

Transport
for NSW

SmartNSW Roadmap

2022 to 2027



Georges River Local Government Area



dpie.nsw.gov.au/smartplaces

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Acknowledgement of Country

The NSW Government acknowledges that we work on Aboriginal land. We acknowledge the Traditional Custodians of the land and we show our respect for Elders past, present and emerging. In delivering SmartNSW, we will be thoughtful and collaborative, and show our ongoing commitment to providing places in which Aboriginal people are included socially, culturally and economically and where their strong connections to country are celebrated and embraced.

Acknowledgement of contributions

The SmartNSW team would like to thank every person who contributed their ideas, knowledge and experiences during the development of the SmartNSW Roadmap.

In total, over 800 people were engaged, from over 220 different organisations, in a process that included a four-month listening roadshow, a four-month collaborative drafting process and a 23-day public exhibition.

Minister's message

I am proud to present the SmartNSW Roadmap, a plan to make sure NSW continues to remain the number one smart state in Australia.

In 2020 we became the first state or territory in Australia to have a Smart Places Strategy. This Roadmap will ensure we maintain momentum, delivering economic, social and environmental benefits to our communities using smart technologies. It positions NSW well for foreign and local investment, helping us attract talent to support future industries.

We recognise that smart places are about more than smart technology.

Smart places are about people and using data to make more informed decisions and deliver better services. We want to create cities and towns that are not just connected, but sustainable, liveable and inclusive.

Over the past few years, we have partnered with local government and industry and contributed \$45 million in funds to help drive adoption of smart technologies. Eight NSW Government clusters have teamed with industry, the innovation sector and over 40 local councils, including 18 in regional NSW, to adopt new solutions to old problems. Together, we've been providing better roads, improving air quality, being smarter with water and tackling urban heat – all with the help of smart technologies.

There's still more to do. We want to scale our successes to make sure all communities benefit and that no one is left behind.

The SmartNSW Roadmap will help us achieve this.

We have an amazing opportunity in front of us: for NSW to remain the #1 smart state in Australia.

The Hon. Victor Dominello MP

Minister for Customer Service and Digital Government

A transformational moment

A message from the Chair, SmartNSW Advisory Council

The past two years have been a time of great social and cultural change. A global pandemic has profoundly impacted the ways we live and work. It has caused people to rethink where they live and how they work, dramatically impacted internal and international migration, halted the arrival of international students and tourists, and has contributed significantly to skills shortages for many sectors.

The pandemic has highlighted the need for NSW to rethink its capabilities in research and development, emphasised the need for greater commercialisation of new technologies, and to develop sovereign capabilities in manufacturing.

Overall, it highlighted the need for us to find ways to be more productive and for our workforce to be more dynamic.

‘Productivity growth is about harnessing our ingenuity to do more with the resources we already have — working smarter, not harder — and investing in the latest technology and the best ideas.’

Productivity Commission, 5-year productivity Inquiry: The Key to Prosperity, Interim Report

The COVID-19 pandemic and the associated restrictions on our freedoms also unlocked a desire in people to focus on quality of life, and brought into sharp relief the need for high quality public spaces. We are now more acutely aware of the need to be healthy and well, and the role public spaces play in maintaining wellbeing.

The pace of societal and economic change since the start of 2020 is of course not only due to the pandemic.

As a state, we have been through a wave of large-scale natural disasters, the intensity of which have been exacerbated by a changing climate. We have a sharper focus on the need to accelerate decarbonisation, and to move towards becoming a zero-waste state, protecting our precious environments and biodiversity. These are not small challenges. Digital technologies help us understand the scale of these challenges, identify ways to respond, and monitor the ongoing effects.

We have also been constantly focussed on the increased use of data, analytics and digital services to improve the quality of life of the people of NSW, helping to ease and improve the engagement with government, and creating more joined-up digital services addressing ‘life journeys’ of the people of NSW rather than the more traditional transactional engagement with government. The impact of the COVID pandemic, have also driven the uptake of digital technologies as, almost overnight, we all started working and educating from home.

All these changes have collectively led to a digital revolution in NSW and digital can only happen when there is connectivity. So, in parallel, there has been an increased demand for quality digital connectivity in NSW and a rapidly growing appreciation of the importance of cybersecurity.

We need to seize this momentum, and benefit from the lessons learned over the last years. Accelerating the use of data and digital technologies will help us drive an economic transition, and better address the major challenges we face.

Realtime data can help us transform our economy; strengthening our knowledge economies; improving government services; and reshaping our urban centres.

We can deliver vibrant town centres and connected, green, safe and inviting parks and gardens. We can enable people to work and study anywhere, any time. We can support the regional resurgence and provide access to world-class public services.

And the NSW Government has an active role to play.

