

# **Attachment A**

**Engagement Report – Smart City Strategic  
Framework**

# Engagement summary

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From 20 January to 17 February 2020, we asked the community for feedback on our draft Smart City Strategic Framework.

The consultation was an opportunity for stakeholders and the community to provide feedback on the draft framework. Consultation activities included online engagement via a Sydney Your Say webpage, online feedback form and monthly Sydney Your Say e-newsletter.

This report outlines the community engagement activities that took place to support the consultation and summarises the key findings from the consultation.

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## Purpose of the engagement

The purpose of the engagement was to:

- gather feedback from stakeholders and the community about the draft framework
  - inform any amendments to the draft framework
  - determine the level of satisfaction with the draft framework.
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## Outcomes from the engagement

### Submissions

We received a total of 30 submissions during the consultation period. This included submissions via an online feedback form and email. The Sydney Your Say webpage was visited 817 times and the framework document was downloaded 231 times.

Submissions were received from 15 organisations:

- |  |  |
|--|--|
| 1. Information and Privacy Commission NSW  | 7. Smart Cities Council  |
| 2. Natirar Pty Ltd   | 8. onewifi   |
| 3. Future Cities: Data & Technology Strategy; Transport & Logistics; Clusters & Living Labs. | 9. Potts Point and Kings Cross Heritage and Residents' Society |
| 4. Office of the Australian Information Commissioner   | 10. Reekoh   |
| 5. Mooroolbark International   | 11. NSW Department of Customer Service                         |
| 6. CGI Technologies and Solutions Australia Pty Ltd  | 12. Meshed Pty Ltd   |
|  | 13. Astrolable Group   |
|  | 14. Contino  |
|  | 15. Sydney Business Chamber                                    |
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# Key findings

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## Overview

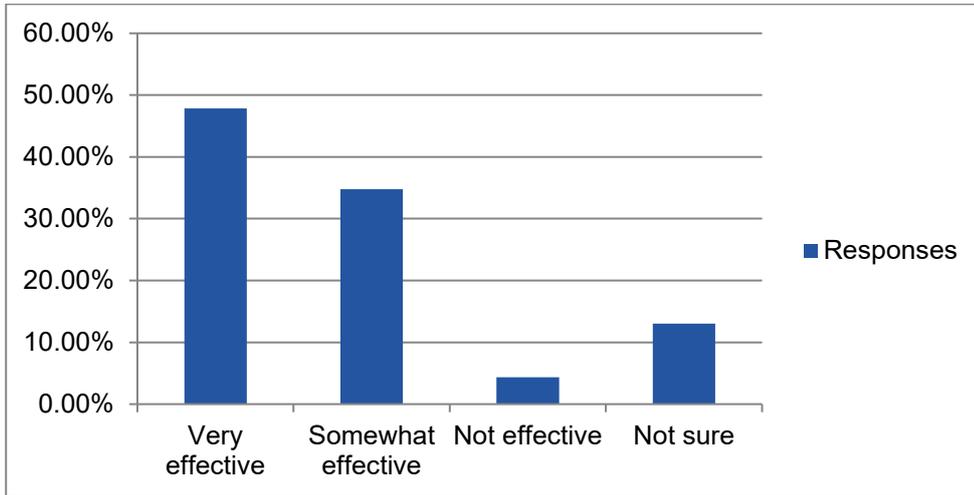
The majority of respondents showed support for the draft framework, with suggestions for changes and additions to the document. These suggestions can be summarised across the following issues:

- Innovation
  - Data: privacy, security and ethics; innovation, decision making and efficiencies; purposeful collection and integration
  - Digital rights and trust
  - Collaboration and co-creation
  - Economic development
  - Standards
  - Evaluation and review
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## Survey responses

Respondents who completed the online feedback form were asked ‘how effective do you think the strategic framework will be in guiding us as we adapt to and harness the opportunities of advances in technology in the future?’

The survey response results are below.

