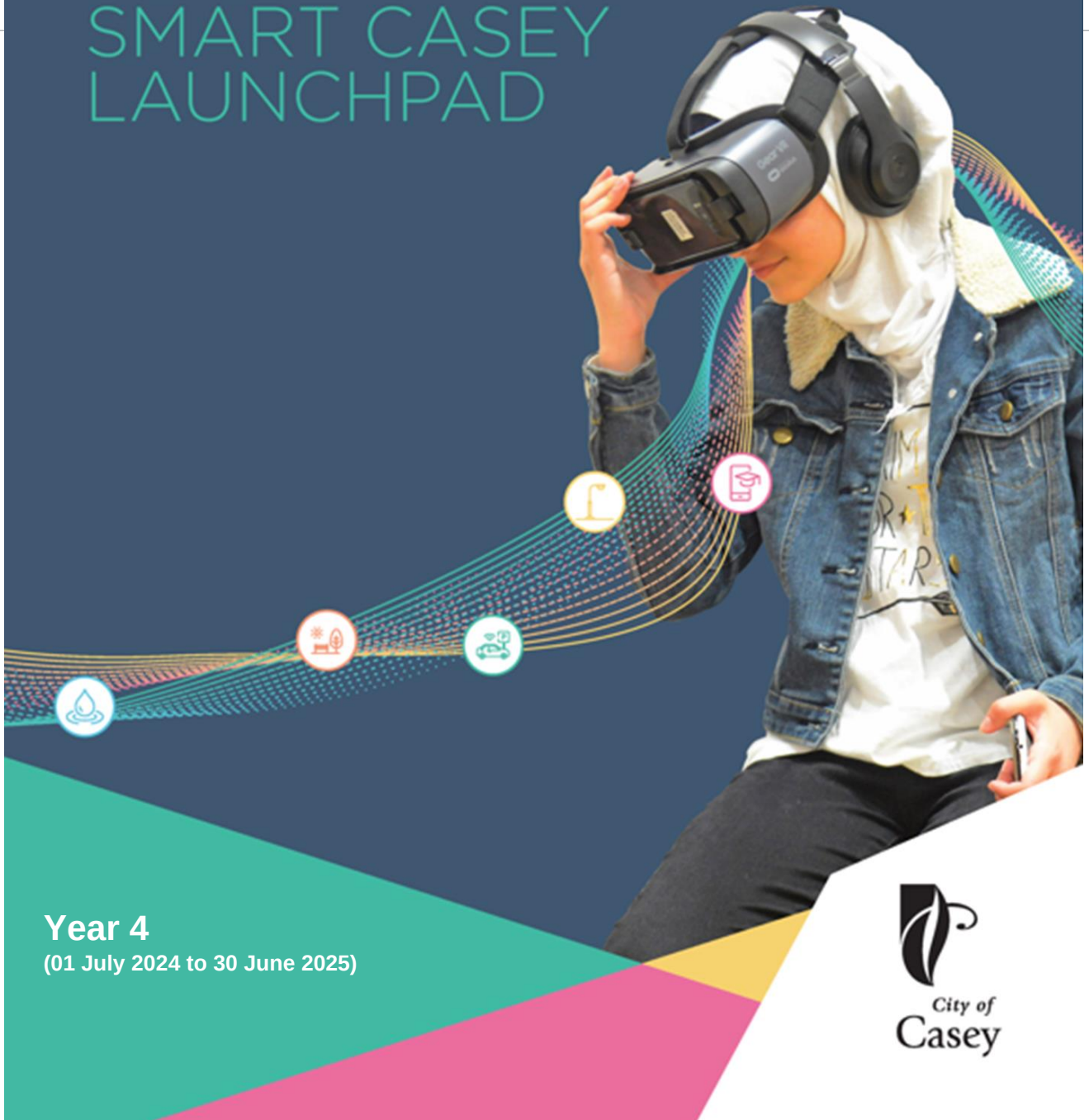


# IMPLEMENTATION PLAN

## SMART CASEY LAUNCHPAD



**Year 4**  
(01 July 2024 to 30 June 2025)



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# Introduction

Smart Casey will be optimistic, thriving, and curious. We will embrace smart thinking and innovation to improve our lives, economy, and environment. As a growing community, our goal is to be leaders in digital connectivity, sustainability, and inclusion.