Businesses, industry, research partners and local governments are looking to us to continue facilitating meaningful cross-sectoral relationships; generating and sharing insights and knowledge across the State; exploring investments to accelerate uptake of solutions; supporting standardised approaches and methods; building the capabilities we need; and uncovering and targeting market failures that are holding us back. The SmartNSW Roadmap articulates the State’s role as convener and enabler.

The SmartNSW Roadmap also clearly calls out the role of State Government to help us transcend local government boundaries and ensure good practices are shared, and great initiatives are scaled.

We will position NSW as the best place internationally to live, work, invest and play. A place where data drives decisions and great outcomes are achieved.

We have piloted many new technologies in the past two years, and have laid great foundations with common policies, Standards and guidance to support NSW harnessing technology and data solutions. Now it is time to move from seeding new approaches, to driving widespread adoption of data and digital technology. We need to build a strong evidence base to make investment decisions straightforward and find ways to make it easy to replicate successful interventions across the State.

In the end, SmartNSW is about making better and more informed choices using information and data in the context of ‘place’. The investments we have made to date mean NSW is well placed to continue to set an example within Australia. And we are at an important juncture.

To stay ahead, we need to take big, bold steps.

The SmartNSW Roadmap paves the way for action from 2022 to 2027.

An economic transition and digital revolution are underway. Time is of the essence.

The good news is, we have already taken the first few difficult steps, and the momentum is building. The next five years will be exciting.

Dr Ian Opperma

Chair, SmartNSW Advisory Council

NSW Chief Data Scientist

Industry Professor (Smart Cities), University of Technology, Sydney



Two years of momentum

NSW has the strategic advantage, as an early mover.

We are ahead of the pack.

It has been two years since NSW became the first, and still only, state with a Smart Places Strategy and Action Plan.

In doing so, we set an ambitious new agenda for achieving outcomes for people and places using connected technologies and data solutions.

We also became an early mover internationally.

Work has been underway in earnest to ensure we harness technology and data solutions to help us deliver great places, better services, and outcomes for the people of NSW.

Projects and pilots are on track to deliver:

- greener, more water-efficient and drought-resistant parks for our communities to enjoy using smart irrigation and artificial intelligence (AI)
- better tracking and sharing of local air quality information to help improve the lives of people with asthma and chronic lung conditions, and help us target investments to improve air quality
- safer roads with a smoother ride for road users, using technologies and AI to identify potholes and poor road surfaces so we can move towards predictive maintenance
- a seamless parking experience, where drivers can find a park easily using real-time information and top up their parking meter remotely
- new systems to improve how we measure our carbon footprint and the impact of activities to improve carbon efficiency as we strive towards Net Zero
- programs to improve digital inclusion and equity right across NSW including action in Sydney's Western Parkland City and boost technology skillsets in regional NSW.

We have funded these projects and many others through the \$45 million Smart Places Acceleration Program. This is stimulating adoption and development of new connected technology and data solutions. It in turn enables the building of new partnerships, support of a burgeoning innovation ecosystem; and formation of compelling evidence bases to support further investment and opportunities to scale solutions.

We have also designed flagship programs to showcase how smart technologies can help places like Sydney's Western Parkland City and Central River City be economically dynamic, green, resilient and liveable places for the people who live, work and visit.

All the pilots and flagship programs are underpinned with solid foundations. We have delivered policies, guidance materials and standards to support a customer centred approach and help governments to take innovative approaches and adopt connected technologies in a consistent and seamless way.

The SmartNSW Roadmap builds on these important first steps.

Big wins since 2020



BUILDING TRUST: SMARTNSW CUSTOMER CHARTER

- Launched in November 2021
- Australian-first
- 6 principles to give customers a voice and provide for the protection of data, transparency, accessibility, sustainability and equity in smart places
- Over 30 organisations and individuals signed up.



Photo courtesy of Georges River Council

GROWING CAPABILITY: SMARTNSW PLAYBOOK

- Launched in November 2021
- One-stop-shop for placemakers with Standards, guidelines and policies to support use of connected technologies and data solutions
- 'Living Library' – with new resources added all the time to help placemakers apply new solutions.



EARLY BENEFITS: SMART PLACES ACCELERATION PROGRAM

- Launched in December 2020
- \$45 million allocation from Digital Restart Fund
- Fully subscribed by August 2022
- 23 projects and pilots underway with ability to scale statewide
- Winner of 2021 Internet of Things Alliance Australia Award.



MAKING PLACES SMART: SMART WESTERN CITY PROGRAM

- Launched in August 2021
- Flagship Program for NSW, showing how technologies can support ambitions of the Western Parkland City
- Co-created across 3 tiers of Government and through extensive market engagement
- Strategic Business Case assured
- Now in delivery with around \$10 million of Smart Places Acceleration Program-funded initiatives underway
- Listed by Infrastructure Australia as a Priority Program in 2021 and 2022.

