

SMART CITY IMPLEMENTATION PLAN



WYNDHAM
TOMORROW REALISED

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INTRODUCTION

The Smart City Strategy 2019-2024 represents our intent and commitment to using technology, data and innovation to address our urban challenges and shape how our citizens, visitors and businesses work, play and live in our future city. This Smart City Implementation Plan sits under the Smart City Strategy 2019-2024 and across other Wyndham City Council plans and highlights the projects and initiatives that will address prioritised city-based actions and local challenges, including the future of transport, our environmental focus and more broadly how the city functions and operates.

OVERVIEW

Wyndham City is transforming rapidly as a city of opportunity and residential growth on the western fringes of Melbourne. Ideally situated between the two largest cities in Victoria (Geelong and Greater Melbourne) and two major airports, Wyndham is at the epicentre of western Melbourne residential growth.

Our Wyndham, Towards 2040 is our plan to enable Wyndham City Council to better meet the emerging needs and aspirations of our community. The Smart City Strategy 2019-2024 expands on this long-term vision by strategically promoting innovation, leveraging new technology, and welcoming collaborative partnerships to help build our city of the future.

Our Smart City Implementation Plan highlights how Wyndham City Council will continually work to emphasise, promote and leverage local assets and design services, that are tailored to the needs of our citizens, businesses and visitors.

A city government cannot however build a modern, smart city by going it alone - all stakeholders need to work together and that is why the foundation of our smart city is a community of smart citizens.

The Smart City Implementation Plan details the actions and projects to be delivered by Wyndham City Council, the Wyndham community and its key partners to deliver the vision, objectives, principles and priority actions of the Smart City Strategy 2019-2024 that are needed to transform Wyndham into a Smart City.

DOCUMENT STRUCTURE

The implementation of the Smart City Strategy 2019-2024 will be coordinated by the Smart City Office, on behalf of Council and the City. This Plan will guide implementation and delivery and covers at a high level:

- Governance
- Project Implementation Schedule
- Risk Management Plan
- Stakeholder Engagement Plan
- Funding, Financing and Procurement
- Communications & Marketing Plan
- Change Management Plan
- Performance & Accountability Plan

KEY SUPPORT DOCUMENTS

The Smart City Implementation Plan is not about re-inventing the wheel across city functions. The aim of the plan is to address how the city can take full advantage of emerging technologies and data to benefit the community and enhance liveability.

The Smart City Implementation Plan was underpinned by the Wyndham 2040 Community Plan and a number of strategies, plans and policies that inform key city services.

The relevant strategies include:

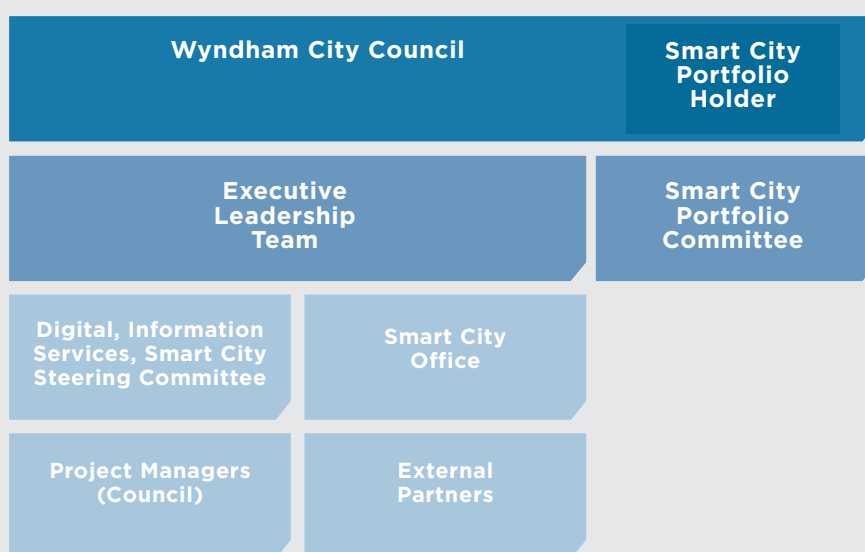
- Wyndham 2040
- Wyndham City Plan 2017-2021
- Accessibility Action Plan
- Customer Experience Strategy 2017-2021
- Environment & Sustainability Strategy 2016-2040
- Greenhouse Action Plan 2018 - 2021
- Integrated Transport Strategy
- Learning Community Strategy 2018 - 2023
- Library Service Strategy 2018 - 2040
- Wyndham Open Space Strategy 2045
- Wyndham Play Space Strategy 2030
- Wyndham Sports Strategy 2045

GOVERNANCE

Strong leadership is vital to developing a clear and sustainable smart city strategy and implementation plan. Vision statements and project ideas can provide shared goals and clear targets, but they have to be matched by a commitment to implementation and to building on successful pilots. There is a need for strong leadership from the top and clear accountability for delivering the plan.

The Smart City Governance Structure outlines the roles and responsibilities required to deliver on the goals of the Smart City Strategy 2019-2024 and Implementation Plan and is represented in the diagram below.

For the delivery of specific initiatives, individual project governance and sound project management practices will be embedded through the existing Project Management Framework (PMF). The project governance framework will be important to evaluate whether the project is deemed valuable to all stakeholders and worthy of time and financial investment.



