

FRASER COAST SMART COMMUNITIES PLAN

2019-2023



Fraser Coast
REGIONAL COUNCIL

Building better communities.





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“FRASER COAST WILL USE SMART TECHNOLOGY TO DRIVE SUSTAINABLE GROWTH, INNOVATION, COMMUNITY VALUE, TOURISM, AND INVESTMENT.”



1. EXECUTIVE SUMMARY

The Fraser Coast is an extraordinary region, abounding in natural beauty, amenity and opportunity. Digital/smart technology offers new and exciting prospects to make the Fraser Coast even better. This Plan sets the aspiration and pathways for Fraser Coast to be a ‘smart community’ leader.

Smart communities leverage smart technology, big data, sensors, digital networks and intelligent design to improve local liveability, sustainability and economic activity.

Fraser Coast has already demonstrated commitment to smart community development, over a number of years. Early adoption of smart water meters, and the smart traffic monitoring project (using Federal Government funding) are just two examples of this momentum.

To accelerate this journey, Council has developed this Smart Community Plan, working in consultation with our community and key stakeholders.

The Plan is our five-year strategy to modernise council services, improve Council efficiency, maximise the value of new digital technology, promote innovation, and create new economic and employment opportunities.

Our Plan recognises and aligns with the smart technology and innovation policies of the Australian/Queensland Governments, aiming for coordinated planning and action.











Fraser Coast will be proactive and agile in exploring and adopting new smart technology. This Plan presents the longer-term vision and the priorities. An annual implementation plan will keep us on-track, and ensure short term action.

Key elements of Fraser Coast’s Smart Community Plan 2019-23 include:

- A ‘Statistical Snapshot’ section which provides an indication of our region’s current context
- A ‘Community Engagement Snapshot’ which showcases the thoughts and ideas of residents in our community
- A ‘Case Studies’ section which examines the positive work already being done to create a smart community in the Fraser Coast

- A ‘Vision and Principles’ section which gives broad direction and guidance for the long term development of our smart community
- A ‘Strategic Objectives’ section which provides outcome based goals for Council to work towards
- A ‘Measuring Performance’ section that lists relevant performance indicators to ensure accountability and transparency
- A ‘Strategic Themes & Priority Actions’ section categorises the smart community development into five key areas with corresponding actions
- A ‘Smart Community For You’ section that highlights how all residents will benefit from a smarter Fraser Coast
- A ‘Developing Maturity’ section describes the journey for Fraser Coast to become a smart community leader
- An ‘Implementation’ section looks to provide practical internal guidance for Council to start realising the smart community vision

2. FRASER COAST STATISTICAL SNAPSHOT

	METRIC	FRASER COAST	QUEENSLAND
	Population	103,998	4,928,457
	Growth Rate	0.98%	1.50%
	Households with Internet Access from Dwelling	77.4%	83.7%
	Unemployment Rate	12%	7.6%
	Median household income (pw)	\$906	\$1,402
	Education		
	Highest level of school education		
	Year 9 or below	11.7%	7.3%
	Year 10	18.1%	12.9%
	Year 12	11.8%	16.5%
	Bachelor Degree or above	9.1%	18.3%
	Regional Institute of Australia's Technological Readiness Ranking	207TH OUT OF 563	
	Regional Institute of Australia's Innovation Ranking	390TH OUT OF 563	
	Relative Socioeconomic Disadvantage in Australia	BOTTOM 15TH PERCENTILE	
	Percentage of young children developmentally vulnerable	18%	14%

Source: ABS 2015-2018; Australian Early Development Census 2015; and Regional Australia Institute, [In]Sight: Australia's Regional Competitiveness Index, 2016

3. COMMUNITY ENGAGEMENT SNAPSHOT

This section outlines the significant themes and results from the online and face-to-face consultation community engagement sessions conducted in April 2018 with 188 respondents from various stakeholder groups.

WHAT SHOULD WE USE SMART TECHNOLOGY FOR?

1. Increased job and economic opportunities
2. Improved region activation and vibrancy
3. Better local services
4. Investment attraction
5. Sustainability

WHAT LOCAL SERVICES DO YOU WANT IMPROVED BY SMART TECHNOLOGY?

1. Tourist and visitor services
2. Planning and development
3. Online services
4. Smart/remote working facilities
5. Parks and amenities

WHAT ARE YOUR SMART COMMUNITY CONCERNS?

