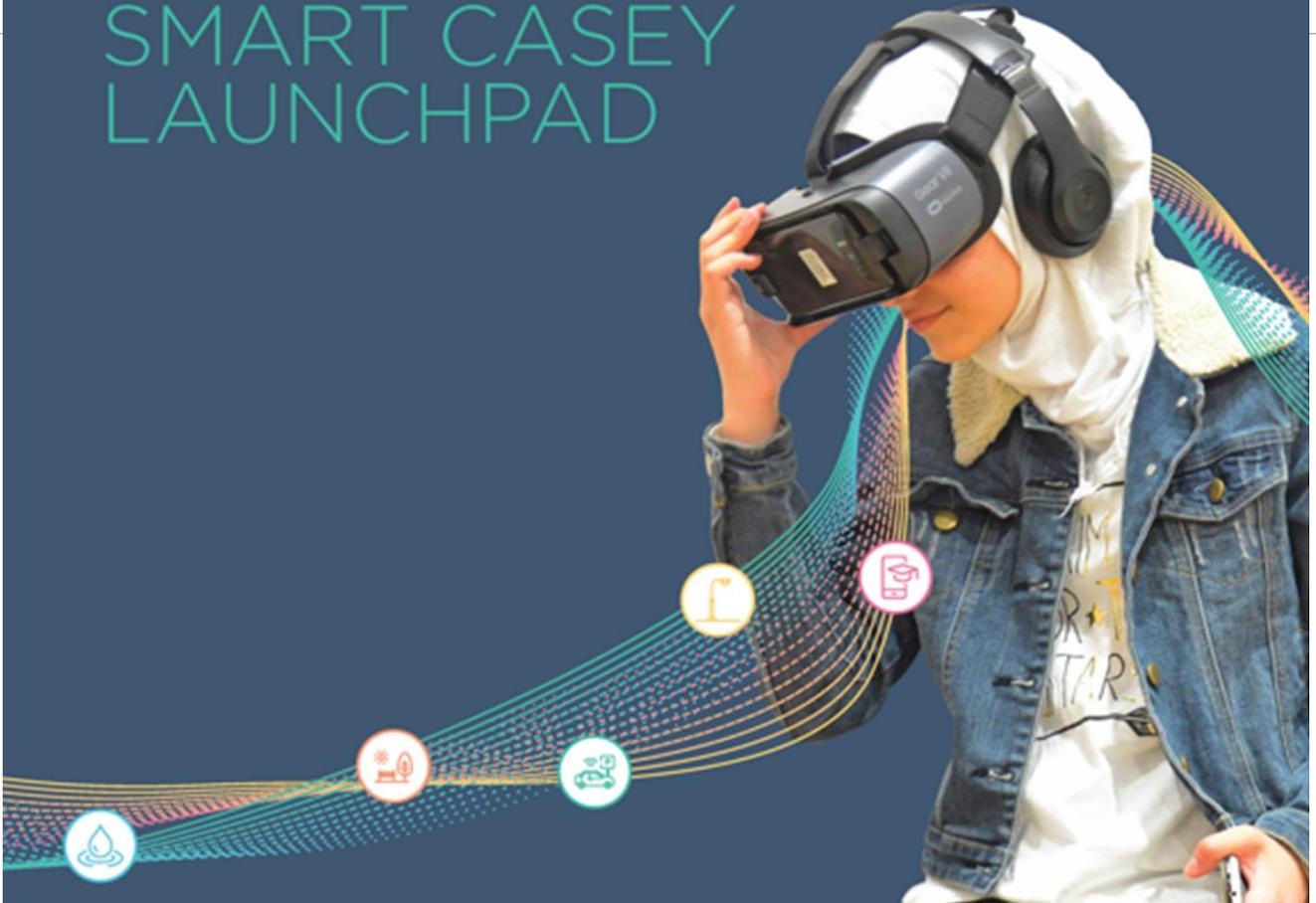


# IMPLEMENTATION PLAN

## SMART CASEY LAUNCHPAD



**Year 3**  
(01 July 2023 to 30 June 2024)



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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*