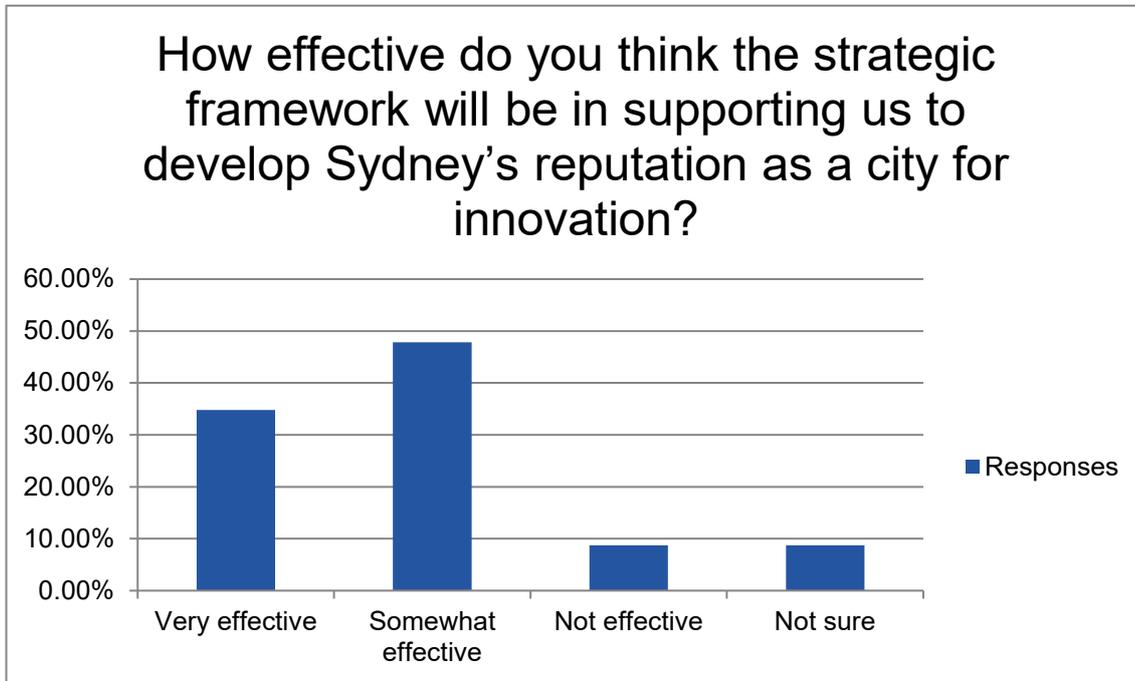


Answer Choices	Responses	
Very effective	47.83%	11
Somewhat effective	34.78%	8
Not effective	4.35%	1
Not sure	13.04%	3
	<b>Answered</b>	<b>23</b>
	<b>Skipped</b>	<b>0</b>

## Survey responses

Survey respondents were asked ‘how effective do you think the strategic framework will be in supporting us to develop Sydney’s reputation as a city for innovation?’

The survey response results are below.