1. Digital security
2. Digital privacy
3. Cost of technology
4. Access to technology
5. Good user experience

HOW DO YOU WANT TO BE INVOLVED?

1. Regular updates
2. Minimal (just want to see progress)
3. User feedback
4. Ongoing digital engagement
5. Co-design of services and projects

HOW RECEPTIVE ARE YOU TO SMART TECHNOLOGY?

1. Highly (30.5%)
2. Mostly (27.8%)
3. Fully (27.8%)
4. Somewhat (8.0%)
5. Very low (5.9%)

KEY ENGAGEMENT INSIGHTS

Consultation with the community and key stakeholders generated a number of themes and key insights, including:

- The importance placed on using technology to strengthen local economic opportunity, investment and innovation
- High levels of community receptiveness to smart technology
- When asked about their biggest smart tech concerns, residents cited digital security and privacy
- Using technology to build on local advantages – in tourism, natural assets, local amenity, for example – was a key theme of engagement
- Overall, residents preferred to stay involved in the smart community agenda via regular updates, although many indicated their interest in a more active role

The schematic below identifies a number of responses to the open-ended response section of the community engagement. Participants were asked for general feedback on the engagement process and for ideas to make the Fraser Coast smarter.

CONNECTED TECHNOLOGY THAT IS RESPONSIVE TO LOCAL SITUATIONS

INNOVATIVE USE OF TECHNOLOGIES FOR RESOURCE MANAGEMENT

HELP PEOPLE USE TECHNOLOGY WITH TRAINING COURSES

USE TECHNOLOGY TO CREATE INNOVATIVE JOB OPPORTUNITIES

USE SMART TECHNOLOGY TO SIMPLIFY HOW WE INTERACT WITH OUR COUNCIL

TECHNOLOGY CAN BUILD COMMUNITY AND EMPOWER ALL RESIDENTS

BUILD THE REGION'S PROFILE AS A HUB FOR DIGITAL BUSINESS

ENGAGE SENIOR RESIDENTS IN THE DIGITAL REVOLUTION



PARTNERSHIPS WITH LOCAL SCHOOLS TO FOSTER DIGITAL LITERACY AND INNOVATION

COMPLEMENT THE NATURAL ASSETS OF THE FRASER COAST USING TECH

CREATE INNOVATIVE WORKING SPACES TO MOTIVATE NEW BUSINESS AND TELEWORKING OPPORTUNITIES

SEAMLESS ACCESS TO VITAL LOCAL INFORMATION FOR USE IN BUSINESS AND PLEASURE

TAKING ON A POSITIVE 'CAN-DO' ATTITUDE FOR ALL LEVEL OF COUNCIL REGARDING SMART COMMUNITY ISSUES

4. CASE STUDIES

This section presents four case studies from the Fraser Coast Region that demonstrates the current foundation, and potential for development, of a Smart Community.

CASE STUDY — SMART METERS

Fraser Coast was one of the first councils in Australia to introduce smart meters for monitoring residential water consumption.

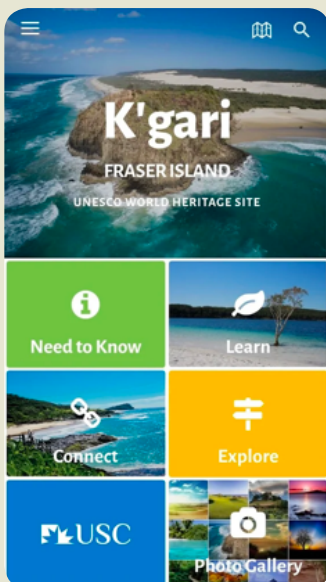
Each smart meter has an in-built data logger that provides hourly water usage data. This data can be sent directly to the office of Wide Bay Water (WBW).

The number of smart meters has grown to over 14,000 which has allowed WBW to send over 2100 leak letters to customers in the past year, in a bid to save them money and water.

These letters alert customers of unusually high consumption that may be related to leakage on their property.

WBW estimates that reading costs will be reduced by over 60% when all meters are converted to the new technology.

In the future this technology could be used to create online customer portals and automated leak warnings via email or text.



