

Strategic Intervention: Scotland's 8th City - the Smart City



8th City Programme Project Initiation Documentation

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Approvals

This document requires the following approvals. A signed copy should be placed in the project file.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

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1. Project Definition

Please explain what the project needs to achieve. It should also include information on the following aspects: Background; Project objectives; Desired outcomes; Project scope and exclusions; Constraints and assumptions; User(s) and any other known interested parties; and Interfaces.

The Aberdeen Data project is one of a number of projects contained within the wider 8th City Data Operation. This project will create an Open Data publication platform for Aberdeen City Council and the other cities. This will enable the introduction of data analytics in order to allow the cities to make evidence based decisions in order to transform and improve services and deliver smarter cities. It will also assist in the development of a local open data ecosystem, through community-based engagement activities to ensure that the Open data is both usable and useful, and is being used.

There are four separate but inter-related work package delivery areas:

- Data Standards
- Data Publication Platform
- Data Analytics
- Data Community/Capacity Building

Each work package involves collaboration across all cities within Scotland and will support the achievement of shared objectives.

The total project budget for Aberdeen is £232K. Aberdeen City Council has identified and committed a project budget of £114K comprising funds from existing capital budgets and staff time. Adding SCA Cities Investment Fund contribution of £25K brings the total to £139K (60%). This will be matched by ERDF funding of £92,667K (40%) plus additional

a. Background

Scotland's seven cities have ambitions to become smart cities - defined as the integration of data and digital technologies into a strategic approach to sustainability, citizen well-being and economic development.

Scottish Cities are facing many challenges from demographic change to increasing urbanisation, an ageing population and service demands that these entail, together with climate change, increasing energy use, flooding and related issues set against a backdrop of spending restraints within the public sector.

Open Data may provide a route to tackle these challenges in partnership with citizens, communities, academia and stakeholder organisations. Open data may aid the development of local job opportunities or better prioritise where money is being spent locally. By encouraging the use of open data, we will empower app developers and other businesses to be innovative with the data, and create new solutions to everyday problems faced by communities.

Policy and strategy have been developed at Scottish, UK, EU, and global levels for Open Data and the re-use of public sector information. This includes the publication of the Scottish Government's Open Data Strategy 2015, the cities' obligations under the G20 Charter on Open Data, and the commitment of the Alliance and each of the 7 cities to the aims of the Open And Agile Smart Cities program.

"The Open & Agile Smart Cities initiative (OASC) is a city-driven, non-profit organisation. The overall objective is to create a Smart City market. OASC was founded in January 2015 and came to life with the first wave of cities joining in March 2015. OASC continues to grow.

OASC kickstarts the use of a shared set of methods to develop systems and make them interoperable across a single city as well as between multiple cities. Today's smart cities are

pioneering solutions that improve local practices while promoting sustainable job creation. OASC provides the network for cities all over the world to share best practices, compare results, and avoid vendor (and city) lock-in while advocating for de facto standards. See <http://www.oascities.org/about/>

The funding required to deliver these opportunities is not yet available. The potential for creating new markets and services is also not being realised. The ERDF funding will allow the cities to begin to address these issues and rapidly advance the development of Open Data in cities as well as contributing to other smart city projects.

Funding allows for the scope of the work to be expanded whilst improving the collaboration between the seven cities so that work undertaken once can be shared and re-used where possible all leading to stronger outcomes, greater success against the Key Performance Indicators and progress in Smart City Maturity.

The 'Scotland's 8th City Data' ERDF Operation builds on the Scottish Government's Open Data Strategy (2015) and helps ensure that cities fulfil European and international agreements on the provision of open and spatial data. The Data Operation comprises a number of projects, with all of the seven Scottish cities participating.

b. Project objectives

This Project will serve to create open data publication platforms for the cities with the introduction of data analytics in order to allow the cities to make evidence-based decisions in order to improve services and delivery.

Delivery of the 'Scotland's 8th City – Open Data Project' will have four separate but inter-related work package delivery areas:

1. Data Standards
2. Data Publication Platform
3. Data Analytics And
4. Data Community/ Capacity Building.

Each work package involves collaboration across multiple cities within Scotland and will support the achievement of shared objectives.

For Aberdeen City Council, the project will deliver:

1. A visual and accessible Open Data Publishing portal, which is easily searchable and navigable, to enable the provision of open data and information,
2. Training and co-ordinated activity to drive culture and behaviour change around data within the authority and its partner organisation: making data open and accessible by default, shared and linked to add value, moving from data to information to decisions.
3. The potential to link data sets and perform analyses to tackle key issues such as tackling inequalities, redesigning services, improving locality planning and improving service efficiency.
4. A culture of data sharing across the Aberdeen city region supporting the Community Planning process.
5. Increased capacity and capability to address the needs raised by the production, publication and maintenance of high quality, dependable open data.

The Open Data Platform will recognise and build upon existing well-established data and information sharing in the Council, and will work in partnership with related transformational digital programmes, such as Being Digital, the regional Digital Place programme and link with the Master Data Management

programme. It will be aligned with the SCA smart cities Open Data Platform projects across Scottish cities, and will be aligned with other local, regional and national data sharing initiatives, for example the EU INSPIRE Directive which aims to create an EU wide spatial data infrastructure.

c. Desired outcomes

The development and operation of the platform itself (as a means of releasing previously-closed data from Aberdeen City Council and city / regional partners, in an open format) will deliver a range of additional beneficial outcomes, through the access to, re-use of, and derivation of added value from the analysis and visualisation of complex data. It will support innovation, as SMEs, Academia, Citizens and others start to build and use an eco-system of open data. It will also, through the identification of previously hidden or 'siloed' data, support improved service delivery. These additional benefits include:

1. A set of data standards by which Aberdeen City Council will adhere to in the release of open data, devised and maintained in partnership with the Scottish cities.
2. A package of training, guides and tools enabling robust data analysis within Aberdeen City Council and partner organisations, and the community at large. This extends to extracting data from the platform itself, data analysis, and the process of creating visualisations and applications using the data to ensure accessibility regardless of technical ability.
3. A sustainable capacity and capability in the use of open data, both within the Council and its partners, but also externally, through tailored training packages, and events such as "Hackathons" to raise the profile, and use, of open data.

We also anticipate the following broader benefits:

Social Benefits:

1. Community cohesion will be increased through trust and openness created in the data publication.
2. The data can be reused in an educational setting (in secondary schools and in further education).
3. Public safety can be improved through open analysis of data, and the marrying of data sets (rather than data being locked in departmental silos) e.g. linking data from the education service with roads data to better plan safe routes to school.
4. Data can be offered for use in participatory events (such as hack weekends where citizens, students or SMEs are invited to reuse the data to create novel applications).
5. We will support the concept of Smart Citizens with improved citizen engagement on what matters in their city, so they can contribute better and more easily.

Environmental Benefits:

1. Opening data to public scrutiny, making data public on traffic flow, pollution, restaurant inspections, biodiversity, or allowing council data to be married with other agencies (e.g. SEPA) will all have potential environmental benefits.
2. Similarly allowing public submission of data (e.g. from home sensor kits) would have additional benefits.
3. Aberdeen City Council, and other councils who are a member of the Covenant of Mayors, are undertaking their 'Sustainable Energy Action Plan'. This piece of work will feed into this open data platform resource in releasing energy data so citizens are better informed and engaged.

Economic benefits:

1. There are well-established economic benefits from opening data. These include the stimulus of local activities among SMEs.
2. There are also direct economic paybacks from making data open. In the case of transport this can be in reduction travel time / delays – or in the case of prescribing data in reducing medicine cost.
3. Public scrutiny of data, and better business analysis of that data can assist organisations in making better business decisions, driving cost savings and efficiencies.

