

# ***THE CONNECTED GAMES*** ***// PLAYBOOK***

02

A REGIONAL DATA STRATEGY



Smart**Cities**Council  
Australia New Zealand

We have a vision that the 2032 Olympic and Paralympic Games will catalyse investment in technology and data in a way that accelerates the highest level of sustainability and prosperity for the people, environment and economy of Brisbane, South East Queensland (SEQ) and beyond.

# THE FUTURE STATE: A GLIMPSE

We are a region thriving. Socially, environmentally and economically.

Our decisions are wise - evidence-based and insights driven.

We value transparency of the highest level, which has been a significant driver for meaningful citizen engagement, active participation and a healthy democracy.

In the Sunshine State, data is valued, like a resource. It has a price, it is exchanged, it is in demand.

Our love of data and the insights it offers has driven record levels of productivity, across major powerhouse sectors such as building and construction, health and human services, mobility and wellbeing.

Data is collected, and activated. Foundations are in place that enable friction-less data management. A Digital Twin and Data Exchange facilitate collaboration with data assets to a 'Netflix level' of ease - on demand, in real time, and insights when and where we want them.

Not only catalysing record productivity dividends in infrastructure and service delivery, but also enabling significant private sector investment.

Once a 'smart region' motherhood statement, now a marketplace norm.

But none of this was made possible without a spark - the SEQ regional data strategy.

# INTRODUCTION

Positioning South East Queensland to deliver a 2032 Games 'digital dividend' is an opportunity all three tiers of government cannot afford to miss. To achieve this, we must plan, design and deliver a connected Games.

In its first Connected Games Playbook - ***The Opening Statement*** - the Smart Cities Council identified three (3) key actions as a matter of priority for the Queensland Government and the wider stakeholder community:

1. Develop an SEQ Regional Data Strategy
  - Classifies data as infrastructure
  - Guides all Games investment in infrastructure and services
  - Coordinated data leadership for the region
2. Prepare a pre-games baseline
  - A benchmark for success
  - Urban life, sustainability and prosperity - measured
  - New industries, trade and investment leadership mobilised
3. Build the critical data activation foundations
  - Region-wide Digital Twin
  - SEQ Data Exchange - powering regional growth, investment and jobs
  - Integrated Intelligence Hub - our 'heads-up' display

This second Playbook in the series provides guidance on the development of a SEQ Regional Data Strategy.

# THE DATA IMPERATIVE

In Australia, conservative estimates of the economy-wide impact of using public sector data alone are up to \$34 billion. This is based on the Productivity Commission's (2017) estimate of the market value of public sector data being approximately \$3.9 billion. And this does not include the opportunity of leveraging private sector data to support public sector decisions and outcomes.

The impacts contributing to the value to the economy are made up of various opportunities, two of the core ones being:

- Jobs creation - As an example, it is expected that the space industry in Australia will double its employment to 20,000 by 2030 with a high proportion of this workforce needing data and analytics skills
- Business transformation - Small business digital and data literacy have the potential to bring greater efficiencies, more resilience and higher output from digital and data literacy.

And for the 2032 Olympic and Paralympic Games, there are a series of opportunities to take advantage of in the coming years prior to 2032, including:

- establishing a data leadership platform to attract investment, sponsorship and talent to the region
- build the next generation systems for regional growth management, that promotes systemic citizen engagement, is sustainable and resilient and exploits technology and data innovations for good
- use data to break down silos, change embedded cultures and deepen data collaboration processes between the public and private sector.

# THE SUMMARY

## What

A data strategy for South East Queensland to guide all actions and investments relating to the lead up to, during and after the 2032 Olympic and Paralympic Games.

## Why

Data is one of the most valuable assets within the region, but significantly under valued and under utilised. Unlocking the value of existing and new data assets will offer all stakeholders a decision making opportunity that will support better service and infrastructure delivery and customer experience.

## How

The strategy should be developed using a public-private partnership model, where all sectors collaborate deeply to shape the strategy, build the supporting governance model(s) and help steward its implementation.



## VISION

A region-wide data strategy is created to help catalyse and accelerate greater prosperity and sustainability outcomes across SEQ, supporting all stakeholders in realising the benefits of procuring, analysing, simulating and visualising data.

## GUIDING PRINCIPLES

### **Leadership and governance**

Government leadership, along with the right policy and governance settings, can provide industry with certainty to act and invest in digital and data innovation. The 2032 Games provides the ideal opportunity to build shared leadership and the investment that flows from it.