*Smart Casey Launchpad vision*

The third year of the Smart Casey Launchpad initiative was marked by significant progress and accomplishments. The program continued to drive innovation, data-driven decision-making, and digital transformation across the City of Casey.

One of the key highlights was the expansion of the Future Mobility Living Lab, which facilitated two partner-led trials involving six Living Lab partners. The School Safety testbed trial contributed to shaping the future of the Safe Around Schools Program. Additionally, data-gathering tools utilised by the Living Lab demonstrated capability in measuring the effectiveness of road treatments designed to mitigate speed, suggesting where additional work may need to occur to keep our roads safe.

The annual Innovation Summit was attended by over 200 people and received positive feedback. 92 per cent of attendees agreed that they had an increased awareness of Council as an innovative municipality. The event achieved a Net Promoter Score of 70, and all attendees agreed that Council supports, celebrates, and embraces a culture of innovation.

The Open Data Platform thrived, with 397 registered users and 151 datasets. The platform now features 15 dataset categories and 10 insight pages, reflecting the City's commitment to data transparency and enabling data-driven decision-making.

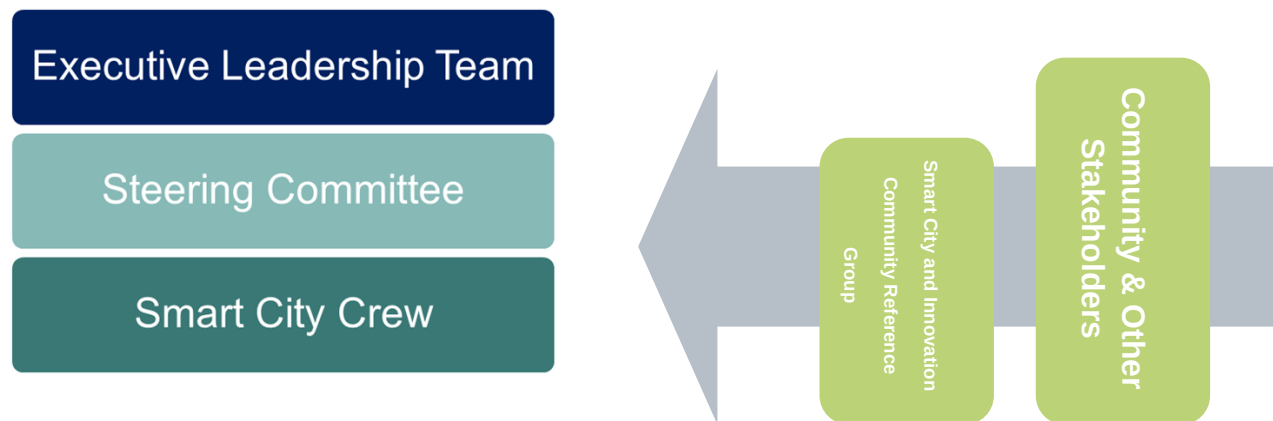
The Sensing Our City Sensor Deployment Program made significant progress, with over 200 additional sensing capabilities added across the city including extensive upgrades to Casey Fields and Ray Bastin Reserve.

Moving forward, the Smart Casey Launchpad aims to launch the Climate Action Living Lab, where the Council will bring together local businesses, entrepreneurs, and educational institutes to address a variety of climate-related challenges. Based on the success of previous years, there are plans to host another Innovation Summit in the new year. Finally, as part of our commitment to data-driven decision-making, the Smart City team will review all previous sensor and Wi-Fi deployments to streamline data collection, extract maximum value from the available equipment and learn more about what has worked well for the community. By prioritising innovation, data-driven decision-making, and digital equity, Council remains committed to positioning itself as a leading smart city, empowering its community to thrive in the digital era.

# Governance

Good governance continues to be of critical importance to the Smart Casey Launchpad Program. The Program's focus is to ensure that all decisions, funding, and outcomes are communicated effectively. 2023 - 2024 saw the Smart City and Innovation Community Reference Group continue to meet on a quarterly basis to ensure the community's engagement and oversight of the smart city and innovation portfolio. The Smart City crew, involving cross functional teams across Council, also continued to meet to report on smart city activities monthly.

