

EC3 Attachments

1. Smart Shire Strategy
2. Summary of Submissions Table
3. Copy of the submissions will be provided to Councillors under separate cover

Monday 16 April 2018

EC3 – Adoption of Smart Shire Strategy



DRAFT

SMART SHIRE STRATEGY

2017/18 – 2020/21



MAYOR'S INTRODUCTION

Wollondilly is a dynamic shire, always seeking new ideas and ways to strengthen our local community. The digital age, and the advent of smart technology, is a great tide of opportunity and challenge.

The Wollondilly Smart Shire Strategy is our commitment and plan for proactive engagement with digital possibility. It articulates our digital objectives, priorities and the way forward.

Our Shire welcomes the opportunities of new and emerging technology. We are open to innovation, open to collaboration, open to digital technology, open to economic development and employment, and open to positive change.

Wollondilly is a productive Shire, always looking for ways to improve social, economic and environmental outcomes for our community. Opportunities to promote smart working hubs, digital innovation, smart transport, digital inclusion, and online services will help drive our Smart Shire program.

Like many other towns and regions in Australia, Wollondilly has challenges in digital connectivity (especially mobile cell networks and broadband), digital capabilities, and connections. Council recognises these constraints, which have a very real impact on our community. This Strategy faces up to these challenges, committing to positive action in pursuit of better digital foundations for Wollondilly.

Sustainability is a priority for the Wollondilly community. We place great value on our natural environment and local biodiversity, and will leverage smart technology to protect and enhance these assets.

Wollondilly is a growing Shire, with large projected increases in development and population. Integrating smart technology into our planning and development is a strategic priority for Council, helping us to deliver modern, efficient and connected towns and neighbourhoods.

We are determined that our community benefits from improved connectivity, more real time information, increased innovation, online convenience, and new economic opportunities.

We aspire to enhance liveability, sustainability, and productivity for both residents and visitors through the application of smart technologies. We look forward to collaborating with our community to imagine, plan, and create our Smart Shire.







VISION

Rural living empowered by smart technology.

Using smart technology to build our community together - creating connections, improving local services, enabling innovation, and providing opportunities.



PRINCIPLES

The digital world moves rapidly, and change is constant. Agility and flexibility are necessary to take advantage of new opportunities and respond to emerging risks.

In this dynamic space, Wollondilly's Smart Shire Strategy will be guided by six principles. When times, trends and technology change, as it inevitably will, these principles allow Wollondilly to move quickly, while focusing on key community outcomes.

Proactive

The digital revolution is happening, and Wollondilly Shire will take a proactive approach to new possibilities. Rather than observing new possibilities emerge, we will actively develop and foster the opportunities.

Wollondilly will be positive and proactive in our attitude to change and disruption, in customer responsiveness, in asset management, in service improvement, and in business and regulatory reform.

Collaborative

A community that collaborates, forges partnerships, and builds strong relationships will make the most of digital possibility.

Wollondilly Shire Council is committed to collaborating with our local community, and co-creating our Smart Shire. We also welcome national and international partnerships, and will work with companies, innovators, other government, academic institutions, and researchers to accelerate our digital journey.

Open to Innovation

Wollondilly welcomes innovation, and this reception will drive our Smart Shire Strategy. We are open to new ideas and solutions, to constructive feedback, and to testing and experimenting with smart technology.

Enhanced access to data, promoting local solutions, and encouraging entrepreneurs will support our culture of innovation and improvement.

Promote Sustainability

Wollondilly values and takes great pride in our natural environment. Sustainability is central to our community and is affirmed by this Smart Shire Strategy.

We will leverage smart technology to improve resource efficiency, to reduce waste, to support appropriate growth and to protect our natural heritage.

Our goals are to strive for grid neutral, liveable communities.



Empower our community

People are the heart of the smart Community and digital technology is a means to improve everyday outcomes for all citizens. Wollondilly is committed to a community empowered by smart technology.

Our community will grow and prosper through access to information and opportunity, development of digital confidence and skills, enhanced inclusion and participation, and digital channels of engagement and collaboration.

Showcase Wollondilly

Wollondilly is a Shire with much to offer - lifestyle, access to jobs, community connections, and recreation.

We will develop and strengthen our brand by becoming a smart community leader. Using digital media to promote our Shire, we will attract new skills, investment, ideas and tourism.

Wollondilly is liveable, smart, and open for business – a Shire proud of our heritage, and optimistic in our future.