### **Transparency and trust**

Building greater accountability through data, not only in government but also industry, can enhance transparency, trust, engagement and ultimately collaboration to solve problems.

### **Prosperity and productivity**

Embracing greater situational awareness and insights can support decision making that is more targeted, accelerating positive outcomes that lead to less risk, and therefore waste and over-expenditure.

# BUILDING THE DATA STRATEGY

In building the SEQ regional data strategy, to activate the vision we have described, a phased approach is recommended. These overlapping phases might look like the following:

## PHASE 1: 2022-2025 (3YRS)

### ESTABLISHING SEQ'S DATA LEADERSHIP SETTINGS

- purpose - confirming our mutual values around data, clear goals and shared KPI's
- privacy - privacy by design is at the forefront of our actions and investments to advance the region's data vision
- security - enhanced risk management approaches are enabled to ensure security by design is baked in to all regional data actions
- ethics - the value judgements and approaches we adopt to investing in data collection and activation are clear, and transparent
- governance - the arrangements we establish to ensure data leadership standards are maintained
- standards - we commit to adhering to open standards, use open integration architectures and build systems that are loosely coupled
- stakeholders - map, identify and engage data collaborators for SEQ.

### Outputs:

- minimum standards for data collection, management and use are confirmed
- data vision is articulated and memorialised in Declaration of Data Collaboration
- regional goals and targets in the context of the Games are drafted
- 2032 Games Data Leadership Advisory Council established
- Declaration of Data Collaboration signed by key stakeholder groups (separate to Data Leadership Advisory Council).

## **PHASE 2: 2024-2026 (2YRS)**

### **ASSEMBLING THE DATA ASSETS AND COLLABORATORS NEEDED FOR A THRIVING REGION**

- catalogue regional data via a baseline assessment, establish refined regional targets, identify data gaps
- data collaboration infrastructure/protocols put in place - The SEQ Civic Data Trust
- set minimum standards for open data and data sharing for all State agencies, LGA's and data collaborators
- establish infrastructure investment gateway review process, to ensure that every investment (design specification, service level requirements, submitted tenders) in infrastructure and services are: 1) informed by data, and 2) used as an opportunity to procure data
- Integrated Intelligence Hub - planning, design and specification complete. Early use cases scoped and data collaboration teams identified
- SEQ Office of Small Business Digital Transformation is established, with seed funding provided to deliver digital and data literacy capability development programs (through NGO networks)
- draft the necessary legislative reform agenda - to enable strategies to be delivered and governance established.

#### **Outputs:**

- Data asset register published - based on baseline (Playbook 3), listing existing data assets, identifying gaps and recommending priority data assets to be procured
- SEQ Civic Data Trust established - potentially, depending on the governance needs for the region
- draft legislative reform agenda tabled
- Integrated Intelligence Hub tender released

## **PHASE 3: 2025 ONWARDS**

### **ENABLING DATA ACTIVATION, INSTITUTIONALISING OPPORTUNITIES**

- driving better decisions - operationalising and institutionalising the Strategy - moving to continual scaling of opportunities, growing the data stakeholder ecosystem. All Games projects are procuring data, feeding into Data Exchange and powering the SEQ Digital Twin
- extensive digital and data literacy programs continuing - small business engagement in particular, Queensland CCIQ Digital Pulse Survey showing tangible results/improvements
- investing in (scaling) the necessary platforms and technology - Data Exchange and Digital Twin capability continues to grow
- Integrated Intelligence Hub pilots early use cases, bringing online new data assets
- data stakeholder ecosystem grows, moving to a new phase of engagement - collaboration projects evolve in diversity and focused on key Games infrastructure and service delivery projects
- Regional planning (and by default LGA planning processes) within SEQ digitally transform(ed/ing) and embracing data leadership settings from Phase 1

### **Outputs:**

- legislative reform agenda - consolidating reform agenda and advancing through necessary channels
- Integrated Intelligence Hub built, commissioned and use cases evolving
- maturing data stakeholder ecosystem
- government decision making (expenditure) and value generated published on SEQ Data Exchange

## NEXT THREE MOVES

1. ESTABLISH 2032 GAMES DATA LEADERSHIP ADVISORY COUNCIL
2. DATA STAKEHOLDER MAPPING, ENGAGEMENT AND SIGNING OF DECLARATION OF DATA COLLABORATION
3. PREPARE TERMS OF REFERENCE FOR SEQ DATA STRATEGY AND ACTIVATE PROCUREMENT PROCESS

# SmartCitiesCouncil

Australia New Zealand

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