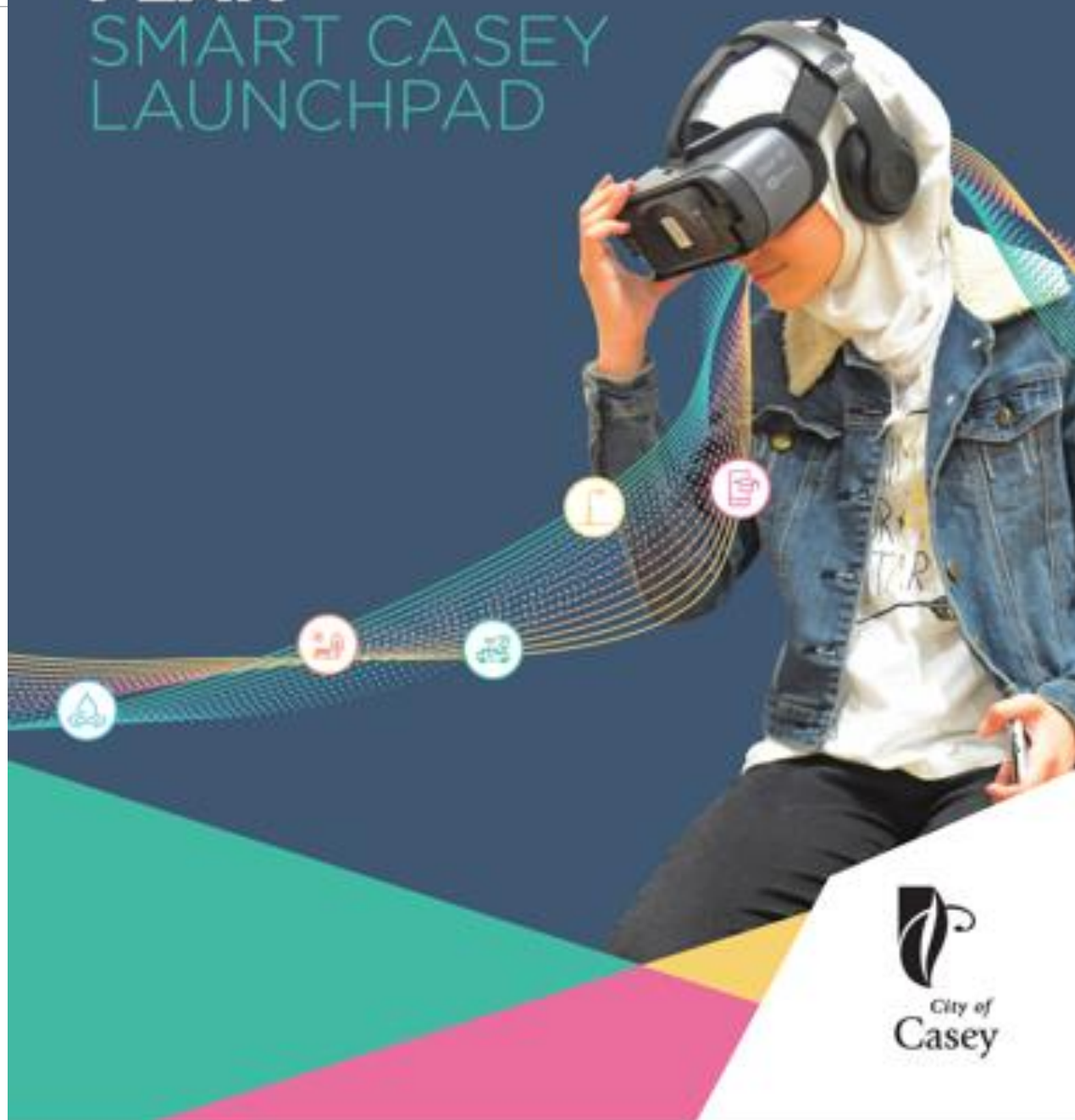


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IMPLEMENTATION PLAN

SMART CASEY LAUNCHPAD



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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.

