GEORGES RIVER

INNOVATION STRATEGY

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GEORGES RIVER COUNCIL

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01 Introduction

1.1 The path to innovation

Georges River Local Government Area (LGA) is on the pathway towards an innovative future. Working together, we will discover new ideas, we will facilitate creative responses, and we will find solutions that are socially, environmentally and economically sustainable.

A culture of innovation lies at the heart of accommodating and implementing our change, it promotes a growth mindset and responds to our ever-changing world. By injecting innovation into our everyday- our interactions and processes, as well as our local places and spaces - we will be a 'leader for change'.

Innovation vision:

'a strong economy across its accessible network of centres and villages. Residents of all ages and a pool of talented knowledge workers engage in lifelong learning to build their skills, expertise, creative thinking and health and wellbeing. Georges River Council is a positive leader for change with a culture of innovation that enables innovation to thrive in our city'

– Georges River 2050, Leading for Change (2019)

Our *Georges River 2050 Leading for Change* aspiration 'to be innovative' sets the overarching goal. This Innovation Strategy provides the pathway to achieve this goal. It has a city-wide focus, developed for Council, the local community, and key stakeholders. We all have a role in the innovation network and towards building a better future.

We have collaborated and many have contributed to the development of this Innovation Strategy. During consultation, we said innovation was about being 'creative', that it was about 'progression and evolution, moving forward', and 'future proofing success'. These concepts have helped to shape the following pages of the Innovation Strategy.

Transforming into an innovative leader for change we will leverage our strengths as a diverse community; evolve our current approaches to work; and foster a collaborative network of stakeholders. This network will be engaged, creative and entrepreneurial to produce social, environmental and economically sustainable results for our community and our local area.

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BENEFITS OF INNOVATION

- Innovation will help us to create transformational changes required to meet United Nations sustainable development goals.
- We will be more competitive and will have the capacity to support local economic development and attract public and private sector investment.
- We will be more prepared for future challenges and will be able to adapt to future change.
- We will have greater efficiency and quality in delivery of services to the local community.
- There will be opportunities for greater collaboration and increased interaction between local stakeholders.
- It will provide us with an opportunity to get involved, think outside the box and work with new people.

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1.2 Strategic context

Georges River 2050 Leading for Change sets the strategic direction for the LGA. It is our commitment to lead the city towards a future that is ambitious. We want our city to be one that unlocks opportunities, achieved through four aspirations: accessible, green, diverse and innovative.

FIGURE 1: INTER-RELATIONSHIPS BETWEEN COUNCIL STRATEGIC PLANS

GEORGES RIVER 2050

Aspirations:

- Accessible
- Green
- Diverse
- Innovative

Our *Georges River Community Strategy Plan 2018-2028* details a long-term vision and goals for the Georges River area that is aligned to the aspirations of the local community. Goal 6.3 and Strategy 6.3.3 support leadership in innovation.

The Georges River Innovation Strategy is the result of the aspirations and goals from these two strategies. The Innovation Strategy will guide our Council and our community to achieve the goal of being innovative via a number of new approaches and projects. The document defines the meaning of innovation for Georges River; identifies six pillars for action; and presents an implementation pathway to realise innovation within our day-to-day work, local area and lifestyles.

GEORGES RIVER COMMUNITY STRATEGIC PLAN 2018-2028

Goal 6.3 Leadership focuses on innovation and improving the customer experience.

Strategy 6.3.3 Increases the status, influence, reputation and brand of GRC and its LGA through a greater focus on innovation and advocacy.

GEORGES RIVER INNOVATION STRATEGY

- Definition of innovation
- Six pillars of action and key priorities
- Implementation pathway

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02 What is innovation?

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2.1 The definition of ‘innovation’

Innovation is defined as the use of a new idea or method and is associated with creativity, variation and originality. Innovation is often equated with technological change, increased competitiveness and the generation of new products and services.

Innovation, however, can involve much more.

Innovation can include the development of new relationships and networks between people; and it can be the upskilling of citizens who gain new, practical skills and share knowledge. Innovation can involve the development of a culture that supports creativity when problem solving, with a leader at the helm that champions innovation throughout an organisation or LGA. Achieving ‘sustainable’ transformation is also guiding the current thinking around innovation, where organisations produce social, environmental and economic benefits.

2.2 What does ‘innovation’ mean for Georges River?

During 2019, we explored the meaning of innovation for our LGA. Engagement sessions included a range of methods: presentations, focus groups, interactive activities, email and intercept surveys, see Figure 2.

We identified how innovation could change our lifestyles, our work and study practices, and the places around us. We envisaged what our future could be if we all supported creativity.

When asked about innovation, our responses touched on a number of areas, including the ‘building of a better place for people to live, with useful things for the community’; ‘creative activities to improve the lifestyle’; ‘forward thinking, future proofing, environmentally aware, community minded’; and ‘looking at ways to do things more efficient[ly] and simpler with positive impact’.

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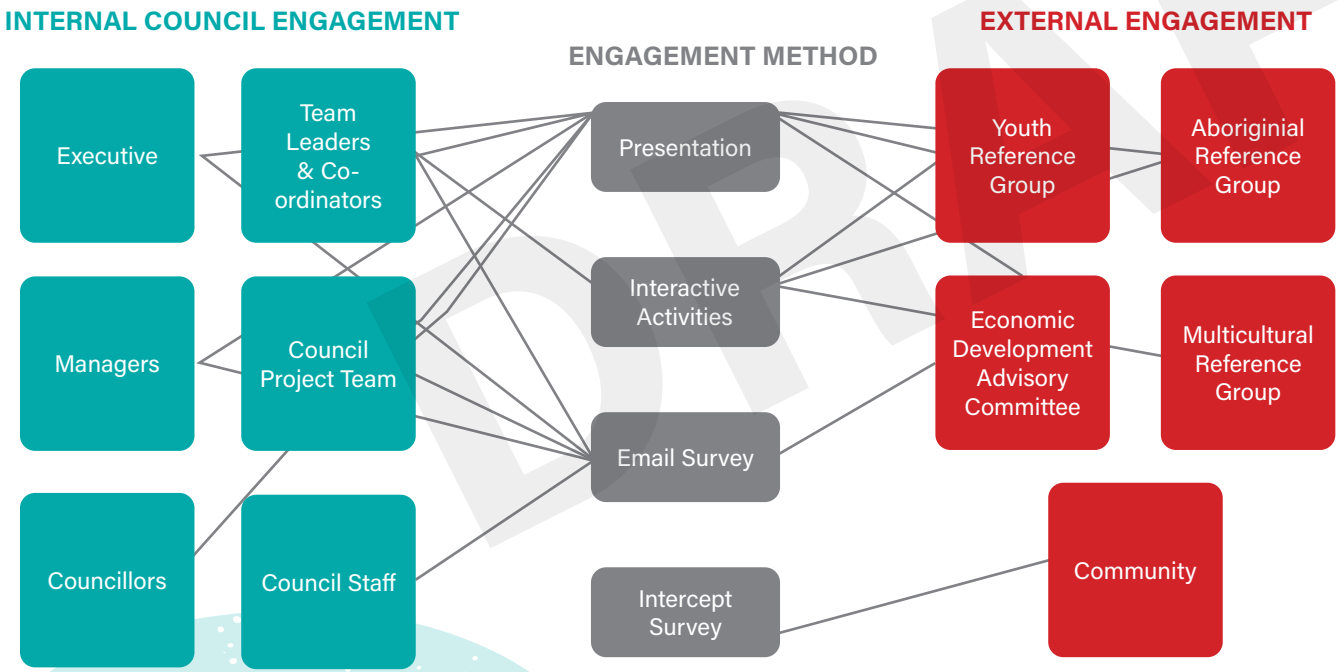
2.3 Co-designing the innovation strategy

Our engagement responses were insightful, creative, and underpinned by a sense of curiosity as to how innovation could be achieved. Moreover, we were enthusiastic that this is the right time for Georges River to come together and embed innovation into our everyday.

In defining the meaning of innovation for the LGA, many of the concepts in Section 2.1 resonated with us. Therefore, we have ensured our Innovation Strategy and the pathway to innovation links to creativity, relationship building, accessing skills, talent and expertise in the local area. It must also product a range of social, environmental, and economic outcomes.

FIGURE 2: INTERNAL AND EXTERNAL ENGAGEMENT PROCESS



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The Community

What does innovation mean to you?

The Community

What innovative new ideas would you like to see in the local area?

Better living conditions, technology, businesses, shops.

Multipurpose buildings with community gardens, entertainment and opportunities for the community to learn new skills

Rules and regulations that do not stifle creativity and interaction.

More avenues and places for people to socialise.

The Council

What does innovation mean to you?

Taking risks to be progressive and leading on initiatives

Building a better place for people to live, with useful things for the community

Creating processes or products that improve a person's experience of using that product or carrying out that service that are new/ forward thinking

Systems improvement, cultural change, doing more with less

Creative teamwork that produces an "out of the box" solution to solve problems or improve existing processes

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The Council

What outcomes do you expect from an Innovation Strategy?

Time and budget to implement new ideas.

Council could be re-thinking and challenging every process to include innovative thinking and innovative technology that can help to achieve the targets.

Defining what innovation means to the organisaion and having an avenue which encourages, recognises and supports innovation would really change the way we work. Having leaders in Council that walk the talk and give staff time to innovate.

Effective leadership, empowering teams.

Mechanisms to capture ideas coming up from the floor, a review process for these, and most of all time to implement these idea cohesively.

03 How will innovation be achieved?

3.1 Innovation strategy overview

To transform into an innovation leader, we will address six pillars of action and the associated key priorities, via an implementation pathway with three key stages (1a to 3b).

INNOVATION STRATEGY OVERVIEW

Innovative aspiration: 'A strong economy across its accessible network of centres and villages. Residents of all ages and a pool of talented knowledge workers engage in lifelong learning to build their skills, expertise, creative thinking and health and wellbeing. Georges River Council is a positive leader for change with a culture of innovation that enables innovation to thrive in our city'- Georges River 2050

Georges River 2050 aspiration

SIX PILLARS OF ACTION	Leadership & Culture	Creativity & Insight	Collaborative network	Capabilities & Resourcing	Entrepreneurship	Sustainable & resilient outcomes	Detailed in Chapter 4
KEY PRIORITIES FOR INNOVATION	Creative visible leadership	Build an innovation pipeline	Develop an innovation network led by Council	Form the innovation project management office	Support entrepreneurship, skill development programs	Seek funding and partner support for sustainability outcomes	Detailed in Chapter 5

DELIVERY

Implementation pathway

Stage 1a- Establish the innovation foundation

Stage 1b- Celebrate early success

Stage 2a- Strengthen the innovation system

Stage 2b- Develop entrepreneurship and target innovation

Stage 3a- New operating model

Stage 3b- New innovation strategy

Detailed in Chapter 6

TRANSFORMATION TO A LEADER IN INNOVATION

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04 Six pillars of action

Our research and engagement showed that six pillars of action would help us produce and uphold innovative and sustainable outcomes. We all have a part to play to progress these six pillars that will support innovation across our city.

4.1 Leadership and culture

Positive leadership and an innovative culture

We lead innovation, embrace new concepts, encourage an innovative culture and support a coordinated team of innovators.

Why should we take action?

- Visible leaders who successfully champion innovation have the ability to bring people together and better promote a culture of innovation throughout the organisation and LGA.
- Council staff are enthusiastic about developing an innovative culture that could make their day to day work more effective and improve services to the community.
- The local community is ready for Council to take the lead on innovation and bring them along for the ride. They want innovation to improve liveability, promote sustainable development, build better social networks and help local businesses to thrive.

Key priorities to implement

- Finalise the Innovation Strategy and work to get buy-in and energy.
- Have the Council's Mayor and General Manager provide visible leadership for innovation.
- Identify and develop Council and external champions for innovation.
- Establish a broad-based organisational development program to embed an innovation culture and values in Council.
- Monitor and track the impact of innovation on a regular basis.
- Develop a communication plan to explain and communicate innovation wins.
- Review long-term the operating model for embedding innovation and a network into the operations of Council.

Leaders in action... what have we done so far?

- Established the new City Strategy and Innovation Directorate to initiate a culture of innovation within Council and throughout the LGA.

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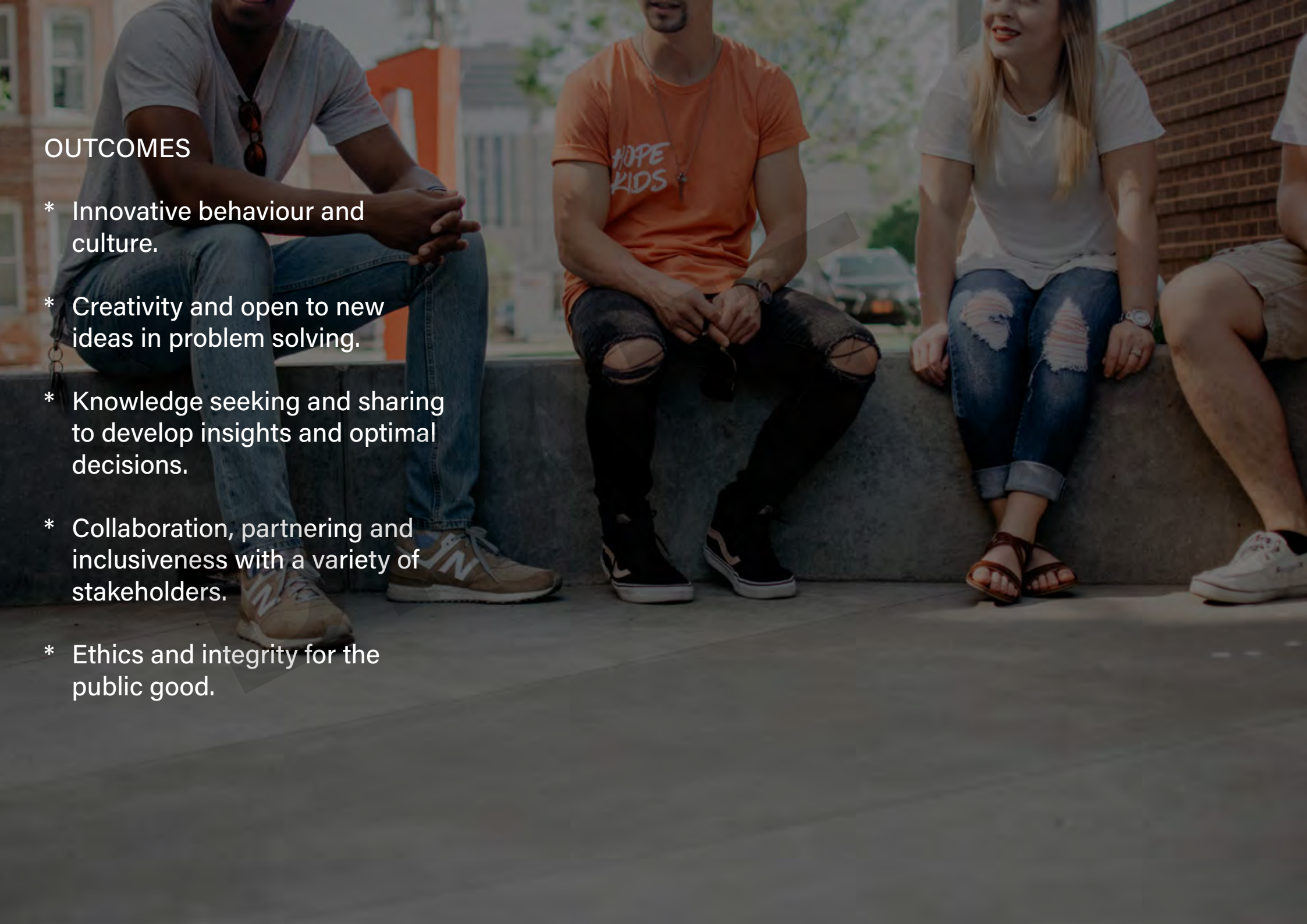

OUTCOMES

* Innovative behaviour and culture.
* Creativity and open to new ideas in problem solving.
* Knowledge seeking and sharing to develop insights and optimal decisions.
* Collaboration, partnering and inclusiveness with a variety of stakeholders.
* Ethics and integrity for the public good.

