

A Smart Plan

FOR

**THE CITY
OF UNLEY**

2023-2027

THE CITY *of*
Unley

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KAURNA ACKNOWLEDGEMENT

Ngadlurlu tampinhi, ngadlu Kurna yartangka inparrinhi. Ngadlurlu parnuku tuwila yartangka tampinhi.

Ngadlurlu Kurna Miyurna yaitya yarta-mathanya Wama Tarntanyaku tampinhi. Parnuku yailtya, parnuku tapa purruna yalarra puru purruna.*

We would like to acknowledge this land that we meet on today is the traditional lands for the Kurna people and that we respect their spiritual relationship with their country.

We also acknowledge the Kurna people as the traditional custodians of the Adelaide region and that their cultural and heritage beliefs are still as important to the living Kurna people today.

*Kurna Translation provided by Kurna Warra Karrpanthi

FOREWORD

In this fast-paced world, technology impacts everyone – and everything we do.

Mobile phones are now powerful personal computers, allowing us to communicate and access information instantaneously from around the globe, connecting us more closely to each other than ever before.

Smart watches can monitor our personal health and fitness, and greater technological intelligence gives us real-time data about everything from the security of our homes and the tracking of our food deliveries, to where we can find a parking spot.

I am proud that the City of Unley has always sought to stay abreast of developments in technology and recognised the vital role it plays in improving the way we deliver Council services, engage with our community and enhance the way they live, work and experience life in our city.

Our digital journey to date has been marked by some significant achievements. We have implemented a range of Smart City technologies such as sensor networks for better parking management, an electric vehicle charging station and energy-efficient LED lighting.

We have explored the use of e-scooters as a new form of environmentally sustainable transport for short trips, installed digital information screens for the public and improved digital services on dedicated websites for both residents and business operators.

Now I am pleased to share the next major step in our digital journey with you by introducing *A Smart Plan for the City of Unley*.

This plan focuses on trialing technologies that will help Council overcome the challenges our community is facing and embrace the digital revolution to look beyond the horizon to anticipate and meet our community's changing needs.

It identifies ways we can capitalise on new opportunities as they present themselves to build safe, inclusive, vibrant places, a resilient, sustainable urban environment, a thriving economy and a Council and community who are digitally aware, capable, and engaged.

We will collaborate with the community, private enterprise, key stakeholders, and all levels of government to innovate and deliver our goals for the city faster, better and more cost effectively.

As a Council, we know that to be successful in this next step of our digital journey, we must always act responsibly, with privacy, security, and integrity as a priority, and with the best interests of our community at heart.

I am excited to share our Smart Plan for the City of Unley with you and look forward to building a future-ready city together.



