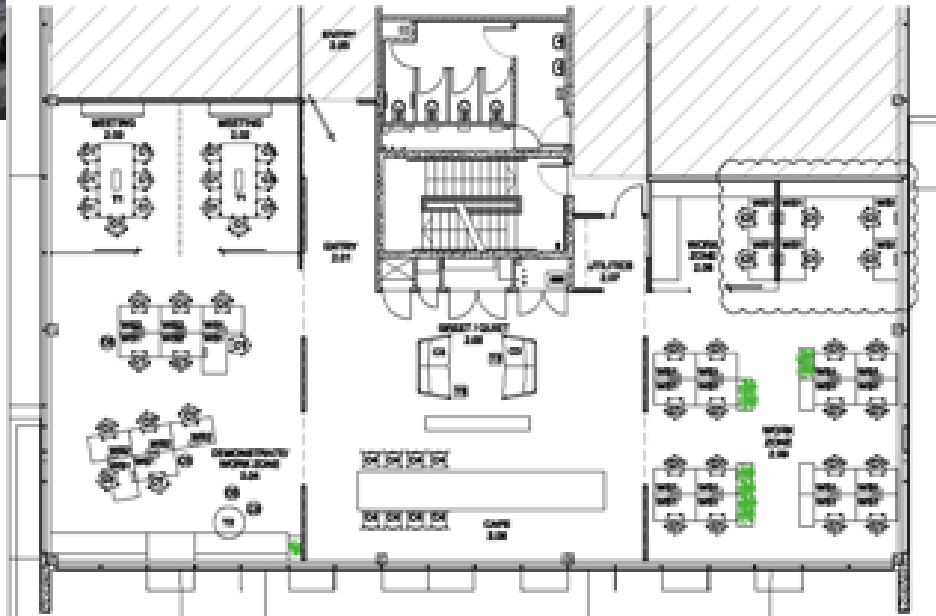# Transforming Local Government

July 2017

Innovation Central Background

- One of 9 IoE Innovation Centres in the World
- Partnership launch July 2015 and Centre launch December 2015
- Foundation partners Cisco, Woodside & Curtin
- Key focus areas of astronomy, energy, smart campus and agriculture
- $35m baseline investment by the foundation partners
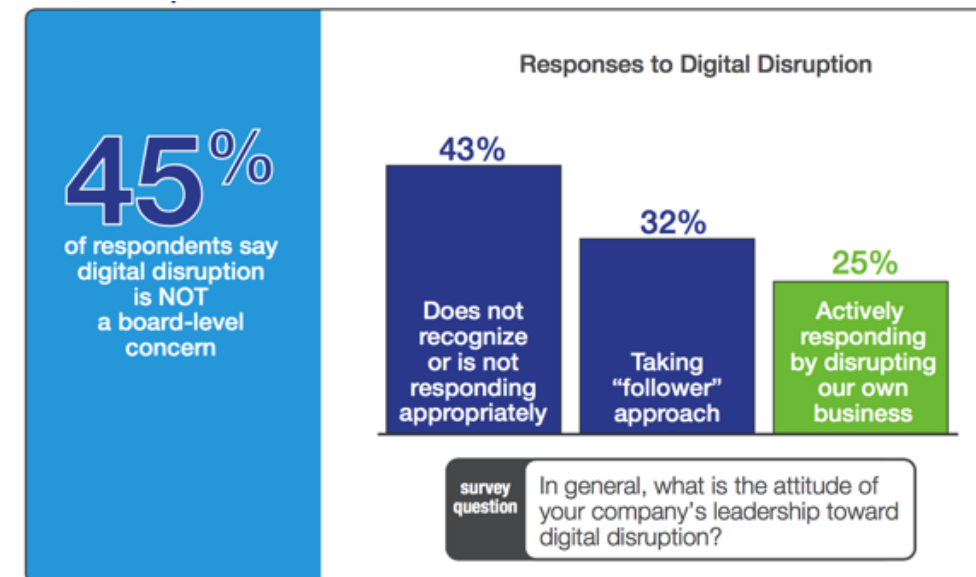
Digital Disruption: Redefining Industries, 'Digital Vortex'
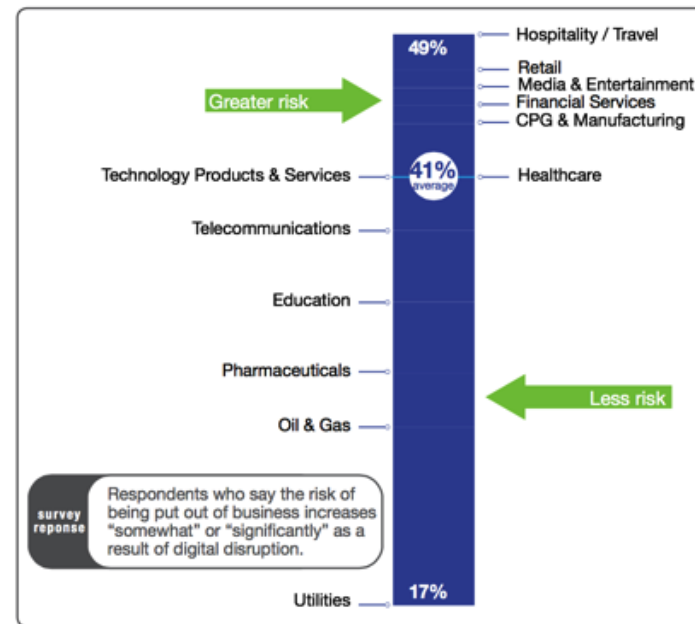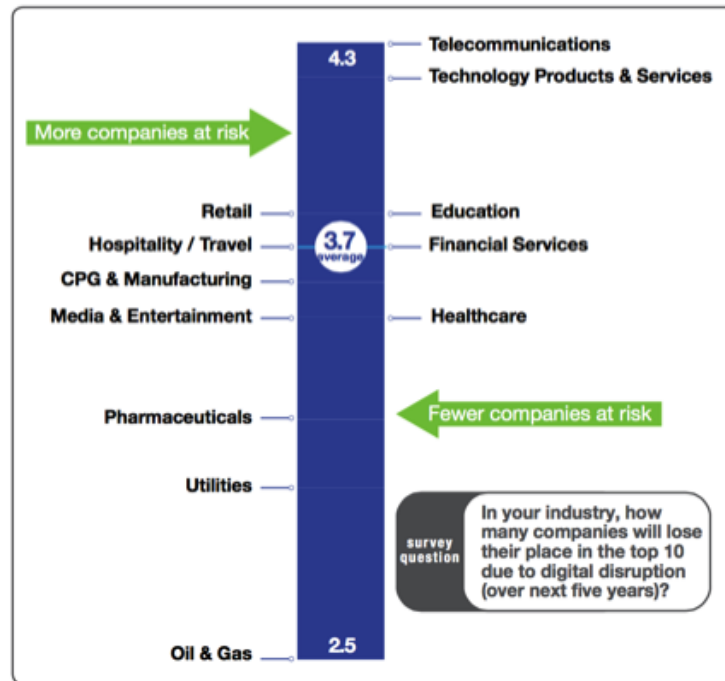
Global Center for Digital Business Transformation – IMD & Cisco Initiative

