DATA CLUSTER – WORK PACKAGE DESCRIPTION

WP04 – Community and Capacity Building

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Distribution List

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■■■■■■■	Innovation and Futures Manager	27/10/16	DRAFT
Smart Cities – Data cluster		8/8/2017	FINAL

Overview

Purpose
A Work Package Description is used to:

- Understand the detailed nature, purpose, function and appearance of the product
- Define who will use the product
- Identify the sources of information or supply for the product
- Identify the level of quality required of the product
- Enable identification of activities to produce, review and approve the product
- Define the people or skills required to produce, review and approve the product.

The contents of the Work Package Description are extended and refined in the Project Initiation Documentation, after which the Work Package Description is no longer maintained.

Contents
A Work Package Description should cover the following topics.

1. WORK PACKAGE DETAILS:
2. DELIVERY MODEL & PARTNERSHIPS
3. WORK PACKAGE OBJECTIVES:
4. ORGANISATIONAL STRUCTURE
5. DESCRIPTION OF WORK
6. DELIVERABLES
7. NETWORK OF DEPENDENCIES AND RESPONSIBILITIES
8. ASSUMPTIONS, PRINCIPLES & EXCLUSIONS
9. RISKS & ISSUES
10. STAKEHOLDERS & PARTNERS
11. GOVERNANCE & REPORTING

Appendix 1: Work Package Tasks
Appendix 2: Stakeholders Details
Appendix 3: Project Partner Details

Advice
A Work Package Description is derived from the Data Cluster structure as shown within the information produced by the Data Weave Consultant and the end-users of the product.

The following quality criteria should be observed:

- The purpose of the Work Package is clear and is consistent with objectives of that Work Package and the Strategic Intervention.
- The Work Package is described to a level of detail sufficient to plan and manage its development.
- The Work Package Description is concise yet sufficient to enable the product to be produced, reviewed and approved.
- Responsibility for the development of the Work Package and/or associated deliverables is clearly identified.
- Responsibility for the development of the Work Package and/or associated deliverables is consistent with the roles and responsibilities described in the project management team organisation.
- The quality criteria are consistent with the project quality standards, standard checklists and acceptance criteria.

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- The Senior User(s) confirms that their requirements of the product, as defined in the Work Package Description, are accurately defined

- The Senior Supplier(s) confirms that the requirements of the Work Package and/or associated deliverables, as defined in the Work Package Description, can be achieved.

1. WORK PACKAGE DETAILS:

1.1 Work Package Overview

Work Package No:	04
Work Package Title:	Community and Capacity Building
Work Package Lead:	███████
Work Package Commencement Date:	01 November 2016
Anticipated Completion Date:	31 December 2018

2. DELIVERY MODEL & PARTNERSHIPS

Delivery Model:
This work package will be delivered through: • *Input and delivery from officers in Aberdeen City Council, Dundee City Council, Highland Council, Perth & Kinross Council, Stirling Council, The City of Edinburgh Council and The Scottish Government.* • *The City of Edinburgh Council and The Scottish Government are involved in an advisory/ supporting capacity and are not grant recipients of European Regional Development Fund Funding.* • *Hosting or renting of physical spaces necessary to deliver tasks* • *Engagement of external support required to address areas of activity for which the capacibility does not exist in internal local authority teams*

3. WORK PACKAGE OBJECTIVES:

The objective of this work package is to: provide insight, knowledge and methodologies to support the delivery of community engagement activities and capacity building, oversee the delivery of community and capacity building activities, and improve the use of and value derived from open data.

This will include tasks which look at segmenting all user groups involved in open data from data collection to data re-use and to deliver activities which will improve the community and capacity across Scotland's 7 cities and beyond.

Deliverables will include stakeholder lists, toolkits and programmes of events over the 2 year project as well as an evaluation of key findings to determine recommendations on moving beyond the project.

These objectives are associated with the overall SI objectives:

- 01 – Strengthening Research, technological development and innovation
- 1b – Promoting Business investment in R&I, developing links and synergies between enterprises, research.

Furthermore, this Work Package will contribute to the overall aim of the Strategic Intervention by improving the level of smart cities maturity in all of Scotland's 7 cities. In particular it will support the data theme key objective set out in the Strategic Intervention by maximising the benefit and use of open data platforms, use the data to help develop other 'data driven' solutions to respond to specific challenges facing the Scottish Cities, and help provide Scottish cities with the technical capability to capture, integrate, analyse and publish open data.

