering with Council to oversee the Launchpad delivery</li> <li>&gt; Providing community advice on the use of technology to solve challenges, key issue discussions, exploring smart solutions and exploring partnership opportunities</li> <li>&gt; Driving understanding and engagement in the community</li> <li>&gt; Promoting smart projects / initiatives</li> </ul>  |
| <b>Community</b>                            | Participating & Engaging | <ul style="list-style-type: none"> <li>&gt; Responding to consultation processes</li> <li>&gt; Engaging with Smart Casey initiatives</li> <li>&gt; Providing insights and feedback to shape the Smart Casey program</li> <li>&gt; Utilising local smart city infrastructure</li> <li>&gt; Creating partnerships and opportunities to solve local challenges</li> </ul>   |

# Year 1 Action Schedule (2021)

Council has developed the Action Schedule for 2021. The Action Schedule includes a range of actions that progress and act on the initiatives outlined in the Launchpad. These actions have been prioritised based on ideas and feedback from community and key stakeholders during the Launchpad consultation process, in addition to expanding on high-value demonstration projects and further supporting projects already in the pipeline.

The below are the top 15 high value activities that will support the growth and momentum of the Smart Casey Launchpad. Further actions will be prioritised and executed as capacity allows.

|   | Strategic Initiative from Smart Casey Launchpad  | 2021 Action   |
|---|--|---|
| 1 | <i>Partner with experts to promote targeted digital literacy programs to ensure all members of our community have the skills to participate in the digital world</i>                                     | Identify and promote high-value digital literacy programs to uplift digital inclusion in Casey                                      |
| 2 | <i>Develop a digital inclusion framework that embeds equitable access to digital channels</i>  | Develop a Digital Inclusion Framework   |
| 3 | <i>Create regular feedback loops about smart city implementation to promote transparency, including mapping the locations of smart infrastructure so residents can see smart city projects in action</i> | Release Smart Casey Launchpad digital platform to ensure transparent information and opportunities for ongoing community engagement |
| 4 | <i>Develop a Living Lab to generate smart solutions for community and environmental benefit including safety and mobility</i>  | Design a tailored Living Lab concept paper for the City of Casey  |
| 5 | <i>Implement a real time data network of sensors and other solutions to support innovation and enhanced liveability, planning, and investment.</i>   | Roll out people monitoring sensors to support COVID safe crowd numbers in outdoor dining zones across Casey                         |

| Strategic Initiative from Smart Casey Launchpad | 2021 Action   |
|---|---|
| 6   | Roll out Sensing Our City project to scale up real time space utilisation data in Council   |
| 7   | Deploy Smart Bins across key sites within Casey   |
| 8   | Develop a Digital Twin Proof of Concept and opportunities paper to define benefits and use cases for Casey                        |
| 9   | Conduct research and develop a roadmap for Electric Vehicle charging infrastructure   |
| 10  | Explore and pilot emissions management platforms for Council and community to support a data led approach to emissions reductions |
| 11  | Develop an open data and data sharing policy  |
| 12  | Develop smart city curriculum in partnership with Casey Tech School   |
| 13  | Design targeted training and development framework for key Casey employees  |
| 14  | Conduct market scan and pilot for an open data platform to understand use cases and value for the community                       |
| 15  | Identify and assess options for endorsing smart city standards, agreements, associations  |

# Funding Approach

It is important to ensure an ongoing mix of funding for the Smart Casey Launchpad program. Existing Council funding has strong governance and prioritisation as stated in the implementation plan.