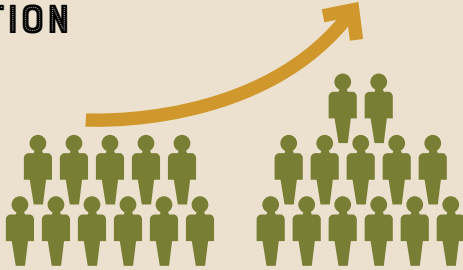
Peter Tsokas
CEO

Community PROFILE

POPULATION GROWTH

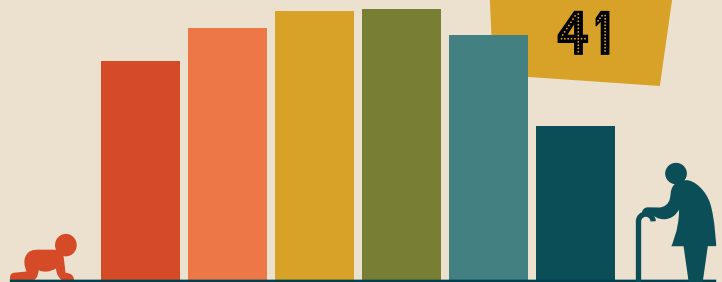
Population
39,082

By 2040
44,221



AGE DEMOGRAPHICS

MEDIAN AGE
41



0-14	15-29	30-44	45-59	60-74	75+
15.5%	17.9%	19.1%	19.2%	17.4%	10.9%

POPULATION DENSITY

2,739 persons
per square km



OPEN SPACE

30 hectares of open space =
8 SQM per person



HIGH HOUSEHOLD INCOME

30.7%
earning more
than \$3,000/week



HIGH EDUCATION

46.5% bachelor
degree or higher

EMPLOYMENT BY INDUSTRY



Health Care &
Social Assistance
24.4%



Professional,
Scientific and
Technical Services
14.1%



Education
and Training
8.4%

LOW UNEMPLOYMENT

2.7%



RESIDENTS WORK



18.1%
City of Unley



32.4%
CBD / North Adelaide

HOUSEHOLD TYPE



Lone person
households:
29.4%



Couples
without
children: **26.5%**



Couples with
children: **28%**



Lone parent
families:
8.1%



Group
households:
4.3%

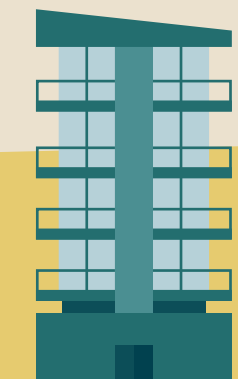
DWELLING TYPE



56.8%
separate
houses



42.9%
medium density
dwellings



4.4%
high density
dwellings

DIGITAL LANDSCAPE

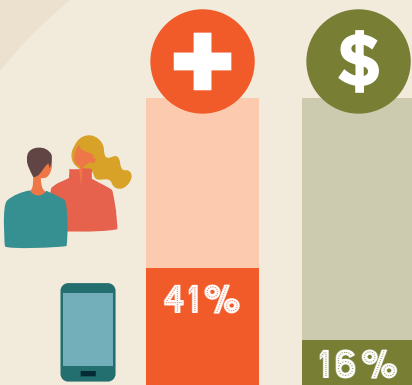
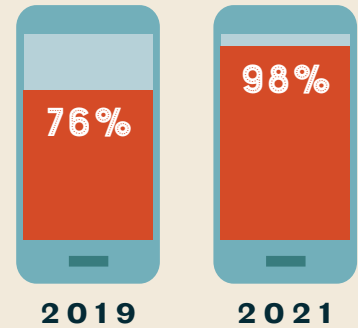
The global and local digital landscape has changed significantly since 2020, with the COVID-19 pandemic resulting in an increased reliance on and acceptance of technology to support the way we all live and work.

Changes to our everyday life, including working and studying from home, has meant that digital inclusion at a national and local level has increased significantly across all age levels.

Our community's needs have evolved as they have learnt to enjoy the benefits of living in a technology enabled community and understand the benefits of Council using technology and data to make better evidence-based and informed decisions.



Internet Access: **99%** of Australian adults



Online consultations:
Telehealth (**41%**)
and Professional e.g.
legal/financial (**16%**)

Time online:
Average Australian spends
6HRS 13 MINUTES
online each day



Work from home: **45%**
of adult internet users



1. Source: Australian Communications and Media Authority 2021
<https://www.acma.gov.au/publications/2021-12/report/communications-and-media-australia-how-we-use-internet>

Vision STATEMENT

The City of Unley has its eye on the future, embracing innovation and technology to build a smart community, informed Council, sustainable environment and vibrant, prosperous and accessible places for our Community. We will use data to assist with problem solving, decision making and identifying opportunities for improvement, and technology and smart infrastructure to improve citizen engagement and the delivery of Council services and operations. Our vision is to enhance the city experience for residents, businesses and visitors, making the City of Unley an enviable place to live, work and visit for generations to come.



INTRODUCTION

Located on Kurna Country, just 4km south of Adelaide's CBD, the City of Unley is a vibrant, dynamic, and inclusive place to live and work.

Unley is home to a highly engaged population who actively participate in our community events, arts programs, environmental sustainability projects, community services, business initiatives and volunteering programs.

With a growing and diverse population, ambitious environmental goals, limited open space, high community expectations, increasing urban-infill and an ardent desire for business growth, the need to adopt smart solutions to help the City of Unley achieve its vision and goals has never been greater.

This plan sets out our commitment to use technology, data, and innovation in a coordinated and actionable way to address challenges our community is facing and deliver social, environmental, economic and civic outcomes for the city.

By embracing smart thinking, we will collaborate more effectively with our community to solve challenges, strengthen the delivery of the vision set out in our *Community Plan 2033* and better meet our community's needs both now and in the future.

To build a Smart Unley, we must:

1

Collaborate with our community to identify problems, leverage their expertise and generate ideas and opportunities to enhance our city.



2

Use technology to collect data about our city's assets and environment, how they are used and analyse it to drive improvement, guide decision making and measure success.



3

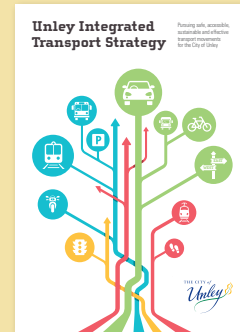
Transform our workforce to be more technology and data enabled, think innovatively, and embrace experimentation.



STRATEGIC *alignment*

This *Smart City Plan* supports the delivery of the City of Unley's *Community Plan 2033* and *Four-Year Delivery Plans*.