This work package will help meet senior user requirements including improving the level of capacity associated with open data and enabling a more active open data community helping to realise the benefits of open data released as part of the project. Senior Users are required to approve the specification of this work package and sign-off the deliverables of this work package.

4. ORGANISATIONAL STRUCTURE

All City representatives are committed to delivering this Work Package and they take the responsibility to manage any requirements or dependencies for their City.

Responsibility:	Name:
Work package lead and Aberdeen Representative	██████████
Work package member and Dundee Representative	██████████
Work package member and Glasgow Representative	████████
Work package member and Perth & Kinross Representative	██████████████
Work package member and Perth & Kinross Representative	████████████
Work package member and Highland Representative	█████████
Work package member and Highland Representative	████████████
Work Package member and Stirling Representative	██████████

5. DESCRIPTION OF WORK & DELIVERABLES

Figure 1 outlines the planned activity for this work package. Each of the component parts is described in more detail below.
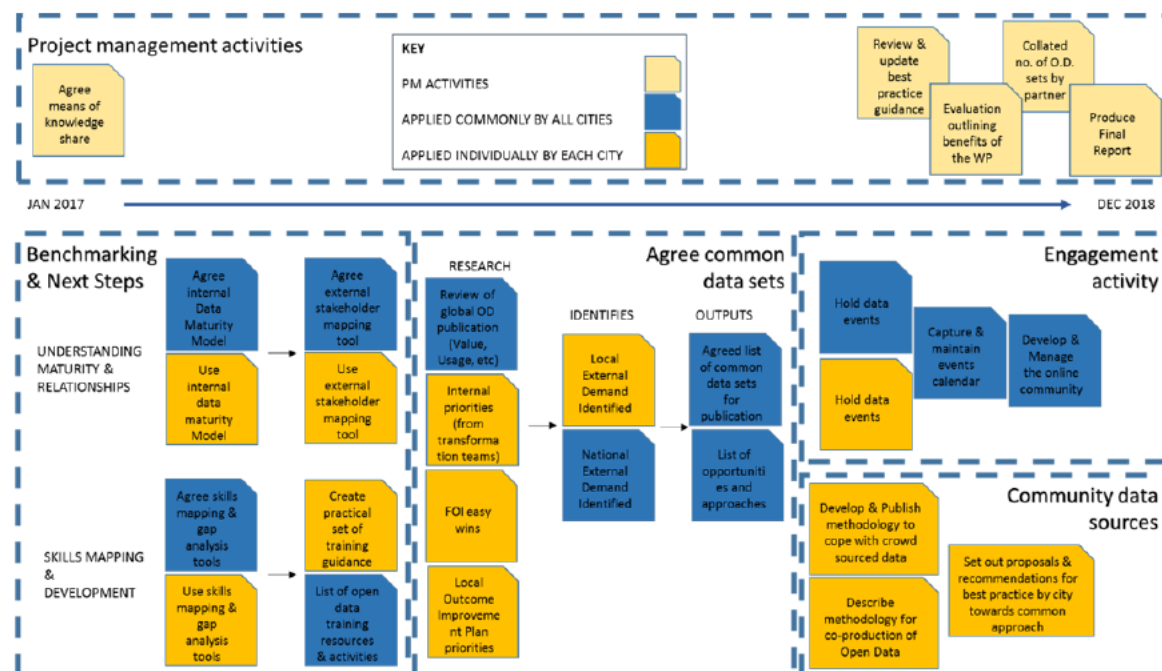

Figure 1 – Outline of the proposed activity in Work Package 4: Community & Capacity Building

1.	Project Management Activities

1.1.	Agree means of knowledge share
The Work Package lead will identify the means of knowledge share for the Work Package to utilise in order to efficiently and appropriately share knowledge, communicate and develop activity.

1.2.	Review & update best practice guidance
This task will ensure that best practice is up to date and shared with partners using the methods identified in 1.1.

1.3.	Final Report
The work package lead will be responsible for leading the production of the Final Report requesting and compiling input from all the partner groups.

	1.3.1.Evaluation outlining benefits of the work package
The impact of the work will be evaluated to determine the benefits of the work. This will include evaluation against the formal benefits realisation plan as well as additional findings. The evaluation findings will be included in the Final Report.

	1.3.2.Collated no of datasets published by city
The Work Package lead will ensure that the number of datasets published by each city is collated for input into the final report. This will include identification of the number of common datasets published by all cities.