Survey of 941 businesses across 12 Industries
Survey respondents believe four out of ten will be displaced by digital disruption
45% of Boards not concerned

First chart (left):

4.3 — Telecommunications / Technology Products & Services

More companies at risk →

Retail — Education
Hospitality / Travel — Financial Services
CPG & Manufacturing
Media & Entertainment — Healthcare

3.7 average

← Fewer companies at risk

Pharmaceuticals

Utilities

Oil & Gas — 2.5

survey question: In your industry, how many companies will lose their place in the top 10 due to digital disruption (over next five years)?

Second chart (middle):

49% — Hospitality / Travel
Retail
Media & Entertainment
Financial Services
CPG & Manufacturing

Greater risk →

Technology Products & Services — 41% average — Healthcare

Telecommunications

Education

Pharmaceuticals

Oil & Gas

← Less risk

Utilities — 17%

survey reponse: Respondents who say the risk of being put out of business increases "somewhat" or "significantly" as a result of digital disruption.

Third chart (right):

Responses to Digital Disruption

45% of respondents say digital disruption is NOT a board-level concern

43% — Does not recognize or is not responding appropriately

32% — Taking "follower" approach

25% — Actively responding by disrupting our own business

survey question: In general, what is the attitude of your company's leadership toward digital disruption?

Source: Global Center for Digital Business Transformation, 2015

Digital Disruption: Six industries changed forever

You know the Digital Disruption has already happened when....