Smart Casey Launchpad vision

2021 marked the first year of implementation for the Smart Casey Launchpad. It was a successful year of embedding a range of foundational, enterprise initiatives including delivering the open data platform, smart city training, circular economy opportunities mapping, digital equity framework, Smart Casey Innovation Festival, and a range of other initiatives.

There were 29 actions highlighted in the 2021 Implementation plan. 5 of these actions were deprioritised due to sequencing and organisational priorities. However, there were a range of further activities that were prioritised, including developing a strategic regional partnership with 5 other Councils in the Southeast of Melbourne to deliver smart city initiatives. These scored highly on the smart city prioritisation framework and were deemed to be of higher importance due to the timing and nature of the project.

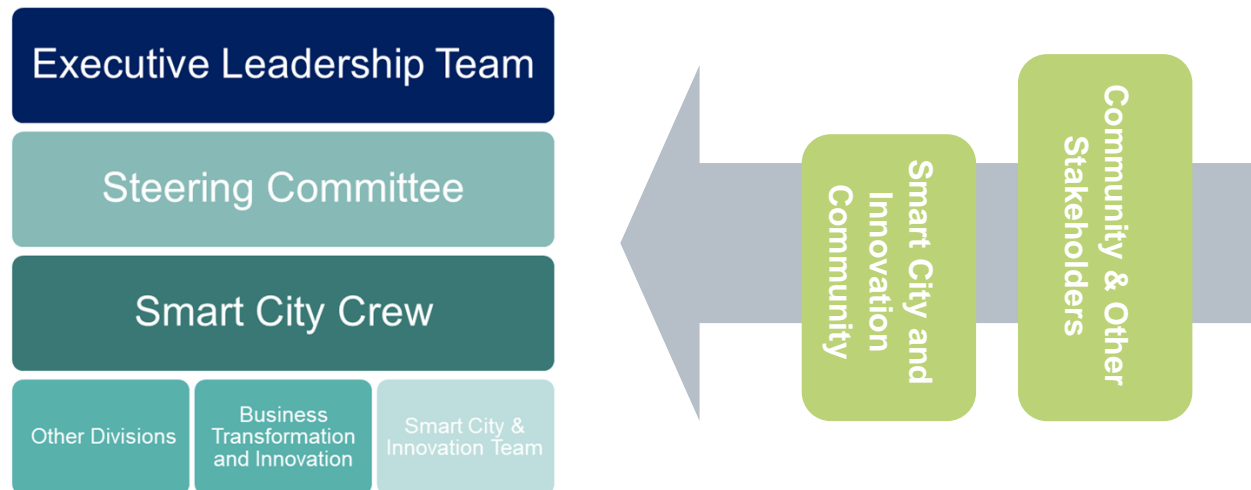
Year 2/3 implementation plan is an 18-month plan as the Smart Casey Launchpad will move from calendar year reporting to financial year reporting. A review will still occur annually in December to enable adequate planning and forecasting. The focus of Year 2 will be to continue to drive foundational activities including training, platforms, and processes. There will be an additional focus on embedding activities into organisational processes and priorities, with a focus on supporting teams to drive their own Smart City and Innovation initiatives.

A key focus for 2022 will be establishing the Living Lab, which is a strategic piece of work to accelerate the testing and trialling of new concepts with partners and the community to ensure faster adoption of low risk, market ready solutions.

Governance

Good governance continues to be of critical importance to the program. The team's focus is to ensure that all decisions, funding, and outcomes are communicated effectively. In 2021, the Smart City and Innovation Community Reference Group was established to ensure the community's engagement and oversight of the smart city and innovation portfolio. A team called the Smart City crew was also established which involved cross functional teams from across Casey to report on smart city activities monthly.

The diagram below summarises this structure:



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

2021 Highlights

Overall, there was great success in achieving the implementation plan. Some of the challenges with the environmental sustainability and smart council focus areas arose from capacity and changes in priorities. Some of the highlights include:

Smart Infrastructure Upgrades

- Deployed 7 new LoRa WAN gateways in key sites to enable smart bins to work.
- Upgraded the smart bench in front of Aboriginal Gathering Place in a cost-effective way.
- Free public wi-fi and signage rolled out in Autumn Place precinct in Doveton to support Digital Equity activities.
- Deployed 49 people counting sensors to Bunjil Place.

