



AUSTRALIAN  
smart communities  
association

# STRATEGIC PLAN

2022-2026



### **Acknowledgement of Country**

The Australian Smart Communities Association (ASCA) acknowledges the traditional owners and custodians of country throughout Australia and acknowledges their continuing connection to land, water and community. We pay our respects to the people, the cultures and the elders past, present and emerging

# INTRODUCTION

Communities right across Australia are engaged with smart technology. They are deploying digital technology, analysing data, and delivering smarter services to meet new and emerging community needs.

Every community has a unique identity and capability set that will enable them to leverage, where applicable, the opportunities provided by the digital revolution.

The Australian Smart Communities Association (ASCA) has a member-based mandate to boldly drive government towards fast-tracking the adoption and delivery of projects that define smart cities and smart communities.

By working with all levels of government, industry partners, smart tech experts, and researchers we will share learnings, enhance collaboration, and coordinate responses to the challenges and opportunities across our communities.



## Vision






For all Australian communities to strategically employ smart technology and innovation to improve local and national liveability, prosperity and sustainability.

## Mission

Working with our members and stakeholders to enhance smart community knowledge, policy, capacity, confidence and collaboration.

# OBJECTIVES & PERFORMANCE MEASURES

As a membership based organisation, it is important to track and manage the performance of the organisation to ensure member benefit. The performance measures align to the objectives that will support the ongoing smart community ambitions and action in Australia.

OBJECTIVE						
PERFORMANCE MEASURES	 <p>To increase smart technology awareness, knowledge and capacity</p>	 <p>To build confidence and trust in smart technology for positive impact in communities</p>	 <p>To enhance the coverage and quality of smart community policies and strategies</p>	 <p>To increase the productive deployment and utilisation of smart technology</p>	 <p>To improve the influence of ASCA's advocacy</p>	 <p>To increase the effectiveness of smart community collaboration and partnerships</p>
	<p>Number of smart community webinars</p>	<p>Number of commercial partners as ASCA members</p>	<p>Provide high level advice on smart community strategies developed by members</p>	<p>Number of smart community projects to which ASCA has provided input across multiple jurisdictions</p>	<p>Increase the number of Boards, Advisory Groups, Steering Committees with ASCA Representatives with regular reporting of influence, particularly focused on Federal and State level investment</p>	<p>Smart city thought leadership: participation in workshops, presentations and planning sessions</p>
	<p>Number of thought leadership pieces on social media</p> <p>Number of updates to members and stakeholders (including via website, newsletters, reports, educational material, etc.)</p>		<p>Contribution to smart community related standards, policies and studies through submissions, membership of committees and working groups</p>			<p>Number of new or re-joining ASCA members</p>