A Benefits Realisation Plan for this Aberdeen Data project is attached at Appendix 1.

d. Project scope and exclusions
<p>This project is being conducted within the broader Digital Place programme in Aberdeen City. It also underpins the council's own improved approach to data management and data reuse, supported by the development of our open data strategy, and the establishment and operation of an Open Data Working Group aligned to the work of our Information Management Group.</p> <p>So, not all city council activity around open data will be conducted within the scope of this project – but the two will be co-ordinated. Similarly, with the platform being delivered for city / region data (not just ACC data) the processes and capability of partner organisations to publish open data will not be in scope.</p>
e. Constraints and assumptions
<p>Constraints:</p> <ol style="list-style-type: none"> 1. Limited budget available for the project – particularly regarding community and capacity building. 2. Officer time to dedicate to the project. 3. Resource capacity to continue post project end. <p>Assumptions:</p> <ol style="list-style-type: none"> 1. That previously identified and allocated budgets are made available. 2. That this project is supported through the Digital Place Strategy which Aberdeen City Council is leading for the NE region. 3. That the Open Data strategy is approved by Aberdeen City Council. 4. That the project is aligned with the Master Data Management project in the council. 5. That council Services and external partners co-operate to provide data for the platform. 6. That all cities agree common data sets to publish, in addition to local priorities. 7. Funding, and capacity, is provided for maintenance and development of the platform beyond the project end in 2018.
f. User(s) and any other known interested parties
<ul style="list-style-type: none"> ▪ Scottish cities: Aberdeen, Dundee, Edinburgh, Glasgow, Inverness, Perth, and Stirling. ▪ The Scottish Cities Alliance and the 8th City PMO based in Glasgow. ▪ Scottish Government. ▪ Academia: Data Lab, Aberdeen University, RGU, NESCOL, ▪ Others: Elevator, Code The City, Open Data Institute Aberdeen. <p>The Stakeholder Engagement Action Plan for the Aberdeen Data project, attached as Appendix 4, notes the full list of key groups, businesses or organisations identified as interested parties in this project. This list includes: Local Residents; Council Employees; Community Planning Partners; Third Sector organisations that provide services within the city region; and Businesses, including those involved in app/software development.</p>
g. Interfaces
<p><i>Please note other projects or initiatives which connect with this project and/or affect the activity or outcome in some way.</i></p>
<p>Key Interfaces include:</p> <p>Scottish Government: European Regional Development Fund (ERDF) Administration Scottish Cities Alliance The 'Scotland's 8th City - the Smart City' programme Aberdeen City Council:</p> <ul style="list-style-type: none"> - Transport Management System - GIS System - Corporate Address Gazetteer System - Other systems and services to be identified during the project lifetime. <p>- Aberdeen City Council - Other ongoing Projects and Programmes</p>

- Digital Place
- Being Digital
- Master Data Management project
- LOIP process
- Other projects and programmes to be identified during the project lifetime

h. Interdependencies

Please list other projects or initiatives which connect with and are dependent upon this project and/or which this project is itself dependent in order to achieve successful outcome.

There are identified interdependencies between the four work packages of the Data Operation, with a need to ensure that each is delivered on time so as not to compromise the overall timeline for delivery.

Other Operations and projects are being developed via the 8th City programme, and most, if not all of these, will have a data requirement which may need to be addressed as part of this project. For Aberdeen, these include 'Warm, Connected Homes', 'Intelligent Street Lighting' and the 'Digital Data Deployment'.

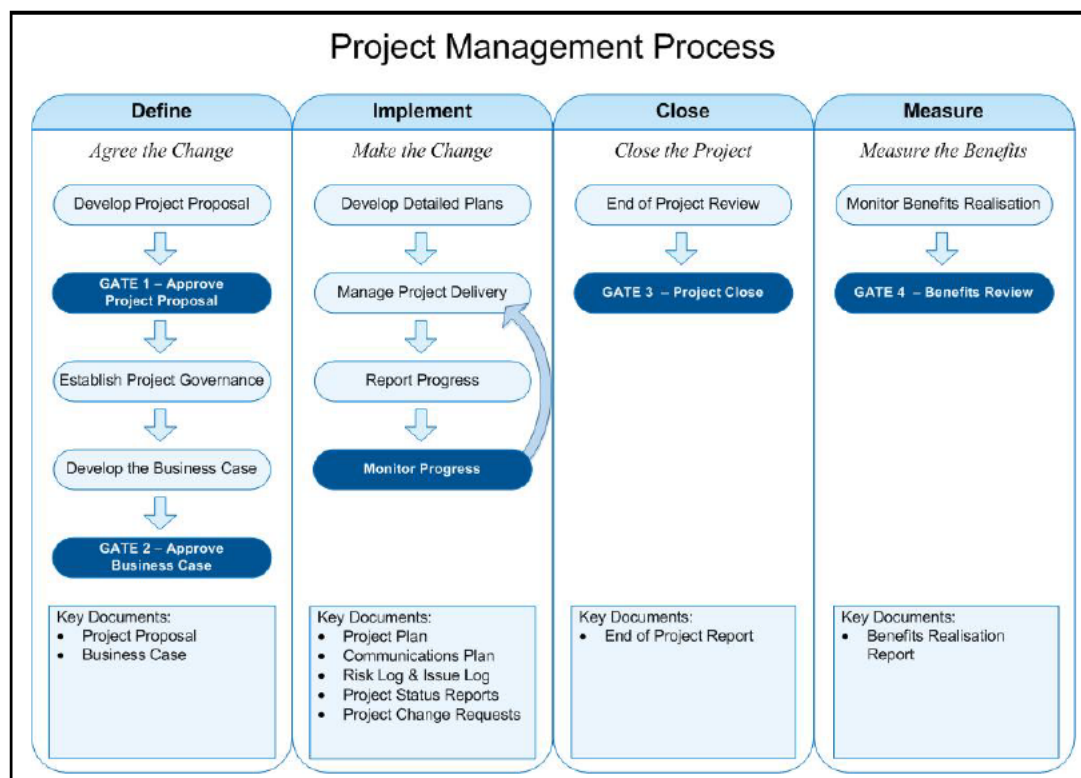
This project fits also within the framework of the Digital Place Strategy being developed for the Aberdeen city region. This addresses four key themes of: Data; Connectivity; Skills and Training; and Innovation and spans themes such as transport, energy, education, mobility.

Individual projects will be developed to deliver these and will have a dependency on the data platform – but may also drive the prioritisation of the publication of individual data sets.

2. Project Approach

Please define the choice of solution that will be used in the project to deliver the business option selected from the Business Case, taking into consideration the operational environment into which the solution must fit

The project approach to be used in delivering this Data Project is summarised in the schematic below:



Noting the interdependencies of the four work packages within the wider Data Operation, it is proposed that the following approach be adopted.

Work Package 1: Standards

Work Package 2: Data Platform

Work Package 3: Data Analysis and Visualisation

Work Package 4: Community and Capacity Building

Appendix 2 of this PID outlines the activity to be undertaken within each Work Package.

Delivery of the Aberdeen Data Project is supported by the following activity:

Activity	Date
Open Data Outline Business Case	September 2015
Scoping Report	November 2015
8 th City Operation Application	February 2016
Open Data Strategy approval	September 2016
Project Initiation Document	August 2016
Open Data Publication Plan launch	December 2016
Implementation of a governance structure for open data within the Council, including a network of “open data champions”	December 2016
Open Data Platform specification	January 2017

Platform Procurement	Feb – March 2017
Installation of Open Data Platform with other cities	May 2017
Review of implementation of Open Data Strategy	July 2017 / 2018
Aim to publish all applicable Council data as open data, at least at the 3* format	December 2017

Timescales for the project will be determined by discussions between the cities as to whether there is a jointly delivered solution or whether each individual city will pursue its own Open Data Platform.