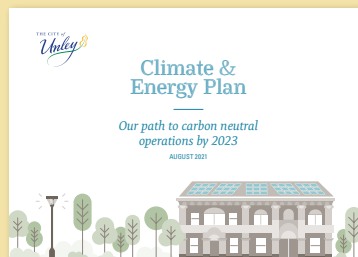
It also builds on the *Digital Unley Strategy* and responds to the following corporate strategies and plans for the City of Unley:



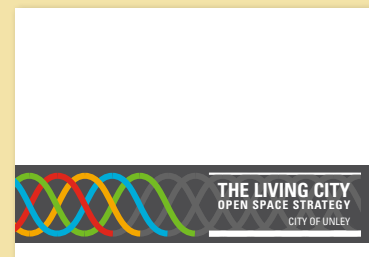
INTEGRATED TRANSPORT STRATEGY



WALKING AND CYCLING PLAN 2022-2027



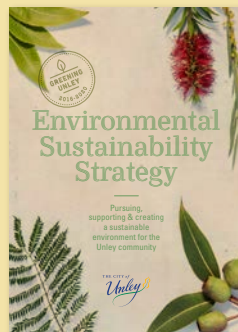
CLIMATE AND ENERGY PLAN



THE LIVING CITY - OPEN SPACE STRATEGY



ECONOMIC DEVELOPMENT GROWTH STRATEGY 2021-2025



ENVIRONMENTAL SUSTAINABILITY STRATEGY



TREE STRATEGY



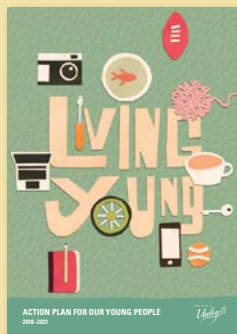
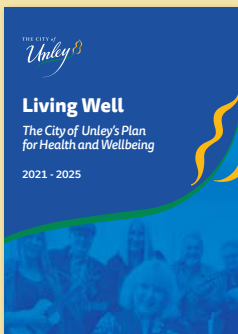
ASSET MANAGEMENT PLANS FOR TRANSPORT, STORMWATER, OPEN SPACE AND BUILDINGS



WASTE MANAGEMENT & RESOURCE RECOVERY PLAN

DISABILITY ACCESS AND INCLUSION PLAN 2022-2026

CULTURAL PLAN 2021-2026



LIVING WELL PLAN 2021-2025

LIVING YOUNG ACTION PLAN 2018-2021

ACTIVE AGEING STRATEGY (UPDATED 2020)

Smart GOALS

Where there is benefit, the City of Unley will use smart technology and data to enhance liveability and more efficiently manage our infrastructure, assets, and the environment.

1. SAFE, CONNECTED SPACES AND VIBRANT, CREATIVE PLACES

Cultivate an accessible, inclusive, safe, and vibrant city designed for an enviable lifestyle that meets current and future needs.



2. A RESILIENT AND SUSTAINABLE URBAN ENVIRONMENT

Pursue, support and create an environment that will sustain current and future generations.

3. AN EMPOWERED AND ENGAGED COMMUNITY

Council will involve the community in the generation of ideas and design of solutions.

We will support the growth of a digitally literate and aware community who are open to innovative technology and data sharing that can support their business investments and enhance their everyday life.



4. A ROBUST AND THRIVING ECONOMY

Nurture an environment that supports prosperous precincts, successful businesses, strategic investment, connectivity and innovation.



5. A SMART COUNCIL

Council will create a culture of innovation and experimentation and collect and analyse data to improve our operations and better inform decision making.

GUIDING PRINCIPLES

1. INNOVATION AND EXPERIMENTATION

We trial the use of innovative technology and smart infrastructure solutions on a small scale where possible to determine its feasibility, efficacy and to identify any key learnings prior to investing on a large scale.

2. COLLABORATION

As an organisation we collaborate internally, ensuring all new Council projects and programs consider opportunities for smart enablement and digital service options.

We form partnerships with private enterprise, across Councils and with other levels of government to break down silos, combine resources, achieve economies of scale, share expertise, experiences, ideas and gain more valuable insights.

3. SECURITY, PRIVACY AND TRANSPARENCY

We ensure solutions manage the risks associated with smart technology and data collection, privacy is respected and data is secure, accurate and up to date.

New and evolving technologies are selected and applied ethically and do not marginalise or cause harm to members of our community.

Data is accessible to the community, as considered appropriate, to foster trust and accountability and facilitate citizen innovation.

4. SEAMLESS INTEGRATION AND COMMUNICATION

We select and introduce technology, infrastructure and applications that support open standards, fostering the seamless integration and exchange of information between products and platforms from different providers and increasing collaboration opportunities with other organisations.

As a preference, we leverage and extend Council's existing technologies and platforms to ensure consistency of approach.

5. COMMUNITY-DRIVEN AND PURPOSEFUL

We apply the People Centred Design (PCD) framework to engage with our community on smart initiatives to understand the challenges they face and their changing needs and expectations.

We ensure smart initiatives solve real problems, investments are made responsibly, projects are supported by a business case and measures for success are set.