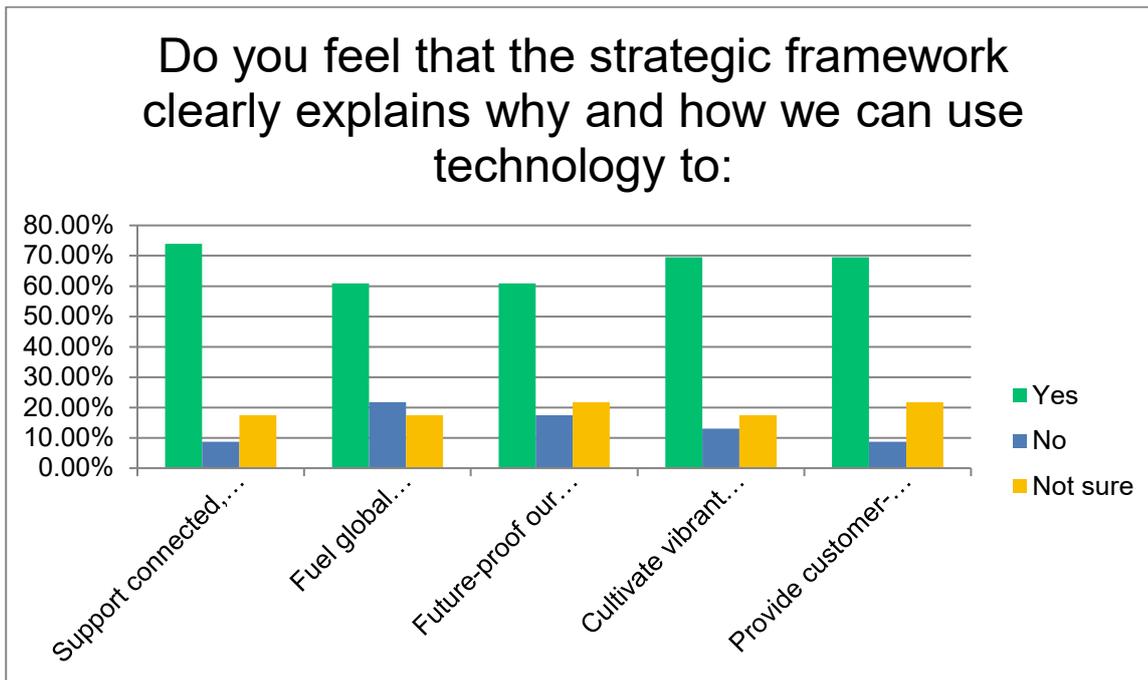
Answer Choices	Responses	
Very effective	34.78%	8
Somewhat effective	47.83%	11
Not effective	8.70%	2
Not sure	8.70%	2
	<b>Answered</b>	<b>23</b>
	<b>Skipped</b>	<b>0</b>

## Survey responses

Survey respondents were asked “do you feel that the strategic framework clearly explains why and how we can use technology to:

- Support connected, empowered communities
- Fuel global economic competitiveness and attract and retain global talent
- Future-proof our environment and bolster resilience
- Cultivate vibrant liveable places
- Provide customer-centric, efficient service”

The survey response results are below.



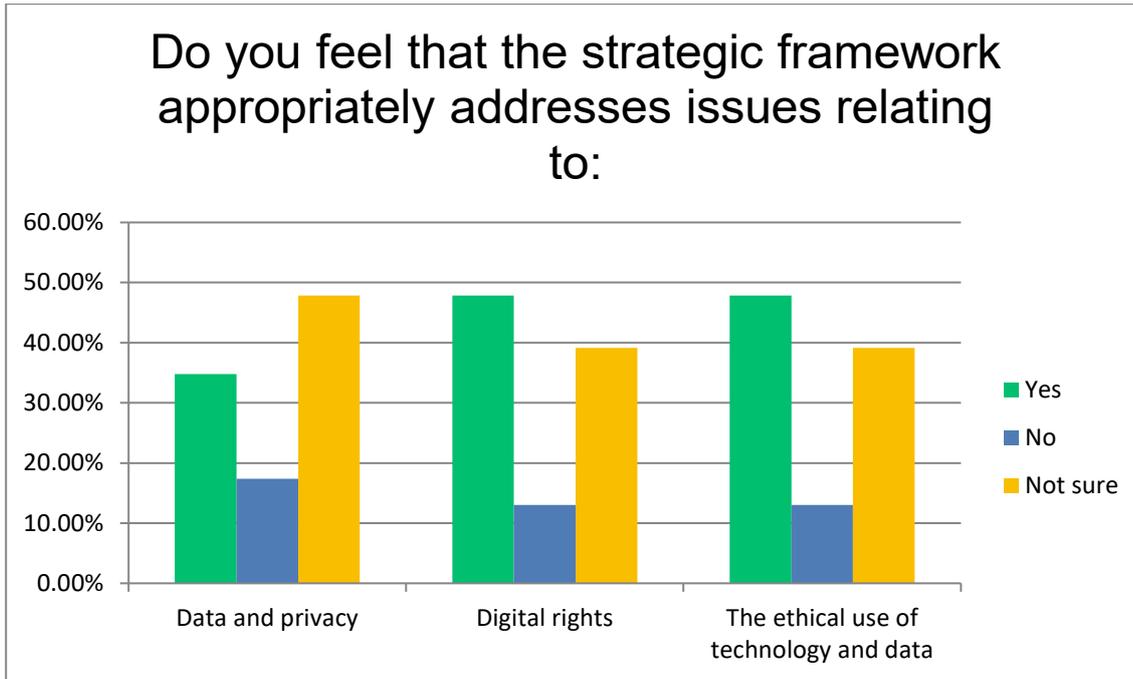
	Yes		No		Not sure		Total
Support connected, empowered communities	73.91%	17	8.70%	2	17.39%	4	23
Fuel global economic competitiveness and attract and retain global talent	60.87%	14	21.74%	5	17.39%	4	23
Future-proof our environment and bolster resilience	60.87%	14	17.39%	4	21.74%	5	23
Cultivate vibrant liveable places	69.57%	16	13.04%	3	17.39%	4	23
Provide customer-centric, efficient services	69.57%	16	8.70%	2	21.74%	5	23
						<b>Answered</b>	<b>23</b>
						<b>Skipped</b>	<b>0</b>