4.2 Creativity and insight

Creativity and diverse insights lead to new ideas

We provide an environment that supports creative thought, captures new insights and works to encourage the best ideas that produce sustainable outcomes.

Why should we take action?

- Innovation relies on a diverse set of people to generate new, creative ideas and products and to solve complex problems. We are a culturally diverse LGA, spanning all age groups and have a wide range of businesses operating in the local area, see Figures 3 and 4. Together, we have a range of experience and a breadth of knowledge that can be leveraged to generate creative ideas and unique insights.
- Georges River LGA already has existing industry specialisations in healthcare and social assistance, and finance and insurance that can be strengthened.
- The community are passionate about, and want to contribute to, a more innovative future for Georges River.
- Many Council staff have expressed a desire to be creative and innovative in their areas of work and need support for their ideas.

Key priorities to implement

- Build an innovation pipeline that allows Council and external groups to propose innovative ideas and progress the best of these to delivery, see 5.1.
- Develop the data ecosystem and knowledge management systems, as the basis for the development of insights, see 5.6.
- Establish collaborative events and activities for the community, business and Council staff.
- Target innovation in Council's service delivery through service planning, see 5.5.

Creativity and insights in action...what have we done so far?

- Temporary installation of a rainbow crossing in Hurstville to celebrate diversity within the community (2019).
- Established the 'Library of Things' collection at Hurstville and Kogarah libraries where a wide array of items are available for loan, allowing local residents to experience and learn new skills or learn about new topics (2019).
- Established the 'Doing It Differently' grants funding for community projects. The fund aimed to improve community health and wellbeing; create well connected communities; reduce social isolation and loneliness; and create long lasting community change (2019).

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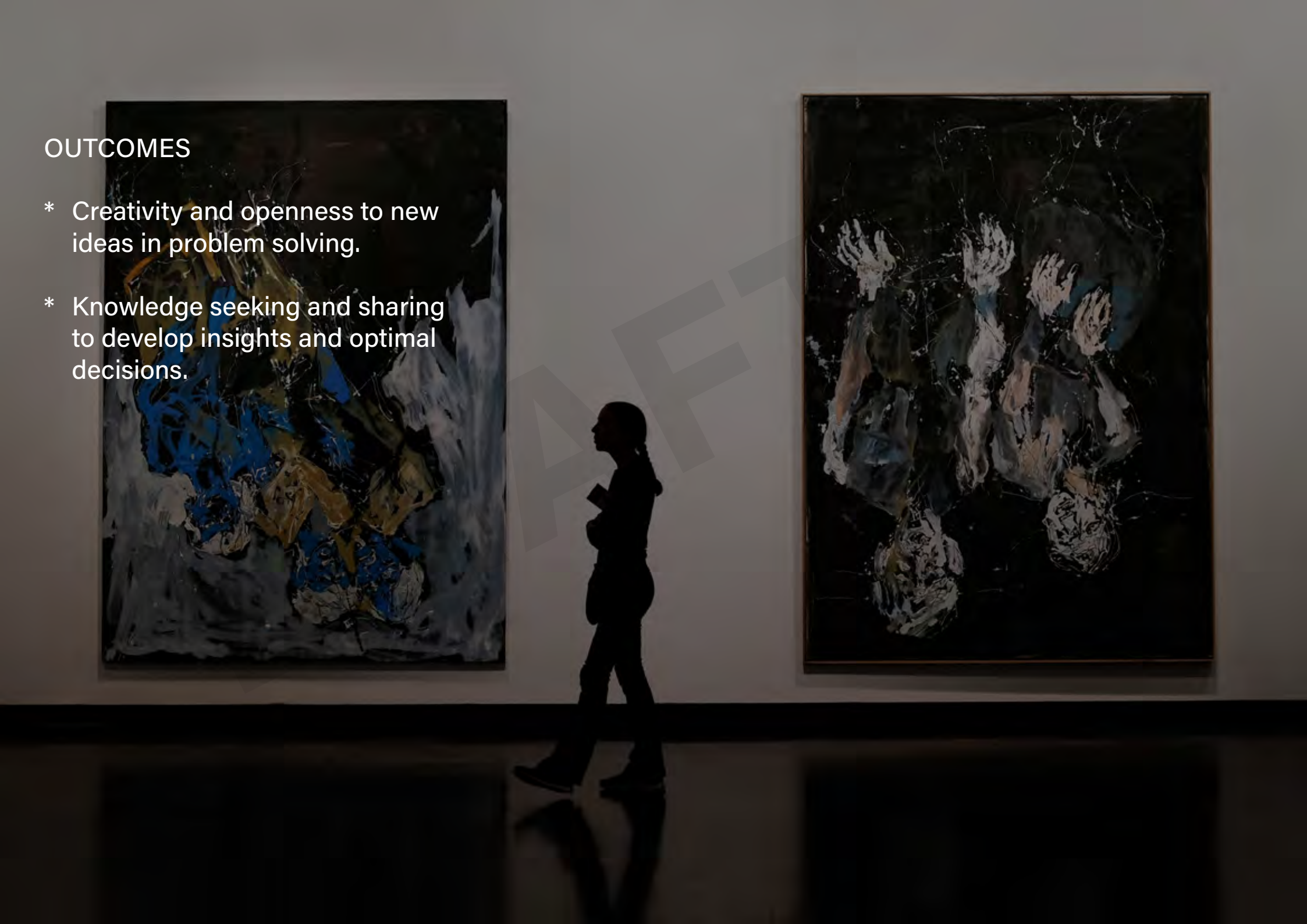
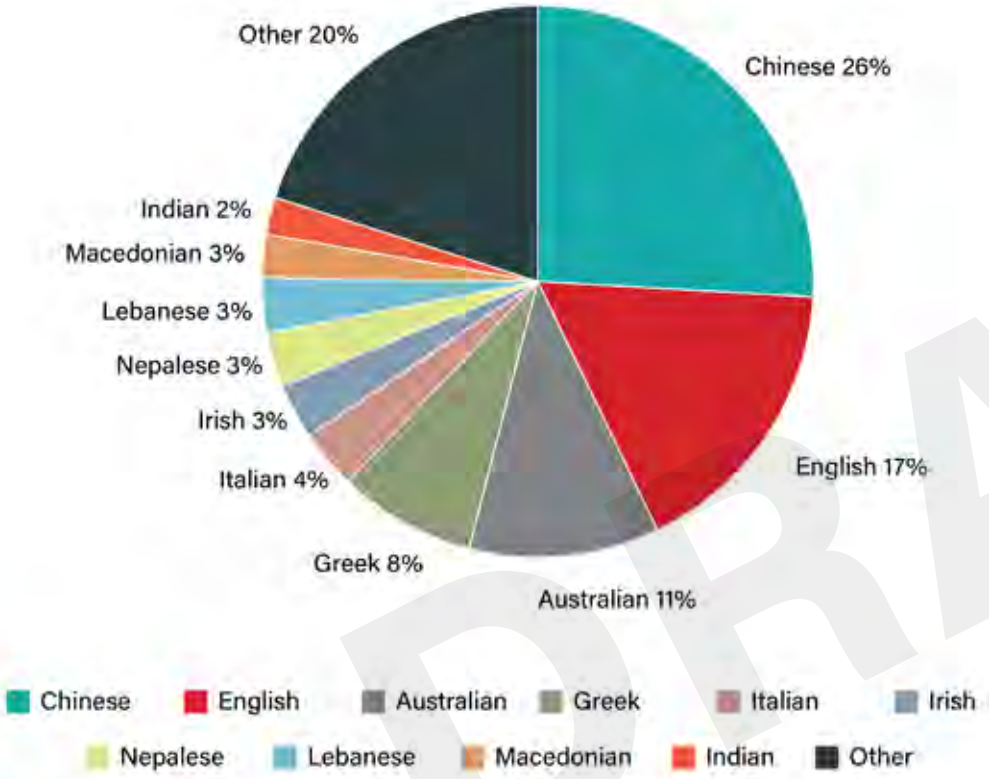


OUTCOMES

* Creativity and openness to new ideas in problem solving.

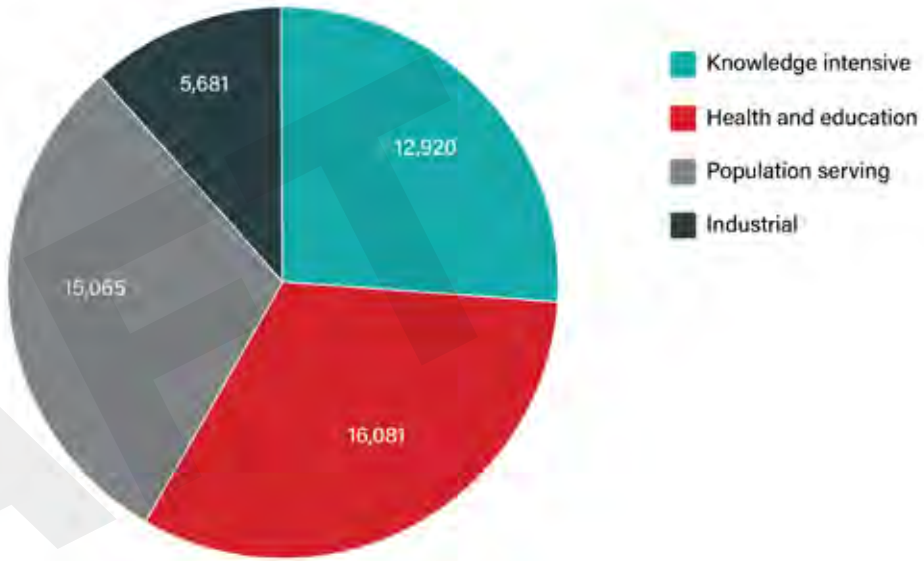
* Knowledge seeking and sharing to develop insights and optimal decisions.

FIGURE 3: ANCESTRAL DIVERSITY IN GEORGES RIVER LGA (2016)



Source: ABS Census TableBuilder, 2016

FIGURE 4: EMPLOYMENT DIVERSITY IN GEORGES RIVER (NUMBER OF JOBS), 2016



Source: ABS Census TableBuilder, 2016

Knowledge intensive employment includes categories such as information, media and telecommunications; financial and insurance services; professional, scientific and technical services; and public administration and safety. Population serving employment includes categories such as construction; retail trade; accommodation and food services; and arts/recreation. Industrial employment categories can include manufacturing; wholesale trade; transport, post and warehousing.

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4.3 Collaborative network

A network for collaboration and partnership

We build a collaborative innovation network composed of a variety of entities including government, business, non-government organisations, start-ups, research institutions and the community.

Why should we take action?

- The ability to collaborate is a key element that will drive innovation. Ensuring the mechanisms that foster collaboration are present throughout the LGA is important – leadership to guide collaboration; quality of place that facilitates formal and informal exchanges of ideas; and having a density of innovation-related assets.
- Council staff believe that there is opportunity for more collaboration, across different areas of Council operations, to identify new ideas or solutions.
- For the community, becoming more innovative is a way to empower and consider the needs of different community groups. Most importantly they feel it can be used as a neutral, inclusive vehicle to bring together the different Georges River communities.
- There are many significant organisations in the Georges River LGA and in neighbouring LGAs, particularly in the health, finance and education sectors, that could partner with Council by collaborating on current innovative activities and developing new opportunities.

Key priorities to implement

- Council to lead the innovation network and facilitate the identification of opportunities for collaboration, see Figure 5.
- Establish formal agreements with external partners to form an innovation network.
- A common commitment across the network to the innovative cause, so that the culture of innovation becomes widespread.
- Joint research and discovery projects commissioned as a driver of innovation.
- Engaging start-ups and supporting their growth as part of the innovation network.
- Insert innovation as a requirement in procurement processes for sourcing external purchasing, see 5.3.

Collaboration in action...what have we done so far?

- Council partnered with the Sydney Fringe Festival and making Hurstville a satellite venue for events (2019).
- Council's Geographic Information System (GIS) team worked with the 'Georges River Keeper' to create an interactive map about the Georges River catchment.
- Council partnered with UNSW and Street Furniture Australia to install three public domain ChillOUT Hubs at Kogarah, Hurstville and Mortdale. The Hubs allow locals to meet, work and play, supporting collaboration between community members (2019), see Figure 6.