The roles and responsibilities within the governance framework include:

Wyndham City Council (incl. Smart City Portfolio Holder)	Leadership, direction setting, overall budget allocation, partnership broker, program oversight, smart city promotion and profile development.
Executive Leadership Team	Strategic decision making, resource allocation, change management, program oversight and direction setting, removal of barriers and constraints, investment and project prioritisation, partnership advisory.
Smart City Portfolio Committee	High level advice, general oversight, community partnerships.
Digital, Information Services & Smart Cities (DISC) Steering Committee	Operational coordination, business case development/ approval, risk management, oversight of organisational smart city literacy, program governance.
Smart City Office	Strategy direction/coordination, smart city leadership, project delivery, grant identification/preparation, policy refinement, communications, reporting of overall progress, benchmark reviews, partnership establishment, program risk management, project governance, smart city promotion, investment attraction.
Project Managers	Project implementation, project reporting, evaluation, project communications, management of innovative finance models, project risk management.
External Partners	Private investment, project delivery, presentation of ideas.

Other key roles within the governance framework include internal financial approval committees and project committees for both large and major Initiatives.

PROJECT IMPLEMENTATION SCHEDULE

ABOUT THE SCHEDULE

The Project Implementation Schedule contains a series of projects that address the priority areas identified against the six strategic themes - Transport, Environment & Sustainability, Data Driven, Partnership & Collaboration, Innovation and Citizen-centric.

The projects in the schedule are classified based on size and type, namely:

- **MAJOR:** Significant project with multiple stakeholders/partners, significant risks, complex financing/procurement and will involve significant community engagement.
- **LARGE:** Similar to a Major Project with more clarity on scope, project assurance, lower number of partners and clear financing pathways.
- **MEDIUM:** A group of projects which have medium-level costs, timelines and risks. The business cases and outcomes from pilots will drive the magnitude of investment into these projects, potentially moving projects to the Small or Large Category.
- **SMALL:** Low project costs, small time frame with clear outcomes and simpler stakeholder change management.
- **NON-STRATEGY PROJECT:** These projects are important to the smart city vision and captured in other key strategy documents.
- **INTERNAL RESOURCES:** Initiatives that are completed by council staff and have no budget impacts.

There are a small number of projects excluded from the strategy being delivered by Wyndham City Council to support the delivery of the Smart City vision. They are deemed council enablers rather than being aligned to the strategic themes.

Additionally, the projects are thematically classified based on the key strategic theme and supported with a graphic to represent the array of secondary themes depending on project specifics. This representation enables the strategic programmers to easily identify projects by theme and guide prioritisation.

For many projects in the Project Implementation Schedule the role of Wyndham City Council is to lead and/or coordinate. This high degree of project delivery responsibility is linked heavily to the current Smart City Maturity Assessment as identified in the Benchmark Analysis. As the Wyndham Smart City vision takes shape, the Project Implementation Schedule - as part of the biennial review cycle - will be furnished with new projects relative to the strategic themes from other key partners where the council role will begin to skew increasingly towards Partnering and Facilitating.

The Smart City website (<https://www.wyndham.vic.gov.au/smartwyndham>) is a great resource to share and learn more about city-wide projects.

An important unlisted internal project is the Smart City Communications & Marketing Plan. This work will operationalise the advocacy and promotional role that Wyndham City Council will take with local projects such as Victoria's first Hydrogen Refuelling Station in nearby Altona, as well as a critical piece for driving internal and external collaboration.

For many projects the cross strategic theme suggests a broad scope, therefore the role of Wyndham City Council during the business case development process is to identify the specific, agreed scope and project target. The scope will also be re-evaluated during project delivery and adjusted if a shared decision to amend by partners has been deemed necessary.

PROJECT IMPLEMENTATION SCHEDULE

Project	Description	Key Strategy Theme	Initiative Type	Strategic Alignment
Wyndham Activity Centre Smart Parking & Signage	Smart parking technology to be installed across the city to efficiently direct drivers to the locations of available parking and enable parking demand and analysis.	Transport	Major	
Transport Innovation Precinct	This project is the large-scale delivery of transport innovation. The main outcomes include a coordinated and planned approach to deploying emerging transport technology, freight innovation, manage and ease traffic congestion.	Transport	Major	
Smart Sustainable Infrastructure	Investigate the deployment of smart sustainable mobility solutions and associated infrastructure across the city.	Transport	Medium	
Lighting the West Phase 3	Wyndham has committed to upgrading all inefficient mercury vapour street lights on council roads by 2021. As part of this upgrade, temperature sensors will be included to provide increased understanding of temperature variations and identify localised heat islands.	Environment & Sustainability	Non-Strategy Project	
Wyndham Solar City	An ongoing, award-winning project to install solar panels and solar batteries at council facilities to increase use of renewable energy, improve environmental outcomes and reduce costs.	Environment & Sustainability	Non-Strategy Project	
Smart Park & Open Space Initiatives	Explore and develop smart park and open space management solutions such as grass height monitoring using sensors and lawn maintenance with robotics.	Environment & Sustainability	Large	
Micro Level Waste Collection Reports	Analyse, interpret, present and share waste collection data at the household level to encourage and educate citizens on local waste management practices and performance.	Environment & Sustainability	Large	
Coastal Erosion & Change Monitoring Program	Use emerging technologies such as video analytics and machine learning to monitor coastal erosion and identify when and where changes are occurring to the natural environment.	Environment & Sustainability	Large	
Smart Lighting on Shared Pathways Policy	Creation of a policy for smart lighting (occupancy/use-based lighting), with consideration of environmental concerns, on shared pedestrian cycling paths and walkways.	Environment & Sustainability	Internal Resources	
Technology-enabled Biodiversity & Conservation Management	Explore and implement technology to support Wyndham's existing biodiversity and conservation management programmes that support public information, discovery and education.	Environment & Sustainability	Medium	
Establish the Werribee Refuse Disposal Facility as a Smart & Sustainable Precinct	The Werribee Refuse Disposal Facility is a key strategic asset of council. This project will drive change by using smart technology and processes for a more intelligent, sustainable and enduring facility.	Environment & Sustainability	Large	

