



DETAILED ACTION PLAN

Activated Data Roadmap

December 2020



7

destinations



Safe & Strong

A proud inclusive community that unites, celebrates and cares

Safe & Strong documents are guided by the Social Inclusion Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as being a child friendly City, children's services, community safety and crime prevention, inclusiveness, community services, universal access, reconciliation, ageing, community harmony and youth.



Clean & Green

A clean and sustainable city with healthy waterways and natural areas

Clean & Green documents are guided by the Environmental Sustainability Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as managing our catchments and waterways, natural resources, hazards and risks, emergency management, biodiversity and corporate sustainability.



Prosperous & Innovative

A smart and evolving city with exciting opportunities for investment and creativity

Prosperous & Innovative documents are guided by the Prosperity and Innovation Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as revitalising our centres, employment, investment, being SMART and creative, and providing opportunities for cultural and economic growth.



Moving & Integrated

An accessible city with great local destinations and many options to get there

Moving & Integrated documents are guided by the Transport Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as accessibility, pedestrian and cycling networks, pedestrian and road safety, transport hubs, and asset management.



Healthy & Active

A motivated city that nurtures healthy minds and bodies

Healthy & Active documents are guided by the Health and Recreation Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes lifelong learning, active and healthy lifestyles, and providing quality sport and recreation infrastructure.



Liveable & Distinctive

A well designed, attractive city which preserves the identity and character of local villages

Liveable & Distinctive documents are guided by the Liveable City Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as preserving the character and personality of centres, heritage, affordable housing, and well managed development.



Leading & Engaged

A well- governed city with brave and future focused leaders who listen

Leading & Engaged documents are guided by Council's Lead Resourcing Strategies. Supporting Plans, Action Plans and Policies cover such themes as open government, managing assets, improving services, long term funding, operational excellence, monitoring performance, being a good employer, civic leadership, and engaging, educating and communicating with our community.

Strategic Planning Framework Summary

The Strategic Planning Framework (SPF) maps out the role of all current and future Council strategies and plans that work to deliver the vision for the City. The framework works from the highest level of strategic direction in the Community Strategic Plan through to more detailed plans that will eventually drive works projects and programs on the ground.

The framework is comprised of the following levels:

- The **COMMUNITY STRATEGIC PLAN (CSP)** is our highest level plan and translates the community's desired outcomes for the city into key destinations. The CSP includes community suggested actions which can be tested in the development of all other plans.
 - **LEAD STRATEGIES** are Council's response to the CSP and provide high level strategic direction on key challenges facing the City. They are informed by a sound evidence base that considers key trends and an understanding of the implications of key issues and opportunities on the City.
 - **SUPPORTING PLANS** break down broad theme areas discussed in LEAD STRATEGIES into smaller themes providing high level actions. SUPPORTING PLANS identify broad works projects and programs required to deliver on these actions. Supporting plans include indicative costing and resourcing requirements and delivery timeframes.
- **DETAILED ACTION PLANS** take actions from SUPPORTING PLANS and identify specific works projects and programs required to deliver on these actions. Supporting plans include detailed costing and resourcing requirements and delivery timeframes.
- **GUIDELINES, POLICIES AND CODES** provide detailed information, rules for activities or guidance for specific works on Council or other lands.

Message from the Mayor

We've heard from our community that they want smarter solutions to our big problems. They want the City of Canterbury Bankstown to be a prosperous and innovative place. I see data as a being an invaluable resource to support smart solutions in addressing our City's real problems.

Data promises meaningful outcomes for our community, but only if that data is 'activated' in thoughtful ways. We're not looking to simply open Council's wealth of data, we're looking to bring it to life and deliver tangible insights that promise real improvements for our Council and community.

There are many applications for Activated Data, from responsive customer service to well-maintained roads. Data can enable smarter decisions and have far-reaching impacts across all of Council's services.

We've listened to our community and co-designed with some of the brightest data minds across the world to develop our Activated Data Roadmap. As a part of our Smart CBCity initiative, this Roadmap will guide our approach and actions to make CBCity a leading Smart City that Activates Data for its community.