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FIGURE 5: GEORGES RIVER COLLABORATIVE NETWORK WILL INCLUDE A VARIETY OF STAKEHOLDERS AS INITIATIORS AND DRIVERS OF INNOVATION

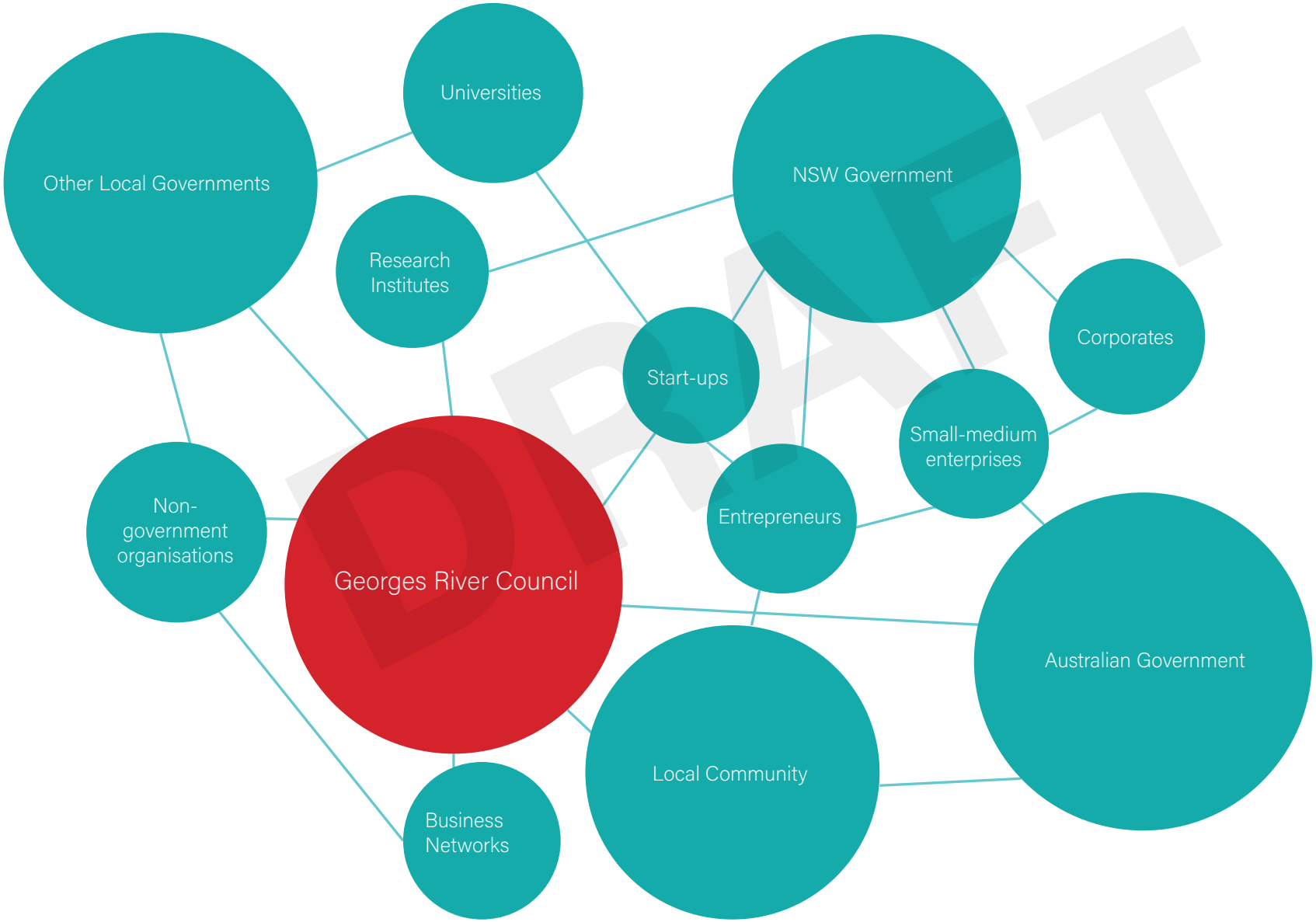

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FIGURE 6: GEORGES RIVER CHILLOUT HUBS AND SMART FURNITURE, EXAMPLES OF COLLABORATION IN PROJECTS

Source: Georges River Council

OUTCOMES

* Collaboration and partnering across the LGA

* A neutral, inclusive vehicle to bring together the different communities in the LGA

* Supporting the public good

4.4 Capabilities and resourcing

Innovative capabilities and sufficient resourcing

We have the capabilities and resources to innovate. We build partnerships with external stakeholders to investigate opportunities and to secure funding to realise innovative ideas.

Why should we take action?

- Innovation requires the capacity and unique strategies to translate ideas and assets into new products, services and networks.
- Research and development expenditure are lower in Hurstville and Kogarah than most other major centres in Greater Sydney. Patent and trademark applicants are generally lower than other centres in Greater Sydney, see Figure 7. This indicates there is a gap for potential growth but also a need to develop innovation capabilities.
- Innovation provides an opportunity to meet future demand for Council services, tackle asset renewal and service delivery challenges and meet changes in community expectations.

Key priorities to implement

- Establish and resource the innovation pipeline, and the elements for identification, planning, development and delivery of innovation projects including effective decision-making processes, see 5.1.
- Build an innovation portfolio of potential innovation projects, to be resourced by Council, see 5.1.
- Establish an innovation project management office to manage delivery of innovation projects, see 5.1.
- Revise the project management framework for Council projects to have an early focus on innovation and alternatives, see 5.4.
- Establish a funding scheme using a revolving fund approach to invest in innovation, see 5.2.

Capabilities and resourcing in action...what have we done so far?

- Developed the Georges River Innovation Strategy to build and guide innovation throughout the LGA.

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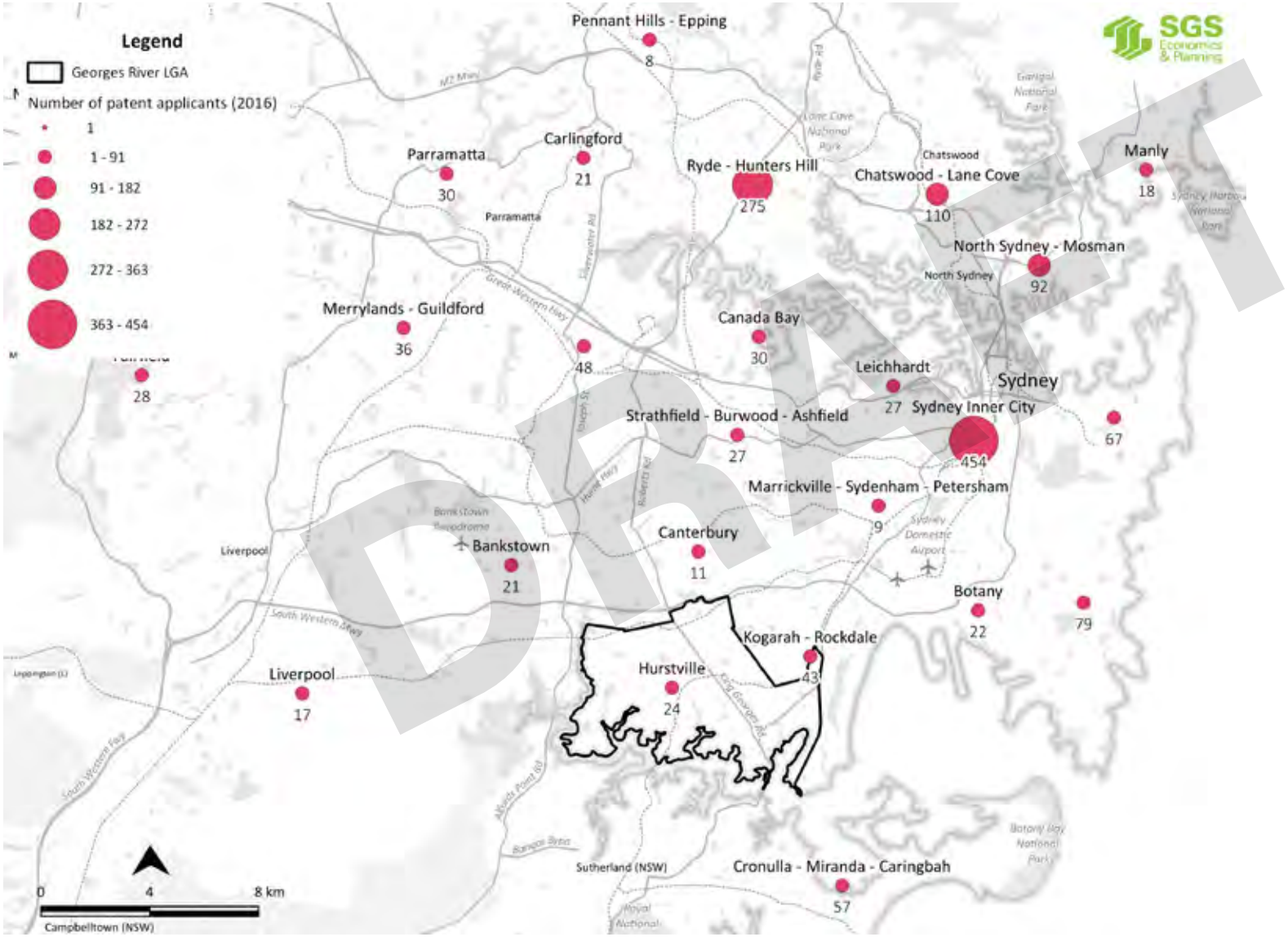
FIGURE 7: NUMBER OF PATENT APPLICANTS ACROSS GREATER SYDNEY (2016)



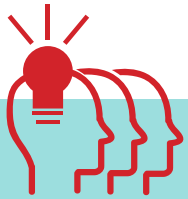
Source: SGS, Office of Chief Economist, 2019

OUTCOMES

* Skills, knowledge and motivation to innovate

* Adequate resources to support idea generation and realisation of innovative ideas

4.5 Entrepreneurship



Work with entrepreneurial stakeholders and gain commercial value from ventures

We are entrepreneurial, supporting local start-ups, and engaging the energy and resourcefulness of the non-government sector. We work to also gain commercial value out of new Council innovations.

Why should we take action?

- A critical mass of well-connected innovation assets includes supporting and collaborating with entrepreneurs- assisting new ideas, developing services, products and identifying new markets.
- Start-ups have great ideas and energy but often need support in the initial stages of establishing a business (to develop, start production and grow income) so that they are sustainable financially to expand.
- The not-for-profit community sector (for example, community housing provider or community service associations) can also develop innovations that provide direct benefits for the local community.
- Local government in Australia has in the order of 500 authorities, all dealing with similar challenges of varying degrees. There is an opportunity for innovation developed within the local government sector to have application in other local governments.
- Local government (being more entrepreneurial) would seek to identify and capture opportunities and develop potential innovations.
- Local government income from entrepreneurial activities provide the opportunity to diversify the revenue base to support local government service delivery and asset management functions.

Key priorities

- Create entrepreneurship skill development programs in Council and with external partners.
- Invest in start-ups and entrepreneurs locally to help establish and grow innovative private or not-for-profit companies.
- Commercialise innovations, developed at Council, across local government sector with appropriate partners and skills.

Entrepreneurship in action...what have we done so far?

- Council hosted the first Southern Sydney Innovation and Entrepreneurship Roundtable to explore ways councils in Southern Sydney can support innovation and entrepreneurs and grow the prosperity of the region.

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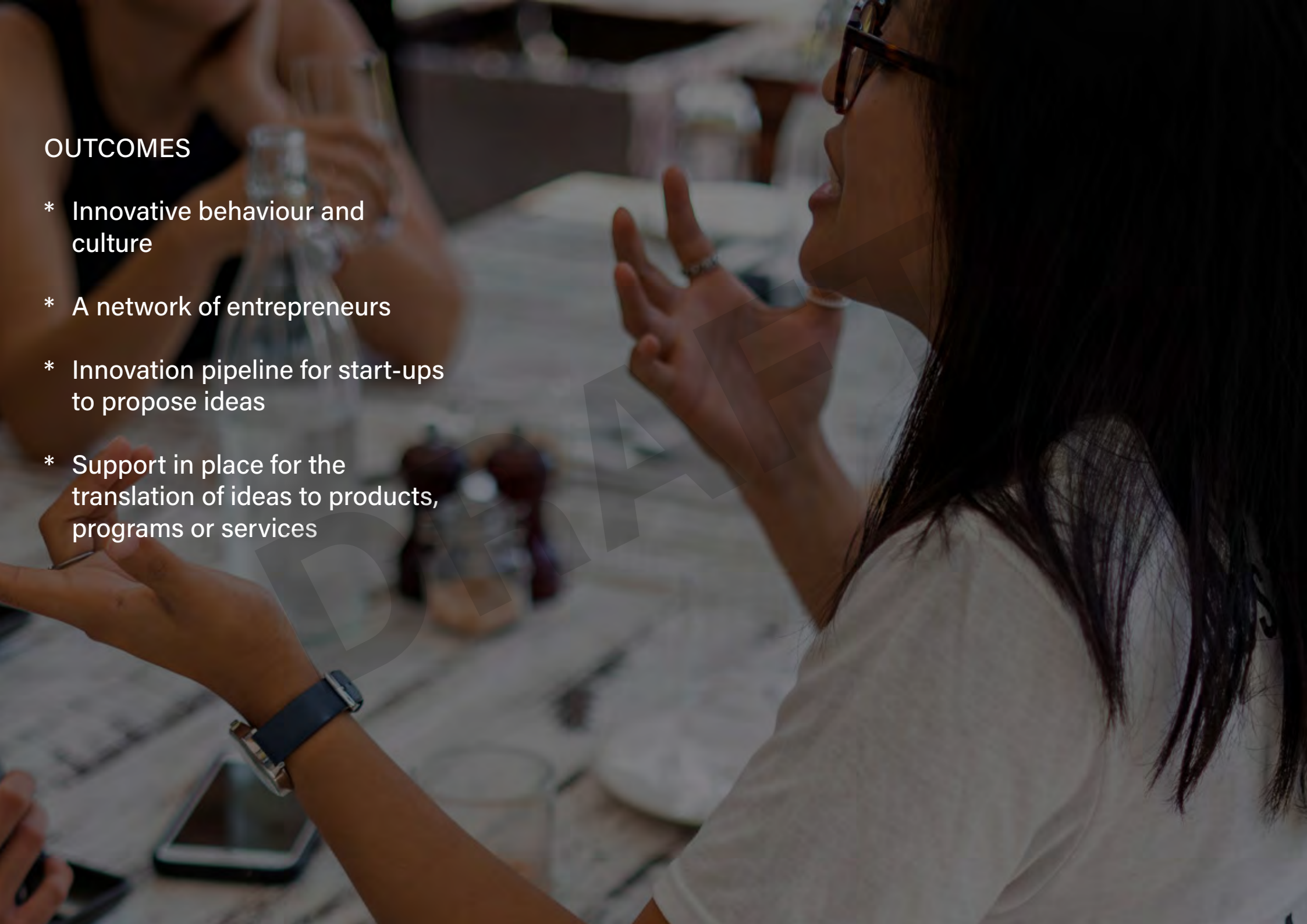

OUTCOMES

* Innovative behaviour and culture
* A network of entrepreneurs
* Innovation pipeline for start-ups to propose ideas
* Support in place for the translation of ideas to products, programs or services

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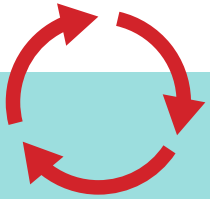
4.6 Sustainable and resilient outcomes



Produce social, environmental and economically sustainable benefits for the LGA

We will use our innovative capabilities, leadership and culture to drive sustainable and resilient transformation.