Open Data Platform

- In October, launched best in class Open Data Platform deployed.
- 60 data sets procured and uploaded for launch.
- Over 1200 users in the first 3 months of launch.
- Swinburne University leveraged the Open Data platform's people counting sensors to create a data visualisation project called '[three corners of the city.](#)'
- [View Open Data Platform here](#)

Smart Councils Regional Partnership

- Developed partnership with 5 other Councils – Knox, Stonnington, Boroondara, Maroondah, and Frankston who all signed MoU for partnership in December.
- Developing plan to deliver smart city projects of 8+ different use cases with 100-200 sensors projected to be deployed.
- Initial phase to be installed in June 2022.

Digital Equity Framework

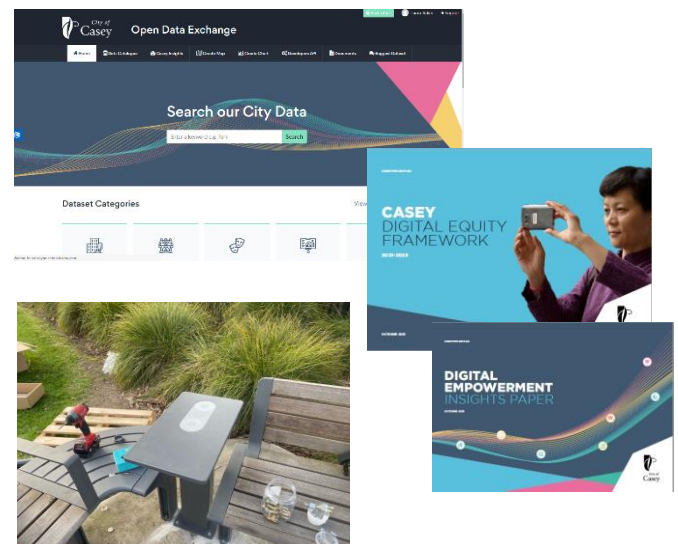
- In October, released the Digital Equity Framework and Empowerment Paper
- In December, launched a Living Lab in Doveton to test, trial and deploy digital equity initiatives that can be scaled across other sites.
- Completed a digital equity masterclass as part of the Smart Casey Innovation Festival with attendees from Vic and NSW Government, community organisations, and other Councils.

Smart City Training

- Curriculum was developed based on the needs of the employee network.
- In the first 4 months of training, we trained:
 - ✓ Intro session – 77
 - ✓ Advanced- 22
- There has been representation from across the 4 divisions, with highest participation from City Planning and Infrastructure

Smart Casey Innovation Festival

- In November, hosted a 4 day event with 16 presenters including international Living Lab expert Rasmus Bertelsen from Copenhagen, Denmark.
- There were 222 sign ups and 155 across the events.
- The landing page had 809 visits 568 unique visitors.
- View recordings and content [here](#).



2021 Action		Outcome
1	Identify and promote high-value digital literacy programs to uplift digital inclusion in Casey	Complete
2	Develop a Digital Inclusion Framework	Complete – Digital Equity Framework link here and Digital Empowerment Insights Paper link here
3	Release Smart Casey Launchpad digital platform to ensure transparent information and opportunities for ongoing community engagement	Complete - Smart Casey Launchpad Community Hub link here
4	Design a tailored Living Lab concept paper for the City of Casey	Complete
5	Roll out people monitoring sensors to support COVID safe crowd numbers in outdoor dining zones across Casey	Complete - Dashboard on Open Data platform link here
6	Roll out Sensing Our City project to scale up real time space utilisation data in Council	Partially complete - Finalising plan after 2 successful Proof of Concepts
7	Deploy Smart Bins across key sites within Casey	Complete
8	Develop a Digital Twin Proof of Concept and opportunities paper to define benefits and use cases for Casey	Partially complete - Business case in development after Proof of Concept completion
9	Conduct research and develop a roadmap for Electric Vehicle charging infrastructure	Complete
10	Explore and pilot emissions management platforms for Council and community to support a data led approach to emissions reductions	Complete - Online emissions dashboard on Open Data platform link here
11	Develop an open data and data sharing policy	Complete - Community consultation and policy link here
12	Develop smart city curriculum in partnership with Casey Tech School	Complete
13	Design targeted training and development framework for key Casey employees	Complete
14	Conduct market scan and pilot for an open data platform to understand use cases and value for the community	Complete - Delivered Open Data platform in October 2021. Link here
15	Identify and assess options for endorsing smart city standards, agreements, associations	Incomplete

