
Future City Strategy Engagement Report - DRAFT



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1. Introduction



Wyndham City is developing a Future City Strategy to reach new frontiers of liveability, sustainability and economic opportunity for the community.

For Wyndham, a 'Future City' is a city that harnesses smart technology, data and innovation to create new possibilities and deliver better outcomes across the four major themes of Wyndham 2040 Vision; people and community, places and spaces, earning and learning, and leadership and participation – *A Place for People*¹

Wyndham City has sought to understand the opportunities, priorities, concerns and demands of the community and other stakeholders when using technology, data and innovation. In collaboration with leading smart city consultant, Delos Delta, Wyndham City has undertaken an extensive engagement and consultation process with residents, key stakeholders, elected officials and council staff to identify future city priorities and perspectives to create a strategy for the community that will inform how technology and innovation solutions can address our urban challenges.

This report summarises the results and insights of this engagement process.

¹ [Wyndham 2040 Community Plan](#)

2. Consultation Overview



The extensive consultation process with key stakeholders, community members, local businesses, council staff and elected officials saw the emergence of five key themes and four critical issues.

KEY THEMES



CRITICAL ISSUES



KEY THEMES

1. Transport

- Many Wyndham residents travel outside of the municipality for work, creating huge transport and infrastructure issues for the City.
- With a quickly growing population and increasing development it is unsurprising that the community is concerned about transport and are optimistic that the introduction and integration of smart technology and ideas in Wyndham will assist.

2. Environment and Sustainability

- The Wyndham community is highly aware of the environmental and sustainability benefits of smart technology.
- Wyndham is a waste powerhouse and has potential to be a global leader in waste, sustainability and energy.

3. Citizen-centric

- The key to a successful future city is community co-creation, design and participation. Every aspect of the engagement process reiterated this idea with key priorities being
 - » Citizen engagement and participation
 - » Leveraging of the community's skills
 - » Accessibility and equity for all members of the community

4. Partnership and Collaboration

- Consultation sessions discussed the untapped potential of partnerships and collaborations with the community, local businesses, government sector and the tertiary education sector. These partnerships and collaborations can be used to facilitate and promote innovation and improved community outcomes.

5. Data-Driven

- As is evidenced globally, data is essential for assisting decision makers to prioritise and make informed decisions.
- The identification and analysis of data (open data) ensures Council and stakeholders are accountable for their decisions.
- Access to data drives innovation and efficiency

CRITICAL ISSUES

1. Wyndham brand

- Wyndham's growing population of youth and young families are engaged and are excited by the prospect of changing perceptions of the West.
- Leveraging the Future City Strategy to promote the idea of Wyndham as a Future City leader.
- A strong modern city brand is important to attract innovation investment and introduce alternate business and funding models.

2. Safety, Security and Integrity

- The introduction of digital technology to public places can assist in community safety, however with digital technology comes the risk posed by malware, hacking, etc.
- Targeted exploration of computer vision and artificial intelligence technologies to address safety concerns, improve security and combat public nuisance acts.
- A fundamental element of the wider introduction of digital and smart technologies is increased and improved cyber security to continue to protect citizens.

3. Innovation

- Innovation is a driver for future cities, encouraging citizens to think and create differently to increase efficiency, liveability and economic outcomes, among other benefits.

4. Community Receptiveness

- Wyndham's community is extremely receptive to smart technology and are keen to see the benefits its integration and adoption will have on the City of Wyndham.

3. Engagement Approach



Wyndham City Council worked with Delos Delta to design a multifaceted engagement approach which included face-to-face discussions, workshops and online surveys. Many stakeholders across the city were consulted including community members, local businesses and interest groups and council staff and elected officials.

To ensure a range of values and opinions were accessed, community surveys were conducted online and in person across libraries, community events and community centres. The survey data was supported by consultation with staff, local businesses and a range of community interest groups.

The consultation process included:

- ▶ Online and paper-based surveys of community members at a range of council sites and events
- ▶ Online survey of council staff
- ▶ Two general consultation sessions
- ▶ A Councillor briefing/workshop
- ▶ A Future City Summit
- ▶ A Council Executive Leadership Team briefing/workshop
- ▶ 14 Staff consultation sessions (2x general staff, 12x specified managers and targeted senior staff)
- ▶ Portfolio Committee workshop

The Future City Strategy engagement process also focused heavily on information sharing. While the concepts of a smart city are becoming increasingly ubiquitous, they are not well understood across the organisation, community or key city partners.

Not only did Council seek to understand the opportunities, priorities, barriers and partnership opportunities provided by technology, data and innovation, but they sought to educate and promote Wyndham as a Future City. Through various social media channels, the reach of this five week campaign was more than 100,000 interactions.

The outcomes and insights from the engagement process are detailed in this report, presenting both discussion and a summary of key insights.

4. Community Engagement



4.1 Community Consultation Sessions

The public sessions allowed local residents, entrepreneurs and small businesses to discuss smart city issues in an open forum. A number of themes emerged from these discussions:

4.1.1 Strengths and Opportunities

Strengths	Opportunities
Innovative and receptive Council	<ul style="list-style-type: none">▶ Community empowerment and co-development▶ Sharing of resources and infrastructure
Young families and growth	<ul style="list-style-type: none">▶ Increased engagement and participation▶ Improve wider perception of innovation and use of smart technologies to increase growth
Open space and gardens	<ul style="list-style-type: none">▶ Internet of Things (IoT)▶ Civic participation▶ Smart Irrigation – especially community gardens and easements▶ Use of digital art
Population skills and capability	<ul style="list-style-type: none">▶ Share technical skills▶ Crowd source ideas▶ Hackathons/crowd sessions

TABLE 1. FUTURE CITY STRENGTHS AND OPPORTUNITIES

4.1.2 Areas for Improvement

Weakness	How to Improve
Council trust in Community	<ul style="list-style-type: none"> ▶ Promote local talent ▶ Procurement reform to benefit local businesses, especially SME ▶ Digital democracy ▶ Innovation hubs
Community trust in Council	<ul style="list-style-type: none"> ▶ Sharing of case studies and success stories ▶ Co-design and community partnerships
Commuting times	<ul style="list-style-type: none"> ▶ Local jobs ▶ Co-working spaces ▶ Provide incentives that will increase job opportunities in Wyndham ▶ Smart mobility

TABLE 2. FUTURE CITY WEAKNESS AND IMPROVEMENT AREAS

4.1.3 Discussion Themes

▶ Activating local talent

- Support data infrastructure
- Real time data/notification on local activity
- Live traffic/congestion/participation data
- Civic connectivity/ participation/ safety
- Council preferences for local business through procurement processes
- Skill matching
- Hold more technology-focussed events such as hackathons
- Increased civic engagement
- Professional co-working spaces
- Innovative procurement and problem solving

▶ Partnership opportunities

- University Sector – Deakin and Victoria University – Academic research and innovation, work placement
- Tech school – youth, industry partnership, promotion, participation, education about digital technology
- Local interest groups – They bring the community (community focus), spokespeople for the council, potential to grow the smart citizen population
- Have the right people with the right skills
- Data providers e.g. Google, PayPal and other government agencies

► Outcomes for success

- People in the community are using new tools
- Developed by the community, for the community
- People are using the data
- More people working locally
- Easier and better access to facilities and assets through online bookings
- Information sharing that is accessible for all residents
- Data sharing with council

4.1.4 Key Insights

The community discussion sessions revealed the need for social and cultural development alongside technical and infrastructure improvement.

Examples included education initiatives within the community to build capacity and the promotion of local talent.

Smart data, transport and innovative working opportunities were seen as some of the key action areas.

4.2 Online Survey

The online survey asked community members questions relating to innovation and the use of technology. Overall there were 504 respondents to the community survey, which is a statistically significant sample size. The community survey consisted primarily of local community members:

- ▶ 84.1 % of respondents were from Wyndham City Council area
- ▶ 9.5% were from another nearby council
- ▶ 5.1% were from another council area in Victoria
- ▶ 1.2% were from elsewhere

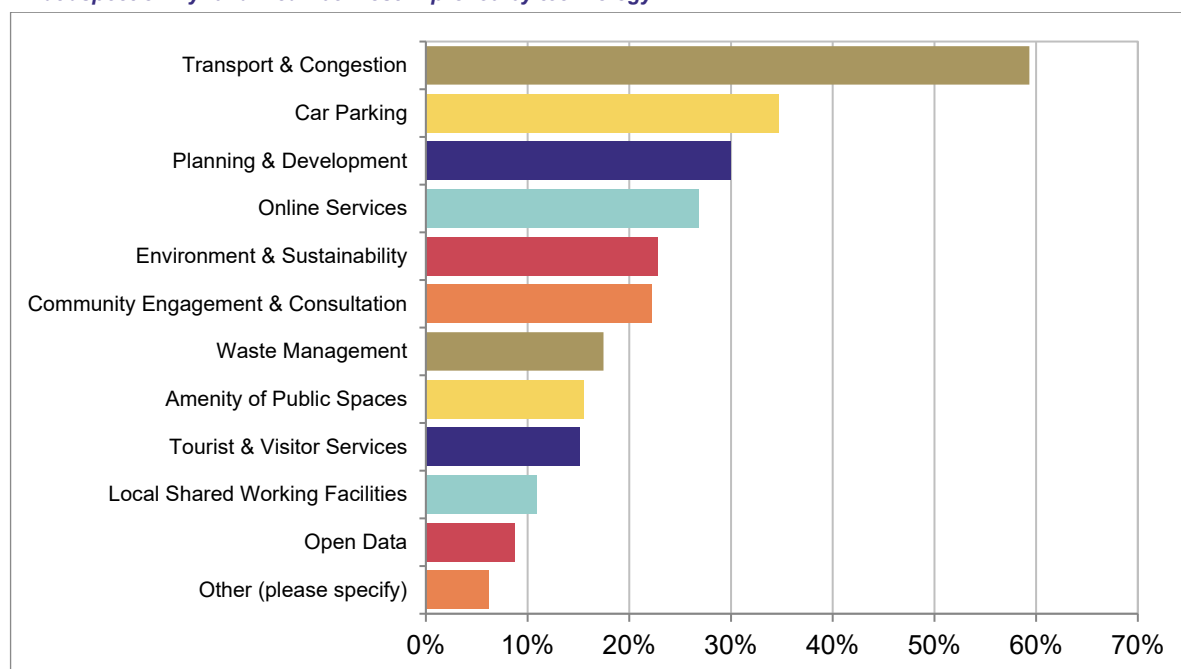
This survey did not measure the age or gender demographics of respondents.

The online survey was promoted via Wyndham City's community engagement platform The Loop and across various social media channels.

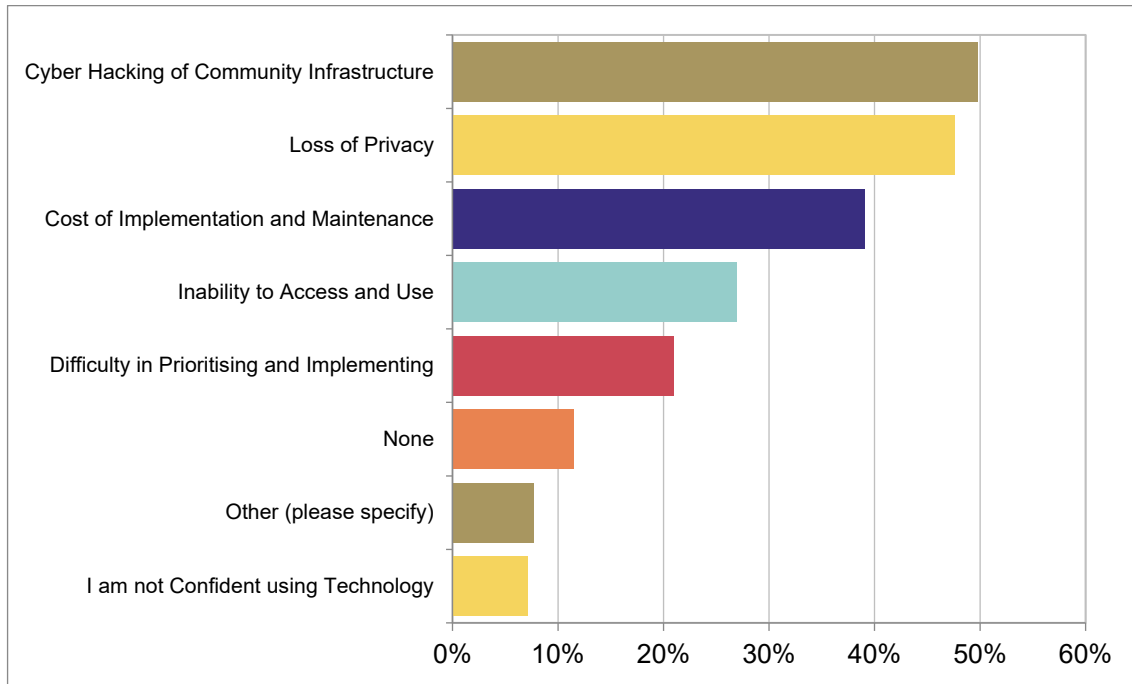
4.2.1 Results

Respondents were asked to pick up to three responses to a range of different questions