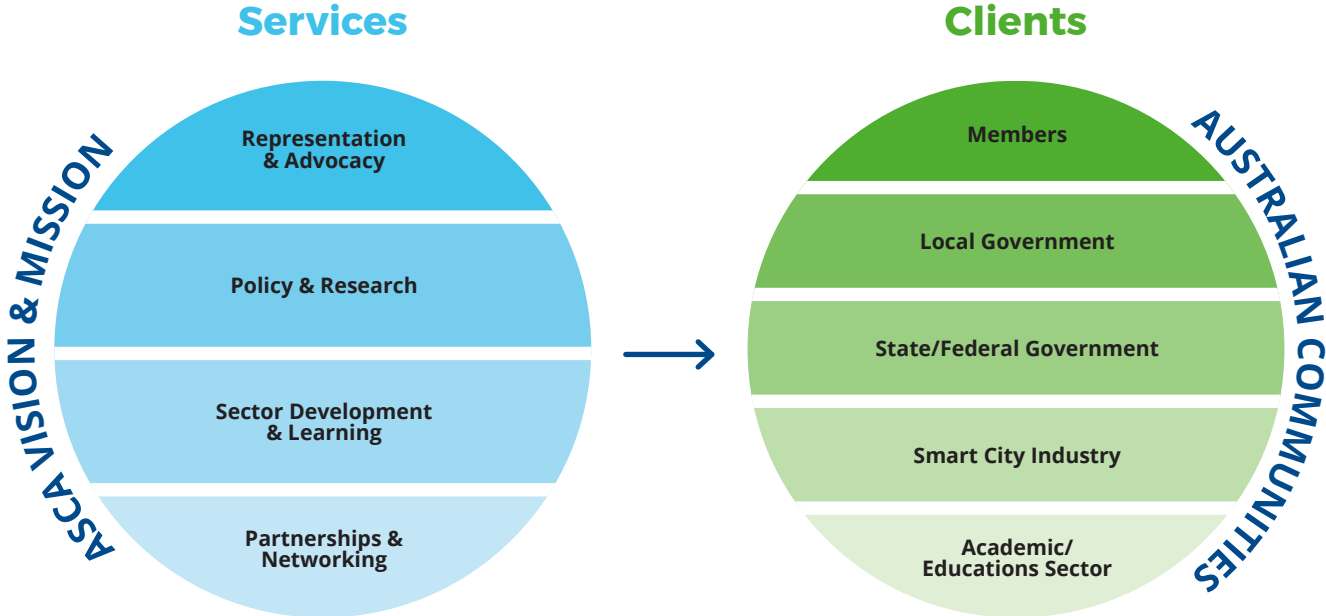
# PRINCIPLES

ASCA identified seven principles which will shape what we do and how we do it.



# OUR SERVICES, OUR CLIENTS

ASCA provides a range of services to our members and other stakeholders, with the ultimate aim of improving outcomes for Australian communities.



# STRATEGIC PRIORITIES

ASCA identified four strategic priorities which will focus our organisational effort for the next four years.

## Enhancing ASCA's value for members

- > Improving our systems for evaluating member services
- > Codesigning ASCA services/programs with members
- > Strengthening member communication/feedback channels

## Strengthening ASCA's governance & capabilities

- > Updating ASCA's constitution to reflect recent reviews
- > Reviewing ASCA's business models to enhance operational capacity, financial efficiency and sustainability
- > Streamlining ASCA's annual strategic and operational planning cycle

## Increasing ASCA's influence

- > Expanding our network of relationships with elected members and government officials, with State/Territory and Federal levels being a priority
- > Updating and executing our advocacy strategy
- > Leveraging our media networks to increase reach and impact

## Advancing smart tech knowledge & policy

- > Identifying and prioritising critical knowledge/policy gaps
- > Collaborating with members and partners to advance high-priority smart tech research and policy development
- > Sharing new knowledge and policy insights with government decision-makers and industry leaders

# IMPLEMENTATION COMMITMENT

ASCA will work with members, partners and stakeholders to implement this Strategy over the next four years.

Key elements of this ongoing process will include:

- Preparation of an annual operating plan with key actions, accountabilities and milestones
- Review of implementation by the ASCA Board at every Board meeting
- Regular progress reporting to members and stakeholders via digital media
- Inclusion of a formal progress report in ASCA's annual report to be tabled at the AGM
- Annual review and refinement of the Strategy and operating plan
- Targeted evaluation of key activities to fine-tune priorities and execution
- A comprehensive communications and marketing plan to guide the ASCA profile, with a clear focus on serving the community and all levels of government





# APPENDIX 1: SERVICE SCHEDULE

ASCA provides a range of services for members and stakeholders as summarised in the table below.

SERVICE AREAS	SERVICES
<b>Representation &amp; Advocacy</b>	<p>ASCA advocates to all levels of government and aims to influence key policy issues as and when they arise.</p> <p>Board Members act as non-biased representatives and advocates for the needs of our membership base across all agencies with national influence.</p>
<b>Policy &amp; Research</b>	<p>A strong understanding of needs, issues, capacity and trends for smart communities will inform policy, evidence-based decision-making and drive industry outcomes.</p>
<b>Sector Development &amp; Learning</b>	<p>Smart communities need people, infrastructure, stakeholder commitment and organisational leadership. Existing skills and capacity will be leveraged to respond to new policy and emerging technology.</p> <p>Services offered includes content development, workshops and when required, collaborative working groups will be developed and supported across membership-driven projects</p>
<b>Partnerships &amp; Networks</b>	<p>ASCA will foster membership network collaboration to drive collective action within the sector.</p> <p>Industry conferences and events provide an opportunity for organisations and practitioners with a common interest to come together to showcase best practice, network and to share knowledge, ideas and expertise.</p>



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GPO Box 985  
Sydney NSW 2001

[admin@australiansmartcommunities.org.au](mailto:admin@australiansmartcommunities.org.au)

[australiansmartcommunities.org.au](http://australiansmartcommunities.org.au)

