GLA – Smart Cities

Qualitative Report

JN 10766 LR/MG/AHL

05 February 2018

## Background and Objectives

Background to the study

The requirement for this research is being driven by Sharing Cities, a €24.7m programme co-ordinated by the Greater London Authority (GLA)

The aim of the programme is to develop and implement affordable, integrated, commercial-scale smart city solutions. 3 ‘lighthouse cities’ have been identified (London, Milan and Lisbon), each with a demonstration area in which new technologies will be trialled, including:

* **Smart Lampposts** i.e. lampposts fitted with technology that can do anything from charge electric vehicles, to monitoring traffic flow, and changing light levels dependent on proximity of pedestrians / traffic
* **Shared eMobility** i.e. methods designed to facilitate a transition towards more sustainable mobility solutions. This includes electric vehicles, but also measures designed to make this technology more attractive / easier to adapt, such as smart mobility apps
* **Urban Sharing Platforms** i.e. systems for capturing and managing data from smart city solutions, to deliver better outcomes for the public

The ambition is to use these lighthouse cities as a platform to then scale up to other locations in the future

However, to facilitate this, there is a need to understand more about current and planned deployment of smart measures, as well the level of strategic ambition in this area, and openness to collaboration. This will then help the GLA determine the potential market for smart technology going forward, and the best way to move the Sharing Cities programme forward

Given London’s role as one of the three lighthouse cities, it has been determined that running this research study amongst London boroughs would provide an appropriate case study

Our Approach and objectives

25 boroughs were contacted for the Qualitative stage of this project

Our objectives were to engage with relevant individual(s) within each borough, to achieve an understanding of

1. The current deployment of smart measures
2. Level of strategic planning in the area of smart measures (specifically in relation to ‘smart plans’)
3. Planned future deployment of smart measures
4. Specific needs and appetite for the types of smart measures that form part of Sharing Cities
5. Commitment / interest in collaborating with other boroughs in developing and implementing smart measures

## Methodology

We conducted 25 x 30 minute tele-depths with individuals from across the following London Boroughs

|  |
| --- |
| **London Borough** |
| Director of Neighbourhoods and Commercial - WALTHAM FOREST |
| Digital Director – ESSEX \* |
| Director of Transport & Highway - HAMMERSMITH AND FULHAM \* |
| Executive Director for Customer Services – LEWISHAM |
| Strategic Infrastructure Advisor - CITY OF LONDON |
| Director of Place Management – CAMDEN \* |
| Director of Place Management & Head of Digital Transformation - WESTMINSTER \* |
| Director, Environment Regeneration Department – MERTON |
| [Corporate Director of Place - REDBRIDGE](mailto:caroline.bruce@redbridge.gov.uk) |
| Director of Public Realm – HACKNEY |
| Digital Director – GREENWICH \* |
| Digital Programme team – SUTTON \* |
| Head of Waste Management - KENSINGTON & CHELSEA |
| Senior Regeneration Manager – BRENT |
| Director of Environment – LAMBETH |
| Commissioning Director Environment - BARNET |
| Assistant Director of Environment - HAVERING |
| Transport Policy Manager – SOUTHWARK |
| Director of Customer Services & Communications & Digital Programme Lead (2 participants) – HOUNSLOW |
| Corporate Director of Environment and Regeneration- ISLINGTON \* |
| Director – EALING \* |
| Director of Environment – BROMLEY |
| Waste Reduction & Disposal Manager – NEWHAM |
| Deputy Director of Operations - HARINGAY \* |
| Director of Customer and Corporate Services – CROYDON |

\*Indicating, in our opinion, a keener commitment / interest in collaborating with other boroughs to develop and implement smart measures

Spreadsheets were sent to each Borough to develop a complete and accurate picture of all smart measures implemented or in the planning stages

For the qualitative stage of the study, we spoke to individuals with a range of different portfolios and job roles. Many were at pains to clarify that they could only speak for themselves and their individual departments, and that

* The perspective they gave may not be reflective of other areas of the council or of the council as a whole
* The information they provided may not paint a full and accurate picture of all relevant work completed or in progress across the council

For example, where we spoke to someone within waste management they may well have more insight around waste collection, noise pollution from trucks, fuel consumption, delivery management systems etc. but have lower awareness of policies or proposals in relation to smart lampposts