Why take action?

- Both the community and Council staff emphasised that sustainable outcomes are of prime importance.
- Improving the environment and 'greening' the LGA, increasing social spaces and helping local business were frequently discussed as key action areas for different community groups during consultation.
- Quality of place (such as good transport connections, vibrancy and safety, and inclusive public spaces) is an important driver for innovation. Consultation and LGA analysis highlighted that Georges River has all of these attributes. But improvements could still be made. Innovation with social, environmental and economically sustainable outcomes could assist this.

Key priorities

- Use innovation capability development and the pipeline to identify new ideas and projects that will achieve sustainability and resilience transformation, see 5.1.
- Seek funding and partners to realise sustainable outcomes.

Sustainability in action...what have we done so far?

- The LGA is working towards 100% renewable energy and net zero emissions targets by 2025.
- The LGA has contributed to the 100 Resilient Cities initiative that supports cities around the world to become more resilient to the many physical, social and economic challenges that they face.

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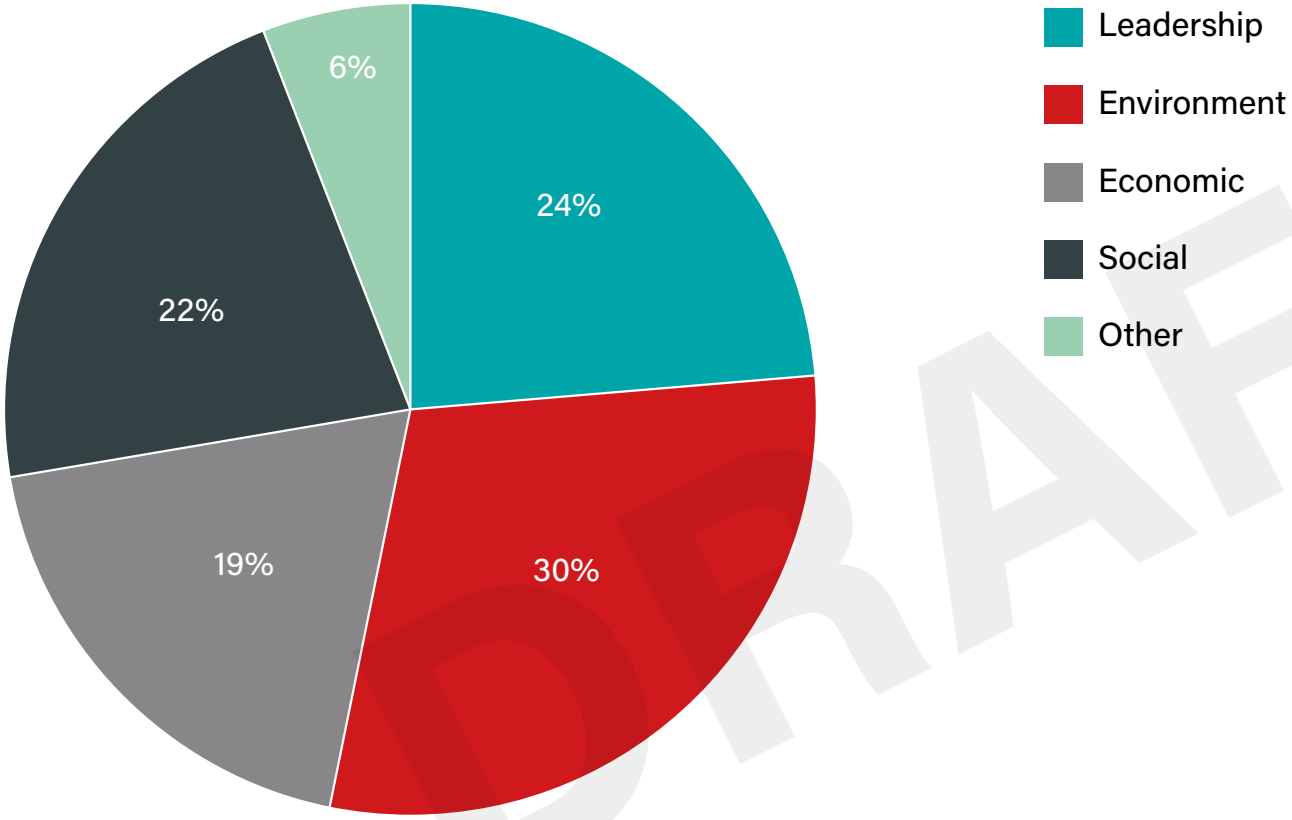
FIGURE 8: KEY AREAS THAT AN INNOVATATION STRATEGY SHOULD FOCUS ON



Source: Council survey, 2019

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OUTCOMES

* New programs, products, services or initiatives that support improved social, economic and environmental outcomes for the community.

* Aligning innovation with outcomes that are important to the community and Council.

05 Key priorities for innovation

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Within the six pillars of action, we identified a number of key priorities that should be evolved, developed and supported for successful transformation to an innovative city. These are outlined below.

5.1 Developing an innovation pipeline and the innovation project management office

What is an innovation pipeline?

A process set up within Council to engage and collect innovative ideas and projects from internal and external stakeholders, and then review, develop and potentially progress the innovations to delivery, see Figure 9.

Why create an innovation pipeline?

For innovation to contribute to a private company or government entity, a process needs to be designed from inception to project deployment that assists stakeholders in:

- Curating innovation
- Establishes the structure and capacity to embed the identification and delivery of innovative outcomes long-term
- Avoids a scenario where a committee simply approves projects based on the best presentation, or the strongest lobbying.

In this way, there is more emphasis placed on those who develop the innovation to test hypotheses, recognise barriers, and consult consumers. An innovation pipeline also provides the opportunity for good ideas to be proposed from within Council and externally from the community.

What would be the estimated timeframe for implementation?

The establishment of the innovation pipeline is a high priority project and could be completed, in initial form, in a period of 6-12 months.

What would be the high-level expected outcomes?

- An evidence-based innovation pipeline that helps innovators curate and prioritise ideas. It would include an 'ideas hub' where ideas can be logged from various sources. Opportunity analysis would then be completed (preliminary assessment) by the innovation office team to determine whether a project is included in a portfolio of projects for resourcing and delivery.

- Once an innovation reaches the detailed development and delivery phase, the innovation should have a substantial background of consultation, testing, legal, security and integration assessment supporting it.

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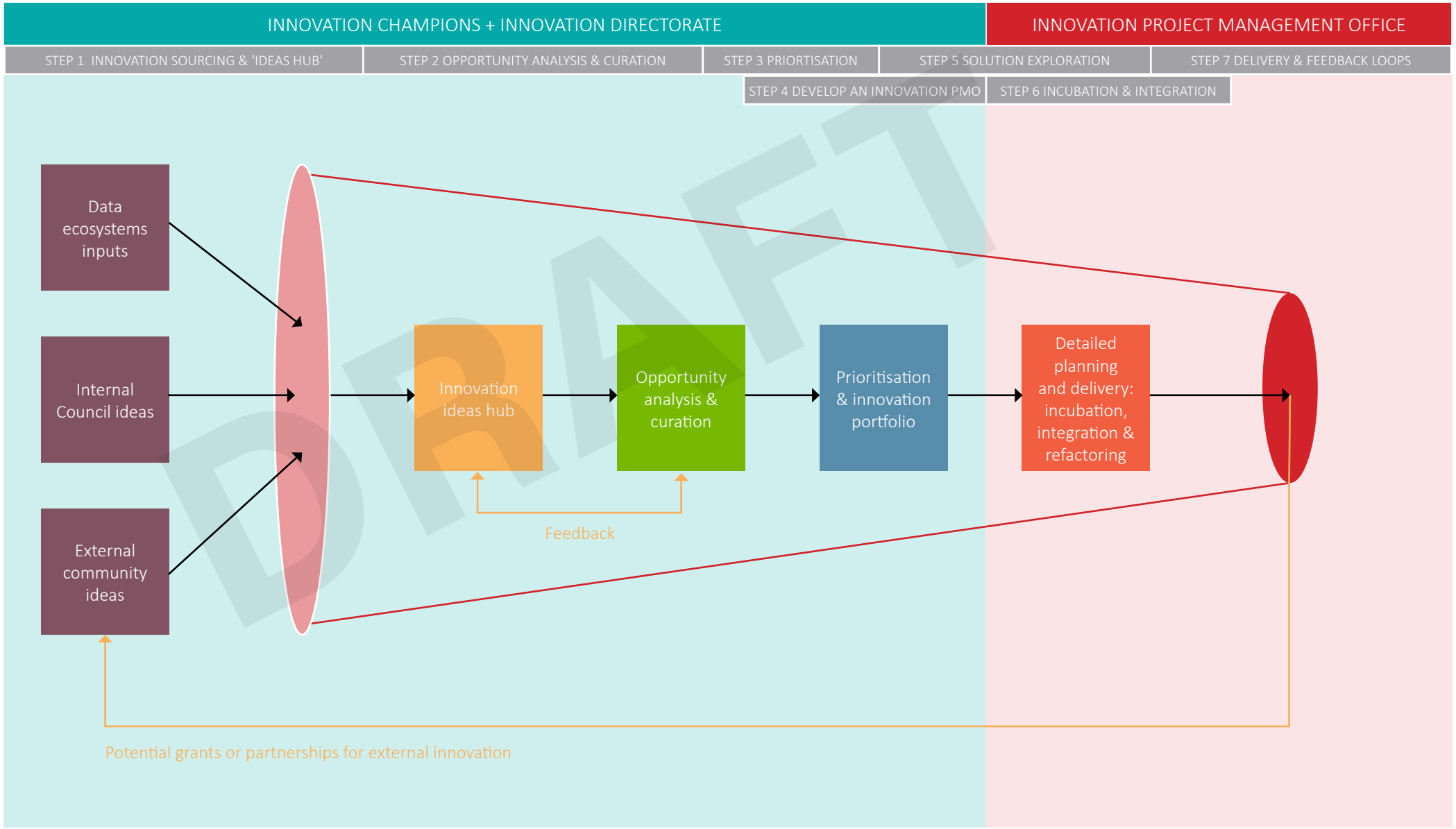
FIGURE 9: EXAMPLE INNOVATION PIPELINE WITH STEPS



What are the requirements?

An example of the steps in a 'lean innovation pipeline'[1] process includes:

INNOVATION PIPELINE STEPS

STEP 1 INNOVATION SOURCING AND 'IDEAS HUB'	A group identifies problems, ideas, and technologies that may be worth investment. The group would include internal Council and external stakeholder inputs that are supported and led by innovation champions.
STEP 2 CURATION AND OPPORTUNITY ANALYSIS	Innovators interact with consumers, colleagues and the wider community to identify whether: • Similar problems exist elsewhere and if variations to this problem may exist • Identify whether a similar project already exists • To determine how solutions may be commercially viable • Clarify any legal, security and support matters. This process helps to identify the market and the minimal viable product.
STEP 3 PRIORITISTION	The innovation portfolio is prioritised based on a set of criteria relevant to the stakeholders involved (for example, innovations that extend market reach; or create new capabilities, or support strategic plans).
STEP 4 DEVELOP AN INNOVATION PROJECT MANAGEMENT OFFICE	For detailed planning and delivery of the innovation. Initially, this would include a dedicated Innovation Lead, which could grow into more roles as project load increases.
STEP 5 SOLUTION EXPLORATION/ HYPOTHESIS TESTING	When an idea is turned into a product. This step can include pilot projects or testbeds. The legal, policy and financial frameworks around the innovation will also require investigation. Deployment of the innovation is also a key consideration.
STEP 6 INCUBATION AND INTEGRATION	Should be undertaken following the testing, with detailed review and development of how the innovation will be integrated into the organisation. At this stage, the review may lead to the redesign of the innovation initiative. This should be considered for internal innovation projects and may also be part of a two-stage funding approach for external projects and partnerships before delivery.
STEP 7 DELIVERY AND FEEDBACK LOOPS	There should also be a system of monitoring and tracking of the innovation to determine its effectiveness, efficiency, profitability and its ability to meet the customer or community needs. This information should be communicated back to all stakeholders in the innovation pipeline.

[1]Based on Harvard Business Review, 2017, https://hbr.org/2017/09/what-your-innovation-process-should-look-like; McKinsey, 2019

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What are the assumptions and risks?

Assumption: There is capability and capacity in Council to 'champion' and facilitate the project management office.

Risk: That a process is developed that is not rigorous in the identification, planning and delivery of innovations, and available time and resourcing is allocated to projects that may not perform.

Pilot projects

A pilot project is usually run when there is a high degree of uncertainty and stakeholders require evidence to prove viability of the project. This pilot would be a 'prototype' to test the innovation.

