# 6-Nations Smart City Market Blueprint

## Themes

### Policy / Strategy / Plans
- **Level 1: Nascent**
  - Limited urban policies exist – no ‘smart’ overlay
  - No smart city policy or strategy in place
  - No national (smart) city plans or goals
  - No specifically assigned resource

- **Level 2: Emerging**
  - Dept-level urban / smart city planning
  - Recognised agreed urban priorities
  - Disaggregated & smart city policies
  - Tactically misaligned plans across tiers
  - Resource in place, however dispersed
  - Some targets in place, not aligned

- **Level 3: Coordinated**
  - Clear policy priorities for smart cities
  - Broadly aligned & various strategies for smart city matters
  - Targets set – partially owned
  - Gov plans support med/small cities
  - Opinion (or evidence) based policies

- **Level 4: Programmatic**
  - Evidence-based policies well established for smart cities
  - Clear effective international strategy
  - Agile goal & strategy setting
  - Aligned programme of initiatives to support market development

- **Level 5: World Leading**
  - Clear aligned political will to support smart city movement: national to local
  - Champions from the field & multi-party governance body, well resourced
  - Dynamic strategy & planning process

### Governance / Organisation
- **Level 1: Nascent**
  - No real understanding of ‘smart city’
  - No governance mechanisms in place
  - Clear misalignment between Deps, Gs & CIs / Industry
  - No formal resource in place
  - Evident risks remain unmanaged

- **Level 2: Emerging**
  - Informal political officer support for smart cities, from various quarters
  - Unclear cities with go, as seen also by cities, industry / investors
  - Sporadic actions from various quarters to take smart city roles

- **Level 3: Coordinated**
  - National body established to steer across sectors, the part effective
  - Clear aligned roles across Gov, RIC priorities & communication
  - Key issues & key risks identified / champions & ambassadors in place

- **Level 4: Programmatic**
  - Gov convened demand aggregation to benefit (smaller) cities & industry
  - Gov funds and up to trigger smart market
  - Various funding mechanism support market, with agile business models

### Programmes / Funds
- **Level 1: Nascent**
  - Little targeted funds for smart cities
  - Activities occasionally & tactically led at city level
  - Issue-resolution-based department action on smart city matters
  - Disengaged investment community

- **Level 2: Emerging**
  - Smart city market: activity Gov funded
  - Little collaboration amongst cities & with Gov to develop joint projects
  - Smart city programme losses outlined, & tactically funded
  - Cities compete for international funds

- **Level 3: Coordinated**
  - Competitions broadly coordinated & actively pursued by breadth of tiers
  - Gov engage investors coherent to foster smart SME development
  - Financing (of smaller) cities
  - Funds put to specific priority themes

- **Level 4: Programmatic**
  - Gov convened demand aggregation to benefit (smaller) cities & industry
  - Gov funds and up to trigger smart market
  - Various funding mechanism support market, with agile business models

### Market Engagement
- **Level 1: Nascent**
  - Any smart city activity is industry led, or mostly driven from international
  - Limited local smart city industry activities, not supported strategically
  - Cities not engaged / exposed to smart city opportunities

- **Level 2: Emerging**
  - Smart cities seen as experimental and non-essential – lethargy on topic
  - Supply led smart city developments
  - Misaligned supply and demand
  - Obvious disengagement of society
  - No clear international perspective

- **Level 3: Coordinated**
  - Common understanding of smart city interventions to convene demand-side at thematic level
  - Appropriately scaling innovation
  - International strategy for smart city investment and export

- **Level 4: Programmatic**
  - City linkages/networks/associos engage & align cities to nation goals
  - Programmed demand-side convening
  - Active issue-driven specific industry
  - Networks, collaborating with cities
  - Innovation thru multi-party collaboration

### Enabling
- **Level 1: Nascent**
  - No real national-level guidance on smart cities; any standards used by industry in absence of city knowledge
  - Limited / no research to support smart city market
  - National market only focus

- **Level 2: Emerging**
  - Smart city market: activity Gov funded
  - Investors cautious to fund city actions
  - Few smart city reference cases captured
  - Identification of capability gaps on demand & supply side partially resolved

- **Level 3: Coordinated**
  - Gov support to develop & agreed key capability gaps
  - Priorities in place & standards confirmed against common needs
  - Research programmes clearly targeted to common smart city needs

- **Level 4: Programmatic**
  - Highly effective targeted RD&E activity
  - Portfolio of guidance and standards that speak to all key stakeholders
  - Internationally respected
  - & associnos influence market development
  - Knowledge captured & shared fluidly

### Monitoring
- **Level 1: Nascent**
  - No coherence of measurement to align smart cities to priority outcomes
  - No common or adequately reported central smart city metrics
  - No real culture of performance and recognition of smart potential

- **Level 2: Emerging**
  - Sporadic use of metrics for smart city measurement
  - Business cases for obvious smart city opportunities captured (typically financial metrics only)
  - Percentage gain of ‘smart’ recognised

- **Level 3: Coordinated**
  - Smart seen to be central to ‘business as usual’ city operations
  - Business-case based decision making for smart city initiatives
  - Common set of smart metrics agreed

- **Level 4: Programmatic**
  - Demonstrable value through Gov-led smart city initiatives
  - Societal gains clearly demonstrated
  - Common set of metrics compared
  - Inclusiveness (gap) across market is monitored / evidenced

- **Level 5: World Leading**
  - Clear monitoring of societal goals
  - No gap of concern: large-to-small city
  - Sustained quantum impact (inter-) nationally thrugh Gov smart city actions
  - Worldwide perspective to comparison & monitoring