## Survey responses

Survey respondents were asked ‘do you feel that the strategic framework appropriately addresses issues relating to:

- Data and privacy
- Digital rights
- The ethical use of technology and data

The survey response results are below.



	Yes		No		Not sure		Total
Data and privacy	34.78%	8	17.39%	4	47.83%	11	23
Digital rights	47.83%	11	13.04%	3	39.13%	9	23
The ethical use of technology & data	47.83%	11	13.04%	3	39.13%	9	23
						<b>Answered</b>	<b>23</b>
						<b>Skipped</b>	<b>0</b>

## Subjects raised in submissions

Support of approach	Total raising this subject	City of Sydney Response
<p>The written submissions expressed positive support for the City’s approach and the framework itself.</p> <p>For example: “The draft City of Sydney smart city strategic framework has many very, very good messages and intent. It really is a very good document.”</p> <p>And: “...we congratulate the City of Sydney on this important achievement that clearly recognises and supports the growing value and relationship between technology, the community and the environment – for the betterment of the City and the people who work, live and visit the iconic place that is Sydney.”</p>	8	Noted
<p>The majority of respondents to the online survey felt that the framework will be effective in guiding us as we adapt to technological change in the future.</p>	19 of 23	Noted
<p>The majority of respondents to the online survey felt that the framework clearly explains how and why we can use technology to achieve each of the five strategic aims.</p>	Average 15.4 of 23	Noted
Innovation	Total raising this subject	City of Sydney Response
<p>The majority of respondents to the online survey felt that the framework will be effective in supporting us to develop Sydney’s reputation as a city for innovation</p>	19 of 23	Noted
Data: privacy, security and ethics	Total raising this subject	City of Sydney Response
<p>A significant proportion of respondents to the online survey were not sure whether the framework would appropriately address issues relating to data and privacy and the ethical use of technology and data.</p> <p>This number of responses could indicate that the framework does not cover these issues clearly enough, or it could indicate that people are unsure about how such a</p>	<p>Privacy: 11 of 23</p> <p>Ethics: 9 of 23</p>	<p>To build greater awareness of this issue, the City’s commitment to Declaration of Cities Coalition for Digital Rights has been added to “Ethical innovation” in the “Creating the enabling environment” section of the framework. This declaration covers a number of relevant principles including privacy, data protection and security.</p>