LEGEND: ■ Transport ■ Environment & Sustainability ■ Data Driven ■ Partnerships & Collaboration ■ Innovation ■ Citizen-centric

Project	Description	Key Strategy Theme	Initiative Type	Strategic Alignment
Enterprise Geospatial Platform	Spatial systems are a vital tool for decision making. The new platform will include features to support digital wall maps, virtual reality, 3D modelling, sensor integration, mobile support, live data presentation and innovative output mechanisms.	Data Driven	Non-Strategy Project	
Public Wi-Fi Analytics & Visitor Insights	Analyse anonymous public wi-fi data to understand visitor numbers and pedestrian patterns across key activity centres and events.	Data Driven	Medium	
Fleet & Sensor Data Insights	Utilise GPS and sensor data from fleet vehicles to drive decision making and insights such as on city maintenance regimes e.g. mowing, street sweeper.	Data Driven	Medium	
Data Strategy, Data Sourcing and Data Partnership Arrangements	This project will take a strategic approach to existing data discovery and procurement, data partnerships and the exploration of new data technologies such as big data, artificial intelligence (AI) and data analytics.	Data Driven	Medium	
Social Media Analytics & Understanding City Voice	Social media provides an immensely rich, live and valuable data source that can be used to understand the 'heartbeat' of our city. This project explores how this information can be embedded in council functions and decision-making processes.	Data Driven	Medium	
Predictive Asset Analytics	Use sensor data to support proactive and predictive maintenance and replacement of assets and infrastructure.	Data Driven	Medium	
Smart Drains - Flow Monitoring / Flood Prevention	Smart drains use Internet of Things (IoT) sensors to detect flow changes, gas build up and, in conjunction with weather data, can be used to mitigate possible flood events.	Data Driven	Large	
(Virtual) Smart City Operations Centre	Live city data from sensors, third party data streams and high-quality geospatial maps will be accessible through a virtual operations centre to support public events, emergency management and other city shocks.	Data Driven	Medium	
Open Data Partnerships	Key city systems such as energy, water management and internet connectivity require data sharing arrangements. Similarly sharing government data can support researchers and innovators across Wyndham.	Data Driven	Internal Resources	
Capital Works - External Agency Collaboration	Implement a third party, collaboration platform with other agencies (e.g. power, water, gas utilities) to coordinate capital works project delivery to reduce costs and minimise works impact.	Partnerships & Collaboration	Small	
Regional Collaboration & the Victorian Smart City Plan	Regional collaboration from a smart city context provides a mechanism to coordinate effort, attract investment, more impactfully advocate for the region and undertake more significant projects.	Partnerships & Collaboration	Medium	

LEGEND: Transport Environment & Sustainability Data Driven Partnerships & Collaboration Innovation Citizen-centric

Project	Description	Key Strategy Theme	Initiative Type	Strategic Alignment
Leverage Local Skills through Codesign & Build Sessions	Our talented and engaged community will be granted opportunities to co-design and inform solution development in partnership with council staff.	Partnerships & Collaboration	Medium	
Smart City Partnerships Framework	Partnerships are vital to the success of a smart city but require a significant investment of time and resources to facilitate. A framework will ensure the city pursues high value, meaningful partnerships to get the best outcomes for the city.	Partnerships & Collaboration	Internal Resources	
Developing the Innovation, Co-Working & Start-up Ecosystem	Develop innovation hubs, co-working spaces and the start-up ecosystem through a staged approach which builds on the foundation of the WYNNovation festival.	Partnerships & Collaboration	Non-Strategy Project	
Establish Strategic International Alliances	Many international cities provide a great learning platform having pioneered new technology, processes and governance models. Building global alliances through smart city initiatives will position Wyndham internationally and enable the implementation of best practice.	Partnerships & Collaboration	Medium	
Technology Modernisation of Community Engagement	This project will explore how technology can be embedded in the city to target more extensive and insightful field-based community feedback.	Partnerships & Collaboration	Small	
City Shaping Smart Precinct Partnerships	Key city shaping projects such as the A-League Stadium and the proposed Australian Education City provide opportunities to encourage and endorse significant smart technology investments.	Partnerships & Collaboration	Small	
Engage Property Sector to embed Smart City Thinking in Future Developments	Housing growth is a fundamental component of Wyndham, resulting in both challenges and opportunities. Engaging with the property development sector to embed technology in new urban developments will allow the city to grow as a smart city.	Partnerships & Collaboration	Small	
Implement Measures to Support Advocacy and Actively Pursue High-Speed Internet	High speed internet access is a key need of a smart city. Measures will be explored to better understand issues, intelligently advocate, investigate new revenue models and pursue better service provision, particularly in areas of social disadvantage.	Partnerships & Collaboration	Large	
Smart Sports Field Planning, Monitoring and Management	Use emerging technologies such as machine learning and computer vision to understand when, how and by how much our sports facilities are being utilised and the impacts of new policies, so the facilities can be better understood, planned, managed and maintained.	Innovation	Major	
Smart Places and Spaces	Smart technology will be deployed across selected places and spaces to provide better citizen experience (public Wi-Fi, smart phone charging stations, digital signage etc) and improved safety and environment outcomes (lighting, bins, environmental monitoring, etc).	Innovation	Large	

LEGEND: ■ Transport ■ Environment & Sustainability ■ Data Driven ■ Partnerships & Collaboration ■ Innovation ■ Citizen-centric