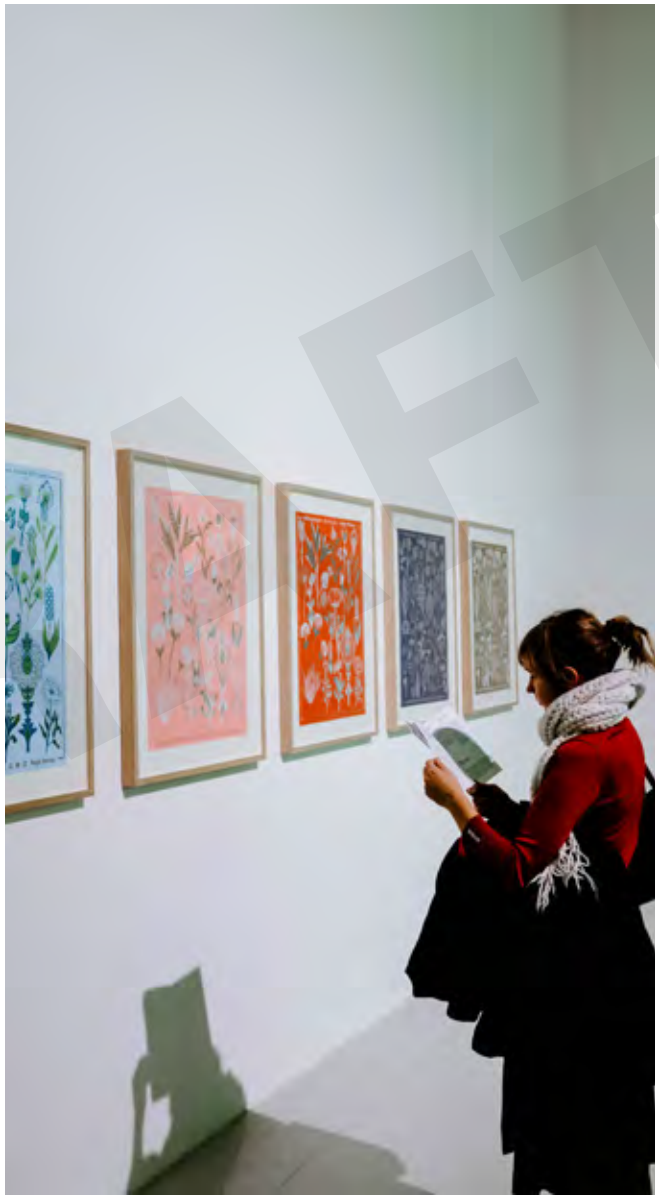
The pilot needs to allow for prompt cancellation of the project if required, but also flexibility if changes in scope or direction if needed.

The pilot should confirm the viability, scalability, safety and compliance of the project and demonstrate the benefits.

Typical deliverables for a pilot project would include:

- Project products (if applicable)
- Detailed lessons learned, risks and issues logs
- Benefits assessment
- Viability report and recommendations
- Route map for implementation
- Revised investment appraisal and project plan.

Source: Association for Project Management, UK, https://www.apm.org.uk/resources/find-a-resource/what-is-the-difference-between- a-trial-and-a-pilot/



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Case study

The Bristol Approach and the 'damp in homes' project is an example of an innovative and collaborative process at the local government level that was used to produce a new solution to an old problem 'damp'. The Bristol Approach links with some of the stages in the conceptual innovation pipeline (Figure 9).

The Bristol Approach was developed in collaboration with Bristol City Council, Ideas for Change, and the Knowle West Media Centre. The Approach sought to put people and communities at the centre of innovation so that the new technology/process would address their needs. It uses a six-step framework:

1. Identification: identify the key issue you want to address
2. Frame: look at the issue in more detail and explore how data and technology cold address it.
3. Design: create any tools needed to help gather data and understand the issue further
4. Deploy: test the tool in the real-world environment
5. Orchestrate: share the tools and data with other, celebrating what you achieved
6. Outcome: evaluate whether you have achieved the goals.

One of the outcomes from the Approach was the new 'frog' tool to diagnose damp in homes. Damp was a key problem that concerned local residents. A diverse group came together through self-organised meetings and workshops to co-design the 'damp busting' system. Contributors included university researchers, businesses, hackers, investors, charities, housing associations, and city council representatives. Other outcomes included:

- Development of a proto-type sensor to monitor temperature and humidity data in homes affected by damp
- A team of volunteers were trained in diagnosing damp
- Local citizens gained new skills
- Citizens were included in the decision-making process
- New partnerships were developed
- Creation of a school package that allows students to learn from the data collected
- Innovation was embedded in the community.

For Georges River Council, development of an innovation pipeline could help nurture ideas and solutions similar to the above, and support collaboration throughout the LGA on common, relevant problems.

FIGURE 10: THE BRISTOL APPROACH – COLLABORATIVE DEVELOPMENT, PROTOTYPE AND SENSOR, SCHOOL DESIGN WORKSHOP.

Source: www.bristolapproach.org/bristol-approach

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5.2 Revolving investment funds

What is a revolving investment fund?

Revolving investment funds provide access to a flexible source of funds to finance projects, while seeking where possible to recapture cost savings or returns that arise from investment in projects.

Why use a revolving investment fund?

The return or cost saving from a project is 'revolved' back into the fund. The replacement funds can then be redeployed to new projects.

What would be the estimated timeframe for implementation?

The timeframe for implementation would be annual allocations of funding (to be determined) by Council, Government and others over a 5-year period. This could be established in the first year of implementation of the innovation strategy and the program could last for 10 years.

What does it involve?

This type of funding approach is not a straight grant or subsidy. It provides a part or full payment of project expenses with a requirement that where there are cost savings, or income expected as a result of the project, that part or all of the funding should be repaid. This is particularly important where there is external funding for start-ups and entrepreneurship (projects internally or externally) where the intent is that there is a financial return from eventual commercialisation of an innovation.

The development of the approach, guidelines and legal requirements of the fund should be established early in the development of the revolving fund. In addition, the level of Council funding commitment (and other investment from public and private sources) will need to be further assessed. The intention is that Council makes annual contributions to the fund growth over a 5-year period.

What would be the high-level expected outcomes?

A revolving fund would be established that includes contributions to grow the fund over a 5-year period, and the application of funding rounds from the fund over the 10 years of the implementation of the innovation strategy. Modelling and further development of this would be required in setting up the program parameters and operation.

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What are the requirements?

- Start with a user-friendly approach with simple policies and procedures
- Clearly define the program goals, purpose, eligibility and the application process
- Prudent risk management and investment parameters must ensure longevity of the fund
- Invest in pilots or demonstration schemes, and include projects that have a commercialisation of innovation in a mixed portfolio
- Have legally enforceable approaches to repay funds from external sources
- Monitoring and verification are essential to avoid disputes over improvements
- Establishing an independent decision-making group that can be arms-length from Council in deciding applications for private sector funding.

What are the assumptions and risks?

Assumption: This approach would need to consider that internal Council foundational projects would require closer to 100 per cent funding with no recovery of funds. Overtime, the investment approach should also start to include projects that return or repay funding in the longer term.

Risk: The risks for the program relates to the return of funds, any legal risks associated with seeking return of funds and the probity arrangements for investment decision-making for external/private sector commercial entities.

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Case study

The Leeds City Region Revolving Investment Fund (LCRRIF) was established to create economic growth and job creation for the Leeds City Region.

Eligible projects receive a commercial loan to support infrastructure and construction projects. Projects can include new energy infrastructure, new factories, new homes and commercial buildings.

The local councils of Leeds, Bradford, Wakefield, Kirklees, York, Harrogate and Calderdale committed in loan funding for commercially viable, private sector led infrastructure and construction projects.

The LCRRIF has created opportunities for the private sector to work with the public sector. Overall, the fund aims to fill gaps where private finance cannot be accrued. Eligibility is dependent on whether or not the LEP's Strategic Priorities are met and whether the development will support economic growth in the region.

"If, in the process of assessing any investment, there are issues and concerns about the social, environmental or ethical nature of an investment, the Leeds City Region RIF reserves the right not to invest."

The LCRRIF currently supports several projects. It has recently contributed to the development of the new CITU Climate Innovation District. The philosophy of the development is to respond to climate change from the ground up.

Renewable energy coupled with cutting edge technology and Scandinavian design characterises the first release of housing. Green roofs, passive solar design and rain gardens contribute to sustainable design. Other technology, including a home and away switch and smart home controls, enable the home to be controlled via a smart home app which reduces household energy and water consumption. The air tightness of the buildings also means heating is generally ten times lower than the average UK home.

For Georges River Council, use of a similar revolving investment fund could help kickstart and maintain the rollout of innovative projects like CITU.

FIGURE 11: THE CLIMATE INNOVATION DISTRICT DEVELOPMENT BY CITU

Source: https://www.leeds.gov.uk/business/investing-in-leeds/leeds-city-region-revolving-investment-fund; https://content.citu.co.uk/wp-content/uploads/2019/12/CID_Digital-Brochure_December19-1.pdf Google Maps, 2020; CITU, 2020

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5.3 Partnerships in procurement

What are partnerships in procurement?

External providers have significant experience, specialised expertise and may have developed innovations which could add value to Council. Recognising this opportunity, the challenge is for Council to work with these external providers in a partnership approach to unlock this innovation and deliver better community outcomes.

Why evolve procurement?

Council procures a significant amount of products and services from external providers and suppliers. The expectation is that Council is sourcing these products and services in a fair and transparent manner. It is also expected that Council is obtaining value for money in the use of public funds.

In addition, there may be other stakeholders and/or local governments that are looking to procure similar products and services or pursue opportunities for accessing innovations through procurement. To undertake a shared procurement process may also achieve savings, reduce risks and provide additional value.

What would be the estimated timeframe for implementation?

- Modify procurement strategies/policies/plans: 6-12 months.

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What does it involve?

An evolution in procurement could include the following elements:

- Build in the requirement to encourage innovation through partnering within the procurement strategies/ policies/plans of Council. Develop guidelines and procurement gateways to encourage this.
- Identify shared services opportunities with other stakeholders and set up a shared services taskforce to identify opportunities within the innovation network.
- Have guidelines to assess where partnering is applicable i.e. where there is a Council knowledge or expertise gap, where there is a need to share risks (and rewards), where relying on the development of innovation from others as a key outcome and where flexibility is required.
- Build in supplier involvement at an early stage of the procurement process to help frame the procurement and ensure that it meets the market needs and targets opportunities for innovation.
- Consider staged procurement processes where supplier input is sought at key stages i.e. Early Contractor Involvement.
- Provide for partnership arrangements i.e. collaborative partnering, alliances etc, within procurement documentation and value these in assessment.
- Set up internal structures to support partnering, such as ensuring Council Governance Teams provide for multi-party membership and include innovation and continuous improvement as a priority focus.
- Link innovation and partnering to performance indicators.
- Have the ability to share the benefits of any partnership arrangement.
- Educate staff as to the benefits and focus of partnering as a mechanism for achieving increased capacity, expertise and working with external parties to develop innovations that add to value for the community.

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What would be the high-level expected outcomes?

- Establishment and adoption of partnering processes that are integrated within procurement documentation.
- Make partnering (where appropriate) an area that is considered an opportunity before procuring any product or service.
- Have internal structures and processes that provide an ongoing focus on partnerships, innovation and risk sharing.
- Achieve better value community outcomes at a lower cost or higher service levels for the same cost through specific capability, knowledge or innovation provided through partnership.
- Partnerships for shared procurement within the innovation network.

What are the requirements?

- Modify procurement strategies/policies and plans to ensure partnering is considered in any procurement process.
- Assign ownership or identify a champion in Council to encourage/enable/support partnership in procurement and innovation.
- Develop standard procurement wording for inclusion within contracts.
- Provide training for staff to better understand partnering and how it provides optimum results and manage risks.
- Costs:
  - Internal resource costs and external consulting support, if required.
  - Redirection of management resources for delivery as a foundational project.

What are the assumptions and risks?

Assumption:

- There is the capability and capacity within the Council staff to develop procurement partnering approaches, and negotiation/assessment.
- Project owners, sponsors and managers are aware of partnering and innovation opportunities associated with their projects, and take-up this opportunity to achieve wider value.

Risk:

- Consistent application across projects, to the same (or a similar) standard within the prescribed timeframe.
- Needs to align with procurement rules and with associated probity requirements and provide guidance for Council officers.
- Introduces untested concepts, with innovation having a higher failure rate due to experimental nature.
- Creates additional project cost, with value potentially not directly financial in nature.
- Without clear leadership and ownership, the process is not driven and fails to deliver innovation and added value.

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Case study

Auckland City Council's Maintenance Alliance for road and footpath renewal and maintenance street sweeping, and the cleaning of pits and pipes is an example of an alliance or partnership model that could be developed with a focus on capability and innovation.

Auckland City Council's asset management plans each set out (in their differing ways and levels of detail proportional to the asset group concerned) service delivery structures and roles, contracts, and service delivery mechanisms. For example, the transport asset management plan sets out its 'Integrated Infrastructure Delivery Services Model' in its 'asset management practices' section. It notes that: "the procurement team, in conjunction with the asset management team, are reviewing the contractual landscape and as part of this have introduced the Maintenance Alliance".

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5.4 Innovation in project management

What is innovation in project management?

Project management is a structured process that follows a number of key steps. Innovation in project management would insert a consideration of innovation in each step of the project management framework.

Why evolve project management?

Council manages hundreds of millions of dollars worth of capital and critical, non-infrastructure projects annually. These are usually managed by a project management process or framework that follows a recognised methodology. Generally, it would be project management standards Prince 2 or PMBOK or a specific local approach.

Project management typically follows these key steps: project initiation; project planning; project execution; and project closure. While these steps allow for innovation to be factored in, they do not set innovation as a specific benchmark.

Eighty per cent of the costs of a project are normally locked in during the project initiation and planning phase – this includes the ability to innovate and consider innovation opportunities.

What would be the estimated timeframe for implementation?

Modify project management framework, template and guidelines and sign off: 6-12 months.

What does it involve?

This proposal includes the following elements:

- Introduce a requirement to include innovation and consider the development of innovative opportunities at all stages of the project lifecycle. This would either be through a modification to the existing framework or establishment of 'innovation check points' at the various stages of the process. There may be a specific checklist of tasks to ensure alignment to the Innovation Strategy, including linking with procurement innovation.

- Project lifecycle innovation opportunities include:
  - Project initiation innovation opportunities
    - Project design
    - Infrastructure design
    - Incorporating smart technology
    - Innovation in the governance and/or management models for the project
    - Factoring in opportunities for operation innovation into the design.

- Project planning innovation opportunities:
  - Procurement of the project or project services
    - Project delivery
    - Project execution innovation opportunities:
    - The agility and flexibility to respond to opportunities as they arise

- Project completion innovation opportunities:
  - Capture and share learnings on the success, or otherwise, of the innovations applied.