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<p>policy framework could adequately address these issues.</p>		<p>In addition, a statement has been added to this section regarding building the principles of “ethics by design”, “privacy by design” and “security by design” into the City’s planning process for new projects and when partnering with others.</p>
<p>Suggestions to make further commitments to privacy and security including:          - in addition to the Privacy and Personal Information Protection Act 1998 (PPIP Act), acknowledging the jurisdiction Privacy Act 1998          - adopting relevant standards for privacy and security such as via privacy impact statements or adopting the NSW Government Privacy Governance Framework</p>	<p>3</p>	<p>Noted. The PPIP Act is the most appropriate foundation for ethical use of data.</p> <p>A reference to the NSW Government Privacy Governance Framework has been added to “Ethical innovation” in the “Creating the enabling environment” section of the framework which covers privacy impact assessments and statements.</p>
<p>In order to stay across developments in the rapid evolution of artificial intelligence and security, suggestion to continue to engage with those working on ethics of technology. Suggestion to factor a “public interest” test into the development of new technologies with respect to ethical innovation.</p>	<p>2</p>	<p>The City has committed to being an ethical innovator in the information marketplace and “Secure and ethical by design” is a guiding principle of the framework. Ongoing engagement and specific reference to the public interest as per this suggestion has been added to “Ethical innovation” in the “Creating the enabling environment” section of the framework.</p>
<p>An exploration of the Open Government Partnership was included in a submission which has been initiated to “secure concrete commitments from national and sub-national governments to promote open government, empower citizens, fight corruption and harness new technologies to strengthen governance.”</p>	<p>1</p>	<p>Noted. The principles that underpin open government are consistent with those embedded throughout the framework. The City will continue to engage with key stakeholders including the Information and Privacy Commission to explore the future of open government.</p>
<p><b>Data: innovation, decision making and efficiencies</b></p>	<p><b>Total raising this subject</b></p>	<p><b>City of Sydney Response</b></p>
<p>Suggestion to evaluate current digital twin products, initiatives and practices to understand which approach best supports outcomes for Sydney</p>	<p>1</p>	<p>Noted. Proactive market scanning is a standard practice for the City in the development of new projects and ongoing programs of work.</p>
<p>Detailed suggestions offered for how smart infrastructure and data can be used in the area of transportation, specifically traffic management, driver safety, crash investigations etc</p>	<p>2</p>	<p>Noted. The NSW government has primary responsibility for these areas. Strategic Outcome 4, Priority 1 aims to achieve an integrated mobility network that supports active transport. As such, the focus of this framework is to achieve those outcomes, which includes working with NSW government and others.</p>

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Suggestion to include “data” alongside “technology” in the “Creating the enabling environment” section of the framework.	1	“Data” has been added alongside “technology” throughout this section.
<b>Data: purposeful collection and integration</b>	<b>Total raising this subject</b>	<b>City of Sydney Response</b>
Suggestion to de-emphasise “real-time” data collection in context of optimising planning and building infrastructure which is likely to utilise historical datasets.	1	It is the visibility that data provides that is important for this outcome, not so much whether it is real-time or historical. Delete “real-time” from Outcome 4 Priority 2.
Endorsement of importance of data integration to achieve interoperability of smart infrastructure.	1	Noted. The framework identifies the critical components of smart infrastructure, including data integration and analytics platforms in the “Smart infrastructure” section of the framework. As the framework is an outcomes-based document, it does not explore the detail of various product solutions and offerings. This work is done at the project implementation stage.
The point is made that Australian smart cities use data by design not chance. Data collection needs to be purposeful, not random and while a decision may be data driven, it’s the decision not the data that is important. In addition, the collection of any data needs buy-in from citizens so that they understand and are comfortable with what data is being collected.	1	The intention for data to be put to work for better decisions and outcomes and the inclusion of citizens in the co-creation of the city is clearly articulated in the framework. To further emphasise this point, the following editorial changes have been made: <ul style="list-style-type: none"> <li>- Data has been added to the point regarding not installing technology for technology’s sake to “The smart city opportunity” in the “Strategic Context” section of the framework.</li> <li>- A reiteration of the guiding principle of “secure and ethical by design” has been added to the “Unlocking the power of data” section of the framework.</li> <li>- A statement about collecting data for a clear purpose has been added to the “Unlocking the power of data” section of the framework.</li> </ul>
<b>Digital rights and trust</b>	<b>Total raising this subject</b>	<b>City of Sydney Response</b>
A significant proportion of respondents to the online survey were not sure whether the framework would appropriately address issues relating to digital rights.  This number of responses could indicate that the framework does not cover this issue clearly enough, or it could indicate	9 of 23	To build greater awareness of the issue of digital rights, the City’s commitment to Declaration of Cities Coalition for Digital Rights has been added to “Ethical innovation” in the “Creating the enabling environment” section of the framework.

