



CITY OF GREATER  
**GEE LONG**

**SMART CITY STRATEGIC  
FRAMEWORK**

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**IMPLEMENTATION  
& ACTION PLAN**

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**FEBRUARY 2021**

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# Introduction

The City of Greater Geelong's new *Smart City Strategic Framework (SCSF)* was released in March 2021.

Based on comprehensive stakeholder engagement, the Framework builds on existing smart city achievements, and supports the Clever and Creative 30-year vision.

In addition to this Framework, the City has also developed a *Smart City Innovation Blueprint*, and a *Smart City Positioning & Communications Plan*. Together, these three documents form the nucleus of the City's long-term smart city aspirations and directions.

This document, the *Implementation & Action Plan*, translates these aspirations into specific actions and priorities, and addresses:

- ▶ governance
- ▶ priority actions, milestones and responsibilities
- ▶ risk management
- ▶ change management
- ▶ performance and accountability
- ▶ stakeholder management

This document, particularly the action schedule, will be reviewed and updated annually as part of the yearly planning and budgeting cycle.

# Smart City Principles

The *Smart City Strategic Framework* presents seven smart city principles to guide planning, action and continuous improvement. Select examples of how these principles will be enacted are summarised in the table below.

**TABLE 1.** SMART CITY PRINCIPLES & ENACTMENT METHODS

Principle	Description	Enactment
<b>People First</b>	People are at the centre of smart cities. The majority of smart city initiatives will be based directly on community needs and concerns. The City will ensure that people remain the core focus of smart city action.	<ul style="list-style-type: none"> <li>▶ Regular stakeholder engagement</li> <li>▶ Two-way communication with community</li> <li>▶ Project prioritisation based on community needs</li> </ul>
<b>Inclusive &amp; Accessible</b>	Smart city projects are inclusive and accessible by all people. The City will ensure that all projects are not only accessible but promote and catalyse inclusion and contribute to bridging the digital divide.	<ul style="list-style-type: none"> <li>▶ Provide digital literacy training and guidelines for smart tech / services</li> <li>▶ Promote digital democracy through digital engagement with community</li> </ul>
<b>Co-Design &amp; Collaboration</b>	Collaboration and co-design support strong smart city partnerships. The City will use collaboration to unlock diverse knowledge skills and perspectives to deliver the best possible outcomes for Greater Geelong.	<ul style="list-style-type: none"> <li>▶ Develop partnerships with key stakeholders to unlock value from private sector</li> <li>▶ Collaborate with community to design projects that directly meet local needs</li> </ul>
<b>Evidence-Based</b>	Data is like gold in a smart city. The City will unlock the value and benefits from data collected from smart devices to inform decision-making, guide investment, and focus on delivering benefit where it is needed most.	<ul style="list-style-type: none"> <li>▶ Use smart technology to collect data that will inform decision making and project prioritisation</li> </ul>
<b>Connection &amp; Value</b>	Systems, technologies and applications are truly smart when they are interoperable, efficiently integrated, and distinctly valuable. The City will take a comprehensive approach to delivering and managing smart projects.	<ul style="list-style-type: none"> <li>▶ All new technology and systems will be interoperable and act to streamline processes, never creating more work</li> <li>▶ Smart city projects will always have clear objectives, goals and KPI's</li> </ul>
<b>Innovation &amp; Creativity</b>	Smart cities support innovation and embrace change. The City will work to foster a culture of creativity in Greater Geelong, enabling new ideas and ways of doing business to be tested, trialled and supported.	<ul style="list-style-type: none"> <li>▶ Council internal culture will support and enhance innovation opportunities</li> <li>▶ Council will promote new pathways for ideation and innovation in all smart city projects</li> </ul>
<b>Trust &amp; Transparency</b>	Honest and open dialogue with citizens builds trust in a smart city. The City will ensure that smart city projects are transparent, and clearly communicate the benefit and data management policies used to deliver value.	<ul style="list-style-type: none"> <li>▶ All smart city projects will have a tangible benefit, with clearly outlined risk and management policies</li> <li>▶ Smart city projects will be open about data collection and management</li> </ul>

# Smart City Standards

In addition to these broad smart city principles, implementation will also be guided by relevant smart city standards, particularly ISO 37106:2018 as summarised below.

