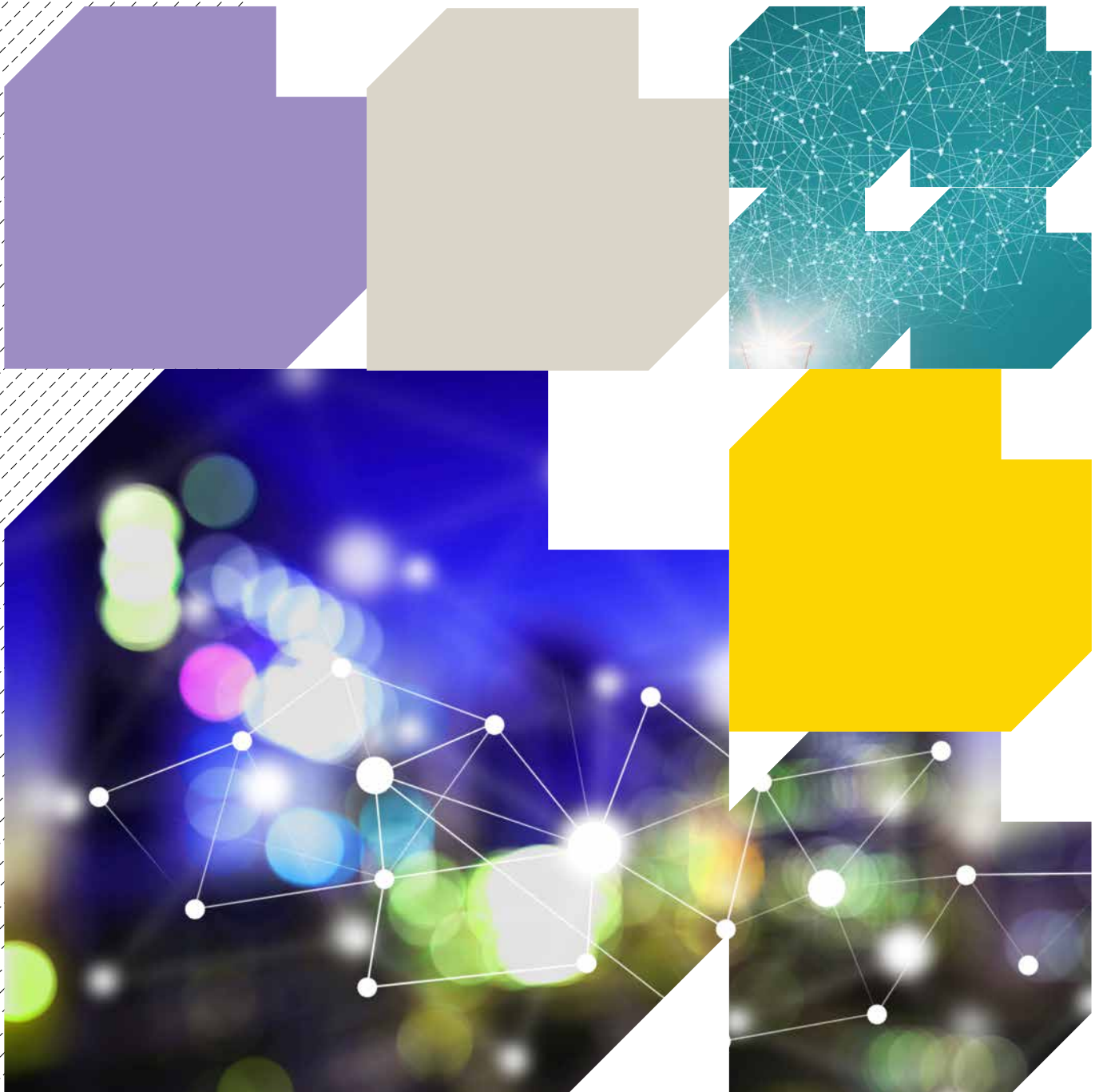


# INNOVATION LIVERPOOL

AN INNOVATION STRATEGY TO SUPPORT LCC'S CSP TO 2027

*Making innovation happen*



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# MAYOR'S MESSAGE



Liverpool City Council is committed to supporting and leading innovation in our organisation and our community.

We believe an emphasis on developing an innovative mindset and ecosystem is a way to embrace future challenges as Liverpool changes and grows.

We created this strategy to articulate the actions we are taking, and will take, around innovation, engagement, sustainability and new technologies.

Our goal is to be a leader in innovation by ensuring our staff have the resources and opportunities to deliver the best services for the community.

By creating an innovation ecosystem, testing new approaches to city management and working with partners in government, industry and community, we will secure Liverpool's place as Sydney's third CBD and the edge city for the Aerotropolis.

Our Smart Pedestrian project represents a great start – we have worked collaboratively with the University of Wollongong and Meshed to blend old CCTV technology with state-of-the-art digital counters and build a system to count vehicles and pedestrians across our CBD.

The data we collect will help us make better planning decisions to benefit those who live, work and study in the heart of our city.

We are working in partnership with seven Western Sydney councils, with funding from the Australian government, to address air quality and urban heat in the region.

We are developing a strategy to share and publish open data to share information with the community and potentially stimulate new business ideas.

We are open to learning and applying innovative solutions to city challenges.

That may mean technological solutions or new approaches to old problems.

At the heart of the strategy is the community.

The innovation strategy is a roadmap to create a city that attracts and retains people, and fosters the conditions for new economic, environmental, social and educational opportunities.