TALKING DIGITAL WITH THE WOLLONDILLY COMMUNITY

The Smart Shire Strategy is for our local community and we talked to you about local challenges and opportunities. Here's a summary of what you said.

Your Ideas, Your Priorities

- Encourage and support digital community engagement
- Training and education to enable all residents to use technology
- Free Wi-Fi hotspots, especially in tourist areas
- Retain our rural lifestyles; live in beautiful and well-connected towns
- Energy efficient and environmentally healthy by design
- Improved transport for the community
- A region that embraces technology and has high-speed connections
- Use digital technology to enhance the Wollondilly experience for visitors and locals
- Emphasise user experience when designing new services
- Advancement in technology for local business
- Smart working hubs for the community
- Schools and library as technology hubs
- Connected, innovative and economically viable now and into the future
- Technology is accessible for everyone
- Easy access to services and local information
- Using digital technology to improve liveability and create new opportunity for Wollondilly

What do you think are the biggest challenges for digital technology advancements in Wollondilly?



Where do you see digital technology having the greatest value in Wollondilly?



Better local services



Increased job and economic opportunities



Enhanced community consultation



Better social outcomes

What local services would you like to see improved most by digital technology?



Online services



Smart/remote working facilities



Tourist and visitor services

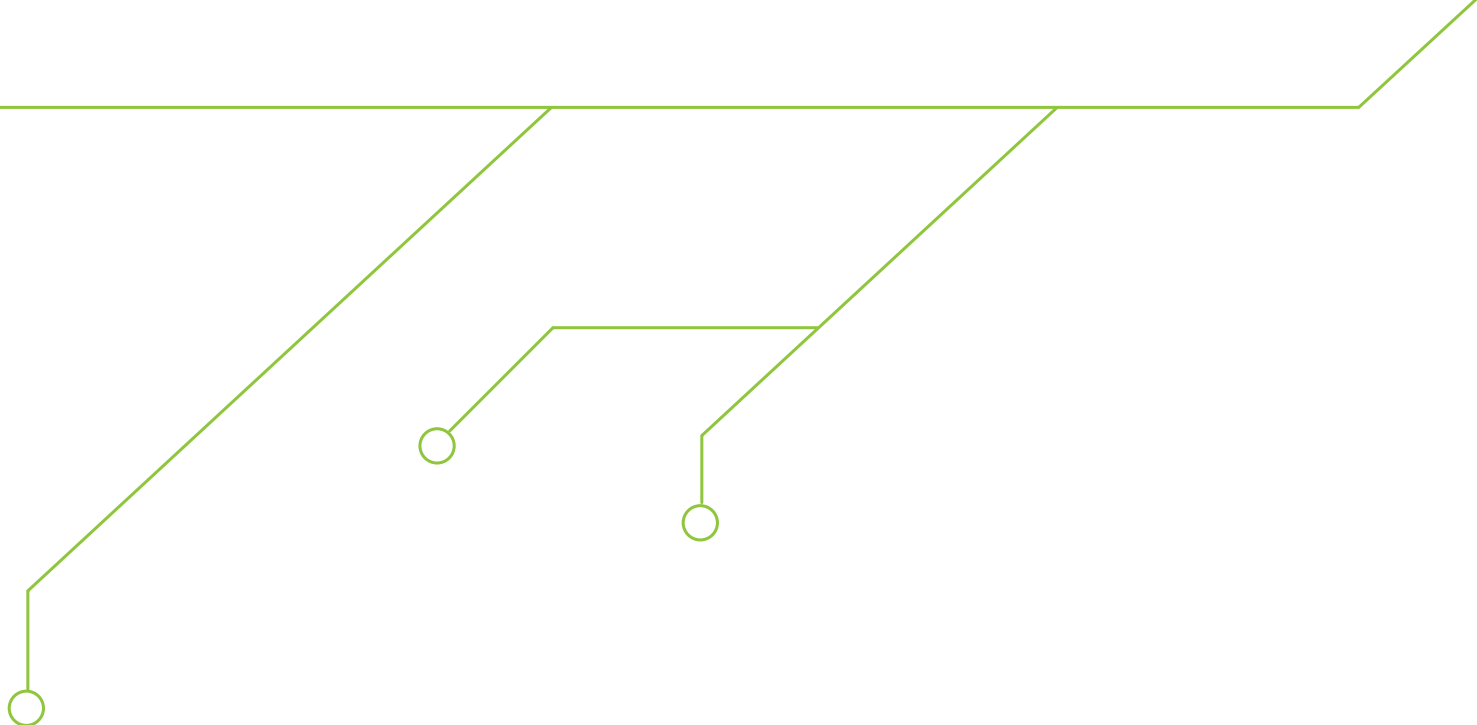


Planning and development

GOALS

This Strategy aims to deliver real and enduring benefits for the Wollondilly community. All action and effort will focus on six key objectives that make Wollondilly an even better place to live, work, visit and invest.

