



SmartImpact Meeting Report

31st January – 1st February 2017 in Miskolc

Grainne Bradley / MartineTommis. Illustrations by Arjan uit het Broek

URBACT III



European Union
European Regional Development Fund



Agenda

Day 1

- Smart City Projects in our Cities
- Organisational Development for Smart Cities
- Challenges for cities organising smart city projects & developments
- Organisational Structures
- Smart City engagement model and challenges
- Process Management Systems

Day 2

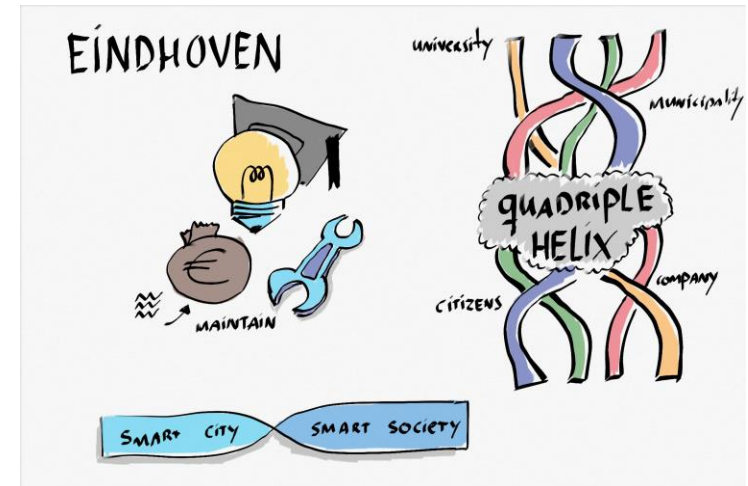
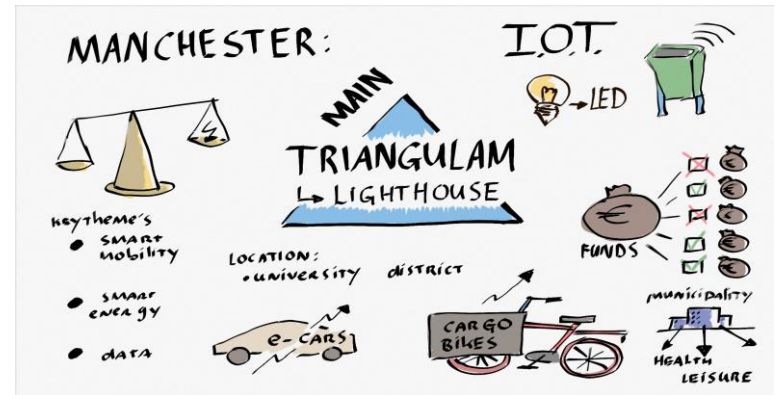
- Porto Integrated Action Plan – Peer Review
- Eindhoven Integrated Action Plan – Peer Review
- Smart City Leadership
- SmartImpact Project Management

Smart City Projects in our Cities

Group work with partner city focusing on:

- What "smart city projects" are you currently preparing, the goals, and the technologies involved
- What is specifically "smart" about them?
- What is your main challenge with regards to organising the projects?
- What financial vehicles are you using to fund the projects?

Common challenges: Data management/use (open source), fragmented IT systems, working in silos, funding



Action: Each partner city to write a page on the project from their tandem city discussion

Meeting Goals

Goals of the meeting:

- Identify the challenges for cities to organise and deliver smart city projects and districts
- Look at good examples of smart city organisations and their success factors
- Look at strategic management systems within cities
- Review existing structures and aspirational structures in cities
- Identify actions to bring back to your city - IAP

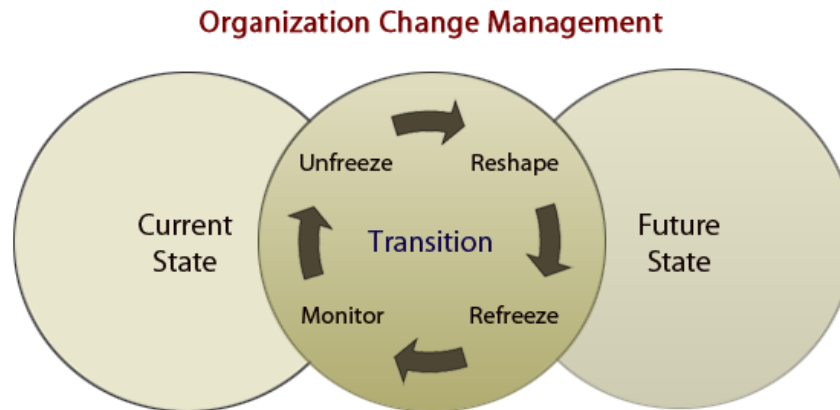


What is Organisational Development?

