

# 6-Nations Smart City Market Blueprint



Theme	Level 1 Nascent	Level 2 Emerging	Level 3 Coordinated	Level 4 Programmatic	Level 5 World Leading
<b>Policy / Strategy / Plans</b>	<ul style="list-style-type: none"> <li>Limited urban policies exist – no 'smart' overlay</li> <li>No smart city policy or strategy in place</li> <li>No national (smart) city plans or goals</li> <li>No specifically assigned resource</li> </ul>	<ul style="list-style-type: none"> <li>Dept-level urban / smart city planning</li> <li>Recognised agreed urban priorities</li> <li>Disaligned Gov smart urban policies</li> <li>Tactical misaligned plans across tiers</li> <li>Resource in place, however dispersed</li> <li>Some targets in place, not aligned</li> </ul>	<ul style="list-style-type: none"> <li>Clear policy priorities for smart cities</li> <li>Broadly aligned &amp; various strategies for smart city matters</li> <li>Targets in place, partially owned</li> <li>Gov plans support med/small cities</li> <li>Opinion (cf evidence) based policies</li> </ul>	<ul style="list-style-type: none"> <li>Evidence-based policies well established for smart cities</li> <li>Clear effective international strategy</li> <li>Agile goal &amp; strategy setting</li> <li>Aligned programme of initiatives to support market development</li> </ul>	<ul style="list-style-type: none"> <li>Clear vision &amp; strategy for smart cities</li> <li>Goals &amp; targets for smart linked to sustainability &amp; resilience</li> <li>International benchmark for sustained market devlpt thru policy</li> <li>Dynamic strategy &amp; planning process</li> </ul>
<b>Governance/ Organisation</b>	<ul style="list-style-type: none"> <li>No real understanding of 'smart city'</li> <li>No governance mechanisms in place</li> <li>Clear misalignment between Depts, &amp; between Gov and Cities / Industry</li> <li>No formal resource in place</li> <li>Evident risks remain unmanaged</li> </ul>	<ul style="list-style-type: none"> <li>Informal political &amp; officer support for smart cities, from various quarters</li> <li>Unclear roles with Gov, as seen also by cities, industry &amp; investors</li> <li>Sporadic actions from various quarters to take smart city roles</li> </ul>	<ul style="list-style-type: none"> <li>National body established to steer across sectors, tho part effective</li> <li>Clear aligned roles across Gov, fitting cities priorities &amp; communicate</li> <li>Key issues and key risks identified</li> <li>Champions &amp; ambassadors in place</li> </ul>	<ul style="list-style-type: none"> <li>Clear aligned political will to support smart city movement: nation to local</li> <li>Championing from the field &amp; society</li> <li>Established &amp; respected multi-party governance body; well resourced</li> <li>Crystal clear roles for smart cities</li> </ul>	<ul style="list-style-type: none"> <li>Cross-Gov alignment, and ownership</li> <li>Absolute clarity of roles across all sectors (smart) cities</li> <li>Highly effective multi-stakeholder collaboration to deliver vision</li> <li>Future capability needs planned</li> </ul>
<b>Programmes / Funds</b>	<ul style="list-style-type: none"> <li>Little targeted funds for smart cities</li> <li>Activities occasionally &amp; tactically led at city level</li> <li>Issue-resolution-based department action on smart city matters</li> <li>Disengaged investment community</li> </ul>	<ul style="list-style-type: none"> <li>Smart city market activity Gov funded</li> <li>Little collaboration amongst cities &amp; with Gov to develop joint projects</li> <li>Smart city programme loosely outlined, &amp; tactically funded</li> <li>Cities compete for international funds</li> </ul>	<ul style="list-style-type: none"> <li>Competitions broadly coordinated &amp; actively pursued by breadth of cities</li> <li>Gov engage investors coherently to foster smart SME development</li> <li>financing of (smaller) cities</li> <li>Funds put to specific priority themes</li> </ul>	<ul style="list-style-type: none"> <li>Gov convened demand aggregation to benefit (smaller) cities &amp; industry</li> <li>Gov funds used to trigger &amp; steer market financing</li> <li>Various funding mechanism support market, with agile business models</li> </ul>	<ul style="list-style-type: none"> <li>Dynamic multi-sector cascaded smart city programme of initiatives</li> <li>Multiple funding sources, befitting domains (also society involved)</li> <li>Market incentivized through value drivers towards sustainable goals</li> </ul>
