



**Report of:**  
**Executive Member for Environment and Transport**

Meeting of	Date	Ward(s)
<b>Environment &amp; Regeneration Scrutiny Committee</b>	<b>25<sup>th</sup> January 2018</b>	<b>All</b>

Delete as appropriate	Exempt	Non-exempt
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## Smart Cities Scrutiny Review – 12 Month Report Back

### 1 SYNOPSIS

1.1 This is the first annual update responding to the recommendations of the Smart Cities scrutiny undertaken by the Islington Environment and Regeneration Scrutiny Committee.

1.2 Islington's definition of a smart city is:

*“Places where we use modern technology to improve urban environments, interacting with citizens to increase quality of life. They rely upon both internet access and data to improve outcomes for citizens and communities, and redesign the way that services are delivered.”*

*“Smart Cities are where the management of urban environments is assisted by information technology, enabling cities to become more liveable, engaging and resilient. A Smart City should try to enable all of its citizens to effortlessly engage, whilst providing an attractive environment.”*

1.3 Strong leadership and support for Smart Cities initiatives from Councillors and senior officers has helped to ensure that we have made considerable progress over the last year.

1.4 This report sets out how working in partnership with local businesses such as Future Cities Catapult and industry experts for a relatively short period has

already broadened our approach on how best to empower and enable our communities to share learning and drive the best solutions for their needs.

- 1.5 An external panel has been setup and it's called the 'Smart Cities Advisory Board', comprised of twenty-five representatives from fifteen different organisations. The Board includes representatives for various backgrounds including not-for-profit organisations, educational institutions, Smart City and industry experts, leading thinkers and Council partners.
- 1.6 The Board provides expertise and advice that will help Islington realise opportunities to avoid pitfalls in its Smart City journey and to understand when to lead and when to follow and learn from Smart Cities programmes in other boroughs and cities. Meetings are convened quarterly.
- 1.7 Objectives of the Board are to:
- shape Islington's smart cities vision
  - support engagement activities across the borough with interested groups
  - support thinking and priority-shaping of infrastructure and development
  - provide expert advice on Islington's smart cities strategy, objectives and guiding principles
  - provide expert advice on the latest research and technology opportunities
  - advise on the approach to modernisation
  - assess lessons learned and help build an evidence base
  - challenge the action plan and ensure it continually evolves to reflect the needs of Islington
  - challenge ideas, pilots and project deliverables.
- 1.8 Key areas of focus identified so far include:
- i. **Breadth & Definition** – in shaping Islington's smart cities vision, it's important to consider what is in scope. There are a number of good initiatives in progress throughout the Council so we need to work smarter, together.

Although Islington is one of the poorest London Boroughs it is very diverse with a wide range of varied demographic groups. It was agreed that as we implement Smart City solutions and projects we should carefully consider the impact for the different demographic groups in the borough, undertaking detailed equalities impact assessments that consider the different demographics.

- ii. **Standards & Frameworks** – following the example set by Peterborough City Council, the Board has started to examine the BSI Smart City Standards portfolio. Islington's Joint Board will be taken through an exercise to look at how the Council currently rates against the standard, and where we need to get to.
- iii. **Digital exclusion / inclusion** – the fast changing pace of this digital age means that in some cases you are 'forced' to keep-up, otherwise risking being left behind. Age UK highlighted the importance of ensuring that we always be minded to the needs of the user, and of the specific needs that arise for some of our older residents.

- iv. **Community engagement and participation** – lessons learned from the experience of Bristol City Council highlighted the importance of finding out what Islington’s diverse communities are interested in and how they can help deliver change.
  
- v. **Develop a strategy focused on outcomes** – the Board is developing a strategy for a smarter and fairer Islington. The strategy will consider the question ‘why we are doing this?’ A review of ‘smart’ projects will be done by way of a starting point or baseline. A self-assessment against the Smart City industry standard along with a look at any governance required will also form part of the process.