The Standards can be found here: <https://www.iso.org/standard/62065.html>

## International Smart City Standards: ISO 37106:2018

### STRATEGY MANAGEMENT

Strategy management refers to the quality of the smart city strategies, and how well these are managed. This includes:

- ▶ Aspirations and objectives
- ▶ Leadership and governance
- ▶ Collaborative engagement
- ▶ Procurement and supply management
- ▶ Mapping the City's interoperability needs
- ▶ Common terminology
- ▶ The smart city roadmap

### CITIZEN-CENTRIC SERVICE MANAGEMENT

Citizen centric service management means providing citizens with useful services, in an efficient and informed manner. This includes:

- ▶ Delivering integrated citizen-centric services
- ▶ Empowering the community through data
- ▶ Identity and privacy management
- ▶ Digital inclusion and channel management

### DIGITAL AND PHYSICAL RESOURCE MANAGEMENT

This includes:

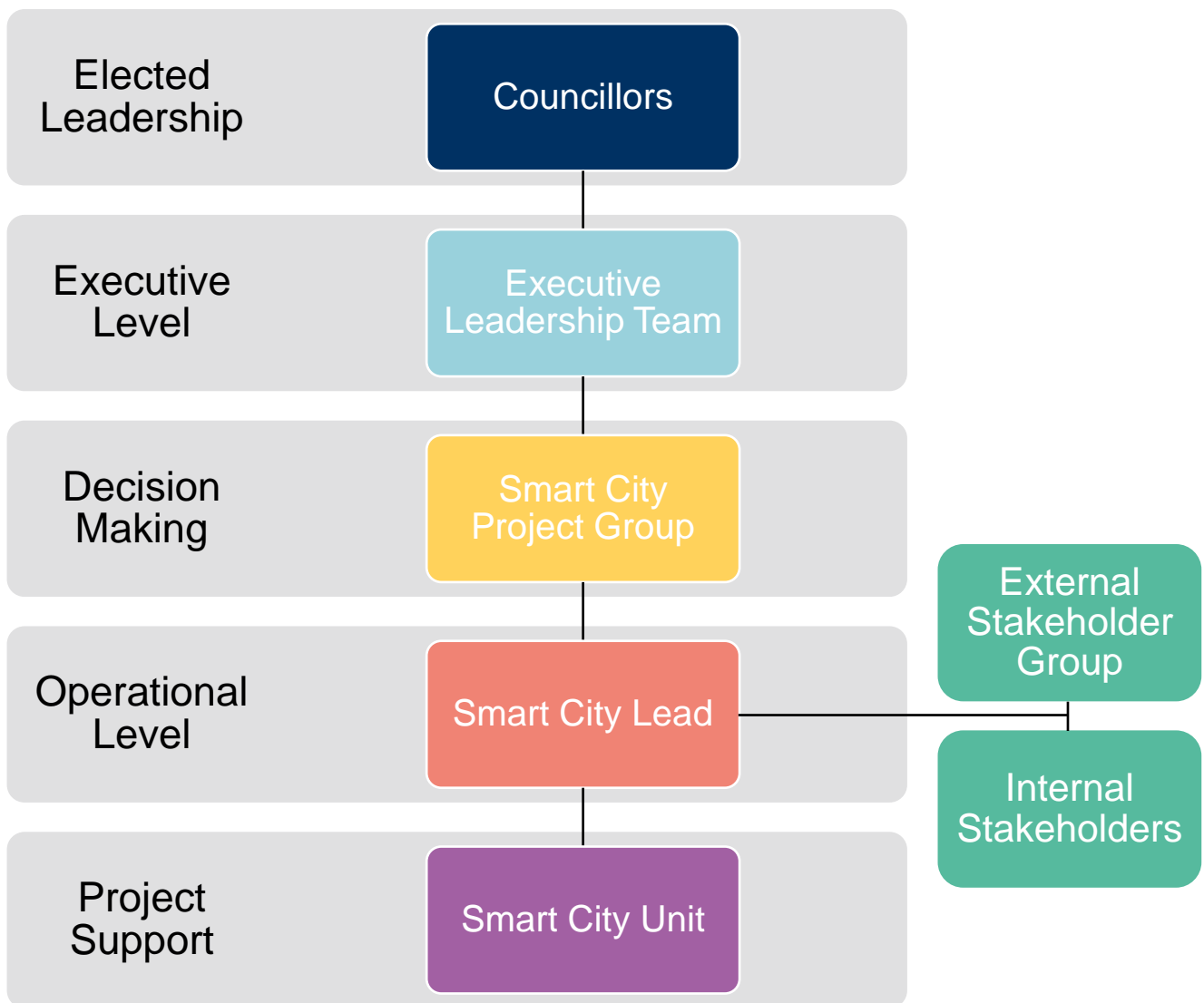
- ▶ Managing smart city developments and infrastructures
- ▶ IT and data resource mapping and management
- ▶ Open, service-oriented, city-wide IT architecture

# Smart City Governance

The City already has a well-established smart city governance model. This model is not formally entrenched throughout the organisation and is instead more flexible and agile. This agile model is successful in maintaining clear accountability and responsibility, centred around the Smart City Unit and Smart City Lead.