In either case a 6-month timetable to an agreed solution ready for launch should be achievable.

Monitoring and evaluation will be carried out of the usage and performance of the Platform after launch.

A formal review will be carried out 6 months after the launch of the Platform, which will include evaluation from community users. Results will be disseminated across the Scottish Cities Alliance.

The project will be monitored by the Digital Place board, overseen by the Digital Transformation Manager, and led by the Open Data Project Officer (a new role created and funded within this project) with support from IT & Transformation and other services as required.

There will be a need for discussion between the cities and to engage with potential suppliers (jointly with other cities if appropriate) and other partners.

3. Business Case

The business case for this project was set out in the Aberdeen project proposal which was submitted in summer / autumn 2015 and which is attached as Appendix 3 to this PID.

An Assessment Framework was created and agreed by all Programme partners to enable scoring, review and prioritisation of all project proposals that had been developed by the 7 cities during 2015.

This project was selected and approved for inclusion within a wider ERDF Operation, by both the 8th City Advisory Group and 8th City Strategic Board. These partnership structures (which include representation from all Scottish cities and Scottish Government) were established as part of the governance arrangements that have been put in place for the 8th City Programme.

4. Project Management Team Structure and Roles

Please list the project team members, including a team/organisational chart. If posts are funded via ERDF please include job descriptions as an appendix.

The Aberdeen City Council Project Team will be responsible for ensuring that the Project Deliverables are on time/budget etc. Exact responsibility depends on how exactly the deliverables resulting from the four work packages are procured. i.e. Whether solutions are procured by individual cities, consortiums, or by the Cities collectively.

The project team will maintain all project documentation and outputs in line with corporate document management policies, and in line with 8th City programme and SG/ERDF requirements.

Role Descriptions

Name	Job Title	Role
Simon Haston	Head of Service for IT & Transformation – and chair of the Digital Place Board for the Aberdeen City region	Project Sponsor
[REDACTED]	Digital Transformation Manager	Project Manager
Vacant	Dedicated ERDF Project Officer	Project lead
[REDACTED]	CAG Custodian	GIS / CAG support
Various	Open Data Working Group	Contributors

The job description for the team members funded by ERDF are included as Appendix 8

In addition to these local roles the Programme Management Office, based in Glasgow City Council, will provide programme-level oversight, co-ordination and support.

5. Risk Management Strategy

The project will adhere to the Risk Management Strategy noted in section 11 of the 8th City Programme Assurance Framework.

The project team will complete the Risk and Issues Workbook, noted in the Framework, on a 4-weekly basis. This will also be presented to Aberdeen's Information Management Group via the open Data Working group for noting, action and mitigation.

Please see Appendix 4 for the current Risk and Issues Workbook for this project.

6. Stakeholder Engagement Strategy

In adopting an additional Output Indicator linked to 'Stakeholder Engagement' – with engagement taking place for each project/operation at the design stage, the delivery stage, and at post-implementation stage – the 8th City Advisory Group has made a commitment to inclusive and comprehensive engagement in relation to all projects and Operations being delivered within the 8th City programme.

The Aberdeen Data project will adhere to the 8th City programme's Stakeholder Engagement Strategy noted in the 8th City Programme Assurance Framework. The Stakeholder Action Plan for this project includes the following sections:

1. Stakeholder Engagement Aims and Objectives
2. Stakeholder List
3. Stakeholder Prioritisation and Engagement Approach
4. Timeline and Milestones for Stakeholder Engagement Activity
5. Stakeholder List and Suggested Communications Channel
6. Evaluation of Stakeholder Engagement

A copy of the Stakeholder Engagement Plan for the Aberdeen Data project is attached at Appendix 5.

7. Communication Management Strategy

The project will adhere to the Communication Management Strategy, as noted in the 8th City Programme Assurance Framework.

Furthermore, the project will also be compliant with requirements relating to the Stakeholder Engagement Strategy for the 8th City Programme (see Appendix 5).

8. Project Plan

Please describe how and when the project's objectives are to be achieved, by showing the major products, activities and resources required on the project. The Project Plan will provide a baseline against which to monitor the project's progress stage by stage.

Project planning for each city project is to be captured via MS Excel spreadsheet.

This forms Appendix 6 to this document.

9. Project Reporting and Controls

Please outline local planning/reporting structures, including details of meeting frequency, reporting arrangements, who is responsible for local decision making, etc.

Please also note:

- *Quality - how will you control the quality of the Smart City solutions / projects that you are delivering, and who is responsible for ensuring this? Please note any standards that might apply etc. It is at the discretion of each city to provide any schematics etc. which supports the approach*
- *How will you monitor and control changes to products; who is responsible for approving changes; and how they will record changes (e.g. version control).*

The project will be managed and delivered in line with the requirements of the Programme Assurance Framework for the 8th City ERDF Programme, which has been approved by all of the Programme partners. This Framework provides guidance and strategies for: marketing and communications; finance; project planning and reporting; risks and issues management; and performance management.

Key elements of the agreed approach to reporting include:

- Project planning via Microsoft Excel.
- Project progress reporting via a monthly Project Status Report which will record information on:
 - Progress and Milestones
 - Financial Information
 - Risks and Issues
 - Outputs
 - Outcomes and Benefits
 - Stakeholder Engagement

These reporting requirements and timescales will be built into the Project Plan.

Appendix 7 shows the reporting routes relating to ongoing monitoring and reporting of this project.

Aberdeen will also have its own local Project Board / Steering Group <insert title as appropriate> to oversee delivery of this project. It has been agreed that the PMO will engage with this structure at the closure point of the Design, Implementation and Evaluation phases of the project to validate and verify progress.

The Aberdeen Data Project Board/Steering Group will deal with day-to-day matters relating to project management.

Appendix 1: Aberdeen Data Project Benefits Realisation Plan

Desired Benefit or Outcome	Baseline	Stakeholders Impacted	Who is Responsible	Target Date
Education – New educational opportunities at school, further education and future learning level are delivered through the use of open data.	<ul style="list-style-type: none"> 4 number of hackathon events, 3 number of education events 	External data communities	City lead to ensure open data publication occurs and that events are supported/ promoted.	December 2018
Sustainability – sustainable capacity and capability for an open data ecosystem (management, publication and use) which can be managed through tools generated by this Programme such as training and hackathon type events to improve internal and external capacity and capability.	Open data capacity and capability currently / not currently managed through tools and engagement activities including hack events / internal training / external training.	Internal data communities & External data communities	City lead to ensure Open data governance is developed. WP4 team to support.	December 2018
Culture - Open data itself is a mechanism to improve inter departmental sharing of data by promoting a culture of openness, transparency and accountability which can lead to improved efficiency of public services through the new intelligence gained from analysing data together.	Internal data sharing within the organisation is minimal and needs improved	Internal data communities	City lead to develop the culture. WP4 to map existing mechanisms.	December 2018
Innovation - Support to innovation and new (and more informed) decision making by making a new publication solution and open data resource available. The targeted number of data sets is 50 by ACC) which will lead to new applications	1 outdated open data publication portal, 6 data sets, 0 new applications in the last 12 months?	Internal data communities	WP2 in delivering a data platform and City leads in promoting the number of data sets published.	December 2018
Standardisation - Publication of data in line with specific standards which allows for easier reuse of data, the linking of data with other partner's data and the transferability of data solutions and improved benchmarking and shared learning.	<p>Limited standards on back office management of data for open data, which is improving. Dublin Core (or another metadata standard) complied with rarely and almost no current publication of open data.</p> <p>There is no standard</p>	<p>Internal data communities</p> <p>External data communities</p>	WP1 in delivering recommendations on standards. City leads in ensuring implementation.	December 2018