## 2 Update on Recommendations

Scrutiny Report ref: They Said	What we said we'd do	What we did
<p><b>Para. 2.1</b> That a senior officer be made responsible for promoting, coordinating and leading the Smart Cities work within the Council, ensuring the Smart Cities agenda is communicated and embedded in all areas of the Council and its staff.</p>	<p><u>Executive response:</u> Agreed. The Chief Digital and Information Officer (CDIO) for Shared Digital will be responsible for coordinating and leading Smart Cities working within the Council. As part of a wider review of priorities across the Council, and of the projects being delivered currently, the CDIO will ensure that the Smart Cities agenda is communicated, and that Smart City initiatives are actively promoted and shared encouraging wider 'smart thinking' across the Council.</p>	<p>Ed Garcez the CDIO within Shared Digital was appointed as the lead for Smart Cities.</p> <p>To embed Smart Cities in all areas of the council, Smart Cities has been established as one of the core service planning priorities by Corporate Management Board (CMB). In addition, an External panel has been formed which includes senior council officers.</p> <p>To shape our communication plan, we have agreed to baseline Islington's position with a Smart Cities activities audit and align ourselves with the British Standards Institute (BSI) Smart Cities Standards.</p>
<p><b>Para 2.2</b> That consideration be given to whether the Clean Islington app could be expanded to other areas of the Council.</p>	<p><u>Executive response:</u> Agreed. Ahead of expansion, work is underway to assess integration of the Clean Islington app with the specialist systems that support front facing service delivery to our citizens and communities. This is being worked on collaboratively with officers from Shared Digital and Environment and Regeneration (E&amp;R).</p> <p>Strategically, integrating 'apps' with our systems is crucial to optimise digital working. Once this is proven – and subject to an agreed business case – we will be able to consider extending digital apps more widely. For some services the Clean Islington app will be the right solution; for others it may be appropriate</p>	<p>The Clean Islington app was successfully soft launched over two years ago.</p> <p>After a thorough investigation it has been proven that the App can be integrated with other Council systems where a customer needs to report something with a GPS location i.e. pot holes</p> <p>This integration and expansion to other areas is currently pending the replacement of the back office solution. Once the new solution is in place, all services will be considered for inclusion in the</p>

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	or necessary to consider other apps (including possibly development of bespoke apps for Islington citizens and service needs).	App starting with the highest volume reported.
<p><b>Para 2.3</b> That the Smart City Framework for Islington be developed to include assigning leadership for the Digital Collaboration Strategy, engagement with communities, partners, private sector experts and technology providers, to review the strategic objectives and delivery principles as well as the opportunities and to create a Smart City action/ delivery plan.</p>	<p><u>Executive response:</u> Agreed. The Council will provide leadership and bring together a panel comprising citizens, key partners, private sector experts and technology providers to review the strategic objectives, opportunities and delivery principles of the Council's Digital Collaboration Strategy and support an externally driven Smart City action and delivery plan. As part of the leadership approach, the Executive Member for Environment and Transport and the Executive Member for Finance, Performance and Community Safety will be members of the panel and/ or chair it as appropriate.</p> <p>To support the work of the panel, the Council will bring together internally officers from digital and front-facing services to advance the Smart Cities agenda.</p> <p>As part of the development of the Shared Digital service, which is a collaboration between Islington, Haringey and Camden, the Council will be introducing formal and informal panels as a way of working that brings together stakeholders from across the community, specialist stakeholder groups (such as industry and supplier experts), and the Council to help identify opportunities (co-design), create business cases for them, and a development and delivery plan to take them forward (co-produce).</p> <p>This will include working with groups such as 'Good for Nothing' (<a href="http://www.goodfornothing.com/">http://www.goodfornothing.com/</a>) who will help to bring together and establish partnerships with communities and draw-on local talent (eg Tech City). We will also be inviting</p>	<p>An external panel 'Smart Cities Advisory Board' has been formed and is chaired by Councillor Webbe. The Board is comprised of representatives from various backgrounds including not-for-profit organisations, educational institutions, smart cities and industry experts, leading thinkers and Council officers.</p> <p>The Board is providing guidance and support in forming our Smart Cities strategy and one of the key outputs from this piece of work is building an action plan that will include our deliverables.</p> <p>We have brought in specialists in their field of work to provide the expertise and knowledge required. They include:</p> <ul style="list-style-type: none"> <li>• InLinks UK</li> <li>• Microsoft</li> <li>• Optimity</li> <li>• Three</li> <li>• Future Cities Catapult</li> <li>• ARUP Consultants</li> <li>• BT</li> <li>• Gartner</li> <li>• Opportunities Peterborough DNA</li> <li>• Bristol City Council</li> <li>• City Council</li> <li>• Greenwich Council</li> </ul>