▶ World's largest taxi company owns no taxis → UBER

▶ Largest accommodation provider owns no real state → airbnb

▶ Largest phone messaging company owns no phones → WeChat

▶ World's most valuable retailer has no inventory → Alibaba.com

▶ Most popular media owner creates no content → facebook

▶ World's largest movie house owns no cinemas → NETFLIX

Sigmar Frota, 2017

Cyber Security is Foundational
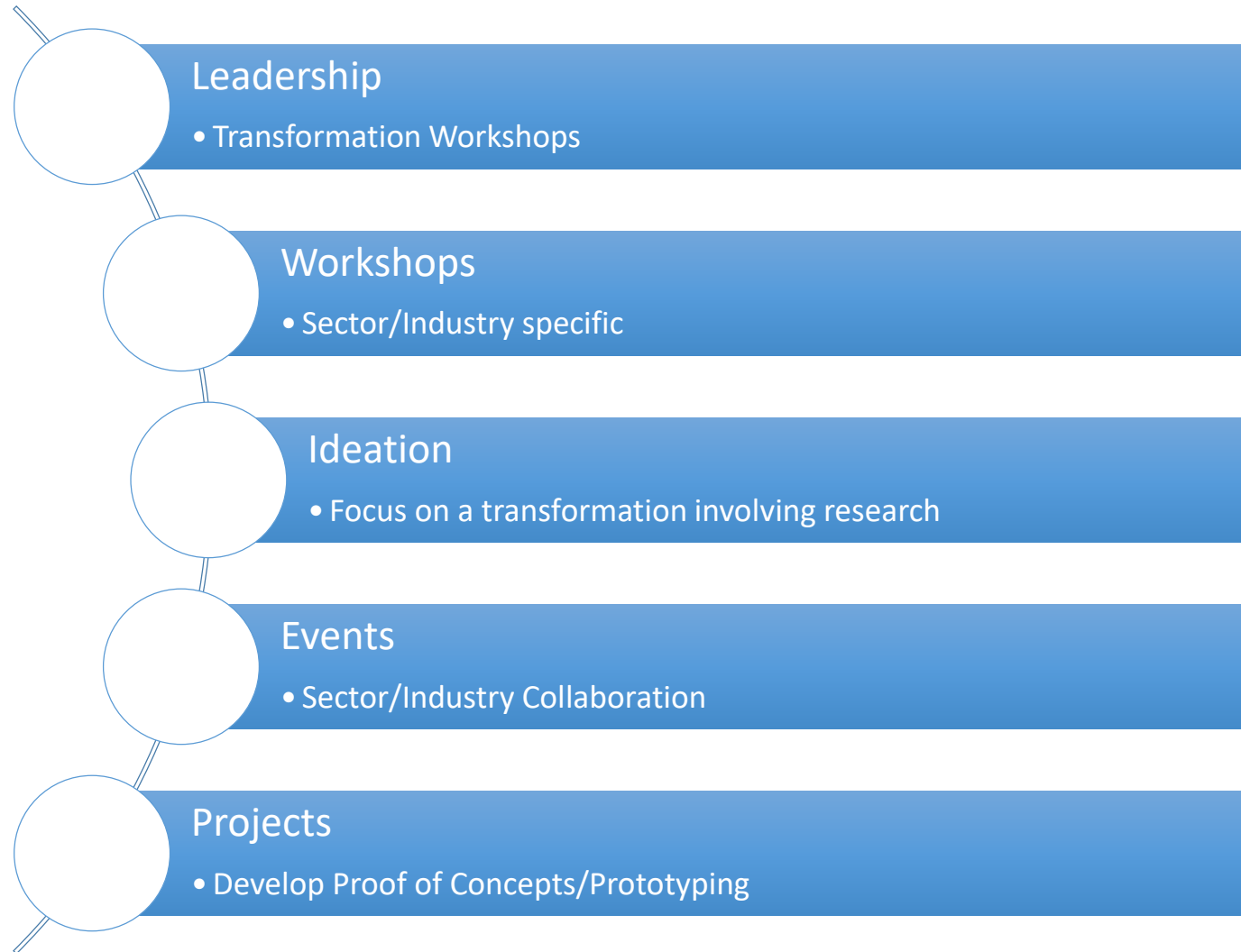

Protecting Business Value

Driving Digital Agility

Enabling Innovation and Growth

Cyber Security

Innovation Engagement

Innovation Central: Helping in your Transformation

Leadership

- Transformation Workshops

Workshops

- Sector/Industry specific

Ideation

- Focus on a transformation involving research

Events

- Sector/Industry Collaboration

Projects

- Develop Proof of Concepts/Prototyping

RDA Smart City Workshop

In April 2017, RDA Perth conducted a workshop to explore ideas for local council's to participate in the Australian Government's Smart Cities & Suburbs Program. All 29 Perth greater region councils were invited to attend. The results of the workshop were the identification of 5 key focus areas, including how best to improve communications between councils and their constituents/ratepayers.

Innovation Central agreed to support RDA Perth, to explore this issue of communications and hold a design workshop, to develop prospective solutions. The workshop would involve representatives from Perth councils, ratepayer associations, SME innovators and Curtin researchers.

The workshop was conducted on 18th July 2017, at Innovation Central Perth. There were approximately 40 people involved, including 8 different Perth Councils, 3 Curtin researchers, 3 SME innovators, several ratepayer association representatives and members of RDA Perth.

By the end of the workshop 5 different challenges relating to communications had been explored and 5 MVS prototypes developed. Innovation Central is now working through with RDA Perth, to determine which prototypes should be examined further as part of a Proof of Concept process.

Contact:

Colleen Yates, CEO

eo@rdaperth.org

Business Challenge

Working with RDA Perth the following sector challenge was framed:

Determine an innovative method of engaging with a LGA local community that suits all ages, builds trust and communication, is user friendly and provides statistically relevant data that informs better servicing the community.

After breaking into 5 different working groups, the workshop reframed the challenge into the following communication issues:

1. Poor processes underpinning development applications.

2. Invisibility of council rangers and what they do.

3. Creating a culture of engagement

4. Improving the community information section of council's website.

5. Community input and feedback, in support of council decisions.

Each group pursued the development of at least one Minimum Viable Solution in the form of a prototype approach, to address their respective issue.
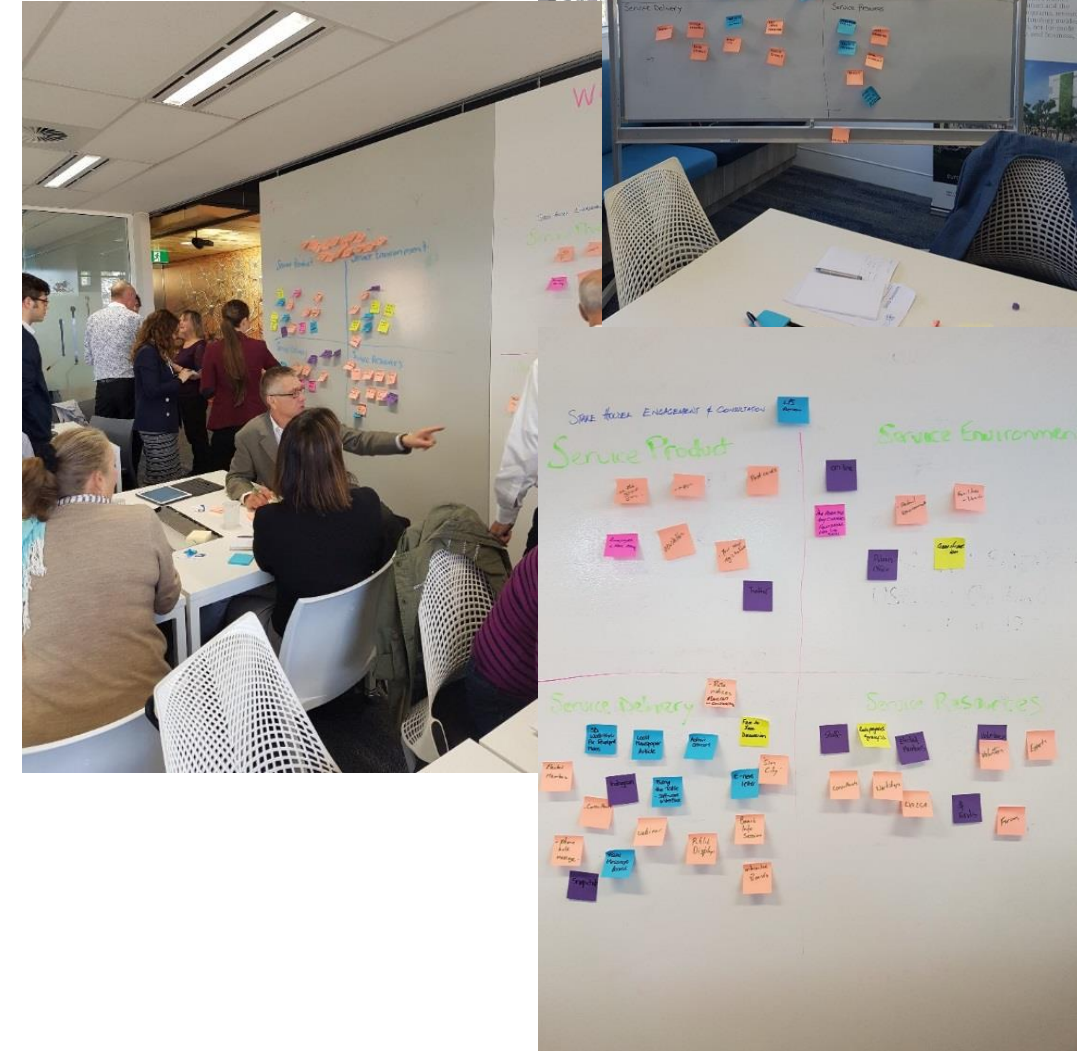
Solution 1: Fresh, Fast & Finished

This group included some strong vocal representatives from the rate payer associations and expressed a desire to see development approval processes more transparent and accessible, to ensure appropriate compliance with state and local laws.

The solution was to leverage the technology from one of the participating SME innovators, to create a streamlined and expedited online approval process, which had the ability (subject to the correctness of data input), to produce an immediate approval, for simplistic level applications.

This would be subject to each council agreeing to load into the application its unique criteria and measures for evaluating and then approving an application. These would then be released as part of each approval, providing transparency of the compliance process.

This approach is expected to encourage more people to adopt a compliant approach and participate in the council development application process, understand the way decisions are made and create greater transparency in how decisions are made. It should also reduce the level of non compliant development.
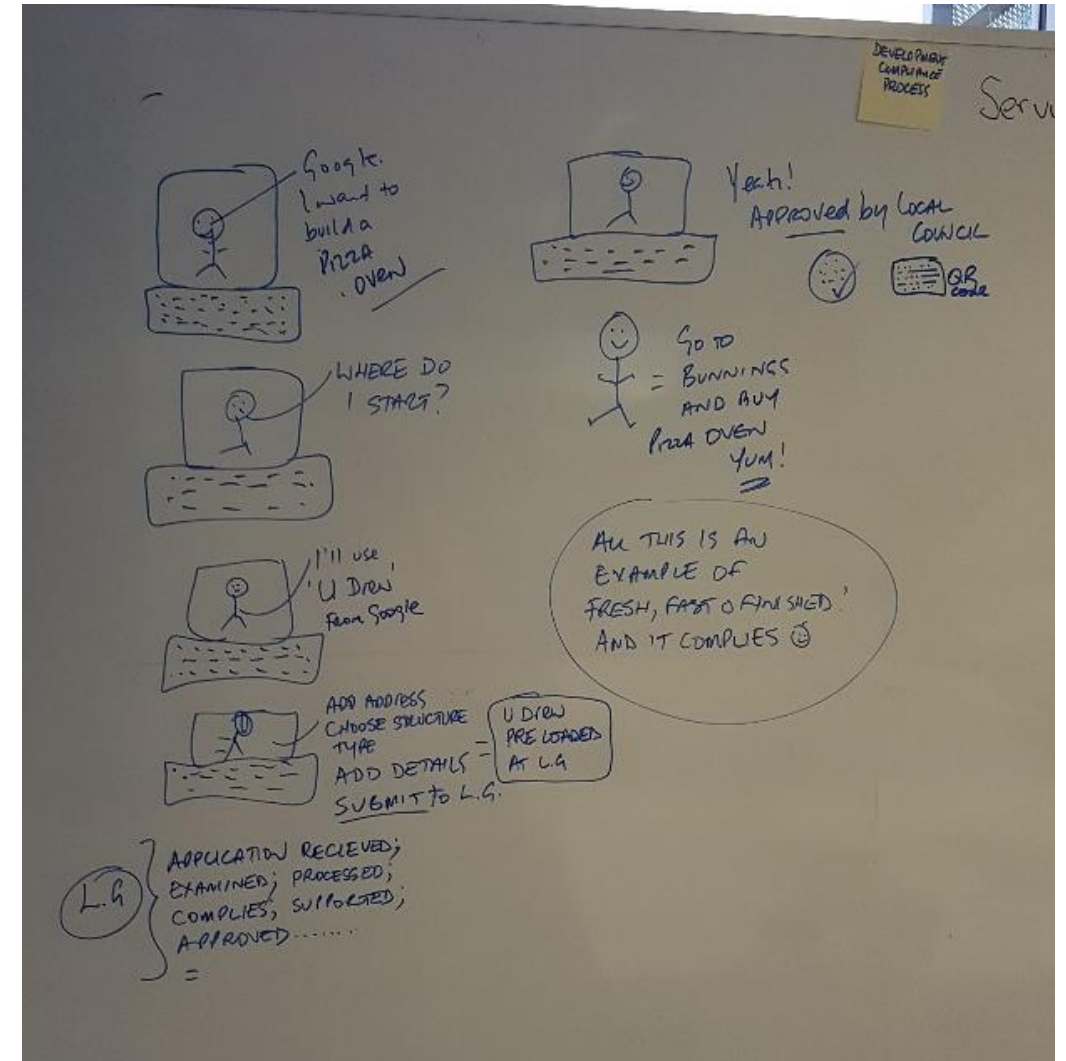
Solution 2: Ranger Danger App

