Governance Structure and Solution Evaluation Process

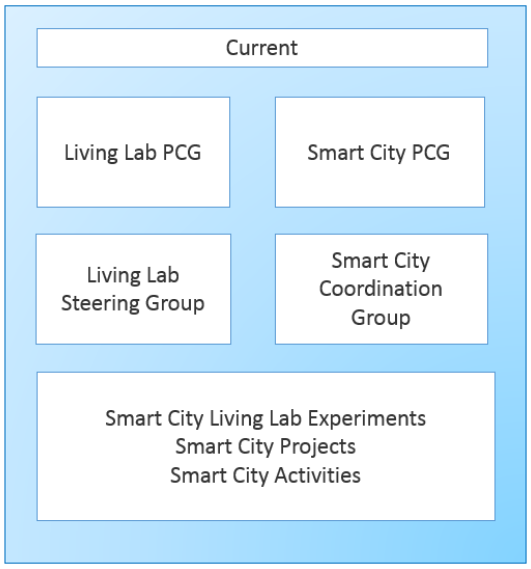
A key learning from the first year of implementation has been the need to operate under a single governance and solution evaluation process.

The revised Smart City Program Governance Structure (see below) will see:

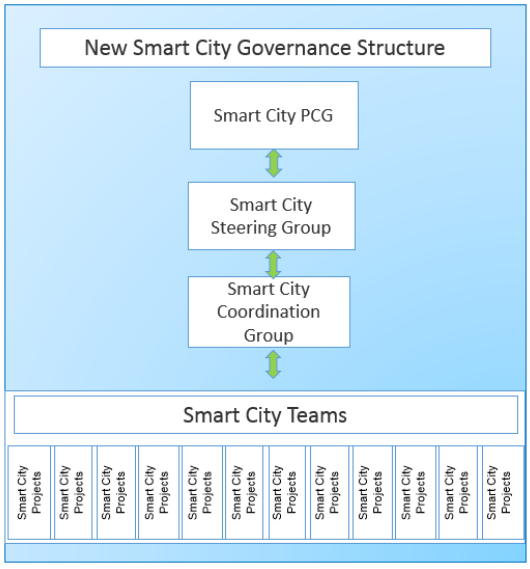
- The **Smart City Project Control Group** move to a quarterly meeting format and provide the Strategic Governance for the Smart City Implementation Program. Chief Innovation Officer to Chair.
- A new group – the **Smart City Steering Group** will be formed by combining the Living Lab PCG and the Management team from the Smart City PCG. Chief Innovation Officer to Chair. Meeting monthly, the Steering Group will provide the operational Governance for the whole Smart City Implementation Program
- The day to day operations will be overseen by the **Smart City Coordination Group** formed by the merger of the Smart City Coordination Group and Living Lab Stakeholder Group. This group will be led by the Smart Cities Team, meet fortnightly and measure the progress of the Smart City Implementation Program highlighting issues to the Steering Group and,
- **Project Teams** will be formed to ensure all individual projects have an accountable project manager and involve representatives from relevant branches, Smart Cities Team and ICTS.

Illustration of current and proposed Governance Structure:

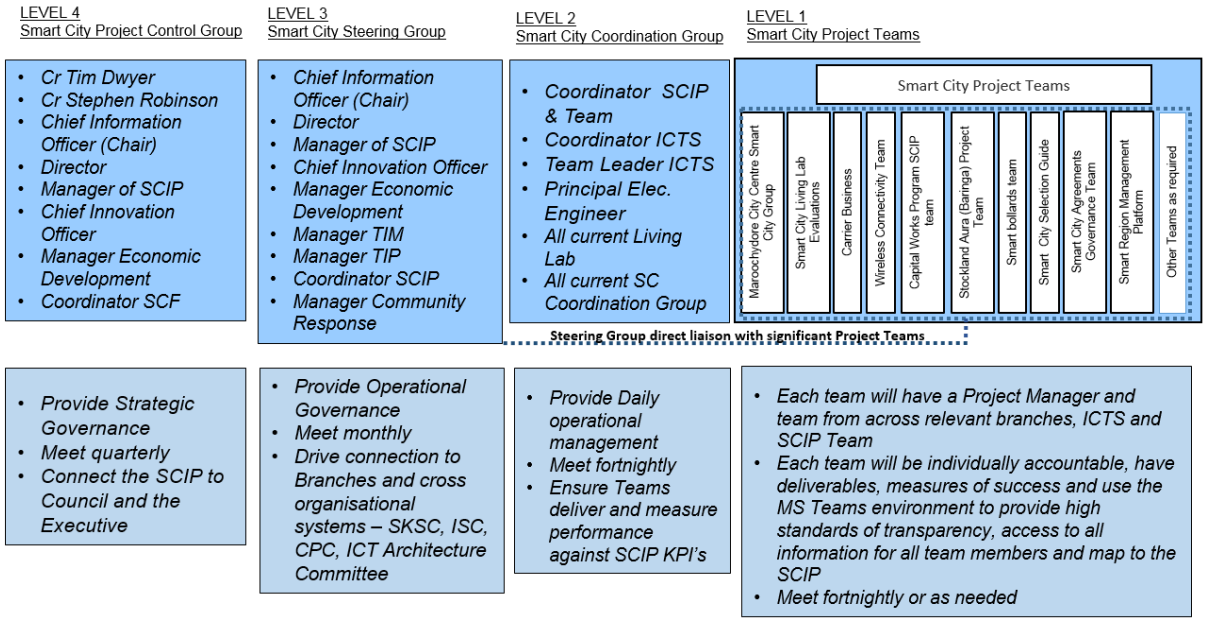
From:



To:



In terms of Governance Structure membership and roles, the illustration below covers all of these aspects at a high level. Once approved by Council, the relevant charters will be finalised for adoption.



To address a number of other key learnings from the first year, the integrated governance structure also extends to the management of the pipeline of ideas to implementation. The Smart City Governance and Integrated Gateway Evaluation Process combines the integrated governance with an integrated gateway based approach for end to end evaluation.

The transition of governance from the Smart City Project Control Group and Smart City Steering Group to also include the other organisation wide governance group's represents the point where an idea has reached the point it should be tested by the normal council systems. Each governance group will be involved where and as needed.

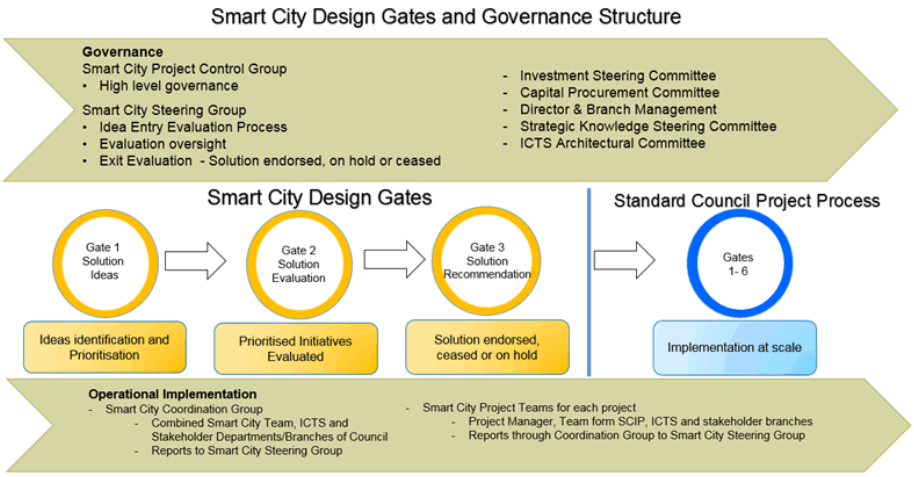
Smart City Design Gates and Evaluation Process

The objective of smart cities is to improve the way we deliver services, build our urban (and protect the natural) environments, identify efficiencies in time and cost and, where feasible, generate revenue.

Before new solution ideas are implemented at scale using the standard Council processes, the Smart City Team work with relevant branches and ICTS to take the ideas through three design gates:

1. The first gate - solution ideas allows the team to review against 10 criteria and report the initial assessment to the Steering Group. The Steering Group decides which solution ideas will proceed to gate two.
2. In gate two the solutions are taken through a detailed evaluation process involving the branch owner, ICTS and the Smart City Team. Solutions already implemented in other locations and indicated as mature solutions will receive the accelerated Smart City Implementation Program assessment methodology. Other priorities needing additional detailed technical evaluations will be pre-evaluated in the Smart City Living Lab. Irrespective of evaluation methodology, the use case, technology, financial model and benefits and impacts to the community/council are considered with the active involvement of all stakeholders.
3. The third and final gate is the preparation of a detailed report with recommendations for consideration by the Steering Group. Dependant on the scale and implications for Council the decision to approve for implementation at scale will be escalated to the appropriate forum e.g. ELT or council.