However, a more formalised governance structure will be required to ensure actions outlined in this Plan (as guided by the SCSF) are adequately supported. An overview of the required smart city governance model is summarised in the diagram and table below.

FIGURE 1: SMART CITY GOVERNANCE FRAMEWORK



**TABLE 2.** GOVERNANCE ROLES & RESPONSIBILITIES

Stakeholder	Roles & Responsibilities
Councillors	Community leadership, advocacy, strategic direction setting, alignment of smart projects with community needs
Executive Leadership Team	Budget allocation, change management, removal of barriers to success, enactment and alignment of smart city projects with organisational vision
Smart City Project Group	Strategic planning, decision-making, resource allocation, oversight, project prioritisation and direction setting
Smart City Lead	Direction setting, leadership, managing partnerships and collaboration, promotion and marketing, performance management and measuring progress
Smart City Unit	Support smart city lead, development and delivery of smart city projects and programs, open communications with all other departments, organisational smart city policy and standards, risk management, best practice research
External Stakeholder Group	Advocacy, support and advice, presentation of new ideas, pitching projects, collaboration and partnerships in local smart city ecosystem
Internal Stakeholders	Informed and engaged with smart city progress within organisation, collaboration and sharing ideas/insights with smart city unit, key 'allies'

## Governance Evolution

Over time, the existing governance arrangements will need to evolve in-line with improvements in the City's smart city maturity. Specifically, as smart city planning and activity is gradually dispersed and integrated across Council, so too should governance become more distributed (and less centralised).

Such an evolution requires two key activities, which the Smart City Unit should coordinate:

1. The ongoing development of smart city capacity/processes/systems/projects right across Council.
2. Regular reviews to update/refine/terminate governance arrangements which optimise smart city coordination, collaboration and accountability.

While the abovementioned governance model will be the next step in smart city governance for the City, moving to a more integrated approach should be a key consideration in future years, as smart city maturity continues to develop across the organisation.

# Priority Actions

The two action schedules presented in this section are the core of this *Implementation & Action Plan*.

The first action schedule details priority actions for Year 1 (2021-22), covering each of the five pillars of the Strategic Framework. These actions have been prioritised by agreed criteria, including the extent to which the project:

- ▶ Builds momentum and awareness (e.g., quick wins and demonstration projects)
- ▶ Is within the control, capability and resourcing of Council
- ▶ Leverages existing smart city infrastructure and services
- ▶ Aligns with long-term City aspirations and service plan objectives
- ▶ Sets a smart foundation for future projects
- ▶ Distributes smart city investment and activity across Council and beyond

The second action schedule presents high-value smart city actions for future years, focusing on years 2-4. These future (or proposed) actions are all subject to further assessment, prioritisation and funding as part of the annual smart city implementation review. A detailed Priority Action Schedule for Year 2 (and updated Future Action Schedule) will be the key outputs of this review process. Both of these outputs will depend critically on actual smart city progress in Year 1, and any new smart city opportunities/risks which emerge during this period.

Underpinning these action schedules is a five-level smart city maturity model, which marks smart city progress from *beginning* to *developing*, *embedding*, *extending* and ultimately *leading* (as per the image over page).

For the City of Greater Geelong (assessed at the *developing* level of maturity by Delos Delta), actions in Year 1 can be broadly mapped to the *developing* and *embedding* maturity levels.