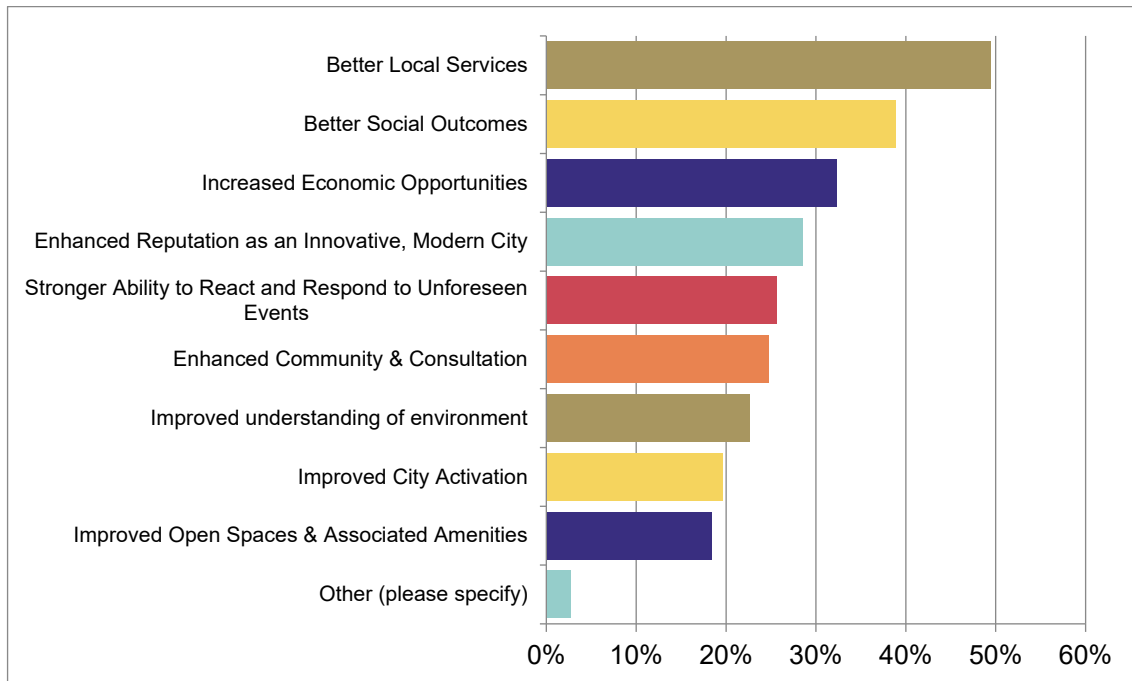
What aspect of Wyndham can be most improved by technology?



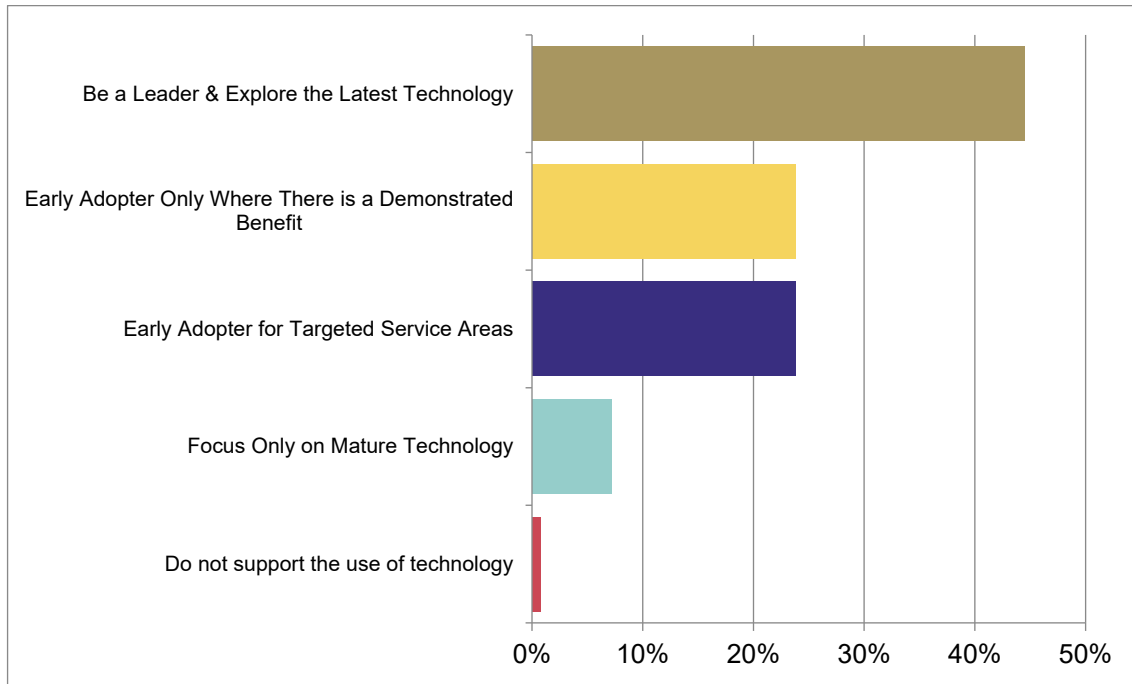
What are your biggest concerns with integrating technology into the city?



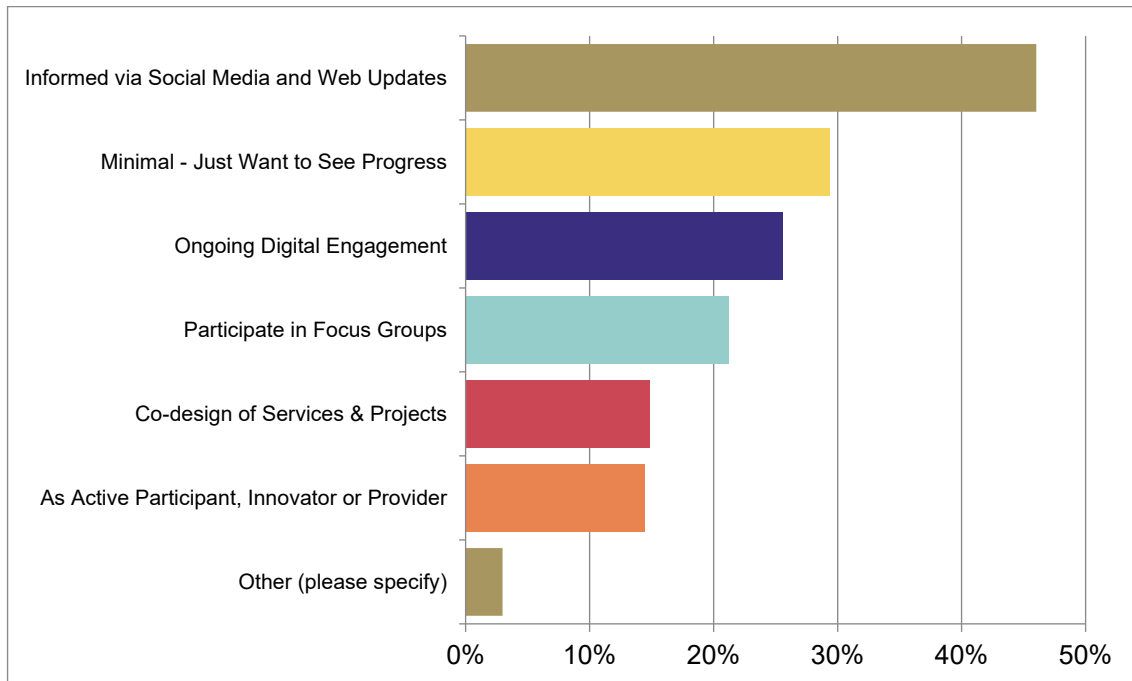
What benefits should Wyndham target by leveraging technology?



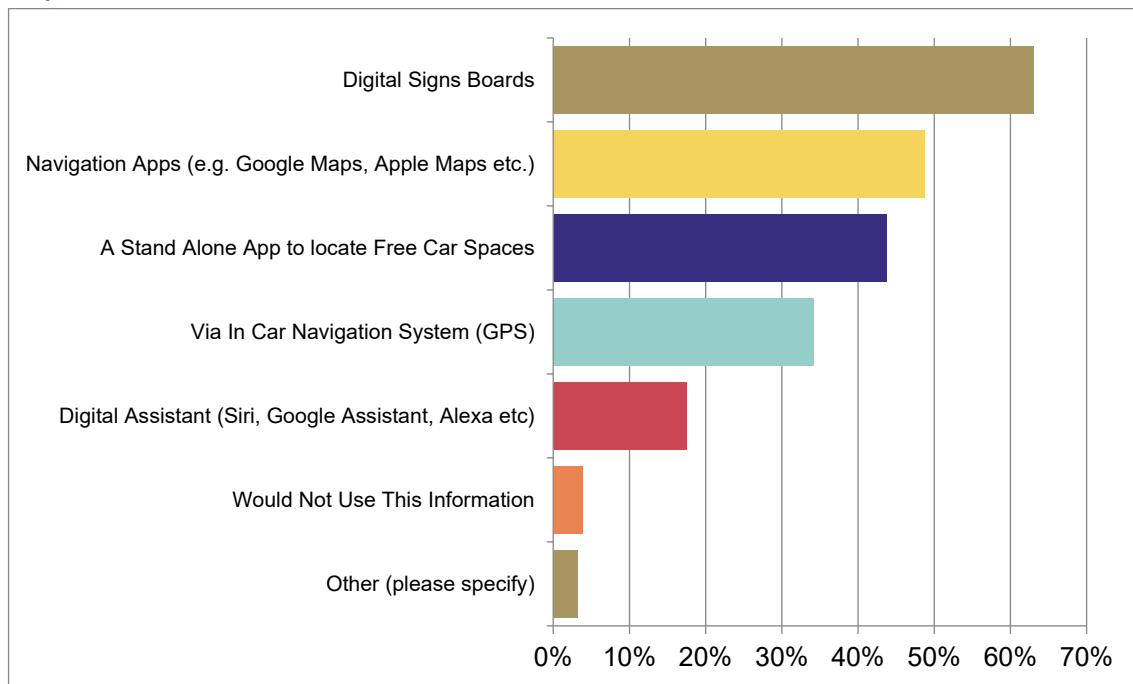
Should Council be an early adopter of new technology or wait until it has matured?



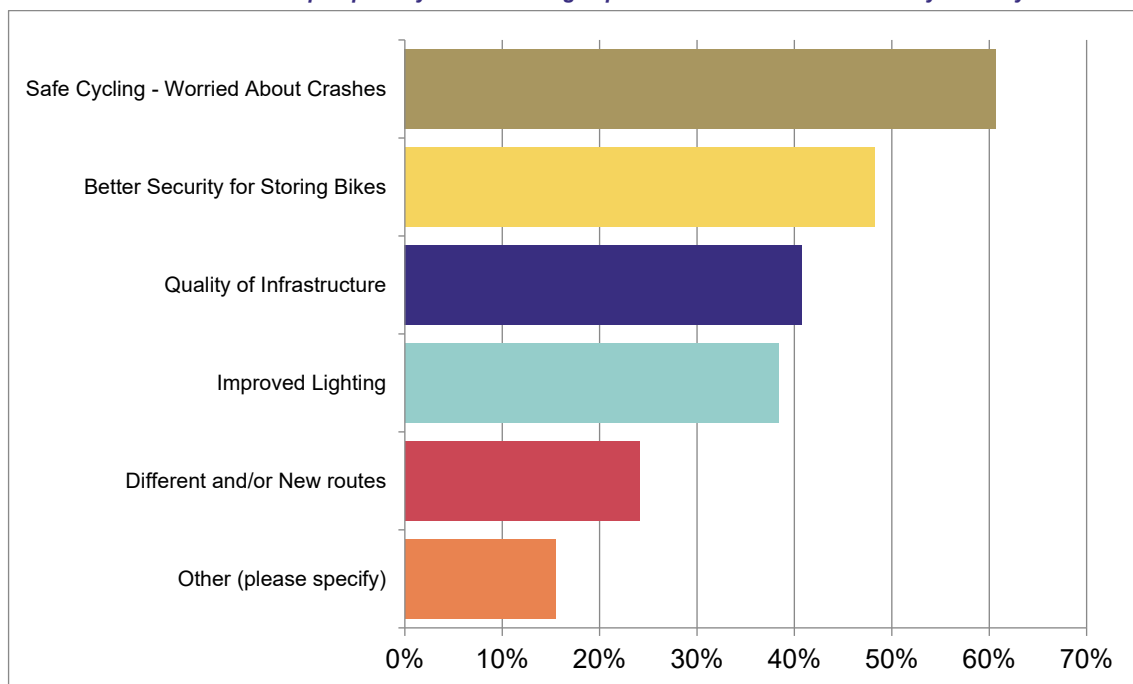
How would you like to be involved in Wyndham's journey to be a smart city?