Organisation development (OD) is the study of successful organisational change and performance.

The goal of OD is to align organisations with their rapidly changing and complex environments through:

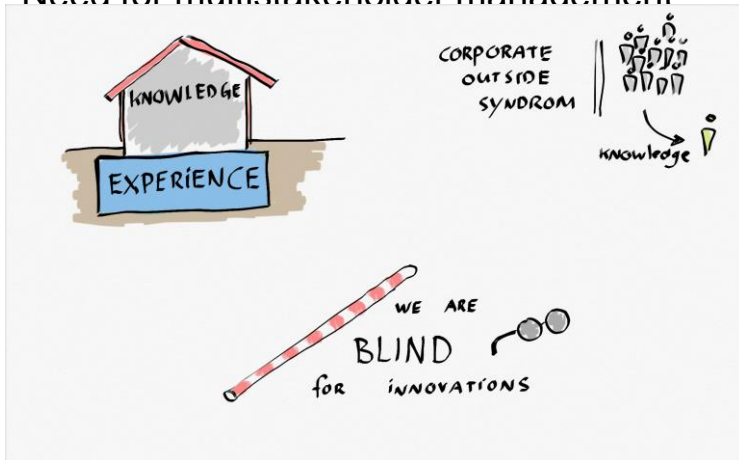
- organisational learning
- knowledge management
- transformation of organisational norms & values
- transformation of organisational structures and processes



Organisation Development for Smart Cities

OD in Smart Cities – what's different?

- Challenges traditional processes and structures in city administrations
- Rapid technological change
- Increasingly complex environments
- Increasing importance of knowledge & innovation
- Need for multistakeholder management



Successful examples of SC structures:

- Wien
- Calgary – Long term vision
- Stockholm Smart City Standard
- London – Smart City Advisory Board
- Dublin Economic Score Board
- Sydney Operational Programme
- Stockholm Environment Management System
- Lubinkbord Data Management System (project management tool)
- New York city model – shifting the power – collective leadership model

Organisation Leadership

Collective Leadership:

- Shared vision and goals
- Long term perspective
- Smart City Advisory Boards/Councils
- Formal/informal smart city networks
- Voluntary agreements for higher standards

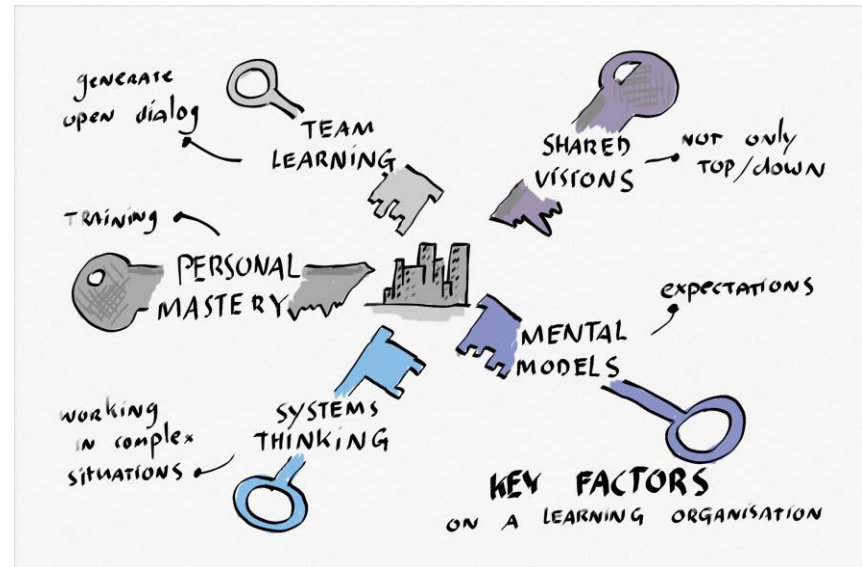


Strategic Management:

- Long-term planning approach
- Indicators and performance monitoring
- IT based strategic management
- Cross departmental admin procedures
- Budgets and procurement

Learning Organisation:

- 5 pillars: Team learning; Mental Models; Shared visions; System thinking; Personal Mastery (Ref: donellameadows.org)



Organisational Structures for Smart City Facilitation

Organisation Structure Challenges:

- Incompatible ICT systems
- Working in silos
- Lack of political support
- Finance

Organisation Structure – success factors:

- Integrate ICT and strategic management
- Single ICT/data management
- Continuity and trust with citizens
- Integrate smart thinking for citizens
- Senior level engagement
- Strategy in place to drive urban development

SUCCESS CRITERIA:

- ICT
 - STRATEGY
 - MANAGING SERVICE
 - CITIZENS
 - URBAN development
- OPEN DATA
 - STRUCTURING
 - CONNECT PROGRAMS
 - CONTRACT MANAGEMENT
 - DEMAND DRIVEN
 - + INVOLVE FROM START
 - UNIFY
 - look at the whole picture

SHORT TERMS: FOCUS ON THE MONEY
LONG TERMS: MONEY SOURCE DOESN'T MATTER

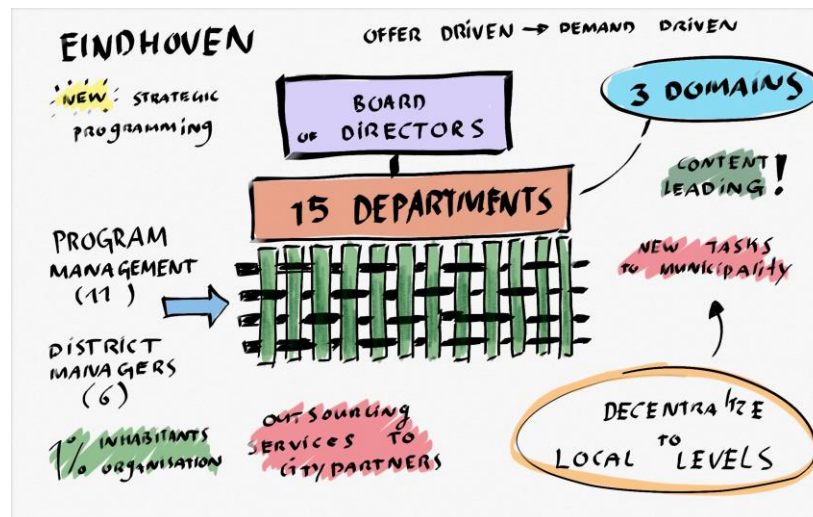
Strategic Engagement

Manchester: City Centre Review

- IAP implementation
- City Centre Review – ‘Our Manchester Strategy’ – citizen based approach
- Technology solutions for city centre problems/issues
- Digital solutions strand
- Commission 3 pilot projects using technology solutions
- Organisation workshops to engage – what does good look like in the future

Eindhoven: Structure Review

- 2 year process
- Collaborative process
- Political support
- New strategic programming process
- Adapt structure to current situation and review regularly
- Cost Benefit Analysis to evidence and cross-cutting
- Shift in power within organisation
- Turn structure silos 90° to create new ways of working



Organisation Structures

ICT & Data Management:

- Integrated Team. Identified responsibility for data management
- Create comparability between different systems
- Strategic ICT function. Integrate ICT and strategic management

Urban Development

- Long term strategy. Everyone should be aware of the strategy.
- Be driven by your strategy and policy, not by opportunity
- Make it truly cross disciplinary across: special, social, services

Operational links between city departments

- Direct line to top management
- ULG = cross-cutting

City Company Management

- Managing city services: contracts – good data and management skills in the organisation

Citizen Engagement

- City to be demand driven. Deliver what they want.
- Continuity and trust

Stakeholder Engagement Checklist



CORE ELEMENTS & TECHNIQUES

- Identification of stakeholders and create motivation to engage
- Invite from an authoritative figure (top managers, councillors)
- Participatory Problem Formulation: Identify the problem involving heads of departments in order to develop a sense of ownership of the problems
- Demonstrate the value (win-win potential) to different groups of stakeholders: academia, business, citizens
- Demonstrate the art of possible by using examples, case studies, stories from people who have gone through similar processes, lessons learned, best practices.
- CBA to evidence impact and value. These are also helpful in justifying budgets.