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that people are unsure about how such a policy framework could adequately address this issue.		
Suggestion that the framework needs to better identify and address the emerging challenges and negative reactions we are seeing to smart cities initiatives around the work, particularly in relation to building trust and confidence from citizens and being firmly focussed on outcomes, neither driven by technology or data.	1	Noted. The City's Digital Strategy and this framework both emphasise the commitment to put technology and data to work to make better decisions and enhance quality of life for our diverse communities. Technology is called out as an enabler rather than a driver. This intention is also explicitly articulated through the proposed set of guiding principles in the framework that will help to deliver the desired community outcomes, shared benefits and build trust. The importance of purposeful data collection has been addressed elsewhere in this consultation report.
<b>Collaboration and co-creation</b>	<b>Total raising this subject</b>	<b>City of Sydney Response</b>
Digital inclusion is key, particularly in relation to adoption and deployment of community-led IoT infrastructure and communication networks and platforms.	3	Noted. Digital inclusion is a priority principle of both the City's Digital Strategy and this framework under Strategic Outcome 1, Priorities 1 and 2 and is factored into project specific decision making.
Suggestion to provide residents with localised information they can use to inform and monitor their actions to help the environment and resilience.	1	Noted. This suggestion underpins the intent of Strategic Outcome 1 and is included in Strategic Outcome 3, Priority 3.
Suggestion for ongoing collaboration with business and strategic solution providers via partnering models that espouse shared equitable outcomes and coordinate infrastructure delivery between councils.	1	Noted. Collaboration underpins the entire framework and is a guiding principle. The framework itself was developed collaboratively and the implementation of projects within the framework will require extensive collaboration with multiple networks. Ensuring there are shared outcomes for the whole community is key to successful collaboration. This intent is outlined in "the City of Sydney's role" section of the framework.
<b>Economic development</b>	<b>Total raising this subject</b>	<b>City of Sydney Response</b>
The majority of respondents to the online survey felt that the framework clearly explains why and how we can use technology to achieve the strategic outcome of global economic	14 of 23	Noted

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competitiveness and attracting and retaining global talent.		
Suggestion to undertake an initiative to measure and monitor foreign trade from each of Sydney's services and tech sub-sectors and use those measures to guide business enablement programs	1	Noted. The City has adopted a series of sector based economic action plans. Research and measurement of a range of relevant indicators is undertaken to evaluate the plans and these are factored into the development of the City's business support programs.
Noting the recent removal of trade restrictions to the night-time economy in Sydney CBD, a digitally connected city will be key to enhancing the safety and experience of the city at night.	1	Noted. Strategic Outcome 2, Priority 3 identifies the importance of a 24 hour city to Sydney's global competitiveness and the importance of digital connectivity to delivering a vibrant night-time economy.
<b>Standards</b>	<b>Total raising this subject</b>	<b>City of Sydney Response</b>
It is noted that for many low-cost sensors, industry standardisation that enhances interoperability is not yet present. Suggestion to create definitions of domain based Common Data Formats.	1	Noted. In the "Creating the enabling environment" section of the framework, the City acknowledges the importance of standards in supporting and fostering the open innovation ecosystem required for smart transformation. As a participant in this ecosystem, the City encourages the continued development of standardisation.
<b>Evaluation and review</b>	<b>Total raising this subject</b>	<b>City of Sydney Response</b>
In order to flexibly adapt the framework to meet new challenges, suggestion to re-open the framework every 2 years or on a regular basis to provide the opportunity for ongoing engagement and commentary from the public and strategic solution partners, as well as to provide the community with the ability to challenge whether the principles are being followed in project deployment.	3	Noted. Framework has been designed to be outcomes based, rather than prescriptive about projects or specific technology, which would render it out of date in a short period of time. Reporting back to the community on the framework and reviewing it via public exhibition will be done on an as-needs basis depending on the rate of change and project deployment in this dynamic space. This is likely to be within a 3-5 year timeframe. Testing the application of the guiding principles can be done as part of this process.  In addition, the City of Sydney has a strong practice of community and stakeholder engagement and consultation as part of its core business as identified in the City's engagement strategy published on the City's website. Where relevant, the principles can be