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What is Activated Data?

Activating Data is the process of generating insights from multiple data sources in a way that positively impacts the CBCity community. The use of this data enables improved decision making and information sharing.



OVERVIEW

Our vision for Activated Data

We aspire to make Canterbury Bankstown a leading, innovative and digitally enabled City. Our vision is to invest in Activating Data. We see data activation becoming a foundational capability within our Council, supporting our decision-making processes and improving the way we deliver services to our community.

How Activated Data will benefit our community



Create channels for our community to reach out to us about opportunities they see for the activation of data



Keep our community informed about what is happening in our City and support transparency with them about how we've made decisions



Support smarter, more efficient construction and maintenance of our assets, ensuring our community has access to quality spaces and facilities



Help us design public spaces that work for our community, in turn motivating the use of spaces in and about Canterbury Bankstown



Improve our community's experience when interacting and communicating with Council and its services



Provide our community with tailored services by deeply understanding their needs and preferences

What is driving us to Activate Data

Canterbury Bankstown is not immune to pressures facing cities around the world. A growing population, rapidly advancing technology, rising expectations for service delivery, and global disruptions bring challenges that will shape our City. Activated Data will allow us to be nimble in how we respond to these challenges and will ensure that our City continues to thrive and prosper no matter what lies ahead.



Our growing population is pushing us to rethink how we deliver services and make policy decisions for our City.



Rapidly advancing technology and innovation is driving us to be more efficient and responsive to community needs.



Our Community expects high quality services and want us to be transparent and accountable in the way that these services are delivered.



Rapidly advancing technology and innovation is driving us to be more efficient and responsive to community needs.

What our community told us about Activated Data

We built this roadmap on the foundations laid by what we heard from our community during two channels of community engagement. Firstly, we spoke to residents, businesses and community organisations to find out what they think about Activated Data. Secondly, we engaged with a broad range of community stakeholders through the 'Have Your Say' platform in order to understand which areas of their life we can positively impact through Activated Data.

Our community want Activated Data to be:



Available



Purposeful

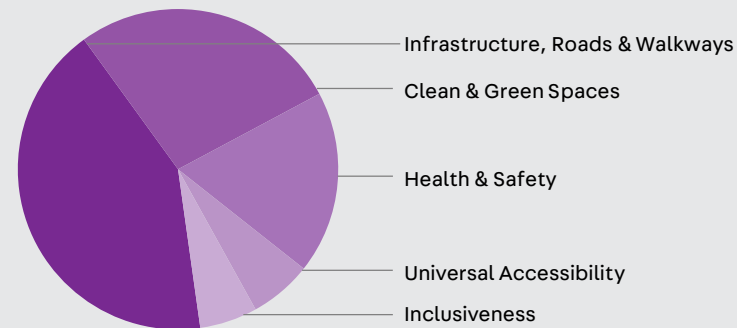


Understandable

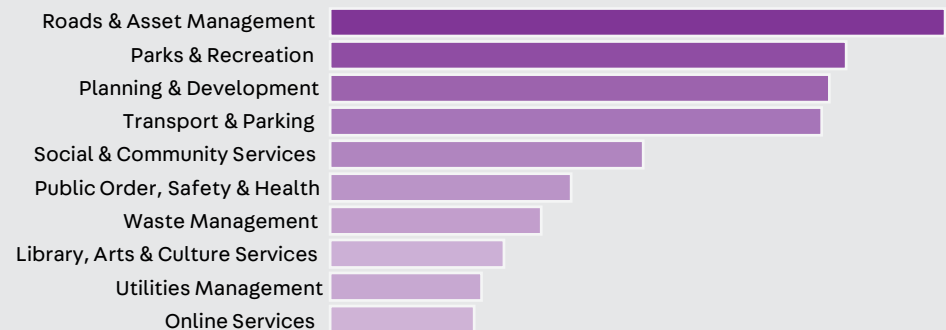


Accessible

Our community want us to focus on:



Our community's preferred service impact areas are:



The Activated Data journey

Our Activated Data Roadmap has built on the foundation of our Smart CBCity Roadmap. In order to support our Smart CBCity vision, we have sought to understand where we can leverage Activated Data. We have understood what our community needs and used it to shape the opportunities that we will deliver through our three horizon Activated Data journey.