The strategy is intended to be flexible – what we believe is applicable now may change in future. We remain open to change as circumstances and technology evolve.

We also encourage ongoing community engagement in the strategy now and in the future. If you have any suggestions or comments please contact [business@liverpool.nsw.gov.au](mailto:business@liverpool.nsw.gov.au).

**LIVERPOOL**  
**IS RECOGNISED**  
**AS AN**  
**INNOVATION**  
**LEADER**  
**LOCALLY,**  
**NATIONALLY**  
**AND GLOBALLY**

# WHAT IS INNOVATION AND WHY IS IT IMPORTANT?

There are many definitions for innovation, however, a common theme across all of them is that innovation is about an idea that is new to the user and that idea has value or purpose. Innovation is often described as something practical that turns ideas into actions that are repeatable and that have value.

It is important to remember that innovation is not only about invention, science or technology. For these things to be innovative, they also need to be implemented, and used. Innovation then is not just about big ideas, rather it is about people seeing how things can be done differently and working to achieve it. People working to do things in new ways means innovation is about the innovators – the people who look at the world, see things differently, and do something about it.

With people at the heart of innovation, collaboration is the touchstone of innovation. It is this collaboration to do things in new ways that makes an innovation strategy important for Liverpool. Innovation brings people and organisations together to address issues that Liverpool City Council can't do on its own.

Just as businesses look to innovate to give them a competitive edge, local government can use innovation tools, methods and models to proactively respond to local needs.

There are significant external factors affecting local government and the needs of the people they work for. These include working out the best way to use new technology, making the most of opportunities as the city grows, and challenges such as climate change. Innovation gives local government tools that lets them take the lead with partners and stakeholders (universities, other tiers of government, private companies, etc) and deliver new ways of working.

Council can enable community innovation by providing tools, resources and an environment to stimulate new ideas and initiatives. Council also respects and acknowledges that there will be members of the community that are not interested in participating in innovative strategies or programs.

Research about innovation shows that it is about meeting people's needs. We also know that innovation can only be successful when many people with different views and backgrounds come together to identify and understand problems and to work out solutions. LCC is at the forefront of interactions with people who live and work in the area, so they are well placed to both understand and meet community needs. This also means LCC can take the lead to bring people and organisations together.

# WHAT IS AN INNOVATION STRATEGY AND WHY DO WE NEED ONE?

Liverpool City Council recognises the need to meet the environmental, social, economic and leadership challenges of the future. *Our Home Liverpool 2027*, Liverpool City Council's Community Strategic Plan (CSP), sets out a bold vision for Liverpool. The CSP is a roadmap to help Liverpool meet the incredible opportunities and challenges coming. There is immense change happening in the area, including a growing population, the construction of Western Sydney Airport and development of Liverpool as a major strategic centre in Sydney.

Liverpool is home to an incredibly diverse population, with 40 per cent of people born overseas and half speaking a language other than English at home. The population is relatively young compared to Metropolitan Sydney as a whole, with 30 per cent of people aged under 20 years in Liverpool compared to 25 per cent across wider Sydney. Population ageing is taking place at the same rate with more than 21,000 people 65 or older. The population of 216,000 is predicted to increase to more than 331,000 by 2036.

As the population grows the consequences of chronic stresses and shocks such as extreme weather, bushfires, and infrastructure failure, lack of transport diversity and social cohesion grow as well. The *Resilient Sydney Strategy 2018* identifies actions to 'survive, adapt and thrive in the face of increasing global uncertainty and local shocks and stresses. Council has reviewed its existing actions in line with the strategy to demonstrate its support for the initiative.

Council is also acting to address resource use through implementing sustainable practices and new technologies relating to waste management and energy consumption. Innovation and new technology have a role to play in maintaining and improving resilience and sustainability.

Council is leading the community through the opportunities and challenges it faces. Council is a lead partner in establishing the Liverpool Health, Education and Innovation Precinct. Liverpool was the first council in the Asia-Pacific region to sign a world-first MOU with the Mastercard City Possible Program, which brings local governments together to use technology to solve problems. Council is a signatory to the Western Sydney City Deal, the first of its kind in NSW bringing together all three levels of government. An innovation strategy allows us to be systematic in finding new ways to meet the needs of the people who live here, and those who travel to Liverpool for work and leisure. The innovation strategy is a tool to help Council deliver the CSP, ensuring the community is part of the process. It also assists Council's role as a leader in the community, supporting and showcasing new ways of doing things. Importantly, the innovation strategy gives a framework for investment in Liverpool by Council and other stakeholders including other tiers of government and the private sector.

Council is positioning itself as an innovation leader by building the capacity of staff and the organisation to enable in-house innovation. Council is working across silos, providing professional development opportunities to staff and testing new methods for service delivery and policy development.

Community consultation that informed Liverpool City Council's Community Strategic Plan identified five challenges:

- Community pride and heritage
- Economic development
- Environmental sustainability
- Social connection
- Transport accessibility

The Community Strategic Plan was developed using a quadruple bottom line approach to meet these challenges, highlighting four key directions:

Creating connection	<b>Social</b>
Strengthening and protecting our environment	<b>Environment</b>
Generating opportunity	<b>Economic</b>
Leading through collaboration	<b>Civic leadership</b>

## THE ROLE OF LOCAL GOVERNMENT

Liverpool City Council is a local government organisation governed by the requirements of the Local Government Act (1993).