6. BUILDING A SUSTAINABLE AND FUTURE READY CITY

We apply a smart lens to all future projects, budgets and operations to ensure our city operates efficiently and effectively.

We have the data to support planning and inform decision making and maximise opportunities offered by new and emerging smart technologies to better deliver for our community.

We consider all aspects of financial, social and environmental sustainability when planning for a future ready city.

CHALLENGES AND OPPORTUNITIES

To be a successful smart city, we must fully understand the challenges our community faces and the opportunities that might be presented.

CHALLENGE 1

Preparing for climate change and achieving Council's ambitious environmental goals.

CHALLENGE 2

Estimated population growth of 5,000 additional people by 2040 which will:

- ❖ increase demand for social infrastructure assets;
- ❖ grow demand for Council's programs and services;
- ❖ add pressure on Unley's transport systems and assets;
- ❖ increase demand for car parking and other transport;
- ❖ increase carbon emissions and the use of natural resources;
- ❖ create higher demand for medium to high density housing options, reducing private open space;
- ❖ add pressure on public open spaces; and
- ❖ increase demand for essential and other services in the area.

CHALLENGE 3

Rising cost of living.

CHALLENGE 4

Improving the digital capability and literacy of our community, employees and Elected Members.




CHALLENGE 5

Government reforms affecting Council operations, governance and reporting requirements.



Smart
CITY





OPPORTUNITY 1
Collect more data to inform future planning and decision making.

OPPORTUNITY 4
Expand the GigCity network to attract hi-tech and creative industries that can partner with Council to innovate and problem solve.

OPPORTUNITY 2
Build a connected city that trials technology to solve problems and implements smart solutions to improve customer service at public interface points.

OPPORTUNITY 3
Collaborate with all levels of government and private industry to invest in smart infrastructure that can help deliver our city's goals faster or better.

OPPORTUNITY 5
Engage more with our community and become known as a city of participation, ideas, innovative thinkers and the next generation of workers.

Unley
SMART CITY

OUR JOURNEY TO A *Smart Unley*

The *Digital Unley Strategy* was endorsed by Council in 2018 and was the first document to formalise Council's strategic use of digital technologies.

Through the success of Digital Unley, a range of digital and smart projects were delivered, providing valuable insights into how smart solutions can be further applied and where benefits can be best realised.

CITIZEN-CENTRIC WEBSITE AND SERVICES

In 2020, Council launched a new website in collaboration with our community through the application of the internally developed People Centred Design framework.

Customer research via surveys, interviews and workshops ensured our website was designed to meet our community's needs and ensure information was relevant and easy to find and understand.

Website visitor numbers have increased 30% and customers are able to find information 50% faster.

Around 100 paper forms were converted to digital forms, reducing paper form submissions by 84%.

Learnings

Engaging with our community to design a solution for their needs was successful and helped change the mindset of our employees regarding the type of information they shared on-line, the language they used and the way they had traditionally provided services to the community.

Digital service adoption measurement shows that most of our customers now prefer to interact with Council online where possible.



DIGITAL DELIBERATION

Shaping Unley is an innovative Digital Deliberation platform, pioneered by the City of Unley which seeks genuine involvement from community members who sign-up online to generate ideas and inform Council decision making.

The community assists in creating policies, programs and services that are more in-line with their needs, making our city a better place to live, visit, work and do business.

Learnings

Community participation in the Shaping Unley process has been high, demonstrating a strong willingness and enthusiasm to be involved in shaping Council policy and decision making.

Community engagement has provided valuable insights during the early development of policy and meant that policy outcomes have been more widely accepted.

There is opportunity to further explore the use of digital platforms to encourage greater community participation in workshops and focus groups.



EMPOWERING LOCAL BUSINESS

Launched in 2022, the Unley “Your Business” Portal was designed in collaboration with the local business community to provide them with 24/7 access to the information and services they said was most important to them.

Digital surveys and tree-jacking exercises were conducted to inform the navigational menus and site content to help business operators and investors looking to start, sustain and grow a business in Unley.

Learnings

Business engagement was essential for the successful delivery of this project. Stronger buy-in from internal stakeholders may have assisted with changing employees’ mindset and willingness to provide the type of information and services businesses were looking for online.



DIGITAL URBAN FOREST

Protecting and growing our Urban Forest is a key focus in the City of Unley. In 2021, Council pioneered a world-first innovation by building a “digital twin” of our city’s trees.

Over three years, detailed models of our tree canopy were captured using LiDAR imaging technology mounted on planes. Scientific analysis of the models is showing us how our urban forest is changing over time and highlighting which factors lead to loss of our trees.

An online app, My Canopy, allows our community to view the canopy over properties over a period of time.

Learnings

This project demonstrated the importance of producing and analysing data to support Council initiatives and providing evidence which can be used to lobby for change.

Allowing the community to interactively visualise how they affect tree canopy through the My Canopy app has led to greater engagement and support of Council initiatives.

