

GREATER LONDON AUTHORITY

REQUEST FOR ASSISTANT DIRECTOR DECISION – ADD348

Title: Smart London projects

Executive Summary:

The Smart London Plan, developed in partnership with the Smart London Board, invites a closer look at how the capital as a whole functions – and how digital technology can be used to integrate different systems, and enable efficiencies – for the benefit of London residents and businesses. Although progress on most areas of the plan has been made, there are a number of Smart London Plan commitments where progress needs to accelerate if we are to meet the commitments set out by March 2016. It is for this purpose Smart London has been allocated £80,000 from the Development, Environment and Enterprise Minor Programme Budget.

This is a £80,000 programme and the remaining expenditure of £35,000 will be put to approval later in the year in light of the further development work.

Decision:

That the Executive Director approves expenditure of up to £45,000 to procure, through competitive tender, the following:

- Up to £10,000 for a delivery partner to produce a Smart London Challenge Day and report;
- Up to £15,000 for a content production delivery partner to produce high quality Smart London content;
- Up to £10,000 for an events management delivery partner to produce a Smart London Investor Showcase event; and
- Up to £10,000 for a research delivery provider to produce a report into the size of London's smart cities sector.

AUTHORISING DIRECTOR

I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities. It has my approval.

Name: Fiona Fletcher-Smith

Position: Executive Director-Development, Enterprise & Environment

Signature:



Date:

10/09/15

PART I - NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

London's population will approach ten million by 2030. With these demographic projections, we will have at least another 641,000 jobs, another 800,000 homes, and more than 600,000 extra passengers will need to travel by public transport at peak times. The Smart London Plan aims to raise awareness of the role digital technology can play in helping to address these pressures and in supporting London's future growth.

In March 2013, the Mayor announced the new Smart London Board. The board is an advisory group, made up of a top line of experts including leading academics, businesses and entrepreneurs to help advise on how London can put digital technological at the heart of making the capital an even better place to live, work and invest.

The Smart London Plan, developed in partnership with the Smart London Board, invites a closer look at how the capital as a whole functions as a result of the interplay between its 'systems' - from local government to education, healthcare, transportation and utilities - and how digital technology can be used to integrate different systems, and enable efficiencies - for the benefit of London residents and businesses.

Although progress on most areas of the plan has been made, there are a number of Smart London Plan commitments where progress needs to accelerate if we are to meet the commitments set out by March 2016. It is for this purpose Smart London has been allocated £80,000 from Development, Environment and Enterprise Minor Programme Budget.

We propose to use this in the following way;

1. Up to £10,000 for a delivery partner to produce a Smart London Challenge Day and report
2. Up to £15,000 for a content production delivery partner to produce high quality Smart London content
3. Up to £10,000 for an events management delivery partner to produce a Smart London Investor Showcase event
4. Up to £10,000 for a research delivery provider to produce a report into the size of London's smart cities sector.

A supplier will be competitively procured for each project on the basis of a service contract.

Individual background has been provided for each of the projects in appendices, A, B, C and D.

2. Objectives and expected outcomes

Individual objectives and expected outcomes have been provided for each of the projects in appendices, A, B, C and D.

3. Equality comments

Individual equality comments have been provided for each of the projects in appendices, A, B, C and D.

4. Other considerations

Individual risks and links to Mayoral strategies have been provided for each of the projects in appendices, A, B, C and D.

5. Financial comments

- 5.1 Approval is being sought to undertake procurement exercises relating to Smart London Plan commitments as detailed in the decision.
- 5.2 The revenue expenditure of up to £45,000 will be funded from the Development, Environment & Enterprise 2015/16 minor programme budget.

6. Planned delivery approach and next steps

Individual timelines have been provided for each of the projects in appendices, A, B, C and D.