Techniques to consider to incentivise for longer term engagement

- Informal conversations
- Personal relationships
- Offering funded products upfront e.g. sensors, etc.

Additional push factors

- Responsibility towards the public: as plans are open to the public, accountability becomes a key factor
- As large-scale plans go ahead people may be afraid of not being part of something
- Personal motives to satisfy different interest groups

Business Process Management

Zagreb:

- Improvement of business organisation - design, analysis and optimization and strategic harmonisation
- ARIS value engineering methodology
- Digital Business Platform
- Repository of Business Process - upload and share management documents
- Zagreb Plan – 6 strategic goals, priorities, measures and monitoring
- Qualitative & quantitative analysis
- Real time control & monitoring process (data)
- Change management
- Strategy for continuous improvement

Key: involve skilled knowledgeable people

Outcome: change via business process rather than structure

Porto:

- Integrated Management Centre – map all processes and improve with technology
- Range of projects – consolidate data
- Porto city on-line Platform
- Strategy for wider Porto
- Cross-departmental dialogue re. process
- Evidence of benefits

Key: cross cutting and consolidation

Outcome: New management/governance model

IAP Peer Review Crash Test - Porto

Methodology based on honest feedback facilitated by role play with each participant acting as stakeholders, e.g. City Mayor, Treasurer, Business Rep, Eco-system Rep, Citizen.

Focus: Produce Strategic Plan for the City (consolidating all city plans).

- Strategic foundations for Porto smart city – integrated vision of the management and operability of the city – org transformation
- Integrated Management Centre – Governance model and create projects to test and pilot for future scale up
- Work with stakeholders and establish workplan. Innovation handbook
- Communication/engagement - workshops with stakeholders focusing on specific topics and other areas, e.g. capacity
- Pilot for new policies
- Measure success
- Replication
- Manifesto for Porto smart city

Feedback:

- Highlight purpose at beginning of IAP and what is 'smart', what is the message
- Show your significant engagements more clearly, e.g. Porto is an age friendly city and liaison with industries and SME sector
- Be explicit re. the value of the IAP, compatibility to city agenda and goals, e.g. projects supporting other city objectives
- Show the political endorsement received and how municipality is involved in process
- Bring in impact measurement, KPIs and monitoring process
- Demonstrate why Porto and distinguish from other cities (e.g. Lisbon in 'Sharing Cities')
- Show financial sustainability model (e.g. for scale up), and Cost Benefit Analysis

IAP Peer Review Crash Test - Eindhoven

Methodology based on honest feedback facilitated by role play with each participant acting as stakeholders, e.g. City Mayor, Treasurer, Business Rep, Eco-system Rep, Citizen.

Focus: How to create a smart society

Main goals

- Structure smart society
- Interaction local partners
- Possibilities for Eindhoven – “future proof street” for example
- Alternative funds and procurement
- Smart Urban roadmap

- **Challenges**
- Organisational change
- Raising new funds
- Finding concrete innovations not pilots
- Turning from offer to demand

Feedback

- Data management – be clear re. data sets, how it will be used and managed
- Show case-making, evidence, added value
- Show financial sustainability of Beacon
- Demonstrate cross-departmental working in the process and in ULG/IAP development
- Roadmap a long process, break down in to stages and who involved at these points
- Identify staff involved and their role in delivering IAP
- Show competitiveness of offer/project. Include engagement with SMEs
- Show assessment framework
- Address moral dilemma between community offer and business profit

Smart Dublin : Collaborative Leadership Model connecting to local ecosystem

Smart Dublin is the collaboration of 4 local authorities to engage with smart technology providers, researchers and citizens to solve city challenges and improve city life.