We developed a spreadsheet that was sent to a named individual within each council. We tasked this individual to circulate the document to all relevant departments so that we could gain a full and holistic view of all relevant measures undertaken by London Boroughs

As of Friday 19th January, we have received completed spreadsheets back from 10 London Boroughs, and these have been attached as an appendix to this report

## Key findings

There are two universal drivers that motivate boroughs when it comes to the implementation of smart measures: **cost savings** and **improving residents’ lives**

Whilst all boroughs expressed an appetite for introducing more Smart measures into their borough, there are a number of barriers that temper this interest and impact on levels of implementation. These include **expense** and **lack of evidence** **(ROI)**

London boroughs would welcome information from the GLA, TfL or Central Government in relation to smart measures. Case studies and examples of implementation best practice were felt to be most interesting and relevant

Whilst all boroughs were open to receiving such information, we feel that Essex, Hammersmith & Fulham, Camden, Westminster, Greenwich, Sutton, Islington, Ealing, and Haringey expressed the highest levels of enthusiasm. These same boroughs were also most effusive in their desire to actively collaborate and share information with other boroughs for mutual benefit

Of the specific smart measures we discussed with participants, overall response was fairly consistent

* Smart lampposts and e-vehicles feel like the most natural / obvious / beneficial measures to implement
* Smart energy and the Urban Sharing Platform feel more complicated to implement and manage

## Current deployment of smart measures

What **motivates** boroughs to engage with the concept of smart measures?

There are a number of core, primary drivers to smart measures shared by all boroughs

* + The potential for **cost savings** is perhaps the number one driver for boroughs. Many feel under increasing pressure to improve efficiency and maximise staff output, for less spend. Therefore, smart measures are often assessed within this context
  + Boroughs feel they have a duty to **improve residents’ lives**. There is a feeling that smart measures have the potential to enable easier access to services, as well as providing data that could inform the development of services to ensure they meet the evolving needs of the communities council’s serve
  + Whether this be AQ information, ASB information or parking space usage (as just three examples), many boroughs believe that Smart measures can help reduce deprivation, crime and improve overall welfare
  + Apps and online access to services are increasingly being used to provide easier and more effective means of communication. These systems can often help minimise bureaucracy for residents and staff and help ensure issues are addressed more efficiently and quickly than in the past
  + The hope is that that as a product of this, smart measures can improve positive perceptions of the council and drive a **greater sense of connectivity** between a borough and its residents

In addition, there are other drivers that are important in some cases, but are not shared by all. It may well be that job role / remit plays a role here, with individual participants reflecting the priorities of their specific portfolio, or else the particular challenges faced by the borough they work for

* + Many are motivated by the drive to make London a greener, cleaner environment and therefore **Air Quality** improvements are often high on the agenda. There is a desire to create cleaner, greener cities, driven in part by the Mayor of London and TfL’s strategy
  + **Generating and supporting employment and business within boroughs** was a key driver for some boroughs, particularly inner boroughs. Introducing high speed wifi was specifically seen as a means of helping with attracting and retaining more small business

For those a little bit further behind, and where perhaps the will or knowledge base in the area of smart measures is somewhat lacking, there are a number of extrinsic factors playing a role in driving interest and appeal

* + Some are driven to implement smart measures because they realise this is the way the world is moving – they **don’t want to be left behind**
  + **TfL funding and initiatives** are also key drivers to smart measures. The role TfL plays in raising awareness and providing incentives is critical in driving smart measures higher up the agenda
  + **Suppliers can also play a role**, particularly during contract renewal periods. Suppliers may well approach borough councils with innovations in this area in the hope of demonstrating added value and securing the next contract term

What **deters** boroughs from engaging with the concept of smart measures?

The two universal barriers that seem to deter boroughs from engaging with Smart measures include perceived **expense** and a corresponding **lack of evidence** of the benefits to residents **(ROI)**

* + **Expense and budgets** are a major barrier to the implementations Smart measures, in terms of the up-front cost, but also in terms of maintenance, which currently is felt to be an unknown component
  + Issues around cost are compounded by a lack of understanding of the benefits of such measures. Boroughs are reticent to spend money on smart measures until they are reassured by **evidence** that doing so will result in a strong return on investment (ROI). This isn’t necessarily limited to a monetary ROI – it could also be measured in terms or providing a clear and demonstrable benefit to residents. This concern can slow the process of implementing smart measures as boroughs research options and seek out evidence of the positive impact they bring