The Local Government Act sets out the legal framework and the responsibilities and powers of Liverpool City Council. Legislative provisions govern how Council can purchase services, tools or infrastructure for the city and its communities. Within this framework Council has a range of roles – leader, service provider, regulator, advocate, facilitator and educator. Council must address economic, social, environmental, cultural and civic leadership and land use challenges and management in an integrated way. Council liaises with other levels of government on issues that are important to the Liverpool community such as transport, hospitals and schools.

While there are limits to what Liverpool City Council can control and influence on its own, Council is concerned with the full range of issues that affect the city and our communities (see figure). This innovation strategy gives us the tool to take a leadership role in those areas where Council has control, influence and concern.

Control

Core business, statutory responsibilities, service provision. Council facilities and services, buildings and other assets. Direct decision-making and action taken.

Influence

Areas of partial or shared responsibility or influence. Advocacy, lobbying, education and communication. Action taken in collaboration with other organisations/ levels of government.

Concern

Wide range of issues of importance to the community. Awareness of issues informs all activities and planning. Educative, advocacy and lobbying roles.



This innovation strategy is informed by a range of policies and plans already developed by Liverpool City Council with the Community Strategic Plan, *Our Home, Liverpool 2027* at the core. The strategy is also informed by a range of national and state plans, as well as shared priorities with our partners as identified in *Reimagining Liverpool*, a plan for the health, education and research innovation precinct.

Federal	State	Regional	Local	Partners
Smart Cities Plan 2016	NSW Innovation Strategy 2015	Western Sydney City Deal	Liverpool City Council Community Strategic Plan – <i>Our Home Liverpool 2027</i>	Reimagining... the Liverpool, Health, Education, Research & Innovation Precinct
National Cities Performance Framework 2017	State Infrastructure Strategy 2018-2028	Greater Sydney Commission Western Sydney District Plan		
Australia 2030 – Prosperity through Innovation		Resilient Sydney Strategy		

In 2017 Liverpool City Council signed the historic *Western Sydney City Deal* with seven other Western Sydney councils and the NSW and Federal Governments. The Deal includes a range of innovative commitments around digital outcomes, and key collaboration opportunities including the Western Sydney Planning Partnership.

Digital commitments include: a Western Sydney Digital Action Plan; a Smart Western City Program; a 5G strategy, and openly available data sets. Liverpool is represented on the Digital Commitments Steering Committee and the Collabor8 group which is working to deliver the City Deal digital commitments. The commitments are informed by Liverpool City Council and vice versa. This means that plans and investment in digital transformation or smart technologies must consider the City Deal commitments to ensure alignment.

The Western Planning Partnership has established local government’s leading role in collaborating with state government agencies to achieve better planning outcomes for communities, accelerate the transformation and development of the region and maximise the benefit of the Western Sydney Airport. Collaboration at all levels of government is an opportunity to make best use resources and knowledge sharing.

## GLOSSARY

There are several concepts and words used in this document that are new or that may be used in new or different ways. Some those concepts and ideas are explained below.

### Collaboration

In the innovation context collaboration is about bringing people from different backgrounds and expertise to work together. The intention is to create connections, share information and develop new approaches together.

### Hackathon

[Hackathons](#) originated from events where people work together on computer programming to “hack” or solve a challenge. The [term](#) has broadened to include events which seek to use disruption to find innovative solutions to a challenge that do not necessarily have a functional digital deliverable.

### Mobility as a Service (MaaS)

Personalised transport options which utilise a range of transport options and negate the need for a car. For more information <https://www.its-australia.com.au/maasreport/>

### Smart

The Australian Smart Communities Association

<https://www.australiansmartcommunities.org.au/smart-communities/> describes a ‘smart’ community as one that uses “information communication technologies and data to be more efficient, solve challenges and provide new opportunities”. Key elements include:

- Smart Capacity: Raising the level of digital skills of the people in the community to boost creativity, knowledge sharing and experimentation
- Smart Innovation: Driving the digital economy with new digital applications, services, community enterprise, job creation and economic growth
- Smart infrastructure: Anything ‘material’ that aids faster, more reliable connectivity, eg fixed line, mobile, wireless/WiFi and data centre services, as well as the tools required to plan and implement enhanced digital infrastructure

### Sustainability

The United Nations <http://www.un.org/en/ga/president/65/issues/sustdev.shtml> describes sustainable development as “meet(ing) the needs of the present without compromising the ability of future generations to meet their own needs” (World Commission on Environment and Development, 1987). Sustainable development seeks to achieve, in a balanced manner, economic development, social development and environmental protection.

### User-centred design (UCD):

UCD is a process of product development where the end user’s experience is emphasised to inform development, instead of the user having to change their behaviour to use the product.

### Design Thinking

Design Thinking is a process for creative problem solving with a focus on the end-user. The process involves gaining understanding and empathy for users followed by phases of ideation, prototyping and testing.

# LIVERPOOL'S INNOVATION ADVANTAGE AND OPPORTUNITIES

In developing community consultation to inform this strategy, we used a framework developed by the [Brookings Institution](#), who have identified critical success factors for innovation precincts. Based on community feedback we received during engagement workshops with the community and LCC staff we've identified a stocktake of our innovation assets and opportunities to guide development of the innovation strategy. As the strategy is implemented we will identify partners to realise these opportunities.