CASE STUDY — K'GARI FRASER ISLAND APP

The University of the Sunshine Coast (USC) have worked to add a digital dimension to the Fraser Coast's stunning natural asset of K'gari Island in the form of an app. The accessible digital content and design promote a safe and engaging trip to the Island with an emphasis on environmental and cultural respect.

This free app was initially developed to help USC students learn and explore during expeditions to the Island, however it has also provided the general public with an additional resource that enhances visitor and tourist experience. Features include itinerary planning, educational resources, location wayfinding as well as an array of relevant links and images.

By incorporating digital technology with the natural environment, the USC project has illustrated the value of enriching the traditional assets of the Fraser Coast with digital innovation.

CASE STUDY — SMART LIBRARY INITIATIVES

The digital transformation is driving opportunities Australia-wide. The Fraser Coast Libraries are bringing these opportunities to us.

Fraser Coast Libraries provide online services and digital literacy programs, e-resources, Wi-Fi, online databases, and public use computers with new intuitive and integrated resource catalogues – making our innovation ambitions easier to pursue.

The Libraries' support the regional population in learning and engaging with everyday and emerging technologies. The programs build digital capacity while fostering a culture of confidence and innovation.

Events such as the young Innovators Symposium, hack-a-thons, Fun Palace, introductions to coding and robotics and cyber safety accreditations are becoming annual fixtures in the Fraser Coast. More than ever, all corners of our region are relying on our libraries to increase and improve lifestyle, educational, economic and innovation opportunities for Fraser Coast communities.



CASE STUDY — FEDERAL GRANT (DIGITAL INFRASTRUCTURE)

In late 2017 Fraser Coast Regional Council was awarded \$152,000 from the federal government as a part of round one of the Smart Cities and Suburbs Program. Council has matched this government grant to ensure the success of the project.

Council will install digital traffic counters in Hervey Bay and Maryborough's in central locations. Automated traffic management systems allow efficient data collection for targeted planning of traffic mitigation and increased safety.

Funding received from the Smart Cities and Suburbs Program will allow Council to install permanent digital traffic counters in Hervey Bay and Maryborough in central locations.

These counters will be able to provide year-round data for the first time to reveal changes to traffic based on seasons, summer tourist peak, school terms and high growth areas. Further analysis on data from traffic counters will also allow Council to make evidence-based decisions on investment and road management.



5. VISION AND PRINCIPLES

OUR SMART COMMUNITY VISION

Fraser Coast will use smart technology to drive sustainable growth, innovation, community value, tourism, and investment.

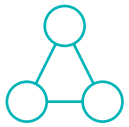
Our smart community leadership will be a focus of collaboration, a point of pride, and a source of recognition.

OUR SMART COMMUNITY PRINCIPLES



Community Focused

We will design and deploy smart technology for community benefit, aiming to improve wellbeing, convenience, productivity, citizen experience and opportunity.



Collaboration

We will work together – with community, business, innovators, investors and other governments – to maximise smart technology opportunities and outcomes.



Sustainability

We will employ digital and smart technology to promote sustainability, preserving our outstanding natural environment, and growing our green economy.



Confidence

We will engage with smart technology with purpose and assurance, confident in our capability, objectives and priorities.



Innovation

We will encourage and support local innovation to leverage local creativity, catalyse new partnerships, and strengthen our economy.









Inclusive and Accessible

We will provide opportunities within our smart community so that all residents can participate

6. STRATEGIC OBJECTIVES

The objectives of this Smart Communities Plan are summarised in the table below.

KEY OBJECTIVE

	<p>Increase the coverage and quality of smart/digital community services</p>
	<p>Build Fraser Coast's digital economy</p>
	<p>Increase local innovation capacity and outcomes</p>
	<p>Build Fraser Coast's smart Community status</p>
	<p>Better data for better decision making</p>
	<p>A smarter Council – better services, and more efficient</p>
	<p>Enhanced community participation and engagement</p>
	<p>Enhancing Fraser Coast's smart community maturity/capability</p>

A number of performance indicators have been identified to help measure the progress of each objective. These indicators are listed below.