Targeting big opportunities

The SmartNSW Roadmap will help NSW to tackle the challenges our urban centres are facing now and into the future; using technologies and data to:



Improve social cohesion and inclusion



Boost biodiversity, sustainability and green infrastructure



Reduce congestion and improve the way people and goods move efficiently and safely



Tackle urban heat and impacts of climate change



Decarbonise our economy and drive to net zero emissions by 2050



Drive towards a zero-waste state



Image 1 Smart sensors in Melrose Park

Great urban places for people

SmartNSW will be a place of vibrant economies, and communities and public spaces that are resilient, inclusive, connected, and welcoming. It will also be a place where people feel healthy and well, with a sense of belonging and personal safety.

SMARTNSW FOR PEOPLE



- Applying the Smart Places Customer Charter to build trust and ensure inclusive design of smart places.
- Pursuing opportunities to celebrate the culture of First Australians, respecting and designing with Country, and providing places in which Aboriginal people are included socially, culturally and economically.
- Delivering outcomes for people, including: skills, jobs and development; safety and security; environmental quality; equity, accessibility and inclusion; collaboration and connection; and health and wellbeing. To learn more, see the 2020 Smart Places Strategy.

SMARTNSW FOR GREAT PLACES IN CITIES AND REGIONS



- Realising the potential of our towns and cities, and matching solutions to regional and local strategies and plans.
- Using the power of technology and data insights to protect privacy, support social cohesion and inclusion, reduce congestion, tackle urban heat and climate change, and drive to net zero emissions by 2050.

SMARTNSW IS SAFE AND ETHICAL



- Collecting data with purpose, working to eliminate data bias, and being transparent about its uses.
- Rigorously protecting data and systems from cyber threats.
- Applying the NSW Smart Places Customer Charter, Data Protection and Artificial Intelligence Ethics policies.

SMARTNSW TO MEET CHALLENGES NOW AND IN THE FUTURE



- Supporting adoption of ready technology, while generating new ideas and solutions.
- Equipping communities with digital connectivity and digital infrastructure, enabling future technologies we can't yet imagine.
- Understanding emerging technologies and trends and their impact on smart places.

SMARTNSW OPERATES AS A SYSTEM OF SYSTEMS



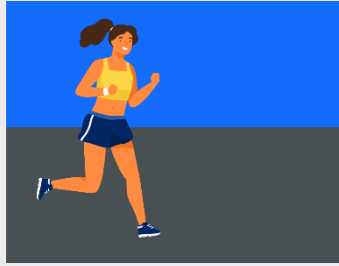
- Developing and using common foundations, Standards, systems and platforms for a harmonised approach across the State.
- Viewing every investment in a new connected technology as one component of a holistic system to drive outcomes.

Delivering customer outcomes – a glimpse to the future



A NEW JOB FOR LEN

- Len worked in the mining sector for years.
- He reskilled at the local TAFE so he could work on installing and maintaining sensor equipment.
- Len now works in an Advanced Manufacturing facility in the Western Parkland City helping to keep the robotics and automated systems running.



MORE RUNNING, LESS ASTHMA FOR YASMIN

- Yasmin is asthmatic and loves to exercise outdoors.
- The local air quality sensor network piloted through the Smart Places Acceleration Program is now rolled out statewide.
- Yasmin's smart watch alerts her when the air quality is poor, so she can take her preventative inhaler.



SAVINGS FOR THE CHAN FAMILY

- The Chan family reduce their electricity and water use using insights from smart meters.
- Their townhouse has solar panels, on-site recycled greywater, home sensors and smart systems to help reduce their bills.
- They use e-bikes for their commute, so no licence and registration fees.



NEW BUSINESS OPPORTUNITIES FOR AMARI

- Amari has smart city micro-credentials.
- As an entrepreneur, he took part in a Smart City Innovation Challenge, and it opened a door to working with the NSW Government.
- He was funded and delivered a proof of concept for his solution and scored venture capital funding to scale his business.
- Amari now has a huge market share in Australia and internationally.



4D PLANNING FOR UMA

- Uma runs the planning team in a local council. She completed some micro-credentials in smart planning.
- The council uses Live.NSW to access statewide data with a 4D visualisation tool.
- She can also see data from the council's local sensor network.
- Uma has all the information she needs to make good planning decisions and involve the community.



SMARTER MAINTENANCE FOR FARAH

- Farah runs the road maintenance team in a local council. She completed some micro-credentials in smart asset maintenance.
- The council adopted technologies used in the AssetAI project funded by the Smart Places Acceleration Program.
- This has helped predict road maintenance needs.
- Farah is saving her council money and reducing customer complaints.