Where we started

Our 10-year Community Strategic Plan outlines our vision for our City, based on what matters most to our community. We've learnt that our community want a prosperous & innovative city that supports investment, creativity and Smart opportunities.



Where we are now

Our Smart CBCity Roadmap defines how we will use technology, connectivity and data to make real improvements for our City. The Activated Data Roadmap builds upon this foundation, guiding us to bring to life our shared vision of a digitally enabled Council, community and City.

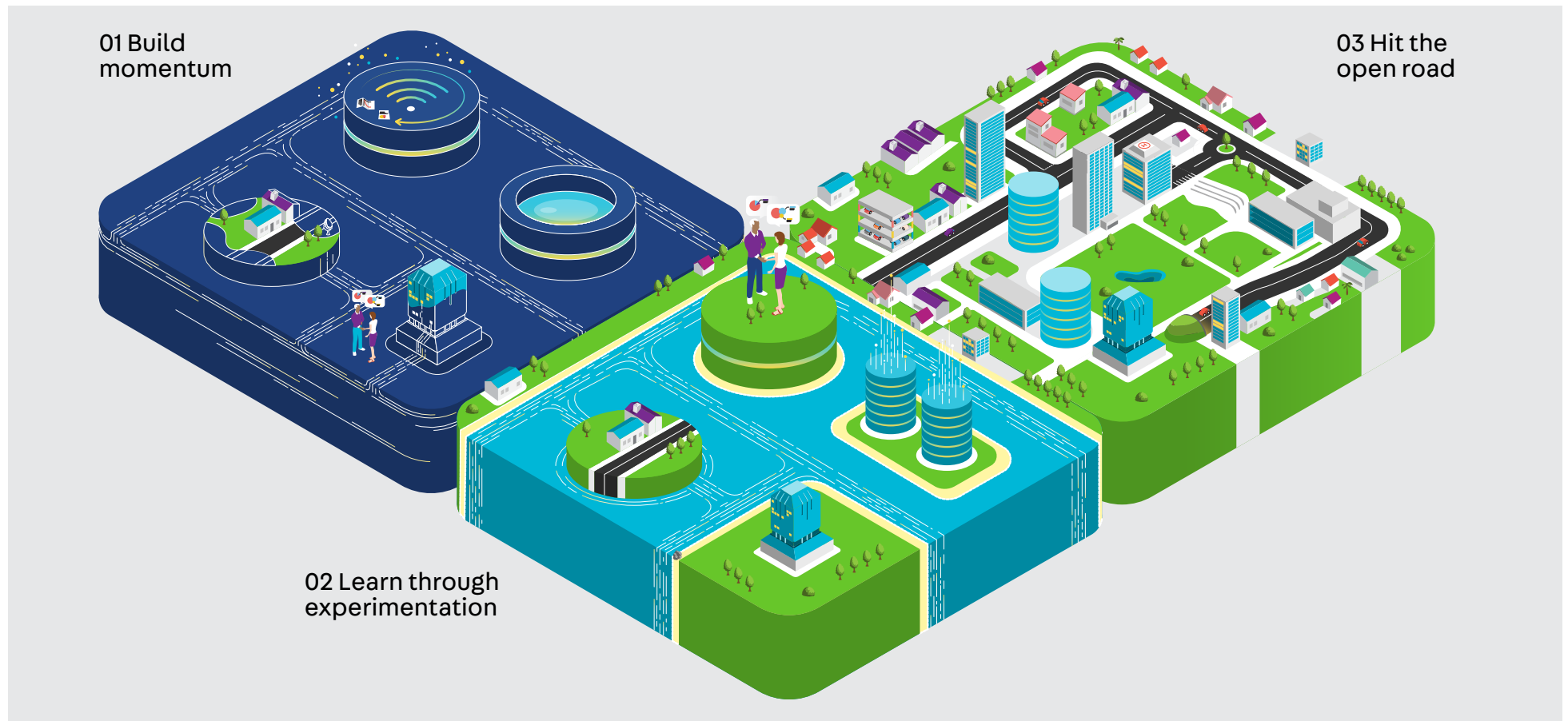


Where we are headed

We are embarking on a three horizon Activated Data journey that will fulfill our mission of making CBCity a thriving and dynamic City that addresses the challenges that matter to our community.