There are further opportunities to diversify funding streams through grants and partnerships as stated below.

| Source                   | Approach  |
|--------------------------|---|
| Existing Council Funding | <ul style="list-style-type: none"><li>&gt; Embed smart city prioritisation across Council</li><li>&gt; Ensure Smart City and Innovation Team provide guidance and insights to broader team</li><li>&gt; Maintain robust budget and governance for smart city spending</li></ul> |
| Future Council Funding   | <ul style="list-style-type: none"><li>&gt; Submit business cases and funding proposals through established Council funding processes</li></ul>  |
| Government Grants        | <ul style="list-style-type: none"><li>&gt; Scan State and Federal Grants</li><li>&gt; Create a pipeline of 'grant ready' initiatives</li><li>&gt; Work with Grants team to support grant writing</li><li>&gt; Establish evaluation criteria for unsuccessful grants</li></ul>   |
| Partnerships             | <ul style="list-style-type: none"><li>&gt; Review partnership opportunities</li><li>&gt; Work with Procurement to ensure consistent framework</li><li>&gt; Create pathway for innovation proposals through the Living Lab</li></ul>   |

# Measuring Success

Implementation of the Smart Casey Launchpad will be guided by robust measuring, reporting and evaluating of progress and performance.

The Reporting Framework below outlines the vital key performance indicators (KPIs) that will be measured to track progress. Embedded within this high-level Framework is the annual reporting of thematic objectives KPIs, extrapolating from the Casey Launchpad Measurement Dashboard. This is detailed on the next page – Measuring Objectives.

## Measuring Objectives

Council's Smart Casey objectives will be measured annually against the following impact KPIs. These impact KPIs are developed from the Focus Area Objectives, Measurement Dashboard and the Year 1 Action Schedule. They are aligned to the Strategic Outcomes outlined in the Launchpad.

| Objectives   | Impacts   | Strategic Outcomes   |
|--|---|--|
| <b>Connecting Communities</b>  |   |  |
| <b>Digital Democracy</b><br>Build community participation, engagement, collaboration and communication with Council  | <ul style="list-style-type: none"> <li>&gt; Increased participation in community engagement processes</li> <li>&gt; Improved community awareness of Council projects and initiatives</li> </ul>   | <ul style="list-style-type: none"> <li>&gt; Trust and Participation</li> </ul>   |
| <b>Equity &amp; Inclusion</b><br>Create an accessible and inclusive digital experience for our entire community, including vulnerable people and diverse cultural groups | <ul style="list-style-type: none"> <li>&gt; Increased community interaction with Council via digital channels to access services/documents, ask questions, participate in engagement</li> <li>&gt; Increased community use of Casey public Wi-Fi</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Social Inclusion &amp; Connection</li> <li>&gt; Digital Inclusion</li> </ul> |
| <b>Community Connection</b><br>Enhance community connection powered by digital connectivity and access   | <ul style="list-style-type: none"> <li>&gt; Improved coverage of mobile, high-speed internet and free-Wi-Fi in Casey</li> <li>&gt; Increased community activity around digitally enabled facilities (e.g., smart benches)</li> </ul>                        | <ul style="list-style-type: none"> <li>&gt; Liveability</li> <li>&gt; Social Inclusion &amp; Connection</li> </ul>       |
| <b>Smart Places &amp; Spaces</b>   |   |  |
| <b>Developments &amp; Infrastructure</b><br>Ensure infrastructure meets the current and emerging community priorities of our growing city by using data and innovation   | <ul style="list-style-type: none"> <li>&gt; Increased number of developments that include smart technology</li> <li>&gt; Reduced need to retrofit smart technologies in Council infrastructure and facilities</li> </ul>                                    | <ul style="list-style-type: none"> <li>&gt; Liveability</li> <li>&gt; Environment &amp; Sustainability</li> </ul>        |