A vision for SmartNSW

Two years after releasing the Smart Places Strategy, and our vision remains to:

Deliver outcomes for citizens and businesses
by applying a consistent, seamless, place-based approach to
Smart Places in NSW

In 2022, we reviewed our progress, and engaged with stakeholders to understand how we are tracking, and it is clear work is still needed to achieve our vision.

Figure 1 outlines where we are in terms of maturity, and where we want to be.

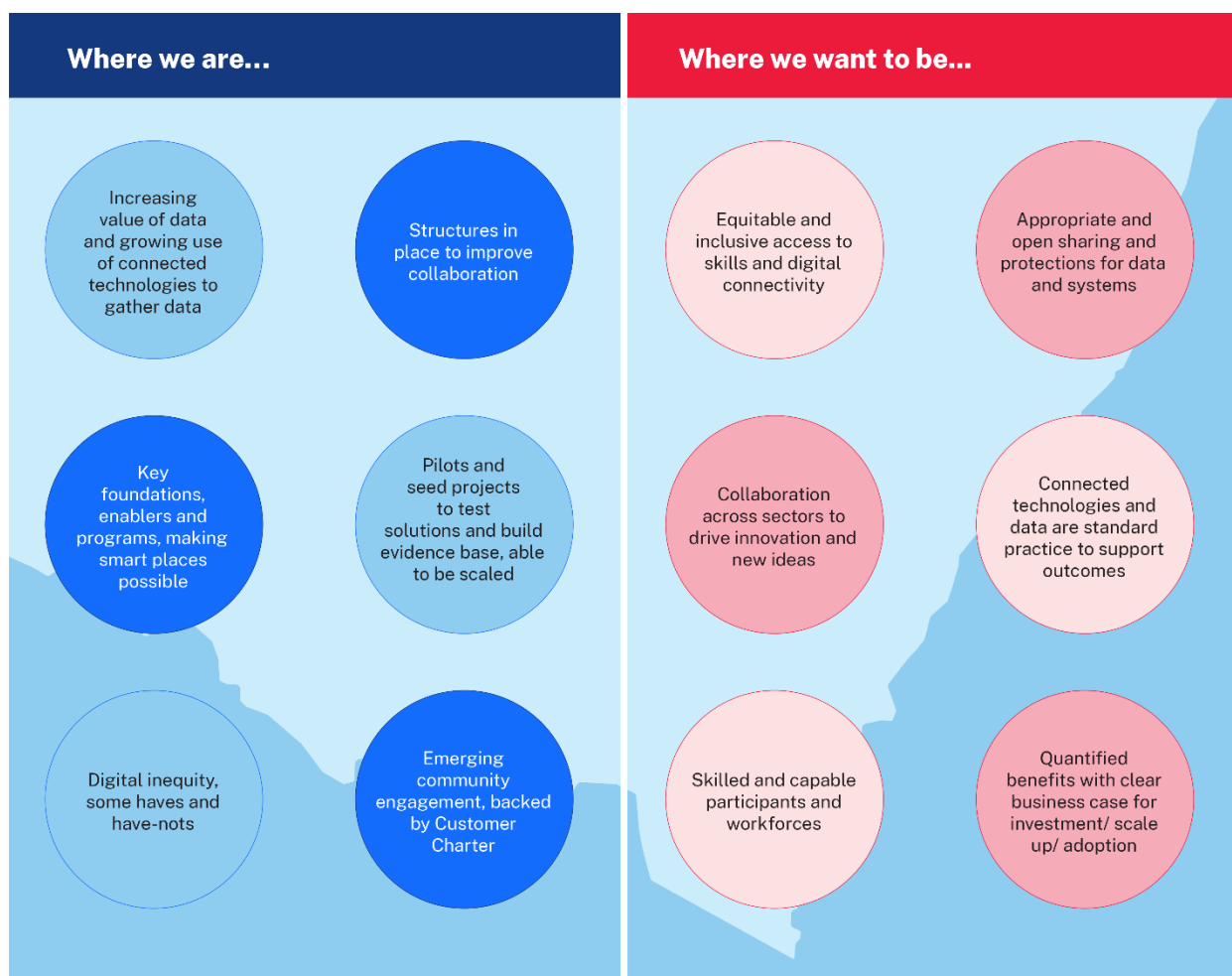


Figure 1 Mapping the current and future state for SmartNSW

Objectives for 2022 to 2027

The changes needed for mainstream adoption of connected technologies are significant and its challenges are complex. Between 2022 and 2027 we are setting out to achieve four key objectives.