Key criteria for successful innovation areas	Stocktake	Opportunities
Critical mass	Innovation precinct: health, research, education Community organisations Retail organisations Easy transport access to CBD Education primary to tertiary, esp. secondary STEM streams and problem-based learning Physical Environment	Develop new facilities to support precinct Leverage school-based learning Cross-city public transport Improved timetabling Use natural landscape to enhance connectivity
Innovation capacity	Affordable space for businesses Diversity of industry Cluster of significant anchors – university, hospital, NGO sector, future airport	Aerotropolis – new businesses Data
Diversity and inclusion	Multicultural Families and young people alongside population ageing	Build on cultural strengths Accessibility for everyone Retention of growing younger demographic for economic and social outcomes Greater integration of Indigenous knowledge of the area
Quality of place	Flat, compact and walkable Georges River Heritage listings Major retail hub Equine and racecourse precinct Casula Powerhouse Arts Centre	Under-utilised land and exploring ways to enhance open spaces so they meet a variety of needs Enhanced public realm Exploration of the vision for traffic and parking
Leadership	LCC, large institutions	Informal and formal collaboration settings Create collaborative spaces LCC as lead in breaking down silos Leading City Deal digital commitments and Western Sydney Planning Partnership

# INNOVATION LIVERPOOL: AN INNOVATION STRATEGY

This innovation strategy will enable Liverpool City Council to implement elements of its Community Strategic Plan (CSP) in new ways. It brings together the innovative things Liverpool is already doing and documents a plan for Liverpool to lead. The innovation strategy creates a roadmap to “make innovation happen”. LCC will use the things that support innovators to find new ways of meeting the needs of the people of Liverpool.

The strategy is underpinned by Liverpool City Council’s organisational vision: *Aspiring to do great things – for ourselves, our community and our growing city*; and values of ambition, authenticity, collaboration, courage, decisiveness and generosity. The purpose of the values is to find new ways of doing things, prioritise and make decisions on how to approach situations, and work together to achieve the best outcomes for the Liverpool community. The strategy is a reflection of this approach.

The innovation strategy is designed to make Liverpool City Council’s role leading innovation and change explicit and systematic. Council will act in those areas where it has control and provide advocacy leadership through partnerships and networks to influence outcomes that benefit the Liverpool community.

The innovation strategy will be reviewed annually to remain contemporary with changing internal and external factors including local, state and federal government priorities and the evolving social, cultural and environmental landscape.

This strategy is organised around three themes:

- Council as an innovation leader
- Liverpool as a city of innovation
- Innovation through collaboration

Each of these facilitate new ways to address the four priority areas in the Liverpool CSP. The following matrix shows the priorities in the CSP that will be the focus under this strategy, as well as those actions needed to place Liverpool as an innovation leader in city place-making.

	COUNCIL AS AN INNOVATION LEADER	A CITY OF INNOVATION	INNOVATION THROUGH COLLABORATION
CREATING CONNECTION	<ul style="list-style-type: none"> <li>For example, Council staff have the right skills and support for innovation</li> </ul>	<ul style="list-style-type: none"> <li>For example, Create programs to support healthy living</li> </ul>	<ul style="list-style-type: none"> <li>For example, Liverpool is the centre of a vibrant night and day economy and liveable city</li> </ul>
STRENGTHENING & PROTECTING OUR ENVIRONMENT	<ul style="list-style-type: none"> <li>For example, Manage disposal of rubbish</li> </ul>	<ul style="list-style-type: none"> <li>For example, Protect and enhance bushland, rivers and landscape</li> </ul>	<ul style="list-style-type: none"> <li>For example, heat mitigation addressing extreme heat islands</li> </ul>
GENERATING OPPORTUNITY	<ul style="list-style-type: none"> <li>For example, establish open data and data sharing protocols</li> </ul>	<ul style="list-style-type: none"> <li>For example, Improved transport across Liverpool</li> </ul>	<ul style="list-style-type: none"> <li>For example, More businesses are in Liverpool</li> </ul>
LEADING THROUGH COLLABORATION	<ul style="list-style-type: none"> <li>For example, efficient use of resources</li> </ul>	<ul style="list-style-type: none"> <li>For example, increased community engagement</li> </ul>	<ul style="list-style-type: none"> <li>For example, Improved community participation in decision-making</li> </ul>

# IMPLEMENTATION FRAMEWORK

## Council as an innovation leader

When we are successful Liverpool City Council will:

- Be recognised as a leader by the community, businesses, organisations across Sydney and Australia, and other innovation leaders around the world.
- Have the back-end data systems in place that lead to better lives for the people who live, work and play in Liverpool
- Have staff who systematically think about bringing diverse groups together to look at new ways of doing things and participate in innovation opportunities
- Have staff who embody its organisational vision and values

*What we will do go get there is:*

Council as an innovation leader		Measuring success
Outcomes	Actions	
Creating connection	<ul style="list-style-type: none"> <li>• Support for organisational transformation</li> <li>• Audit of Council's organisational technology capacity and identify gaps</li> <li>• Training for all staff on addressing cognitive biases against innovation and user centred design (UCD) methods</li> <li>• Training for all staff to leverage digital tools across the business</li> <li>• Establish a knowledge exchange network for staff where work practices and projects are recognised, shared, celebrated and where applicable, scaled</li> </ul>	<ul style="list-style-type: none"> <li>• Innovation role established</li> <li>• Number of staff trained in UCD methods</li> <li>• Digital needs of staff identified, and training provided</li> <li>• Staff participation in innovation projects</li> <li>• Establish an innovation 'champion' in each Directorate</li> <li>• New projects or methods tested and/or adopted</li> </ul>