<p>Better Local Services</p> 	<ul style="list-style-type: none"> • Wollondilly Shire will have access to a range of high quality online services. • Council's digital services will be user-friendly, simple, convenient, safe and effective. • Wollondilly will welcome digital innovation that delivers better health, education and community services. • Shire planning and development services are modern, efficient and outcomes oriented. • Community asset management leverages digital technology to improve planning, maintenance and performance.
<p>Improve Community Opportunity and Liveability</p> 	<ul style="list-style-type: none"> • Wollondilly's digital and communications connectivity will continue to improve in coverage and quality. • Council's community engagement encourages participation, trust, and better outcomes. • Our community's digital literacy, skills, access and inclusion continue to increase. • More Council information (that is valuable and timely) is available online for the community. • Council processes and decision making is transparent and well understood. • There are increased opportunities for the community to have a say and participate in creating their Shire.
<p>More Sustainable</p> 	<ul style="list-style-type: none"> • Wollondilly has enhanced monitoring and management of our natural environment. • The Community is empowered to promote and progress new sustainability solutions. • Digital technology is used to improve resource efficiency and reduce greenhouse gas emissions. • There is increased access to environmental data supporting innovation and engagement.



<p>Strong Digital Economy</p> 	<ul style="list-style-type: none"> • The community has more ‘smart-working’ opportunities – e.g. remote working, flexible working, co-working, smart hub employment • Wollondilly’s Smart Shire leadership attracts investment, skills, and industry. • Local innovation activity is promoted and increases. • Wollondilly Shire leverages digital technology to increase economic participation and productivity. • Local businesses increase their engagement with national and international markets. • Smart partnerships promote economic growth and employment in Wollondilly. • Council modernises regulation and reduces red tape to encourage business.
<p>Recognised as a Smart Shire</p> 	<ul style="list-style-type: none"> • Wollondilly is acknowledged and esteemed as a digital leader. • Industry, researchers and innovators want to partner with Wollondilly. • Our Smart Shire reputation encourages visitors and tourism. • State and Federal Government look to Wollondilly as an ideal place to trial new services and innovative funding. • People want to live in Wollondilly, for its great lifestyle, economic opportunities, high-quality local services, and smart use of technology.
<p>Modern Council</p> 	<ul style="list-style-type: none"> • Council leverages technology to drive efficiency, design better local services, and improve community outcome. • We will always seek better ways to work. • Council is open to new ideas, and has a culture of innovation. • We co-create services to improve the user experience. • Council follows best practice digital principles, including inter-operability, open source, privacy, security, and integration. • We will enhance Council transparency and increase accessibility to data. • Council will build our digital capability, smart technology skills, and data analysis expertise.



SMART WOLLONDILLY CASE STUDIES

Wollondilly is an innovative Shire, already leveraging digital technology across a range of services and initiatives.

Koala conservation, smart health services, webcasting of Council meetings, and digital DA tracking are just a few examples of technology delivering better outcomes for Wollondilly.

Smart Health Services

Since 2014, the Wollondilly Health Alliance (WHA) has been pioneering smart health services, addressing priority health issues for our local community.

This innovative model leverages technology, community collaboration, and integrated service design to increase the accessibility, quality, and effectiveness of health services for Wollondilly.

Key elements of the WHA include:

- Dilly Wanderer – a mobile community engagement and information service
- Healthy Towns – outdoor gym
- Tele-monitoring – remote electronic health monitoring tools
- Tele-health Clinics – access specialists via a tele-consultation in five locations
- Secure Messaging – a secure message service for health professionals

The WHA is a partnership between the Wollondilly Shire Council, South Western Sydney Primary Health Network and South-Western Sydney Local Health District.

Smart Koala Conservation

Koalas in Wollondilly Shire are being tracked in real time using digital technology to help protect these marsupials and their habitat.

Using a small number of GPS collars and innovative information technology, this project is working to map koala locations, preferred habitat, food sources and corridors.

This new data is then used to make better decisions about conservation management and future development.