 Build capabilities for everyone to participate Our people need new skills to adopt and use new technologies and data insights and it is important no one is left behind.	 Support innovation and data driven decision making An innovation ecosystem and data sharing between government industry and the research sector is needed.	 Build pathways for great solutions to scale We need to support successful pilots to scale to new places and for these places to adopt solutions.	 Showcase and support best practice Exemplar projects and programs are needed to demonstrate benefits and show how technology and data can deliver great place outcomes.
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Build capabilities for everyone to participate

To achieve our ambitions, we need to support our people with new skills and capabilities. We need to:

- equip our public service with new skills so they can use technology and data to deliver better services and experiences for people
- make sure our partners in the private sector can support the accelerating pace of adoption and find new solutions
- equipping our children with the skills they need for the jobs of the future
- leave no one behind, ensuring everyone is able to participate in the new digital world.

The SmartNSW Roadmap includes a multi-pronged approach to building capability.

There are plans to bolster our place and precinct teams with new technical resources, formalise training pathways to deliver a world-class public service and investing in schools-based programs so we have the future employees we need.

We will also build and share a strong knowledge base with case studies, new tools, guides and resources.

Finally, we will deliver projects to ensure SmartNSW is inclusive, and designed with and for our people.

There will be no quick fixes, but steps taken today and in the coming five years to improve the skills of our people will pay dividends for decades.



Support innovation and data driven decision making

A strong innovation ecosystem is needed if we are to embrace a smart future.

The SmartNSW Roadmap includes continuation of Smart Cities Innovation Challenges to build networks and partnerships across governments and with industry and the research sector. This will help us uncover leading edge solutions to the challenges faced in urban communities.

Openly accessible data is also critical to innovation and to driving a culture of data-driven decision making.

SmartNSW will explore solutions to support data aggregation from connected technologies across the State, making it easier for people to share data in a safe and secure way and generate insights.

This includes the potential for the State to provide common digital platforms, internet-of-things networks and approaches to data management. The goal is to accelerate the delivery of solutions and unlock new streams of localised data. The economic value of this data would be significant, delivering productivity gains for the State.



Build pathways for great solutions to scale

The Smart Places Acceleration Program and other pilot programs are helping us to uncover the best practice approaches to deployment and identifying where technology can help us achieve place outcomes.

For NSW to be a truly smart state, we need to move beyond seed and pilot projects. We need to learn shared lessons and invest in tried and tested solutions in new geographic locations. We also need to leverage investments in enabling connectivity and digital platforms, by applying many solutions in single locations.

The SmartNSW Roadmap will help us achieve this scale by:

- raising awareness of available solutions
- establishing clear benefits realisation models
- identifying opportunities for common digital platforms and networks for people to use
- setting standard methods for people to adopt
- making procurement of solutions and enabling infrastructure easier
- growing the capability of the workforce to introduce the changes

- designing place-based programs to link the needs of places to known solutions.



Showcase and support best practice

We need to share knowledge and insights to succeed and showcase and support best practice. To assist in achieving this objective, the Roadmap includes the development and delivery of place-based programs in the Six Cities, as well as regional centres.

This sets the pace for others, smoothing the path for local adoption.

A fully indexed digital case study library, and enhancements to the SmartNSW Playbook are also planned, to set standard approaches, showcase success, and support best practice.

Building blocks for success

The SmartNSW Roadmap categorises activities into three streams, needed to deliver successful smart places.

Foundations



Policies, standards, guidance, governance, and capability

Robust foundations are essential, providing consistent planning and delivery of connected infrastructure and services across the State.

Enablers



Partnerships, common digital infrastructure, funding and financing

Enablers provide the right operating environment to deliver connected infrastructure and services across the State.

Programs



Place-based application of technology

The State will lead the way in showcasing how to use smart technologies to achieve outcomes for people and places across the State.

SmartNSW Roadmap actions

Actions in brief

#	Action
F01	Equip people with new skills to use technology and data as part of their everyday lives
F02	Put people's needs first when choosing technology and data solutions
F03	Provide placemakers with updated and enhanced common tools and resources via the SmartNSW Playbook
F04	Take steps to consistently use digital tools and technologies to plan, design, construct, and operate government infrastructure
EN5	Treat digital connectivity as a basic utility in new developments and redeveloped areas
EN6	Find new ways to share live data and insights
EN7	Evaluate Smart Places Acceleration Program initiatives to understand the benefits and make it easy for others to adopt successful solutions
EN8	Help the emerging technology sector engage with the NSW Government to solve complex problems
EN9	Showcase SmartNSW programs and initiatives to position NSW as the best state to invest and innovate
EN10	Make procurement of digital connectivity and connected technology solutions easier for State Government and local councils
PR11	Deliver flagship programs in Greater Sydney cities
PR12	Plan and design for a digitally enabled and connected 6 Cities Region
PR13	Showcase outcomes in regional places by delivering exemplar projects
PR14	Support NSW Government parks, gardens, public spaces and paths to be resilient, green and inviting for visitors using digital connectivity and technology and data solutions

Actions in detail

Foundations

Policies, standards, guidance, governance, and capability

Robust foundations are essential, providing consistent planning and delivery of connected infrastructure and services across the State.