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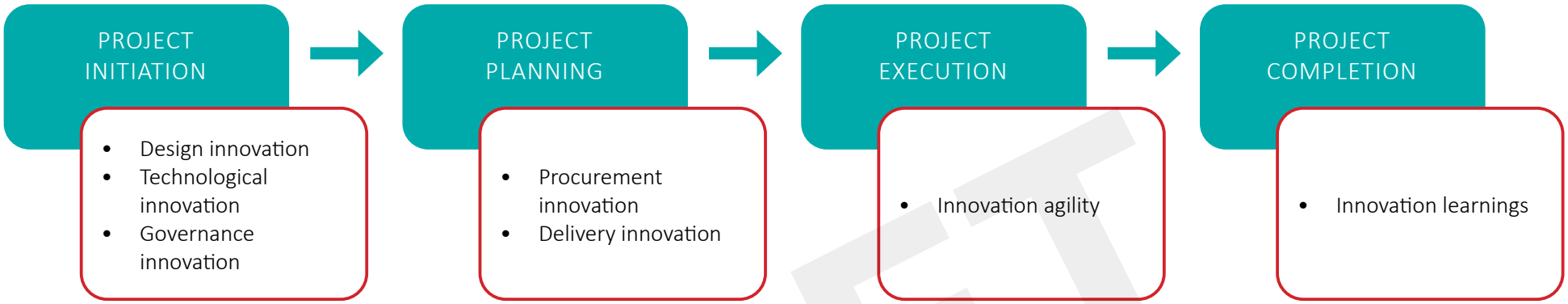

What would be the high-level expected outcomes?

- Innovation facilitating processes for conceptualising, designing, governing, operating, procuring and delivering major infrastructure or critical organisation for non-infrastructure projects.
- Planned introduction of innovation and innovative tools and solutions into projects.
- Check points and opportunities to test if projects are sufficiently aligned to a Council innovation strategy.
- Improved and more accurate project budgeting.
- As projects are completed Council will have a body of knowledge of where innovation has been applied and if it has been successful or if it can or could be approved.

What are the requirements?

- Review Council's project management framework and modify to include innovation steps.
- Develop innovation checkpoints where opportunities are tested for feasibility, affordability and achievability and approved prior to incorporation.
- Develop a template for project management, where necessary
- Assign ownership or a champion for encouraging/ enabling/supporting innovation in the project management lifecycle.
- Costs:
    - Internal resource costs and external consulting support if required to modify framework and develop any templates and guidelines.
    - Redirection of resources into innovation research and application on projects.

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What are the assumptions and risks?

Assumption:

- There is the capability and capacity within the Council staff.
- Project owners, sponsors and managers are aware of most innovation opportunities associated with their project.

Risk:

- Consistent application across projects, to the same (or a similar) standard within the prescribed timeframe
- Slows the project lifecycle without enough gain
- Introduces untested concepts
- Creates additional project cost
- Without clear leadership and ownership the process is not driven and could potentially fail.

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5.5 Targeted innovation in service delivery

What is targeted innovation in service delivery?

Developing service plans with innovation as a factor.

Why target innovation in service delivery?

Typically, Councils plan delivery of a service over a short-term business planning cycle, (generally three years) yet they plan resources (assets, finances and workforce) for the longer-term, over periods of ten years or more. This leads to poor strategic alignment and less effective, efficient and increased potential for reactionary decision-making. This process does not allow for, or at least restricts, coordinated or planned innovation integrated into service planning and service delivery.

When assessing innovation in service delivery, a longer-term focus is more appropriate when considering Council investment in innovation. As Council is structured in delivery of services (including asset management), then there should be the opportunity established for services that want to propose investment in innovative service options (such as investment in technology, or changed delivery models) to develop a 10 year innovation service plan, as the basis for Council considering investment over the long term.

What would be the estimated timeframe for implementation?

- The development of guidelines and approach, including templates, could be completed in a period of 3-6 months.
- A service innovation plan could be undertaken by a service area and seek Council engagement and endorsement in the course of one-year.

What would it involve?

The foundational move includes the following elements:

- Introduce the opportunity for service managers to develop targeted 10-year ‘service innovation plans’ that integrate each service with other critical plans.
- Each Service Plan could take a long-term view of service provision for a particular innovation and sets out the future direction for the service. For example, where it will be and why the investment is important. This may include innovative strategies, partnerships, procurement of services, delivery options or innovation in the use of service delivery inputs.
- Targeting of key services for service innovation plans is an opportunity for service managers to seek resources for the preparation of a 10-year service innovation plan, with a focus on the creation of new ideas and approaches as well as bundling or re- conception of services as the basis for the identification of innovations.
- Leadership regarding the integration of innovation into long term service planning as a key organisational objective with the opportunity to create significant community value.

What would be the high-level expected outcomes?

- Improved strategic alignment of services and the 2050 Vision regarding innovation with service delivery functions of Council.
- Introduction of innovation and innovative strategies, tools and solutions into service delivery.
- Enables a strategic discussion and decision-making process on longer term service by service priorities. All 10-year service priorities (for assets and services) are able to be compared to develop a council-wide profile

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and innovation plan that can be prioritised, costed and tested to fit within the organisation's financial sustainability criteria.
- A focus to identify innovative opportunities within service delivery and to proactively plan for these innovations, and monitor value.
- Increased transparency of resource requirements.
- Improved long-term resource planning and integration of resourcing for service innovations into service expenditure plans.
- A basis for engaging the community on future service provisions and intended innovation in service delivery (for example greater personalisation of service).

What are the requirements?

The requirements for achieving the foundational move are:

- Identify the key components for the Service Innovation Plan, including source data, data gaps and expectations/ guidance – and additional needed for service innovation.
- Develop a consistent template for service innovation plans.
- Undertake organisation-wide training on long-term service planning and innovation as a tool for adding value to community outcomes. Preferably pilot one or two Service Plans to refine templates and guidelines in the initial period – which have potential to monitor performance.
- Costs:
  - Internal resource costs and external expert support to assist in piloting, if required, to develop templates and guidelines
  - Funding integrated in service innovation plans for projects identified in process.

What are the assumptions and risks?

Assumption:

- There is the capability and capacity within the Council staff, which may need support.
- Managers are aware of most innovation opportunities within their service or can become familiar with approaches to identify ideas and assess and develop opportunities.
- There is enough data and information inputs within Council to complete Service Plans, and that alignment of data on use and performance can be developed to support service planning and monitoring over time.

Risk:

- Delivery of multiple Service Plans as part of business as usual, and the need to focus on pilots or for services that have a strong case for introduction of innovation.

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Case study

Waverley Council is focused on improving environmental sustainability within the LGA and has set ambitious targets. In 2018, the UTS Institute of Sustainable Futures was commissioned to review the level of environmental sustainability within Council.

Analysis by the Institute indicated there was a need for a continuous and shared understanding of what sustainability means across the entire Council organisation. A key measure to embed sustainable practices was to link it with core Council functions and process, such as procurement, human resources, communications, project management, training, and also through departmental plans and individual workplans.

For Georges River Council, embedding innovation throughout Council core functions, such as service planning, could have a similar impact.

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5.6 Building a data ecosystem using demonstration projects

What is a data ecosystem?

A data ecosystem is an evolving collection of data, information and analytics that can be used by an entity to understand issues and to help discover solutions.

Why advance the data ecosystem?

Council is required to collect data and information for a wide range of specific purposes. For example, councils collect data on the delivery of services and the collection of rates. Council also sources and uses other data (i.e. population forecasts) to inform their decision making and service delivery role. Many of these systems have been built with a single use case in mind.

There is a huge opportunity in centralising, sharing and better utilising this data with the help of technology and new, innovative ideas from across Council and the community to improve how services and assets are delivered and managed in the future.

What would be the estimated timeframe for implementation?

- Planning: 6-12 months
- Initial data platform: 12-24 months

What would it involve?

- Establish a central data platform/database of core Council datasets. This could be incrementally established, incorporating the easiest first and new data.
- Ensure by default all future Council engagements/ projects include terms to incorporate any data into Councils central data platform
- Once established Council should redirect internal/ external data access requests and data custodians to share key datasets via the data platform.
- Drive development of the central data platform through usage, insights and outcomes from the data – not simply as a 'check list' item to add. These data-led demonstration projects represent the value to Council and should be established alongside the development of the database and shared/promoted widely.
- Demonstration projects should include:
  - Development of regular reporting insights that showcase what data is available and what the data can inform Council about.
  - New data should be integrated into Councils standard performance reporting and form part of future projects (i.e. a new Housing Strategy).
  - A series of events/hackathons/funding pools should be established to open the data up for internal/external groups to tackle specific complex issues relevant to Council. For example, usage and floorspace data to allow for improved scheduling of community services across limited assets.

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What would be the high-level expected outcomes?

- Connecting data with new technology and innovative ideas to address the increasingly complex and challenging issues Council are faced with.
- Improved efficiency, quality and alignment of services with community needs through a better understanding of issues and solutions.
- Improved cross-council collaboration and sharing of data assets and insights.
- Increased community understanding of their local area through detailed localised data and insights. This improved understanding will lead to the establishment of new and innovative businesses/solutions/academic research.

What are the requirements?

- A dedicated data lead (potentially in the smart city team) to first establish the database and access platform and then manage and maintain the database over time. Establishment of the initial data platform could potentially be outsourced.
- Development and funding for a series of demonstration projects and activities to raise awareness.

What are the assumptions and risks?

Assumption:

- There is the capability and capacity within the Council staff.
- Various Council departments will pro-actively support platform by providing and sourcing data assets and sharing insights.

Risk:

- Sufficient datasets are not cleaned and centralised to provide a meaningful source of information to drive new insights.
- Datasets are not maintained or maintained independent of the platform creating multiple sources of the truth.
- There is a focus on building a database without a strong and active program of demonstration projects.

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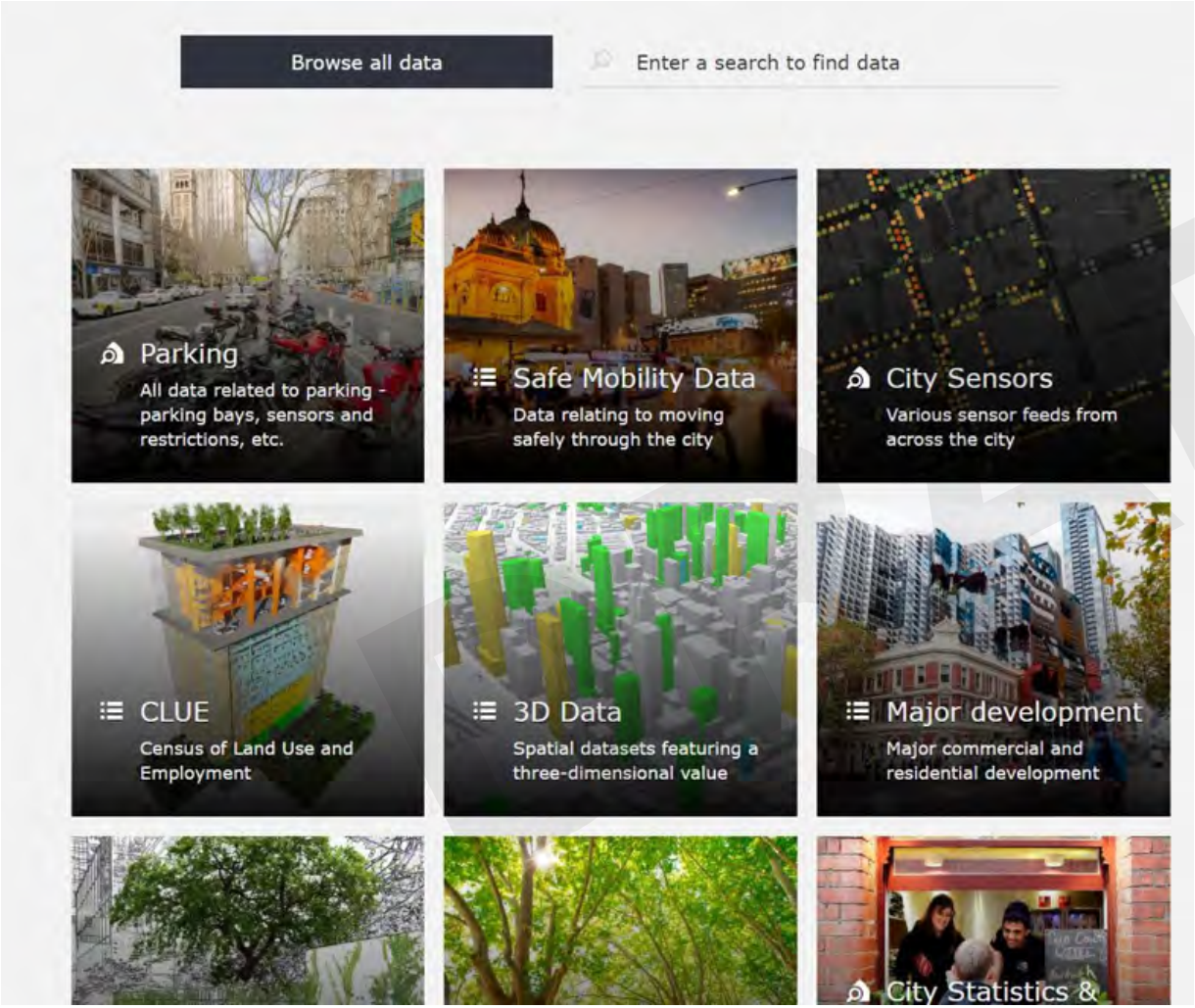
FIGURE 12: CITY OF MELBOURNE, OPEN DATA PLATFORM



Source: https://data.melbourne.vic.gov.au/

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5.7 Sustainable outcomes

Consultation with Council staff and the community indicated they value and expect, social, environmental and economically sustainable outcomes from any innovative work within the LGA.

An internal Council survey emphasised the environment (30%) as the key area that an Innovation Strategy should focus on, followed by social (22%) and economic (19%). Leadership also rated highly at 24%.

Council staff highlighted a number of innovative ideas and outcomes that could be investigated as part of an innovation strategy. Some of these included:

- Greater sustainability efforts in building and developments
- Timed energy use
- Hydro panels
- Water harvesting
- E-newsletters to reduce paper use
- Development of creative and exhibition spaces with universal access
- Electric vehicle fleet investigation
- Booking apps related to casual childcare services
- Organisation wide competition for innovative ideas and/ or 'innovation days' for employee participation.

The community focus groups, and intercept surveys asked respondents: what does innovation mean to you? Key concepts and outcomes included:

Source: Community consultation, 2019

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The community was asked: what does the future of Georges River look like using innovative methods? Example responses included:

- Recycled glass for road paving
- Multipurpose buildings with community gardens, entertainment and opportunities for the community to learn new skills
- More avenues and places for people to socialise,
- Rules and regulations that encourage creativity and interaction
- Town centres and local businesses/shops that are more inspiring
- More interactive playground equipment.