|  |   |   |
|--|---|---|
| <p><b>Safety</b></p> <p>Increase the safety of public spaces for all members of the community by leveraging smart planning, data and technology</p>              | <ul style="list-style-type: none"> <li>&gt; Improved safety of public spaces</li> <li>&gt; Improved efficiency of health and safety monitoring in public spaces</li> </ul>                    | <ul style="list-style-type: none"> <li>&gt; Liveability</li> <li>&gt; Safety</li> </ul>   |
| <p><b>Mobility</b></p> <p>Lead sustainability and mobility initiatives that meet community needs through innovation and smart technology</p>                     | <ul style="list-style-type: none"> <li>&gt; Improved parking efficiency</li> <li>&gt; Increased availability of traffic, transport and travel data</li> </ul>                                 | <ul style="list-style-type: none"> <li>&gt; Liveability</li> <li>&gt; Environment &amp; Sustainability</li> </ul>                           |
| <b>Environmental Sustainability</b>  |   |   |
| <p><b>Circular Innovation</b></p> <p>Support the local circular economy to tackle waste, energy and mobility challenges</p>                                      | <ul style="list-style-type: none"> <li>&gt; Improved awareness of circular innovation</li> <li>&gt; Improved Council understanding of food system planning</li> </ul>                         | <ul style="list-style-type: none"> <li>&gt; Environment &amp; Sustainability</li> </ul>   |
| <p><b>Climate Resilience &amp; Mitigation</b></p> <p>Reduce carbon emissions and build resilience by applying smart technology, data analysis and innovation</p> | <ul style="list-style-type: none"> <li>&gt; Increased use of renewable energy sources for Council facilities</li> <li>&gt; Increased demand for electric vehicle charging stations</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Environment &amp; Sustainability</li> </ul>   |
| <p><b>Growing Sustainably</b></p> <p>Ensure future city planning and development utilises data and research to make sustainable decisions</p>                    | <ul style="list-style-type: none"> <li>&gt; Increased access to local environmental data</li> <li>&gt; Increased consideration of sustainability outcomes in decision making</li> </ul>       | <ul style="list-style-type: none"> <li>&gt; Economic Innovation &amp; Performance</li> <li>&gt; Environment &amp; Sustainability</li> </ul> |
| <b>Innovative &amp; Dynamic Casey</b>  |   |   |
| <p><b>Smart City Ecosystem</b></p> <p>Build innovation capacity, collaboration and action that enhances Casey liveability</p>                                    | <ul style="list-style-type: none"> <li>&gt; Increased participation in innovation networks</li> <li>&gt; Increased new ideas generated from the community</li> </ul>                          | <ul style="list-style-type: none"> <li>&gt; Economic Innovation &amp; Performance</li> <li>&gt; Digital Inclusion</li> </ul>                |
| <p><b>Education</b></p> <p>Become a destination for STEAM education, high-tech industries and entrepreneurs</p>  | <ul style="list-style-type: none"> <li>&gt; Increased awareness of smart cities in education institutions</li> <li>&gt; Growth in variety of smart city education opportunities</li> </ul>    | <ul style="list-style-type: none"> <li>&gt; Economic Innovation &amp; Performance</li> </ul>  |
| <p><b>New Jobs &amp; Growth</b></p> <p>Attract existing and emerging industries to Casey</p>   | <ul style="list-style-type: none"> <li>&gt; Increased number of business entries</li> <li>&gt; Improved economic participation</li> </ul>   | <ul style="list-style-type: none"> <li>&gt; Economic Innovation &amp; Performance</li> </ul>  |
| <b>Smart Council</b>   |   |   |

|   |   |  |
|---|---|--|
| <p><b>Data-Led Value</b></p> <p>Ensure data provides strategic value for Council and the community and is effectively collected, managed and protected to support stronger decision making and innovation</p> | <ul style="list-style-type: none"> <li>&gt; Increased number of projects using data in decision-making</li> <li>&gt; Increased efficiencies generated by smart city projects</li> </ul>         | <ul style="list-style-type: none"> <li>&gt; Economic Innovation &amp; Performance</li> <li>&gt; Trust &amp; Participation</li> </ul> |
| <p><b>Internal Capability</b></p> <p>Integrate innovative thinking throughout Council processes and governance, to increase efficiencies and embed smart city outcomes into policies</p>                      | <ul style="list-style-type: none"> <li>&gt; Increased understanding and awareness of smart cities within Council</li> <li>&gt; Improved management, analysis and utilisation of data</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Economic Innovation &amp; Performance</li> </ul>   |
| <p><b>Partnerships</b></p> <p>Drive policy design and implementation through a productive and constructive smart city partnership environment</p>   | <ul style="list-style-type: none"> <li>&gt; Improved productivity of smart city partnerships</li> <li>&gt; Increased number of smart city projects driven with Council partners</li> </ul>      | <ul style="list-style-type: none"> <li>&gt; Economic Innovation &amp; Performance</li> </ul>   |

# Smart City Project Prioritisation

As Casey continues to build on its smart city foundation, it will need to make decisions about new initiatives, bids, programs and activities that expand on the Smart Casey Launchpad.

