

SCORE Memo: Retrospective, analysis and emphasis for next 6 months

To : All SCORE partners
From : SCORE Management Team (Hugo, Boris & Claus)
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Introduction

This memo offers a brief summary of SCORE to date, and lays out a vision for the next 6 months developed collaboratively by Amsterdam and BaxCo, based on all partner's input and feedback.

Background

Nine cities across the North Sea Region are collaborating in SCORE - Smart Cities and Open Data Re-use, which aims to increase access to open data in order to push for new innovative solutions for smart cities. SCORE is about increasing quality and reducing cost of public service deliver (PSD), with special regard to traffic, parking, sustainable mobility, water and waste management. Cities pool resources and expertise co-develop 12 innovative solutions to be tested and replicated in existing urban living labs.

SCORE is built on Open Collaboration - Open Source, Open Data, Open Standards and an open attitude – to learn together, communicate effectively, share challenges and collaborate on solutions with the goal of improving public service delivery in our cities.

Recap of approach to date

SCORE is a complex and ambitious partnership.

Firstly, working on a challenge or solution requires alignment and collaboration of diverse stakeholders inside and between partner organisations (i.e. the problem owners, the domain specialists, the technical IT people, and the decision maker/budget

holder) as well as in certain cases third party organisations (eg municipal water or transport bodies).

Secondly, partner organisations work at different speeds within their organisational constraints and decision making processes.

Thirdly, the representatives from partner organisations participating in SCORE is diverse, ranging from traffic engineers to programmers, to open data specialists to water specialists.

For these reasons, the management of SCORE has up to now focused on open communication and 'how' partners collaborate, while setting ambitious goals without a predefined trajectory on how to get there, and working iteratively and ahead of proposal planning.

This approach was chosen to allow each partner to do what makes sense for them - working from their own motivation and at their own speed to solve their own problems and improve their local public service delivery.

Moreover, working iteratively and ahead of planning allows the partnership to 'fail fast' - uncovering incorrect assumptions and stumbling blocks - to then address these in future iterations.

More information can be found [here](#), [here](#) and [here](#).

Observations made during Gent partner meeting

General: While SCORE has been successful in setting up communication between partners and identifying potential challenges and solutions to replicate, there is a need to speed up active development of solutions.

Positive:

- **SPIRIT:** SCORE has great energy, ideas and willingness from the partnership to collaborate. The partners involved are ambitious and eager to learn and seeing the value of the partnership.
- **WORK TOGETHER:** There is great potential for partners to work together within SCORE, with good conference calls
- **IMPROVE INTERNAL WORK:** SCORE's new approach, methodology and funding is contributing to important work within partner cities, both in terms of internal workflow and individual projects
- **SCORE COMMUNITY:** SCORE has an active online community, which is helpful for "collaborating by doing" and for new people joining the project
- **DIVERSITY:** SCORE has a diverse partnership which allows for pooling of knowledge around common challenges, solutions and ways of working

Scope for improvement:

- **SCORE COMMUNITY:** The online community contains a lot of information which can cause overload.
- **CHALLENGES AND SOLUTIONS:** We are currently mixing challenges and solutions, without a clear overview of what is happening.
- **LIMITED USE OF PROCESSES AND DEADLINES NOT ACHIEVED**
- **GOVERNANCE AND ORGANISATIONAL:** Some partners currently experience a lack

of reaction and response from other partners.

- **GOALS AND AMBITIONS:** SCORE is a diverse partnership with varying experience levels, expertise, organisational decision making processes and working speeds.

Additional analysis

We will support city-partners to concentrate on existing challenges/solutions, for which there is internal commitment/budget. SCORE should not create an 'extra layer' of work, it should build on and enhance the projects you are already doing or would do anyway. SCORE helps you to do these projects in a more open and transnational manner so that you can learn from others, collaborate and replicate each other's work.

The current working groups are formed around the most viable challenges and solutions. However, these are not translating into new or tangible improvements of existing solutions. Working groups should bring together people who collaborate to solve a problem or improve a solution together, be based on a realistic planning and estimation of time/budget to be invested in the cooperation.

Challenges and solutions can be worked on in parallel. Starting from challenges is a good to ensure user-needs are central, unite stakeholders around a common cause and collaboratively develop new solutions. However, it is difficult for cities to commit to open ended challenges without a clear output. Working on existing solutions, with a focus on making these reusable by default, gives cities and stakeholders a clear idea of what they are committing to and 'test run' the collaborative process. SCORE partners can work on both streams in parallel.

Partners should feel empowered by SCORE to start working on their own problems,

communicating about this to the community so that problems can be solved together.

Proposed boundaries for SCORE

- Open, unless: developed solutions must be Open Data solutions developed in a Open Source way, if this is not possible the argumentation needs to be shared publicly.
- Must have at least 1 other partner committing time/budget for transnational development - either in code, replication, or feedback to improve solutions
- Ideally be based on OASC's minimum interoperability mechanisms, including Open APIs, common data models, and interoperability/replicability by default.

Proposed emphasis for next 6 months

WP1 - The SCORE management team will focus on setting up bi- or tri-lateral initiatives between partners to ensure each partner is working on at least one meaningful project. Once this is set in motion, the focus will shift back to project level coordination and collaboration.

WP2 - Communication strategies and activities will be revisited and readjusted according to the development of the project. A plan for a suitcase with sensors and smart systems to demonstrate to stakeholders what IoT is or will be proposed and production initiated (aim to have an iteration by the next partner meeting in May).

WP3 - An updated timeline will be created for the (beginning of December started) challenge detection and solution selection process. For this new timeline, the next partner meeting in Aarhus (10-11 April) will be kept in mind. Ideally, the first cycle should be finished before the start of the Summer (July).

WP4 - The solutions which are chosen to share (replicate) and further develop in a transnational setting are actively monitored and checked for progress and results achievements by the WP lead.

WP5 - A step by step instruction guide for testing in Living Labs will be developed to be used by the partners. In specific, a solution which SCORE partners have already formed a working group (i.e. IoT Registry or Trafiken.nu) will be used as an example. A list of existing urban living labs that can be potentially used will be also provided. For more information, please see the roadmap [here](#).

WP6 - Synergies between SCORE and other projects/networks with adjacent ambitions will keep being created. SCORE will be represented at the international events – e.g. Connected Smart Cities Conference in Brussels and IoT Week in Aarhus. A questionnaire for the consortium to converge on core strategic questions and common technical ground will be distributed and results analyzed.

Open issues

Procurement: Some partners in SCORE do not have internal development capacity. Do we include support around procuring free lance development or commercial companies implementing open solutions within SCORE?

Action plan

SCORE partners are now working on two parallel work streams:

- a) Submitting challenges to identify and form working groups around common challenges

- b) Submitting and evaluating solutions for codevelopment and testing

Once collective interest has been confirmed, projects will progress to a central ['overview of active working groups'](#) and partners will be asked to complete a template 1 page work plan to Joran for challenge working groups (WP3) and Hugo for solution working groups (WP4).