Appendices and supporting papers:

- Appendix A – Smart London challenge day details
- Appendix B – Smart London content commissioning details
- Appendix C – Smart London investor showcase
- Appendix D – Smart London sector research

APPENDIX A – SMART LONDON CHALLENGE DAY

1. Executive Summary

London has an incredible growing technology sector. There are 38,290 digital technology businesses in London (a 40% increase since 2010) and 171,600 digital technology employees in London (a 35% increase since 2010). We want to encourage these businesses to see London's challenges in delivering for a growing population as market opportunities.

In order to do this we propose conducting a London Challenge Day. During this Challenge Day we would commission a delivery partner to bring together policy experts on key areas with business and investment experts to workshop at least 5 key challenges to be articulated as market opportunities. The partner would produce a report with the findings from the Challenge Day.

2. Introduction and background

London has an incredible growing technology sector. There are 38,290 digital technology businesses in London (a 40% increase since 2010) and 171,600 digital technology employees in London (a 35% increase since 2010). We want to encourage these businesses to see London's challenges in delivering for a growing population. We need to ensure London's challenges are articulated in a way that encourages businesses to see them as market opportunities, in the way TfL has done with their Innovation Portal, and promote the businesses that are already doing this to investors.

To do this we will commission a service provider with reporting capability and events management capability to develop a professionally curated workshop, where a range of multi-disciplinary experts are brought together across a range of technical, policy, business and investment areas to articulate London's key policy challenges as market opportunities. We will work with the provider to identify key challenge areas of interest to the GLA and ensure representation from the relevant teams at the Challenge Day. During the day the experts would, through workshop style discussions, produce five key policy challenges as market opportunities. Following the day the provider will deliver a report that explores fully the discussions that took place during the day, places them into the policy context, and clearly articulates the five key policy challenges that the GLA can take forward in a number of ways including either the City Data Challenge programme, future business competitions such as the Business Energy Challenge, or promoting to businesses as new market opportunities through events such as the Investor Showcase.

Based on previous experience within the team of commissioning similar workshops and reports, we expect this to cost a maximum of £10,000.

A supplier with reporting and events management capability will be sought through a competitive procurement.

3. Objectives and expected outcomes

Objective

To better articulate London's challenges as market opportunities

Outputs

1. London Challenge Day run with representatives from key policy areas to pose policy challenges with business, investor, technical and other multi-disciplinary representatives to help articulate these as market challenges.

2. Report published with results from the Challenge Day which will include information on attendees to the day, information on the policy background behind the challenges articulated, further information on the challenges articulated, and a template methodology for articulating future challenges
3. At least 5 key challenges articulated as market opportunities (in the style of TfL's Innovation Portal)

4. Equality comments

In order to ensure that the Challenges that are developed through the London Challenge Day are representative of all of London, including identified groups such as women, Black, Asian and Minority Ethnic communities, we will seek to ensure representation from the Communities team at the London Challenge Day event.

The GLA will work with the selected provider to ensure that efforts are made to secure representation from these identified groups by, for example, working with interest groups representing women or BAME in tech, to make sure they are invited in a way appropriate to them, and ensure as much representation as possible.

5. Other considerations

Risk description	Mitigation / Risk response	Current probability (1-4)	Current impact (1-4)	RAG rating	GLA risk owner
The selected provider fails to meet planned delivery timescales	A delivery plan has already been produced with key milestones, and this will be communicated to providers who are approached for quotes.	2	2	A	Economic and Business Policy Unit
The provider fails to deliver the required five key challenges	When approaching providers we will only select those who provide examples of similar work that is to a standard we would expect.	2	2	A	Economic and Business Policy Unit

Links to Mayoral Strategies

- **The Mayor's Smart London Plan**
 Within the Smart London plan the Mayor committed to encourage 'London's innovative technology entrepreneurs to help City Hall develop new approaches to service delivery' and 'support the continued increase in the number of SMEs winning public sector contracts or supply chain opportunities'. To do this we need to make sure the market opportunities are articulated in a way that attracts businesses to meet them. By developing a challenge day that will articulate these opportunities, in conjunction with promoting them during the Investor Showcase, this will go some way to achieving this commitment.

Impact Assessments and Consultations

No impact assessment or consultation is required for the project.