Project	Description	Key Strategy Theme	Initiative Type	Strategic Alignment
Changing Systems - Core System Replacement and Online Services	The Changing Systems transformation project is a multi-year program that will deliver direct efficiencies to the organisation and provide the necessary foundation to ensure that Wyndham City Council can continue to meet the future needs of Wyndham 2040.	Innovation	Non-Strategy Project	
Augmented Reality for Operations and Decision Making	Accelerate the rollout of the CityLens product across the local government sector and further operationalise its use across the organisation's planning and development services.	Innovation	Small	
Smart City Small Verticals (e.g. BBQs, Water Fountains, Animal Management)	Incorporate smart technologies into specific existing infrastructure and operations to improve services to citizens and increase operational efficiencies based on sound business cases.	Citizen Centric	Major	
Safer Wyndham Initiatives	Use technology and innovations including video analytics, computer vision and artificial intelligence to identify and improve the safety for city inhabitants through using CCTV, automated incident detection and by working with key partners.	Citizen Centric	Medium	
Multi-Lingual Virtual Assistants	Investigate the deployment of virtual assistant technology at key customer touchpoints to facilitate real-time language translation.	Citizen Centric	Small	
Smart Citizen Participation	Provide registered participants with smart sensors to support the delivery of maintenance and support of city assets such as trees, kerbs and street furniture through smart monitoring and alerts.	Citizen Centric	Medium	
Improving Digital and Data Literacy across the Wyndham Community	Develop programs for the Wyndham community to upskill digital literacy to enhance the benefits of a smart, connected city.	Citizen Centric	Medium	
Smart Community Meetups and Forums	Deliver a forum program for the community (e.g. Smart Agriculture, Data Security, Water Innovation) to increase the understanding of smart city thinking and smart technologies.	Citizen Centric	Small	
Smart Assistive Technology - Accessibility Action Plan (AAP)	Understand and explore the role technology has in successful Accessibility Action Planning and ensure our smart city is for all.	Citizen Centric	Medium	
Smart Visitor and Tourism Experience Action Plan	The plan will explore, document and devise how technology can enhance the tourism experience in an increasingly competitive industry.	Citizen Centric	Small	

LEGEND: Transport Environment & Sustainability Data Driven Partnerships & Collaboration Innovation Citizen-centric

RISK MANAGEMENT

Digital disruption has and will continue to transform not only how the services of a city are delivered to citizens, but how the city functions. Drones, digital payments, artificial intelligence, autonomous vehicles, Internet of Things (IoT) devices and fifth generation wireless connectivity will impact across many industries by driving new waves of innovation.

The adoption of the Smart City Strategy 2019-2024 is not the catalyst for the use and growth of connected urban systems using technology in Wyndham, more so it is our plan to how we can best use these advances in technology and data analysis for the benefit of the city.

The Smart City Risk Management Plan considers the program's strategic risks. It does not seek to address overarching technology risks such as cyber security, regulatory changes, privacy, data security and general user adoption. The Smart City initiatives, as identified in the Smart City Implementation Schedule will, when necessary, be governed by project-based risk assessments and risk management plans at the project level. A number of projects, especially smart infrastructure, greenfield technology and data innovations will, in many instances, begin with small scale test and trial scenarios reducing financial and upscaling risks.

This deliberate approach will allow the exploration of smart city products and services, better understanding the business models and processes required to fund and operate them, before full citywide rollout occurs.

Wyndham City will undertake an innovative program of works that promote and support innovation and creativity that looks beyond the now. The experimentation and boldness required to excel will involve taking new and, at times, not insignificant risks. It is important that program risks are identified, assessed, mitigated and measured before, during and throughout the operational lifespan of the Smart City Implementation Plan.

The Smart City Office will coordinate strategic risk management as summarised in the schedule.

Risk	Impact	Likelihood	Treatment & Controls
Low community support	MEDIUM No community imperative for smart city action	LOW	<ul style="list-style-type: none"> • Deliver relevant actions identified in the Smart City Communications & Marketing Plan; • Conduct regular engagement with community through events and communication channels; • Ensure community-based Digital and Data Literacy Training Initiatives have core Smart City focus; • Ensure ongoing community first focus using co-design, digital engagement and online feedback.
Lack of buy-in and coordinated action across Council	MEDIUM Inefficient delivery, time delays and unrealised outcomes	MEDIUM	<ul style="list-style-type: none"> • Develop Internal Business Innovation Framework to build delivery model, capacity, outcome measurement and pathways; • Establish strong project governance that includes all required internal stakeholders; • Deliver relevant actions identified in the Smart City Communications & Marketing Plan; • Embed Smart City principles across council-wide business case development and design phase.
Unable to transition smart solutions to operational arms, ongoing maintenance and continuous improvement initiatives	MEDIUM Poor and/or impractical business use of smarter approaches and resource waste	MEDIUM	<ul style="list-style-type: none"> • Develop strong project business cases that consider active management of urban data, knowledge management structures and processes; • Co-design and build sessions with operational and service delivery teams; • Build Smart City Profile across the business including updates to Executive Leadership Team; • Deliver training to enhance standard of smart technology literacy of council staff.
Internal and external stakeholder disinterest	MEDIUM Lack of partners to drive delivery	LOW	<ul style="list-style-type: none"> • Ensure that the project is deemed valuable to all stakeholders and worthy of time and financial investment with a clear project lead; • Establish and implement Smart City Communications & Marketing Plan; • Conduct regular workshops and events to share successes; • Understand causes of disinterest (e.g. other urgent crisis project) and take action (e.g. modify project implementation schedule); • Publish outcomes post project completion.
Financial and skilled resource shortfalls	HIGH Activities cannot be delivered	MEDIUM	<ul style="list-style-type: none"> • Develop robust business cases for project funding; • Integrate projects into budget cycles / timing; • Ensure established governance mechanism act as strategic programmers; • Work across Council and Government grant programs to leverage existing funding; • Collaborate with partners and influence to access private capital.
Scope change, scale change and failure of key projects	HIGH Negative media attention, and reduced support for Strategy	LOW	<ul style="list-style-type: none"> • Embed sound project management; • Implement mid-process re-evaluation of stakeholder interests and the project needs, scope and focus; • Diversify project delivery types to reduce the overall risk profile; • Identify learnings from past projects especially where upscaling is possible.