Following robust ideation across this group, which looked at multiple ways to connect the community more frequently with council rangers, the use of a mobile application was determined to be the best solution because:

- Mobile technology was seen as the best means of engaging the majority of people.

- It would provide the optimal flexibility to quickly engage with a ranger.

- It provides a useful platform to demonstrate the full scope of services provided by a ranger (menu), and

- This approach would require the conduct of awareness and training sessions for the general public, best delivered by the rangers.
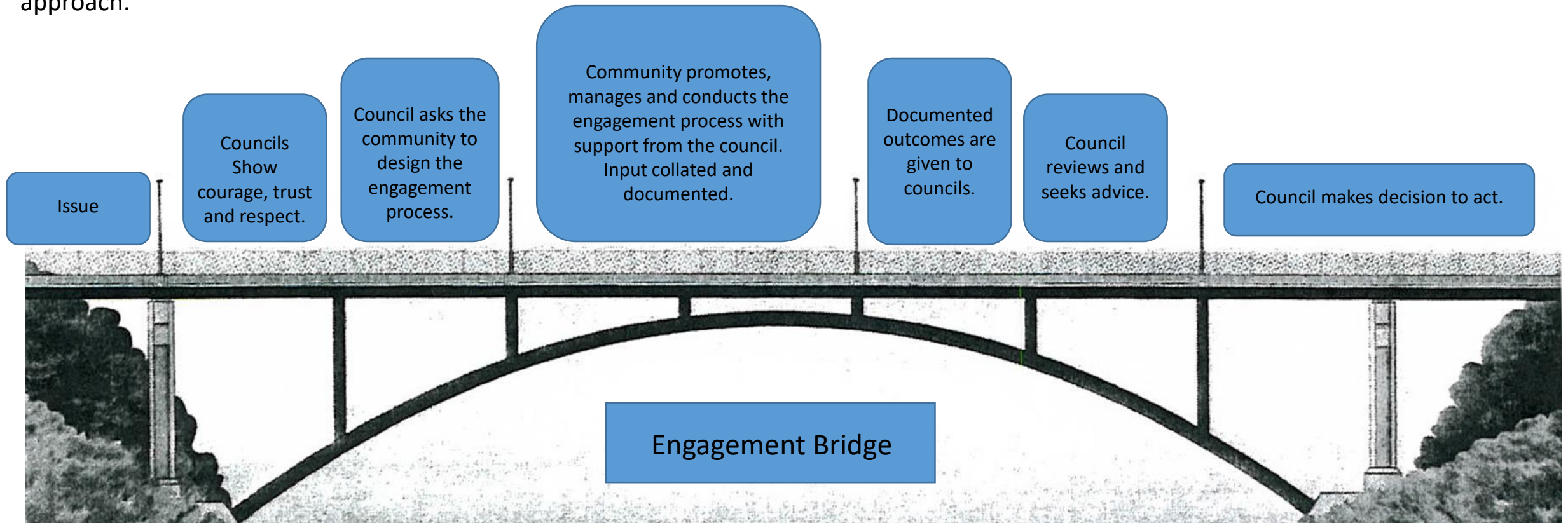
The primary intent of the Ranger Danger application is to provide the full scope of what a ranger offers through an interactive application that a person can use to directly choose a service, to attend to an immediate need. This would make the amenity of the ranger prominent, valued and become an upfront element of council's engagement with the general public.