GIGCITY GIGABIT INTERNET

The City of Unley partnered with GigCity to develop an ultra-fast and affordable fibre network to service the Edmund Cottages Business Hub in the City of Unley’s Civic Precinct.

With internet speeds up to 10 gigabits per second, the GigCity network links the Civic Precinct with 23 other innovation precincts, hosting 390 businesses across South Australia.

Learnings

With limited opportunities to join the GigCity network, Council’s bid to become a GigCity was a crucial step towards becoming a future ready city.

This infrastructure helps to support business growth and investment and attract hi-tech, creative and innovative industries to the City of Unley.



SMARTER TRANSPORT OPTIONS

Enabling movement around our city is a key focus for Council. The City of Unley's first electric vehicle charging stations is positioned at Heywood Park, encouraging our community to adopt electric vehicles.

Partnerships with e-Scooter operators provide a fast and environmentally sustainable transport option for short journeys within Unley and into Adelaide's CBD.

A Smart Parking app and smart parking sensors are making it easier for our customers to find car parks in our City.

Sensor controlled lighting provides safe walking and cycling through our parks and pathways at night-time.

Learnings

Data indicates high levels of e-scooter utilisation for short trips in Unley.

Smart Parking data has provided valuable insights into parking on our main streets, helping to shape parking policy, compliance and improving parking availability for visitors.

IOT SENSORS AND DATA

Council has deployed IoT sensors in Heywood Park to capture data and information about our infrastructure, environment and how people use our services.

Environmental sensors monitor the weather, noise, and air quality whilst barbeque, bin, and amenities sensors let our community know when our facilities are available for use and when to perform cleaning and maintenance duties.

Pedestrian sensors show how people move through our city and our digital information kiosks allow people to find services and local businesses more quickly.

Learnings

Whilst sharing IoT sensor data supports the community in their decision making and can be useful to gather specific insights, on the whole Council has not yet developed meaningful ways to integrate the data into operational management.

A key learning of IoT technology pilots has been that data collection initiatives must be driven by a need or problem and investment must be made to analyse data to turn it into meaningful and actionable business insights.



Trikala Twin City

In 2021, the City of Unley entered a Twin City relationship with the Municipality of Trikala in Greece.

Trikala is a mid-sized city with a population of about 60,000 people. In 2003, the Municipality of Trikala had a vision to create an interconnected city, and in 2004 Trikala was officially named Greece's 'First Digital City' because of its numerous information systems. Trikala evolved into a wireless city in 2005 and then to a broadband city in 2007.

Following municipal elections in 2014, Trikala implemented a series of smart solution projects through

international collaboration with the European Commission and private companies and developed a strategic plan for the city ('Trikala 2025'). More recently, Trikala was shortlisted as one of the 'Top 21 Smart Cities' in the world and is recognised as being one of the top smart cities in Europe.

AS AN EARLY SMART CITY LEADER, TRIKALA HAS PIONEERED SEVERAL SUCCESSFUL SMART PROJECTS WITH A FOCUS ON DIGITAL DELIBERATION, OPEN DATA AND DIGITAL SERVICES.

The purpose of the relationship is information sharing and collaboration, with both cities sharing their journey and learnings with Smart Technology to enhance services and efficiencies for their respective communities.

For the City of Unley, the relationship provides broader global insights into smart initiatives and a different perspective into how technology can empower communities and enable people to age in place.



PRIORITISATION AND PLANNING

PRIORITISATION OF PROJECTS

To aid Council in their decision making, a prioritisation framework will sit alongside our *Smart Plan* to aid the selection, assessment, and review of potential projects.

Projects will need to show how they meet the assessment criteria, support the delivery of one or more of Council's corporate strategies and align with the guiding principles and goals for a smart Unley.

Projects that demonstrate significant efficiencies and community benefit, have access to grant funding or partnerships to speed up and enable implementation, can be trialled as pilot projects, co-designed with the community, resourced, and supported by Council or can integrate well with existing systems will be considered favourably.

The framework will guide the development of annual delivery plans that describe the specific projects and activities that will be

delivered to support each initiative in the overall action plan.