# IMPLEMENTATION FRAMEWORK

Outcomes	Council as an innovation leader Actions	Measuring success
	<ul style="list-style-type: none"> <li>Establish an innovation leader to work across Council and recognised innovation champions within Council</li> <li>Establish an in-house innovation space to prototype, test and iterate</li> </ul>	
Council leads partnerships with the university sector and/or industry to leverage technology and data for better outcomes	<ul style="list-style-type: none"> <li>Leverage Smart Pedestrian Project</li> <li>Identify areas where sensors could be deployed elsewhere</li> <li>Review and promote use of Internet of Things (IoT) network</li> <li>Develop project list (with budget allocation) for grant and research opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Data from pedestrian project used to inform decision-making</li> <li>Use of IoT network grows</li> <li>Project document developed</li> </ul>
Best practice is identified and shared	<ul style="list-style-type: none"> <li>Audit existing good practice across the Brookings Institution framework</li> <li>Document best practices across all parts of Council where new processes or tools are developed or implemented</li> <li>Embed innovation practices in each directorate</li> </ul>	<ul style="list-style-type: none"> <li>Internal presentations on project learnings</li> <li>Innovative practices adopted in project management framework</li> <li>Innovation is identified as a driver in future CSPs</li> </ul>
Innovation within and led by Council is informed by diverse staff and diversity in the community	<ul style="list-style-type: none"> <li>Representatives from a range of communities are included in across a project lifecycle</li> </ul>	<ul style="list-style-type: none"> <li>Adoption of Community Engagement Strategy</li> <li>Project Control Group model includes staff from range of professional backgrounds</li> </ul>

# IMPLEMENTATION FRAMEWORK

Strengthening & protecting our environment	Outcomes	Council as an innovation leader Actions	Measuring success
Divert waste from landfill		<ul style="list-style-type: none"> <li>Reduce single use items within Council and at Council events</li> <li>Review current waste strategies against new technologies and opportunities (for example, cap asbestos-contained waste and optimise cut-and-fill in road design to minimise off-site disposal).</li> <li>Reuse road profiled asphalt and road base for road maintenance activities</li> <li>Reuse rubber soft fall in playgrounds</li> <li>Adopt sustainability principles in the Pavement Management System</li> <li>Incorporate sustainability principles in the design and construction of Liverpool Civic Place</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in landfill space required</li> <li>Development of sustainability policy</li> <li>Role of Sustainability staff to be more visible</li> </ul>
More efficient water use by Council		<ul style="list-style-type: none"> <li>Install water tanks for irrigation</li> <li>Replacement and installation of key products for water-saving, including water saving cisterns and time taps</li> <li>Develop and implement water efficiency plan</li> </ul>	<ul style="list-style-type: none"> <li>Reduced water usage by Council</li> <li>Water Efficiency Plan in place</li> </ul>
More efficient energy use by Council		<ul style="list-style-type: none"> <li>Design solar panel system for Casula Powerhouse Arts Centre</li> </ul>	<ul style="list-style-type: none"> <li>Reduced energy usage by Council facilities and generate electricity back into the grid</li> </ul>



# IMPLEMENTATION FRAMEWORK

Council as an innovation leader	Measuring success
Outcomes	Actions
	<ul style="list-style-type: none"> <li>Install Solar Lighting system in child care, community and library centres.</li> <li>Replacement and installation of key products for energy-saving, including LED lighting in car parks, energy saving monitors, blinds, window films.</li> <li>Design Standard updated to include use of LED street lighting in road projects</li> <li>Develop and implement an Energy Management Plan, including tracking system to inform efficiency upgrade projects.</li> </ul>
Generating opportunity	<ul style="list-style-type: none"> <li>Create an environment that welcomes partnership opportunities e.g. Mastercard MOU</li> <li>Number of partnerships developed</li> </ul>
An attractive environment for investment	<ul style="list-style-type: none"> <li>Open data and data sharing protocols</li> <li>Establish LCC data sharing protocols to enable innovation</li> <li>Develop LCC data policy</li> <li>Policy and protocols developed</li> </ul>
LCC data platform in place	<ul style="list-style-type: none"> <li>Set up a data platform (stand alone or shared) that is responsive to LCC's likely needs into the future.</li> <li>Open source data platform used by stakeholders across Liverpool</li> </ul>
Shared working spaces for local businesses	<ul style="list-style-type: none"> <li>Work with Jobs for NSW and other stakeholders to create a shared work space for meetings and innovation</li> <li>Shared workspace established</li> </ul>

# IMPLEMENTATION FRAMEWORK

Council as an innovation leader		Measuring success
Outcomes	Actions	
More efficient use of resources	<ul style="list-style-type: none"> <li>Use efficient and innovative methods for resource management</li> </ul>	<ul style="list-style-type: none"> <li>New technologies and processes adopted for council services</li> </ul>
Leading through collaboration	<ul style="list-style-type: none"> <li>Develop new procurement guidelines to enable innovation funding</li> </ul>	<ul style="list-style-type: none"> <li>Procurement processes support innovative solutions to key issues in Liverpool</li> </ul>
Recognised as an innovation leader locally, nationally and internationally	<ul style="list-style-type: none"> <li>Share learnings and outcomes of the work LCC does</li> <li>Partner with other cities such as through the Mastercard City Possible program</li> <li>Share learnings from the work done in Liverpool via publications and presentations at conferences and industry events</li> </ul>	<ul style="list-style-type: none"> <li>Recognised as finalists and winners at innovation and smart city awards</li> <li>Invitations to speak at conferences and industry events</li> <li>Publication in peer-review and media</li> <li>Requests for peer-to-peer learning</li> </ul>