	data types published by the seven cities at present.			
Analysis & Visualisation (external) - Added value from analysis and visualisation of data previously not analysed as too complex or not open which can extend from improved understanding of service delivery to artistic interpretation of data.	Very limited use of analytics or visualisation techniques.	External data communities	City leads in delivering data and WP3 and WP4 in developing the analytical need of external data communities	December 2018
Analysis & Visualisation (internal) - Improved knowledge and ability in analysing data sets to create new intelligence through development of a framework and toolkit for data analytics.	Some analytics undertaken. No common framework or approach to data analytics and no specified toolkit.	Internal data communities	WP3 in developing the framework, toolkits.	December 2018
Economic – More informed and potentially better business decisions due to the release of a previous inaccessible asset and the new intelligence derived from that asset.	1 outdated open data publication portal, 6 data sets, 0 new applications in the last 12 months?	External data communities	City leads in releasing the data.	December 2019
Economic – Business growth, job creation and competitive advantage of companies accessing the data.		External data communities		December 2019
End user benefit – the new applications created will potentially improve safety, environment, transit travel times, individual decision making such as access to the correct healthcare facility.		The end user	WP3 & WP4 in driving the need for new applications to be delivered to the end user.	December 2019
Accountability - New scrutiny of the data and the decisions made using the data by the public as well as informed partner organisations can improve efficiencies and service delivery. Improved community cohesion through trust and openness. Improved social welfare through enhanced collaboration, participation and social innovation.	0 number of improvements made as a result of public engagement through data in the past 12 months.	External data communities	City leads in releasing the data. City leads and WP4 in developing and understanding the feedback mechanism.	December 2019

Appendix 2: The 8th City Data Operation Work Package Overview

Aberdeen City Council are participating in the following work-packages:

Work Package 1	Data Standards
Work Package 2	Data Platform
Work Package 3	Data Analytics and Visualisation
Work Package 4(*)	Data Community and Capacity Building

(*) = Aberdeen City Council Lead

All four work package descriptors are attached separately as 2.1, 2.2, 2.3 and 2.4.

Section A: Project Summary – Aberdeen Open Data Project

Name of Proposed Project	Creation of an Open Data management and publishing platform	Sponsor City	Aberdeen
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Project Summary	<i>Describe your project in 500 words or less.</i>
<p>To establish a robust open data publishing platform for the city of Aberdeen.</p> <p>The platform will enable the public sector, academia, and private sector organisations, to host data for public and shared access in a single place. This will become the focus in the city for developing a local open data eco-system.</p> <p>The platform in addition to providing a means of publishing data will enable it to be tagged with metadata, enriched, classified, and searched.</p> <p>Further, it will bring tools to help improve data quality, support multiple formats – and make publishing simpler by automating workflow processes where possible.</p> <p>It will allow the crowdsourcing of data from and by the public and allow the publication of that to be managed within the platform.</p> <p>The system will support linking to other backend systems via APIs, and will create APIs for developers to reuse the published open data.</p> <p>Finally the platform will present not only the data but will encourage the use of modern data visualisation techniques-for example through dash boarding or mapping – to show the data in an innovative and engaging manner, and allow users to publish examples of where the data has been used (e.g. links to mobile or web apps) and create showcases and stories in a blog-like manner.</p> <p>The solution we seek is generic and is replicable across all cities. We understand that there is interest in procuring a similar platform in Dundee, Perth & Kinross and Stirling at present. There is potential in each city implementing a common system following a common approach albeit with local customisation and tailoring on installation.</p> <p>We envisage, whether the platform is hosted by the council or by 3rd parties, it will be managed by a custodian within the city council.</p> <p>We could then share experience with the other cities in deploying, managing and use of the platform through an agreed mechanism – so as to be mutually supportive.</p>	

Contact Name			
Address	Business Hub 13, Level 7N, Marischal College, Broad Street, Aberdeen, AB10 1AB		
Telephone	01224 52		
Email	@aberdeencity.gov.uk		

Project Objectives	<i>What will the project deliver, or what changes will it bring about? This should be a simple statement of what will be achieved once delivered - with the key question being 'how will this make the city smarter?' (See the Smart City Maturity Model, for guidance).</i>
<p>Linked to the council's plans to implement a Master Data Management approach to all internal data, this platform will be central to the better management of data, and our ability to understand and derive meaning from it.</p> <p>It will foster greater visibility, engagement with, and re-use of our data; creating greater value from that data, generating economic benefits for the city, and through intelligent re-use, release value which is currently not exploited.</p> <p>Project Deliverables</p> <ul style="list-style-type: none"> • through collaboration between diverse departments and agencies integrate diverse data sets which are presently siloed within the council in order to better exploit assets • develop an open data eco system which allows SMEs and academia to drive innovation through new uses for existing data • provide economic benefits through the activities of new or existing SMEs attracting investment in start-ups • provide better services for local citizens and drive better value from existing data sets <p>Smart Cities Maturity Model</p> <p>At present on the Smart Cities Maturity Model our use of data, across a broad range of services is somewhere at Level 1 (Ad hoc) to Level 2(Opportunistic). As we tighten up on data management generally, and start to exploit data through projects such as this (and related ones) we have the opportunity to move to Level 4 (managed) and even Level 5 (Optimised).</p>	

Project Benefits	<i>Outline key benefits the project will deliver across the following themes: Social (community cohesion, education, community safety; participation, etc); Environmental (carbon reduction, air quality, biodiversity, resource conservation, etc); or Economic (innovation, entrepreneurship, job creation, skills development, etc). Further information is available at http://www.smart-cities.eu/model.html. Please also note process benefits (such as collaboration, co-production, knowledge transfer, etc).</i>
<p>The platform will underpin a broad range of other projects, examples of which are given below, which will deliver social, environmental, and economic benefits.</p> <p>However the platform itself (as a means of releasing previously-closed data in an open format) will deliver a range of benefits, through the access to, re-use of, and derivation of added value from the analysis and visualisation of complex data. It will support innovation, as an eco-system of SMEs, Academia and other partners start to build and use an eco-system of open data. It will also, through the identification of previously hidden- or siloed- data support improved service delivery.</p> <p>Social benefits</p> <p>Community cohesion will be increased through trust and openness created in the publication. The data can be reused in an educational setting (in secondary schools and in further education). Public safety can be improved through open analysis of data, and the marrying of data sets (rather than data being locked in departmental silos) e.g. linking data from the education service with roads data to better plan safe routes to school. Data can be offered for use in participatory events (such as hack weekends where citizens are invited to reuse the data to create novel</p>	

applications. We will support the concept of Smart Citizens with improved citizen engagement on what matters in their city, so they can contribute better and more easily.

Environmental benefits

Opening data to public scrutiny, making data public on traffic flow, pollution, restaurant inspections, biodiversity, or allowing council data to be married with other agencies (e.g. SEPA) will all have potential environmental benefits. Similarly allowing public submission of data (e.g. from home sensor kits) would have additional benefits. Aberdeen City Council, and other councils who are a member of the Covenant of Mayors, are undertaking their 'Sustainable Energy Action Plan'. This piece of work will feed into this open data platform resource in releasing energy data so citizens are better informed and engaged.

Economic benefits

There are well-established economic benefits from opening data. These include the stimulus of local activities among SMEs. But there are also direct economic paybacks from making data open – in the case of transport this can be in reduction travel time / delays – or in the case of prescribing data in reducing medicine cost. Public scrutiny of data, and better business analysis of that data can assist organisations in making better business decisions, driving cost savings and efficiencies.