DELIVERABLE: Final Report Document

2.	Benchmarking & Next Steps
The activities included in this section will enable the cities to understand in a common way their current state in relation to open data and identify purposeful next steps.

2.1.	Understanding maturity and relationships
2.1.1.	Agree internal data maturity model
The Work Package will agree on a data maturity model to be used by the cities to assess their organisational maturity.

2.1.2.	Apply internal data maturity model
Delivery of internal stakeholder mapping activity to understand the current state of open data and inform community and capability building activity in councils. The City Councils have agreed to apply the https://theodi.org/guides/maturity-model using the open data Pathway tool http://pathway.theodi.org/. This tool will be applied at least once against each of the following themes:

- Energy
- Waste
- Water / Environment
- Comms / Infrastructure
- Communities / Policing /Community Safety?
- Health
- Mobility / Transport
- Planning

- Education
- Social Services
- Housing
- Finance and Economy
- Tourism

This may help support the creation of internal open data communities in each local authority and its public sector partners.

DELIVERABLE: A completed set of Open Data Maturity Model assessments in each city.

2.1.3.   Agree external stakeholder mapping tool
This task defines a common stakeholder mapping tool to be used to map open data capacity and relationships in the cities and will at least include partner organisations, the private sector, the developer community, community groups and academia.

2.1.4.   Apply external stakeholder mapping tool
Delivery of external stakeholder mapping tools, and mapping activity to inform community and capacity building to support open data development in businesses, organisations, Universities, and individuals working with or interested in open data.

DELIVERABLE: A completed stakeholder map for each city.

2.2.   Skills mapping & development
Carry out skills mapping and gap analysis both internally and externally, collate shared training requirements and identify existing resources and activities to support Council and external users.

2.2.1.   Agree skills mapping and gap analysis tool
The partners will agree a common skills mapping tool for open data to be applied. The ODI open data skills framework 2017 (http://theodi.org/open-data-skills-framework) offers an adaptable base for a common skills mapping tool to be agreed for both internal and external partners.

2.2.2.   Apply Skills mapping and gap analysis tool
Once adapted for use, the open data skills framework will be applied by each of the cities.

2.2.3.   Create a practical set of training guidance

2.2.4.   List open data training resources and activities

DELIVERABLE: An online shared list of open data training resources and activities.

3.   Agree common data sets
The cities will agree that common data sets are identified for publication.

3.1.   Research activities
To determine the most appropriate datasets the Work Package will undertake global research and the city partners will investigate locally before agreeing on common priorities.

3.1.1.   Review of global open data publication
A review of open data external to Scotland will be undertaken to determine which data sets that have been published as open data offer the best value as reuse assets in terms of impact, use frequency, etc.

3.1.2. Internal priorities

The cities will liaise with their transformation teams to determine local priorities from this perspective.

3.1.3. Freedom of Information (FOI)

The cities will liaise with their FOI teams to determine the most common requests which could be circumvented by open data reducing requests and allowing for the application of Section 21?

3.1.4. Local Outcome Improvement Plan (LOIP) priorities

The partner cities will liaise with local representative to determine the priority data sets for publication considering demand from the LOIP.

3.2. Identifiers of demand

The data can then by compiled to determine the external demand for open data per city and the common external demand per city.

3.2.1. Local external demand

The cities will combine their research looking at demand at a local level to create a list of datasets.

3.2.2. National external demand

A list of priority datasets for national external demand will be identified.

3.3. Outputs
3.3.1. Agreed list of common data sets for publication

The cities will use the local and national demand lists to create an agreed target list for common data set publication.

DELIVERABLE: A published online list of agreed common datasets for publication within the project lifespan.

3.3.2. List of opportunities and approaches

As well as listing the datasets our research will inform the list of opportunities and approaches for open data publication, re-use and innovation at a city level.

4. Community data sources
4.1. Crowd sourced data methodology

The opportunity presented by crowd sourced data cannot be ignored by this Work Package. This component will develop and publish a methodology to cope with crowd sourced data.

DELIVERABLE: An online published methodology for crowd sourced data.

4.2. Co-produced open data methodology

The Work Package will describe a methodology for co-production of open data.

5. Engagement Activity

The cities will work towards Identifying a sustainable approach that enables the development of the open data community building on existing or proposed activities, focusing on co-production: EdinburghApps, Code the City as well as physical communities and thematic hack days/competitions such as the Future Libraries hackathon, and aligning with Scottish Government activities as appropriate.