# IMPLEMENTATION FRAMEWORK

## A city of innovation

When we are successful Liverpool City Council will:

- Be recognised as having an innovation ecosystem centred around an innovation precinct that specialises in health care, health interventions and health outcomes.
- Have systematic processes in place to bring new approaches to key problems and opportunities in Liverpool that ensures early and continuous engagement of key stakeholders
- Showcase new solutions to city challenges

*What we will do go get there is:*

A city of innovation		Measuring success
Outcomes	Actions	
Creating connection Programs in place to support healthy living	<ul style="list-style-type: none"> <li>Guided hackathon/UCD program to develop and inform interventions using data assets held by Council and other open sources</li> <li>Use data from pedestrian sensor project to develop new ways of supporting walkability in Liverpool's city centre.</li> </ul>	<ul style="list-style-type: none"> <li>One hackathon per year</li> </ul>
Strengthening & protecting our environment Healthy bushland, rivers and landscape	<ul style="list-style-type: none"> <li>Implement environment volunteer program</li> <li>Leverage Council's sensor network to understand real-time on-the-ground impact of heat in Liverpool</li> <li>Implement bush regeneration program</li> <li>Develop and implement water efficiency plan</li> </ul>	<ul style="list-style-type: none"> <li>Reduced water consumption from Council facilities</li> <li>Heat mitigation strategies in place</li> </ul>
Divert waste from landfill	<ul style="list-style-type: none"> <li>Community-based education and programs for recycling and reuse</li> </ul>	<ul style="list-style-type: none"> <li>Reduced landfill from domestic waste collection</li> </ul>

# IMPLEMENTATION FRAMEWORK

A city of innovation		Measuring success
Outcomes	Actions	
<p>Generating opportunity</p> <p>Improved transport across Liverpool</p>	<ul style="list-style-type: none"> <li>Explore how emerging and existing transport options (such as Mobility as a Service – MAAS) can meet the needs of citizens</li> <li>Use innovative strategies to make transport networks physically, culturally and psychologically accessible</li> <li>Expand Smart Pedestrian project to collect wheelchairs and scooter data</li> <li>Smarter management of traffic and parking</li> <li>Work with state and federal governments, and industry partners to develop airport to Liverpool CBD transport links</li> </ul>	<ul style="list-style-type: none"> <li>Innovative transport and/or traffic project in Liverpool</li> </ul>
<p>City problems addressed by partnerships with industry and community</p> <p>Diversity of businesses located in Liverpool, including some large companies to allow scale and a variety of smaller businesses including start-ups.</p>	<ul style="list-style-type: none"> <li>Community-based innovation champions are identified</li> <li>Innovative solutions and technologies are trialled and tested in Liverpool</li> <li>Investigate incentive opportunities for innovative solutions to city challenges</li> <li>Work with Jobs for NSW and other stakeholders to attract businesses to Liverpool</li> <li>Develop International Engagement Strategy to identify priority markets to</li> </ul>	<p>New technologies and innovation trialled</p> <ul style="list-style-type: none"> <li>Number of new businesses opened/registered</li> <li>International Engagement Strategy developed</li> </ul>

# IMPLEMENTATION FRAMEWORK

Outcomes	A city of innovation	Measuring success
Actions	<p>grow jobs and investment in Liverpool</p> <ul style="list-style-type: none"> <li>Develop and promote local innovation case studies</li> <li>Encourage new and existing businesses in the city to implement innovative employment strategies for vulnerable communities such as CALD, young people, and Aboriginal/Torres Strait Islander communities.</li> <li>Provide incentives for businesses in the city to actively pursue opportunities for employment of community members from these groups</li> </ul>	
<p>Innovation precinct in place with a focus on health</p>	<ul style="list-style-type: none"> <li>Establish and monitor Brookings Institution Audit tool</li> <li>Active participation in Liverpool Innovation Precinct committee</li> <li>Investigate options to establish an innovation hub within the innovation precinct</li> </ul>	<p>Committee representation</p>
<p>Leading through collaboration</p> <p>Increased community engagement</p>	<ul style="list-style-type: none"> <li>Develop digital community and stakeholder engagement tools to meet needs of Liverpool's diverse population and derive</li> </ul>	<p>Pilot and review of new engagement tools to ensure diversity of views</p>

# IMPLEMENTATION FRAMEWORK



# IMPLEMENTATION FRAMEWORK

## Innovation through Collaboration

When we are successful Liverpool City Council will:

- Have a lead role in development of the Aerotropolis and the Liverpool Innovation Precinct delivering a vibrant economy and improved liveability night and day for the people who live, work and play in Liverpool
- See a growth in the number of businesses located in Liverpool and increased diverse employment opportunities in the area
- Be a recognised leader in early and ongoing community engagement, with recognised participation from all members of the community
- Be a partner in facilitating educational opportunities in the Liverpool Innovation Precinct and Aerotropolis
- Have established Liverpool as Sydney's third CBD

*What we will do go get there is:*

	Outcomes	Actions	Measuring success
Creating connection	Liverpool is the centre of a vibrant night and day economy and liveable city	<ul style="list-style-type: none"> <li>Active participation in Western Sydney City Deal committees</li> <li>Implement the Liverpool City Activation Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Recognised as a trusted voice and leader to implement City Deal commitments</li> <li>Four activation projects/events across CBD</li> <li>Record new businesses opened/registered</li> </ul>
	All members of the community can access services, infrastructure and opportunities across Liverpool	<ul style="list-style-type: none"> <li>Collaborate with representatives from all members of the community when designing city services</li> <li>Collaborate with representatives from all members of the community when monitoring how current services meet community needs</li> </ul>	<ul style="list-style-type: none"> <li>Community satisfaction survey</li> </ul>