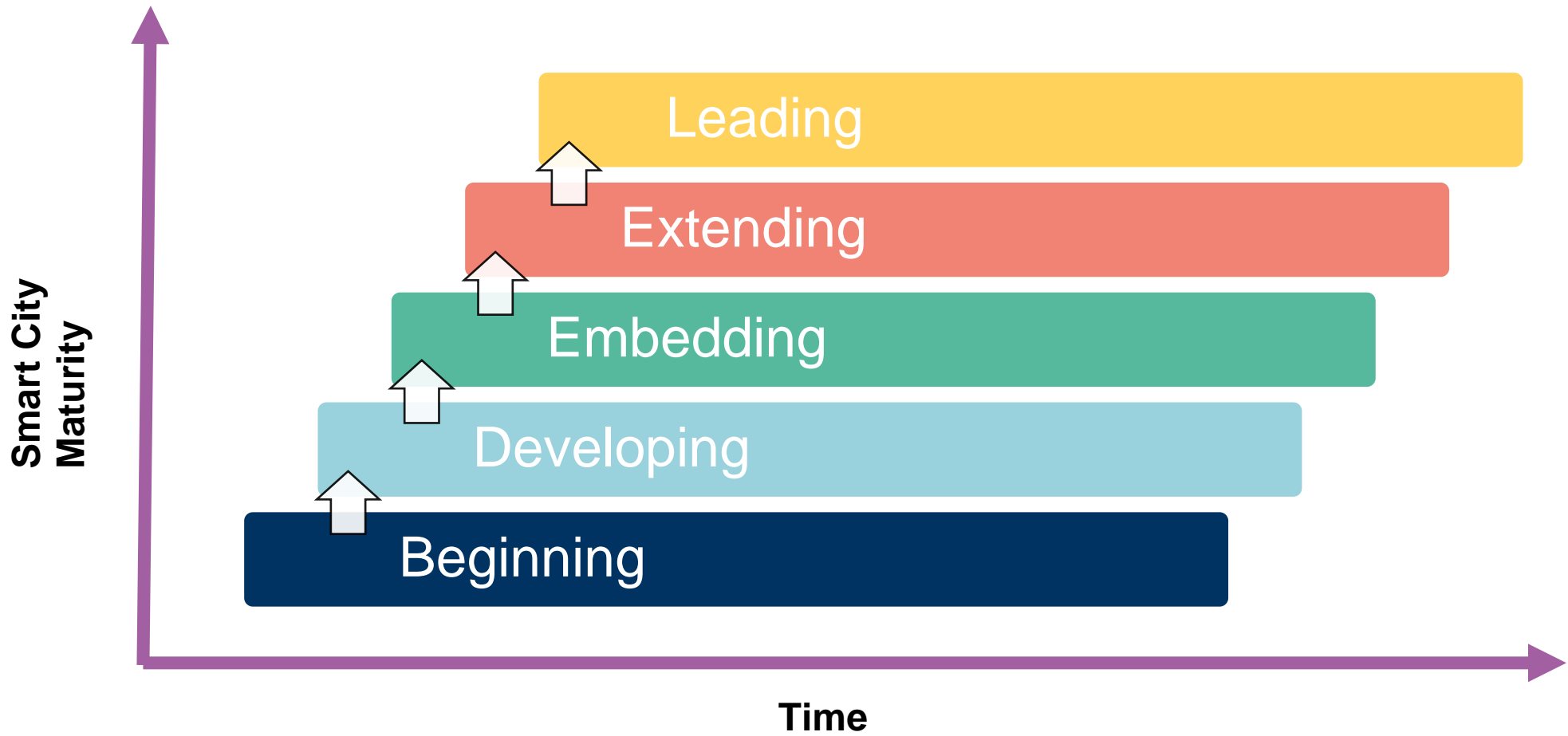
Within the Future Action Schedule, proposed actions have been mapped to the *developing*, *embedding* and *extending* levels of maturity.

Note that it is difficult to predict the exact amount of time it will take to move up the maturity levels. But as a broad indication, each increment generally corresponds to a 1-3 year time period. Accordingly, a city that commits ongoing resourcing and effort should expect to become a smart city leader in approximately 10 years.



# Journey Map – 5 Horizons of Smart City Maturity & Action

FIGURE 2: SMART CITY MATURITY HORIZON MODEL



# Priority Action Schedule (Year 1)

The following schedule presents a range of actions that align with the strategic pillars presented in the Smart City Strategic Framework. These priority actions are to commence in the first year after endorsement of the SCSF and will be updated annually in alignment with Council's planning and budget cycles.

**TABLE 3. PRIORITY ACTION SCHEDULE (YEAR 1)**

Pillar	Action	Milestone	Responsibility
1	1.1 Develop a digital inclusion opportunities report	Report endorsed for implementation	Smart City & Connected Communities
	1.2 Develop a communications strategy to promote local digital literacy outcomes and programs	Communications strategy in place and enacted	Smart City & Connected Communities
	1.3 Investigate membership of relevant international smart city accords (e.g., the Coalition for Digital Rights)	Options paper and recommendations provided to ELT	Smart City
	1.4 Review and update Council's digital privacy and security policies to account for smart city best practice	Updated policies endorsed, communicated and enacted	Smart City & DIT
	1.5 Prepare digital democracy discussion paper	Discussion paper released, feedback analysed, and recommendations provided to Council	Smart City
2	2.1 Develop smart city innovation blueprint for Council	Blueprint endorsed for implementation	Smart City
	2.2 Develop a smart city partnership framework (to prioritise and guide management of alliances and networks)	Framework endorsed and enacted	Smart City