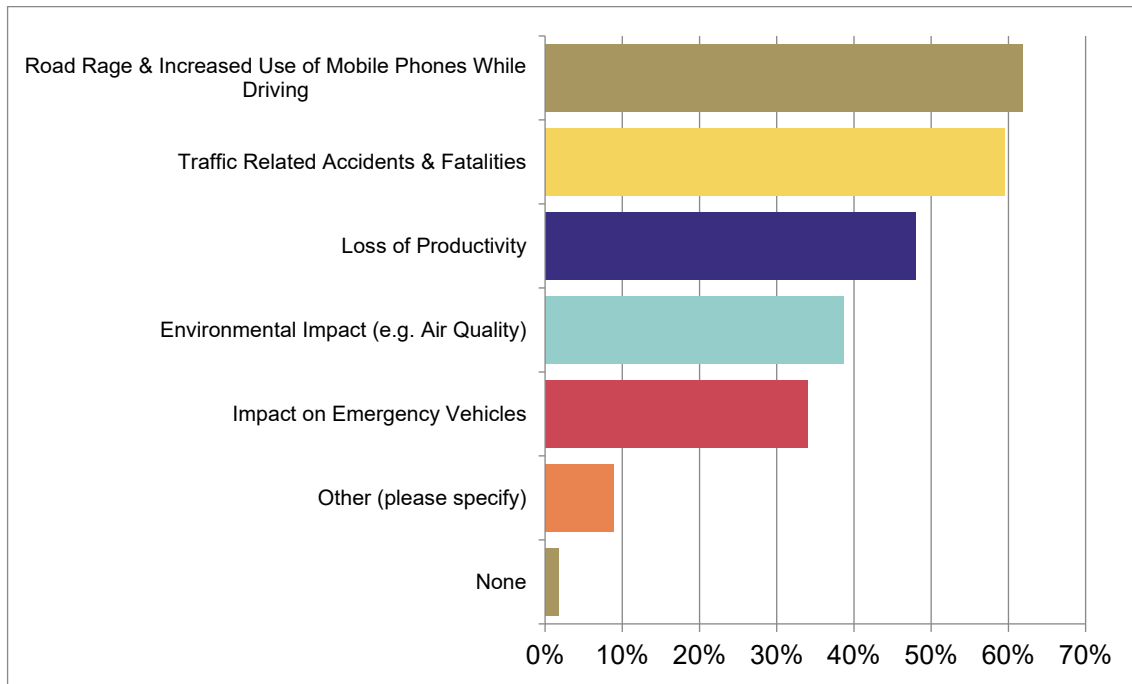
The use of technology to improve car parking is becoming common. If available, what platform would you use to help you find a car park?



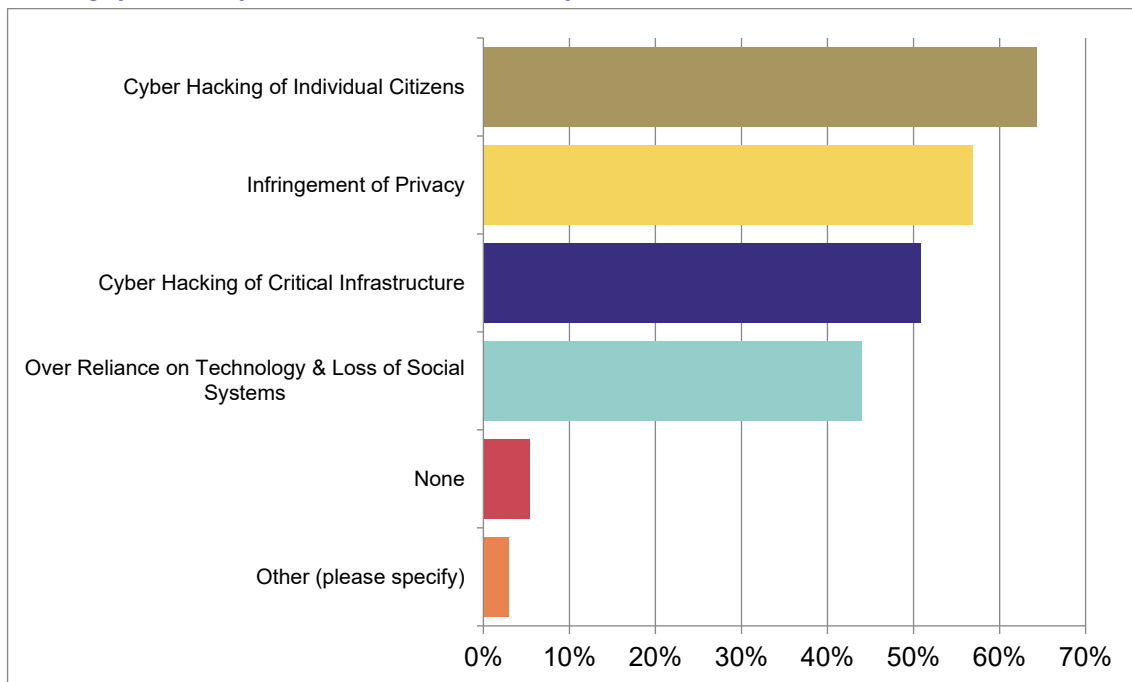
Increasing the use of bicycles is an important target for all smart cities to improve community well-being and reduce road traffic. What factors could help improve your bike riding experience or increase how often you ride your bike?



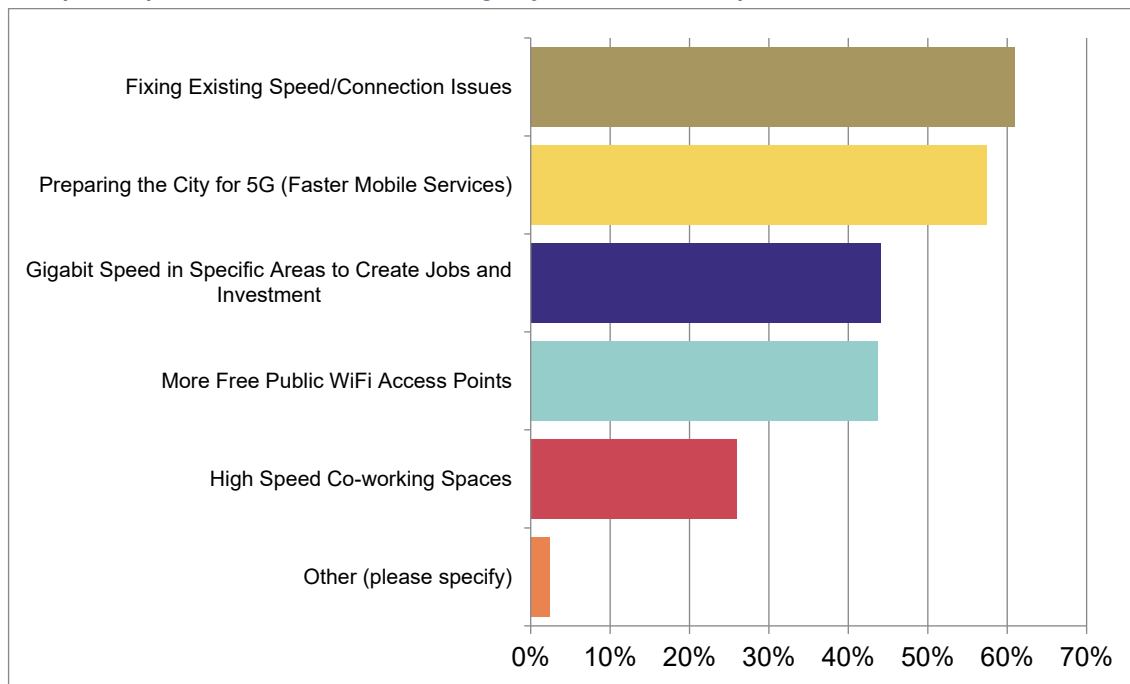
Traffic congestion is a significant concern for our community as it has a direct impact on quality of life. Whilst long-travel times are the key issue can you tell us any of your other concerns with traffic and congestion:



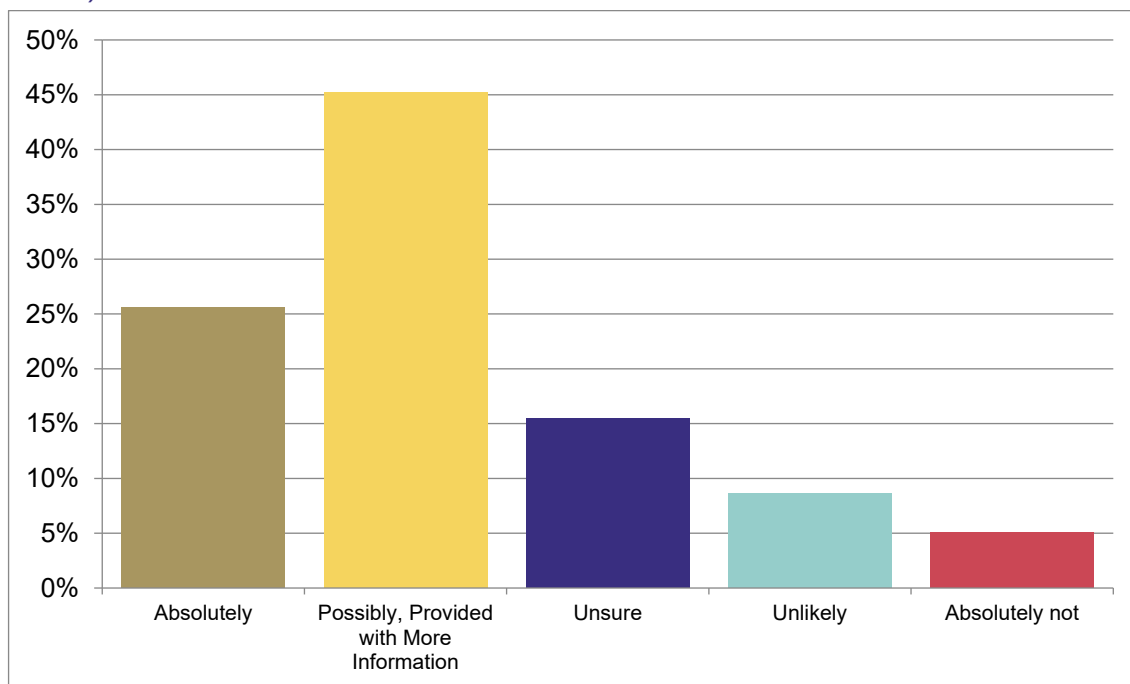
There are now more connected devices than people on the planet which further raises the issue of cyber security. Which of the following cyber security issues are of most concern to you?



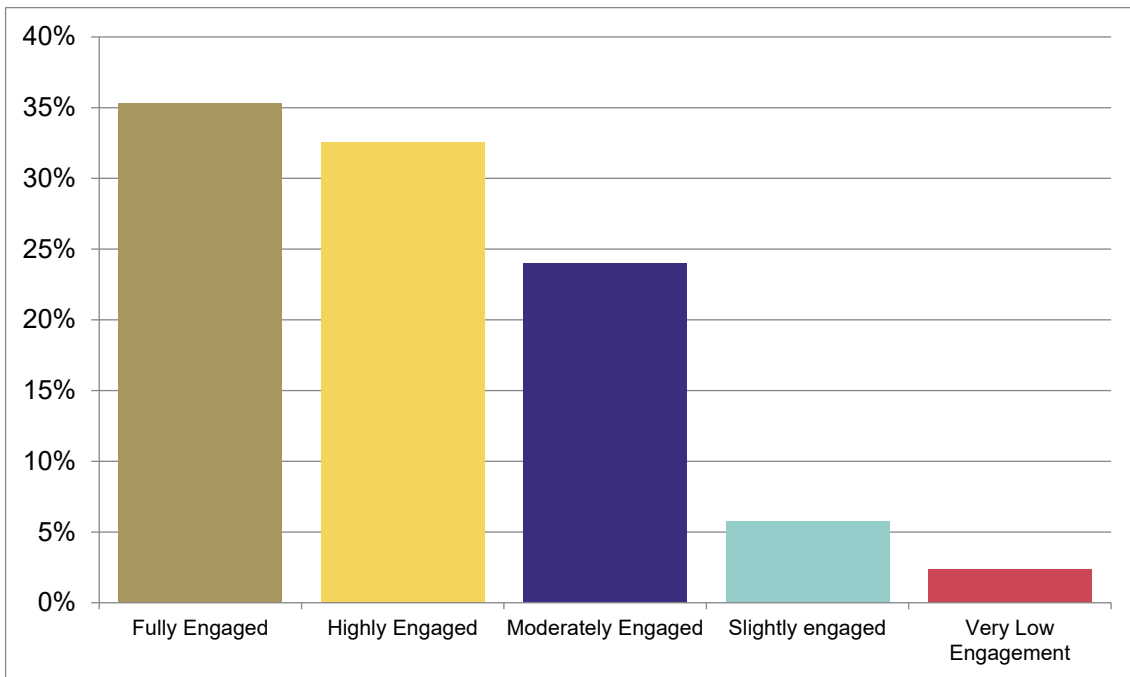
Internet connectivity plays an important role in enabling Smart Cities. We know that different internet users have different access and speed requirements. Which of the following do you rank as most important?