A lack of understanding of smart measures is another core barrier – particularly for those who haven’t yet begun the implementation journey

* + This can also be **lack of awareness** around smart measures which leaves some boroughs with a lot of work to do. There is a need to educate staff and stakeholders as to the benefits, in order to achieve buy-in and support from all areas of the council
  + Senior management are not always tech savvy and therefore not always on board with the idea of change, which can make it difficult to drive forward a smart measures agenda
  + Boroughs talk about wanting to **understand what other boroughs / international cities have done** - case studies of best practice are required to reassure that smart measures justify the required investment
  + Many boroughs are **nervous about ‘going first’** when procuring Smart measures, most do not desire to be first to market as they are worried that they might ‘buy too soon’ and that the **tech changes very quickly** and they are left with out-dated technology. There was an openness to collaborating with other boroughs, with this being driven in large part by a sense of ‘safety in numbers’. N.B. only a minority were actually doing the opposite i.e. seeking to be the first borough to implement some kind of Smart measure)

Some were also of the feeling that the technology is yet to come of age, proclaiming that the smart measures **they had seen are not yet advanced enough to warrant the required investment**

* + Some boroughs were disappointed at what they had been shown by LEDNET, and were expecting measures to be more advanced
  + A minority expressed a feeling that the Smart Cities programme was a little uninspiring, and lacking in the ambition of similar programmes in other parts of the world such as Singapore and Australia

Other barriers cited included

* + **A feeling that residents are not always on board with adopting smart measures** which can mean that progress is slow. Some councils feel it is necessary to match smart measures with particular communities and audiences, and are unsure at this point as to which measures will most benefit their borough. For example, electric cars may be a harder sell for boroughs with populations wedded to prestige car ownership (which tends not to be electric)
  + **Not owning street furniture** can make implementation more complex due to the increased number of stakeholders involved
  + **Current tenders and contracts already in place** – if a contract is in place then it is very unlikely that smart measures will be brought in until that contract is up for renewal (and these sometimes last for many years). Timing is key - the general PFI process is a barrier
  + Some boroughs agreed that it can be **difficult to navigate suppliers** which adds to this feeling of being uninformed
  + **Fear of Smart tech failing/not working/not functioning** – if a system goes down then can be chaotic, need something in place which might be costly
  + **Other bigger priorities**, some boroughs feel that whilst Smart measures are essential for the future of their boroughs, they are not top priority
  + **Low collaboration across Boroughs could prevent progress** – most did not feel this to be the case but could see it as an issue if not formalised

**Deployment of Smart measures – what Smart measures are currently in place?**

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| **London Borough** | **Smart parking measures** | **Smart AQ measures** | **e-vehicle charging** | **e-bikes/ Car clubs** | **Wifi** | **Smart street furniture** | **Residents connectivity** | **Data platform** | **Smart Energy** | **Waste** |
| Waltham Forrest |  |  |  | Mini-Holland | Rolling out | Wifi in lamposts | App  Self-opening libraries |  |  | Big belly bins |
| Essex County Council |  |  | Y |  |  | Smart lamposts |  |  |  |  |
| Hammersmith And Fulham | P&D |  | Y | Car clubs |  |  |  |  |  |  |
| Lewisham |  | Sensors on lampposts to track AQ |  |  |  | Smart lighting | App |  |  |  |
| City Of London |  |  |  |  | Wifi |  |  |  |  |  |
| Camden | Parking app for bays |  |  |  |  | LED lights |  |  |  | On board tech for real time reports |
| Westminster | Sensors for bays and online payment | Sensors in Oxford St measuring C02, apps to redirect residents | Y on lamposts |  |  | CCTV on lamposts | App  Bots for immediate response |  |  |  |

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| Merton | ANPR  Solar panelled P&D |  |  | Zip car share | wifi | Wifi on lampposts  Electric hazard signs are now solar or reflective |  |  |  |  |
| [Redbridge](mailto:caroline.bruce@redbridge.gov.uk) |  |  |  | Routesmart – optimised routes |  | LED |  |  |  |  |
| Hackney |  | AQ sensors on main routes | Y | Dock-less bikes |  | LED lights |  | Y shared with police and other partners |  |  |
| Greenwich |  |  | Trialling e-trucks |  |  | Trialling 5G |  | Y |  | Sensors in bins |
| Sutton | P&D sensors for AQ |  |  |  |  |  |  |  |  |  |
| Kensington & Chelsea |  |  | Hybrid vehicles to reduce CO2 |  |  |  | App |  |  | Bin tracking sensors  Fly tipping app |