MEASURING PERFORMANCE – SELECT INDICATORS

Number (%) of smart services

Community satisfaction with services

Growth of the digital economy

New digital business entries

Local innovation awareness and participation in innovation programs

New business registrations

Local business are aware of innovation opportunities

Media coverage

National/international recognition

Local awareness

Data collected and shared (% increase)

Data analysed (% increase)

Data integrated with decision making (% increase)

Efficiencies due to smart technology

Service quality improvements due to smart technology

Engagement numbers and frequency

Community satisfaction with engagement

Improved maturity assessment (see page 22 of this Plan)

Increase Regional Australia Innovation Ranking

7. STRATEGIC THEMES & PRIORITY ACTIONS

Five strategic themes will guide Fraser Coast's smart community investment, each supported by a range of priority initiatives. This Strategy highlights key actions, recognising that the smart community program will expand and evolve over time.

SMART PLACES – FOR RESIDENTS AND VISITORS

The places and spaces of Fraser Coast – both the natural and created – are special. They are the pride and joy of our local residents, and attract visitors from around the world.

Fraser Coast is committed to using smart technology to enhance, promote, and protect our places and spaces, aiming to improve liveability, tourism and sustainability.

Priority actions include:

- Modernising local planning processes (e.g. with digital platforms and 3D models), and embedding smart tech in public places and new developments to enhance amenity and liveability
- Leveraging digital technology to promote Fraser Coast, and developing new smart services (e.g. apps, way-finding, virtual tours) to enhance visitor experience





SMART GROWTH — BUILDING OUR DIGITAL ECONOMY

The digital revolution is generating new economic growth and opportunity. Fraser Coast is committed to bringing new investment, commerce, employment and prosperity to our region.

Priority actions include:

- Advocating and supporting enhanced quality and coverage of digital connectivity and infrastructure for the region
- Promoting digital skills, education and literacy programs for local businesses, students and residents
- Collaborating with business and innovators to build our smart health sector
- Working to enhance smart/remote/tele-working opportunities, and promoting the region as a destination for smart tech investment

SMART SERVICES – MAKING LIFE BETTER

Smart technology is rapidly changing the nature and model of service provision by private companies and by governments. Services on demand, real time information, improved user experience, and easy customisation are just some of the transformations.

Fraser Coast is committed to enhancing our local services, making them smarter, more efficient, citizen friendly and accessible.

Priority actions include:

- Enhancing local services using digital technology, both 'online' services (e.g. computer-based payments, applications, interactions), and 'on-street' services (e.g. parking, public safety, street-lights, libraries, etc.)
- Enhancing Council's digital engagement and 'co-design' methods to promote community participation and collaboration
- Working with other governments and partners to modernise health, education and social services
- Leveraging digital technology to improve the planning, management and maintenance of public assets

SMART GOVERNANCE – THE FOUNDATION FOR CHANGE

As leader and co-ordinator of this Smart Community Plan, Council has a central responsibility to become a smart organisation and lead by example.

Fraser Coast Regional Council is committed to building our capacity, culture and reputation as a smart council, using digital technology to improve our performance.

Priority actions include:

- Building Council's smart technology skills and capabilities, and developing smart community frameworks and standards (e.g. for innovation, financing, security/privacy, interoperability, etc.)
- Preparing a data governance framework to optimise the collection, sharing, use, and management of data
- Establishing regulatory reform and red tape reduction capacity within Council to support smart community and digital transformation efforts

SMART AND GREEN — PROMOTING SUSTAINABILITY

The natural environment is one of Fraser Coast's greatest assets. It is elemental to our lifestyle, our economy and our identity.

Fraser Coast community and Council are committed to smarter environmental management and conservation, protecting our natural assets into the future.

Priority actions include:

- Exploring new smart technologies to improve water and waste management processes and outcomes (e.g. smart meters, smart bins, smart irrigation, etc.)
- Promoting smart energy solutions across the region, including generation, renewables, storage, sharing, trading and metering
- Using digital technology and partnerships to enhance the monitoring and management of our natural resources and environment



8. A SMART COMMUNITY FOR YOU

The Fraser Coast Smart Community Plan is for you, whether a resident, visitor, local business owner, researcher or otherwise.



