

BENCHMARKING WYNDHAM AS A SMART CITY

February 2019



Benchmarking Wyndham as a Smart City

The purpose of benchmarking is to identify internal capability and systemic weaknesses, allowing Wyndham City Council to target internal smart city reforms and capacity development.

The benchmarking was undertaken by leading Smart City consultants Delos Delta based on information gathered from interviews conducted between October and December 2018.

Smart City Maturity Framework

There are a range of options to measure the performance of a smart city. For example, Australian Bureau of Statistics (ABS) data is commonly used for outcome-based assessments whilst external measurement systems such as ISO 37120/3712 are also available.

The purpose of this benchmarking exercise is to clearly identify areas of council influence that have the largest and most significant gaps compared to leading cities and then use this analysis to inform the Smart City Strategy.

The Delos Delta Smart City Maturity Framework is an internally focused method that takes a deeper look at internal and city systems, capacity and governance and also reviews existing internal documents, policies and systems.

The framework measures the following key capabilities:

- General Awareness (of smart city possibilities)
- Structure and Governance
- Leadership and Capability
- Smart processes
- Procurement
- Culture/Innovation
- Collaboration (external)
- Collaboration (within Council)
- Data

The maturity of a city is measured in terms of being in the beginning, developing, embedding or leading stages of their smart city journey.

Assessing Wyndham's Maturity

The smart city maturity of Council was assessed using a combination of survey feedback from staff, conversations with key internal stakeholders and review of existing internal documents, policies and systems.

In total fourteen consultation sessions plus survey data from more than 150 council staff was used to inform this assessment.

The table below presents the outcomes of the assessment. Current levels of maturity are indicated by shading. Where particularly strong progress is taking place and imminent improvement is expected, the shading is augmented by progress arrows and lighter shading in the next maturity level.

The assessment table shows that Wyndham City Council are rated as either developing or beginning for most categories, with an overall rating of Developing.

Smart City Maturity Assessment

	BEGINNING	DEVELOPING	EMBEDDING	LEADING
GENERAL AWARENESS	Limited awareness of smart technologies and relevance to department.	Growing awareness of smart technologies and how they can be applied to department.	Smart technologies and innovation opportunities are considered in some projects.	Smart technologies and innovation opportunities are integrated in all projects and processes
STRUCTURE & GOVERNANCE	Limited coordination between planning and government.	Improved coordination between leadership and government. Dedicated smart city team established.	Clear leadership and a central coordinating authority.	Renowned model with excellent leadership and effective central coordinating body.
LEADERSHIP & CAPABILITY	Some understanding, skills and experience amongst staff to deliver smart projects.	Understanding, skills and experience is growing amongst staff to deliver smart projects.	Understanding, skills and experience is broad within council, increasing delivery of smart projects.	Smart technology understanding, skills & experience is universal, and integrated in day-to-day delivery of services and projects.
SMART PROCESSES	Basic smart city plan in place.	Planning includes some smart city prioritisation and assessment.	Strategy includes full performance & accountability framework and is aligned with city plan.	Strategy is recognised as best practice and is renowned, with others referencing it.
PROCUREMENT	Procurement systems and processes have minimal consideration for innovation and smart technologies.	Improved procurement systems and processes to allow for some innovation and smart technologies.	Procurement systems and processes allow for smart technologies and innovation.	Procurement systems and processes encourage smart technologies and innovation.
CULTURE/ INNOVATION	Limited awareness and responsiveness to digital transformation.	Growing awareness and increased receptiveness to digital transformation.	Digital transformation is welcomed and processes are changing to encourage innovation.	Innovative culture, which encourages innovation through frameworks, policies, processes & cultural practice.
COLLABORATION (EXTERNAL)	Limited partnerships or collaboration between communities, or between public and private organisations.	Increasing number of councils, firms and industries working together.	Collaboration is at the Centre of innovation in the community and there are numerous partnerships underway.	Universally recognised partnerships between various parties, helping to deliver innovative and creative solutions to community problems.
COLLABORATION & COMMUNICATION (WITHIN COUNCIL)	Cross-department collaboration and communication is minimal and largely not innovative.	Cross-department collaboration is developing, and the idea of innovation is increasing.	Cross-department collaboration and communication is broad and considers innovative ideas to solve solutions.	Council-wide collaboration & communication between departments, assisting in the delivery of innovative solutions.
DATA	Mainly closed data, with limited collection and analysis of data, as well as poor integration with performance management.	Data analysis is increasing, and some data is available, with a data governance framework emerging.	Most data sets are available and data analysis is common. A solid data governance framework is established.	Advanced data management and processes, with analytics used to help make decisions, drive innovation and improve the community.



Smart City Maturity Analysis

The Smart City Performance Benchmarking has highlighted that Wyndham City has a strong foundation for future smart city growth moving forward. Overall, Wyndham City Council has been assessed as having a smart city maturity of 'Developing'.

Momentum is clearly building in Wyndham. Other council regions across Australia have already demonstrated how strategic planning and forward thinking can transform momentum into tangible results in their communities.

Delos Delta expects that if the current focus and resourcing continues, Council will move to 'Embedding' within the next 18-24 months. Wyndham City has an opportunity to learn from other councils who were early adopters of smart city strategies. Wyndham's position also reaffirms that there is substantial value to be gained through Council's prioritisation of the Smart City Strategy.

Wyndham's top category is their smart city culture, which is now moving from 'Developing' to 'Embedding'. This is a very positive sign, as culture is a leading indicator of smart city progress and momentum.

Key areas of improvement for Wyndham City are smart city procurement, processes (and planning), and external collaboration and partnerships.

The process/planning category will move from 'Beginning' to 'Developing' once the new Smart City Strategy and Action Plan is adopted in coming months. The procurement category will be addressed in the forthcoming Action Plan. The external collaboration/partnership category will advance quickly through implementing actions identified in the Smart City Action Plan.





Key Opportunities & Challenges

Based on the Smart City Maturity Assessment, a number of key opportunities and challenges have been identified that need to be harnessed and managed in the forthcoming Smart City Strategy and Action Plan.

Opportunities

- A growing city with space and development for new smart technology projects;
- A relatively youthful population who are technology savvy, receptive and open to collaboration;
- A dynamic business sector with large entry/start-up rates;
- Generally strong connectivity and mobile coverage across the region;
- Strong smart city leadership and commitment from Council with dedicated resourcing;
- A foundation of smart city projects previously delivered or currently in the pipeline;
- A forming culture of innovation and smart city transformation within Council;
- Support from community and external stakeholders.

Challenges

- Pathways to establish and nurture productive, smart city partnerships;
- Addressing transport, mobility and congestion issues;
- Working with State and Government to influence broader policy levers;
- Maintaining momentum and focus;
- Organisation alignment and siloed working;
- Developing complementary smart city policies, regulations and guidelines;
- Increasing local employment, knowledge workers and overall level of digital literacy;
- Building the innovation eco-system and smart/remote working opportunities.



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