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| Lambeth | ANPR  Sensors for parking |  |  |  | Y |  |  |  |  |  |
| Southwark | Y |  |  | Dock-less bikes  Delivery robots | Y rolling out, looking at Rotherhithe |  |  |  |  |  |
| Hounslow |  |  |  |  |  |  | App |  |  |  |
| Islington | ANPR |  |  | Rolling out dock-less bikes |  | Wifi in lamp columns  Virtual signs | App |  |  | Real time feedback for any issues |
| Ealing | Sensors to track parking bays  Ringo |  |  |  |  | LED lights | App |  |  |  |
| Newham |  |  |  |  |  |  | App |  |  | Drivers all connected to report back any issues |
| Bromley |  |  | Y |  |  | LED lights |  |  |  |  |

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| Barnet | ANPR and sensors to parking |  |  |  | Y |  |  |  |  |  |
| Croydon |  |  | Y |  |  |  | Online services |  |  |  |
| Brent |  |  |  |  |  |  | Online payment for services |  |  |  |
| Havering |  |  |  |  |  |  | App |  |  |  |
| Haringey | Cashless parking |  | Putting in now |  |  |  | App |  |  |  |

## Attitudes towards Smart Measures

We have clustered measures based on feedback from participants

### improving connectivity

A very important driver and perceived benefit of Smart measures is the potential they have to improve access to the council and its services

Enabling better communication between residents and the council is a key priority in many boroughs

* Most boroughs have some kind of Local Residents app, more or less based on the My Lewisham app – this helps break down the distance between resident and council
* Generally felt to be a really good way of working with residents
* Easy communication and reporting of any offences especially around waste
* Parking apps e.g. Ringo or smart meters are felt to be a better and more efficient means for residents to pay and removes any contact with council
* Parking space app – can help congestion and AQ as it prevents residents from driving around the Borough looking for space to park
* Paying for services online (e.g. parking tickets, council tax, benefits, housing) feels more efficient
* Data collection from residents, police, borough on a ‘Hub’ set-up so they can analyse behaviour in Borough
* ChatBots provide immediate answers to residents questions online

However, connectivity has other applications too

* **Using infrastructure to create mobile and wi-fi connectivity** (e.g. wi-fi on lampposts) was high on the agenda for many. However, the more central the Borough e.g. Westminster the more important mobile specifically becomes, due to a feeling wi-fi is widely available
* **Connectivity of transport**: helping residents to travel more easily (in terms of finding bus stops, shared taxi rides, for example) was a priority for outer boroughs specifically, where public transport is less widely available
  + Hackney have a modelling of traffic routes, designed to map black spots and adapt routes to improve journey times and ease traffic flow
* **Using smart technology to aid staff in their interactions with residents:** Lewisham give iPads to social workers so they can report back information sooner

Waste

Waste is a high priority for all boroughs and using Smart measures is something they are either currently doing or are looking to engage with

* Big Belly bins - bins with sensors to report when full are cutting down unnecessary collections
* On board tech to enable drivers to report waste incidents
* Trackers on trucks to track and see how they can make their routing more efficient, and make better use of lorry capacity
* Green(er) trucks – monitoring what drivers are doing, making sure engines are turned off
* ‘The Local App’ can be used by residents and drivers of recycling / waste vehicles to report fly tipping rather than having to call in or log onto a database at the end of the day

Street Furniture

A very positive measure that most were keen to plan for now and in the future - most activity will come through new contracts and providers offering innovative systems

* LED lighting can be dimmed / turned up, on demand, which helps with cost savings and resident safety
* Smart lampposts – very basic, changing light strength, CCTV, wi-fi, emissions tracking, charging points, cameras for ANPR
* Smart bus shelters
* Some have advertising on them, although some boroughs are not allowed as they don’t own the furniture

Vehicles

* Zip cars / Drive Now, car clubs – very useful for AQ and congestion, keeps number of cars on the road down. Some of the car clubs have deals with councils in order to get bays and encourages electric charging points in the Borough
* Undocked hire e-Bikes with GPS to track their whereabouts, very well received however some concern that there may now be too many bikes vs actual need - most boroughs are mindful of who their residents are and how likely they are to adopt this as a mode of transport
* e-charging points – high priority for some where the borough understands the residents and their needs, for example some Boroughs know that their residents would not be interested in e vehicles so putting in points is not high priority e.g. Newham. Some Boroughs are putting greater emphasis on public transport and cycling and away from vehicles whether they are electric or not
* Some Boroughs feel they by installing charging points might encourage more residents to buy electric cars
* ANPR – speed limits, fines automated, most agree this is a cost effective Smart measure