Pillar	Action	Milestone	Responsibility
	2.3 Identify and assess key barriers to innovation and smart city progress (e.g. red tape, analogue business processes, culture, etc.)	Report and recommendations provided to Council	Smart City & <i>Other Departments</i>
	2.4 Design and deliver a smart city innovation program (within the local Geelong innovation context)	Program delivered and evaluation provided to Council	Smart City & Economic Development
	2.5 Host a Geelong digital economy summit (to promote sector growth and inform future policy development)	Event delivered, report presenting summit outcomes and recommendations provided to Council	Smart City & Economic Development
	2.6 Showcase smart cities at the UNESCO City of Design 2021 Subnetwork Conference	Integrate and promote efforts of the Smart City Unit at the event	Smart City & Economic Development
3	3.1 Develop policy guidelines for integrating smart technology into new developments / precincts	Policy Guidelines endorsed for implementation	Smart City & Urban Design
	3.2 Develop policy guidelines for the implementation of smart assets in public spaces (e.g., IoT, smart poles, smart street furniture etc.)	Develop an IoT playbook that outlines the 'what, why, where and how' of IoT installation Policy Guidelines endorsed for implementation	Smart City
	3.3 Conduct research into high-value smart technology to enhance water monitoring and usage in Council facilities (e.g., floodwater management, rainfall measurement, etc.)	Analyse high value technology options and applications and provide a report and recommendations to Council	Smart City & Environment
	3.4 Investigate gaps in transport and mobility data, and identify smart technology options for addressing these gaps	Report and recommendations provided to Council	Smart City & Urban Design
	3.5 Integrate smart tech initiatives into the City's sustainability and climate change strategies	Strategies updated to incorporate high-value smart tech enhancements	Smart City & Environment
	3.6 Investigate high value applications for smart technology to enhance data collection for Smart Parking in CBD project	Develop a business case for enhanced data collection and management and present to Council	Smart City

Pillar	Action	Milestone	Responsibility
	3.7 Develop policy guidelines for the use of surveillance technologies for use within public spaces (e.g., CCTV)	Policy Guidelines endorsed for implementation	Smart City
	3.8 Continue to support and improve smart lighting initiatives and identify future opportunities to enhance service	Project completed and recommendations provided to Council	Smart City & Others
4	4.1 Review and update the City's open data management / governance framework	Updated open data management framework in place	Smart City
	4.2 Design and deliver 'smart data' capacity building program for Council staff	Capacity program delivered and evaluated	Smart City
	4.3 Develop a communication strategy to promote awareness and use of the Geelong Data Exchange	Comms strategy in place	Smart City
	4.4 Establish a 'data challenge' program to encourage intelligent collection and use of data	Program in place	Smart City
	4.5 Review the City's digital 3D model and develop a roadmap for ongoing enhancement	Roadmap endorsed for implementation	Smart City & Urban Growth
	4.6 Develop smart city performance measurement framework	Framework in place	Smart City
5	5.1 Review Council planning / procurement processes and update to support smart city outcomes	Review report and recommendations provided to ELT for decision	Smart City & Procurement
	5.2 Deliver smart city training and comms program across Council to promote smart city planning and build awareness	Program delivered and evaluated	Smart City & Change Management
	5.3 Develop smart / digital city advocacy plan	Assess internet and mobile coverage/quality across Greater Geelong to inform Advocacy Plan Advocacy Plan endorsed for implementation	Smart City

Pillar	Action	Milestone	Responsibility
	5.4 Continue the rollout of the Geelong Public WIFI & Enhanced Broadband Project	Project completed	Smart City
	5.5 Investigate and develop a blueprint for Geelong to become Gig City	Report and recommendations provided to ELT	Smart City
	5.6 Continue the rollout of the Bellarine Enhanced Broadband Installation	Project completed	Smart City

# Future Action Schedule (Years 2-4+)

As noted above, this schedule presents high-value smart city actions for future years, focusing on years 2-4. These future (or proposed) actions are all subject to further assessment, prioritisation and funding as part of the annual smart city implementation review. Note that these actions have been mapped to three maturity levels, *developing*, *embedding* and *extending*, which correspond (in broad terms) to 1–2 year time increments.

These future actions will be used as a guide for Smart City Unit during annual review of this Implementation Plan. As such, they are subject to change based on the actions, projects, and maturity develop that occurs in Year 1 of enacting the SCSF. As Council priorities may change over the course of a year, the Smart City Unit may pursue projects and actions that are not mentioned in the schedule below. Put simply, the future actions in the schedule below are indicative only.


**TABLE 4.** FUTURE ACTION SCHEDULE (YEARS 2+)

Maturity Level (Timeframe)	Action	Milestone
Developing (Years 2-3)	Formalise participation in agreed smart city accords/partnerships (ref. Action 1.3)	Participation endorsed and enacted
	Prepare digital democracy roadmap (ref. Action1.5)	Roadmap provided to Council for consideration
	Advance reform of smart city and innovation barriers (ref. Action 2.3)	Reforms enacted; progress report provided to ELT/Council
	Integrate digital/smart economy dimensions into the City's broader economic development framework (ref. Action 2.5)	Updated economic development framework in place

