

Smart Cities and Communities: Impact Monitoring and Assessment Exchange

7th March 2019, University of Manchester

Workshop Report



The workshop

The European Union H2020 Smart Cities and Communities (SCC) programme comprises 14 Lighthouse projects with 40 Lighthouse cities to demonstrate how smart technology can deliver sustainability benefits to cities and their residents. On the 7th March 2019 Triangulum and the Manchester Urban Institute hosted a Smart City Monitoring and Assessment Exchange at the University of Manchester to share best practice among EU projects and develop a shared agenda to maximise benefits from monitoring and assessment activities. 17 participants attended including five SCC projects: RemoUrban, Replicate, Sharing Cities, IRIS, and Triangulum¹.

Key messages: process learning

¹ SCC Resources: <http://www.remourban.eu/>; <https://replicate-project.eu/>; <https://irissmartcities.eu/>; <http://www.sharingcities.eu/>; <https://www.triangulum-project.eu/>

There was a strong consensus across attendees around the need to capture **process learning** in the projects. There is an opportunity to capture the governance, learning and institutional change processes and communicate these to the follower cities and more widely. The key messages in relation to process learning that were identified across the five SCC projects are:

- **Process learning** has been identified by Lighthouse City partners as *the most important and lasting outcome* of their participation in the SCC projects.
- **Process learning** involves organisations changing the ways in which they work in response to new experiences, and presents a major opportunity to accelerate the uptake of smart city solutions.
- **Process learning** has not been fully recognised or captured within the existing funding and project frameworks.

The Exchange discussions resulted in a shared agenda with an intention to develop a dedicated work stream to leverage the considerable amount of process learning that the SCC programme has generated. This is made up of the following actions:

1. **Capture and measure process learning and exploit as a use case.** Partner organisations involved in SCC projects have learnt how to become smarter through new ways of working in partnership (inter- and intra-partner organisation). This is one of the most valuable assets to come out of the lighthouse projects in terms of leveraged benefits and legacy.
2. **Capture process learning around soft impacts (esp. social impacts).** Showcase the importance of stakeholder engagement and social impact methodologies and develop into a use case for replication. Identify how process learning facilitates leveraged investment and activities (e.g. new ways of working enable further project investment).
3. **Develop KPIs for process learning.** Identify KPIs and value capture techniques for process learning
4. **Exploit potential for cross-SCC project collaboration in relation to process learning at a meta-scale.** This activity realises value in two ways. First it enables vertical and horizontal project-project learning, and second it can be used to produce recommendations for how to transform processes to accelerate smart city adoption.

The Exchange organisers have disseminated these ideas as an output to the European Commission and will develop a work stream to address process learning in the final year of the project. The monitoring and assessment work package will also hold a follow-up workshop in late 2019 to consolidate the process learning work stream, including mechanisms to share and feed into the data and replication work packages. Finally, the potential to establish a cross-SCC process learning taskforce will be explored, in order to evidence the added value of the SCC programme and support the development of tools and methods to capture and leverage this value.

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Full report available on request.