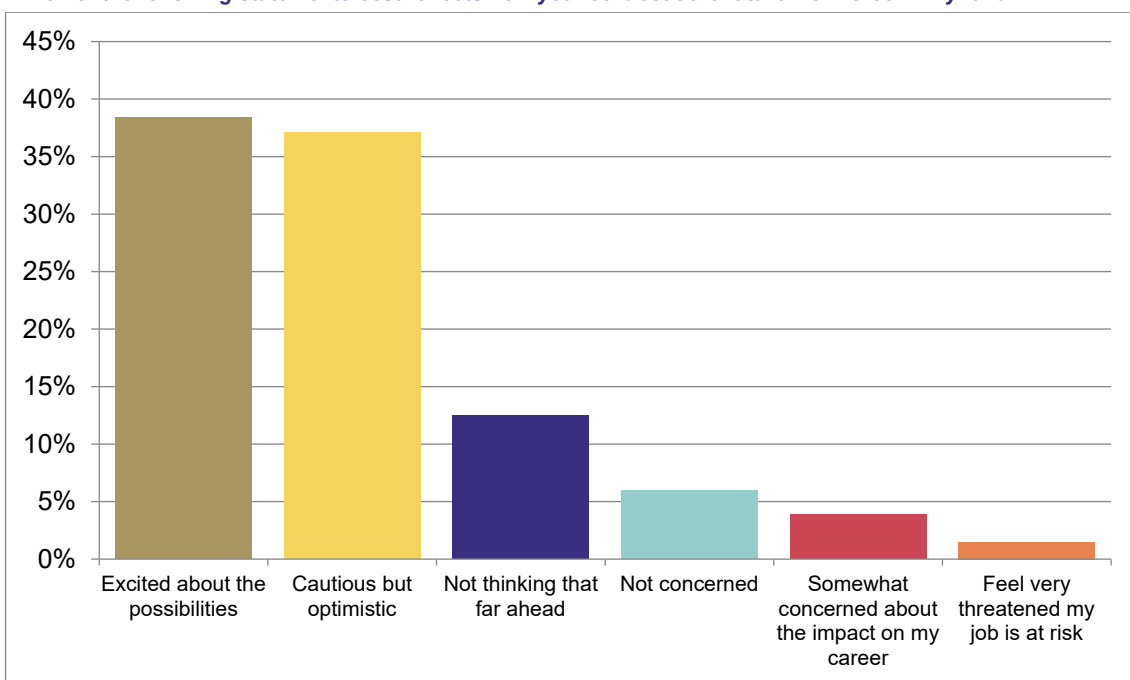
Would you be open to having council registered smart sensors on your property? (e.g.. soil moisture, humidity and temperature sensors)



How engaged are you with technology?



Which of the following statements best reflects how you feel about the future workforce in Wyndham?



Question/Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am likely to use VR technology to understand planning proposals.	33.3%	31.3%	19.9%	11.3%	4.2%
Do you support the use of CCTV cameras across key public spaces?	59.2%	27.7%	10.7%	2.0%	0.3%
Do you see value in using technology to improve the appearance, efficiency, maintenance and overall amenity of council facilities?	43.8%	34.5%	16.7%	3.6%	1.5%
Would you support Council using camera systems including unmanned aerial vehicles (drones)	41.6%	30.4%	17.9%	6.9%	3.3%
Technology is vital to understanding, maintaining and improving environmental outcomes (such as pollution, solar yield, water quality, recycled water).	46.1%	41.4%	12.2%	0.3%	0.0%
Would you be interested in using technology to help alert you to local community volunteer work?	31.6%	39.3%	23.2%	4.8%	1.2%
I am likely to use digital technology to participate in community budgeting for public services.	41.4%	34.5%	19.6%	3.0%	1.5%

TABLE 3. DATA TABLE DEPICTING COMMUNITY SUPPORT FOR A RANGE OF HYPOTHETICAL FUTURE CITY INITIATIVES

4.2.2 Key Insights

The public engagement responses highlight that Wyndham is a community focussed region, indicating that improved local services (49.4%) and social outcomes (38.4%), economic success (32.3%) and an enhanced reputation (28.6%) are the most important reasons for innovation.

The community is concerned about the possibility of cyber hacking (49.8%) and loss of privacy (47.6%) as a result of integrating technology. However, the community acknowledges the opportunity to improve transport and congestion (59.3%), car parking (34.3%) and planning and development (30%) of the city as it continues to expand through the integration of technology.

The City of Wyndham is an extremely engaged community with 46% of respondents indicating that they would like to be kept informed online, while 29% are keen to just see progress. In addition, the results showed that 21% would be interested in participating in relevant focus groups and this result is supported by the community consultation session themes.

The survey also included a question inviting community members to pass on feedback to Council about future cities. The following themes emerged:

- ▶ Importance of improving technology/digital literacy
- ▶ Enhanced local services to better communicate with the community
- ▶ Building on the strengths of the region to become a smart city leader in Victoria/Australia
- ▶ Technology designed to benefit the local community

5. Future City Summit



5.1 Future City Summit Session

The Future City Summit brought together key innovators and leaders from the local area to explore their future city vision. Members included architects, technology suppliers, educators/academics, public servants, construction developers, emergency services personnel, disability workers and a range of other business people, innovators and leaders.

FIGURE 1. WYNDHAM'S FUTURE CITY SUMMIT



FIGURE 2. WYNDHAM COUNCIL CEO, KELLY GRIGSBY WELCOMING SUMMIT ATTENDEES



The Summit discussion explored several key topics and the output is summarised below.

5.1.1 For our Future City, what does success look like?

- ▶ Transport and mode shift
- ▶ Change in local employment patterns
- ▶ Transparent policy making decisions
- ▶ Proactive planning/services to build a resilient city
- ▶ Data-driven city
- ▶ Enhanced educational experience and outcomes
- ▶ Modernised planning e.g. disability planning
- ▶ Increased accessibility to local services
- ▶ Digitally inclusive
- ▶ A developed sense of community ownership
- ▶ Alignment with Wyndham 2040 Community Plan
- ▶ Trusted and cyber-secure infrastructure
- ▶ Integration across a range of disciplines
- ▶ Strong communication mechanisms
- ▶ Efforts recognised by peers
- ▶ Key stakeholders are educated

5.1.2 How to leverage local strengths

Strengths	Leveraging
Location	<ul style="list-style-type: none">▶ Harnessing strategic position between airports▶ Promoting location through digital communication▶ Improving connectivity in the region▶ Activating local spaces through events▶ Providing digital amenities▶ Creating experiences for residents and visitors
Human Capital	<ul style="list-style-type: none">▶ Creating a culture of execution and outcomes▶ Fostering buy-in▶ Harnessing local population growth▶ Drawing upon diversity▶ Nurturing a start-up culture
Motivation	<ul style="list-style-type: none">▶ Developing a mandate for action▶ Building an appetite for testing and trialling
Space	<ul style="list-style-type: none">▶ Improving smart environmental infrastructure and investment▶ Activating local assets▶ Promoting sustainability outcomes

Strengths	Leveraging
Horticulture	<ul style="list-style-type: none"> ▶ Providing local produce to Melbourne ▶ Collaborating with CSIRO and Deakin University ▶ Increased industry opportunities fit for Wyndham

5.1.3 Addressing weaknesses

Potential Weakness	How to Improve
Marginalised/disenfranchised groups within the community	<ul style="list-style-type: none"> ▶ Strong communications strategy ▶ Fostering digital inclusion ▶ Building capacity for those with obstacles to digital literacy and accessibility
Perception of the region	<ul style="list-style-type: none"> ▶ Showcase innovation ▶ Highlight local leadership ▶ Foster a culture of trialling and testing ▶ Create a start-up ecosystem ▶ Collaborate with all levels of government ▶ Use technology to attract visitors, investors and residents to the region
Perceived safety and disconnectedness	<ul style="list-style-type: none"> ▶ Effective communications plan using digital and non-digital mediums to involve all residents ▶ Alignment with global best practice and standards
Lack of education resources	<ul style="list-style-type: none"> ▶ Collaboration with local educational institutions ▶ Partnership with research and testing labs
Diversity	<ul style="list-style-type: none"> ▶ Engage all members of the community through communication and events ▶ Activate diversity of knowledge and culture to promote innovative solutions.

5.1.4 Collaboration and Partnership Opportunities

- ▶ Local residents
- ▶ Local Government
- ▶ State and Federal Government collaboration
- ▶ International Collaboration
- ▶ Tertiary education sector
- ▶ Australian Education City
- ▶ Private tech firms

5.2 Key Insights

The Future City Summit touched on many of the themes raised in the public and staff consultation sessions.

The development of an underlying innovation ecosystem was seen as a high priority. To create this culture of innovation the Summit emphasised the need to develop educational and accessibility outcomes.

Summit attendees also emphasised the transport issues facing Wyndham, pointing to the benefits of smart city planning and local job incentives.

With such a diverse range of key stakeholders in attendance, the importance of partnerships and collaboration was heavily discussed to improve advocacy and community outcomes. Additional suggestions of experience sharing were discussed.

Top action areas included innovation, transportation, partnerships, sustainability, leveraging Wyndham's location and focusing on disenfranchised groups to ensure that all members of the community benefit from the outcomes of the Future City Strategy.

6. Smart City Portfolio Committee



6.1 Portfolio Committee Workshop

The Smart City Portfolio Committee is chaired by Portfolio Holder, Cr Aaron An, with portfolio members being local residents with broad knowledge and experience in the smart city space. This Portfolio explores opportunities for Wyndham to embrace new and emerging technologies, to improve the liveability, efficiency and sustainability of citizens.

Members from other portfolio committees were invited to the workshop, with representatives from Future Focussed Economy, Environment & Sustainability and Growth & Transport also participating and making valuable contributions to the workshop.

A summary of consultation output is provided below.

6.1.1 Future City Strengths

- ▶ Population growth
- ▶ Skilled population
- ▶ Educated population
- ▶ Diversity
- ▶ Youth
- ▶ High engagement
- ▶ Strategic location

6.1.2 Opportunities

- ▶ Co-ordination to attract jobs and investment
 - Greenfield/Future Project
- ▶ Lever up education facilities with technology
- ▶ Develop co-design opportunities
 - Innovation hubs/networks
 - Increasing trust and awareness
 - Incubators
 - Start-up culture
 - Flexible working
- ▶ Create innovation pathways
 - Leverage existing network channels
 - Utilise local skill and draw upon local youth
- ▶ Increase engagement using policy and communication levers

6.1.3 Priorities

- ▶ Safety
- ▶ Smart transport
- ▶ Community access to information
- ▶ Using digital technology to leverage our people and promote empowerment and co-creation
- ▶ Activating libraries as smart hubs
- ▶ Building a smart brand to attract investment and skills
- ▶ Recognising and supporting smart people and education
 - Grants and awards
 - Programs and pathways
 - Skills
 - Brand
 - Communication

6.1.4 Partnership Opportunities

- ▶ Broader involvement of Portfolio Committee
- ▶ Other cities – particularly adjacent councils
- ▶ Technology companies
- ▶ Investors
- ▶ Developers and builders
- ▶ Youth
- ▶ University
- ▶ Federal and state government

6.2 Key Insights

The Portfolio Committee provided a valuable perspective on the policy levers and mechanisms that might be used to transform Wyndham into a future city.

The identified strengths looked to harness the growth and population of the local community. The session was citizen-centric and focussed on skill development and education. These insights were aligned with the community consultation session

To draw upon this local talent, the Portfolio Committee proposed innovative pathways such as living labs and co-working spaces. The group looked to augment the existing structures and institutions with innovation and technology rather than replacing them.

7. Councillor Engagement



7.1 Councillors' Briefing/Workshop

The current Council is made up of 11 elected officials from 3 wards in Wyndham City. The role of Wyndham's councillors is to work with the community and the organisation in setting Council's strategic direction.

A summary of discussion about the objectives and priorities of the strategy is summarised below.

7.1.1 Discussion

- ▶ Council must take a long-term approach to this strategy
 - There will be steps and progress along the way
- ▶ Data needs to be the foundation of this strategy
 - Decisions are being made without the relevant data
 - Community and decision makers must have access to accurate and timely data
- ▶ Cyber security is a critical component of the strategy
- ▶ The importance of innovation for smart waste and environmental solutions
 - Wyndham to be energy and sustainability leaders – at the RDF and at home
- ▶ New/Existing partnerships and collaboration will drive outcomes
- ▶ Leverage tertiary education sector in Wyndham to collaborate and innovate
- ▶ Citizen engagement and communication to drive change
 - Communicate clear benefits, analysis and narrative with community
- ▶ The opportunity to build the Wyndham brand and reputation as a Future City
- ▶ Leverage the strengths of Wyndham
- ▶ Smart usage of public spaces and assets
- ▶ How do we leverage the skills of community and staff?
- ▶ How to encourage investment and participation in Future City?

7.2 Key Insights

The Councillors discussed the approach and priorities of the strategy with benefits for the community in mind and recognised that success would be long term.

The Councillors strongly emphasised the need for Wyndham to become data driven, to assist in informed and confident decision making. Attendees agreed that this should be a foundation of the strategy.

They also focussed heavily on the environmental and sustainability benefits smart technologies have, discussing the benefits in the homes of Wyndham residents as well as at Council facilities such as the RDF. The councillors expressed a strong desire to be innovative leaders in this space.

8. Staff Engagement



8.1 Staff Consultation Sessions

Delos Delta facilitated a series of Future City consultation sessions with a wide cross-section of close to 100 council staff, aiming to leverage their knowledge, experience and expertise, while building awareness and support for Wyndham's Future City Strategy.