Maturity Level (Timeframe)	Action	Milestone
	Advance agreed recommendations from smart water management report (ref. Action 3.3)	Recommendations enacted; progress report provided to ELT/Council
	Action agreed recommendations from the transport/mobility data report (ref. Action 3.4)	Recommendations enacted; progress report provided to ELT/Council
	Advance agreed recommendations from the smart parking data business case (ref. 3.6)	Recommendations enacted; progress report provided to ELT/Council
	Deliver priority actions from the digital 3D model roadmap (ref. Action 4.5)	Actions delivered; progress report provided to ELT/Council
	Review and update internal smart city training programs (ref. Actions 4.2 and 5.2)	Updated training programs delivered and evaluated
	Action agreed recommendations from the Gig City Report (ref. Action 5.5)	Actions delivered; progress report provided to ELT/Council
	Investigate smart waste management options for the City	Report and recommendations provided to Council
	Examine options for developing a digital citizen/customer charter	Report and recommendations provided to Council
	Develop a smart tourism/visitor roadmap for the City	Roadmap in place
	Identify and assess high-value data management/analytics/reporting enhancements within Council	Report and recommendations provided to Council
Embedding (Years 3-4)	Assess the City's digital literacy, connectivity and inclusion outcomes	Report and recommendations provided to Council
	Advance agreed recommendations from the smart waste report	Recommendations enacted; progress report provided to ELT/Council

Maturity Level (Timeframe)	Action	Milestone
	Develop digital citizen/customer charter	Charter in place
	Deliver key smart/digital economy initiatives	Initiatives enacted; progress report provided to ELT/Council
	Advance key actions in the digital democracy roadmap	Actions delivered; progress report provided to ELT/Council
	Deliver key actions in the digital tourism/visitor roadmap	Actions delivered; progress report provided to ELT/Council
	Enact key recommendations of the smart health/educations report	Recommendations enacted; progress report provided to ELT/Council
	Review and update Council's smart sustainability and environmental management agenda (ref. Action 3.5)	Updated smart sustainability program in place
	Identify and assess high value artificial intelligence and machine learning opportunities	Report and recommendations provided to Council
	Investigate opportunities to leverage augmented reality and virtual reality	Report and recommendations provided to Council
	Explore options to enhance local transport and mobility with smart tech and innovation	Report and recommendations provided to Council
	Enact agreed recommendations from the data management/analytics/reporting report	Recommendations enacted; progress report provided to ELT/Council
Extending (Years 4+)	Advance key recommendations of the digital literacy, connectivity and inclusion report	Recommendations enacted; progress report provided to ELT/Council
	Develop a formal 'living lab' framework	Framework in place
	Advance key recommendations of the smart transport and mobility report	Recommendations enacted; progress report provided to ELT/Council
	Deliver key recommendations of the AR/VR report	Recommendations enacted; progress report provided to ELT/Council



Maturity Level (Timeframe)	Action	Milestone
	Deliver key recommendations of the artificial intelligence and machine learning report	Recommendations enacted; progress report provided to ELT/Council
	Coordinate detailed evaluation of the smart city agenda, including strategy, projects, partnerships, results, etc.	Evaluation report and recommendations provided to Council
	Review and update the Smart City Strategic Framework (and associated plans/policies)	Updated Smart City Strategic Framework in place

# Performance Management

The ongoing measurement and assessment of smart city progress is vital to support the long-term implementation of the Smart City Strategic Framework.

## Measuring Progress

The City of Greater Geelong will document smart city progress through annual progress reports, aligned with budget review and internal reporting timing. These reports will also highlight the key lessons learned, and any other insights from completed/ongoing smart city projects. To supplement this annual reporting, project reports will be developed for each distinct smart city project, as outlined below.

## Project Reporting

An essential aspect of ongoing project implementation is reporting and evaluation. The City of Greater Geelong's approach to ongoing smart city project reporting is defined by existing internal processes and standards, and subject to ongoing enhancements to internal communications channels.

### Project Reporting Guidelines

The following guidelines outline a high-level approach to collecting and sharing high value insights and avoiding burdensome reporting.

Timing	Reporting	Scope
Monthly	Progress Report	Project updates, lessons learnt, key issues
Quarterly	Output Report	Quality, budget, timing, scope, risks, next steps
Biannually	Employee Training & Dev.	# of employees & sessions, training outcomes
Annually	Implementation Update	Analysis and reevaluation of priorities, outcomes analysis

### Smart City Project Evaluation

To supplement existing project reporting requirements, the Smart City Unit (and project partners) will ensure a strong focus on qualitative feedback and input into project reports. As smart city reputation continues to grow across the organisation, it will become increasingly important to focus on the impact that projects have (not just looking at the numbers or the bottom line for the project).

# Stakeholder Management

Ongoing buy-in, engagement and investment from smart city stakeholders is vital in supporting the long-term smart city vision set out in the Smart City Strategic Framework.