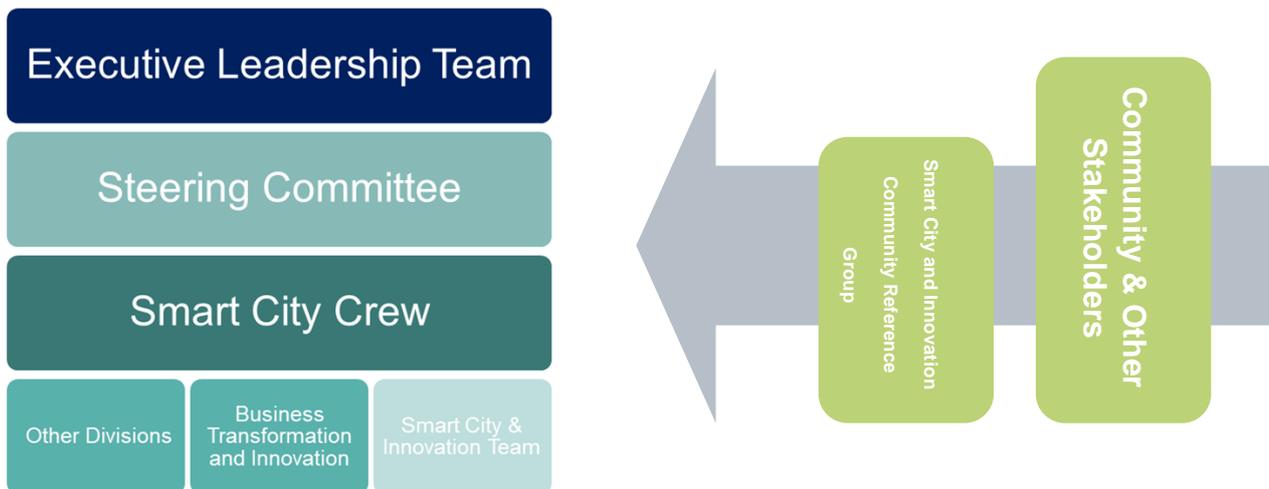
The second year of Smart Casey Launchpad implementation was marked by an abundance of activity and successful outcomes. Due to realignment with financial year reporting, year 2 spanned 18 months, from January 2022 to end-June 2023.

A large focus of the second year of the program was the execution of two Living Labs, the first which was focussed on running trials to address challenges relating to Digital Equity in Doveton, and the second which ran trials across three key themes to create a Circular Economy in Casey. The Open Data platform continued to grow in its number of active datasets, insights and registered users, and a Smart Councils IoT (Internet of Things) partnership was formed with five other Councils across the South-East region, enabling efficiencies and cost savings in rolling out real-time sensor projects. The internally facing Innovation Program continued to grow in its second year, providing employees with a variety of workshops, consulting sessions and training opportunities to build innovation capability within the organisation. Towards the end of the year the Smart Casey Innovation Festival took place over 4 weeks providing a range of opportunities for employees, community, and external partners to get involved.

Digital inclusion initiatives, including supporting digital literacy, accessibility, and affordability, have become integral components towards building a Smart Casey. As we transition towards a technology-enabled future, data-driven decision-making has taken centre stage, guiding us towards innovative strategies. Moving into FY23/24, it is crucial to embrace the concept of digital twins, open data, smart asset implementation and the scale-up of Living Labs. By prioritising these initiatives, we position ourselves at the forefront of technological advancements, continuing the impact of digital equity, fostering a culture of innovation, and enabling the community to thrive in the digital era.

# Governance

Good governance continues to be of critical importance to the Smart Casey Launchpad Program. The Program’s focus is to ensure that all decisions, funding, and outcomes are communicated effectively. 2022-2023 saw the Smart City and Innovation Community Reference Group continue to meet on a quarterly basis to ensure the community’s engagement and oversight of the smart city and innovation portfolio. The Smart City crew, involving cross functional teams across the organisation, also continued to meet to report on smart city activities monthly. The diagram below summarises this structure:



Stakeholder	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; Reporting and communications to key stakeholders in a timely manner</li> </ul>
<b>Smart City and Innovation Community Reference Group</b>	Advising & Collaborating	<ul style="list-style-type: none"> <li>&gt; Partnering with Council to oversee the Smart Casey Launchpad delivery</li> <li>&gt; Providing community advice on the use of technology to solve challenges, exploring smart solutions and 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>

# 2022-2023 Highlights

Overall, there was great success in achieving the key actions outlined in the 2022/2023 implementation plan. Out of 17 key actions identified (of which three were additional from when the original list was published), 12 were completed in full, three were partially completed and are still in progress, and two were not completed. Some of the key highlights from year 2 include:

## Digital Equity Living Lab

- 3 partner-led trials, and 5 Council initiatives to address digital equity challenges in Doveton.
- 326 event attendees, 170 seniors' technology survey respondents, over 1400 unique visits to Digital Doveton website.
- 10,000 individual WiFi sessions overall, ~2000 unique WiFi users, 9 language translations.
- 15 laptop donations to library, 5 laptop prizes, 100 USB dongles given away.
- 3 events, 6 technology support sessions, 1 targeted skills session.
- Recognised with commendation at 2023 Parks & Leisure Awards in Best Use of Technology category.