As with all other selection and procurement processes, relevant governance groups will be actively involved as required throughout the process.



Every aspect of Smart Cities involves doing things differently, requires change and the owners of traditional systems to review their business. This process is not always easy - it challenges people and tests the interpretation of legislation, regulation and policy.

The Smart City Framework laid the foundations for the current implementation program. Through our early stages of development, we have identified the need to better process the many ideas and vendor solutions into a short, manageable, prioritised list of initiatives to evaluate. As an advanced form of procurement, we need to ensure there is a robust and transparent process for preparing the lead branch to move a current system from analogue to digital and at scale.

Complex environment

As the digitisation process is refined and the tools and resources at our disposal increase, the process will become faster. For example - each major project council embarks on e.g. solar farm, requires a business case, validation of technology resourcing, council resolution and resolution of legal, technical regulatory and business operational implementation. The Smart LED Public Street lighting and smart parking initiatives show how, despite many of these challenges being addressed, the ultimate goals have not always been realised. Irrespective of the size of a digitisation project all of these issues have to be successfully addressed.

The integrated gateway evaluation process involves 6 separate gates. The first three are new processes for council:

- Gate 1 - Solution ideas;
- Gate 2 - Evaluation Phase; and
- Gate 3 - Solution confirmed.

The second three gates are standard processes adapted to the Smart City solutions implementation process:

- Gate 4 - Scale Deployment;
- Gate 5 - Review; and,
- Gate 6 - Asset write on.

Gate 1 – Solution ideas

Identification and prioritisation of solution ideas is the first broad and high level assessment of potential solutions. The Smart City Steering Group receive an outline of each solution idea evaluated against 10 criteria. These initial filters include the following:

1. Check against the SCIP
2. Geographic Distribution
3. Hierarchy of Needs
4. Possible Timeline - Short, Medium, Long
5. Demographic Distribution
6. Benefits
7. Halo effect
8. Technology Maturity
9. Cost (as used in the business)
10. Dependencies

This initial evaluation will involve the nominated lead branch, ICTS and Smart Cities Team reps to generate a score out of 5 for each of the above criteria.

Gate 2 – Evaluation Phase

The Smart City Steering Group will determine the priority areas using the moderated recommendation and will have access to all resources. Depending on the nature of evaluation required, the Steering Group will then determine the preferred evaluation methodology – Smart City, Living Lab or Smart City Implementation Program Evaluation. Solutions already implemented in other locations and indicated as mature solutions will receive the accelerated Smart City Implementation Program assessment methodology. Other priorities needing additional detailed technical evaluations will be pre-evaluated in the Smart City Living Lab.

All evaluation solutions will follow the two step process:

Step 1 – Use Case initiative – Lead Branch owned

- Evaluation team - organisation wide - all SCC stakeholders and include both Smart Cities Team and ICTS;
- All roles will be made clear;
- Clear set of success criteria;
- Long term objectives with an agreed set of steps;
- Timeframes, targets & accountability;
- Good governance - organisational group;
- All involved in end to end evaluation;
- Not just a test of the digital functions of the technology; and
- It's critical to evaluate the cost effectiveness of competing products to inform scale deployment.

Step 2 – Evaluation: robust, independent and transparent:

- Share all evaluation platform screens show the audit trail;
- Use CCTV, Real-time feedback collection system for all stakeholders; and
- Actively use milestone reviews and refinement

Gate 3 – Solution confirmed and endorsed, ceased or put on hold

In this step the evaluation team prepare a report for the Steering Group based on Gate 2 and the agreed evaluation methodology - transparent evaluation and audit data. The report is shared amongst all team stakeholders and jointly signed off before review by Smart City Steering Group.

Key considerations for the final report include:

- Contribution towards achievement of SCIP objectives;
- Value & Reach;
- Desirability and visibility; and,
- Hierarchy of needs:
    - Critical needs and Safety;
    - Operational Optimisation;
    - Resource Optimisation; and
    - Social Connectedness.

To complete the process, the reporting considers the evaluated solution in terms of:

- Benefits - financial and non-financial;
- Halo – what are the flow on effects of the evaluated solution;
- Technology maturity – reliability, effectiveness and completeness;
- Cost – in the business at the scale intended; and,
- Dependencies – can this be deployed now and other considerations.