Project Approach and Management

Outline how the project will be delivered, including operational management, proposals for working with delivery agents, external partners, etc. Are resources, knowledge and expertise in place (or easily available)?

We will discuss with the selected suppliers, and with other cities if they will be implementing the same solution, in order to minimise duplication and maximise the transfer of skills and knowledge between partners. We have been in discussion with Dundee, Perth and Stirling regarding their plans for an open data platform and we are keen to work with them on a collaborative approach. Furthermore we contributed to the Scottish Government's Open Data Strategy 2015 and are keen to look at how data can be federated at a national as well as city level.

The project governance will be provided by Aberdeen City Council's Digital Transformation Board and project management will be delivered by council officers.

We have some knowledge and experience of providing open data on a small scale and we will build on our expertise and seek to have skills transfer as well as up skilling where appropriate. We will also utilise existing ICT colleagues where they have the relevant skills.

Within Aberdeen City Council there exists the Funding, Projects & Partnerships team which work at cross service level to help and support teams identify and apply for external funding to undertake strategic works such as this project.

Timescales

Please note start and completion dates and include key milestone(s) such as development or installation dates, engagement events, launch dates, etc.

We currently have a rudimentary open data platform at the moment which does not meet requirements and is far from robust. We have a pressing need to replace that platform with something fit for purpose, which can work for us at scale and deliver the additional functionality which we need so that it can be used to support a number of other projects.

While we would hope to have that new platform in place by December 2015 we realise that timescales will be required to fit in with the overall programme.

Further details will be agreed with partners as part of our engagement with them, and will form part of the contract and project planning process once the governance structure and timescales of the ERDF funding is clearer as this forms part of the project management.

Risk	<i>Identify the top three risks associated with your project. Please note mitigating actions to be taken to reduce or to eliminate risk.</i>
1.	Risk that the organisation will not make adequate use of the system.
	Mitigation: Ensure that our new Open Data strategy is published and supported by the corporate management team. Make it clear to all Services that they are obliged under the strategy to publish their data.
2.	Risk that the implementation of the platform will be overrun, or will be more expensive than planned.
	Mitigation: Ensure good project management (using the PMO) and that good governance is in place for the delivery of the platform.
3.	Risk that the platform will not be used by the public, SMEs or academia as well as we would wish.
	Mitigation: As part of the consultation on the development of the city's digital strategy, engage with all target groups, and gain visibility for the platform and its potential. Use events such as CodeTheCity to promote its use. Encourage public engagement and the creation of crowd-sourced data through the use of competitions, hack weekends, and the use of all digital channels e.g. Social Media.

Replicability and Scalability	<i>Could this project be utilised or otherwise shared with other Scottish cities or does it have only a local perspective? If proposal is for a small-scale pilot or trial, could it be easily scaled up (either in its form or its outcomes) for wider application?</i>
<p>The solution we seek is generic and is replicable across all cities. We understand that there is interest in procuring a similar platform in Dundee, Perth and Stirling at present. The implementation of each would follow a standard approach and would allow for local customisation and tailoring on installation.</p> <p>Experience in deploying, managing and use of the platform should be shared through an agreed mechanism – so as to be mutually supportive and encourage the sharing of experience and best practice across the cities.</p>	

Strategic Fit	<i>Please state how your proposed project fits with aims and desired outcomes of the 'Scotland's 8th City – the Smart City' Strategic Intervention. Please note the links to your city's strategic plan, community plan/SOA, etc.</i>
<p>The proposed project fits well with the desired aims and outcomes of the Strategic Intervention. A Smart City can be defined as the integration of data and technologies to enhance the sustainability, economic development and citizen well-being within a city.</p> <p>One of the main aims of the project is to better manage and understand the data which we hold, as well as how to create better socio-economic value from the data. In turn, having an open data platform will allow Aberdeen to improve its service delivery, provide citizens with a better place to live through improved citizen engagement and a platform for innovation for SMEs within the city. The platform would be able to support cross services and organisations within Aberdeen such as community safety involving council, police and other parties or health and social care integration</p>	

between council and NHS.

Aberdeen City Council has several key strategic priorities which this project would correspond to, notably the Strategic Infrastructure Plan (SIP), Smart Aberdeen 2020 '*Digital Agenda for Europe*', Scotland's Economic Strategy and the Single Outcome Agreement. The project would additionally correlate to the work being undertaken by Accelerate Aberdeen who are working towards making Aberdeen a superconnected city. We are also currently formulating a Digital Place Strategy for Aberdeen which will provide an umbrella framework for currently diverse range of digital projects. The Open Data Platform will be included within this strategy document.

As the Open Data Platform will act as an enabler, it will also link to a number of other pieces of work and strategies within Aberdeen City Council and city. This includes, but is not limited to, the Sustainable Energy Action Plan (SEAP), Local Transport Strategy and Local Housing Strategy.

Strategic Infrastructure Plan

Within the Aberdeen SIP it is stated that evidence gathered from research formed the basis of identifying 5 key infrastructure goals for the SIP, one of which is 'High Quality Digital Connectivity at Home and Work' to help accelerate economic growth and create employment as well as enable more cost effective delivery of public services. Accelerate Aberdeen are currently working towards the installation of fibre, particularly to areas of multiple deprivation in the city centre to reduce inequalities in order to help create the infrastructure needed for the open data platform. Once the Open Data Platform has been established and worked-up, the platform will act as an enabler for other projects through the ERDF Strategic Intervention Scotland's 8th City.

Single Outcome Agreement

The Community Planning Partnership states within the SOA they recognise digital connectivity as a priority to support economic growth and attract further investment to the city. It is also demonstrated through the SOA benefits of fast and easy digital connectivity across the City are also clear both to residents in their private lives and how they access local services and engage with wider communities. The Open Data Platform feeds into the thematic priorities of Aberdeen which include:

- Safer Communities
- Learning and Workforce
- Economic Growth
- Health and Well Being
- Older People
- Children & Young People
- Integrated Transport

On a national level it also relates to **Scotland's Economic Strategy, March 2015**

- Provide the physical and digital connectivity needed to ensure that all of Scotland is open to the national and global economy and is able to access high quality public services
- Support the development of highly innovative businesses across the Scottish economy
- Investment in our infrastructure is vital for delivering high-valued public services, boosting connectivity and enabling businesses, households and communities to take advantage of the digital age
- Infrastructure investment attracts business investment, stimulates economic activity and deepens access to the labour market. Physical and digital infrastructure improves connectivity, helping cities to drive growth and compete internationally.
- Important to continue to invest in digital skills to meet the needs of the modern economy.
- Workplace innovation has the clear potential to benefit businesses, organisations and

society, creating a focus on better use of organisational resources in ways that support the delivery of strategic and operational business objectives.