The effective management of complex and interconnected stakeholder relationships will be a challenge for the City of Greater Geelong.

Council's commitment to the effective management of smart city stakeholders throughout ongoing project implementation is showcased in the Smart City Positioning & Communications Plan.

The core principles of the Plan aim to guide stakeholder management, smart city promotion and communications, are as follows.

- ▶ Market and promote the City of Greater Geelong as a place that supports innovation
- ▶ Effectively communicate all smart city projects and actions to the broader public
- ▶ Build a strong reputation as one of Australia's smartest cities and regions
- ▶ Ensure ongoing, meaningful and two-way communication with stakeholders and community
- ▶ Engage with key smart city stakeholders to develop robust partnerships

## Partnerships & Collaboration

Developing a smart city depends on collaboration from a wide range of sectors, industries and stakeholder groups. As such, while Council may lead these efforts, all members of the smart city ecosystem will be valuable contributors. The following list (as shown in the Smart City Strategic Framework) shows the main stakeholder groups for the City of Greater Geelong.



## Communications Plan

The Smart City Strategic Plan was informed by rigorous stakeholder and community engagement. This engagement was vital in aligning our smart city priorities with community needs and local challenges. To ensure ongoing smart city action remains in the forefront of the minds of our key stakeholders, the City is developing a comprehensive 'Smart City Positioning & Communications Plan'. This will focus on the following outcomes:

- ▶ Guide strategic communications and positioning for the smart city activities
- ▶ Support broad buy-in and engagement (internal and external) with smart city projects
- ▶ Establish clear pathways for ongoing communication and engagement with key stakeholders
- ▶ Leverage smart city alignment with UNESCO City of Design

The Smart City Unit will coordinate the delivery of the Smart City Positioning & Communications Plan in conjunction with corporate communications. To support this, the schedule below outlines methods for ongoing communications with key smart city stakeholders.

Stakeholder	Purpose	Messages	Medium	Timing
<b>Community</b>	Build awareness for smart city projects Collect ideas and insights to tailor projects to community needs	Key project information Key benefits of ongoing smart city projects and activity Participation in co-design	Social media Council website Community newsletters Smart city events	Regular
<b>Local Business</b>	Collaboration and co-design Feedback and input into key projects	Participation in projects and co-design Local business support programs Collaboration opportunities	Social media Direct correspondence Smart city events Newsletters	Regular

Stakeholder	Purpose	Messages	Medium	Timing
<b>City of Greater Geelong employees</b>	Build awareness and reputation Clear understanding of roles and responsibilities Solidify open comms channels Strengthen collaboration	Inter-departmental collaboration Key lessons from projects Embedding smart city into BAU	Email Existing comms channels Meetings & discussions Council internal messaging	Regular
<b>Developers</b>	Develop partnerships and attract investment in Greater Geelong Raise awareness for smart city	Collaboration with developers is key to success of smart infrastructure projects Council is committed to embedding smart technology across Greater Geelong	Email Council website Smart city events	Semi-regular
<b>Utilities</b>	Promotion of smart city projects Collaboration on major projects (e.g., smart poles) Knowledge sharing	Promote sharing of data for mutual benefit Support uptake of smart meters	Direct correspondence Meetings & discussions	Per-Project Basis
<b>Educators &amp; Academics</b>	Specific project collaboration Use expertise and knowledge	Opportunities to collaborate to deliver valuable projects & programs Encourage innovation and testing/trialling new ideas	Direct correspondence Meetings & discussions Smart city events	As required
<b>Other Governments</b>	Encourage collaboration Promote regional outcomes/goals Develop synergies between smart city systems/projects	Promote smart city progress and key lessons from Geelong Advocate for knowledge sharing	Email Meetings & discussions	As required
<b>Industry &amp; Associations</b>	Sharing of best practice Strengthen partnerships	Benefits of collaboration with Greater Geelong Bringing together Council, private sector and public sector agencies	Email Meetings & discussions	Ad hoc

# Risk Management

Successful risk management is vital for reducing project risk and overcoming risk-aversion across Council. The Smart City Unit will coordinate strategic risk management in accordance with the table below. Additional risk management plans will also be developed for each individual smart city (and related) project.