### Smart Energy

Feels less of a priority for many boroughs, with some saying they are waiting to see results from elsewhere. A sense there is a need to be convinced of the costs savings, before boroughs will actively consider smart energy on a larger scale. In terms of what is currently being achieved:

* Solar panels on some housing stock
* Parking meters are often solar operated
* Some have contracts in place for cheaper energy to be supplied to residents
* Some electric hazard signs are photovoltaic

### Platform

All are very keen to use some kind of platform but most feel this is a long way off for their borough currently

* Some are using Google analytics to make better use of available data
* Some are collecting data but there is a lack of analysis unless it is integrated with other services e.g. police
* Many want to use data to help make decisions, but do not know how best to accomplish this - it feels like a costly thing to engage with
* Data is also heavily regulated so there are restrictions as to how it can be used, mined and manipulated. For example, the City of London monitors pedestrian flow and noise pollution but are not currently sure how best to analyse and utilise the data

**Planned future deployment of smart measures**

The grid below begins to give an indication of what boroughs have planned. Please see appendix for self-complete spreadsheets that provide more granular detail for the 10 boroughs that responded

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **London Borough** | **Lampposts** | **Electric vehicles** | **Smart energy** | **USP (platform)** |
| WALTHAM FORREST | Looking to put wifi into lampposts | Looking into car share and keen to implement all other e-vehicle ideas | Looking at regeneration energy | Very keen to tap into data, looking into parking partners and gathering data this way |
| ESSEX COUNTY COUNCIL | Looking at wifi into lampposts | Early days, looking at ANPR | Very interested in renewable and smart energy | Interesting |
| HAMMERSMITH AND FULHAM | LED planned and to include wifi in the posts with sensors | Looking to install more e-vehicle charging, putting in 100 points with TfL partnership by end of year | P&D solar panels | Looking at how to pull together all data sets, using Report It and geo-mapping |
| LEWISHAM | Using lampposts to monitor air quality | Early days but see smart and electric mobility as part of the future. Electric charging points and intelligent transport are being looked at | The notion of consumption and how residents consume things is interesting to think about. Could have Fit Bit type technology to monitor energy consumption | Councils need to start pulling together and using data in a more efficient way |
| CITY OF LONDON | Have been looking at smart lampposts for a while but don’t find the current technology good enough. TFL also own some of the street furniture. Will definitely be implemented when they find something suitable. Will soon be getting the fastest WIFI speeds in the world but this will be attached to buildings rather than street furniture | Not top of mind because most people commute in and out of this area by train not by car |  | Looking to start asking businesses to share their information. It is a difficult aspect of technology to tap into because of data protection acts and buy in from residents and businesses |
| CAMDEN | LED lights on the agenda  Looking at infrastructure for AQ monitoring | Looking at e-vehicles, car clubs, e-charging points  Replacing bus stops and looking at ways to utilise them for AQ and traffic flow monitoring |  |  |
| WESTMINSTER | Superfast wifi, but with focus on mobile as good connectivity in the city | e-vehicles of interested but difficult to implement because of the infrastructure | N/A | N/A |
| MERTON | Would like to know about parking information from lampposts  Extend CCTV | Interest in bikes  Looking at e-charging via lampposts | N/A | Would like data on vehicles – speed and movement because of complaints – looking at Google Analytics |
| [REDBRIDGE](mailto:caroline.bruce@redbridge.gov.uk) |  | Looking into car clubs |  |  |
| HACKNEY | We are looking to develop a CCTV network on lampposts for community safety.  Not able to be as flexible as other boroughs because of conservation zones so some areas are out of the question | Looking at rolling out more e charging points in the near future based on the back of the Mayor’s recent restrictions on diesel engines | Looking to roll out LED lighting in all buildings in the future not just new builds to reduce carbon footprint and electricity | Looking to start working with TFL to map traffic points and modelling and how we can improve that.  Looking to generally use data technology more to create efficiencies and improve the energy framework. Smart buildings with de centralised heating for example |
| GREENWICH | LED and piloting smart lampposts | Looking at electric fleet for freight  Installing e-charging  Looking at car clubs | Looking at a water source heat pump | Very involved but focused more on Greenwich data at this stage |
| SUTTON | LED planned | e-vehicles high on agenda | All council buildings have solar, nothing else planned | Council developing a data strategy |
| KENSINGTON & CHELSEA | Bins are the only real part of street furniture that they control | Co2 is a huge problem in London and they are constantly looking at ways to improve. More electric vehicle charging points | Looking at trying to make their waste vehicles as efficient as possible |  |
| BRENT | N/A | N/A | Looking to monitor pollution through the council | Our target is to implement anything that improves traffic flow and reduces congestion and journey times through data capture |
| LAMBETH | Looking at LED and pollution monitors as an option | Electric charging points | Pollution monitors | Looking to work with neighbouring boroughs to share data |
| BARNET | Looking at LED, on the PFI as well as whether wifi is an option on posts | e-charging on lampposts being looked at  Looking at smart bikes  Car clubs being looked at | N/A | N/A |
| HAVERING | WIFI | N/A | Looking at improving transport links to reduce the need for as many cars on the road to reduce emissions | Need to start joining up as a city on these measures, that will be our challenge over the next few years and sharing data with others |
| SOUTHWARK | Not participants area of expertise – not sure | Looking more closely at public transport and logistics vs e-vehicles  No plan for bikes | N/A | N/A |
| HOUNSLOW | No plans | Civic centre will have  Looking into pool cars and dock-less bikes | No plans | Of interest but need more information |
| ISLINGTON | PFI is out now for smart lampposts | Looking at car clubs and e-charging | Looking at fuel for poverty – looking at cheaper providers  Revenue from grid and station pump | “A long way down the road for us” |
| EALING | Wifi | Parking app  Looking at car clubs  e-charging  Pilot for dock-less bikes |  |  |
| BROMLEY – looking at 2019 for new contracts to be in place |  | Looking at e-car solutions |  |  |
| NEWHAM | Not in place currently | Looking into car share | N/A | Something they are keen to do, use data to understand how to target resources and crime/ASB |
| HARINGAY | N/A | Just about to introduce e charging points along main highways | N/A | Looking to adopt a connection with Camden and Islington to share data and develop smart technologies together |
| CROYDON | Have only just put in new lampposts from a tender 10 years ago so unlikely to be looking at this again any time soon | Looking to implement more e charging points especially around the new Westfield’s build opening next year or 2019 | Looking to make energy more efficient especially in more deprived areas of Croydon | Data collection has started but are working on a better way of amalgamating this information and how to use it going forward |