Links and Dependencies	<i>Does this project link to, or is it dependent upon, other projects or activities as part of the 8th City Strategic Intervention? If so, please provide details.</i>
<p>This project will support our other planned projects as it will act as an enabler. The open data platform will provide the backbone for other projects within the domains Aberdeen has chosen which are being considered for future rounds of ERDF; however we require the data to be in place in first instance. Examples of such projects include</p> <ul style="list-style-type: none"> • Energy-for example collecting and analysing data on how people are using energy and heat within their homes which can improve our understanding of citizens behaviour • Health Data Intelligence • Transport and Road Traffic data so people can better plan their routes and provide real time information to citizens • Waste, examples include using data to better inform residents of their collection and how much recycling individual households are currently doing 	

Monitoring and Evaluation	<i>What method(s) will be used to monitor and measure performance? How will you evaluate and show effectiveness?</i>
<p>We will develop a set of metrics to measure the performance of the platform on which we can report take-up and other activities. While yet to be finalised this could include a number of data sets published, number of applications built using open data, number of page views of visualised data etc.</p> <p>Officers will report to the Digital Transformation Board on performance and uptake.</p>	

Budget and Funding	<i>Does this project link to, or is it dependent upon, other projects or activities as part of the 8th City Strategic Intervention? If so, please provide details.</i>				
Amount requested from ERDF	£76K	Match funding*	£114K	Total budget	£190K
*Source of match funding?	Identified council capital budget and staff time				
Are you requesting support via the SCA Cities Investment Fund?	Yes / No	If Yes, how much is requested?		£25,000	

Section B: Project Typology

Data		Technology																																		
(Successful smart cities make effective use of their data assets to secure better outcomes. They invest in system-wide data capture, integration and analytics capabilities. Open data underpins their commitment to transparency and innovation.)		(Successful smart cities invest in open, flexible, integrated and scalable ICT architectures that enable accelerated service innovation such as provision of automated and real-time dynamic response capabilities.)																																		
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Section C: Project Scale / Scope		Scotland's 8th City – the Smart City
Project Name:	Creation of an Open Data management and publishing platform	

Scoring Assessment Guide

Criteria	2	4	8	16	Score
Strategic Outcomes	No link or little contribution to other work that is linked to a strategic outcome	Direct contribution to a strategic outcome	Direct contribution to more than one strategic outcome	Contribution to a wider city/region strategy in addition to a corporate strategic outcome	16
	No risk to Council's or SCA's reputation	Short-term, limited damage to reputation	Widespread, but relatively short term damage	Significant, long-lasting damage to reputation (locally and/or nationally)	4
Impact on organisational structure	None	May require some new business processes and possibly some retraining	Significant restructure of process and work areas, potential staff reductions	Transfer of staff, out-sourcing and/or significant staff reductions	4
External policy or legislation	No links to policy or legislation	Some link to other work that is delivering policy or legislation	Direct link to policy or legislation	Fundamental to achievement of policy or legislation	8
Stakeholders	Internal and within single service area / single city	Internal across more than one service area may involve an external partner	Internal and external	Large numbers of stakeholders both cross-city and external	16
Cost	< £10,000	£10,000 - £50,000	£50,000 - £400,000	> £400,000 or EU Procedure applies	8
Contract complexity	No new or little contract change / low risk	Single contract & known supplier, or some change to existing contracts/ medium risk	Competitive Tender required known supplier or significant contract changes/ medium risk	Tendered contract or multiple contracts with unknown suppliers / high risk	4
Timescale	< 6 months	6 - 12 months	12 - 18 months	> 18 months	4

Total Score	18-54	56-94	96-144
Size of Project	Small	Medium	Large
Type of Project	1	2	3

Total = 64

How to Use: This is to aid Smart Cities Working Group partners in determining scale and scope of proposals to be submitted as ERDF project applications.

ERDF 2014-20 Strategic Intervention: Scotland's 8th City – The Smart City

Name of City: Aberdeen City Council

Name of proposal: Open Data Platform

1. Can you please confirm the level of ERDF funding required for your proposal:

☐ Below £150,000 ☒ £150,000 and above (as cluster group)

2. Please clarify if the project will be delivered within a recognisable City boundary:

Yes ☐ No ☒

If No, please advise how the project (once delivered) will be of benefit to your City:

We are working as a cluster group with the other Scottish Cities to provide benefit to Aberdeen City and city partners. Benefits include improved data integration and analysis, user engagement, economic opportunities, service efficiencies, ability to create innovative solutions, stimulation of start-ups/SMEs, scalable data eco-system, joint data and smart city project opportunities.

The 8th City ERDF Programme Funding is principally aimed at delivering Smart City projects within urban areas. If projects are external to a city boundary, then they must have clear, demonstrable benefit to the urban area to qualify for funding. It should be noted that in the case of the 8th City ERDF Programme, expenditure incurred out with a city boundary setting could be deemed to be ineligible by the Managing Authority. This presents a risk to both the city that has been awarded the ERDF funding and Glasgow City Council in its capacity as the Lead Partner for the Programme. If incurred expenditure is deemed to be ineligible through either the funding claim process or a project audit, the Lead Partner may have grounds for reclaiming this funding from the relevant city authority.

3. One of the key drivers for this ERDF Programme is to support collaboration / co-design amongst the Scottish cities. Please can you advise how your project will support collaboration / co-design?

The project will be developed using co-design techniques and collaboration between all Councils. We will each identifying local stakeholders who, post-delivery, will continue to be members of a collaborative and citizen centric data eco system. This eco system will be essential for on-going development and delivery.

Reference is made to the definition in the SCA Delivery Group Report, May 2015:

"A co-designed programme does not mean that every city must deliver, implement or use the learning from all of the agreed projects but they must all approve the suite of projects that form the full programme and at least two cities must aspire to deliver, implement and use the learning from each project".

4. For the purpose of the EUMIS on-line grant management system and on-going collaborative working amongst the Scottish cities, please indicate on the below table which of the following operation clusters your proposal fits under (please choose only 1 cluster):

Data <i>Examples of Smart City Capabilities: Data Acquisition, Data Publication, Data Analytics, Data visualisation, Open Data, Shared Data, Data Platforms/Hubs</i>	✓
Smart Communities <i>Examples of Smart City Capabilities: Smart phone Apps, Crowd Sourcing, Community Dashboards, Community Maps, Community Directories</i>	
Smart Infrastructure <i>Examples of Smart City Capabilities : Asset Maps, Asset Allocation, Automated Control, Remote Control, Automated Fault Detection, Sensors, Intelligent Street Lighting; Innovation Hubs/ Living Labs; Wi-Fi</i>	
Smart Services <i>Examples of Smart City Capabilities : Centralised Operations Management, Service Performance Management & Reporting</i>	
<ul style="list-style-type: none"> ▪ Mobility 	
<ul style="list-style-type: none"> ▪ Public safety 	
<ul style="list-style-type: none"> ▪ Health 	
<ul style="list-style-type: none"> ▪ Energy 	
<ul style="list-style-type: none"> ▪ Other 	

Appendix 4: The Aberdeen Data Project Risk and Issues log

This is available as a separate MS Excel spreadsheet document. The table below notes the version control history and the current version of the Risk and Issues Log.

Version Number	Date	Revision Date		Change Owner
1.0	2016.01.21	Add info	First version	

Appendix 5: The Aberdeen Data Project Stakeholder Engagement Action Plan

Table 1: Stakeholder Engagement Aims and Objectives

<p>Aim(s): <u>What will be the result(s) of your engagement activity?</u></p>
<p><u>Aim 1: Through participation in WP4 we aim to understand and improve internal open data communities in Aberdeen City Council and its public sector partners.</u></p>
<p><u>Aim 2: Through participation in WP4 we aim to understand and improve external open data communities in businesses, organisations, Universities and individuals.</u></p>
<p><u>Aim 3: Through participation in WP4 we aim to extend the understanding of open data communities into understanding open data audiences and their needs and to deliver against those requirements.</u></p>
<p><u>Aim 4: Through participation in WP4 we aim to identify approaches/mechanisms to strengthen communication and knowledge sharing mechanisms between cities and stakeholders</u></p>
<p><u>Aim 5: Through participation in WP4 & WP2 we will carry out specific engagement on the open data released to understand how it satisfies demand.</u></p>
<p><u>Aim 6: Through participation in WP3 & WP4 we aim to engage with internal and external data experts to define and deliver purposeful data analytics projects and open data links.</u></p>
<p><u>Aim 7: Through participation in WP1 we aim to engage with data practitioners to help ensure success of the data standards delivery.</u></p>
<p><u>Aim 8: To engage across the Project to help maximise the quality of service delivery.</u></p>
<p>Objective(s): <u>What will you do to achieve your aim(s)?</u></p>
<p><u>Objective 1 (Aim 1): WP4 will undertake stakeholder mapping activity to benchmark the internal open data community and that of the public sector partners. It will benchmark both the extent of the community and its capability and use this as a tool to understand where resources need to be concentrated to benefit and improve.</u></p>
<p><u>Objective 2 (Aim 2): WP4 will undertake stakeholder mapping activity to benchmark the external open data community in terms of its extent and its capability.</u></p>
<p><u>Objective 3 (Aim 3): WP4 will define the open data audiences which exist and their individual needs in relation to open data including the type of data that is needed, how they wish to access the data or see it being reused.</u></p>
<p><u>Objective 4 (Aim 4): WP4 will build on the understanding of audiences to provide the most appropriate tools and mechanisms to strengthen communication and knowledge sharing and further support the progress against Aim 3.</u></p>
<p><u>Objective 5 (Aim 5): WP4 (and WP2 supporting) engage around the open data sets published to improve delivery and also to assess demand in terms of proven quantitative figures (downloads, etc.) which will support an improved service offering in future.</u></p>