5.1.   Hold joint data events

The Work Package will seek to arrange joint events around data across the cities (such as hackathons or unconferences). This may take the form of a single event in one city or a single event ran concurrently in two or more cities.

DELIVERABLES: Delivery of data events

5.2.   Hold individual data events

The cities will hold individual events to align with local priorities.

DELIVERABLES: Delivery of data events

5.3.   Maintain events listings

The events will be listed online to illustrate future events.

5.4.   Develop and manage the online community

The Work Package will seek to identify a sustainable support system for data users; contact person for questions re-users might have about creating and managing open data or issues in using it. This may take the shape of a forum to build the open data community. The cities will also actively support community and capacity building through being part of, and in some cases leading, knowledge sharing forums or groups.

6.   NETWORK OF DEPENDENCIES AND RESPONSIBILITIES

WP04 – Community and Capacity building	Dependency on other WP	Responsibility to other WP
WP01 – Data Standards	*This WP should deliver outputs which support the work of colleagues working with data and the needs of external data users (Might depend on guidance provided to guide training package development).*	*None identified*
WP02 - Data Platform	*In order to develop the use of data by communities the platform should make data discoverable, usable, easy to aggregate across cities.*	*Community engagement may see activity focussed on crowd-sourcing of open data which will deliver data back to the platform.* *Provision of data and publication by staff and partners of member organisations.*
WP3 - Data analytics and visualisation	*In order to run events to support citizen data, journalism community reuse, etc there will be an opportunity, or requirement, to use the data and analytical problems identified in WP3.* *WP3 outputs should be made available to the maximum extent possible to help WP4 realise the full*	*In running hack events or other activities to engage developers in the use of data, we could see new code libraries of templates for visualisations / analysis of data which could be fed back for reuse.* *WP4 will support the mapping of internal and external capacity.*

	potential benefits of these findings.	

7. ASSUMPTIONS, PRINCIPLES & EXCLUSIONS

Assumptions:	9.1.1 That the officers noted in section 4. Organisational Structure above (and their local colleagues are required) are able to commit suitable time to this WP in order to deliver it to the agreed timescales. 9.1.2 That the officers noted in section 4. Organisational above are able to secure the necessary support from their organisation, and organisation partners where relevant, to deliver the tasks set out in this WP to the agreed timescales. 9.1.3 That where the WP team require input or validation from others involved in the project, this is forthcoming in a reasonable timescale.
Principles:	9.2.1 That participants collaborate openly to the delivery of WP04 9.2.2 That consensus is reached so that what WP4 delivers is shared knowledge, engagement opportunities and training tools and/or course information that can be used by all 9.2.3 Work Package deliverables should be openly shareable, scalable and replicable
Scope Exclusions:	*9.3.1 Delivery of training required as a deliverable for remaining Work Packages - WP01, WP02, WP03 9.3.2 The publication of data sets included within WP02*

8. RISKS & ISSUES

Top Risks - please provide no more than the five top risks		
Risk Number	**Residual Risk Rating (see Risk Register for scoring details)**	**Risk Description & Mitigation** >Def: Risk is defined as an uncertain event or set of events that will have a material effect on the achievement of the Programme's (Project's) objectives, be it a positive opportunity or a negative threat of actions (Time, Quality, Cost, Scope, Benefits).< **Description Format:** As a result of...... CAUSE – Source/trigger - known situation There is a threat/opportunity of........ EVENT – area of uncertainty, 'risky' part Which could lead to............ EFFECT – Impact
1		**R:** As result of workstream participants being unable to devote sufficient time to this WP, all deliverables may not be met **M:** Each participant to ensure with local management that they can, and do, devote sufficient time to this WP
2		**R:** This workstream relies on external partner input to deliver both community building and new external capacity and the risk is that despite the best efforts of the work package Partners that there is no positive impact. **M:** Maximising the use of existing experience of undertaking community and capacity building events and undertaking the work set out in this work package to map external stakeholders should ensure that communication is appropriate and successful in delivering a positive impact.

Issues - Please provide the top 3 issues (if applicable)	
Classification Number	**Example:** **I:** Not all cities have agreed to contribute to WP04 yet all cities will need to participate to ensure deliverables will be useful to them **M:** Each participant to ensure with local management that they can, and do, provide input to WP04
1	**I:** Open data community management in Scotland and across the Cities could be improved. **M:** This project is taking steps to positively improve the situation.
2	**I:** Open data capacity (internal and external) could be improved. **M:** This project is taking steps to positively improve the situation.
3	**I:** Original planned timescales for this work package were not met **M:** The timescales have been updated and condensed into a 2 year timeframe which has been reviewed and is considered to be achievable.