## Specific needs and appetite for the types of smart measures that form part of Sharing Cities

Appetite is generally high for most boroughs, Smart measures are something that all are looking at as part of future planning strategy

None of the boroughs spoken to showed any signs of having a low appetite towards Smart measures and Sharing Cities. What does shift is their primary focus and driver for employing Smart measures, or looking into them. One of three areas tend to dominate each borough, Residents; Retail or Business. They are not mutually exclusive but they can help GLA and the Sharing Cities programme focus their approach

For example:

* Lewisham would be primarily interested in what Smart measures can deliver for residents, being a highly residential borough
* The City of London might be more interested in focusing primarily on what Smart measures can do for businesses within the area
* Barnet might be focused more on retail as it has an extensive shopping mall and residential and commercial growth plans

## Ascertaining commitment to collaborating with other boroughs in developing and implementing smart measures

All boroughs expressed an openness to collaborating with each other and welcome the opportunity to do so. However, as previously mentioned the politics and priority of each borough dictates the level of collaboration that GLA can hope to see

All very keen to collaborate, hear from other Boroughs, GLA, TfL what is working, what isn’t, what the benefits are, what the best contracts look like?

* Some cross collaboration in place already
* Joint procurement and initiatives of great interest

Boroughs don’t want to be dictated to or be given a directive to look into particular measures / collaborate with other boroughs. What they do desire are case studies, advice, input and introductions so they can make informed decisions about how best to proceed

The best way to help encourage collaboration is for like-minded boroughs to talk to each other

* Focussing in on specific priority areas or audiences for smart measures (such as residential, business or retail) and then aligning with boroughs with a similar focus, is likely to drive more successful collaboration
* Collaboration can also have a political dimension, with some boroughs recognising that to collaborate effectively then politics need to be aligned

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