The diagram below summarises this structure:



| Stakeholder                                         | Role                     | Responsibilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Council                                             | Prioritising & Driving   | <ul style="list-style-type: none"> <li>&gt; Providing strategic and operational direction and coordination</li> <li>&gt; Providing governance, risk and financial management</li> <li>&gt; Driving and supporting smart city initiatives across Council and in Community</li> <li>&gt; Consulting with the community and other players to design smart solutions and generate project ideas</li> <li>&gt; Reporting and communications to key stakeholders in a timely manner</li> </ul> |
| Smart City and Innovation Community Reference Group | Advising & Collaborating | <ul style="list-style-type: none"> <li>&gt; Partnering with Council to oversee the Smart Casey Launchpad delivery</li> <li>&gt; Providing community advice on the use of technology to solve challenges, exploring smart solutions and partnership opportunities</li> <li>&gt; Driving understanding and engagement in the community</li> <li>&gt; Promoting smart projects / initiatives</li> </ul>                                                                                     |
| Community                                           | Participating & Engaging | <ul style="list-style-type: none"> <li>&gt; Responding to consultation processes</li> <li>&gt; Engaging with Smart Casey initiatives</li> <li>&gt; Providing insights and feedback to shape the Smart Casey program</li> <li>&gt; Utilising local smart city infrastructure</li> <li>&gt; Creating partnerships and opportunities to solve local challenges</li> </ul>                                                                                                                   |

# 2023-2024 Highlights

Overall, the key actions outlined in the 2023/2024 implementation plan were achieved with great success. Out of 21 key actions identified, 12 were completed in full, 5 were partially completed and are still in progress, and 4 were not completed.

Some of the key highlights from year 3 include:

## Future Mobility Living Lab

- 2 partner-led trials contributed to by 6 Living Lab partners.
- School Safety testbed trial has impacted the review of the Safe Around Schools Program.
- 3026 near miss events detected at 1 school during the data gathering period.
- Living Lab partner shown to be effective for measuring the efficacy of road treatments designed to mitigate speeding.

## Innovation Summit

- Over 200 attendees on the day including members of the community, local businesses and industry experts.
- 92% agreed “My awareness has increased of Council as an innovative municipality for investors to expand, relocate or grow a business”.
- 70 NPS (net promotor score), and 100% agreed “Council supports, celebrates, and embraces a culture of innovation”.

## Open Data Platform

- 397 registered users, 151 datasets.
- The platform contains 15 dataset categories and 10 insight pages.
- Adoption of new data analytics tools to better understand our user base.

## Sensing Our City

- Deployment of over 200 Internet of Things (IoT) devices in Casey.
- 2 additional LoRa gateways to enhance network connectivity.
- Deployment of Casey’s first Smart Park at Ray Bastin Reserve.
- Significant data collection enhancement upgrades have been added to Casey Fields.

## Digital Equity Scale Up

- Partnership established with libraries team to run Digital Literacy Classes.
- 2 additional WiFi Benches deployed.
- Business case and proposal to install public WiFi at several key sites in Casey which experience digital exclusion.
- Lobbying of the state government has resulted in federal legislation which guarantees 5G coverage for growth areas.