6. Planned delivery approach and next steps

Task Name	Duration	Start	Finish
London Challenge Day	92 days	Tue 28/07/15	Wed 02/12/15
Competitive Procurement	21 days	Fri 14/08/15	Fri 11/09/15

Draft specification	5 days	Fri 14/08/15	Thu 20/08/15
Get clearance from PPO	1 day	Fri 21/08/15	Fri 21/08/15
Get clearance from AD	2 days	Mon 24/08/15	Tue 25/08/15
Get clearance from Andrew	2 days	Wed 26/08/15	Thu 27/08/15
(if required) Invite suppliers to quote	5 days	Fri 28/08/15	Thu 03/09/15
(if required) Review quotes	5 days	Fri 04/09/15	Thu 10/09/15
Award successful supplier	1 day	Fri 11/09/15	Fri 11/09/15
Provider begins delivery	58 days	Mon 14/09/15	Wed 02/12/15
Meet with provider to discuss requirements	3 days	Mon 14/09/15	Wed 16/09/15
Provider confirms date	3 days	Thu 08/10/15	Mon 12/10/15
Provider confirms venue	3 days	Thu 08/10/15	Mon 12/10/15
Provider confirms speakers	3 days	Thu 08/10/15	Mon 12/10/15
Provider and GLA produce agenda	5 days	Tue 13/10/15	Mon 19/10/15
Provider develops invite list	3 days	Tue 20/10/15	Thu 22/10/15
GLA reviews invite list	3 days	Fri 23/10/15	Tue 27/10/15
Provider confirms logistics	5 days	Wed 28/10/15	Tue 03/11/15
Host Event	1 day	Wed 04/11/15	Wed 04/11/15
Provider delivers initial findings	5 days	Thu 05/11/15	Wed 11/11/15
Provider produces summary report	15 days	Thu 12/11/15	Wed 02/12/15

APPENDIX B – SMART LONDON CONTENT COMMISSIONING

1. Executive Summary

The GLA and the Smart London Board need to have engaging and interactive promotional material and tools if awareness is to be raised domestically and internationally of London's USP in smart technology. This request asks for approval to procure a content production provider to develop high quality interactive content that can be used on the GLA website and for promotional materials at key events.

2. Introduction and background

The GLA and the Smart London Board need to have engaging and interactive promotional material and tools if awareness is to be raised domestically and internationally of London's USP in smart technology. This requires a dedicated section on the GLA website with videos, photo essays, visuals and interactive displays showcasing London's unique competitive offering, and demonstrating our capability through existing projects such as:

- i. Queen Elizabeth Olympic Park
- ii. Crossrail
- iii. Oyster Card
- iv. Old Oak Common
- v. Agile Urban Logistics project
- vi. Datastore

To do this we will commission a content production service provider to produce a number of 'case studies'. Based on previous experience within the team of commissioning similar content we expect this to cost a maximum of £15,000.

A supplier with visual and copy content capability will be sought through a competitive procurement.

3. Objectives and expected outcomes

Objective

Show case London's Smart projects to increase London's reputation in Smart Cities

Outputs

1. 10 smart project profiles, showcasing key Smart projects, featuring interviews and graphics where appropriate, with web-ready content for use on the GLA website
2. 5 high quality videos developed with partners, showcasing key Smart projects, featuring interviews and graphics where appropriate
3. 1 photo essay project showcasing at least 10 Smart projects from across London

4. Equality comments

We will ensure the selected provider produce content that complies with accessibility requirements.