<u>Objective 6 (Aim 6): WP3 (and WP4 supporting) needs to engage with the data and analytics experts at a thematic and project level to understand the complexities of the data and the challenge question to ensure analytics is properly applied and delivers meaningful conclusions.</u>
<u>Objective 7 (Aim 6): WP3 should engage with the experts in objective 6 to understand which algorithms and data sets can be made open and shareable.</u>
<u>Objective 8 (Aim 6): WP3 (and WP4 supporting) needs to engage with stakeholders to leverage hackathon type events to help ensure successful event outcomes.</u>
<u>Objective 9 (Aim 7): WP1 will engage with internal and external practitioners to help determine the standards for application and that these standards are acceptable.</u>
<u>Objective 10 (Aim 7): WP1 will engage with internal and external practitioners following a period of data standards application to determine success and potentially refine the data standards recommendations.</u>
<u>Objective 11 (Aim 8): There is a general stakeholder need to engage across and within the Data Cluster Project and the four independent Work Packages to ensure information sharing and awareness are maximised.</u>

Please see all Work Packages to understand the stakeholders relevant to this Project Initiation Document including:

- Stakeholder List
- Stakeholder Prioritisation and Engagement Approach
- Timeline and Milestones for Stakeholder Engagement Activity
- Stakeholder List and Suggested Communications Channel

If relevant additional and specific information is provided in the following tables 2 to 5 as well.

Table 2: Stakeholder List

<u>Stakeholder</u>	<u>Connection to city project/operation (or to wider 8th City programme/Smart City activity)</u>
<u>Elected Members</u>	<u>Must be kept abreast of developments</u>
<u>Corporate Management Team</u>	<u>Need to know about the programme</u>
<u>Service Management Teams</u>	<u>Will agree, prioritise, supply data</u>
<u>Information Governance Group</u>	<u>Owning the project</u>
<u>Open Data Working Group</u>	<u>Driving the project at council level</u>
<u>SCA PMO</u>	<u>Programme control</u>
<u>SCA Advisory Group</u>	<u>Oversight of the programme</u>
<u>Digital Place Board</u>	<u>Links to the DP programme at a regional level</u>
<u>Scottish Local Govt Digital Office (SLGDO)</u>	<u>Running parallel, complementary programmes</u>
<u>Local City Partners</u>	<u>Should produce data too</u>
<u>Academia / SMEs</u>	<u>Can make use of data</u>
<u>Interest Groups</u>	<u>Can champion local work, support or run events</u>
<u>Citizens</u>	<u>Need to be engaged</u>
<u>Press / Media</u>	<u>Can help to publicise events and achievements</u>

Table 3: Stakeholder Prioritisation and Engagement Approach

High Influence + Low Interest = Keep Satisfied	High Influence + High Interest = Work Together
Elected Members CMT SCA Advisory Group	Service Management Teams Information Governance Group Open Data Working Group SCA PMO Interest Groups
Low Influence + Low Interest = Minimal Effort	Low Influence + High Interest = Show Consideration
Press / Media	Digital Place Board SLGDO Local Partners Academia / SMEs Citizens

Table 4: Timeline and Milestones for Stakeholder Engagement Activity

<u>Year</u>	<u>Quarter</u>	<u>Planned Stakeholder Engagement</u>
2016	<u>Q1</u>	-
	<u>Q2</u>	-
	<u>Q3</u>	-
	<u>Q4</u>	<u>Progress Update to the Information Governance Group.</u> <u>Monthly meetings of Open Data Working Group</u>
2017	<u>Q1</u>	<u>Monthly meetings of Open Data Working Group</u> <u>Quarterly updates to CMT and Elected Members</u> <u>Updates to SCA PMO and Advisory Group as Required</u> <u>Regular engagement with Academia, Interest Groups, SLGDO, Local Partners and SMEs as required by project activity</u> <u>Occasional Press / media engagement as determined by project progress</u>
	<u>Q2</u>	<u>Progress Update to the Information Governance Group.</u> <u>Monthly meetings of Open Data Working Group</u> <u>Quarterly updates to CMT and Elected Members</u> <u>Updates to SCA PMO and Advisory Group as Required</u> <u>Regular engagement with Academia, Interest Groups, SLGDO, Local Partners and SMEs as required by project activity</u> <u>Occasional Press / media engagement as determined by project progress</u>
	<u>Q3</u>	<u>Monthly meetings of Open Data Working Group</u> <u>Quarterly updates to CMT and Elected Members</u> <u>Updates to SCA PMO and Advisory Group as Required</u> <u>Regular engagement with Academia, Interest Groups, SLGDO, Local Partners and SMEs as required by project activity</u> <u>Occasional Press / media engagement as determined by project progress</u>
	<u>Q4</u>	<u>Progress Update to the Information Governance Group.</u> <u>Monthly meetings of Open Data Working Group</u> <u>Quarterly updates to CMT and Elected Members</u>

		<u>Updates to SCA PMO and Advisory Group as Required</u> <u>Regular engagement with Academia, Interest Groups, SLGDO, Local Partners and SMEs as required by project activity</u> <u>Occasional Press / media engagement as determined by project progress</u>
2018	Q1	<u>Monthly meetings of Open Data Working Group</u> <u>Quarterly updates to CMT and Elected Members</u> <u>Updates to SCA PMO and Advisory Group as Required</u> <u>Regular engagement with Academia, Interest Groups, SLGDO, Local Partners and SMEs as required by project activity</u> <u>Occasional Press / media engagement as determined by project progress</u>
	Q2	<u>Progress Update to the Information Governance Group.</u> <u>Monthly meetings of Open Data Working Group</u> <u>Quarterly updates to CMT and Elected Members</u> <u>Updates to SCA PMO and Advisory Group as Required</u> <u>Regular engagement with Academia, Interest Groups, SLGDO, Local Partners and SMEs as required by project activity</u> <u>Occasional Press / media engagement as determined by project progress</u>
	Q3	<u>Monthly meetings of Open Data Working Group</u> <u>Quarterly updates to CMT and Elected Members</u> <u>Updates to SCA PMO and Advisory Group as Required</u> <u>Regular engagement with Academia, Interest Groups, SLGDO, Local Partners and SMEs as required by project activity</u> <u>Occasional Press / media engagement as determined by project progress</u>
	Q4	<u>Monthly meetings of Open Data Working Group</u> <u>Quarterly updates to CMT and Elected Members</u> <u>Updates to SCA PMO and Advisory Group as Required</u> <u>Regular engagement with Academia, Interest Groups, SLGDO, Local Partners and SMEs as required by project activity</u> <u>Occasional Press / media engagement as determined by project progress</u>
2019	Q1	<u>Final Update to the Information Governance Group.</u> <u>Ongoing meetings of Open Data Working Group</u> <u>Final updates to CMT and Elected Members</u> <u>Final submissions to SCA PMO and Advisory Group as Required</u> <u>Prepare post-project plan for engagement with Academia, Interest Groups, SLGDO, Local Partners and SMEs as required by project activity</u> <u>Final project-specific Press / media engagement.</u>

