



**IPSWICH CITY COUNCIL  
BECOMING A  
SMART CITY**

# Ipswich City Council has set an ambitious vision to become Australia's most liveable and prosperous city.

The Smart City Vision and Blueprint, developed in line with the Advance Ipswich Strategy, is a vital component of realising this vision for a city that is witnessing unprecedented growth, and an economy that is transforming from manufacturing hub to incubator for digital businesses.

For this work, the Ipswich City Council received the Queensland Premier's Award for Public Sector Transformation at the 2017 Australian Information Industry Association (AIIA) iAwards.

## CLIENT PROFILE

Whilst being Queensland's oldest provincial city, Ipswich is now one of the fastest growing regions in Australia. It is a community of just over 200,000 people that is on track to double in the next 15 years.

Ipswich's population increase and the shift from traditional industries such as manufacturing to new industries including digital technology means that the City needs to prepare for the growth and demand future generations will place on infrastructure, planning and the environment. The City is witnessing growth in both public and private investments in these areas which are integral to job creation and future economic growth for the Ipswich community.

## OPPORTUNITY

Ipswich City Council identified challenges and opportunities that need to be tackled if it was to become a smart city and achieve its vision of:

- Transitioning Ipswich as a city for digital businesses
- Developing equitable strategies for digital access and education
- Encouraging citizens to see Ipswich as a safe and desirable community to study, work and live
- Creating an environment that fosters innovation and the setup of new businesses

The Council knew it would need to ensure stakeholders within the Ipswich Smart City ecosystem were aligned on the vision,

priorities, capabilities, technologies and impact of this journey. The Council also had to consider not only the physical, technical and infrastructure aspects of Ipswich as a Smart City, but also the people, process and policy dimensions. Key to success would be the development of a comprehensive blueprint and implementation plan to guide Ipswich's journey to becoming a high performing smart city.

## HOW ACCENTURE HELPED

In February 2016, Ipswich City Council chose Accenture to undertake the assessment and development of its smart city blueprint and implementation. Key to success would be:

- Focusing on "human-centred design"
- Engaging internal and external stakeholders (industry partners, council staff, state government agencies, education providers, etc) throughout the development of the blueprint
- Leading with a vendor agnostic approach rather than a product driven technology solution
- Developing practical and unique plans in the context of the City.

Accenture's team of smart cities experts worked with Council to:

- Provide advice and guidance on developing a Smart City Vision
- Co-create a blueprint aligned with the Advance Ipswich strategy and the digital economic framework adopted by the city

- Identify impact on policies and procedures, technology strategy, capabilities and assets with a clear to plan to address those impacts
- Develop a robust and well-defined implementation plan to deliver the Smart City Blueprint
- Share Accenture’s experience of working with more than 80 cities around the world

This comprehensive approach identified eight themes and sixteen initiatives that supported the City’s vision and will be implemented in the next three to five years. Each initiative has clear outcomes and measurable targets that deliver against three core drivers:

**LIVEABILITY**  
Provide healthy, active and fulfilling lives for all residents of Ipswich

**JOBS**  
Invest in digital skills and foster economic activity in the CBD and wider city

**GROWTH**  
Create innovative partnerships to advance a sustainable city of the future.

## DELIVERING OUTCOMES

Ipswich City Council’s Smart City Blueprint and Implementation Plan was completed in six months and included:

### DEVELOPMENT OF THE SMART CITY VISION

Working with Council leadership, Accenture facilitated alignment and understanding of the Smart City Vision; established and agreed the principles for Ipswich as a Smart Digital City; obtained clarity on the extent of business and operational change sought, and appreciation and agreement on the extent of impact on Council’s business operations to effect the changes.

## PEER CITIES ASSESSMENT

An assessment of cities across the globe was conducted to bring to Ipswich leading practices, lessons learned, patterns of success and pitfalls to watch out for in creating a Smart Digital City Blueprint.

## CAPABILITY ASSESSMENT

Ipswich’s current Smart Digital City initiatives were assessed against progress and constraints, and Council’s current platforms, technology and analytics capabilities were reviewed. Accenture performed a digital capability maturity assessment which formed the baseline for developing the implementation plan.

## INITIATIVE PRIORITISATION

Workshops with internal and external stakeholders such as land developers, energy and utility companies, policing and public safety agencies, education providers, researchers and state government agencies were held to understand key challenges in the city generated more than 400 ideas and opportunities. These ideas were refined through consultation as a set of 8 themes and 16 priority initiatives for the city.

## BLUEPRINT DEVELOPMENT

Profiles were developed for each smart city initiative including common platforms and enablers. The blueprint described key elements including a description, scope, benefits, implications, capabilities required, enablers and revenue opportunities.

## IMPLEMENTATION PLAN DEVELOPMENT

Accenture outlined the detailed implementation activity for each initiative and mapped program delivery into releases and waves with the required timeframe, governance structure, resourcing, potential vendor partners, procurement plan, high level indicative costs, benefits, policy impacts, and target performance measures for the project.

The Smart City Strategy and Blueprint has been endorsed by the Councillors. The Council has started on the journey and commenced delivery of the first set of initiatives planned for year one of the program.

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