5. Other considerations

Key Risks

	Risk description	Mitigation / Risk response	Current probability (1-4)	Current impact (1-4)	RAG rating	GLA risk owner
1	The selected provider fails to meet planned delivery timescales	A delivery plan has already been produced with key milestones, and this will be communicated to providers who are approached for quotes.	2	2	A	Economic and Business Policy Unit
2	The provider fails to deliver high quality content	When approaching providers we will only select those who provide at least three examples of similar work that is to a standard we would expect.	4	2	G	Economic and Business Policy Unit
3	The content produced does not comply with GLA design and web standards	Providers must confirm that they are able to deliver to the standards set out within the GLA brand guidelines and give GLA's design and Webteam opportunities to review and comment on content	3	3	G	Economic and Business Policy Unit

Links to Mayoral Strategies

The Mayor's Smart London Plan

Within the Smart London plan the Mayor committed to:

- *'[the] creation and wide dissemination of compelling evidence-based stories to demonstrate the power of open data for Londoners and businesses'*;
- *'showcase London's emerging innovation to attract the global investment that will enable our solutions to be more rapidly commercialised'*; and
- *'help position the Queen Elizabeth Olympic Park as an interactive smart experience'*.

By creating commissioning compelling content that articulates what smart means in London, and can be used at many future promotion opportunities we will either completely achieve, or go some way to achieving these commitments.

- **LEP Jobs and Growth Plan**

Within the Jobs and Growth Plan the LEP commits to *'put London firmly on the global map as a science and technology hub'*. Having this content to be able to use at promotional opportunities will help to achieve this commitment.

Impact Assessments and Consultations

No impact assessment or consultation is required for the project.

6. Planned delivery approach and next steps

Activity	Duration	Start	Finish
Competitive Procurement	21 days	Fri 14/08/15	Fri 11/09/15
Draft specification	5 days	Fri 14/08/15	Thu 20/08/15
Get clearance from PPO	1 day	Fri 21/08/15	Fri 21/08/15
Get clearance from AD	2 days	Mon 24/08/15	Tue 25/08/15

Get clearance from Andrew	2 days	Wed 26/08/15	Thu 27/08/15
(if required) Invite suppliers to quote	5 days	Fri 28/08/15	Thu 03/09/15
(if required) Review quotes	5 days	Fri 04/09/15	Thu 10/09/15
Award successful supplier	1 day	Fri 11/09/15	Fri 11/09/15
Provider begins delivery	43 days	Mon 14/09/15	Wed 11/11/15
Give provider collected case study content	2 days	Mon 14/09/15	Tue 15/09/15
Provider contacts case studies	5 days	Wed 16/09/15	Tue 22/09/15
Provider arranges filming dates for key case studies	15 days	Wed 23/09/15	Tue 13/10/15
Provider produces videos and photos	10 days	Wed 14/10/15	Tue 27/10/15
GLA reviews content	5 days	Wed 28/10/15	Tue 03/11/15
Provider develops second cut	5 days	Wed 04/11/15	Tue 10/11/15
Final cut delivered to GLA	1 day	Wed 11/11/15	Wed 11/11/15

APPENDIX C – SMART LONDON INVESTOR SHOWCASE

1. Executive Summary

We want to encourage London's technology businesses to tackle London's challenges in delivering for a growing population. We need to promote the businesses that are already doing this to investors to ensure they have the best chance of scaling their solutions.

To do this we will commission an event partner to deliver an Investor Showcase. The Investor Showcase will bring together London's smart technology business and showcase their innovations to an investor audience through holding pitch sessions, where businesses 'pitch' their businesses to the investor audience.

2. Introduction and background

London has an incredible growing technology sector. There are 38,290 digital technology businesses in London (a 40% increase since 2010) and 171,600 digital technology employees in London (a 35% increase since 2010). We want to encourage these businesses to see London's challenges in delivering for a growing population. We need to ensure our challenges are articulated in a way that encourages businesses to see them as market opportunities, in the way TfL has done with their Innovation Portal, and promote the businesses that are already doing this to investors.

To do this we will commission an event partner to deliver an Investor Showcase. The Investor Showcase will bring together London's smart technology business and showcase their innovations to an investor audience through holding pitch sessions, where businesses 'pitch' their businesses to the investor audience. We would use this opportunity to promote challenges for businesses that are being developed in a separate 'London Challenge Day'.

We have allocated a maximum of £10,000 towards this event.

A supplier with event management capability will be sought through a competitive procurement.