# IMPLEMENTATION FRAMEWORK

Innovation through collaboration		Measuring success
Outcomes	Actions	
Strengthening & protecting our environment	<ul style="list-style-type: none"> <li>Work with Sydney Water and other stakeholders to ensure water recycling keeps water in the region for reuse to enable irrigation of green space such as sporting fields</li> </ul>	<ul style="list-style-type: none"> <li>Increased green space</li> </ul>
Cooler city	<ul style="list-style-type: none"> <li>Work with university partners to monitor heat islands and the impact of heat mitigation interventions</li> <li>Plant more trees in city</li> </ul>	<ul style="list-style-type: none"> <li>Reduced extreme heat temperature in areas identified as heat islands</li> <li>Increased tree cover throughout Liverpool</li> </ul>
Generating opportunity	<ul style="list-style-type: none"> <li>Rezoning the CBD</li> <li>Implement City Activation Strategy</li> </ul>	<ul style="list-style-type: none"> <li>People feel safe walking in Liverpool CBD at night</li> <li>Increase in businesses opening after 5pm</li> </ul>
More businesses are in Liverpool	<ul style="list-style-type: none"> <li>Small Business Strategy incorporating start-ups</li> <li>Provide business support services</li> <li>Support businesses via the <a href="#">Liverpool Pop Up Program</a></li> <li>Address the learning needs of future workforce in collaboration with Innovation Precinct partners</li> <li>Incubator and collaborative workspaces, possibly targeted at specific streams, eg Health, Manufacturing, Agribusiness</li> </ul>	<ul style="list-style-type: none"> <li>Increased employment opportunities in Liverpool across a range of occupations/industries</li> <li>Career development opportunities with Innovation Precinct partners</li> <li>Generate 100 leads and opportunities from all sources</li> <li>Record new businesses opened/registered</li> </ul>



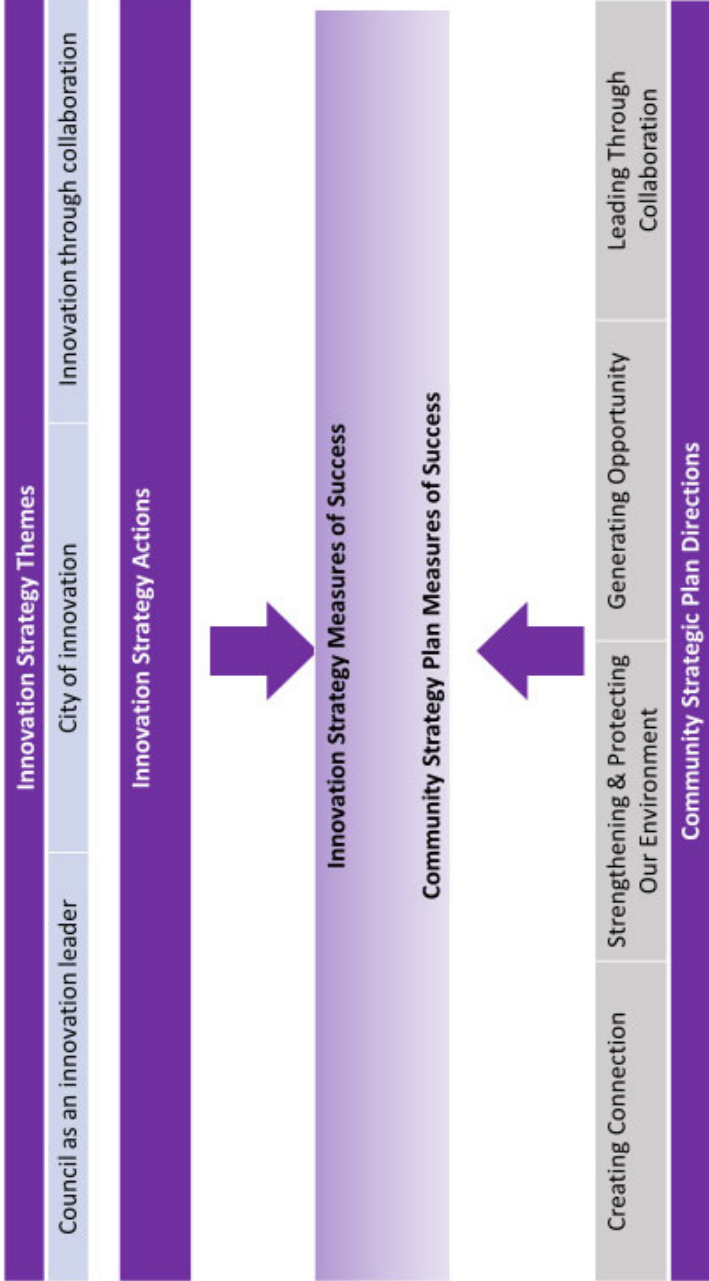
# IMPLEMENTATION FRAMEWORK

Innovation through collaboration		Measuring success
Outcomes	Actions	
Leading through collaboration	<ul style="list-style-type: none"> <li>Develop community engagement protocols to ensure early and ongoing engagement</li> <li>Develop a range of engagement strategies that are responsive to demographic and cultural profiles</li> <li>Develop a range of digital engagement tools</li> <li>Develop additional innovative engagement tools for members of the Liverpool community who do not have access to digital tools.</li> </ul>	Community Engagement strategy adopted and implemented
Improved community participation in decision-making		
	<ul style="list-style-type: none"> <li>Facilitate opportunities for community members to engage in innovation projects</li> <li>Investigate and embrace opportunities for community-led innovation</li> </ul>	<ul style="list-style-type: none"> <li>Number of participants in innovation project workshops</li> <li>Number of ideas and outputs generated.</li> </ul>

# IMPLEMENTATION, MONITORING AND REPORTING

The actions outlined above will be reviewed and refined for inclusion in future Delivery Programs and Operational Plans along with the allocation of needed resources.