- Open Data Portal for Dublin Region: Dubl:nked
- Dublin Digital Masterplan – June 2013
- 2014: New approach with a new City Manager, a dedicated smart team resource with buy in from management (4 LAs), Engagement with operational staff, taking a challenge based approach
- Priorities & challenges are basis for workplan
- Structure – co-ordinate projects rather than deliver. Dublin as a test bed
- Stakeholders: LAs, University, business, SMEs and local eco-system, chamber of commerce, Enterprise Ireland.

Challenges:

- Procurement: Lack of flexibility, lack of knowledge of pre-procurement processes and procurement innovation.
- Internal barriers: organisational culture, do we have the right skills to manage a smart city?, Agility in a regional context
- Policy and standards: need for national and local policy (connectivity, city assets
- Data: data skills, data management, linking different streams of data privacy & security
- Communication: international positioning, awareness, citizen engagement
- Impact measurement and analysis

Smart City Leadership Workshop

How do you get Ppliticians behind your Smart city strategy?

- Target top level engagement and know your audience – understand their priorities and interests. Help them to success
- Know the political cycle and timescales
- Use civic pride to motivate and show improved city profile (brand)
- Demonstrate citizen engagement and support
- Link to/align with city agenda and strategy and to national/EU frameworks
- Show value to stakeholders in terms of impact and finance. Demonstrate funding possibililtes. Well defined benefits, resources and goals with tangible benefits
- Case-make and visualise scale up (e.g. living labs)
- Focus on opposition too – common objectives
- Use formal and informal networks
- Communication including social media to campaign for project



Communication and networking activities undertaken by Alanus von Radecki:

- Meeting European Investment Bank (EIB) on opportunities for new smart city financial vehicles
- Workshop in Brussels hosted by EIB and Committee of the Regions supporting implementation of the EU Urban Agenda
- A meeting of the SCC1 (Smart Cities and Communities) Lighthouse coordinators where SmartImpact was included in discussions
- The European Commission has invited the project to register for the European Innovation Partnerships (EIP)

News cont.

Manchester invited to deliver Eurocities webinar on SmartImpact.

Triangulum smart policy webinar and best practice learning

H2020 Synchronicity project includes Mcr and Porto
World cities invitation – submission for funding for non-EU country partnerships

Miskolc invited to present on SmartImpact at 2 events in early December 2016:

- NUP event, and
- URBACT III National Info Day.

Dublin – participation in new H2020 consortium as a direct result of links made via SmartImpact



Action: All partners to advise on their dissemination opportunities

Administration

<u>Internal Activity Report</u>		<u>Finance Claim to URBACT</u>			
<u>Reporting Period</u>	<u>Deadline</u>	<u>Claim Period</u>	<u>Deadline to upload to Synergie</u>	<u>FLC Certificate Deadline</u>	<u>Claim Deadline</u>
3 May – 31 Aug 2016	30 Sept 16	May – Dec 2016	31 Jan 2017	28 Feb 2017	31 March 2017
1 Sept – 30 Nov 2016	31 Dec 2016				
1 Dec 16 – 28 Feb 2017	31 March 2017	Jan – June 2017	31 July 2017	31 August 2017	30 Sept 2017
1 March – 31 May 2017	30 June 2017				
1 June – 31 Aug 2017	30 Sept 2017	July – Dec 2017	31 Jan 2018	28 Feb 2018	31 March 2018
1 Sept – 30 Nov 2017	31 Dec 2017				
1 Dec 17 – 20 Feb 2018	30 March 2018	Jan – May 2018	3 May 2018	3 June 2018	3 July 2018

SmartImpact Project Deliverables

WP 1: Project Management

- Mid Term Review – end Sept. 2017
- Project co-ordination

WP 2: Transnational Exchange

- Transnational meetings:
Kick-off meeting, 5 thematic meetings
and a Final Conference
- 5 Thematic Reports
- 5 Case Studies
- Final Report

WP 3: Local policies and governance

- Establish URBACT Local Group
- URBACT Local Group Meetings - 8 per city partner
- Integrated Action Plan for each partner city