Table 5: Stakeholder List and Suggested Communications Channel

<u>Stakeholder</u>	<u>Communications Channel</u>
<u>Elected Members</u>	<u>Email / report</u>
<u>Corporate Management Team</u>	<u>Email / Report</u>
<u>Service Management Teams</u>	<u>Regular face to face meetings</u>
<u>Information Governance Group</u>	<u>Formal reporting</u>
<u>Open Data Working Group</u>	<u>Very regular meetings</u>
<u>SCA PMO</u>	<u>Update Reports</u>
<u>SCA Advisory Group</u>	<u>Update reports / meetings</u>
<u>Digital Place Board</u>	<u>Updates at meetings</u>
<u>Scottish Local Govt Digital Office (SLGDO)</u>	<u>Email and their other channels (e.g. Slack)</u>
<u>Local City Partners</u>	<u>Face to face / emails / meetings</u>
<u>Academia / SMEs</u>	<u>Face to face / emails / meetings</u>
<u>Interest Groups</u>	<u>Face to face / emails / meetings</u>
<u>Citizens</u>	<u>Social media, web / face to face meetings</u>

Press / Media	Via comms office – e.g. press release, photo ops
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Table 6: Evaluation of Stakeholder Engagement

<u>Project phase (i.e. pre- / during / post-)</u>	<u>Summary of evaluation approach/activity</u>	<u>Evaluation output</u>
During and post	<u>WP1: review the number of engaged participants outside of the project partners.</u>	<u>Data and analysis to be fed into the evaluation report</u>
During and post	<u>WP1: Review the level and quality of feedback to determine how engaged the participants were and the willingness and enthusiasm for future involvement.</u>	<u>Data and analysis to be fed into the evaluation report</u>
<u>During</u>	<u>WP2: Regularly review the number and type of unique users of the data published as open data</u>	<u>Data and analysis to be fed into the evaluation report</u>
<u>During</u>	<u>WP3: Review the number of engaged data practitioners outside of the project partners</u>	<u>Data and analysis to be fed into the evaluation report</u>
<u>During and post</u>	<u>WP3: Review the level and quality of feedback to determine how engaged the participants were and the willingness and enthusiasm for future involvement.</u>	<u>Data and analysis to be fed into the evaluation report</u>
<u>During and post</u>	<u>WP4: review the number of engaged participants outside of the project partners.</u>	<u>Data and analysis to be fed into the evaluation report</u>
<u>During and post</u>	<u>WP4: Review the level and quality of feedback to determine how engaged the participants were and the willingness and enthusiasm for future involvement.</u>	<u>Data and analysis to be fed into the evaluation report</u>
<u>During and post</u>	<u>WP4 Review the number of people attending Hackathon type and other educational events</u>	<u>Data and analysis to be fed into the evaluation report</u>

Appendix 6: The Aberdeen Data Project Plan

This is attached as a separate MS Excel spreadsheet document. The table below notes the version control history and the current version of the project plan.

Version Number	Date	Revision Date	Change Owner
1.0	2017-01-21	tbc	

Appendix 7: The Aberdeen Data Project Reporting and Controls

Locally project progress will be monitored and reported to the Information Governance Group on a regular basis, most likely 2-monthly (although this is to be agreed).

Our progress will also be reported on to the Scottish Cities Alliance in a manner and to a schedule as agreed with the Programme Management Office.

ABERDEEN CITY COUNCIL JOB PROFILE

1 Job Details	
Job Title:	ERDF Projects Officer
Job Profile No:	
Directorate:	Corporate Governance
Service:	IT & Transformation
Grade:	G13
Version Date:	13/05/2016

2 Job Purpose
To support and co-ordinate ACC's participation in the Scottish Cities Alliance Scotland's 8 th City programme and in particular the Open Data project; to align work with other cities' participation; to support and guide other services within ACC as required; to establish and monitor outcomes and measure as required.

3 Reporting Relationships
<p>HOS, IT & Transformation</p> <p style="text-align: center;">↓</p> <p>Digital Transformation Manager</p> <p style="text-align: center;">↓</p> <p>ERDF Projects Officer</p>

4 Outcomes
<p>The post holder will be expected to:</p> <ul style="list-style-type: none"> Familiarise themselves with the SCA's Scotland's 8th City Programme – and in particular the Open Data Project, and its work packages; and support the project lead for Aberdeen City Council Be familiar with best practice in Open Data, understand Aberdeen City Council's Open Data strategy, and work with internal services to implement these Participate in, lead or support, the delivery of individual work packages of this project Liaise with the other six Scottish cities, and other partners in

Aberdeen in delivering the project, so as to ensure a joined-up project delivery.
<ul style="list-style-type: none"> • Complete all project and reporting documentation to the satisfaction of the Managing Authority
<ul style="list-style-type: none"> • Provide technical support and guidance to Council services in delivering their data as Open Data
<ul style="list-style-type: none"> • To undertake Scotland-wide travel as part of this role
<ul style="list-style-type: none"> • To undertake any other duties as required including support for other interlinking projects in the ERDF Scotland's 8th City Programme

5 Knowledge

The post holder needs to be able to demonstrate an understanding or experience of:

- Best practice in the publication of Open Data
- The Open Data strategies of Aberdeen City Council and the Scottish Government
- Project monitoring and reporting in line with Prince 2 methodologies
- Effective communication and stakeholder engagement

6 Job specific skills and competencies

The post holder is expected to demonstrate:

- **Experience in leading or managing projects with multiple stakeholders, following a methodology based on Prince 2 or similar,**
- **Ability to proactively and effectively communicate with multiple stakeholder groups, internal and external to the council,**
- **Knowledge in research into standards and best practice, for example in implementing open data platforms.**
- **Experience of writing status update reports, maintaining risk and issue logs and other project documentation as required by the external PMO.**
- **The ability to monitor and report on project budget expenditure.**
- The ability to contribute to the development of the Digital Place programme, through activity based on the use of open data.

7 Organisational Behaviours

The post holder is expected to display the following behaviours:

Communication

- Communicates information clearly and concisely to stakeholders and project partners
- Gives clear and relevant information and instructions
- Uses appropriate language which is clear and unambiguous (Plain English)
- Relates well to others and works with them to help meet their needs

Customer Focus

- Understands and responds appropriately to customers' needs
- Works collaboratively across service/ team/ organisational boundaries to deliver excellent customer service
- Manages customer expectations
- Establishes good relationships with customers

Professionalism

- Demonstrates honesty and integrity in their decisions and actions
- Meets deadlines
- Promotes/ upholds the council's image
- Meets and maintains standards consistently

Respect

- Recognises the time, effort and commitment of others
- Is courteous, polite and considerate to all
- Makes colleagues feel valued and supported
- Complies with council policies, procedures and guidelines

8 Requirements of the Job

The post holder needs to hold as a minimum:

- A University degree level qualification or equivalent experience in a relevant work discipline
- A Project Management qualification or equivalent experience

9 Development

The post holder must have undertaken or be committed to undertaking the following course, or others as required, within a specified period:

- OIL module – For your Eyes Only (ICT security)
- OIL module – Protecting Children
- OIL module – Data Protection Essentials
- OIL module – Basic Health and Safety Awareness