Obj 1: Build capabilities for everyone to participate

Obj 2: Support innovation and data driven decision making

Obj 3: Build pathways for great solutions to scale

Obj 4: Showcase and support best practice

#	Action	Outputs	Commencing	Agencies	Obj1	Obj2	Obj3	Obj4
F01	Equip people with new skills to use technology and data as part of their everyday lives	<ul style="list-style-type: none"> Smart places expertise embedded in targeted State project and precinct teams to upskill program teams. A SmartNSW capability uplift program in partnership with industry and the education sector, designed under the Public Service Commission's Capability Framework. New curriculum resources and schools-based programs to build the workforce of tomorrow, building on STEM training programs in our classrooms. Support for smaller and regional councils to design and deliver smart places, to ensure all communities can benefit and avoid entrenching disadvantage. Promote uptake of the smart regional places toolkit from the Ready, Set, Go program 	Immediately (ongoing from 2020)	Transport for NSW Smart Places (Lead) Department of Education (Co-lead) Department of Customer Service (Support) Department of Regional NSW (Lead)	✓		✓	

#	Action	Outputs	Commencing	Agencies	Obj1	Obj2	Obj3	Obj4
FO2	Put people's needs first when choosing technology and data solutions	<p>currently being delivered by the Department of Regional NSW.</p> <ul style="list-style-type: none"> • Research to help us better understand how technology can improve customer experiences within their home, street, neighbourhood suburb or state. • A toolkit to help governments work with communities to identify problems that can be solved using technology and data solutions. • A communications program to help customers understand the benefits of smart places, including reducing the cost of living and saving time. • Promotion of the Smart Places Customer Charter including updating funding guidelines to improve trust and amenity in smart places. • Pilots of co-design processes for engaging with First Nations people to design smart solutions and smart places, to establish best-practice approaches for all smart places. 	Immediately (ongoing from 2021-22)	Transport for NSW Smart Places (Lead) Department of Customer Service (Support)	✓			✓
FO3	Provide placemakers with updated and enhanced common tools and resources via the SmartNSW Playbook	<ul style="list-style-type: none"> • An interactive and indexed case study library so people can easily find and apply solutions that have already been tried and tested. • New tools and standard methods for: <ul style="list-style-type: none"> - benefits realisation - valuing technology and data - digital infrastructure - digital solutions for government infrastructure - cyber security and privacy protection 	Immediately (ongoing from 2021-22)	Transport for NSW Smart Places (Lead) Department of Customer Service (Support)	✓	✓	✓	✓

#	Action	Outputs	Commencing	Agencies	Obj1	Obj2	Obj3	Obj4
FO4	Take steps to consistently use digital tools and technologies to plan, design, construct, and operate government infrastructure	<ul style="list-style-type: none"> - procurement approaches. • Deliver the Digital Built NSW Program and Smart Infrastructure Policy Accelerator to find new digital tools and technologies for infrastructure to <ul style="list-style-type: none"> - help improve community engagement, environmental and safety outcomes - save time and money on infrastructure planning, delivery and operations - help achieve circular economy and net zero outcomes in infrastructure. • Strengthen cyber security of government infrastructure. 	Immediately (ongoing from 2021-22)	Infrastructure NSW (Lead) Transport for NSW Smart Places (Support) Department of Customer Service (Support) Greater Cities Commission (Support) Department of Planning and Environment (Engaged)	✓	✓	✓	✓

Enablers

Partnerships, common digital infrastructure, funding and financing

Enablers provide the right operating environment to deliver connected infrastructure and services across the State.

Obj 1: Build capabilities for everyone to participate

Obj 2: Support innovation and data driven decision making

Obj 3: Build pathways for great solutions to scale

Obj 4: Showcase and support best practice

#	Action	Outputs	Commencing	Agencies	Obj1	Obj2	Obj3	Obj4	
EN5	Treat digital connectivity as a basic utility, in new developments and redeveloped areas	<p>Ensure areas with housing and employment growth have relevant smart places infrastructure (like digital plumbing, multi-function poles, connected street furniture, power and fibre-optic cable conduit) to:</p> <ul style="list-style-type: none"> • avoid expensive retrofitting and disruption • improve amenity • ensure digital equity and great connectivity for customers. <p>Do this by:</p> <ul style="list-style-type: none"> • engaging the market to understand the role of the NSW Government in facilitating and enabling the rollout of smart places infrastructure • including digital plumbing requirements in local, State and Commonwealth planning instruments for state significant precincts (e.g. rezones sites) and catalytic investment (e.g. transport infrastructure and corridors). 	Immediately (ongoing from 2021-22)	Transport for NSW Smart Places (Lead) Department of Planning and Environment (Support) Greater Cities Commission (Support) NSW Telco Authority (Support)					✓