Use of a mobile application would allow for immediate and direct access to rangers and reinforce the broadest use and thus connection between the community and the service.
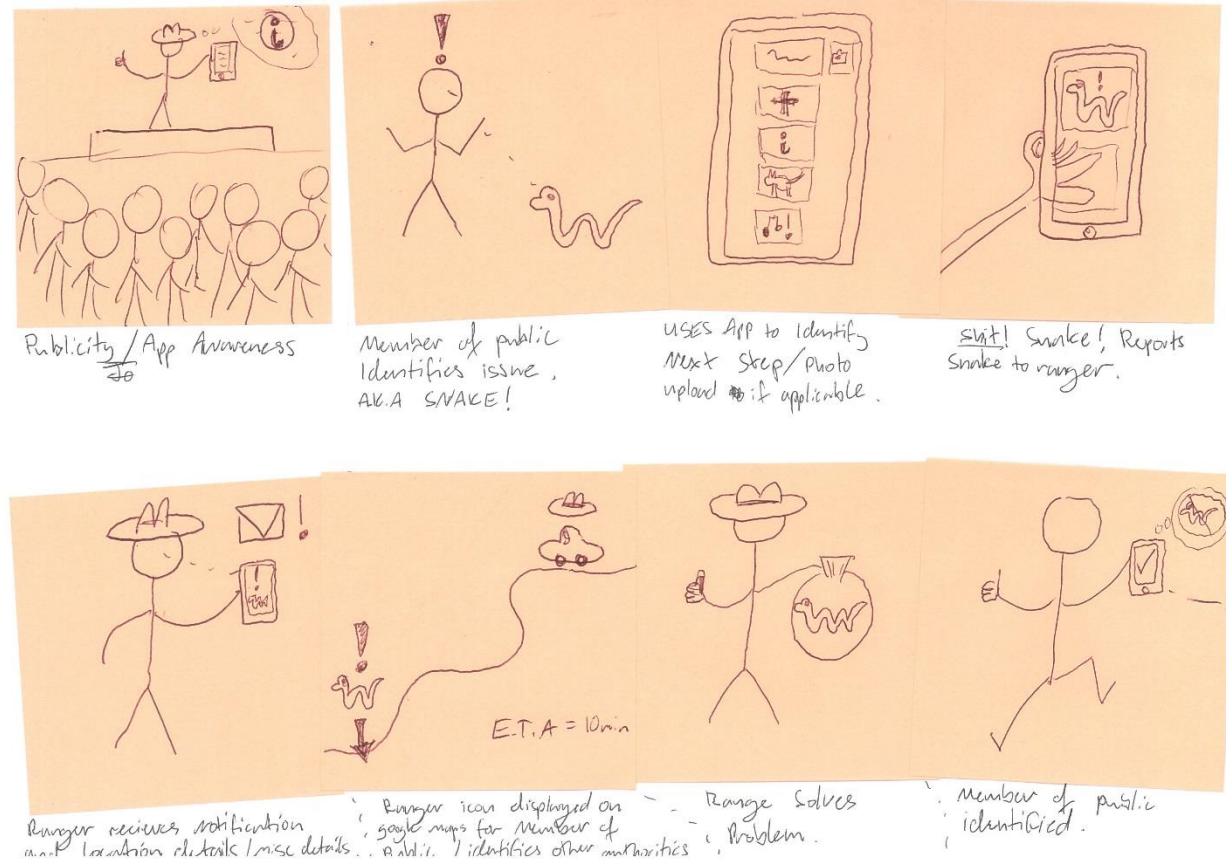
Solution 3: The Engagement Bridge

This group explored the concept of the creation of an engagement culture and how to achieve mutual balanced participation between the council and the community. The intent was to vest responsibility and ownership for engagement in both sides. This would reduce the issue of "council would not act on or make a decision", by vesting part or most of the process directly with the community. Council would have the courage to release their grip on control and trust the local community, to be able to reach a consensus around each issue and devise agreeable solutions (design a suitable engagement process). The other important requirement would be to collate the details of each engagement process and pass this on to council, to support their decision to act and select the right implementation approach.

Issue

Councils Show courage, trust and respect.

Council asks the community to design the engagement process.

Community promotes, manages and conducts the engagement process with support from the council. Input collated and documented.

Documented outcomes are given to councils.

Council reviews and seeks advice.

Council makes decision to act.

Engagement Bridge

Solution 4: Community Self Serve

This group explored the opportunity of opening up parts of a council's website and online presence, to enable 3rd party direct input, regarding information and the promotion of events and activities for the community. The emphasis was on a simple, accurate and expedited way to provide information and leverage the council's website by opening up the content management arrangements directly to community groups.

Council would moderate the content so as to ensure standards and relevancy. A real time calendar would be added, to provide a uniform view of what was on, pending and coming up.

Strong content management protocols and processes would be adopted, to ensure any 3rd party could not compromise the integrity of the council website, as part of directly inputting data. The council would however extend a level of trust and access, for community groups, to be responsible in the promotion of their events.