## Circular Economy Living Lab

- 20 grant applications submitted to join the program.
- 4 business and community events organised, 108 attendees.
- Grant contribution \$168,690, co-contribution provided by partners (financial and in-kind) \$199,400.
- 7 Partner-led trials (currently in-flight).
- Development of Impact Framework and Impact Measurement tool to communicate project outcomes.

## Innovation Festival

- 9 events, with 269 registrations and an average of 65% tickets booked for events.
- 92% attendees surveyed agreed that the Showcase increased their understanding of what innovation means at Casey.
- 5 events delivered with external partners
- 955 visits to Smart Casey website.



## Open Data Platform

- 116 registered users, 14580 total users, 92 new datasets, 1086 datasets downloaded & 69,650 searches.
- The platform contains 15 dataset categories, 8 insight pages and 3 community-built apps.
- Won Data and Insights category at MAV Tech 2022 Awards.
- Swinburne University's collaboration of "Three Corners of the City" data visualisation received three awards including Victoria Premier's Design Award.



## Smart Councils IoT Partnership

- Collaborative tender process with 6 participating Councils was completed and contract awarded.
- A collective \$100,000 saved due to the development and execution of the collaborative procurement.
- 20 per cent project efficiency expected due to less administrative overhead for future projects.
- Delivered key sensor projects to gather real-time data, including three community hubs, Casey Complex and High St Cranbourne.



# 2022-2023 Action Plan - Status

Strategic Initiative from Smart Casey Launchpad		2022-2023 Action	Status
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	<b>Complete</b> View the <a href="#">DELL Outcomes Report</a> and <a href="#">Infographics</a> , and <a href="#">Digital Doveton page</a>
2	Create virtual community experiences to encourage digital community connection	Deploy and evaluate the Virtual Community Hub Pilot	<b>Complete</b>
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	<b>Complete</b>
4	Implement a real time data network of sensors and other solutions to support innovation and enhanced liveability, planning, and investment.	Manage smart city infrastructure and create asset management plan	<b>Partially Complete</b>
5		Complete IoT architecture and IoT policy development	<b>Incomplete</b>
6		Deploy a range of sensors that meet the business needs of Council and are effectively managed with data communicated and used regularly	<b>Complete</b>
7	Explore innovative tools and data sharing to enhance design and planning processes, and community engagement (e.g. 3D models)	Conduct Digital Twin pilot with DELWP and other partners as required	<b>Incomplete</b>
8	Leverage digital technology and real time data to advance the school crossing service	Embed sensors to understand the usage of school crossings. Develop a PoC to demonstrate that high quality data can be captured and facilitate decision making ( <i>action added after 2022 plan was published</i> )	<b>Complete</b>

Strategic Initiative from Smart Casey Launchpad		2022-2023 Action	Status
9	Partner with industry experts to position Casey as a leader of circular and sustainable waste management	Launch the Circular Innovation Living Lab	<b>Complete</b> View the <a href="#">Circular Casey page here</a>
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	<b>Complete</b>
11	Develop the necessary frameworks and platforms to enable open data and data sharing to support education, innovation, and entrepreneurship, whilst protecting privacy and security	Develop open data exchange policy, partner framework and rollout data sharing on the open data platform	<b>Partially Complete</b>
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	<b>Partially Complete</b>
13	Work with the INNOvation Crowd, Casey Cardinia Libraries and other groups to create online forums and thought leadership that support local businesses, suppliers and innovators	Deliver a community technology expo with Casey Cardinia Libraries as a part of Digital Equity Living Lab ( <i>action added after 2022 plan was published</i> )	<b>Complete</b>
14	Incorporate smart business innovation awards in the annual Casey Cardinia Business Awards to encourage new and innovative thinking in local businesses	Innovation category included in Casey Business Awards 2022 ( <i>action added after 2022 plan was published</i> )	<b>Complete</b>
15	Provide internal development pathways and training opportunities for staff to increase their smart city skills	Deliver Innovation Bootcamps, Incubator and toolkits to develop capability and accelerate delivery of projects	<b>Complete</b>
16	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	<b>Complete</b>
17		Build a network of Smart City South-East Councils and explore collaboration opportunities	<b>Complete</b>