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	<p>thought-leaders to informal sessions with the Shared Digital Joint Committee and Management Board to strengthen our digital leadership.</p>	<ul style="list-style-type: none"> <li>• University College London</li> <li>• SoapBox</li> <li>• Age UK</li> <li>• Council Service Directors from Environment &amp; Regeneration – to deliver projects.</li> </ul>
<p><b>Para 2.4</b> The Council should undertake a 'Smart Audit' to ascertain what services could already be described as smart, and to look at what services could be delivered.</p>	<p><u>Executive response:</u> Agreed. It is intended that this will be aligned with prioritisation of the Council's digital activities and 'Smart City' developments. Our initial review has highlighted a number of Smart City initiatives across different parts of the Council, for example:</p> <ul style="list-style-type: none"> <li>• Delivering services more efficiently and improving the environment through monitoring and reducing emissions o Big Belly bins, which report when they are full and also compact the rubbish <ul style="list-style-type: none"> <li>▪ bin sensors in large communal container bins, which report when the bin is full</li> <li>▪ using smart benches with built-in sensors that monitor air quality in the borough</li> </ul> </li> <li>• Collecting and sharing better information, and enabling better access to information o introducing the first smart benches (<a href="http://timeout.com/">http://timeout.com/</a>) in London; they are solar powered and people can charge their phones and access free Wi-Fi at the benches</li> <li>• working to provide free Wi-Fi elsewhere in the borough (including Libraries and Council</li> </ul>	<p>Working with a number of council officers we are reviewing Smart Cities activities to form a baseline audit. This will be a working document that will expand when new activities are identified throughout the council.</p> <p>Examples of Smart Cities activities identified since the executive response are on-going and include:</p> <ul style="list-style-type: none"> <li>• Working with relevant providers to install points that provide free WIFI and charging capabilities</li> <li>• Care My Way App that is an 'integrated record' where individuals can review their personal data, as well as share it with health and social care and GP's</li> <li>• Free parking for resident while charging electric cars</li> <li>• Digital Champions who provide digital access and support to residents who would otherwise experience difficulties getting online</li> </ul>

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	<p>offices) and in some of our parks, partnering with Arquiva</p> <ul style="list-style-type: none"> <li>• Using data to inform more proactive resource deployment, maintain a cleaner environment and better focus enforcement activity o visualising Clean Islington reports using 'information dashboards' that show where reports are being made and helping us to identifying the hot spots for (e.g.) dog fouling</li> <li>o working with Google to carry-out spatial visualisation of data</li> </ul> <p>Other work is planned in areas such as:</p> <ul style="list-style-type: none"> <li>• providing better information to service users (residents, visitors and local businesses) in order to enable them to make better choices, e.g.:</li> <li>• developments in parking including parking bay sensors that report</li> <li>• 'free' parking bays so that it's easier to find a parking spot o air quality information to enable (e.g.) citizens to plan their route to avoid the worst air quality</li> <li>• making better use of information to support the development of our service staff and service development planning, including involving the right stakeholders from across the community</li> <li>• enabling citizens to make choices around 'sharing' with one another, e.g. the casserole club (<a href="https://www.casseroleclub.com">https://www.casseroleclub.com</a>) or other similar initiatives, e.g. around transport.</li> </ul>	
<p><b>Para 2.5</b> That the Council should consider internal challenges and where Smart Cities work could</p>	<p><u>Executive response:</u> Agreed. Smart City initiatives will be cross-cutting and require a 'collaborative' approach and mind-set,</p>	<p>Shared Digital and Islington CMB have established a process for prioritising Digital initiatives and the</p>