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		tested as part of the engagement with the community and stakeholders at project development.
Suggestion to prioritise projects that deliver most immediate positive impacts and value to the community and business and publish the prioritisation framework so that potential partners have visibility of what priorities will shape decision making going forward.	2	Noted. Time to benefit capture is factored into decision making for the initiation of projects and specific prioritisation of all projects at the City is considered within the broader corporate planning framework in the delivery of the City's Community Strategic Plan which is published on the City's website.
Suggestion to undertake an impact pathway planning exercise as part of implementation planning.	1	Noted. This is factored into project planning and articulated through a benefits realisation framework.
<b>Visual amenity &amp; liveability/environmental outcomes</b>	<b>Total raising this subject</b>	<b>City of Sydney Response</b>
Endorsement of the City's zero emissions ambition and acknowledgement of how environmental monitoring and energy management systems can contribute toward zero emissions. Suggestion to include carbon positive outcomes from adoption of renewable energy technologies. Suggestion to more explicitly include priority areas such as green-roofs/walls, cycleways and accessibility outcomes.	2	These outcomes are high priority for the City of Sydney and are included as specific outcomes and/or target within the City's Sustainable Sydney 2030 strategic plan and related actions plans. Rather than duplicate all of those outcomes in this framework, the intention is to articulate how technology and data can help achieve the outcomes and vision of Sustainable Sydney 2030. A carbon positive outcome and an additional example of how smart sensors and data can help us better manage water use for irrigation to green the city, and a carbon positive outcome has been added to Strategic Outcome 3, Priority 2 to further illustrate this point.
Suggestion to factor impact on visual amenity into deployment of infrastructure (such as 5G) and reduce visual clutter.	1	The deployment of increasing amounts of technology infrastructure is of concern and the City is advocating for interventions, both practical and regulatory, that minimise the impact of this infrastructure while delivering the best quality of telecommunications services demanded by citizens and business. A specific reference to this issue has been added to "physical landscape and infrastructure" within the "Smart infrastructure" section of the framework.

# Engagement activities

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## Public exhibition activities

Several activities were undertaken to engage stakeholders and the community on this consultation.

### 1. Email to key stakeholders

89 stakeholders were contacted directly about the public exhibition via email.

### 2. Sydney Your Say webpage

A Sydney Your Say webpage, <https://www.cityofsydney.nsw.gov.au/council/your-say/smart-city-strategic-framework> was created. The page included an electronic copy of the Smart City Strategic Framework, survey and other key information about the consultation.

### 3. Online feedback form via Survey Monkey

The community and stakeholders were able to give feedback using an online feedback form. A link to the feedback form was provided on the Sydney Your Say website.

### 4. Sydney Your Say e-News

The consultation was included in the Sydney Your Say February 2020 e-Newsletter (4,064 subscribers).

### 5. LinkedIn and Twitter

A LinkedIn post was placed on the City's LinkedIn page on 4 February 2020 to promote the consultation. This post performed well with over 200 clicks and 70 reactions. The post was shared by key stakeholders such as the Smart Cities Council which helped to further amplify the reach. The post was also tweeted on the City's channel.

### 6. City of Sydney News

The consultation was included in the City's news digest, which was published on 4 February 2020.