STAKEHOLDER ENGAGEMENT

The wide range of stakeholders and delivery partners involved in the program and the broad nature of the smart city concept can lead to misunderstanding and confusion. It is important to ensure all stakeholders have a common understanding of the key objectives of the Smart City program, as well as the opportunities and challenges. At a project level it is needed to clearly identify and define the value proposition, scope and focus.

INTERNAL COUNCIL STAFF

While the Wyndham City Council has a key role in facilitating citywide, smart city collaboration and advocating for needs, it is important to recognise that the Council itself has significant financial levers, is a key service provider and is a major employer.

The Smart City Implementation Schedule represents a targeted and feasible program of works. It does not describe a full prescription of needed projects. The need or opportunity may arise to take action to use smart city approaches to support our own service delivery (e.g. waste collection) that will have a much wider impact on the city as a whole. Wyndham City Council will continue to identify opportunities for transformational innovation in areas such as service management, procurement and services in a way that opens up opportunities for our partners and collaborators.

Organisationally, the successful delivery of smart initiatives, particularly those targeting the data-driven theme, will require a refocus of internal processes founded on data capabilities to provide the foundational layers required to move from supply-driven to demand-driven services.

The target goal internally is to embed the idea of smart capabilities into major projects or service redesigns so that the city is able to benefit from both short and long-term gains.

LOCAL COMMUNITY & OTHER STAKEHOLDERS

Wyndham City Council will need to continually engage local communities and stakeholders in all aspects of the smart city program, from project design and deployment to the subsequent implementation reviews and progress reporting of the Smart City Strategy 2019-2024.

Leading cities are developing new models to involve their communities with an emphasis on new democracy, the co-creation of services and digital inclusion programs that show the local value of better data and the benefits of smart technologies. Community engagement and participation within Wyndham is complex and not a given. For critical projects requiring strong citizen adoption, such as the Micro Level Waste Collection Reports initiative, the use of expert agencies will need to be explored and could be potentially very beneficial.

The Smart City Office will coordinate, manage and keep stakeholder engagement on behalf of Wyndham City Council throughout the project, as per the table below.

Stakeholder	Relevance	Engagement Strategies
Mayor/Councillors and Portfolio Holder	<ul style="list-style-type: none"> • Decision makers and sponsors • Project story telling • Media representation • Partnership broker • Host of Smart City events 	<ul style="list-style-type: none"> • Annual Progress reporting; • Regular project reporting through Portfolio Committee Delegate Report and Councillor Bulletins; • Project-level presentations to related Portfolios; • Maintain Smart City website and education material; • Demonstrate funding possibilities and value to stakeholders.
Council Staff	<ul style="list-style-type: none"> • Functional expertise • Positively influence implementation success • Change and operating agents • Responsibility to distill and then communicate broad project scope to a specific outcome 	<ul style="list-style-type: none"> • Internal workshops, presentations and planning sessions; • Invitation to external Smart City events and lead co-design workshops; • Promotional work via traditional and social media platforms; • Regular emails and updates; • Training, capacity building and knowledge sharing activities.
Portfolio Committee	<ul style="list-style-type: none"> • Technical and local expertise • Promotion of program • Local support and drivers 	<ul style="list-style-type: none"> • Regular workshops, presentations and planning sessions; • Promote events such as co-design sessions; • Direct communication for dispersion of key messages across existing networks.
Local Community	<ul style="list-style-type: none"> • Collaborators and benefactors of Smart City services • Smart Citizens • Participatory problem definition 	<ul style="list-style-type: none"> • Governed by Smart City Communications & Marketing Plan; • Use of formal and informal networks; • Forums to discuss and develop bottom-up initiatives; • Participation in Smart City events, co-design, collaboration change tools and feedback; • Regular updates via traditional and social media platforms.
Media	<ul style="list-style-type: none"> • Development of awareness • Promotion of events and overall program • Driver of large-scale project information campaigns 	<ul style="list-style-type: none"> • Interviews and access to key spokespeople; • Regular public updates including media releases; • Invitation to Smart City events and launches; • Strategic communication to positively influence media framing and news values; • Proactive relationship management.

Stakeholder	Relevance	Engagement Strategies
Local Innovators and Businesses	<ul style="list-style-type: none"> • Local support for smart city vision • Nurturers of organic innovation • Co-working space / innovation hub drivers 	<ul style="list-style-type: none"> • Participation in Smart City events and ecosystem; • Invited respondents to Expression of Interests and Request for Quotations; • Regular updates via traditional and social media platforms; • Personal relationships and community events/meetups.
Smart City and Technology Vendors	<ul style="list-style-type: none"> • Technical expertise • Profile boost • Partnership and Collaboration • Implementation of smart city initiatives 	<ul style="list-style-type: none"> • Invited respondents to Expression of Interests and Request for Quotations; • Speakers and participants in Smart City events; • Regular updates via traditional and social media platforms.
Academic Sector	<ul style="list-style-type: none"> • Innovation, research and project partners • Champions of Smart City vision • Collaboration and knowledge partners • Data sharing 	<ul style="list-style-type: none"> • Formal partnerships via Memorandum of Understanding; • Development of joint funding applications; • Invitation to Smart City events – participants, experts and speakers; • Targeted workshops and discovery sessions; • Regular updates via traditional and social media platforms.
Other Governments	<ul style="list-style-type: none"> • Shared funding models • Share resources and coordinated actions • Regulatory reform impacts 	<ul style="list-style-type: none"> • Engagement with Mayor, Councillors and CEO via face-to-face and written correspondence; • Invitation to participate in joint grant applications; • Development of joint projects initiatives and innovations; • Engagement through new and existing forums and working groups.