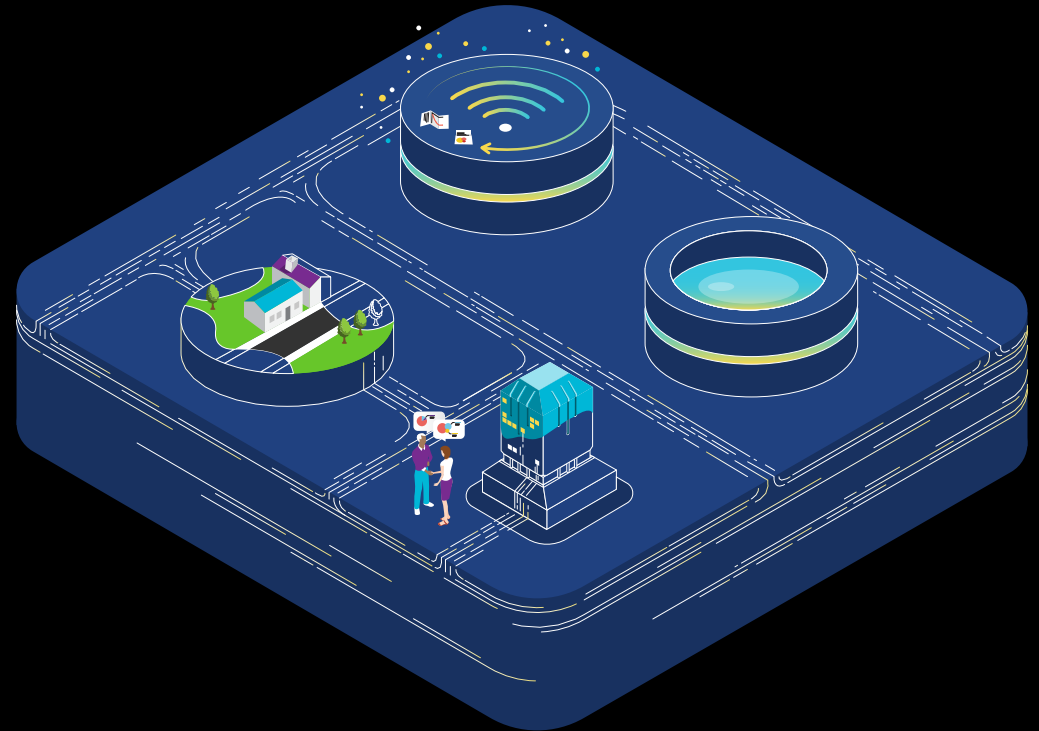
Three horizon journey map



Build momentum

We will plant the seeds for data activation by bringing together people across different areas of Council to build an innovation lab. Our innovation lab will be equipped with the tools needed for data activation.

We will build momentum for Activated Data by addressing key challenges that matter to our community and delivering value to them early.