This project is being delivered by a multi-lateral partnership including Wollondilly Shire Council, the Office of Environment and Heritage, our neighbouring councils, Wingecaribee and Campbelltown, the University of Sydney Koala Health Hub, Conservation Volunteers Australia, and Wollondilly WIRES.

Smart Libraries

In our increasingly digital world the library is providing the community with 24/7 access to thousands of online resources. Your library is anywhere you are via your mobile device. Search the online catalogue and databases for research and recreation. Stream live movies, access thousands of ebooks, audio books and the latest e-magazines.

The library keeps you connected. You have access to PCs, laptops and public Wifi both on the Mobile Libraries and in the Picton Library. Print from home and pick up at the library. Your library is more than the contents of the building and community spaces, the library is about providing online access to unique services, when you need them.

Live Streaming of Wollondilly Council Meetings

Residents are able to view Wollondilly's Ordinary Council Meetings from their home as it is streamed live from Council's chambers. The multi-camera setup has been tailored to suit Council's specific needs with 3 cameras in 3 different locations to offer a broader view of each meeting.

Monday 20 February 2017 saw Council's first ordinary meeting live streamed. Over 300 people viewed the live stream and close to 100 people accessed footage of the online meeting archives afterwards.

Local government has a very broad range of responsibilities and makes decisions that can affect the whole community. The Webcasting of Council meetings is just one way we are modernising our local democracy, encouraging transparency of decision making and community participation.

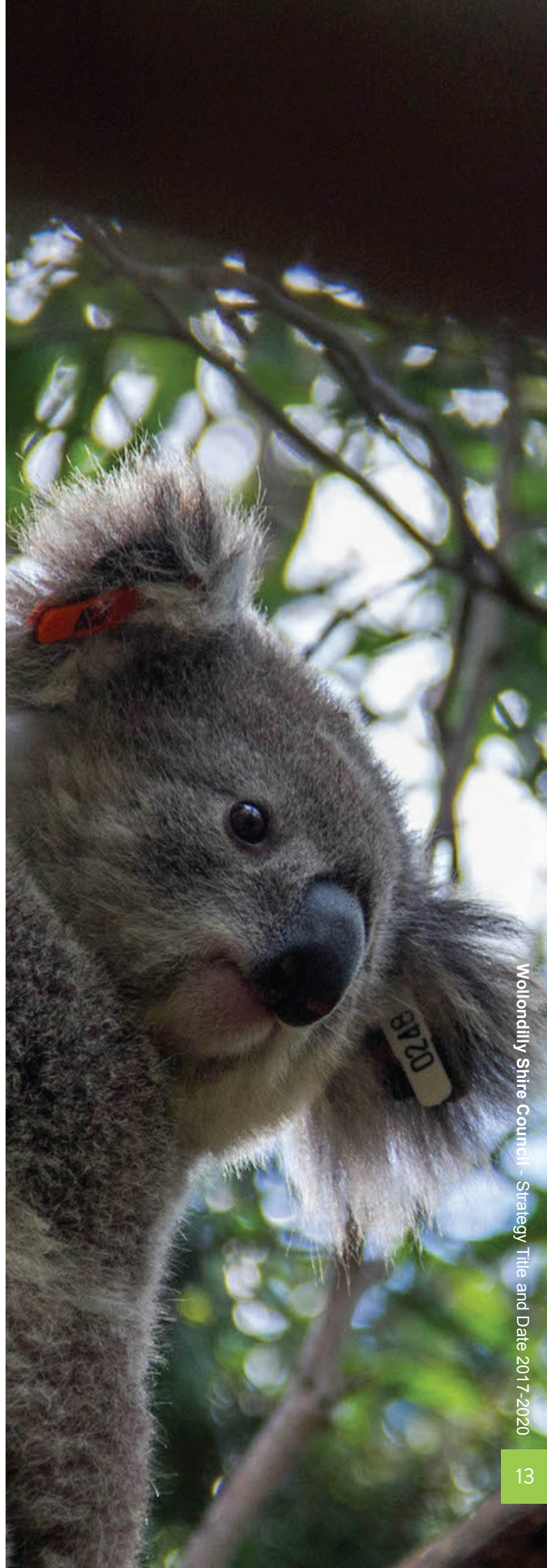
The webcast of the meetings can be accessed on Council's website and viewed on any computer or smart device. Videos of each meeting are also accessible to the public after the event.