9. STAKEHOLDERS & PARTNERS

The stakeholders for this work package have been identified and grouped as follows:

Stakeholders:

Key Players
- *WP leads and participants in each of WP1, WP2, WP3*

Meet Needs/ Keep Satisfied
- *Internal data communities in all of the 7 city local authorities*
- *External data communities (existing and future)*
- *Improvement Service Spatial Hub*
- *Programme Management Office, Glasgow City Council*

Show Consideration/ Keep Engaged
- *Broader community*
- *ODI Node – Code The City*

Least Important/ Keep Informed
- *Scottish Government*
- *Chief Digital Officer*

Partners:

Key Partners
- **Aberdeen City Council**
- **Dundee City Council**
- **Perth and Kinross Council**
- **Glasgow City Council**
- **Stirling Council**
- **Highland Council**

Meet Needs/ Keep Satisfied
- *>Insert Detail<*

Show Consideration/ Keep Engaged
- *Improvement Service Spatial Hub*
- *Other councils*
- *Local OKF & ODI chapters*
- *European Open Data Platform*
- *Other European Smart City projects*

Least Important/ Keep Informed
- *None identified*

10. GOVERNANCE & REPORTING

11.1 **The following governance arrangements have been put in place for the life-cycle of the Work Package:**

Project Manager
- Day to Day management of the Work Package;
- Report to the Data Lead on Progress;
- Ensure solutions delivered meet project objectives
- Project reporting, forecasting, tracking and monitoring and communication.

Project Management Office
- Management of risk;
- Management of project performance;
- Collating and reporting project status to senior management;
- Quality monitoring and enforcement of standards.

11.2 The Work Package will be managed according to the principles of the Office of Government Commerce (OGC)'s PRINCE2, Managing Successful Programmes methodologies and in line with the Programme Assurance Framework for the overall Programme.

11.2.1 **Planning and Monitoring:**
- Report to PMO on WP commencement, mid-point and delivery of drafts guidance docs

11.2.2 **Reporting and Meeting schedules:**
Reporting as 11.2.1
WP team meeting mid-November, February 2017
Weekly conference call

11.2.3 **Change Control:**
Change control will be used where any *'scope creep'* could potentially impact on the timelines or quality or the project. Change control procedures will ensure that all issues and changes which may affect the projects agreed baselines are identified, assessed and either approved, rejected or deferred.

Appendix 1: Work Package Tasks

Work Package Tasks, Inputs and Outputs	Partner	Duration (person-days)	Start Date	End Date
1. Project Management Activities	All cities	36	01 Nov 2016	31 Dec 2018
1.1. Agree means of knowledge share	All cities	1	01 Nov 2016	31 Mar 2017
1.2. Review & update best practice guidance	All cities	10	Tbc	Tbc
1.3. Evaluation outlining benefits of the work package	All cities	10	01 Sep 2018	31 Dec 2018
1.4. Collated no of datasets published by city	All cities	5	01 Sep 2018	31 Dec 2018
1.5. Final Report	All cities	10	01 Sep 2018	31 Dec 2018
2. Benchmarking & Next Steps	All cities	96	01 Jan 2017	20 Dec 2018
2.1. Understanding maturity and relationships	All cities	n/a	01 Jan 2017	30 Jun 2017
2.1.1. Agree internal data maturity model	All cities	1	06 Mar 2017	03 Mar 2017
2.1.2. Apply internal data maturity model	All cities	15	06 Mar 2017	30 July 2017
2.1.3. Agree external stakeholder mapping tool	All cities	5	06 Mar 2017	30 July 2017
2.1.4. Apply external stakeholder mapping tool	All cities	30	01 August 2017	30 August 2017
2.2. Skills mapping & development	All cities	n/a	01 June 2017	30 Sep 2017
2.2.1. Agree skills mapping and gap analysis tool	All cities	5	01 August 2017	14 Aug 2017
2.2.2. Apply Skills mapping and gap analysis tool	All cities	30	14 Aug 2017	30 Sep 2017
2.2.3. Create a practical set of training guidance	All cities	5	01 Oct 2017	20 Dec 2018
2.2.4. List open data training resources and activities	All cities	5	01 Oct 2017	20 Dec 2018
3. Agree common data sets	All cities	75	06 Mar 2017	30 October 2017
3.1. Research activities	All cities	n/a	06 Mar 2017	30 Apr 2017
3.1.1. Review of global open data publication	All cities	15	06 Mar 2017	30 Jun 2017
3.1.2. Internal priorities	All cities	15	06 Mar 2017	30 August 2017
3.1.3. FOI	All cities	15	06 Mar 2017	30 August 2017
3.1.4. Local Outcome Improvement Plan priorities	All cities	10	06 Mar 2017	30 August 2017
3.2. Identifies	All cities	n/a	01 Sept 2017	31 Sept 2017