TO-DO NOW – BUILD MOMENTUM

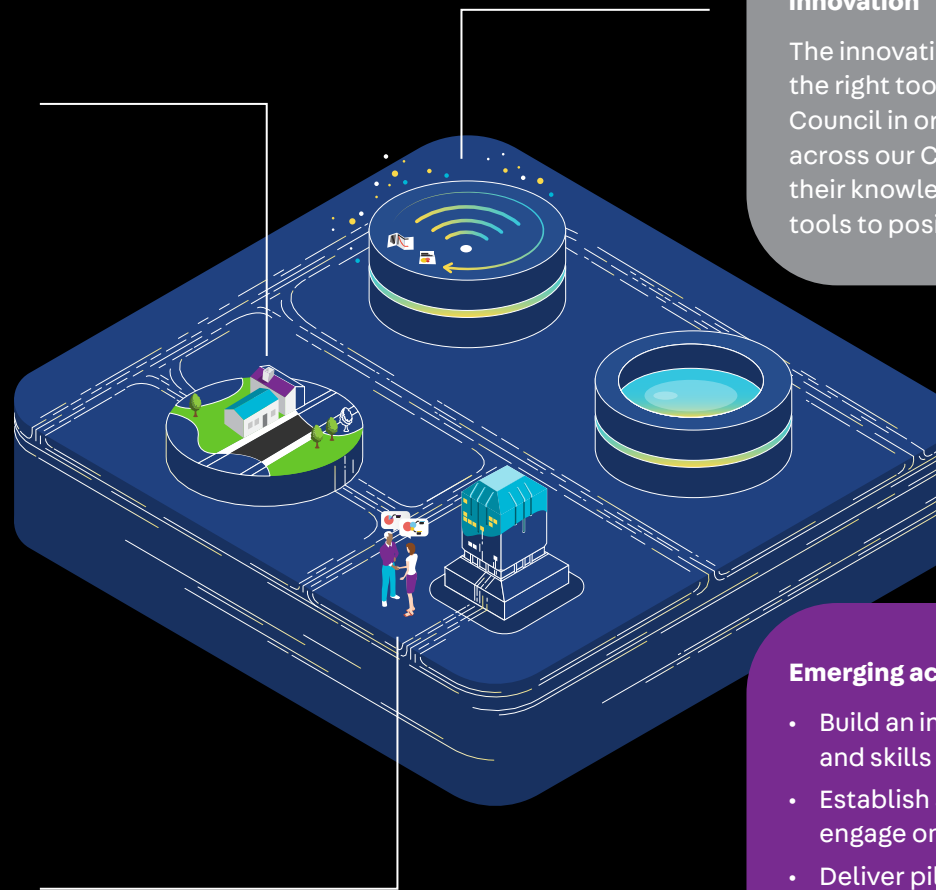
Deliver value through quick wins

Our innovation lab will prove the value of Activated Data through these small projects:

- Using historical data to better plan our capital works.
- Making our public spaces more accommodating and useful for our community by tapping into data about how our public spaces are used.
- Enhancing interactions with the community by using data to understand what and when they want to hear from us.

Innovate through the way we work

We will bring together people from across our Council into an innovation lab to bring to life small Activated Data projects that positively impact to our City. These projects have been selected based on the value they deliver to our City.



Equip ourselves with tools that enable innovation

The innovation lab will identify and provide the right tools and information needed by our Council in order to activate data. People from across our Council will also be able to share their knowledge about how best to use these tools to positively impact our City.

Emerging actions:

- Build an innovation lab with the right people and skills to support Activated Data;
- Establish a channel for the community to engage on Activated Data opportunities;
- Deliver pilot projects including Capital Works Planning Analytics, Public Space Usage Insights, and Service Request Journey Mapping and Reporting; and
- Prioritise and implement reporting tools and dashboards needed by Council staff to better serve the customer.

Learn through experimentation

We will apply what we learn from the innovation lab to inspire other teams across our Council to start activating data on their own. Our vision is to create a culture of innovation at Council, encouraging our teams to solve even bigger problems for our City.