Both Council staff and the wider Georges River community demonstrated a depth of response to what is innovation and an understanding to the diverse social, economic and environmental changes it could bring to the LGA. Stakeholders indicated there is an interest and energy in bringing these sustainable outcomes to life via innovation.

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Case study

The London Borough of Barking & Dagenham has a plan to revolutionise community engagement and participation through its Every One Every Day (EOED) initiative20.

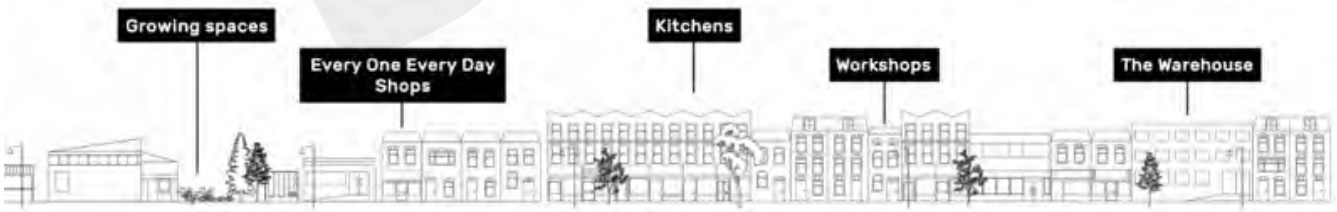
Launched in 2017, through a partnership between Participatory City and Barking & Dagenham Council, the underlying goal was to develop social, economic and environmental resilience while increasing neighbourhood relations, health and wellbeing. EOED focuses on developing a participatory culture (democratising the means to make and do in the Borough) as a building block for sustainable urban neighbourhoods.

The initiative uses an interconnected 'ecosystem' approach with:

- A participatory ecosystem – a collection of many and varied practical projects and opportunities for the community to become involved.
- A support platform – for growing projects, a collection of co-ordinated shared infrastructure.

The EOED initiative has created an entire neighbourhood network of infrastructure – places, venues, connections and projects to encourage community participation and engagement. A culture of creativity is encouraged with open access makerspaces, plant library and industrial kitchen, public co- working and co-production laboratories. A focus is to bring anchor institutions to the Borough to diversify the economy and secure new employment opportunities. Business incubator programmes align to specialist themes, such as food, retail, finance. It aims to grow the collection of local businesses and link them to existing organisations, encouraging community ownership and supports circular economy development.

FIGURE 13: AN ENTIRE NEIGHBOURHOOD NETWORK OF INFRASTRUCTURE



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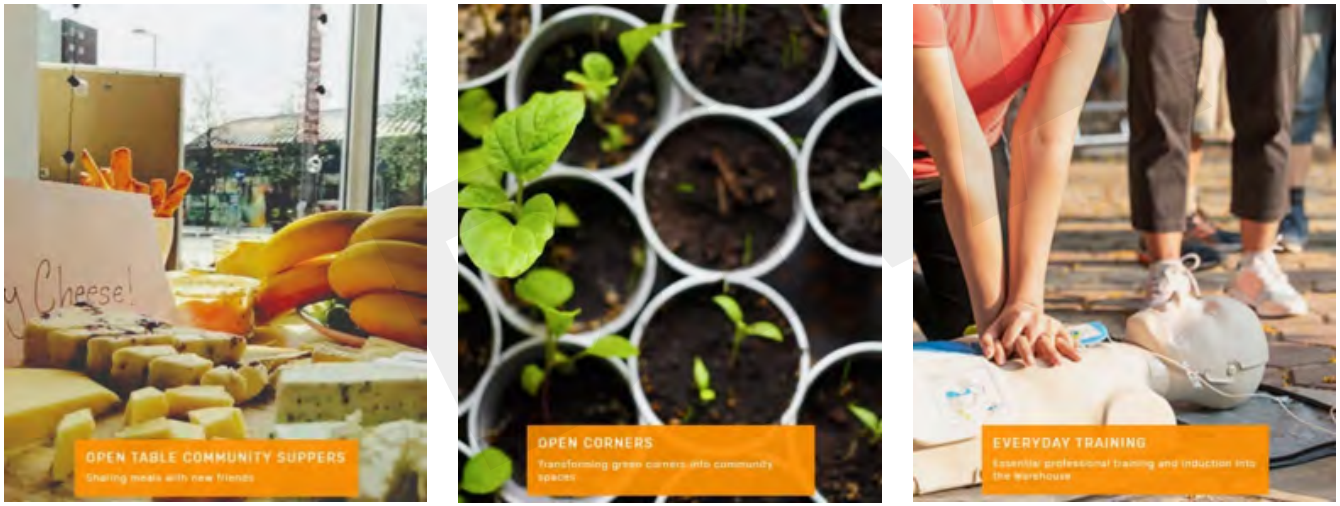
Example projects include:

- Open Table Community Suppers using the warehouse facility, potluck dinners are held with other community members
- Family Cook using the community kitchen to cook and socialise with your family and others
- Open Corners which aims to bring to life green spaces using community derived ideas
- Everyday Training using the warehouse facility to learn new practical skills such as sewing or first aid.
- Business Incubator Program for the Environment which helps residents develop idea, build a community of interest for the idea and grow the network of production, cooperation and financial models for sustainability.

FIGURE 14: EVERY ONE EVERY DAY PROJECTS



Source: http://www.participatorycity.org/every-one-every-day

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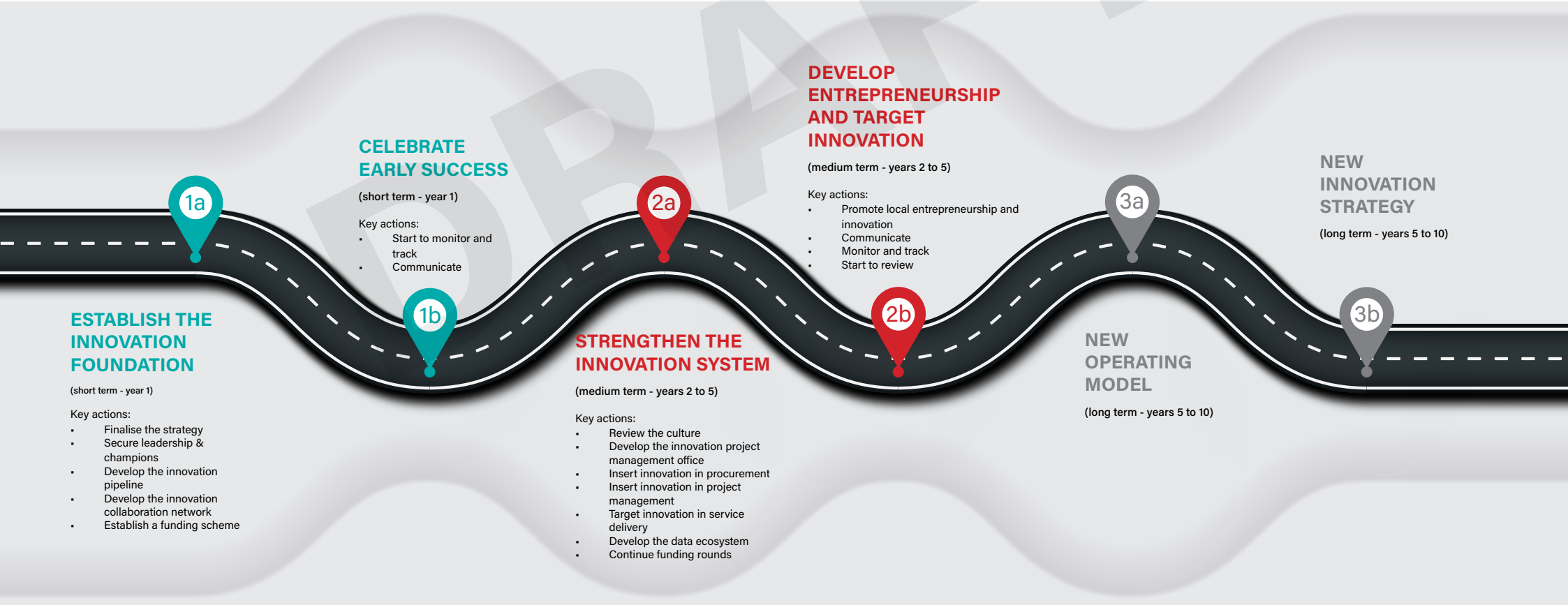
06 Delivering our strategy

6.1 Implementation

Our Innovation Strategy sets a clear direction for our LGA to champion innovation. It charts our transition from a traditional local government area to one with a culture founded in creativity, agility, knowledge and insight.

Transformation and bringing the six pillars of action to life will require changes that are to be tackled gradually through six delivery stages (1a to 3b). The timing for these stages should be reviewed as part of regular monitoring of the take-up and buy-in that is experienced.

FIGURE 15: INNOVATION PATHWAY AND STAGING FOR IMPLEMENTATION



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Stage 1: Short term (year 1)

Innovative change is a big step and should not be under-estimated. Small steps are, therefore, appropriate to engage the innovation network and build momentum.

Establish the innovation foundation

Finalise the strategy

Finalising the strategy is the first step to show the organisation and community we support innovation.

Secure leadership & champions

Position the Council Mayor and General Manager as innovation leaders for the city. Start signing up 'champions' in the Council network that support innovation, start to strengthen internal and external relationships, target areas of joint action and leverage momentum. Develop an innovation steering committee in Council.

Develop the innovation pipeline

Have the Innovation Directorate set up an 'innovation pipeline' within Council that continues to engage internally and externally with stakeholders to build the innovation portfolio of potential projects. Begin establishing a review process for the ideas and opportunities as a gateway. See 5.1.

Develop the innovation collaboration network

Start developing collaborative agreements with partners in the network to work together to establish and maintain an innovation system locally. Elements should include research/discovery/ideas, applied research and development, entrepreneurial skill development, small business start-up support, procurement alliances with partners for small local firms and market/commercialisation. This would include premises and places for collaboration as well as analysis/opportunities development for business start-ups and growth.

Establish a funding scheme

Establish the first 'innovation revolving fund' with growth of funding levels over the first five years. An annual allocation of funding should be invested to build the fund. Projects bidding for funding from the innovation fund should demonstrate how, in the longer-term, there will be an ability to return part, or all, of the allocated funding to the fund. The innovation fund should have clear investment guidelines, and consideration of the risk of different investments. In the initial years, the focus on foundation establishment would see projects that are fully funded. Grant funding should also be sought from Government to assist Council in establishing its capabilities for innovation and also project-by-project opportunities where matching funding may be required. See 5.2.

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Case study: An innovation network

The Sunshine Coast Regional Innovation Pipeline Team (#SCRIPT*) is a group of local entrepreneurs, businesses, government stakeholders and community members that grow innovation and business capabilities on the Sunshine Coast. It includes Sunshine Coast Council, Noosa Council, Regional Development Australia, and a variety of project partners, such as Stockland, ANZ, Innovation Centre Sunshine Coast and Volunteering Sunshine Coast.

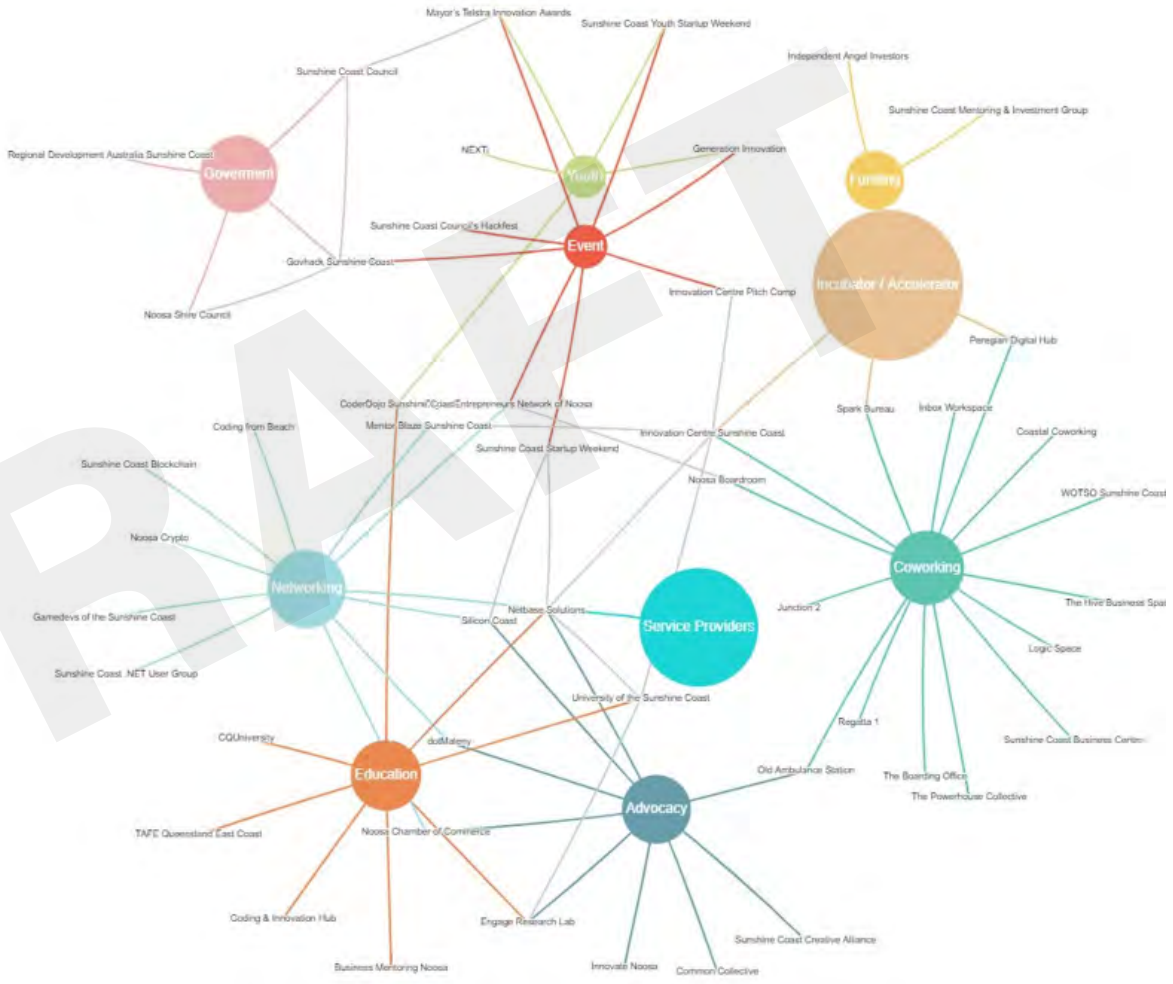
#SCRIPT was awarded Advanced Queensland Regional Innovation funding that was matched by over 30 local organisations. More than $1 million over three years was collected to help develop innovation and entrepreneurial activities across the region.