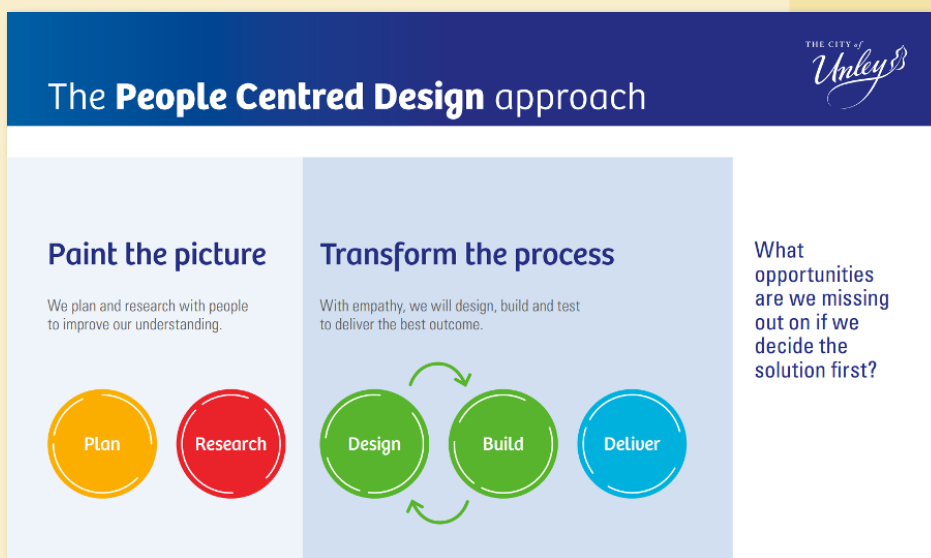
A Think Tank, including Council, community and industry representatives will meet at the beginning of each annual smart plan development cycle to discuss new opportunities and explore innovative solutions to overcome the challenges at hand or ahead. This Think Tank will ensure our Smart Plan matures, plans for, monitors and responds to opportunities, changes and challenges as they arise.



PLANNING AND DELIVERY

Council's People Centred Design (PCD) framework will be used during the planning and delivery of projects to ensure problems are understood, solutions are designed with the community at the centre, feedback is incorporated into modifications and outcomes are measured.

This plan will be implemented in line with the *Australian Privacy Act 1988*, *Australian Privacy Principles guidelines*, *Surveillance Devices Act 2004*, *Surveillance Legislation Amendment (Identify and Disrupt) Act 2021* and the City of Unley's *Open Data Policy* and *Privacy Policy*.



MEASURING AND REPORTING ON PROGRESS

Reporting on delivery of smart initiatives will be in-line with Council's existing corporate reporting framework and reporting on delivery of existing strategies and plans.



AREAS

of Focus

Becoming a Smart City will help us to prepare the City of Unley for what the future holds.

An evolving community, global influences and constantly changing technology, trends and data landscape means that there will be opportunities and challenges that emerge in the future that we cannot possibly imagine today.

By partnering with industry and leveraging the capacity of our community, we will develop a local smart ecosystem that will be well positioned to identify, build and capitalise on opportunities as they arise.

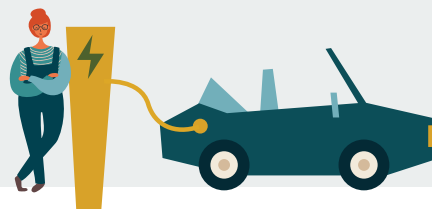
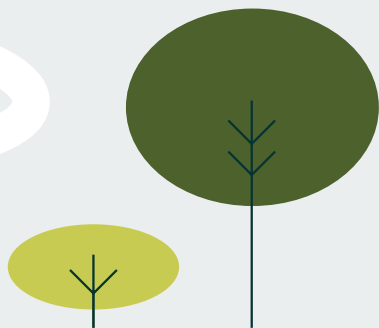
The following initiatives will deliver on our smart goals and assist Council to deliver the City of Unley's *Community Plan 2033, Four Year Delivery Plan 2021–2025* and other corporate strategies.



1. SAFE, CONNECTED SPACES AND VIBRANT, CREATIVE PLACES

STRATEGY/PLAN

- | | | |
|-------------|--|--|
| 1.1 | Use datasets and expand digital mapping and modelling to assist in the planning and design of the city, enhance Council operations and engage visually with our community. | <i>Four Year Delivery Plan 2021–2025</i> |
| 1.2 | Expand smart options for parking management, including use of sensors and the intelligent analysis of parking data to identify parking trends and improve parking accessibility and compliance. | <i>Unley Integrated Transport Strategy</i> |
| 1.3 | Explore opportunities to deploy smart pedestrian and bicycle counters to better understand network user trends and traffic patterns, support project design and inform policy. | <i>Walking & Cycling Plan 2022–2027</i> |
| 1.4 | Incorporate innovative technologies into main street designs that support flexibility in space activation, assist with data collection, enhance the user experience, and improve energy efficiency. | <i>Economic Development Growth Strategy 2021–2025</i> |
| 1.5 | Identify and trial innovative technology that can be used to enhance creative and cultural programs and support community safety and accessibility. | <i>Cultural Plan 2021–2026</i>
<i>Disability, Access and Inclusion Plan 2022–2026</i> |
| 1.6 | Better use digital marketing platforms and display technologies to promote events, activations, creative and cultural activities. | <i>Cultural Plan 2021–2026</i> |
| 1.7 | Explore technology and data analysis opportunities that can assist in the proactive prediction and identification of safety hazard and asset defects in the public realm. | <i>Open Space Asset Management Plan</i> |
| 1.8 | Investigate smart mobility and transport solutions that employ autonomy, provide real-time communication to other network users, support environmental sustainability, and identify behaviour changes through data insights. | <i>Walking & Cycling Plan 2022–2027</i> |
| 1.9 | Explore smart technology options to improve animal management practices across the city. | <i>Animal Management Plan 2021–2026</i> |
| 1.10 | Advocate to and collaborate with Renewal SA and private developers to include smart technology and infrastructure as part of significant developments across the city. | <i>Economic Development Growth Strategy 2021–2025</i> |