WP 4: Communication

- Update SmartImpact webpage monthly
- SmartImpact Newsletter x 6
- Promotional materials e.g. press release on SmartImpact Network activity
- Local Dissemination Meeting in each city to present network results outputs (prior to final conference)
- Final Report/Network Results

We are committed to delivering these outcomes

Mid-Term Review

Objective of the Mid Term Review:

- Reflect on progress to date and agree an improvement plan as necessary
- Prepare the reprogramming proposal

Components of the Mid Term Review:

- Review progress in relation to each of the work packages (strengths, weaknesses, outcomes, proposals for improvement)
- Review ULG and IAP progress
- Review communication and produce network dissemination plan
- Review budget

Your Role:

- Complete documents/MTR questionnaire circulated to you and contribute to MTR report content (including budget review)

Timetable:

- March 2017 - URBACT provide MTR outline
- April 2017 - Clementine Gravier (URBACT Project Officer) to attend Zagreb meeting to talk through the MTR process
- June 2017 – LP and LE attend URBACT APN event and receive further MTR details
- September (end) 2017 - LP to complete MTR using template provided by URBACT (including revised budget if required)
- October 2017 – URBACT Joint Secretariat to consider MTR report
- End October 2017 – URBACT JS to open Synergie and make reprogramming

SmartImpact – Meeting Schedule

Schedule of Transnational Meetings

16/17 June 2016	Kick Off	Dublin
17/18 October 2016 18 - 20 October - conference	1. Transnational Exchange Activity - Regulations and Incentives	Venue: Stockholm IAP: Manchester
31 January – 1 st February 2017	2. Transnational Exchange Activity – Org development	Venue: Miskolc IAP: Porto and Eindhoven
4 / 5 April 2017	3. Transnational Exchange - Activity Finance and Procurement	Venue: Zagreb IAP: Smolyan
27 / 28 June 2017	4. Transnational Exchange Activity - Innovation Eco-System	Venue: Porto IAP: Guadalajara
3 / 4 October 2017	6. Transnational Exchange Activity - Data Integration & e-Government	Venue: Guadalajara IAP: Miskolc and Stockholm
January 2018 - TBC	Planning meeting for final conference	TBC
March 2018	Final Network Conference	Venue: Manchester

Post Meeting Actions

	Action	Who	Deadline
1	Each city to write 1 page on a project identified by your tandem city (1st session on day 1) to be collected in a repository of smart city projects. All to look at German Standard for Smart City Projects as a template to help us describe our smart city projects	All	17 February
2	Manchester, Stockholm and Eindhoven to provide examples of CBA process in their cities	Mcr, Stockholm Eindhoven	17 February
3	Margarida and Reka to produce checklist detailing your 'Engagement Strategy' from workshop discussion	Margarida & Reka	17 February
4	Smolyan to bring IAP for peer review crash test at Zagreb meeting	Smolyan	27 March
5	Dublin to look at possibly bringing its IAP to the Zagreb meeting	Dublin	27 March
6	Eindhoven to send summary of presentation to be included in theme report	Eindhoven	17 February
7	All partners to record and advise the LP of any news items, e.g. dissemination opportunities	All	Ongoing
8	All to consider our final message and how we will convey this (what medium). Objective is to produce something cities can use to improve how it works	All	4 April
9	Dublin to produce a page re. H2020 project	Dublin	17 February
10	All partners to provide information on how it will use the learning from the transnational meetings	All	Ongoing
11	AvR to look at potential for a Tedex conference on smart cities	AvR	

What we will take away from the meeting

Many examples of structures in relation to ICT/Data, citizen interaction and strategic direction – partners cities can advise - Suceava

Learning on engagement strategies - Dublin

Use existing resources / budget

M/c experience on the role of ULG in facilitating engagement and taking advantage of the ULG as a opportunity to bring change - Miskolc

ULG can be a first step towards changing the organisation.

Important to understand the cultural perspective of your organisation - Eindhoven

You can do something radically different - Eindhoven

Zagreb changes to processes rather than structure - Manchester

Grazie Thanks
Danke **Merci** Gracias
Eυχαριστώ multumesc
Takk dziękuję dakujem hvala
Obrigado dziękować
tänan kiitos köszönöm aciu
Tack děkuji paldies
nizžik ħajr dank u wel



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SmartImpact