3. Objectives and expected outcomes

Objective

To increase foreign and domestic investment into the sector to enable smart businesses to scale up and grow. To more clearly articulate London's USP to global and domestic investors. To better articulate London's challenges as market opportunities, communicate these to investors, and promote London's smart solution businesses

Outputs

1. An Investor Showcase event organised with at least 100 attendees including SMEs and investors
2. London Challenges developed as part of London's Challenge Day promoted at event
3. 5 smart businesses profiled and showcased during the event
4. 5 investors showcased during the event
5. At least 10 businesses represented at event
6. Attendee list with organisation detail provided to GLA
7. Event write up, with information on businesses and investors profiled during the event, details on attendees, and quotes from attendees including high quality images (GLA given permission to use in promotional materials)

4. Equality comments

The Investor Showcase event is likely to focus on inviting technology businesses and investors. Historically, the technology sector has seen under-representation from identified groups including particularly women, Black, Asian and Minority Ethnic communities.

The GLA will work with the selected provider to ensure that efforts are made to secure representation from these identified groups by, for example, working with interest groups representing women or BAME in tech, to make sure they are invited in a way appropriate to them, and ensure as much representation as possible.

4. Other considerations

	Risk description	Mitigation / Risk response	Current probability (1-4)	Current impact (1-4)	RAG rating	GLA risk owner
1	The selected provider fails to meet planned delivery timescales	A delivery plan has already been produced with key milestones, and this will be communicated to providers who are approached for quotes.	2	2	A	Economic and Business Policy Unit
2	The provider fails to deliver a high quality event	When approaching providers we will only select those who provide at least three examples of similar work that is to a standard we would expect.	4	2	G	Economic and Business Policy Unit

Links to Mayoral Strategies

- **The Mayor's Smart London Plan**

Within the Smart London plan the Mayor committed to 'showcase London's emerging innovation to attract the global investment that will enable our solutions to be more rapidly commercialised'. By developing an event that will showcase London's businesses that are developing solutions, and promoting them to the investment community, this will go some way to achieving this commitment.

- **LEP Jobs and Growth Plan**

Within the Jobs and Growth Plan the LEP commits to 'put London firmly on the global map as a science and technology hub'. Organising a showcase event that promotes London's science and technology businesses within the smart sector will help to contribute to this commitment.

Impact Assessments and Consultations

No impact assessment or consultation is required for the project.

5. Planned delivery approach and next steps

Task Name	Duration	Start	Finish
Investors Showcase	88 days	Tue 28/07/15	Thu 26/11/15
Competitive Procurement	21 days	Fri 14/08/15	Fri 11/09/15
Draft specification	5 days	Fri 14/08/15	Thu 20/08/15

Get clearance from PPO	1 day	Fri 21/08/15	Fri 21/08/15
Get clearance from AD	2 days	Mon 24/08/15	Tue 25/08/15
Get clearance from Andrew	2 days	Wed 26/08/15	Thu 27/08/15
(if required) Invite suppliers to quote	7 days	Fri 28/08/15	Mon 07/09/15
(if required) Review quotes	3 days	Tue 08/09/15	Thu 10/09/15
Award successful supplier	1 day	Fri 11/09/15	Fri 11/09/15
Provider begins delivery	54 days	Mon 14/09/15	Thu 26/11/15
Meet with provider to discuss requirements	5 days	Mon 14/09/15	Fri 18/09/15
Provider confirms date	3 days	Mon 19/10/15	Wed 21/10/15
Provider confirms venue	3 days	Mon 19/10/15	Wed 21/10/15
Provider confirms speakers	3 days	Mon 19/10/15	Wed 21/10/15
Provider and GLA produce agenda	5 days	Thu 05/11/15	Wed 11/11/15
Provider develops invite list	3 days	Thu 12/11/15	Mon 16/11/15
GLA reviews invite list	3 days	Tue 17/11/15	Thu 19/11/15
Provider confirms logistics	5 days	Fri 20/11/15	Thu 26/11/15
Host Event	0 days	Thu 26/11/15	Thu 26/11/15

APPENDIX D – SMART LONDON SECTOR RESEARCH

1. Executive Summary

In February 2016 the Mayor will be publishing an update report on progress towards the Smart London plan. In order to promote London's strength in developing Smart City solutions we need to better understand the size of the 'smart' sector in London. This information will then be used in evidencing any future interventions, briefings, speeches and promotional materials.