<b>Market Engagement</b>	<ul style="list-style-type: none"> <li>Any smart city activity is industry led, or mostly driven from international</li> <li>Limited local smart city industry activities, not supported strategically</li> <li>Cities not engaged / exposed to smart city opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Smart cities seen as experimental and non-essential – lethargy on topic</li> <li>Supply led smart city developments</li> <li>Misaligned supply and demand</li> <li>Obvious disengagement of society</li> <li>No clear international perspective</li> </ul>	<ul style="list-style-type: none"> <li>Common understanding of smart city</li> <li>Interventions to convene demand-side at thematic level only</li> <li>Appropriately funding innovation</li> <li>International strategy for smart city investment and export</li> </ul>	<ul style="list-style-type: none"> <li>City groupings/networks/assocctys engage &amp; align cities to nation goals</li> <li>Programmed demand-side convening</li> <li>Active issue/demand specific industry networks, collaborating with cities</li> <li>Innovation thru multi-party collabtn</li> </ul>	<ul style="list-style-type: none"> <li>Active feed from society to steer market development</li> <li>Market affects &amp; is effective internationally</li> <li>Gov role is pure priority convening and need is limited to horizon topics</li> </ul>
<b>Enabling</b>	<ul style="list-style-type: none"> <li>No real national-level guidance on smart cities; any standards used by industry in absence of city knowledge</li> <li>Limited / no research to support smart city market</li> <li>National market only focus</li> </ul>	<ul style="list-style-type: none"> <li>Smart city market activity Gov funded</li> <li>Investors cautious to fund city actions</li> <li>Few smart city reference cases captured &amp; shared</li> <li>Identification of capability gaps on demand &amp; supply side partly resolved</li> </ul>	<ul style="list-style-type: none"> <li>Gov support to develop known and agreed key capability gaps</li> <li>Priorities in place for standards confirmed agreed common needs</li> <li>Research programmes clearly targeted to common smart city needs</li> </ul>	<ul style="list-style-type: none"> <li>Highly effective targeted RD&amp;I activity</li> <li>Portfolio of guidance and standards that speak to all key stakeholders</li> <li>Internationally respected &amp; assocctns influence market devlpt</li> <li>Knowledge captured &amp; shared fluidly</li> </ul>	<ul style="list-style-type: none"> <li>Agile &amp; swift cycle of structured knowledge feeds market evolution</li> <li>Swift cycle of guidance and standards development – influencing worldwide</li> <li>National research bodies influence international smart city developments</li> </ul>
<b>Monitoring</b>	<ul style="list-style-type: none"> <li>No coherence of measurement to align smart cities to priority outcomes</li> <li>No common or adequately reported central smart city metrics</li> <li>No real culture of performance and recognition of smart potential</li> </ul>	<ul style="list-style-type: none"> <li>Sporadic use of metrics for smart city measurement</li> <li>Business cases for obvious smart city opportunities captured (typically financial metrics only)</li> <li>Percentage gain of 'smart' recognised</li> </ul>	<ul style="list-style-type: none"> <li>Smart seen to be central to 'business as usual' city operations</li> <li>Business-case-based decisions smart city initiatives</li> <li>Common set of smart metrics agreed</li> <li>Gov-led international comparisons</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrable value through Gov-level smart city interventions</li> <li>Societal gains clearly demonstrated</li> <li>Common set of metrics compared</li> <li>Inclusiveness (gap) across market is monitored / evidenced</li> </ul>	<ul style="list-style-type: none"> <li>Clear monitoring of societal goals</li> <li>No gap of concern: large-to-small city</li> <li>Sustained quantum impact (inter-) nationally thru Gov smart city actions</li> <li>Worldwide perspective to comparison &amp; monitoring</li> </ul>