It is expected that this approach would streamline the delivery of information on community events and activities and encourage community groups to use the council website as a trusted source for the dissemination of information.
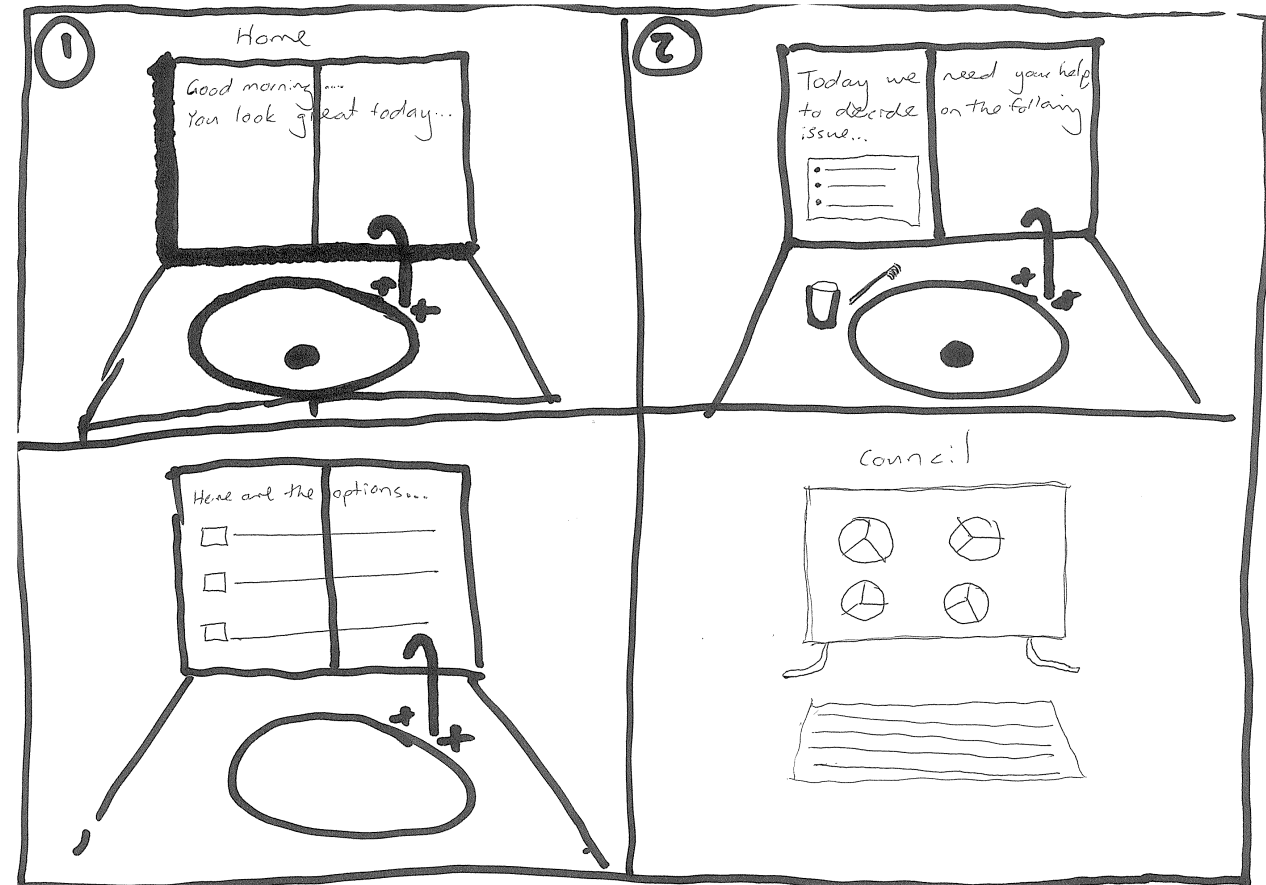
Solution 5: Participation Mirror

The younger workshop group adopted a very different approach to seeking a solution for their issue. Through this approach a novel and unique idea emerged. This involved direct engagement on a daily basis, with an embedded device in each home and business, to seek input and feedback on important issues and decisions.

In some ways there was a good link to the idea of the Engagement Bridge however, this solution took it into an 'in your face' approach by placing a simple interactive survey instrument on the family bathroom mirror. People would be directly engaged first thing each day (or last stop before bed each night), to provide a simple yes/no or multiple choice answer, to a specific question presented on the mirror screen.

Whilst current technology does exist to make this concept possible it was suggested that the prototype could be tested initially via kiosks in shopping centres and through an 'opt in' mobile app. The unanswered question remained, "should the mirror option be opt in or mandatory (installed by council and required in all new homes)"?

Australian Government

Regional Development Australia PERTH · Australian Government Department of the Prime Minister and Cabinet · Smart Cities Plan · Australian Government Business — AUSTRALIAN SMALL BUSINESS ADVISORY SERVICES PROGRAMME Delivered by AusIndustry™ · Australian Government Australian Research Council

WA Government

Government of Western Australia Department of Housing · Department of Jobs Tourism, Science and Innovation · mainroads WESTERN AUSTRALIA · Government of Western Australia Department of Health · MID WEST DEVELOPMENT COMMISSION · LANDGATE · LANDCORP · HORIZON POWER · FIONA STANLEY hospital · WAM WESTERN AUSTRALIAN MUSEUM · State Training Board · Public Transport Authority · GREAT SOUTHERN Development Commission · SOUTH WEST DEVELOPMENT COMMISSION · Department of Primary Industries and Regional Development · Department of Education · synergy · Forest Products Commission WESTERN AUSTRALIA

Local Government

City of Cockburn wetlands to waves · City of Melville · shire of kalamunda · City of South Perth · BELMONT · CITY OF OPPORTUNITY · city of Rockingham · Shire of Serpentine Jarrahdale · CITY OF VINCENT · Town of VICTORIA PARK · Town of Cottesloe · Shire of MUNDARING · CITY OF PERTH · City of Stirling City of Choice · CITY of GOSNELLS · City of Joondalup · city of MANDURAH

Smart Cities

Smart City

A **smart city** is an urban development vision to integrate information and communication technology (ICT) and Internet of things (IoT) technology in a secure fashion to manage a **city's** assets. …