This decision seeks approval for the expenditure of up to £10k from Development, Environment & Enterprise Central Budget Allocation to procure, through competitive tender (by obtaining three quotes), a research delivery provider to produce a report into the size of London's smart cities sector.

2. Introduction and background

London has an incredible growing technology sector. There are 38,290 digital technology businesses in London (a 40% increase since 2010) and 171,600 digital technology employees in London (a 35% increase since 2010).

Some of these digital businesses are developing solutions to some of London's most critical city challenges. In 2013 the Department for Business, Innovation and Skills published a report that stated the global smart cities industry could be worth more than \$400 billion globally by 2020, with the UK as a whole expected to gain a 10% share.

In order to better position London as a leading city in this sector we need to better understand the level of existing and predicted economic activity in the smart cities sector. We would like to commission a provider to deliver this research in order to use it in future policy development and promotional materials.

We have allocated a maximum of £10,000 towards this research.

A supplier with economic forecasting and research & analytic capabilities will be sought through a competitive procurement.

3. Equality comments

We confirm that there are no adverse implications under the public sector equality duty in relation to the procurement and commissioning of this research. The GLA will ensure that the research is widely disseminated across relevant networks.

4. Other considerations

	Risk description	Mitigation / Risk response	Current probability (1-4)	Current impact (1-4)	RAG rating	GLA risk owner
1	The selected provider fails to meet planned delivery timescales	A delivery plan has already been produced with key milestones, and this will be communicated to providers who are approached for quotes.	2	2	A	Economic and Business Policy Unit

2	The provider fails to deliver a high quality report	When approaching providers we will only select those who provide at least three examples of similar work that is to a standard we would expect.	4	2	G	Economic and Business Policy Unit
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5. Planned delivery approach and next steps

Task Name	Duration	Start	Finish
Research into size of sector	79 days	Mon 27/07/15	Thu 12/11/15
Competitive Procurement	21 days	Fri 07/08/15	Fri 04/09/15
Draft specification	5 days	Fri 07/08/15	Thu 13/08/15
Get clearance from PPO	1 day	Fri 14/08/15	Fri 14/08/15
Get clearance from AD	2 days	Mon 17/08/15	Tue 18/08/15
Get clearance from Andrew	2 days	Wed 19/08/15	Thu 20/08/15
(if required) Invite suppliers to quote	5 days	Fri 21/08/15	Thu 27/08/15
(if required) Review quotes	5 days	Fri 28/08/15	Thu 03/09/15
Award successful supplier	1 day	Fri 04/09/15	Fri 04/09/15
Provider begins delivery	49 days	Mon 07/09/15	Thu 12/11/15
Discuss research requirements with provider	3 days	Mon 07/09/15	Wed 09/09/15
Provider produces report	30 days	Thu 10/09/15	Wed 21/10/15
Provider delivers initial report to GLA	1 day	Thu 22/10/15	Thu 22/10/15
GLA reviews content	5 days	Fri 23/10/15	Thu 29/10/15
Provider provides final draft	10 days	Fri 30/10/15	Thu 12/11/15

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary.

Note: This form (Part 1) will either be published within one working day after approval or on the defer date.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred? NO

If YES, for what reason:

Until what date: (a date is required if deferring)

Part 2 Confidentiality: Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (✓)

Drafting officer:

Sara Kelly has drafted this report in accordance with GLA procedures and confirms that the Finance and Legal teams have commented on this proposal as required, and this decision reflects their comments.

✓

HEAD OF GOVERNANCE AND RESILIENCE:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature:



Date:

09.09.15