2. A RESILIENT AND SUSTAINABLE URBAN ENVIRONMENT

STRATEGY/PLAN

2.1 Continue using LiDAR technology and other mapping technologies to monitor and report on the City of Unley's urban forest and encourage community participation in canopy increasing initiatives through online apps.

Tree Strategy

2.2 Collaborate with our waste providers to explore environmentally sustainable and efficient smart solutions that will better measure, monitor and improve waste collection practices and support community education initiatives.

Waste Management & Resource Recovery Plan

2.3 Increase the use of renewable materials and electricity sources in the delivery of new and renewal of assets and explore the use of battery storage and other smart solutions to monitor and provide energy efficiency improvements for Council facilities, buildings and open spaces.

Environmental Sustainability Strategy

2.4 Measure and track the environmental and economic benefits of introducing electric vehicles, hybrids, and more bicycles to Council's fleet.

Four Year Delivery Plan 2021–2025

2.5 Trial the use of a smart irrigation system to measure the effectiveness and potential efficiencies of introducing a smart irrigation system city-wide.

Asset Management Plan – Open Space

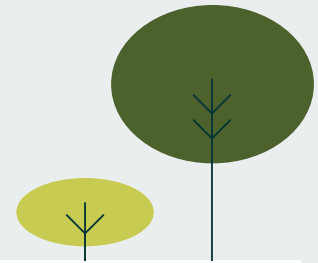
2.6 Explore the implementation of sensors to capture real-time water level data in high-risk flood zones that can be integrated with Bureau of Meteorology data to provide early warning detection of flood risks.

Asset Management Plan – Stormwater

2.7 Explore the use of sensors, systems and technology that support automation and the collection of real-time water testing data, reduce the environmental footprint and operating costs of Council's swim centre and optimise operational efficiencies for plant management systems and equipment.

Asset Management Plan – Building

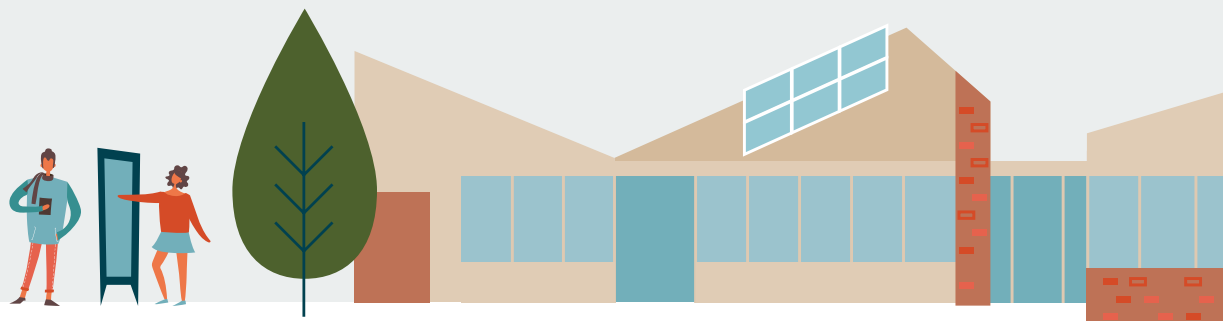




3. AN EMPOWERED AND ENGAGED COMMUNITY

STRATEGY/PLAN

- 3.1** Develop a centralised customer database to map and understand our community and enable targeted engagement and correspondence whilst increasing digital communication channel options. *Four Year Delivery Plan 2021–2025*
- 3.2** Develop a Smart Unley insights portal to share real-time data with the community from business systems and sensors, providing access to information about our cities environment, activities, disruptions, parking availability, facilities and organisational performance. *Four Year Delivery Plan 2021–2025*
- 3.3** Continue to develop the Shaping Unley digital democracy framework seeking genuine involvement from community members to generate ideas and inform decision making. *Four Year Delivery Plan 2021–2025*
- 3.4** Further embed the People Centred Design (PCD) framework into Council projects to ensure smart solutions are designed with the community at the centre. *Four Year Delivery Plan 2021–2025*
- 3.5** Continue delivering digital literacy programs to assist in building a smart, future-ready community. *Cultural Plan 2021–2026*
- 3.6** Facilitate opportunities and realise the potential for life-long learning via online services without sacrificing community connection. *Cultural Plan 2021–2026*
- 3.7** Provide accessible digital communication options and online services to engage and connect with members of the community with diverse needs and abilities. *Disability, Access and Inclusion Plan 2022–2026*
- 3.8** Explore how technology can be employed to engage people from non-English speaking backgrounds to participate in Council programs and activities. *Disability, Access and Inclusion Plan 2022–2026*
- 3.9** Collect and analyse data to support advocacy efforts for housing diversity and affordable housing. *Economic Development Growth Strategy 2021–2025*
- 3.10** Support the development of a smart community by providing access to the latest technology at Unley libraries and community centres. *Four Year Delivery Plan 2021–2025*