TO-DO NEXT – LEARN THROUGH EXPERIMENTATION

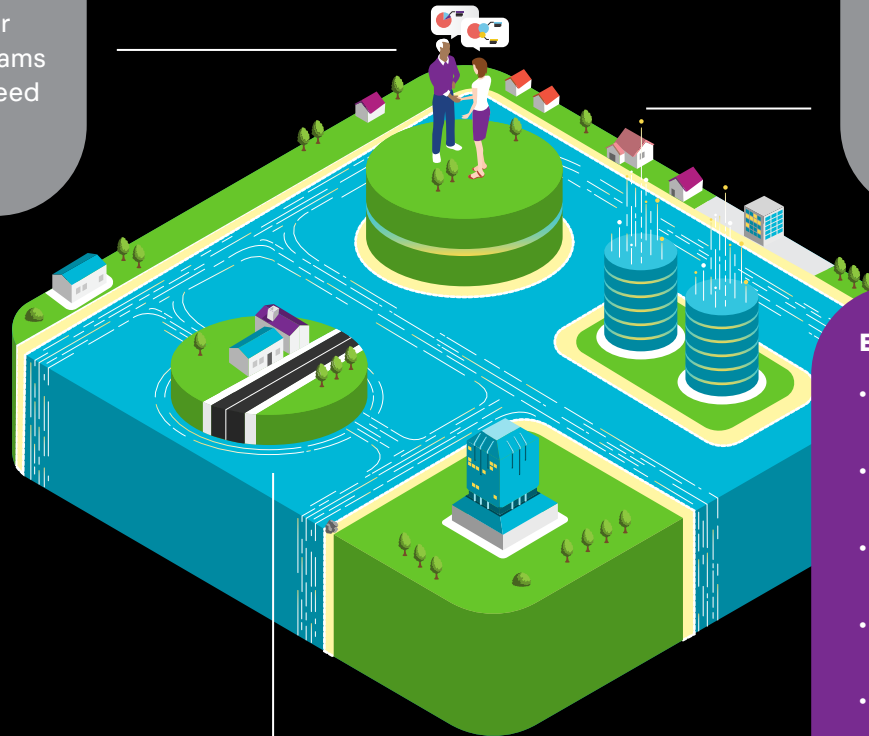
Build a culture of innovation across Council

We will study what makes our innovation lab successful and scale these learnings to build a culture of innovation across our Council. We will provide our Council's teams the tools, processes and support they need to dream, design and create an amazing future for Canterbury Bankstown.

Tackle bigger challenges and deliver more value

As we build our culture of innovation, we will continue to deliver value to our community by tackling bigger and more complex challenges by:

- Activating data about Council assets to understand the best time for us to carry out repairs, in turn ensuring better quality spaces and a more welcoming City for our community.
- Bringing data together to better understand our community and their needs in order to improve interactions and provide tailored services.



Strengthen how we govern the data we activate

We will make sure that Activated Data continues to deliver value to our City by appropriately governing our data. We will manage ownership of our data and make sure that the data we are activating is of high quality.

Emerging actions:

- Evaluate the success of the innovation lab. Revise and scale across Council;
- Formalise a data governance framework and assign roles;
- Source and assess the quality of Council's asset and customer datasets;
- Automate the collection of and bring together data across Council;
- Deliver pilot projects including Whole of Life Asset Modelling and View of the Customer; and
- Work with other councils, NSW Government and Federal Government to leverage opportunities and strategically align customer outcomes.

Hit the open road

The culture that we build along the Activated Data journey will propel us towards being a leading Smart City. We will support this culture with the tools and processes that encourage spontaneous innovation throughout our Council. This will allow us to work with our community to shape Canterbury Bankstown into a prosperous and innovative City.



THINGS TO GET TO – HIT THE OPEN ROAD

Ensure we continue to address our biggest challenges

Through conversations with our Council and community, we will continue to understand our City's biggest challenges and highest priorities. We will endeavour to address these challenges using the cutting edge tools and capabilities that our has Council acquired along the Activated Data journey.

Foster spontaneous innovation

We empower people across our Council to use the latest data activation techniques in making decisions and improving services. Our culture encourages them to seize any opportunity they see that has the potential of improving our City.



Make insights available at our fingertips

We will embed data within all of our important decision making. To do so, we will make data and insights available to everyone across our Council so that they are empowered with the right information to make the right decisions for our community.

Emerging actions:

- Build a central data repository, or data lake, to house Council's data;
- Equip staff with self-service reporting;
- Review and prioritise new Activated Data opportunities; and
- Explore advanced data technologies and capabilities.

Document prepared by the City Future department whose role is to dream, design and create the most amazing future for Canterbury Bankstown.