FUNDING, FINANCING AND PROCUREMENT

The urban renewal and drive towards a modern and innovative Smart City can be a financially daunting task. The development of robust business cases for project funding needs to ensure that assessment is not just financial but gives due consideration to broader aspects such as digital inclusion, strong environmental outcomes, well-being and appropriate cyber security concerns. The Smart City Communications & Marketing Plan has an important role in terms of attracting investors by clearly communicating the smart city vision and our achievements nationally and internationally, promoting Wyndham as a destination for investment and highlighting possible new revenue streams, innovation and collaboration.

In terms of funding and financing options, the projects and initiatives espoused in the Smart City Implementation Plan are not created equal, some are more likely to attract (or require) private investment than others. For instance the impact of the *Implement Measures to Support Advocacy and Actively Pursue High-Speed Internet* project will be impacted by the level of private investment. This will require Wyndham City Council to work more collaboratively and effectively:

- between tiers of government;
- between departments and agencies at a local level; and
- between public and private sectors.

The Smart City Office will take a lead role in identifying and accessing effective sources of financing, however the delivery of Smart City Strategy 2019-2024 will depend on a multi-dimensional approach to funding and financing, as summarised in the table below:

Source	Objectives	Actions	Responsibility
Existing Funding (Council)	<ul style="list-style-type: none"> • Minimise budget impact of existing smart city actions; • Optimise existing resources; • Transform current services to smart services. 	<ul style="list-style-type: none"> • Embed smart city dimensions in procurement frameworks; • Position Smart City Office as key advisor; • DISSC to identify and prioritise opportunities to reprofile funding; • Update budget process to encourage smart city reform within existing budget cycles and approval processes. 	<ul style="list-style-type: none"> • Smart City Office • Program Steering Committee (DISSC) • Project Owners & Relevant Departments
New Funding (Council)	<ul style="list-style-type: none"> • Create new smart services and projects; • Promote smart city investment in Wyndham. 	<ul style="list-style-type: none"> • Include smart city assessment criteria in new funding proposals; • Embed smart city dimensions in procurement frameworks and Integrate projects into budget cycles / timing; • Smart City Office to provide advice about smart city opportunities. 	<ul style="list-style-type: none"> • Wyndham Executive Leadership Team • Smart City Office • Program Steering Committee (DISSC) • Project Owners & Relevant Departments
Public-Private Partnerships (PPPs)	<ul style="list-style-type: none"> • Create new revenue streams; • Reduce project risk; • Leverage private sector expertise; 	<ul style="list-style-type: none"> • Review Public-Private Partnership opportunities for Wyndham and prioritise based on Implementation Schedule; • Develop market approaches to seek private sector proposals/bids; • Create pathways for unsolicited bids and innovative financing models from the private sector. 	<ul style="list-style-type: none"> • Wyndham Executive Leadership Team • Smart City Office • Project Owners & Relevant Departments
Grants	<ul style="list-style-type: none"> • Minimise budget impacts; • Reduce risk; • Promote partnerships; 	<ul style="list-style-type: none"> • Ongoing advocacy for smart city and innovation grant programs; • Showcasing of Wyndham as ideal (low risk) location for grant funding; • Develop pipeline of priority smart city initiatives with partners; • Prepare grant applications. 	<ul style="list-style-type: none"> • Smart City Office • Wyndham Executive Leadership Team

COMMUNICATIONS & MARKETING PLAN

Our Smart City vision is ambitious and demanding and will require strong commitment and collaboration. This strategy is not a list of potential projects and actions, but the first step towards building a collective mindset that will allow the boundaries of what our future looks like to expand in parallel with emerging technology and new capabilities. Complementing our overarching Positioning Wyndham Strategy, which will promote Wyndham's status as an innovative and entrepreneurial city, will be a comprehensive Smart City Communications & Marketing Plan that will:

- guide the city profile development as a place for innovation and opportunity;
- distribute smart city progress and key messages to stakeholders including the community;
- facilitate improved buy-in, activation, ownership and understanding of project benefits and outcomes;
- inform residents, local innovators and businesses by promoting the agenda, its opportunities and impact;
- seek feedback and broad participation / collaboration in key initiatives and co-design projects;
- utilise digital technology to empower community creativity and ownership.

Due to the varied purposes and actions, the Smart City Communications & Marketing Plan requires targeted approaches based on the audience.

The Smart City Office will coordinate strategic communications, with strong support of specialised internal departments as per the schedule below.