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<p>be undertaken, how it could link up with other external initiatives and funding opportunities and how it could encourage local communities to participate toward making Islington digital.</p>	<p>focused on the needs of the community and citizen, rather than the needs of the service area or Council. This way of working with citizens and local businesses will need to be embedded across the Council which will take time. The transition to working more collaboratively – and co-producing – with our communities, citizens, experts and other stakeholders will be an evolution to our approach.</p> <p>As part of this we will need to consider who we should be working with. Examples of prospective partners include</p> <ul style="list-style-type: none"> <li>• local businesses (the Islington Business Board and Business for Islington Giving could be starting points for wider engagement)</li> <li>• universities and schools</li> <li>• Transport for London (especially around the promotion of safer cycling etc.)</li> <li>• local technology organisations and colleges as well as global technology leaders through their corporate social responsibility programmes</li> <li>• town centre boards</li> <li>• the NHS, e.g. the North Central London engagement around the strategic transformation plan</li> </ul> <p>We will also need to consider how wide-ranging digital developments can be funded, and how this can be built into 'what we do'. For example, through effective use of CIL and S106 we could ensure strategic investment in Smart City developments.</p> <p>Officers will continue to look for opportunities to improve the way Council services are made available, and delivered, to citizens (see paragraph 2.3). The focus for this activity will be</p>	<p>resources necessary to deliver them. This assures that the direction of ICT / Digital projects and developments are aligned with the Council's strategic direction and priorities.</p> <p>A number of initiatives have the potential to compliment the Smart Cities agenda. Specific examples of this are the proposed Public Realm transformation and continuing improvements to online repairs for Council tenants. Also initiatives in mobile working in order to facilitate closer working and collaboration with Citizens and local Businesses and across Council departments"</p> <p>The Old Street Iconic Gateway project, is an example of engagement and collaboration. The aim is to establish a landmark embracing public art and Smart City innovation, to complement improvements for pedestrians, public transport users and cyclists from a wider transformation scheme. Objectives include:</p> <ul style="list-style-type: none"> <li>• 'Healthy Streets for London'</li> <li>• An environment that mitigates the impacts of air, noise and pollution</li> <li>• Provision of a space where local residents can engage with digital media and technology.</li> </ul>



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	<p>with 'work with', co-designing and co-producing digital solutions.</p> <p>Early thinking around the Shared Digital pop-up team model is represented in this video <a href="https://youtu.be/TolyrZ1y_MM">https://youtu.be/TolyrZ1y_MM</a>.</p>	
<p><b>Para 2.6</b> Committee recommendation: That Smart Cities be considered when procuring services, including piloting new procurement processes.</p>	<p><u>Executive response:</u> Agreed. Work is underway to refine the processes and approach to digital procurement across Islington, Haringey and Camden in light of Shared Digital. For example, when procuring the supply of new street bins or anything else that affects the urban environment we will consider whether Smart City thinking can be built into the procurement tender.</p> <p>It is crucial that we encourage a wider view in our approach (see the comments above in paragraph 2.5 around making better use of CIL and S106 etc.) and that we adopt common standards (open standards wherever possible) to ensure that the systems and services that we buy will be interoperable and support 'Internet of Things' developments.</p> <p>An ambition for the shared service is to work more closely with a wider range of smaller, and more innovative, suppliers.</p>	<p>Shared Digital is working with the Council's Procurement Team to include a Smart Cities check in the project plan template by procurement commissioners and moving forward will have representation at Procurement Board.</p>
<p><b>Para 2.7</b> That the Internet of Things (the enabling technology of Smart Cities) should be considered when undertaking Smart Cities work to ensure that systems were Internet of Things ready so once technology improved, outcomes could be maximised.</p>	<p><u>Executive Response:</u> Agreed, see points under 2.6 above.</p> <p>The opportunities presented by the Internet of Things are significant, and are seen as a key enabler to more proactive service delivery, less intrusive care, and new data-driven insights.</p>	<p>Shared Digital are working with the Procurement Team to include a check in the corporate documentation, that ensures all items procured are assessed for both Smart Cities and Internet of Things ready.</p>

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	<p>By bringing together our Smart City initiatives, under the leadership of the Executive Member for Environment and Transport and the Executive Member for Finance, Performance and Community Safety we will ensure that Council-led initiatives take account of connectivity and the Internet of Things. Through the panel (see paragraph 2.3) that we will be setting up, we will provide support and encourage other initiatives to also take account of the opportunities presented by the Internet of Things.</p>	
<p><b>Para 2.8</b> That the Environment and Regeneration Scrutiny Committee receive an annual report on Smart Cities.</p>	<p><u>Executive response:</u> Agreed. It is proposed that this will be done in the last quarter of the calendar year, moving forward.</p>	<p>Following on from this report there will be an annual report to the Environment and Regeneration Scrutiny Committee with updates on:</p> <ul style="list-style-type: none"> <li>• Smart Cities initiatives from last year</li> <li>• take-up of existing initiatives, and key lessons from that</li> <li>• implications arising for different demographic groups and learnings from that</li> </ul>
<p><b>Para 2.9</b> The Council should package our existing Smart Cities work better, actively promote this work and look to maximise the opportunities that exist in terms of funding and grants available.</p>	<p><u>Executive response:</u> Agreed. In bringing together the Smart City work across Islington we are starting to be able to set this out, both to enable us to promote the work, and to encourage thinking around wider applicability. As we work to bring together the stakeholder panel (see paragraph 2.3) we will</p>	<p>Islington wards each have their own ward improvement plan which is a detailed list of all the improvement opportunities identified. There is limited funding available to implement these opportunities and this is managed by the relevant</p>

