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### Terms of Reference

#### DIGITAL GLASGOW WORKING GROUP

#### Smart City Working Group

#### Background

There are few commonly used standard definition for the term smart city however the British Standards Institute (BSI) defines a smart city as one where there is “**effective integration of physical, digital and human systems in the built environment to deliver a sustainable, prosperous and inclusive future for its citizens**”<sup>1</sup>.

The key points to note in this definition are:-

- A focus on integration across systems; implying a “**whole system**” approach to designing services across different policy areas and organisational boundaries such as environmental sustainability, energy, health and wellbeing, transport, etc.
- A focus on the **built environment**. Whereas the traditional role of “IT” has been the office environment, the smart city concept is predicated on technologies such as the “Internet of Things” (that enables everyday objects such as street lights, bins, traffic signals, and even cars to become digitally connected), and data analytics that can harness and make sense of large volumes of non-personal data being generated within the built environment of the city.
- A focus on **outcomes**: sustainability, prosperity, inclusion and wellbeing. Whereas a large focus for more traditional IT projects is process efficiency, smart city projects focus on outcomes and by doing so can create innovation and service re-design that that in some cases can have the potential to deliver greater benefits than improving process alone. Key to this however is a focus on outcome monitoring and benefits realisation.

#### Glasgow’s Ambition

The Digital Glasgow sets out an aspiration to become “*recognised as one of the most innovative and pioneering smart cities in the world*”. This statement that recognises that the market for smart city applications is still emerging and Glasgow experience, coupled with the assets, skills and capabilities that exist within the city provide an environment for smart city innovation, but most importantly can create an environment whereby the city acts upon the innovation to improve services and improve outcomes.

The aspiration is dependent upon actions on both sides of the two parts of the strategy (Digital Economy and Digital Public Services) but most notably the actions within the Digital Public Services part that includes a combination of more traditional IT programmes that are underway within the Council (online services, back-office integration, etc.), and those that (using the BSI definition) could be classified as Smart Cities, such as;

1. The scaling up of Intelligent Street Lighting in the city,

<sup>1</sup> <http://shop.bsigroup.com/upload/Shop/Download/PAS/30313208-PD8100-2015.pdf>

**Commented [BC(1):** Build upon what we have done, sweat the asset, and seek opportunities – exploit the opportunities

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2. A trial of smart bins,
3. The delivery of the H2020 RUGGEDISED Smart Street project,
4. The development of a 3D urban model (“digital twin”) that will be made available as open data
5. The deployment of digital telecare, and the delivery of a digital telecare open innovation project
6. The development of a City Software Developer Kit (SDK) to increase integration and to enable innovation

The actions themselves build upon the experience that Glasgow’s gained through the Innovate UK Future Cities Demonstrator.

Although it is a strategy for the city, many of the actions contained within the Digital Glasgow Strategy relate to programmes that are being delivered and/or led by Glasgow City Council. However it is recognised that, to fully embrace the benefits of smart city approaches, the city needs to adopt a wider city-based approach.

The aim of the Digital Glasgow – Smart City Working Group is to do just that. To create a forum that allows key city partners from the public, voluntary sector, academic sector, and private sector to adopt a more collaborative and partnership approach to realising the benefits of smart city approaches, and to create an environment for smart city innovation.

The working group will recognise that (as highlighted in the BSI definition) there are different drivers for smart city approaches

- There is are **economic** drivers associated with having smart city services that attract further investment in the city, and associated with the innovation opportunities that are presented,
- There are **environmental** sustainability drivers through the role that smart city technology can play in improving energy-efficiency, reducing emissions as well as improved environmental monitoring, supporting for example the work of the Sustainable Glasgow programme,
- There are **health and wellbeing** drivers through the application of smart/digital health and care applications that allow greater self-management, enable services to become more preventative, as well as the health and wellbeing benefits of improved air quality and environment,
- There is a **public sector** driver through the implementation of technology and application of data analytics that can enable services to become more tailored, targeted, integrated and proactive, providing opportunities to improve the impact of services, and reduce costs.