A **smart city** is promoted to use urban informatics and technology to improve the efficiency of services.

https://en.wikipedia.org/wiki/Smart_city

Looking beyond the Definition to the Reality

"Smart cities begin with smart people, after all a city does not run itself, and never will". Paul Budde, ASCA Executive officer 2016

"They embody a different way of thinking, to attain the common goals of employment, economic growth, sustainability and liveability". Jim Wyatt, Optimi Digital, ASCA, 2016

Source: ©Cisco Smart Cities proposal, Curtin 2015
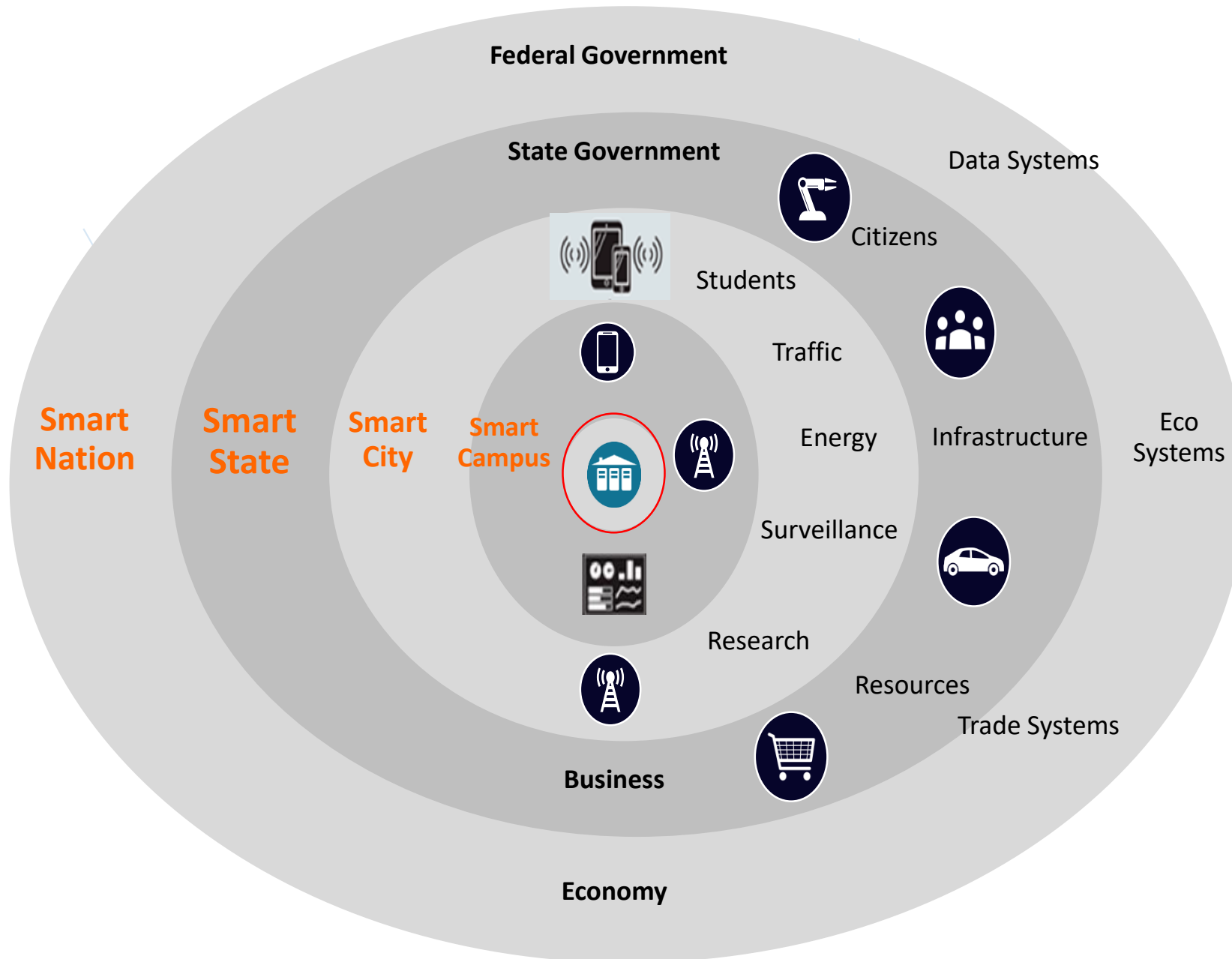
Our Smart Campus Collaboration Program

- Building a collaborative development, learning and implementation program around the Curtin Smart Campus initiatives, to enable Local Government and other large campus partners, to access and leverage expertise, methodologies, ideas and validated solutions.

- Partner with each collaborating Local Council on a nominated priority smart project, addressing a local challenge, leveraging smart solutions and/or technology validated through *Innovation Central*.

- Share and adapt new knowledge in this complex discipline, from Curtin's Smart Campus initiatives and emerging research areas, which enables Councils to build internal capability and capacity.

- Engage world class research and development from across Curtin an WA's other universities and research institutions, to augment commercially available Smart City solutions/methodologies and inject local innovation where possible,

- Utilise the *Innovation Central* network (Perth and Sydney Centres), to undertake proofs of concept and validate prototype solutions, to address a specific set of facilities/place/space management and urban living challenges, and

- Focus on New Municipal Management methods, practices and policies that support better user experiences and greater operational efficiencies.

Thankyou

- Contacts

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