Live DA Tracker

Wollondilly's eCouncil page provides digital access to DA information.

Our community can now access this information whenever they need it, not just during business hours.

The DA Tracker is part of Council's broader digital reform program, aiming to deliver convenience and higher-quality services to the community.







PRIORITIES

Wollondilly Shire Council is committed to action and results. To achieve our Smart Shire aspirations, we have identified a number of priorities, which we will progress in consultation with community, business and other partners.

The digital world moves quickly, and Council will adapt, refine and update these priorities to maximise positive impact.

Smart Working—Smart Transport

Wollondilly residents regularly travel long distances for work. Smart technology can reduce commuting, transport congestion, greenhouse gas emissions and increase transport options, work productivity, morale, innovation, and community connection.

We will promote smart working and smarter transport options for Wollondilly by:

- Examining options to locate smart work hubs (i.e. shared working and collaboration spaces) in public buildings or underutilised properties
- Working with residents and employees to raise awareness of smart working, and to reduce barriers
- Encouraging introduction and take-up of emerging transport innovations, including car sharing, and on-demand transport
- Advocating for enhanced public transport options for Wollondilly
- Strengthening the integration of land-use, employment and transport planning
- Pursuing collaborative partnerships with surrounding councils, business and the community to deliver work and transport innovation for Wollondilly

Smart Planning

The planning and development of our Shire sets the foundation for our smart community. Council is committed to a Shire that is ‘smart’ in process, design, planning, and delivery.

As a peri-urban Shire on the fringes of Australia’s largest city, Wollondilly is set to grow. This means both opportunities and challenges, and an even stronger imperative for smart planning and development, which makes the best of new and emerging technology.

Wollondilly Shire Council is committed to integrating smart technology into both green-field and infill development, to drive liveability, aesthetic value, productivity and sustainability outcomes.

We will work to modernise planning processes and standards to streamline process, embed new digital principles, integrate more meaningful consultation, protect local values, and encourage innovation.

Public Wi-Fi

Wollondilly is committed to connectivity for our community, and public Wi-Fi is a valuable asset. We will examine options for expanding access to public Wi-Fi as currently provided in Council’s library.



Improving Connectivity

Digital and communications connectivity is the foundation of a Smart Shire. It is a critical platform for business, social connection, employment, commerce, innovation and access to services.

Wollondilly, like other areas in Australia, faces a range of challenges, especially in the quality, coverage and affordability of mobile and broadband services.

While Council does not control these outcomes directly, we are committed to working with our community to accelerate improvements in connectivity. Priority actions will include:

- Monitoring local connectivity outcomes against service standards, national and international benchmarks
- Actively advocating for local connectivity improvements
- Collaborating with other councils, industry associations and community to increase our influence
- Leveraging emerging technology and business models to diversify and enhance connectivity options

Online Service Improvement Program

Online services that are convenient, quick, simple and user-friendly are one of the greatest benefits of digital technology. Council's website is the portal to our services, and we are committed to increasing the breadth, quality, and functionality of this digital customer service centre.

Our residents want the ability to access online services – to make payments, complete business with Council, get real-time information, log local issues and provide feedback.

We will work with the community to design, improve and expand our digital services, to make interacting with Council a convenient and positive experience.

Transforming Data into an Asset

Data is energy for the smart community, providing the intelligent fuel to design better services, to catalyse innovation, and to make better decisions.

Our community is looking for local data and information that is easy to access, easy to understand, and easy to connect. Council will leverage smart design and smart technology to deliver this outcome.

To enhance our data management maturity, Wollondilly Shire Council will increase data accessibility and integration, develop our analytical capability, and embed data intelligence into our performance monitoring and decision-making.

Data is not only an asset for Council, but for the entire community. We will enhance our open data policy to support local innovation, improve real time information, and encourage collaboration.

Privacy and security are ongoing priorities of Council, and we will work with the community to apply effective standards of management.

Building Digital Capability

Access and capability are needed to unlock the value of digital technology. Council is committed to ensuring that our community has the knowledge, skills and training required to share the benefits of our Smart Shire Strategy.

To build our maturity, we will work with local businesses and the community to raise awareness of digital possibilities, continue skills development at our local libraries, support information sessions, and leverage our digital partnerships to improve skills.

Smart Agriculture

Digital technology - the use of sensors, drones, real time livestock management, remote water control, and soil moisture monitoring – is helping improve agriculture management across Australia.