# 2023-2024 Action Plan – Outcomes

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

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

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

# 2024-2025 Action Plan – Initiatives

| Strategic Initiative from Smart Casey Launchpad                                                                                                                                                   | 2024-2025 Action                                                                                                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| Partner with community hubs, libraries and experts to promote targeted digital literacy programs to ensure all members of our community have the skills to participate in the digital world       | Review last year's digital literacy program and assess the community's desire for digital literacy courses in local libraries. |
| Develop a digital inclusion framework that embeds equitable access to digital channels                                                                                                            | Explore and offer Smart City solutions in community facilities to improve customer service reach and self-service offerings.   |
| Create regular feedback loops about smart city implementation to promote transparency, including mapping the locations of smart infrastructure so residents can see smart city projects in action | Create an Open Data visualisation of IoT hardware around Casey.                                                                |
| Scale-up digitally inclusive infrastructure such as smart benches and free-public Wi-Fi in high need areas to increase community accessibility to digital infrastructure                          | Review smart bench offering and continue all viable sites into BAU.                                                            |
|                                                                                                                                                                                                   | Identify new locations to add public Wi-Fi and deploy Wi-Fi equipment where the idea is both feasible and viable.              |
| Implement a real time data network of sensors and other solutions to support innovation and enhanced liveability, planning, and investment.                                                       | Identify opportunities to deploy sensors for data collection across Casey.                                                     |
| Leverage digital technology and real time data to advance the school crossing service                                                                                                             | Contribute Smart City Solutions to the redevelopment of the Safe Around Schools program.                                       |
| Develop a Smart Urban Design Toolkit to promote smart city integration and connectivity in new designs and developments                                                                           | Work with placemaking and revitalisation to offer Smart City Solutions as part of the Berwick Village Structure Plan.          |
| Embed and scale up smart technology that enhances our places and spaces, such as smart lighting, sensors, digital art activations and digital connectivity                                        | Identify areas of the community that may benefit from the installation of Smart Lighting and deploy it at identified sites.    |

| Strategic Initiative from Smart Casey Launchpad |                                                                                                                                                                                    | 2024-2025 Action                                                                                                                                                |
|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                 | Partner with the community, businesses and schools to explore opportunities to support and integrate renewable energy options                                                      | Launch the Climate Action Living Lab                                                                                                                            |
|                                                 | Work with the INNOvation Crowd, Casey Cardinia Libraries, and other groups to create online forums and thought leadership that support local businesses, suppliers, and innovators | Continue the delivery of innovation festivals in Casey with a focus on Local Business                                                                           |
|                                                 | Develop a real-time open data platform for use by Council and the broader community that is appropriately governed and visualised                                                  | Implement a page on Open Data to promote transparency in Councillor decisions attendance and performance while in office.                                       |
|                                                 | Bring emerging technology including Artificial Intelligence (AI), data platforms, 5G and the Internet of Things (IoT) into projects across Casey                                   | Explore the potential for AI solutions to be deployed as community facing assistants                                                                            |
|                                                 | Design and implement a smart asset management system to increase the efficiency of our facilities and other key assets                                                             | Deploy sensors in public assets to inform strategic documents                                                                                                   |
|                                                 |                                                                                                                                                                                    | Review existing sensor installations and evaluate long term efficacy of all previous projects. Redeploy sensors where higher value opportunities are identified |
|                                                 |                                                                                                                                                                                    | Map LoRaWAN signal strength across Casey for more up to date information on coverage                                                                            |

# Measuring Success

Implementation of the Smart Casey Launchpad will be guided by robust measuring, reporting, and evaluation of progress and performance.

The Reporting Framework below outlines the vital key performance indicators (KPIs) that will be measured to track progress.

## Reporting Framework

The table below outlines a high-level smart city reporting template. The Framework is designed to avoid cumbersome reporting, which would discourage reporting and progress whilst capturing high-value insights.

| Timing    | What                           | Measures                                                                                                             |
|-----------|--------------------------------|----------------------------------------------------------------------------------------------------------------------|
| Monthly   | Smart City Initiative Pipeline | <ul style="list-style-type: none"><li>&gt; New Ideas</li><li>&gt; Backlog (status)</li></ul>                         |
|           | Smart City Initiative Progress | <ul style="list-style-type: none"><li>&gt; Budget</li><li>&gt; Quality</li><li>&gt; Timing</li></ul>                 |
| Quarterly | Summary of monthly dashboards  | <ul style="list-style-type: none"><li>&gt; Progress of initiatives and stories of the quarter</li></ul>              |
|           | Smart City employee training   | <ul style="list-style-type: none"><li>&gt; Participants</li><li>&gt; Programs</li></ul>                              |
|           | Output Indicators              | <ul style="list-style-type: none"><li>&gt; 'Outputs' –Measurement Dashboard, Smart Casey Launchpad</li></ul>         |
| Annual    | Summary of quarterly dashboard | <ul style="list-style-type: none"><li>&gt; Progress of initiatives and stories of the year</li></ul>                 |
| Biennial  | Full performance indicators    | <ul style="list-style-type: none"><li>&gt; 'Impacts' – Measuring Objectives Framework, Implementation Plan</li></ul> |