FIGURE 3. STAFF CONSULTATION SESSION



8.1.1 Outcomes

To start the sessions, staff discussed and identified model outcomes a Future City Strategy should have in Wyndham. These outcomes included:

- ▶ Accessibility
 - The idea of better vs. easier
 - Citizen empowerment
 - Equitable
 - Efficient systems and services
- ▶ Strong Wyndham Brand
 - Being leaders in technology and innovation
 - Building on the strengths of what is 'uniquely Wyndham'
 - Attracting new technology and investment

- ▶ Proactive
 - Future-proofing Wyndham
 - Partnerships and collaboration
- ▶ Sustainability
 - Waste management
- ▶ Integrity
 - Sustainable
 - Safe
 - Transparent
 - Accessible
 - Value for money

8.1.2 Values and Principles

Digital transformation and technology can be unstable and constantly changing. Council staff discussed values and principles to guide action and provide direction when dealing with uncertainty and change, especially when previous strategic standpoints may not apply. These included:

- ▶ Citizen-centric, empowering collaborative approach
- ▶ Equity, literacy, connectivity and inclusion
- ▶ Leadership
- ▶ Honesty, transparency, integrity
- ▶ Responsive and open to change and innovation
- ▶ Willingness to engage with risks
- ▶ Safety, security and privacy
- ▶ Demonstrated benefits that will provide value for money
- ▶ Bring delight to the city – encourage surprise, fun and digital interactivity

8.1.3 Future City Foundations

The City of Wyndham is already moving strongly in the future city sphere, with staff identifying a range of current and emerging future city projects. A summary list of these initiatives included:

Safety & Wellbeing

- Smart street lighting
- Field Inspect
- GPS enabled fleet vehicles
- Public Wi-Fi
- Social Services digital reform
- Remote access to council buildings
- Body worn safety cameras

Wyndham Brand

- Smart City Project website
- Award winning CityLens
- Internet of Things Network
- Smart City Office
- Smart City Portfolio Committee
- Wynnovation

Proactive & Proposed

- AI monitoring of active open spaces
- Pedestrian counters
- Drones
- Digital twins
- 3D Models
- Activity-based working
- CBD-wide Smart Parking

Accessible

- The Loop Community Engagement Platform
- Live streaming council meetings
- New Enterprise Platform
- Online Kindergarten Enrolments
- Online Hard Rubbish Bookings
- Augmented/Virtual Reality
- Report an Issue app
- Capital Works Dashboard
- Real time open data

Sustainable

- Solar City
- Digital Tree Inventory
- Storm water harvesting
- Waste to energy (RDF)
- Land Clearance app
- Urban heat monitoring
- EV Charging station network
- LED Lighting
- Smart Bins
- Reuse of recovered materials
- Air quality sensors
- Electric bikes
- Reverse vending machines

Wider initiatives

- Vic Govt. incl Pick my project
- Melbourne Water – Our Space, Your Place
- Swinburne and RMIT – Tree monitoring innovation
- Deakin MOU Partnership
- Light phasing motorways
- Vic Govt. – Safety Grants
- Education City
- Smart sport precinct
- Live data of road conditions
- Building Information Models (BIM)

8.1.4 Challenges and Opportunities

Council staff were asked to think of problem statements or challenges facing Wyndham that may be an area of opportunity with the assistance of smart technology. These included:

► Accessibility

- How do we improve engagement?
- How do we demonstrate engagement?
- How do we modernise communications without leaving people behind?
- How can we use technology to promote equity?

► Wyndham Brand

- How do we change perceptions of Wyndham City (and the western region)?
- How do we increase technical capability?
- How do we use data/smart technology to decrease congestion and increase local jobs?
- How do we use technology to improve work/life/commute balance?
- How do we use data/technology to build our economy?

► Proactive

- How do we design effective/meaningful performance measures and frameworks for Council?
- How can we better use data to inform advocacy and decision making?
- How do we encourage digital commerce?
- How do we increase awareness and engagement of technology opportunities?
- How can we use data and technology to improve the maintenance and longevity of our road assets?
- How do we collaborate within Council to optimise use of technology and data?
- How do we use technology to manage growth?
- How do we optimise on-site operations?
- How do we minimise the need to retrofit technology?

► Sustainability

- How do we make Wyndham more climate resilient?
- How can we get smarter about waste management?
- How do we manage energy consumption during peak times?

► Integrity

- How do we remain flexible in planning and delivery?

8.1.5 Barriers and Risks

Wyndham staff identified some barriers and constraints that could hinder Wyndham's future city progress, and possible solutions to overcome these issues. Suggestions included:

Potential Barriers and Constraints	Potential Solution
Council Cultural Change <ul style="list-style-type: none"> ▶ Community support and digital inclusion 	<ul style="list-style-type: none"> ▶ Governance ▶ Partnerships ▶ Realistic milestones ▶ Communications ▶ Support and education options
Red Tape <ul style="list-style-type: none"> ▶ Efficiency of uptake of technology ▶ Technology redundancy/change ▶ Regulation/legislation reform required ▶ Risk aversion 	<ul style="list-style-type: none"> ▶ Outcomes focussed ▶ Procurement reform ▶ Prioritisation ▶ Design with technology in mind ▶ Market engagement ▶ Risk management ▶ Risk sharing with private partners
Data quality, governance and privacy	<ul style="list-style-type: none"> ▶ Framework for data governance and privacy ▶ Communications ▶ Strategic data sourcing
Cost and Reputation – Council being wasteful	<ul style="list-style-type: none"> ▶ The community wants council to be a leader ▶ Communications <ul style="list-style-type: none"> • Sell the value, highlighting the opportunity • Actual benefits for citizens • Keep community informed and engaged ▶ Good practice budgeting ▶ Economic/Business cases ▶ Demonstrate value ▶ Robust planning and budgeting
Change fatigue	<ul style="list-style-type: none"> ▶ Communicate with staff and community ▶ How we recruit people – digitally capable ▶ Digitally aware <ul style="list-style-type: none"> • How it will improve jobs and efficiency ▶ Leverage existing systems and technology
Silo thinking	<ul style="list-style-type: none"> ▶ Leverage existing assets ▶ Distributional process and governance and planning

TABLE 4. SUMMARY OF STAFF FUTURE CITY BARRIERS AND POTENTIAL SOLUTIONS

8.1.6 Leveraging Up the Future City

These sessions concluded with staff being asked to identify potential partnerships and collaborations to encourage future city action and investment. Key ideas included:

- ▶ Public Transport Victoria
- ▶ Resident groups and associations
- ▶ Development groups
- ▶ Local universities and tertiary sector
- ▶ Local utility companies
- ▶ State Government
- ▶ Local businesses
- ▶ Big business and companies
- ▶ Other local councils
- ▶ District Advisory Groups
- ▶ Local agricultural portfolio

FIGURE 4. STAFF CONSULTATION SESSION



8.1.7 Key Insights

The staff consultation reinforced the importance of community engagement to ensure that all residents feel included in the smart city transformation and become the drivers of change.

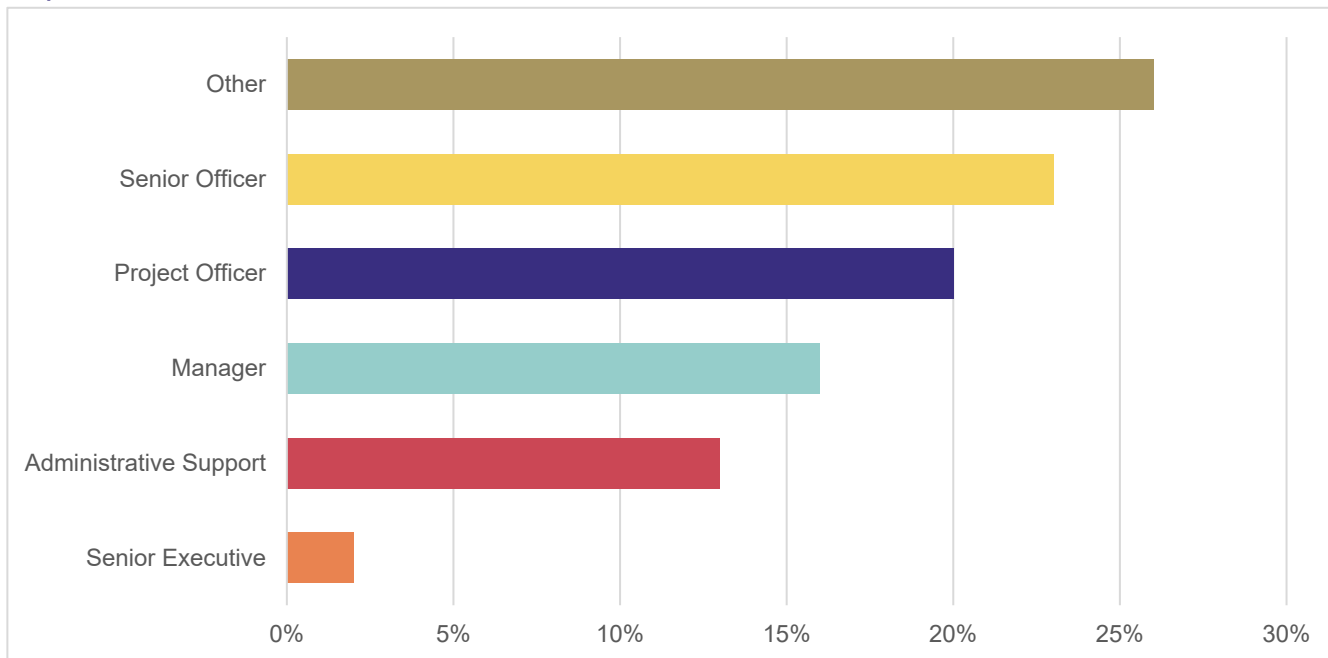
Themes of accessibility, transparency and accountability permeated each of the discussion points and this focus on Council culture is expressed clearly in the 'Visions and Principles' section above. Sustainability, risk and branding were other issues that were repeatedly emphasised by staff.

The need for a holistic strategy was highlighted by the wide scope of challenges and opportunities. Red tape, cost and data privacy were just some of the issues raised.

8.2 Online Staff Survey

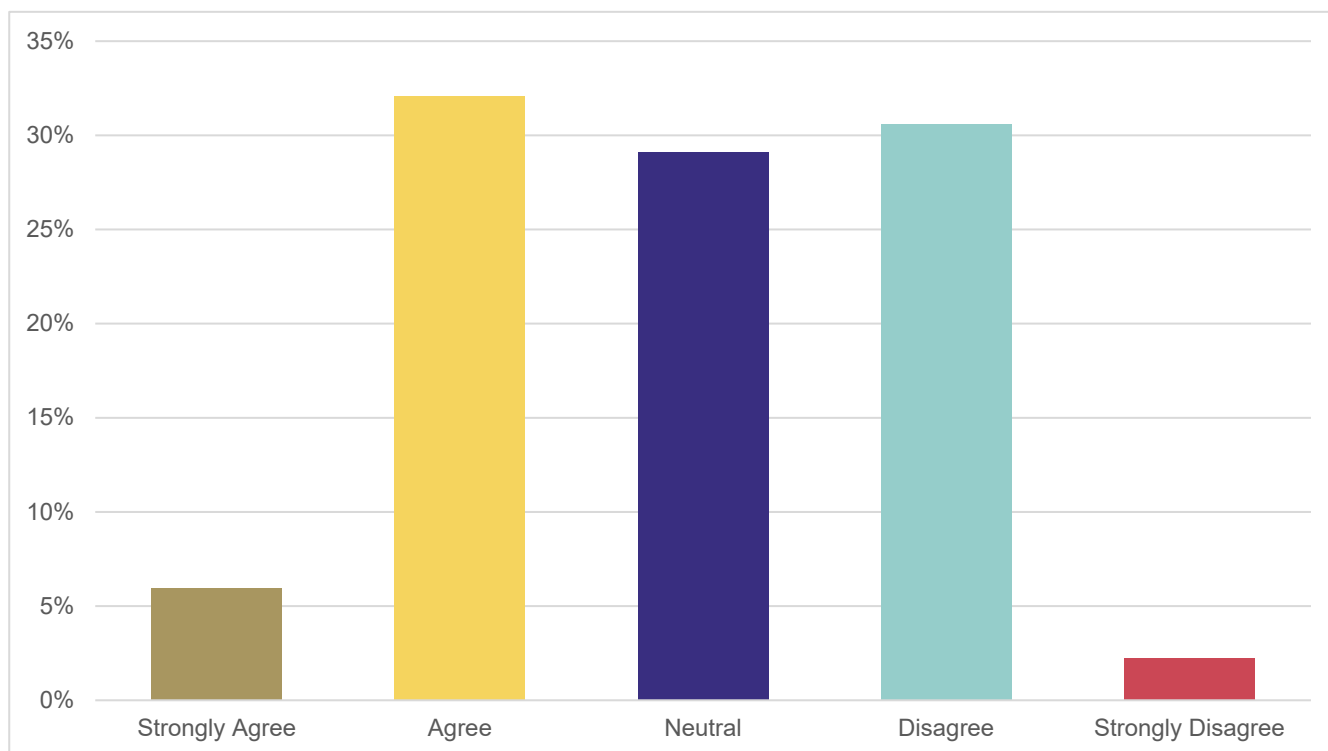
There were 153 respondents to the staff online survey. Participants in the consultation sessions were asked to fill out the survey during the session and then share with their teams. Of the respondents 23% were Senior Officers, 20% were Project Officers, 16% were Managers, 13% were Administrative Support Staff, 2% were senior executives and 26% hold another job position.