Key priority areas include smart cities, food and agribusinesses, health and wellbeing, sustainability and environment, and creative industries.

#SCRIPT invests in grassroot level projects that are collaborative and incubate and accelerate new solutions. Projects must demonstrate benefit to the Sunshine Coast community, validate demand, show co-investment and collaboration, longevity and accountability.

*#SCRIPT is currently rebranding to become Silicon Coast

FIGURE 16: #SCRIPT INNOVATION ECOSYSTEM/NETWORK



Source: https://siliconcoast.org.au/

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1b Celebrate early successes

Start to monitor and track

Monitor and track the value of innovation. The performance of the LGA should feedback over time in the evolution of the strategy. See 6.2.

Communicate

Pick a couple of small, early successful projects, such as pilots and share the outcomes and benefits with internal and external stakeholders. Demonstrate the creativity that exists within the LGA, build momentum, and highlight the partnerships and culture being developed. Identify the innovation occurring within Georges River and encourage growth and attraction to the LGA.

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Stage 2: Medium term (years 2-5)

Stage 2 evolves a number of existing Council processes to allow for greater innovation and idea development.

Strengthen the innovation system

Review the culture

Review Council culture, policy and leadership. Establish a change management program to ensure there is engagement and buy-in and the ability to work collaboratively in support of innovation. Ensure there is commitment at all leadership levels within Council and there is the capacity to make change happen.

Develop the innovation project management office

Build the second half of the 'innovation pipeline' – the project management office- a team dedicated to delivery of the innovation projects. They would have project management office capabilities and dedicated project managers. The office should have matrix involvement in project development but be an independently resourced team to ensure that additional resourcing is available to deliver key projects identified in the innovation portfolio. The project management office would complement the existing innovation directorate and strategy team, and innovation champions who focus on opportunity development. See 5.1.

Insert innovation in procurement

Undertake a shared procurement process that accesses innovations and innovative companies, like start-ups. This may achieve savings, reduce risks and provide additional value. See 5.3.

Insert innovation in project management

Introduce a requirement to consider the development of innovative opportunities at all stages of the project lifecycle. See 5.4.

Target innovation in service delivery

Service Plans should, when being revised, target an innovation focus to identify new and creative opportunities when achieving long-term goals. This may include innovative strategies, partnerships, procurement of services, delivery options or innovation in the use of service delivery inputs. See 5.5.

Develop the data ecosystem

Centralising, sharing and better utilising data with the help of technology and new, innovative ideas from across Council and the community to improve how services and assets are delivered and managed. Demonstration projects can showcase the data and encourage collaborative and creative problem solving within the community. See 5.6.

Continue funding rounds

Start innovation revolving fund investment rounds internally and externally with rigorous support, analysis and legal agreements for payback of funds post commercialisation. See 5.2.

Example: A culture of innovation

Energetic and enthusiastic leadership alongside a culture of fun is encouraged within Virgin, particularly by the leader Richard Branson.

Virgin supports individuals expressing their ideas and tackling problem with unorthodox methods.

The culture of Georges River LGA will support creative thinking and unorthodox methods to solve problems. The culture will be inclusive and collaborative with an enthusiastic leadership team at the helm, driving the LGA innovation network.

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Develop entrepreneurship and target innovation that assists sustainability and resilient transformation

Use the innovation system to add value for employment growth for small to medium enterprises. Council can also be more entrepreneurial in the commercialisation of local government innovations for the local government sector. Start targeting innovation projects that progressively contribute to achieving a sustainable (social, economic and environmental) and resilient transformation.

Promote local entrepreneurship and innovation

Include revisions to procurement to support innovation and start-up/small business growth locally – using the spending power of council and key partners to be focused on driving innovation. Council is to adopt an alliance model for procurement to build internal capacity as well as delivery (and seek support for similar approaches within the network of external partners).

Just as councils can improve ways to engage with start-ups/ small businesses, the entrepreneurial entities should also seek to understand the intent and goals of the public entity. They should engage and collaborate with the public entity throughout the development process, particularly in the early stages to identify if council's long-term strategic view, support and services align - making sure it is the best home for the start-up's future.

Communicate

Let everyone know what you are doing. For example, highlight motivation and values on the website; and focus on diversifying skills in Council through recruitment that supports innovation (greater focus on innovation and capability and less on direct delivery of services as council grows).

Monitor and track

Monitor and track the value of innovation and the performance of the LGA and feedback back over time into the evolution of strategy. See 6.2.

Start to review

Review the strategy towards year 5 and see what needs to be changed in relation to what Council has learnt in the first five years.

Example: Monitoring innovation

Sunshine Coast Regional Innovation Pipeline Team (#SCRIPT) measures its innovation projects against a number of economic outcomes which include:

- Job creation
- Talent attraction
- Company migration
- Improved productivity
- Growth in sales/exports
- New products, services and business models
- Increased capital investment
- Furthered connections
- Supply chain linkages
- New partnerships
- Educating and informing locals
- Cross-sector innovation and collaboration.

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Stage 3: Long term (years 5-10)

3a New operating model

In the long term, establish innovation within a new Council operating model built from what Council has learnt in the first five years. The operating model should relate to the internal and external innovation network and could look at, for example, developing a new 'networked' government model for local councils- strengthening its focus on community engagement, knowledge management and insight development within a wider network for development and delivery.

3b New innovation strategy

In the lead up to year 10, review approaches to innovation and prepare a new strategy to make the next transformational step.

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6.2 Measures of success

Indicators of successful innovation in a place, or within an organisation, are outlined below[2]. These can be used by Council to monitor the uptake of innovation in Georges River.

- **Critical mass**- a density of innovation assets that are well-connected. Measures can include total job numbers, number of incubators or co-working spaces, partnerships, supply chains and distribution of innovation precincts.
- **Innovation capacity** – the capacity to translate ideas into new products and services. Measures can include the number of patent applications, publications, trademark applications, the number of locals studying STEM and the level of business R&D expenditure.
- **Diversity and inclusion** – innovation relies on a diverse set of actors to generate new ideas and products. Measures can include the percentage of residents speaking a language other than English, or their employment status (employed versus unemployed).
- **Leadership** – a visible leader that can gather and mobilise local actors to develop and drive innovation. Measures can include the types of programs and initiatives that support innovation, or the number of organisations that have an innovation related strategy.
- **Quality of Place** – connectivity, proximity and vibrancy. Measures can include public transport access in 30 minutes, free Wifi coverage, frequency of public space use and public transport use.
- **Flexibility** – an orientation towards change and support for new ideas and innovative approaches. Indicators can include level of attitude and support for change, and responsiveness to things that need to be change.
- **Outward Focus** – the extent to which the organisation is responsive to the needs of the customer and the marketplace in general. Indicators can include attitude to external ideas, responsiveness to trends and changes in the market, and responsiveness to community needs.
- **Reflexivity** – reviewing and reflecting upon objectives, strategies and work processes in order to adapt to the wider environment. Indicators can include time taken to review organisational objectives, review of how well people are working together.

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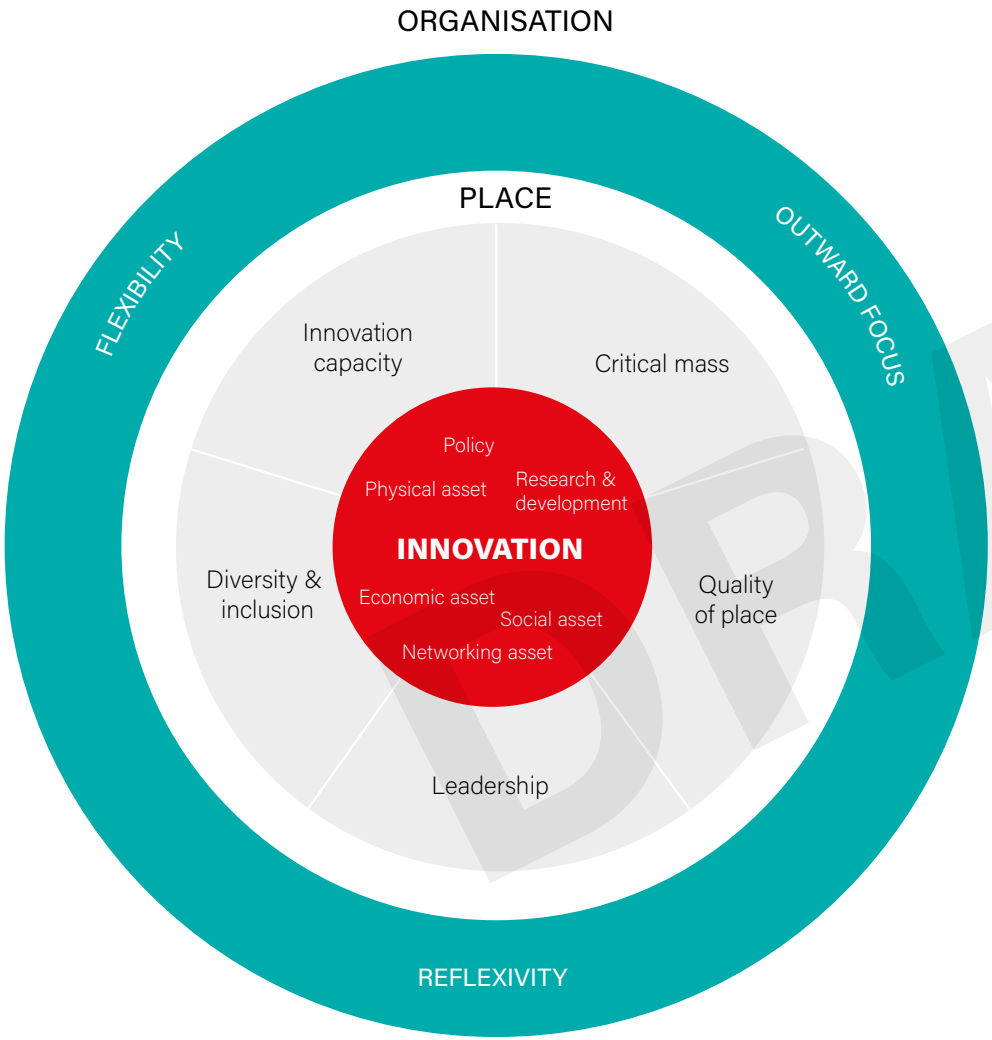
[2]Source: Brookings Institute

FIGURE 17: MEASURES OR INDICATORS OF SUCCESSFUL INNOVATION IN PLACE OR WITHIN AN ORGANISATION



Source: Adapted by SGS, from the Brookings Institute

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A number of measures have been identified to assess the indicator of innovation, and therefore, assess the level of innovation being achieved in a place or within an organisation.

Place based theme	Description	Key Questions	Indicators	Measure
Critical mass	A density of innovation assets that are well-connected	Where are the highest concentrations of economic activity?	Economic asset – concentration of economic activity	Total number of jobs
		Where are the innovation assets clustered?	Economic asset – knowledge intensive jobs	Percentage of jobs that are knowledge intensive
			Physical asset – spaces that foster innovation	Number of incubators/accelerators
				Number of co-working spaces
				Distribution of Innovation Precincts in the LGA compared to NSW
			Networking asset – relationship between anchor institution and SMEs	Supply chain
				Partnerships
Innovation capacity	The capacity to translate ideas into new products and services	What are the key anchors research strengths?	Research & development – expenditure	Level of business R&D expenditure
			Research & development – key research	Number of publications
		What are the innovation activities?	Research & development – patent applicants	Number of patent applicants
			Research & development – trademark applicants	Number of trademark applicants
		How many R&D products have been commercialised?	Research & development-commercialisation	Number of R&D products that have been commercialised
		How many people have studied STEM related degrees?	Education – field of study (tertiary education)	Percentage of residents/workers that studied STEM courses
		What is the export performance of the high-tech sector?	Economic asset – high tech exports	Percentage of high-tech exports

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Place based theme	Description	Key Questions	Indicators	Measure
Diversity and inclusion	Innovation relies on a diverse set of actors to generate new ideas and products	What are the area's baseline measures of diversity?	Social asset – cultural diversity	Percentage of residents that speak a language other than English at home
			Social asset – Indigenous status	Percentage of the population that is Indigenous
			Social asset – age cohort diversity	Even distribution of age cohorts across the population
		Does the area provide equitable, broad opportunities for a range of workers?	Economic asset – engagement in work	Percentage of employed labour force and unemployed labour force
			Economic asset – diversity of local economy	Concentration or dominance of a particular industry in a region (location quotient)
		Does the current zoning support a mix of uses?	Policy – land use	Location of mixed-use zones
Leadership	A visible leader that can gather and mobilise local actors to develop and drive innovation	Are institutional, private sector and non-profit leaders innovating within their own organisations?	Policy – program and initiatives that support innovation	The type of program and initiatives that support innovation
		How well is innovation supported?	Policy – innovation programs	The number and quality of innovation programs
			Policy – seed funding	The number of projects supports by seed funding
		Have leaders established a more formalised governance structure to guide innovation?	Policy – innovation strategies and transformational strategies	Number of organisations that have an innovation related strategy or department
Quality of place	Connectivity, proximity and vibrancy	Is the area well connected by public transport	Physical asset – public transport connections	Areas that can be reached within 30 minutes
		Is the area digitally connected?	Physical asset – Wifi connections	Free Wifi coverage
		Are the business strips active?	Physical asset – active frontages	Percentage of vacant stores
		How often do people use public open space?	Physical asset – public open space	Frequency of use

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Organisational theme	Description	Indicators	Measure
Flexibility and innovation	An orientation towards change and support for new ideas and innovative approaches	Attitude towards change	Questionnaire
		Support for change	
		Flexibility	Questionnaire
		Responsiveness to things that need to be changed	
Outward focus	The extent to which the organisation is responsive to the needs of the customer and the marketplace in general	Responsiveness to trends and changes in the market	Questionnaire
		Responsiveness to community needs	
		Attitude towards external ideas	Questionnaire
		Perceptions about new opportunities	
Reflexivity	Reviewing and reflecting upon objectives, strategies and work processes in order to adapt to the wider environment	Time taken to review organisational objectives	Questionnaire
		Discussion about procedures and frameworks to get things done	
		Review of how well people are working together	Questionnaire

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