# 2023-2024 Action Plan – Initiatives

Strategic Initiative from Smart Casey Launchpad		2023-2024 Action
1	Partner with community hubs, libraries and experts to promote targeted digital literacy programs to ensure all members of our community have the skills to participate in the digital world	Deploy Digital Mentoring for Seniors program in conjunction with partners across Casey.
2	Lobby the Victorian and Australian Governments for digital connectivity investment throughout the City to improve internet and mobile accessibility including attraction for 5G implementation	Facilitate the adoption of 5G within the city / region.
3	Refine existing and trial new digital engagement approaches to support real time community participation to design community led solutions	Embed community voice in the co-design processes within Council's Living Lab
4	Develop a digital inclusion framework that embeds equitable access to digital channels	Develop digital equity partnership network to encourage knowledge sharing and resource sharing to support Casey's digitally excluded
5	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	Scaling up of public WiFi at council sites in top digitally excluded localities.
6	Continue our partnership with Federation University to test, trial and research smart technology across Casey	Explore arrangement to establish Federation University as Casey Living Lab research partner.
7		Explore the possibility for Casey as host organisation for Federation University industry projects.
8	Develop a Living Lab to generate smart solutions for community and environmental benefit including safety and mobility	Launch the Future Mobility Living Lab

Strategic Initiative from Smart Casey Launchpad		2023-2024 Action
9	Develop a Smart Urban Design Toolkit to promote smart city integration and connectivity in new designs and developments	Embed Smart Urban Design Toolkit with Developer relationships and in the Planning processes of Casey.
10	Explore innovative tools and data sharing to enhance design and planning processes, and community engagement (e.g. 3D models)	Operationalise the Digital Twin at Council and explore potential partnership opportunities
11	Embed and scale up smart technology that enhances our places and spaces, such as smart lighting, sensors, digital art activations and digital connectivity	Identify potential locations and roll-out roadmap.
		Scale up smart city asset deployment program.
12	Develop a policy and plan to facilitate uptake of Electric Vehicles (EV) including Council Fleet and the rollout of EV charging infrastructure	Complete EV Infrastructure Market Engagement and Delivery
13	Work with the INNOvation Crowd, Casey Cardinia Libraries and other groups to create online forums and thought leadership that support local businesses, suppliers and innovators	Continue the delivery of Innovation Festival with a focus on local businesses.
14	Develop the necessary frameworks and platforms to enable open data and data sharing to support education, innovation and entrepreneurship, whilst protecting privacy and security	Develop an adoption plan and development roadmap to promote further activation and enhancement of the Open Data platform.
15	Facilitate the ongoing utilisation of data in local education curriculum and business community by scaling up the functionality of open data platforms	Host annual open data exchange co-design challenges
16	Launch the Living Lab with a range of community innovation initiative	Complete the first release of strategic plan, playbook including policies, and ongoing evaluation including benefits realisation for the Living Lab

Strategic Initiative from Smart Casey Launchpad		2023-2024 Action
17	Provide internal development pathways and training opportunities for staff to increase their technical smart city skills	Explore smart city secondments within Casey to increase employee exposure to delivering smart city projects
18	Develop our Data Management Policy and Roadmap to ensure data is consistently and effectively collected, used and protected across Council	Integrate IoT data into Casey data lake and automate processes
19		Automate the upload and maintenance of open data platforms
20	Explore regulatory and administrative modernisation to support the development of a Living Lab to pilot and scale up emerging technology	Develop a scale-up plan for Living Lab trials.

# 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"> <li>&gt; New Ideas</li> <li>&gt; Backlog (status)</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Strategy, Transformation &amp; Improvement Team</li> <li>&gt; Director</li> </ul>
	Smart City Initiative Progress	<ul style="list-style-type: none"> <li>&gt; Budget</li> <li>&gt; Quality</li> <li>&gt; Timing</li> </ul>	
Quarterly	Summary of monthly dashboards	> Progress of initiatives and stories of the quarter	<ul style="list-style-type: none"> <li>&gt; Smart City Steering Committee</li> <li>&gt; Director</li> <li>&gt; Community Reference Group</li> <li>&gt; Employees</li> </ul>
	Smart City employee training	<ul style="list-style-type: none"> <li>&gt; Participants</li> <li>&gt; Programs</li> </ul>	
	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"> <li>&gt; Steering Committee</li> <li>&gt; Executive Leadership Team</li> </ul>
Biennial	Full performance indicators	> 'Impacts' – Measuring Objectives Framework, Implementation Plan	<ul style="list-style-type: none"> <li>&gt; Community reference Group</li> <li>&gt; Broader Community</li> <li>&gt; Employees</li> </ul>