Respondents

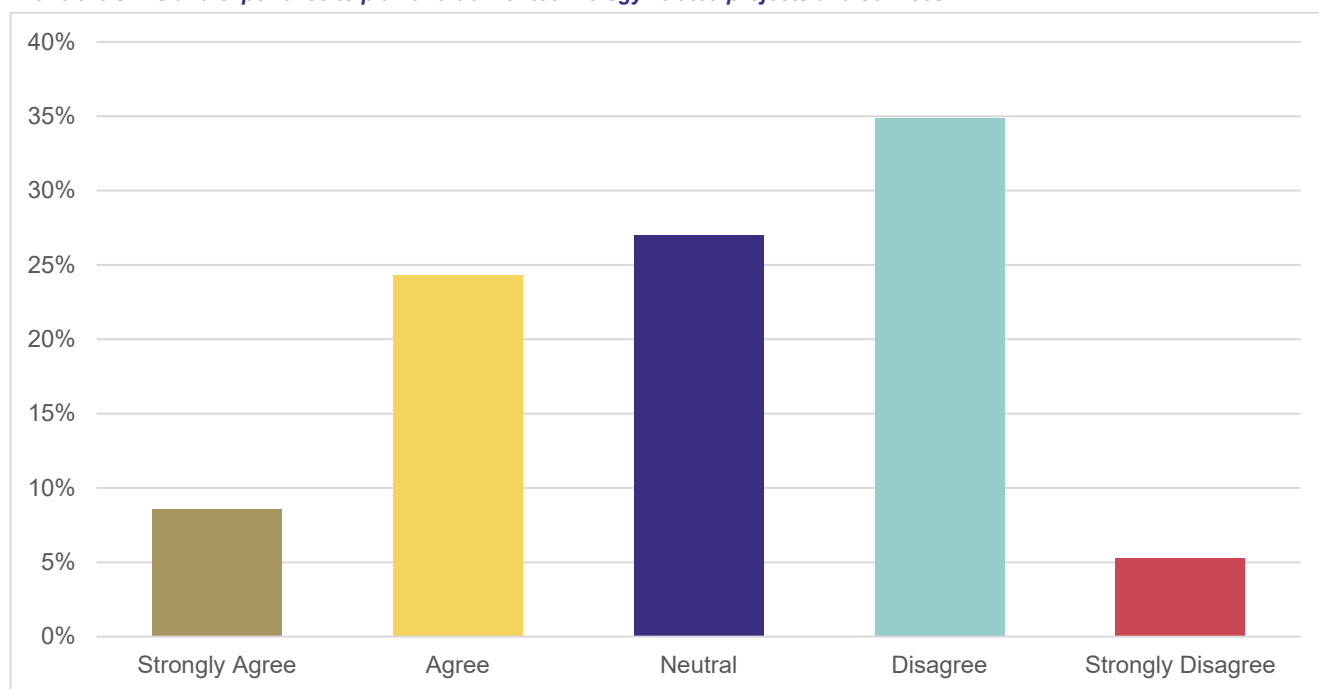


Staff were asked to select the level to which they agree with the following questions:

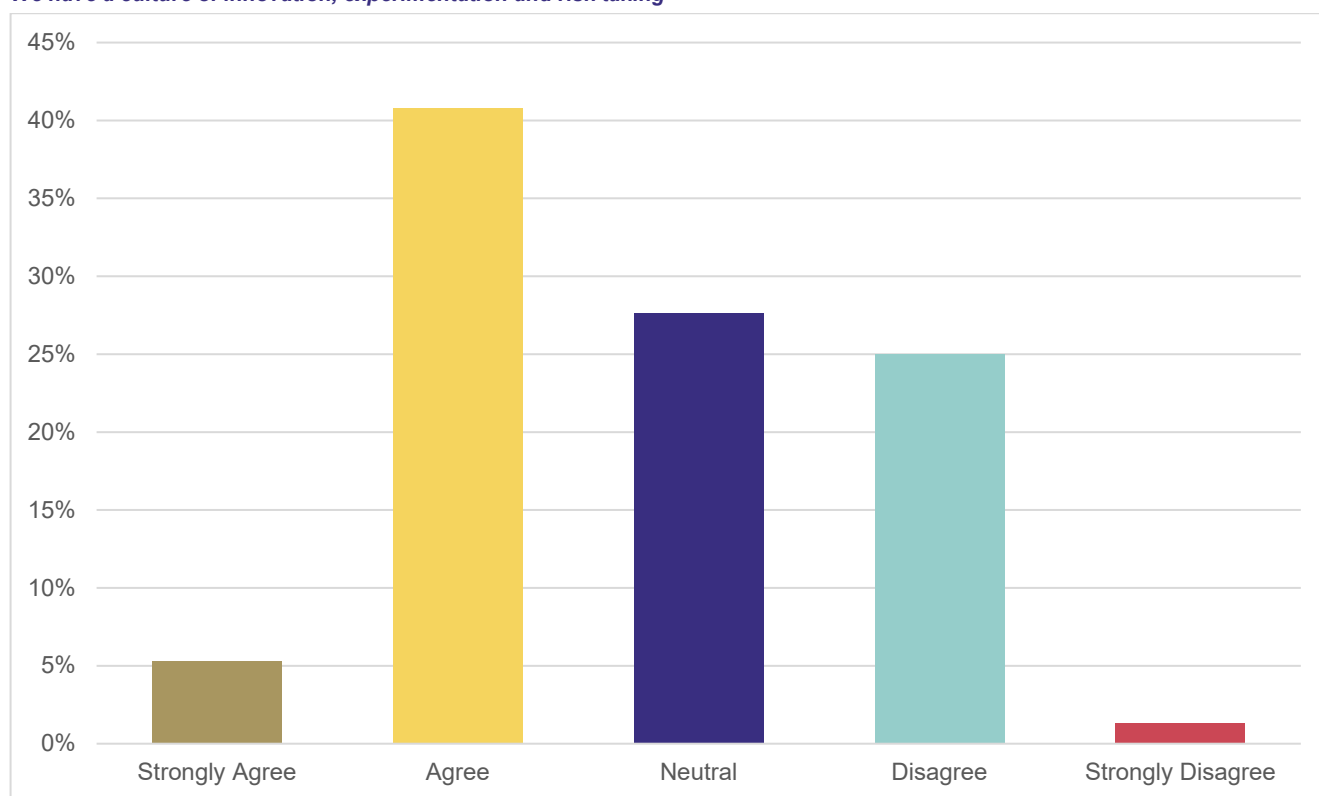
Digital and smart city technology is currently considered as a matter of course during design/procurement process



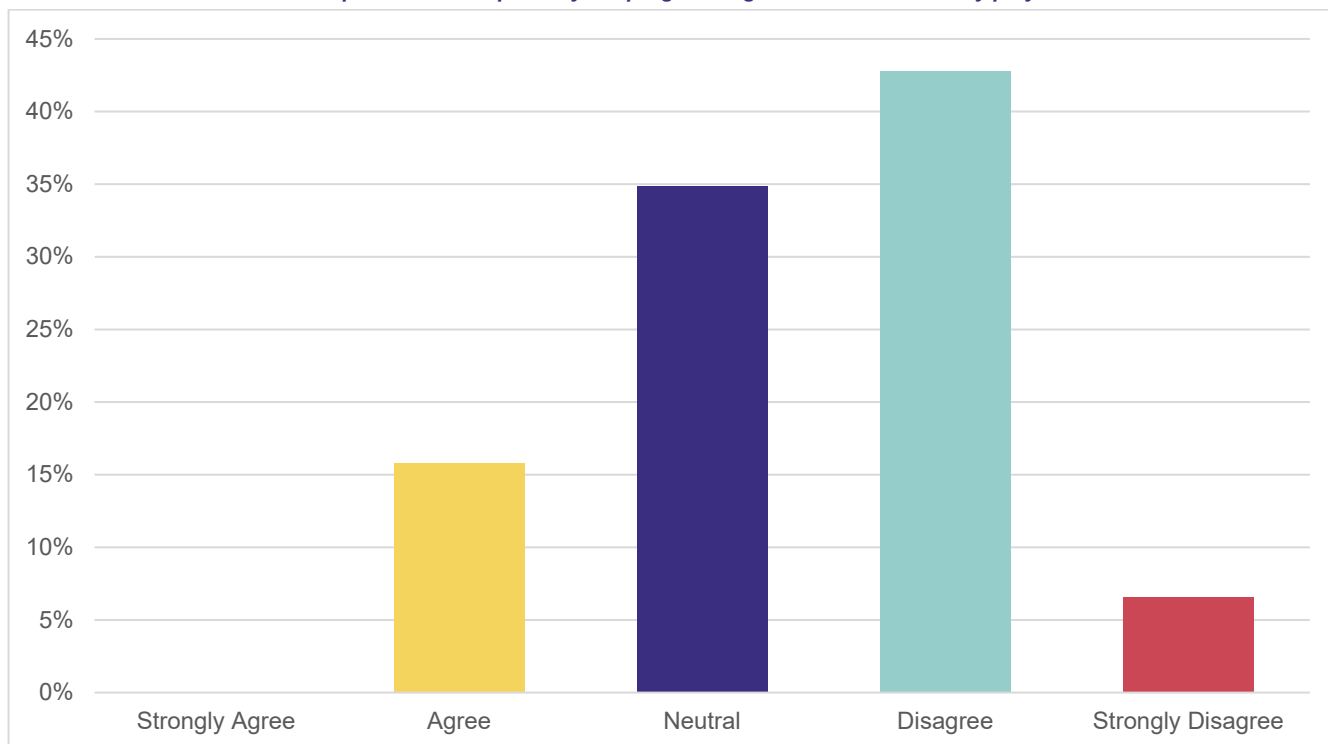
I have the skills and experience to plan and deliver technology-related projects and services



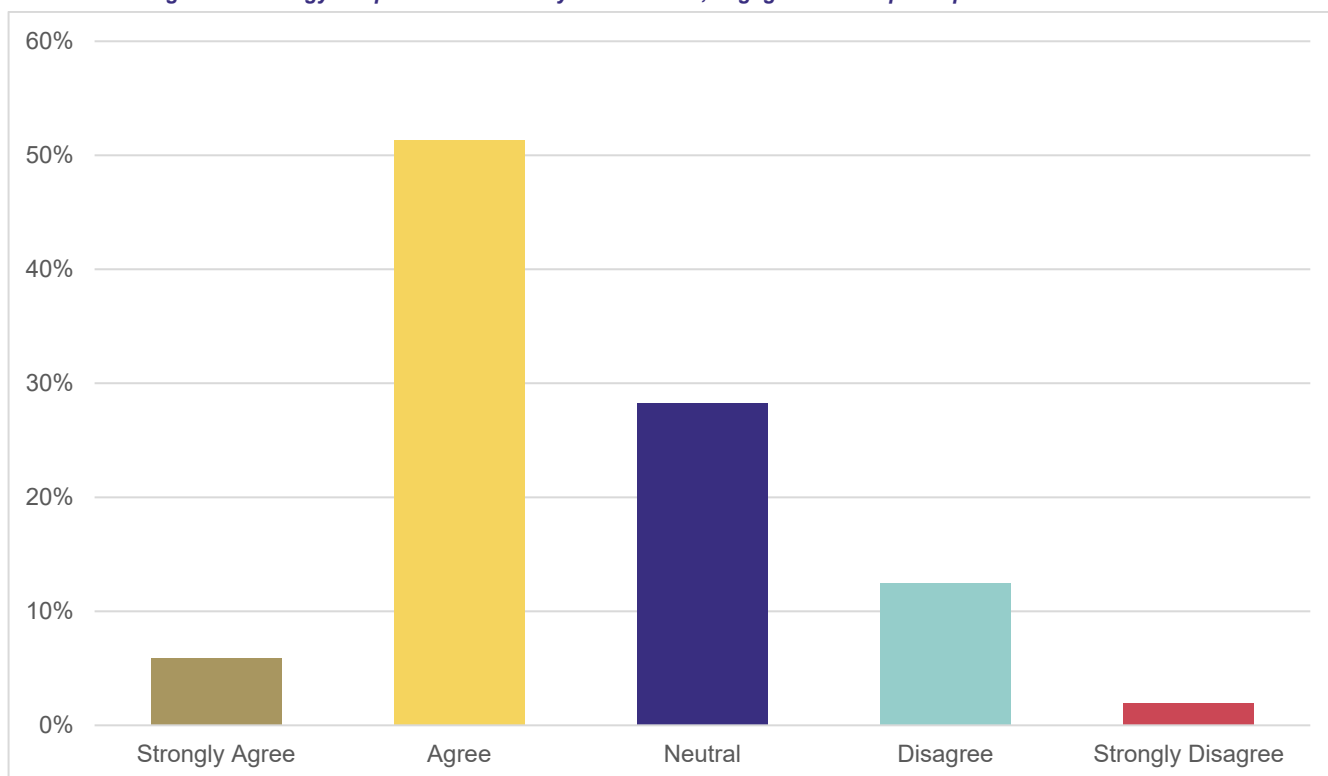
We have a culture of innovation, experimentation and risk taking