2022 Action Plan- Top 15 initiatives

Strategic Initiative from Smart Casey Launchpad		2022 Action
1	Scale-up digitally inclusive infrastructure such as smart benches and free-public Wi-Fi in high need areas to increase community accessibility to digital infrastructure	Launch and deploy Digital Equity Living Lab in Doveton
2	Create virtual community experiences to encourage digital community connection	Deploy and evaluate the Virtual Community Hub Pilot
3	Host interactive sessions and codesign events to encourage residents and local innovators to develop solutions that respond to real issues within the City	Run the Smart City and Innovation Reference Group on a quarterly basis and encourage group to run codesign events with Council
4	<i>Implement a real time data network of sensors and other solutions to support innovation and enhanced liveability, planning, and investment.</i>	Manage smart city infrastructure and create asset management plan
5		Complete IoT architecture and IoT policy development
6		Deploy a range of sensors that meet the business needs of Council and are effectively managed with data communicated and used regularly
7		Conduct Digital Twin pilot with DELWP and other partners as required
8	<i>Embed and scale up smart technology that enhances our places and spaces, such as smart lighting, sensors, digital art activations and digital connectivity Explore innovative tools and data sharing to enhance design and planning processes, and community engagement (e.g. 3D models)</i>	

Strategic Initiative from Smart Casey Launchpad		2022 Action
9	Partner with industry experts to position Casey as a leader of circular and sustainable waste management	Launch the Circular Innovation Living Lab
10	Develop a policy and plan to facilitate uptake of Electric Vehicles (EV) including Council Fleet and the rollout of EV charging infrastructure	Partner with SECCCA to develop EV roadmap
11	<i>Develop the necessary frameworks and platforms to enable open data and data sharing to support education, innovation, and entrepreneurship, whilst protecting privacy and security</i>	Develop open data exchange policy, partner framework and rollout data sharing on the open data platform
12	Launch the Living Lab with a range of community innovation initiative	Develop strategic plan, playbook including policies, and ongoing evaluation including benefits realisation for the Living Lab
13	<i>Provide internal development pathways and training opportunities for staff to increase their smart city skills</i>	Deliver Innovation Bootcamps, Incubator and toolkits to develop capability and accelerate delivery of projects
14	Leverage private/public partnerships to deliver investment and raise revenue through innovative funding models	Run Smart Casey Innovation Festival to showcase work and build partnerships
15		Build a network of Smart City South-East Councils and explore collaboration opportunities

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.

Reporting Framework

The table below outlines a high-level smart city reporting template. The Framework is designed to avoid cumbersome reporting, which would discourage reporting and progress, whilst capturing high-value insights.

Timing	What	Measures	Who
Monthly	Smart City Initiative Pipeline	<ul style="list-style-type: none"> > New Ideas > Backlog (status) 	<ul style="list-style-type: none"> > Improvement & Innovation Team > Customer & Business Transformation Director
	Smart City Initiative Progress	<ul style="list-style-type: none"> > Budget > Quality > Timing 	
Quarterly	Summary of monthly dashboards	> Progress of initiatives and stories of the quarter	<ul style="list-style-type: none"> > Smart City Steering Committee > Director > Community Reference Group > Employees
	Smart City employee training	<ul style="list-style-type: none"> > Participants > Programs 	
	Output Indicators	> 'Outputs' –Measurement Dashboard, Smart Casey Launchpad	
Annual	Summary of quarterly dashboard	> Progress of initiatives and stories of the year	<ul style="list-style-type: none"> > Steering Committee > Executive Leadership Team > Community reference Group > Broader Community > Employees
Biennial	Full performance indicators	> 'Impacts' – Measuring Objectives Framework, Implementation Plan	