This methodology will support smart city project prioritisation and selection and ensure Casey continues to deliver high-quality, high-value smart city projects and initiatives.

A prioritisation matrix has been developed to support smart city decision making across Council and should be used as a part of the current project governance decision making structures.

In prioritising and planning smart city projects, the City of Casey will ask the following questions:

1. Is the project based on clear community or organisational need?

2. Does the project deliver clear public value and align to Council's strategic priorities?

3. Will it catalyse future Smart Casey initiatives and what are the dependencies?

4. How feasible is the project?

5. How financially and sustainably viable is the project?

These questions are accompanied by an internal ranking process with accompanying gateway criteria and pre-determined next steps dependent on the overall score of the project.

Should a project be deemed suitable for escalation, an evaluation framework will be generated to ensure effective monitoring and evaluation of success and future scale up opportunities.

This decision-making process will ensure the City of Casey remains transparent and accountable in its prioritisation of smart city projects.

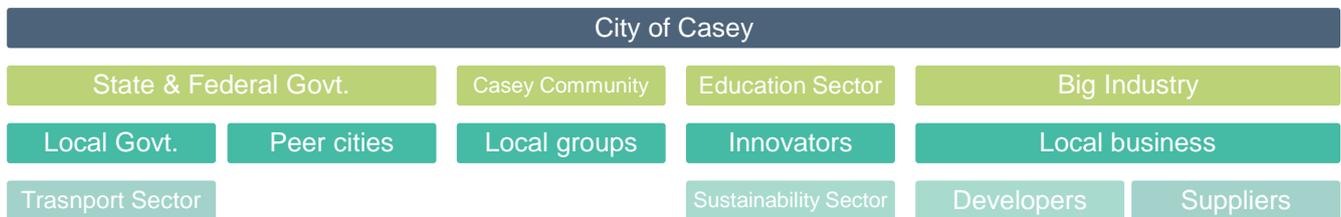
# Smart City Partnerships

*Successful smart cities rely on developing strong, symbiotic partnership and collaboration opportunities with the local ecosystem*

Smart investment in Casey will involve planning and policy by Council, collaboration with the community, stakeholders and experts as well as the financing and the implementation of projects and initiatives. These three elements of strategic implementation depend and feed into each other. Council need to develop an effective framework to form partnerships with the community and develop business cases for smart projects.

Council's smart city partners should not be limited to organisations working for/with/on behalf of Council, and their relationship with Council does not need to be based on a contract. Council should also consider partners who:

- > Take an independent leadership role in driving Casey's progress as a smart city
- > Collaborate with other players in Casey's smart city and innovation ecosystem
- > Work with Council to implement transformative Smart Casey projects



## Priority Partnerships

### Partner with Universities

- > The below partnerships have been identified as priority initiatives in the Smart Casey Launchpad.
- > Continue Casey's partnership with Federation University to test, trial and research smart technology across Casey
- > Continue Casey's work with Monash University's XYX Lab and support the Safe in Her City project with future real time data and metrics to increase public safety

### Partner with Industry Experts

- > Partner to position Casey as a leader in circular economy innovation
- > Partner to develop smart business and infrastructure field guides to support smart city integration at a local level
- > Partner to promote targeted digital literacy programs to ensure all members of our community have the skills to participate in the digital world

### Partner with the Community & Businesses

- > Partner to explore opportunities to support and integrate renewable energy and sustainability options
- > Partner to understand and respond to local opportunities for real time data networks and open data sharing
- > Partner with community hubs and local Libraries to embed digital inclusion and connectivity into their footprints

### Leverage Private/Public Partnerships

- > Deliver investment and raise revenue through innovative funding models
- > Connect with experts