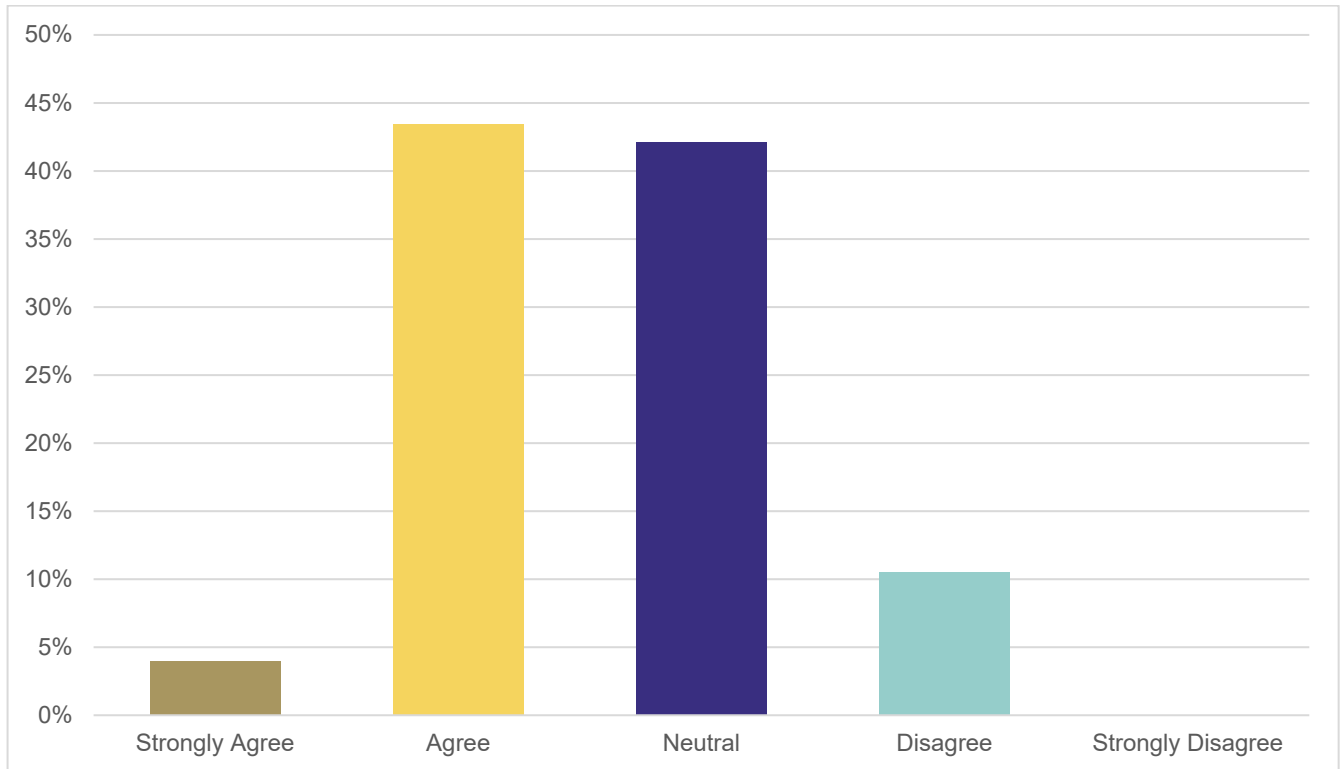
We have formal/well-understood processes and pathways to progress digital tech and smart city projects and innovations



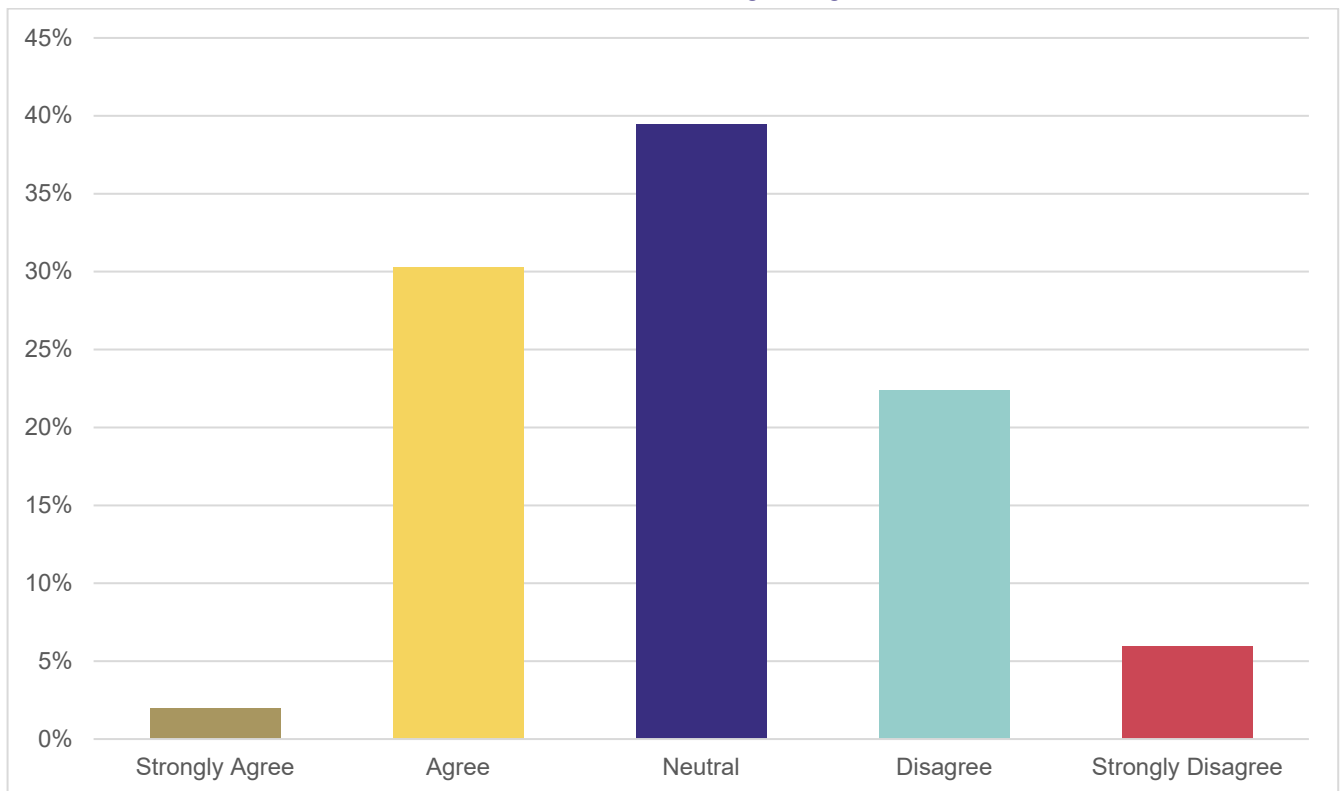
Council uses digital technology to optimise community consultation, engagement and participation



We have an openness to the outside world (e.g. working with start-ups, partners, researchers)

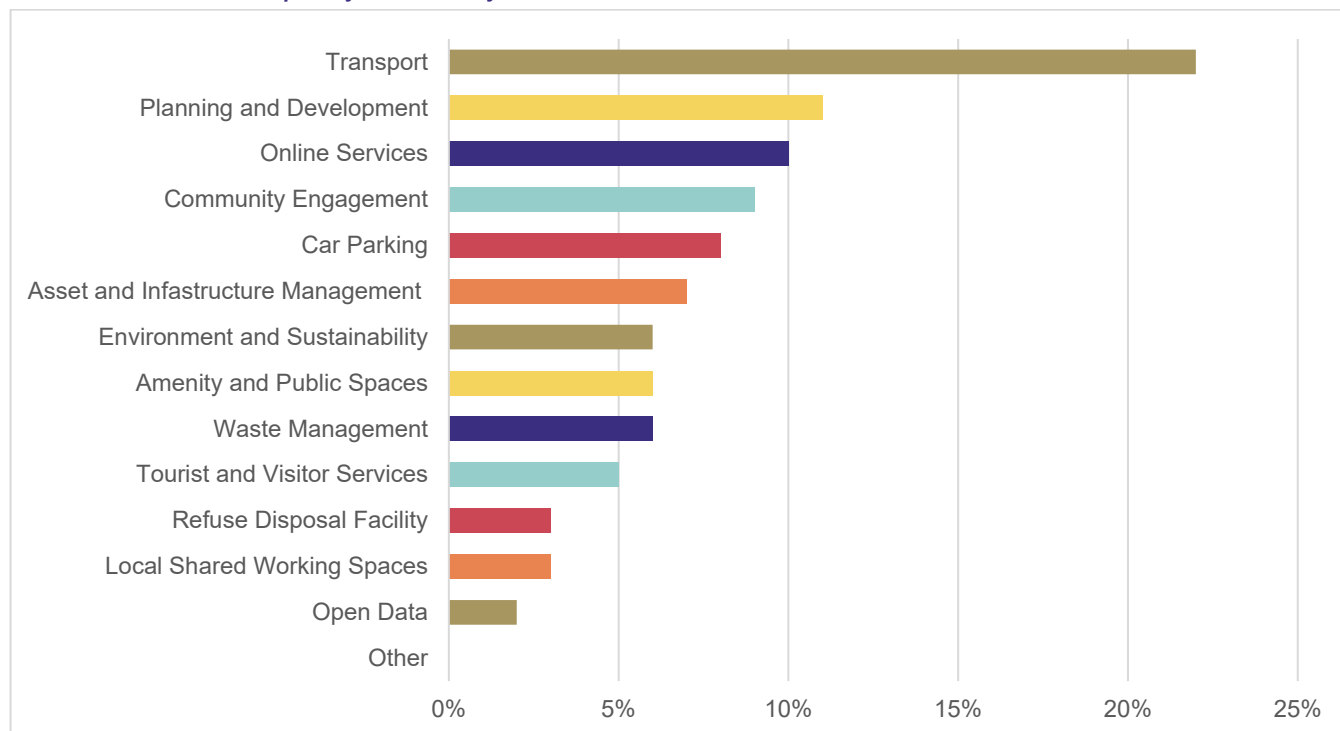


We use robust/well understood standards and frameworks for data management/governance

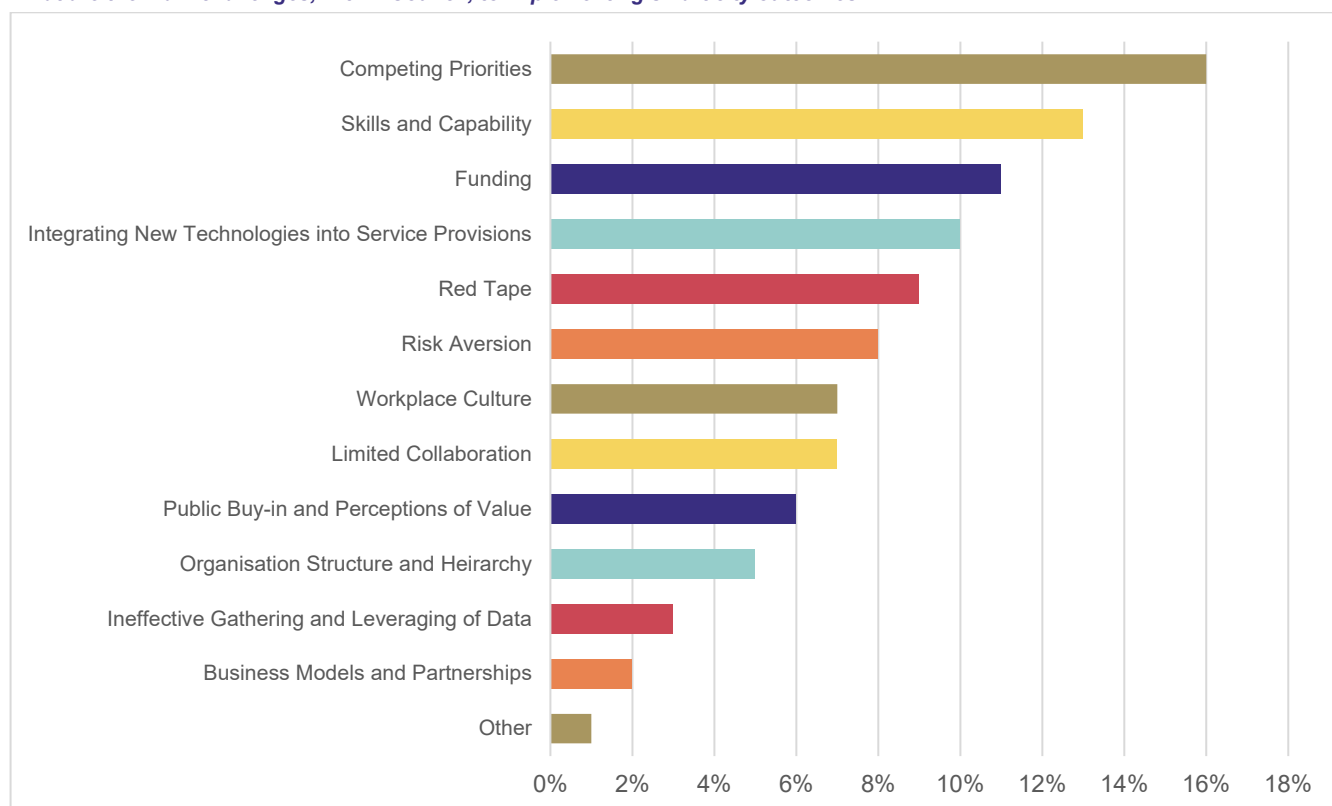


Staff were asked to choose up to three responses to the following questions. The results have since been normalised.