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	<p>share some of our smart work and also look to collate stories of initiatives from across the borough (i.e. not led by the Council).</p> <p>We have recently submitted a proposal for Local Government Association (LGA) funding for work in this area. We are working on a further submission currently, and will be liaising more widely with colleagues in Health and the University sectors (etc.) to consider opportunities for a wider approach focused around the citizen/ community need, rather than the service provider.</p> <p>Also, as set out in paragraphs 2.5 and 2.6 we will need to look to more effective use of CIL and S106 (etc.) to embed Smart City and digital thinking in the fabric of Islington's development.</p>	<p>Councillor within the Ward. The way forward is to influence Ward Councillors to include smart cities initiatives on ward improvement plans and thus feed into the capital works programme for the area.</p>
<p><b>Para 2.10</b> That in preparation for the Internet of Things, the Council should have an assessment of the current and potential value of data, and look to retain the ownership of data wherever possible.</p>	<p><u>Executive response:</u> Agreed. Our view is even more robust, we believe that in all cases the Council should retain ownership of data collated through Internet of Things and Smart City initiatives. For these initiatives to be successful it is essential that citizens and communities be able to trust our handling of the data that is generated. Only by retaining ownership will we be able to ensure that the necessary safe-guards and controls are in place.</p>	<p>Islington understands the value of data collated and how it can help shape our delivery of Smart technology.</p> <p>Islington council should retain ownership of data. If this data is personal data, then it must be managed in line with GDPR and the forthcoming data protection bill. That means that whatever we do with the data we need to have a legal/statutory/contractual basis for doing it or we need to have the data subjects consent for what we do. When we contract for new systems we should be clear that we own the data and should be standard in all our contracts which should stipulate the relationship between council and supplier and how data must be managed. Legal are currently updating the standard clauses to</p>

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		<p>reflect new requirements for GDPR.</p> <p>A data protection impact assessment should be done whenever we are doing something new with data/using data in a new way. Doing this at the outset of any of the smart city initiative would flag up any potential concerns around the use of data.</p>

### **3 IMPLICATIONS**

#### **3.1 Financial implications**

Given the pressure on council finances investment in smart cities initiatives will need to utilise existing council resources, shared digital resources and leverage where possible external investment. There is a priority list of IT transformation projects the council is pursuing with some limited resources set aside to fund these projects and this may provide an opportunity to direct some of those projects where relevant to meet the smarter cities aims as well as their primary focus. One-off funds such as developer contributions and grants arise from time to time and any opportunities afforded by such sums should be evaluated where relevant. While new money is severely limited there are bound to be opportunities to leverage technology solutions and experience from Shared Digital and external partners.

#### **3.2 Legal Implications**

None identified at this stage.

#### **3.3 Environmental Implications**

None identified at this stage.

#### **3.4 Resident Impact Assessment**

The Council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The Council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The Council must have due regard to the need to tackle prejudice and promote understanding.

In implementing the undertakings of this document, the equalities impact will be fully considered. The Islington Smart Cities approach will enable all citizens to be involved, and will include all citizens leaving none behind (especially those with protected characteristics). Citizens and communities will be included in panels and so directly

contribute to the thinking, design and development of digital, Smart City and Internet of Things initiatives for the Council.

## **4 APPENDICES**

### **4.1 Smart Cities Advisory Board Terms of Reference**

Attached

### **4.2 Draft Audit Report**

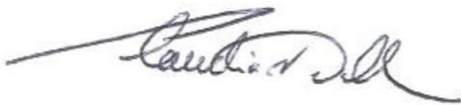
Attached

**5 BACKGROUND PAPERS**

5.1 None

**FINAL REPORT CLEARANCE**

**Signed by**



\_\_\_\_\_  
Councillor Claudia Webbe

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Date

Report authors: Ed Garcez | [ed.garcez@islington.gov.uk](mailto:ed.garcez@islington.gov.uk) | 020 7974 4583  
John Saul | [john.saul@islington.gov.uk](mailto:john.saul@islington.gov.uk) | 020 7527 4159