Work Package Tasks, Inputs and Outputs	Partner	Duration (person-days)	Start Date	End Date
3.2.1. Local external demand	All cities	5	01 Sept 2017	30 Sept 2017
3.2.2. National external demand	All cities	5	01 Sept 2017	30 Sept 2017
3.3. Outputs	All cities	n/a	01 Oct 2017	30 Oct 2017
3.3.1. Agreed list of common data sets for publication	All cities	5	01 Oct 2017	30 Oct 2017
3.3.2. List of opportunities and approaches	All cities	5	01 Oct 2017	30 Oct 2017
4. Community data sources	All cities	40	01 Nov 2017	20 Dec 2017
4.1. Crowd sourced data methodology	All cities	20	01 Nov 2017	20 Dec 2017
4.2. Co-produced open data methodology	All cities	20	01 Nov 2017	20 Dec 2017
5. Engagement Activity	All cities	50	01 Aug 2017	31 Dec 2018
5.1. Hold joint data events	All cities	10	01 Aug 2017	31 Dec 2018
5.2. Hold individual data events	All cities	25	01 Aug 2017	31 Dec 2018
5.3. Maintain events listings	All cities	5	01 Aug 2017	31 Dec 2018
5.4. Develop and manage the online community	All cities	10	01 Aug 2017	31 Dec 2018

Appendix 2: Stakeholders Details

Stakeholders Name:	Category: (Key/Meet Needs etc.)	How are the Stakeholders kept informed? :	Contact Name	E-mail Address
WP leads and participants in each of WP1, WP2, WP3	Key Players	Meetings, Email, KHub, WP reporting	███████	n/a
Programme Management Office, Page	Key Players	Meetings, Email, KHub, WP reporting	███████	n/a

Glasgow City Council			███████████	
Internal data communities in all of the 7 city local authorities	Meet Needs/ Keep Satisfied	tbc	tbc	n/a
External data communities (existing and future)	Meet Needs/ Keep Satisfied	tbc	tbc	n/a
Improvement Service Spatial Hub	Meet Needs/ Keep Satisfied	tbc	tbc	n/a
Broader community	Show Consideration/ Keep Engaged	tbc	Tbc	n/a
Scottish Government	Least Important/ Keep Informed	Meetings, Emails	██████████	██████████@gov.scot
Improvement Service Spatial Hub	Stakeholder	Tbc	██████████	██████████@improvementservice.org.uk
Other Councils	User group	Tbc	Tbc	Tbc
Local OKF & ODI chapters	User group	Tbc	Tbc	Tbc
European Open Data Platform	Stakeholder	Tbc	Tbc	tbc
Other European Smart City projects	User group	Tbc	Tbc	tbc
Chief Digital Officer	Stakeholder	Tbc	███████████	██████████@improvementservice.org.uk

Appendix 3: Project Partner Details

PROJECT PARTNERS DETAILS

Project Partners Name:	Nature of Involvement	Contact Name	E-mail Address
Aberdeen City Council	Participating Authority	███████	███ @aberdeencity.gov.uk
Dundee City Council	Participating Authority	███████	█████ @dundeecity.gov.uk
Glasgow City Council	Participating Authority	███████	█████ @glasgow.gov.uk
Perth and Kinross Council	Participating Authority	█████████	████ @pkc.gov.uk
Stirling Council	Participating Authority	███████	██ @stirling.gov.uk
Highland Council	Participating Authority	██████	██████ @highland.gov.uk
Highland Council	Participating Authority	█████████	████████ @highland.gov.uk
Improvement Service Spatial Hub	Stakeholder	█████	
Other Councils	User group	tbc	
Local OKF & ODI Node	User group	█████ ?	Tbc ██████ @abdn.ac.uk
European Open Data Platform	Stakeholder	tbc	
Other European Smart City projects	User group	tbc	
Scottish Government	Stakeholder	?	
Chief Digital Officer		████████	