#	Action	Outputs	Commencing	Agencies	Obj1	Obj2	Obj3	Obj4
EN6	Find new ways to share live data and insights	<ul style="list-style-type: none"> An audit of sensors and IoT (Internet of Things) devices in NSW to see if there is new data that can be shared on NSW Government platforms. Options analysis: <ul style="list-style-type: none"> for the state government role in Internet-of-Things networks for solutions to aggregate data from sensors and devices, linking it to Live.NSW, Data.NSW and other state platforms and applications to improve access to data analysis and visualisation services to build civic trust and consider the use of public and private data. 	2022-24	Transport for NSW Smart Places (Lead) Department of Customer Service (Support)		✓	✓	✓
EN7	Evaluate Smart Places Acceleration Program initiatives to understand the benefits and make it easy for others to adopt successful solutions	<p>Encourage widespread adoption of successful pilots from the Smart Places Acceleration Program, focussing on:</p> <ul style="list-style-type: none"> establishing the benefits of funded initiatives identifying repeatable methodologies and practices sharing lessons and knowledge widely through case studies in the SmartNSW Playbook. 	Immediately (ongoing from 2020)	Transport for NSW Smart Places (Lead)		✓	✓	✓

#	Action	Outputs	Commencing	Agencies	Obj1	Obj2	Obj3	Obj4
EN8	Help the emerging technology sector engage with the NSW Government to solve complex problems	<ul style="list-style-type: none"> Continue the Smart Cities Innovation Challenge Program from 2023 to 2027. Support cross-Government innovation programs and pathways. Establish two-way communication channels to help connect government problems with emerging technology solutions. 	Immediately (ongoing from 2020)	Transport for NSW Smart Places (Lead) Investment NSW (Support) Department of Customer Service (Support)	✓		✓	
EN9	Showcase SmartNSW programs and initiatives to position NSW as the best state to invest and innovate	<p>Promote SmartNSW projects, initiatives and solutions in Australia and on the world stage to find new markets and attract new talent by:</p> <ul style="list-style-type: none"> hosting a World Smart Cities Expo satellite event in NSW in 2024 participating in conferences and global events and dialogue. 	2023-24	Transport for NSW Smart Places (Lead) Investment NSW (Support)			✓	✓

#	Action	Outputs	Commencing	Agencies	Obj1	Obj2	Obj3	Obj4
EN10	Make procurement of digital connectivity and connected technology solutions easier for state government and local councils	<ul style="list-style-type: none"> Continued co-development of Innovation Procurement Pathways initiatives including: <ul style="list-style-type: none"> a central innovation procurement support team an innovation playbook supporting policy frameworks. 	Immediately (ongoing from 2021-22)	Department of Customer Service (Lead)		✓	✓	✓
		Deliver: <ul style="list-style-type: none"> improved procurement guidance for local and state government. Consider: <ul style="list-style-type: none"> a procurement panel of assessed and approved smart technology providers. 	Immediately (ongoing from 2021-22)	Transport for NSW Smart Places (Lead) Department of Customer Service, Department of Planning and Environment (Office of Local Government) (Support)		✓	✓	✓

Programs

Place-based application of technology

The State will lead the way in showcasing how to use smart technologies to achieve outcomes for people and places across the State.

Obj 1: Build capabilities for everyone to participate

Obj 2: Support innovation and data driven decision making

Obj 3: Build pathways for great solutions to scale

Obj 4: Showcase and support best practice

#	Action	Outputs	Commencing	Agencies	Obj1	Obj2	Obj3	Obj4
PR11	Deliver flagship programs in Greater Sydney cities	<ul style="list-style-type: none"> The Smart Western City Program including final business case/s for city wide scaling of solutions. Sourcing funding and delivering the Smart and Connected Neighbourhoods Program across Western Sydney. The Smart Central River City Program, covering Parramatta and Cumberland local government areas, Sydney Olympic Park and Westmead Health and Innovation District. A connected Tech Central for the Eastern Harbour City, including Digitally Connected District Strategy, with a Digital Equity and Inclusion plan, Digital Plumbing Guidelines and specifications for State-managed land. 	<p>Immediately (ongoing from 2019)</p> <p>From 2023</p> <p>Immediately, (ongoing from 2020)</p> <p>Immediately (ongoing from 2020)</p>	<p>Transport for NSW Smart Places</p> <p>Western Parkland City Authority, Greater Cities Commission, Department of Health, Sydney Olympic Park Authority, Department of Planning and Environment, NSW Telco Authority, Department of Customer Service</p> <p>In collaboration with local councils, Regional Organisation of Councils and local stakeholders and communities</p>			✓	✓