Target Audience	Purpose	Key Messages	Mediums	Timing & Frequency
Local Community	<ul style="list-style-type: none"> Build awareness, participation, feedback loops and capacity 	<ul style="list-style-type: none"> Presence, purpose and actions of the Smart City strategy; Key programs, outcomes and benefits; Promotion of achievements; Participation in co-design opportunities. 	<ul style="list-style-type: none"> Regular updates via traditional and social media platforms Email groups Website & other digital platforms Digital billboard/signage Community newsletters 	<ul style="list-style-type: none"> Regular Strategy release Project delivery Key announcements Co-design launches
Smart Technology Vendors	<ul style="list-style-type: none"> Attract expertise, investment, technology deployment and partnership Demonstrate the art of possible / thinking beyond the now 	<ul style="list-style-type: none"> Wyndham is the ideal city to test and deploy smart technology; Community open to innovation; Key smart city objectives and priority actions; Encourage and grow key relationships. 	<ul style="list-style-type: none"> Social Media - LinkedIn Industry Peak Body material Industry conferences & seminars Print media / journals Direct correspondence & face-to-face 	<ul style="list-style-type: none"> Semi-regular Strategy release New project announcements Program need basis
Local Business and Innovators	<ul style="list-style-type: none"> Raise awareness of strategy, priorities and build our smart city and innovation ecosystem 	<ul style="list-style-type: none"> Wyndham is building a smart city; Local businesses and entrepreneurs are critical to our success; Opportunities for entrepreneurs. 	<ul style="list-style-type: none"> Updates via traditional and social media Conferences & seminars Face-to-face meetings Website & other digital platforms 	<ul style="list-style-type: none"> Semi-Regular and circumstantial Strategy release Key project kick-off Others as directed by Smart City Communications & Marketing Plan
State and Federal Government	<ul style="list-style-type: none"> Encourage State and Federal investment, partnership and participation Act as launching customers for new ventures 	<ul style="list-style-type: none"> Wyndham is taking a smart city leadership position; Our Smart City template for middle and outer metro cities is available; Wyndham is a test-bed for policy/program innovation. 	<ul style="list-style-type: none"> Direct correspondence Face-to-face meetings Conferences & seminars Multi-channels of media 	<ul style="list-style-type: none"> As required Strategy release Highly dependent on political cycles and time scales Others as directed by Smart City Communications & Marketing Plan
Council Staff and Internal Rollout	<ul style="list-style-type: none"> Raise awareness, build capacity and empower Clarity of role as change and operating agents 	<ul style="list-style-type: none"> Cross-organisation teams will assist to transition pilots to an integrated approach; Council is embedding smart city principles in business case development and design phases. 	<ul style="list-style-type: none"> Email Team meetings & events Intranet Face-to-face meetings 	<ul style="list-style-type: none"> Regular Strategy release Directed by Smart City Communications & Marketing Plan New project announcements Annual progress reports
Australian Smart City Ecosystem	<ul style="list-style-type: none"> Enable sharing and learning of best practice and strengthen collaboration 	<ul style="list-style-type: none"> Wyndham is a connected, globally fluent and innovative city; Wyndham is a test-bed for policy/program innovation; Work with us to bring together public sector agencies, the private sector and academia; Other cities can learn, good and bad from us. 	<ul style="list-style-type: none"> Website & other digital platforms Conferences, panels & seminars Print media / journals / podcasts LinkedIn Industry peak bodies - Smart City Chronicles 	<ul style="list-style-type: none"> Upon request Unique value project delivery Directed by Smart City Profile & Communications Strategy

CHANGE MANAGEMENT PLAN

The purpose of the engagement process and development of the Smart City Strategy 2019-2024 was for Wyndham to define its own reasons for being a Smart City and the prioritisation of initiatives to reach a shared vision.

The process of discussion and debate between various stakeholders to define what is meant by a Smart Wyndham has been important. The key to a successful smart city program requires collaboration and change across a wide range of individuals, staff, communities and organisations over a sustained period of time. The leading cities have not only produced a guiding vision for a smart city, they are also embedding these ideas into the internal council and broad city programs for long term service improvement, technology-driven sustainability solutions and capital investment. There is strong leadership from the top and clear accountability for delivering the plan.

The Smart City Office, working with Executive Leadership Team, will coordinate Wyndham City Council's smart city change management program, as detailed below.

Change Objective	Change Dimensions	Key Actions	Timing	Responsibility
To empower Council as smart city leader	<ul style="list-style-type: none"> Political leadership Organisational authority 	<ul style="list-style-type: none"> Deliver actions according to Smart City Communications & Marketing Plan. 	Launch of Strategy	<ul style="list-style-type: none"> Councillors Smart City Portfolio Holder
To create structures and systems for smart city success	Collective leadership <ul style="list-style-type: none"> Organisational administration Knowledge Management Strategic Programming Budget cycles / timing integration 	<ul style="list-style-type: none"> Develop program of administrative, governance and where required role change; Identify change champions and leaders. 	Within 3 months	<ul style="list-style-type: none"> Wyndham Executive Leadership Team Program Steering Committee (DISSC)
		<ul style="list-style-type: none"> Align to council agenda and state & national frameworks. 	Within 6 months	
To raise awareness and increase buy-in	<ul style="list-style-type: none"> General staff knowledge and support Smart City Profile 	<ul style="list-style-type: none"> Prepare Smart City Communications & Marketing Plan; Demonstrate and grow citizen engagement and support. 	Launch of Strategy	<ul style="list-style-type: none"> Smart City Office
To build internal capacity and capability / partner with key agencies to minimise deficiencies	<ul style="list-style-type: none"> Technology & innovation delivery Access to short supply skills (e.g. cybersecurity) 	<ul style="list-style-type: none"> Enhance standard of Smart Technology Literacy; Develop Business Innovation Framework; Identify learnings from past projects; Establish open partner ecosystem across the program. 	Within 12 months	<ul style="list-style-type: none"> Smart City Office
To remove smart city barriers and constraints	<ul style="list-style-type: none"> Creating Smart City eco-system Data revolution Business process and policy reform Smart City enactment 	<ul style="list-style-type: none"> Establish smart city guidelines to support data sharing, data standards and inform policy development; Identify key system levers and understand outcomes they can influence. 	Within 18 months	<ul style="list-style-type: none"> Wyndham Executive Leadership Team Smart City Office

PERFORMANCE AND ACCOUNTABILITY PLAN

The Smart City Maturity Analysis, developed and conducted by leading smart city consultancy Delos Delta, showed that Wyndham City has progressed rapidly towards its Smart City vision and our work in the smart city space is gaining significant traction.