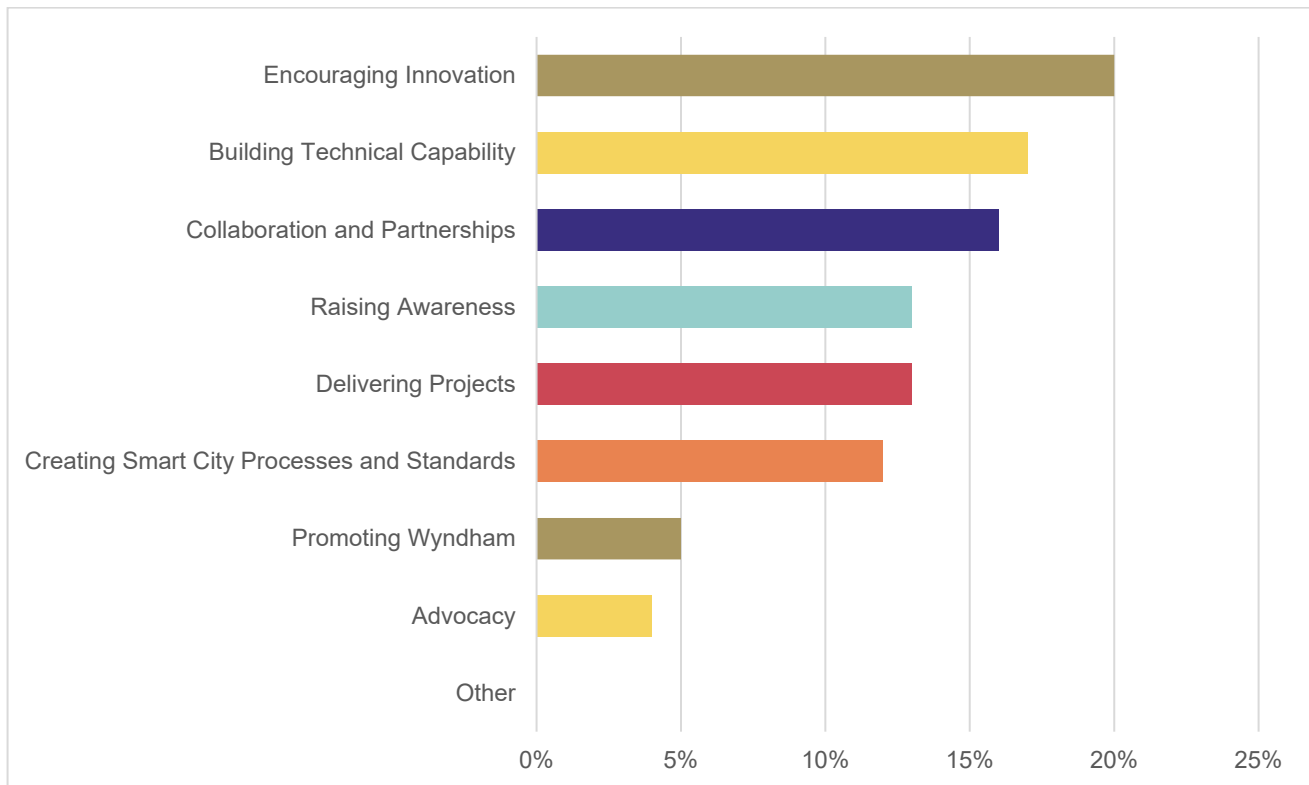
What services should be a priority for smart city transformation?



What are the main challenges, within Council, to implementing smart city outcomes?



How can Council best help to drive the smart city agenda?



8.2.1 Key Insights

The staff survey enabled the identification of broad stroke trends amongst staff.

The results highlighted the opportunities for improvement in the areas of smart project procurement and training for technology projects. Staff also identified the need for formal processes for the progression of smart/digital projects, a process which could fundamentally alter projects and see the integration of smart technologies across all council departments.

However, council staff also identified existing strengths such as the integration of technology to conduct community engagement.

Obstacles included competing priorities and skill capacity, while innovation and technical capacity were viewed as the best mechanisms to improve the Wyndham City's smart city agenda.

9. Executive Leadership Team Engagement



9.1 ELT Briefing

The Executive Leadership Team is composed of the Council CEO and Directors. Leadership and strong governance are crucial in driving the smart city agenda of a city. Understanding the perspective of Council leaders enables a holistic understanding of the chosen strategic direction. A summary of the discussion on strategic priorities is summarised below.

9.1.1 ELT Strategic Priorities Discussion

- ▶ Leveraging local talent and skills
- ▶ Creating smart precinct spaces
- ▶ Fostering an innovation eco-system through policy levers such as living labs
- ▶ Develop a future city brand and reputation
- ▶ Develop smart transport opportunities in collaboration with other levels of government
 - Promote and facilitate active transport alternatives
 - Acknowledge the limited scope for direct local government action but use collaboration and lobbying to promote future city agenda
- ▶ Construct a robust data foundation
- ▶ Employ data to make educated decisions about public infrastructure and service provision
- ▶ Improve existing communication mediums such as The Loop
- ▶ Invest in education to lift capacity
- ▶ Utilise technology to further sustainability goals

9.2 Key Insights

The Executive Leadership Team approached the Future City discussion holistically and recognised the complexity of transforming infrastructure, technology and culture.

Activating local talent was a strong priority for all participants. The key mechanisms that could be used to achieve this included living labs, creation of smart precinct spaces and the leveraging of data. Communication was also viewed as playing a pivotal role in the success of any future city initiatives.

Transport was again seen to be the top action priority along with other areas such as sustainability and waste management. These issues also came with a range of potential risks and obstacles such as alignment with strategies from other levels of government. The discussion of these obstacles will be used to inform future strategy and decision making.

10. Future City Prioritisation



During respective consultation sessions with the community, portfolio committee, Executive Leadership Team and key stakeholders at the Future City Summit attendees were asked to prioritise potential strategic priorities of Wyndham's Future City Strategy. This important step ensures that investments are targeted to community needs and the action plan is deliverable. Significant pre-work by the Smart City Office and early survey responses enabled the generation of a key priority list. Attendees voted for their top five of nine strategic priorities from the following options:

- ▶ Building our innovation eco-system
- ▶ Creating a data-driven city
- ▶ Accelerating smart transport and mobility
- ▶ Developing smart precincts, spaces and buildings
- ▶ Smart waste leader
- ▶ Strengthening/diversifying our City brand
- ▶ New frontiers of citizen engagement, co-creation and democracy
- ▶ Leveraging the skills and intellectual capital of our residents
- ▶ Smarter partnerships and collaboration

10.1 Prioritisation Results

Attendees at each session were encouraged to recommend and adapt these priorities as they saw fit. Changes and adaptations have been noted in the results below, however in the interest of comparability and consistency they have been consolidated in the most appropriate of the nine core strategic priorities. Analysis of these amendments will be undertaken when considering the priorities of Wyndham's Future City Strategy.

10.1.1 Community & Portfolio Committee Prioritisation

Attendees in this session requested that citizen engagement incorporate community inclusion and engagement and access to technology.

Rank	Priority	Votes (%)
1	New frontiers of citizen engagement, co-creation and democracy	22%
2	Accelerating smart transport and mobility	15%
	Building our innovation eco-system	15%
	Leveraging the skills and intellectual capital of our residents	15%
3	Creating a data-driven city	9%
4	Smart waste leader	8%
5	Developing smart and safe precincts, spaces and buildings	6%
	Smarter partnerships and collaboration	6%
	Strengthening/diversifying our City brand	6%

10.1.2 Future City Summit Prioritisation

Attendees in this session requested that smart and safe precincts reflect both public and cyber and that waste leadership also incorporated sustainability, energy and the environment

Rank	Priority	Votes (%)
1	Building our innovation eco-system	16%
2	Accelerating smart transport and mobility	14%
3	Developing smart and safe precincts, spaces and buildings	13%
	New frontiers of citizen engagement, co-creation and democracy	13%
4	Leveraging the skills and intellectual capital of our residents	10%
5	Smarter partnerships and collaboration	9%
	Smart waste leader	9%
6	Creating a data-driven city	8%
	Strengthening/diversifying our City brand	8%

10.1.3 Councillor Prioritisation

Councillors emphasised the importance of being an environment/sustainability leader, including those sentiments into the smart waste leader priority. For the Councillors, an additional priority, “Increasing community inclusion, participation and access to technology” was included.

Rank	Priority	Votes (%)
1	Creating a data-driven city	15%
2	Accelerating smart transport and mobility	13%
	Smart waste leader	13%
3	Increasing community inclusion, participation and access to technology	10%
	Leveraging the skills and intellectual capital of our residents	10%
	Strengthening/diversifying our City brand	10%
4	New frontiers of citizen engagement, co-creation and democracy	8%
	Building our innovation eco-system	8%
	Smarter partnerships and collaboration	8%
	Developing smart and safe precincts, spaces and buildings	8%

10.1.4 ELT Prioritisation

Rank	Priority	Votes (%)
1	Accelerating smart transport and mobility	16%
	Developing smart and safe precincts, spaces and buildings	16%
	Smarter partnerships and collaboration	16%
	Smart waste leader	16%
2	Creating a data-driven city	10%
	Leveraging the skills and intellectual capital of our residents	10%
	New frontiers of citizen engagement, co-creation and democracy	10%
3	Building our innovation eco-system	6%
4	Strengthening/diversifying our City brand (not included in voting process)	0%

10.2 Key Insights

There is a diversity of opinion surrounding strategic priorities between consultation groups, making prioritisation difficult. However, all groups agreed *accelerating smart transport and mobility* was a high priority for Wyndham, with tallied results being in the top 2 priorities for all consultation groups.

All groups indicated that community engagement, inclusion and participation was a high priority, and discussed issues of accessibility, emphasising that it be a value included in the strategy. Groups also rated highly the idea of *leveraging skills and intellectual capacity of our residents*.

Becoming a *data-driven city* was a high priority for all groups except for Summit attendees, with the Councillors emphasising the benefits data would have in ensuring decision makers were making informed decisions.

The Community and Portfolio Committee groups and the attendees of the Summit agreed that *building an innovation ecosystem* was a high priority for Wyndham.

While being a *waste leader* only appeared in the Councillors' and ELT's top priorities all groups acknowledged that Wyndham should not only be a *waste leader* but also an *environmental and sustainability leader*.

The summit group prioritised highly *developing smart and safe, precincts, spaces and buildings* after clarifying "safe" to include physical and cyber safety. ELT also prioritised *smart and safe precincts*.

The Councillors were the only group to prioritise *strengthening and diversifying City brand*. This priority was discussed by all groups with many believing the brand would be strengthened by the development of the Future City Strategy and the other priorities, and therefore didn't need to be prioritised. This is a complex priority that will be addressed in the strategy.

ELT was the only team to prioritise engaging in *smarter partnerships and collaboration*.

11. Recommendations



The outcomes of this engagement process will be used to inform the creation of the Future City Strategy for Wyndham.

The engagement process demonstrated wide-spread support for the Future City agenda. However, results also highlighted that some residents and staff lacked confidence when interacting with smart city projects, concepts and technology.

Delos Delta has analysed the common themes that permeated through the engagement process and compiled a set of preliminary recommendations below.

11.1.1 Next Steps

- ▶ Draw upon the key priorities identified through the engagement process and use them to inform the creation of key themes and action areas within the Future City Strategy.
- ▶ Ensure that the following Future City Dimensions are addressed and investigated further:
 - Innovative mindset: The development of an innovative, smart and digitally literate culture was a highly important theme to arise out of the engagement process. The strategy should address the best methods of promoting the local economy and capabilities, flexible working, co-creation and partnerships. This mentality will rest heavily upon smart communication practices, branding and an emphasis on education.
 - Building an infrastructure backbone: The repeated focus on transport, connectivity and data highlight the importance of constructing a robust network and connectivity foundation. Promoting wireless networks and open data infrastructure will simultaneously inspire future innovation while also enabling existing innovation to operate and flourish.
 - Prioritising Projects: Specific future city projects should be derived from the needs and demands of the local community. Transport, planning, online services and sustainability were just some of the pertinent issues identified. Dedicated action plans for these issues is crucial to ensure accountability.
 - Smart Citizens: The Wyndham community clearly indicated their interest and expectation that Council be a Future City Leader through collaboration. The community is highly engaged and keen to participate - a fundamental element of a successful future city.
- ▶ The next step is to translate the key insights discussed throughout the engagement report into a functional and actionable Future City Strategy. This will be developed through Council's continued collaboration with the public, key stakeholders, experts and our project partners.