Risk	Impact	Likelihood	Treatment
<b>Resource shortfalls</b>	High – activities cannot be delivered	Medium	<ul style="list-style-type: none"> <li>▶ Develop robust business cases for project funding (including State &amp; Federal Government grants) as required</li> <li>▶ Work across Council to leverage existing funding and resources</li> <li>▶ Collaborate with smart city stakeholder group to access private capital</li> </ul>
<b>Lack of buy-in and coordinated action across Council</b>	Medium – inefficient delivery and time delays	Medium	<ul style="list-style-type: none"> <li>▶ Develop Council training and capability programs to build capacity and pathways</li> <li>▶ Include all internal stakeholders in smart city governance frameworks</li> </ul>
<b>Failure of key projects</b>	High – negative media attention, and reduced faith in the Strategy	Low	<ul style="list-style-type: none"> <li>▶ Embed best practice project management</li> <li>▶ Promote Greater Geelong as a Smart City to increase understanding of innovation and success</li> <li>▶ Diversify projects and delivery across Council to reduce the overall risk profile</li> </ul>
<b>Low community support</b>	Medium – no community imperative for action	Low	<ul style="list-style-type: none"> <li>▶ Develop and enact the Smart City Positioning &amp; Communications Plan</li> <li>▶ Regular engagement with community through events and communication.</li> <li>▶ Ongoing 'community first' focus using co-design and online feedback</li> </ul>
<b>External stakeholder disinterest</b>	Medium – lack of partners to drive delivery	Low	<ul style="list-style-type: none"> <li>▶ Develop and enact the Smart City Positioning &amp; Communications Plan</li> <li>▶ Conduct regular workshops/sessions with key stakeholders to discuss priorities</li> </ul>
<b>Narrow/Siloed implementation of projects</b>	Medium – inability for broad adoption and implementation of key initiatives	Low	<ul style="list-style-type: none"> <li>▶ Collaboration and co-design with all Council departments to align projects with capacity and strategic direction</li> <li>▶ Consideration of future management in project design/planning</li> </ul>

Risk	Impact	Likelihood	Treatment
<b>Red Tape &amp; Culture Block</b>	Medium – inability to deliver desired project outcomes and gain momentum	Low	<ul style="list-style-type: none"> <li>▶ Develop and enact the Smart City Innovation Blueprint</li> <li>▶ Assess and mitigate red tape prior to delivering projects, as part of project planning</li> <li>▶ Deliver regular smart city and innovation communications across Council to maintain engagement</li> </ul>
<b>COVID-19</b>	Low – ability to conduct work as planned due to lockdown or restrictions	Medium	<ul style="list-style-type: none"> <li>▶ Integrate pathways and mechanisms for delivering work through digital/remote means</li> <li>▶ Implement pivot pathways for project prioritisation (i.e. if a priority project is not feasible due to COVID, pivot to the next most valuable project that can be delivered through COVID-safe means)</li> </ul>

# Change Management

A clear and concise smart city change management plan enables Council to effectively build capacity, drive innovation and manage change across the Council organisation, and Greater Geelong. The plan clearly outlines areas of policy, regulation and process that will contribute to the successful implementation of the Smart City Strategic Framework.

Change Objective	Dimension	Key Actions	Timing
<b>Establish smart city governance across Council</b>	<ul style="list-style-type: none"> <li>▶ Leadership and governance</li> <li>▶ Organisational processes</li> </ul>	<ul style="list-style-type: none"> <li>▶ Develop and implement formal smart city governance framework</li> <li>▶ Ensure smart city roles and responsibilities are understood across the whole organisation</li> </ul>	Immediately
<b>Raise smart city awareness and increase buy-in</b>	<ul style="list-style-type: none"> <li>▶ Internal smart city profile</li> </ul>	<ul style="list-style-type: none"> <li>▶ Develop and enact the Smart City Positioning &amp; Communications Plan</li> <li>▶ Establish clear communications and collaboration channels throughout the organisation that are linked to the Smart City Unit</li> </ul>	Within 6 months
<b>Build internal smart city capacity</b>	<ul style="list-style-type: none"> <li>▶ Staff knowledge and skills</li> <li>▶ Organisational processes</li> </ul>	<ul style="list-style-type: none"> <li>▶ Develop and deliver digital/data literacy and innovation training</li> <li>▶ Establish processes for sharing smart city lessons (and insights from key projects) broadly across organisation</li> </ul>	Within 12 months
<b>Foster smart city partnerships and collaborate with key stakeholders</b>	<ul style="list-style-type: none"> <li>▶ External stakeholder engagement</li> <li>▶ Smart city reputation</li> </ul>	<ul style="list-style-type: none"> <li>▶ Develop and enact the Smart City Positioning &amp; Communications Plan</li> <li>▶ Identify, test and trial formal processes for fostering and developing smart city partnerships</li> </ul>	Within 12 months
<b>Remove barriers to smart city success</b>	<ul style="list-style-type: none"> <li>▶ Policy and reform</li> <li>▶ Innovation</li> </ul>	<ul style="list-style-type: none"> <li>▶ Align smart city policy with international best practice</li> <li>▶ Identify smart city systems and processes that have the most influence on smart city success and take action to leverage and enhance those processes</li> </ul>	Within 18 months