Wollondilly has a strong and productive agricultural sector that is using this technology. Council is committed to working with our local farmers and research partners to accelerate uptake, to drive local innovation, and protect our natural assets.

Smart Assets

On behalf of the community, Council manages millions of dollars of assets that support local services, commerce, amenity and connection.

Smart technology is providing the means to better manage and maintain our infrastructure, improving asset performance and saving money at the same time – digital monitoring with real-time issue logging for roads is an example.

Council will explore digital options to enhance our management of community assets, including data collection and analysis, remote monitoring, online community issue logging, and sensor-based building management systems.

Smart Environmental Management

Wollondilly's natural environment is a valued asset, fundamental to our identity, our economy, our lifestyle and our renown. Its conservation and enhancement is a long-standing priority of both community and Council.

Sound environmental management and monitoring depends on tracking, analysing and responding to changes and risk factors. New and emerging smart technologies – sensors, drones, networks and information systems – are increasing the efficiency, accuracy and timeliness of this activity.

Council will examine how best to apply digital technologies to better manage and protect our environment, including water, air, soil, native habitat, biodiversity, flora and fauna.

Safety and Emergency Management

Community safety is a priority for Wollondilly. Protecting life, property, businesses, and the environment is a significant challenge at the best of times, let alone during emergencies and natural disasters. Road safety, flood, drought and bushfire management are particularly important for Wollondilly.

Innovation and smart technology – using satellites, CCTV, sensors, real time information, big data analysis, and remote control – are improving safety and emergency management services in communities all around the world.

Wollondilly Shire Council will work with key stakeholders to examine new technology and systems that enhance community safety.

Digital Community Engagement

Smart communities encourages people to participate, engage, and co-create their town.

Wollondilly is committed to community inclusion, engagement and participation, and our Smart Shire Strategy reinforces this commitment.

We will work with the community to enhance our digital engagement options to ensure broader and deeper consultation. We will endeavour to improve digital accessibility, so everyone can benefit from this strategy. Using digital tools, we will continue to increase the transparency of Council processes and decision-making.

Western Sydney City Deal

Wollondilly Shire Council will continue to actively participate in the Western Sydney City Deal to foster a region that is skilled, innovative and embraces digital opportunities. The collaborative partnership between three levels of government will deliver outcomes that benefit the entire region.



IMPLEMENTATION

To deliver on our Smart Shire vision and goals Wollondilly Shire Council will employ robust implementation.

This will include:

- Establishing a team in Council with the responsibility, authority and resources to progress this Strategy
- Designing governance to coordinate action, and engage relevant stakeholders (within Council, the community and beyond)
- Developing rigorous digital initiative business cases (to demonstrate social, economic and environmental returns) for Council consideration, before making investments
- Engaging the community in an ongoing dialogue about digital priorities and design of new solutions
- Setting Key Performance Indicators (KPIs), and monitoring and reporting progress
- Embedding change management principles to empower participation, encourage innovation, address fear of change, and recognise achievement
- Creating a framework to spark and advance new ideas and innovation
- Integrating Smart Shire action with Council's corporate values and strategic plan
- Promoting and showcasing Wollondilly's digital capabilities and achievements
- Collaborating with the community, local business, other government, researchers and industry to open up new Smart Shire possibilities
- Building digital capability and leading by example within Council







Internal/External Submission	Summary of Submission	Response
External	Raises concern that strategy would divert funds from core functions.	Technology investment can provide more efficient delivery of core functions.
External	Raises strong disagreement as the strategy would divert funds from core functions and that costs are not identified in the strategy.	Technology investment can provide more efficient delivery of core functions.
External	Supports strategy and is excited to see council moving in this direction.	Support noted.
External	Raises concern that strategy would divert funds from core functions. States that outcomes could be achieved by improving road safety and ease of use and improving relations with existing businesses.	Technology investment can provide more efficient delivery of core functions.
External	Strategy is not supported as the area needs better roads and technology is not needed.	Technology investment can provide more efficient delivery of core functions.
NOM – 19 March 2018	Installation of Electric Recharging Stations within Wollondilly Shire as part of the Wollondilly Smart Shire Strategy once adopted.	Further detail to Smart Work – Smart Transport priority is recommended.
External	Recommends including radio communications in the Smart Shire Strategy.	Further consideration of methods used for the strategy priority of Digital Community Engagement.
External	Raises objection to the strategy as it would divert resources from the prime priority of roads and maintenance of infrastructure.	Technology investment can provide more efficient delivery of core functions.