4. A ROBUST AND THRIVING ECONOMY STRATEGY/PLAN

- | | |
|--|---|
| 4.1 Grow Council's electronic databases to better engage, support and communicate with businesses in the City of Unley. | <i>Four Year Delivery Plan 2021–2025</i> |
| 4.2 Continue the digitisation of business focused Council services and explore automated permits and approvals to make it easier for business operators to interact with Council. | <i>Four Year Delivery Plan 2021–2025</i> |
| 4.3 Develop a digital campaign and economic insights platform to promote the City of Unley's main streets and business precincts as desirable places to invest. | <i>Economic Development Growth Strategy 2021–2025</i> |
| 4.4 Provide infrastructure, training, support, and services to assist local businesses and the community to engage with the digital world and compete in a global economy. | <i>Economic Development Growth Strategy 2021–2025</i> |
| 4.5 Use digital communication platforms and data monitoring tools to promote and measure "Keep it Local" campaign initiatives. | <i>Economic Development Growth Strategy 2021–2025</i> |
| 4.6 Collect, understand, and share data regarding the current gaps in the business mix and escape spend to support business operators and investors in their decision making and inform main street planning. | <i>Economic Development Growth Strategy 2021–2025</i> |
| 4.7 Explore how data and modelling tools can support development approval processes by improving Council's understanding of the impact of a development on a locality. | <i>Economic Development Growth Strategy 2021–2025</i> |
| 4.8 Explore opportunities to partner with existing and emerging local industry to provide increased digital infrastructure and technology solutions to overcome Council's unique challenges collaboratively and encourage business growth and investment. | <i>Economic Development Growth Strategy 2021–2025</i> |
| 4.9 Support and attract innovation hubs by providing them with access to high speed, affordable broadband via the GigCity network and links to other innovation precincts across South Australia. | <i>Economic Development Growth Strategy 2021–2025</i> |



4. A ROBUST AND THRIVING ECONOMY (CONT.)

STRATEGY/PLAN

4.10 Continue to support businesses with 24/7 access to Council information and online services via the Your Business website.

*Economic Development
Growth Strategy
2021–2025*

4.11 Use sensor technology and advanced analytics to measure the movement of people through business precincts to gain an understanding of customer behaviours.

*Economic Development
Growth Strategy
2021–2025*

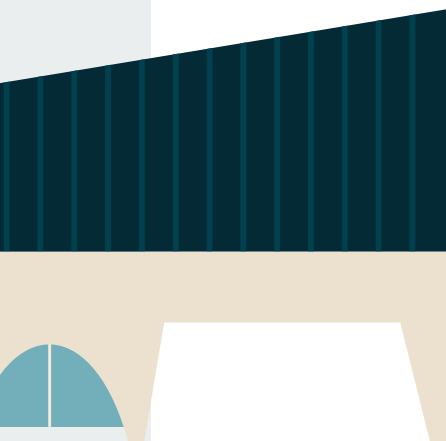




5. A SMART COUNCIL

STRATEGY/PLAN

- 5.1** Securely collect and analyse data from our service channels, business systems, assets and environment to foster a data-driven culture that informs decision making and encourages employees to continuously improve Council operations, programs, and services. *Four Year Delivery Plan 2021–2025*
- 5.2** Continue to develop, promote, and increase the range of digital services to grow digital as a preferred channel for customer interaction and engagement. *Four Year Delivery Plan 2021–2025*
- 5.3** Offer targeted digital and data analytics training to employees and Elected Members to ensure they can analyse and draw meaningful insights from data to aid decision making. *Four Year Delivery Plan 2021–2025*
- 5.4** Explore innovative ways that technology and data can be used to attract and retain talented employees and create a more engaged and empowered workforce. *Four Year Delivery Plan 2021–2025*
- 5.5** Implement a Continuous Business Improvement framework that supports employees to be flexible, mobile and encourages them to identify and implement emerging technology that can improve their work practices and develop their digital capabilities. *Four Year Delivery Plan 2021–2025*
- 5.6** Develop a Cloud strategy that aims to modernise and optimise Council’s technology environment and enhance systems and data, cyber-security and data integration. *Four Year Delivery Plan 2021–2025*





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