The Benchmarking Wyndham as a Smart City snapshot that was undertaken can be viewed online at www.wyndham.vic.gov.au/smart-city-benchmark. Further details about the Smart City Maturity Analysis is also available in this document.

There is strong evidence of functional success from the policies and initiatives formed and delivered in the 'Beginning' phase. Smart thinking and technology are increasingly becoming more integrated into the everyday functionality of Wyndham City Council and the local community and there is growing momentum for greater transformation.

The Smart City Implementation Plan will drive our smart city journey. The first phase will see Wyndham transitioning to the Embedding phase by focusing on key capabilities and smart processes being more engrained across the Wyndham City community. By building strong data, innovation and cultural foundations, greater levels of transformation and measurable success will lead to further smart city momentum.

The measurement and assessment of our Smart City evolution is important. Annual progress reports will highlight achievements, successes, lessons learned and key insights, and the biennial benchmarking reports will show our Smart City Maturity Assessment that will alternate annually with a high level, sense check of the Smart City Strategy 2019-2024 and Implementation Plan.



The Smart City Office will be responsible for ensuring the performance and accountability plan is delivered and communicated to the relevant stakeholders.

P & A Category	Change Dimensions	Key Actions	Timing	Responsibility
Monitoring	General project oversight	<ul style="list-style-type: none"> Establish project plans and embed sound project management practices Establish strong project governance including all required internal stakeholders Monitor and report against key project milestones 	Ongoing	<ul style="list-style-type: none"> Project Owners Smart City Office
Monitoring	Real time data	<ul style="list-style-type: none"> Establish performance frameworks and data collection/monitoring protocols Instill robust data sharing platforms Analyse data and manage/report as appropriate 	Ongoing	<ul style="list-style-type: none"> Project Owners
Reporting	Project Dashboard	<ul style="list-style-type: none"> Coordinate situation awareness report (against implementation schedule) with input from project owners Submit report with clear alerts to Executive Leadership Team for comment 	Six Monthly	<ul style="list-style-type: none"> Smart City Office Project Owners
Reporting	Online (via webpage and social media)	<ul style="list-style-type: none"> Deliver relevant actions identified in the Smart City Communications & Marketing Plan Identify high value opportunities for engagement and promotion 	Ongoing	<ul style="list-style-type: none"> Smart City Office Corporate Affairs Department
Reporting	Annual Report (see also Evaluation - Implementation reviews)	<ul style="list-style-type: none"> Develop summary report for inclusion in Wyndham City Council's Annual Report to highlight project and program progress 	Annually	<ul style="list-style-type: none"> Smart City Office
Reporting	Staff updates	<ul style="list-style-type: none"> Deliver relevant actions identified in the Smart City Communications & Marketing Plan Conduct regular workshops to share stories, learning and successes Build Smart City Profile across the business including updates to Executive Leadership Team 	Quarterly	<ul style="list-style-type: none"> Smart City Office
Decision-making	Project implementation and operation	<ul style="list-style-type: none"> Embed Smart City principles during the business case development and design phase Establish operational decision-making protocols For large and major initiatives, implement mid-project re-evaluation of interests, needs, scope and focus Ongoing project management and service delivery decisions 	Project Schedule	<ul style="list-style-type: none"> Project Owners Smart City Office

P & A Category	Change Dimensions	Key Actions	Timing	Responsibility
Decision-making	Strategy Implementation	<ul style="list-style-type: none"> Establish strong program governance Establish strategy implementation and coordination protocols Coordinate decision-making and project scheduling 	Ongoing	<ul style="list-style-type: none"> Smart City Office Program Steering Committee (DISSC)
Decision-making	Strategic oversight and direction setting	<ul style="list-style-type: none"> Prepare regular reports/papers/recommendation for Executive Leadership Team, Program Steering Committee and Smart City Portfolio Holder / Portfolio Committee Ensure governance mechanism act as strategic programmers Diversify project delivery types to reduce the overall risk profile 	Annual Monthly Quarterly	<ul style="list-style-type: none"> Wyndham Executive Leadership Team Program Steering Committee (DISSC) Smart City Portfolio Committee
Decision-making	Budget allocation	<ul style="list-style-type: none"> Develop robust business cases for project funding Ensure that the project is deemed valuable to all stakeholders and worthy of time and financial investment with a clear project lead Integrate projects with budget cycles / timing Prioritise smart city investment and projects 	Annually	<ul style="list-style-type: none"> Smart City Office Wyndham Executive Leadership Team
Evaluation	Project reviews	<ul style="list-style-type: none"> Establish an evaluation plan for each smart city project Identify learnings from past projects especially where upscaling is possible Assess project outcomes, make decisions, share knowledge 	Project Schedule	<ul style="list-style-type: none"> Project Owners Smart City Office
Evaluation	Implementation reviews Benchmark reviews	<ul style="list-style-type: none"> Assess overall implementation progress for the previous 12 months Benchmark Wyndham City Council's Smart City Maturity Assessment Perform high-Level review of Smart City Strategy Review new opportunities and challenges Revise annual implementation plan accordingly 	Annual - Implementation Reviews Alternating Years - Benchmarking & High-Level Strategy Reviews	<ul style="list-style-type: none"> Smart City Office Wyndham Executive Leadership Team
Evaluation	Strategy review	<ul style="list-style-type: none"> Assess achievements and outcomes of the Smart City Strategy Benchmark Wyndham City Council's Smart City Maturity Assessment Scan of current environment Refresh/Redesign Wyndham's Smart City Strategy Re-prioritise smart city investment and projects 	Year 2024	<ul style="list-style-type: none"> Smart City Office Wyndham Executive Leadership Team



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