#	Action	Outputs	Commencing	Agencies	Obj1	Obj2	Obj3	Obj4	
PR12	Plan for and design a digitally enabled and connected 6 Cities Region	• A Smart Central Coast Program including a business case for high-speed digital connectivity to support the Central Coast Strategy.	From 2023	Transport for NSW Smart Places, Greater Cities Commission, Department of Regional NSW, Department of Planning and Environment, NSW Telco Authority, Department of Customer Service In collaboration with local councils, joint organisations and local stakeholders and communities					
		• A Smart Illawarra-Shoalhaven Program including a baseline assessment of digital demand and supply, program design and a Strategic Business Case.	From 2023				✓	✓	
		• A Smart Lower Hunter Program to build on smart city initiatives in the Hunter and leverage state and council assets.	From 2023						
PR13	Showcase outcomes in regional places by delivering exemplar projects	• Smart Special Activation Precinct proof of concept and smart enablement roadmap.	Immediately (ongoing from 2019-20)	Department of Regional NSW (Lead) Transport for NSW Smart Places (Support)			✓	✓	
		• A Smart Regional Places Program, building on Strategic Business Case and Proof of Concept delivered in 2019-20 and informed by Regional Economic Development Strategies.	2023-24		Department of Regional NSW (Lead) Department of Regional NSW (Support) In collaboration with local councils			✓	✓
		• Regional Multi Modal Mobility trials in to improve customer transport journeys.	Ongoing from 2022		Transport for NSW In collaboration with local councils			✓	✓

#	Action	Outputs	Commencing	Agencies	Obj1	Obj2	Obj3	Obj4
PR14	Support NSW Government parks, gardens, public spaces and paths to be resilient, green and inviting for visitors using digital connectivity and technology and data solutions	<ul style="list-style-type: none"> Projects showcasing the Smart Public Spaces Guide in real life. Digital connectivity infrastructure for State Government active transport projects, parklands and public spaces including The Rocks and Royal Botanic Gardens and Domain. Connected technologies to benefit operations and visitor experience in State-owned parks, public spaces and active transport links. 	Immediately	Transport for NSW Cities and Active Transport Division (Lead)			✓	✓

Delivering benefits

Meeting our customers' needs

By progressing the SmartNSW Roadmap, the NSW Government will accelerate delivery of smart solutions, driving productivity, maintaining NSW's competitive edge and helping us deliver outcomes for local environments and communities.

BENEFITS	LOCAL COUNCILS & PRECINCT MANAGERS	BUSINESSES	COMMUNITIES	NSW GOVT
Support street level connectivity and making it easier for the deployment of new technologies	✓	✓	✓	✓
Reduce risks associated with new technology investment	✓	✓		✓
Create efficiencies and improving productivity	✓	✓		✓
Growing capabilities for knowledge economies	✓	✓	✓	✓
Improve service delivery and place-management practices	✓			✓
Improve efficiencies, safety, and engagement with communities for infrastructure through its lifecycle	✓	✓	✓	✓
Generate new, real-time sources of data to support investment and decision making	✓	✓	✓	✓
Provide more opportunities to participate in design of smart places and smart solutions			✓	
Stimulate innovation and new opportunities to partner with governments	✓	✓		✓
Position NSW as the state to invest, growing new economies and providing business and job opportunities	✓	✓	✓	✓
Provide data to support household decision making and reduce cost of living pressures				✓
Improve health and wellbeing, environmental, public safety, and accessibility and inclusion outcomes	✓	✓	✓	✓

Preparing the SmartNSW Roadmap

800+

people engaged

220+

organisations

23

days on public
exhibition

9

months
in development

The Roadmap has been shaped with feedback and customer views at every stage of its development.

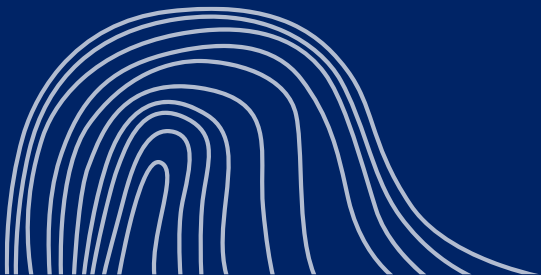
From early 2022, we carried out desktop research on global trends, stakeholder interviews and workshops and reviewed lessons learned through the delivery of our program from 2020.

We held a listening roadshow between February and May 2022 and generated insights based on our customer's needs published in The State of SmartNSW – insights report.

We then worked across Government to identify key objectives and Actions to include in the SmartNSW Roadmap and published an Exhibition Draft of the Roadmap to seek feedback in July and early August.



Image 2 NSW Government employees participate in a workshop on the SmartNSW Roadmap



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