RESIDENT

- Better local services
- Economic growth and resilience
- Job opportunities
- Community engagement in local planning
- Improved Education



LOCAL BUSINESS OWNER

- Access to local skills
- Stronger innovation eco-system
- Inward investment
- Commercial opportunities, local and beyond



VISITOR

- New attractions
- Real time information
- New tourist apps and way-finding
- Better connectivity



RESEARCHER

- More data, easier to access
- Region as a research/living lab
- Collaboration with Council and community
- Commercialisation



PARTNER/INVESTOR

- New collaboration models
- New investment opportunities
- Knowledge exchange
- Reputation and leadership



EDUCATORS & LEARNERS

- Improved digital literacy
- Greater access to open data
- Enhanced digital skills development
- New mode and methods for teaching and learning

9. DEVELOPING MATURITY

A smart community is made up of many dimensions. It is also a long-term journey, requiring focus and commitment over time.

To guide this journey, and help track progress over time, Fraser Coast has adopted the Smart Community Maturity Model¹ below. As a smart community, our current maturity is assessed as Beginning/Developing. We aspire to becoming a leading smart community, carefully developing our maturity across each of these dimensions over the coming years.

DIMENSION	BEGINNING	DEVELOPING	EMBEDDING	LEADING
Strategy & Planning	Basic plan in place, with limited scope and awareness	—————→		Holistic plan in place, supported by sophisticated/integrated planning processes
Leadership & Governance	Elementary arrangements in place, with low influence	—————→		Advanced arrangements in place, with high influence and reputation
Processes & Budgeting	Smart community procedures and budgeting are informal and uncoordinated	—————→		Smart community outcomes and innovation are supported by advanced systems, procedures and budget protocols
Capacity & Culture	Overall low levels of smart community skills, experience, awareness and cultural maturity	—————→		High level skills and experiences right across the organisation, with a deep culture of smart community leadership and innovation
Digital Democracy	Rudimentary use of digital technology for community consultation with limited impact	—————→		Advanced use of digital technology delivering broad and meaningful conversations and co-design with community
Smart Services & Infrastructure	Services and infrastructure are narrow in coverage and fragmented	—————→		Services and infrastructure are ubiquitous, integrated and high quality
Smart Community Standards	Low appreciation of relevant standards with ad hoc application	—————→		Standards are universally applied, and the organisation leads ongoing development/innovation of standards
Data Management	Basic data management practices in place, with limited scope and permeation	—————→		Sophisticated data management guidelines and protocols in place, with deep permeation and impact

1. The Delos Delta Smart City/Community Maturity Index

10. IMPLEMENTATION

Fraser Coast is committed to deliver on the vision and objectives of this Smart Community Plan. To ensure results, this Plan will be supported by a detailed implementation plan, to be reviewed and updated annually. Key elements of this plan are presented below.

IMPLEMENTATION	KEY ELEMENTS
Leadership	<ul style="list-style-type: none"> Fraser Coast Regional Council will champion and lead this Plan Council will encourage collaborative leadership from other sectors
Governance	<ul style="list-style-type: none"> Within Council, the Community and Economy Team will coordinate delivery of this Plan The Council will establish a governance framework that promotes effective collaboration and outcomes with all stakeholders
Policies and Procedures	<ul style="list-style-type: none"> The Council will develop smart city policies and processes as appropriate Council will establish complementary 'red tape' reduction capability Business and Education will facilitate and participate in smart community initiatives Project Management Framework to include considerations on Smart Communities elements
Budget & Resourcing	<ul style="list-style-type: none"> Implementation will commence within existing resources (staff & budget) Businesses case will be developed for Council consideration The Council will explore and test new funding models and processes
Partnership & Community Participation	<ul style="list-style-type: none"> Council will leverage digital technology to enhance community engagement and participation The Council will establish a framework for smart community partnerships and invest in productive relationships
Smart City Standards & Safety	<ul style="list-style-type: none"> Council will promote greater awareness of digital security, privacy and safety. The Council will adopt best practice smart city standards of interoperability, integration, security/privacy, extensibility, etc.
Performance & Evaluation	<ul style="list-style-type: none"> Our smart community performance will be regularly reported to community and stakeholders, both online and in annual reports Strategies and projects will be evaluated and key lessons shared
Communication & Promotion	<ul style="list-style-type: none"> Council will promote Fraser Coast's smart community achievements and opportunities for partnership/investment The Council will develop a detailed communication plan to ensure ongoing smart community awareness and participation
Advocacy	<ul style="list-style-type: none"> Council will coordinate smart community advocacy for Fraser Coast, especially with the Queensland and Australian Governments
Risk Management	<ul style="list-style-type: none"> The Council will work to modernise risk management practices and culture, aligned with new digital paradigms