The working group will create a shared smart city vision for Glasgow that will help to create a common sense of purpose through which it can foster collaboration across department, organisational, sectoral boundaries to a defined scope of thematic areas that be agreed by the members of the group and proposed to the Digital Glasgow Board for approval ,for example;

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- “Smart Environment”
- “Smart Energy”
- “Smart Transport/Mobility”
- “Smart Living”
- “Smart Health and Wellbeing”

The working group will work alongside two parallel working groups;

- Digital Inclusion and Participation
- Open Data and Innovation

### Purpose of Working Group

- Work with city partners and elected members to agree a shared vision and common priorities for smart cities innovation and implementation in Glasgow,
- Identify opportunities to make better use of the capabilities already built within the city,
- Understand gaps, and common areas of interest,
- Foster collaboration and partnership working arrangements for our priorities which will enhance our outcomes,
- Agree a set of priorities and associated actions that take forward the relevant Digital Public Services outcomes set out in the Digital Glasgow Strategy, and beyond.
- Identify further opportunities for smart city innovation, and to attract funding and investment to support our vision,
- Develop a marketing and communications plan to better promote smart city innovation and implementation in Glasgow.

### Approach

The following approach is based upon the Council’s Renewal Principles;

- 1. Commitment to Vision:**  
Organisations across the public, third, community and private sectors collectively agree a shared vision for the City and work together to deliver on this. Activities will take place both **within** and **across** organisations that will contribute to shaping and delivering our shared vision. Focus should be on delivery through the most appropriate partner organisation that ensures the best approach for our citizens.
- 2. Flexibility and Responsiveness is key:**  
Our new normal will require very different ways of working. We might not all be able to be in the office, or to work the same hours that we previously did. Our roles might change and dictate new practices. As an organisation it is important that we are able to both respond to, but also predict changes to the way in which we work.
- 3. Data-Driven Planning**  
Our insights are gathered from a range of statistical data sources but also qualitative testimony from service users, residents or staff. Collectively this informs our understanding

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of what is required, what is missing, what works and what doesn't. Understanding the impact of our interventions is crucial to be able to effectively respond to new issues and to continually refine and realign our service provision. We will go further however and use our insights to understand emerging trends and challenges

#### 4. Opportunities and Innovation

Our leaders are forward thinking and embrace different ways of doing things, positively disrupting our current environment. They encourage, support and inspire staff to develop and trial new ideas and ways of working. They champion bold changes to our strategic commitments and how we do business in order to do better.

#### Membership

Elected Members	Elected members will be invited to participate within the working group. The role of elected members will be to: <ol style="list-style-type: none"><li>1. Represent the needs of communities</li><li>2. Ensure that the needs of different and diverse community groups are represented</li><li>3. Provide challenge and review to assumptions and decisions where appropriate</li><li>4. Act as a champion for digital inclusion and participation at both a Council and Ward level</li></ol>
Partner Organisation Representation <ul style="list-style-type: none"><li>• University of Glasgow</li><li>• University of Strathclyde</li><li>• Scottish Power Energy Networks</li><li>• SPT</li><li>• CENSIS</li><li>• Digital Health and Care Institute</li><li>• Construction Scotland Innovation Centre</li><li>• Glasgow Chamber of Commerce</li><li>• Glasgow Council for the Voluntary Sector</li><li>• Glasgow Community Planning Partnership</li><li>• Wheatley Group</li><li>• Scottish Government</li><li>• Glasgow HSCP</li><li>• NHS GGC</li></ul>	Representatives of relevant partner organisations across the public, private, academic, and third sector will be invited to the working group as both active participants as well as providing resource as appropriate. The role of partners includes: <ol style="list-style-type: none"><li>1. Provide leadership in agreeing priorities, actions and subsequent partnership arrangements.</li><li>2. Provide domain knowledge and insight into the areas of greatest need and current gaps in provision.</li><li>3. Work collaboratively with partners to;<ol style="list-style-type: none"><li>a. Develop a shared vision for smart cities in the city.</li><li>b. Identify priority areas under the themes of equipment, connectivity, skills and support.</li><li>c. Align resources to support the delivery of our priority actions.</li></ol></li></ol> <p>N.b. It is proposed that the chairs of the four Sustainable Glasgow hubs be represented in the working group to help to define target outcomes and set priorities.</p>
Council Officer Representation	Lead Representative officers from within the council will: <ol style="list-style-type: none"><li>1. Chair and coordinate the working group</li></ol>

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<ul style="list-style-type: none"><li>• Chief Executive's Office</li><li>• NRS</li><li>• DRS</li><li>• Financial Services</li><li>• Community Empowerment Services</li></ul>	<ol style="list-style-type: none"><li>2. Document the vision and output of the group</li><li>3. Coordinate delivery of individual projects/outcomes</li><li>4. Report on progress</li></ol> <p>Additional representative officers will contribute to the delivery of the actions set out by the group.</p>
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**Membership**

Frequency

- Every 2 months for 1.5 hours

Quorum

- TBC

Secretariat

- TBC

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