The actions outlined in the Innovation Strategy are designed to support the Community Strategic Plan. As such, the Innovation Strategy success can be measured by the performance measures outlined in the Community Strategic Plan. For example, the Community Strategic Plan has a success measure of Use of energy by Council under the Direction, “Strengthening and Protecting Our Environment”. The innovation strategy includes actions which will contribute to meeting this success measure.



For each of the three priority themes in the Innovation Strategy we have established KPIs to monitor implementation over the 10-year period as outlined below. These are intended to show our innovation capacity and the implementation of an innovation culture, rather than measure innovations.

Priority Theme	Goal	KPI
Council as an innovation leader	<ul style="list-style-type: none"> <li>Be recognised as a leader by the community, businesses, organisations across Sydney and Australia, and other innovation leaders around the world.</li> <li>Have the back-end data systems in place that lead to better lives for the people who live, work and play in Liverpool</li> <li>Have staff who systematically think about bringing diverse groups together to look at new ways of doing things and participate in innovation opportunities</li> <li>Have staff who embody its organisational vision and values</li> </ul>	<ul style="list-style-type: none"> <li>Innovation awards and official recognition from the sector</li> <li>Data policies and standards in place and regularly reviewed</li> <li>Technology systems and architecture enable interoperability</li> <li>Data informs Liverpool City Council's decision-making business as usual</li> <li>Corporate policies, targets and programs are in place to support innovation investment (internally and externally)</li> <li>Evidence of capacity building in innovation processes</li> <li>Evidence of staff supporting development of new ideas to deliver added value to the Liverpool community</li> </ul>
A city of innovation	<ul style="list-style-type: none"> <li>Be recognised as having an innovation ecosystem centred around a health innovation precinct that specialises in health care, health interventions and health outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of start-up companies that have scaled</li> <li>New jobs created centred around the health innovation precinct</li> <li>Evidence of a healthy and liveable Liverpool supported by sustainable programs and practice</li> </ul>

Priority Theme	Goal	KPI
Innovation through collaboration	<ul style="list-style-type: none"> <li>Have systematic processes in place to bring design-thinking to key problems and opportunities in Liverpool that ensures early and continuous engagement of key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of new ideas being tested and learnings contributing to further design modifications or pivots</li> <li>Evidence of engagement of key stakeholders throughout design, testing and scale phases</li> </ul>
	<ul style="list-style-type: none"> <li>Showcase new solutions to city challenges</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of new ideas developed internally or by partners and stakeholders tested within Council</li> </ul>
Innovation through collaboration	<ul style="list-style-type: none"> <li>Be a trusted partner in development of the Aerotropolis and the Liverpool innovation precinct delivering a vibrant economy and improved liveability night and day for the people who live, work and play in Liverpool</li> </ul>	<ul style="list-style-type: none"> <li>Liverpool CBD is connected to the Western Sydney airport digitally and via transport links</li> <li>Liverpool innovation precinct liveability metrics show it as a place that people use</li> </ul>
	<ul style="list-style-type: none"> <li>See a growth in the number of businesses located in Liverpool and more diverse employment opportunities in the area</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of net increase in number of businesses located in Liverpool</li> <li>Evidence of increase in locally employed persons across range of industries and occupations</li> </ul>
<ul style="list-style-type: none"> <li>Be a recognised leader in early and ongoing community engagement, with recognised participation from all members of the community</li> </ul>	<ul style="list-style-type: none"> <li>Be a recognised leader in early and ongoing community engagement, with recognised participation from all members of the community</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of engagement throughout project inception, development and implementation with participation from key groups within the community</li> <li>Evidence of trialling new methods of engagement, including feedback loops to participants</li> </ul>
<ul style="list-style-type: none"> <li>Be a partner in facilitating educational opportunities in the Liverpool Innovation precinct and Aerotropolis</li> </ul>	<ul style="list-style-type: none"> <li>Be a partner in facilitating educational opportunities in the Liverpool Innovation precinct and Aerotropolis</li> </ul>	<ul style="list-style-type: none"> <li>Increased tertiary graduates across diverse skills and occupations (TAFE and university)</li> </ul>

Priority Theme	Goal	KPI
		<ul style="list-style-type: none"> <li>Increased school retention to Year 12 and enrolment in STEAM-related subjects</li> </ul>
	<ul style="list-style-type: none"> <li>Have established Liverpool as Sydney's third CBD</li> </ul>	<ul style="list-style-type: none"> <li>Liverpool CBD is a jobs hub for Liverpool and surrounding areas</li> <li>Liverpool CBD has a mix of residential, mixed use and commercial buildings</li> <li>Liverpool CBD is a major destination point for travellers across Sydney for work and leisure.</li> </ul>

## Key contact

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## For further information

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