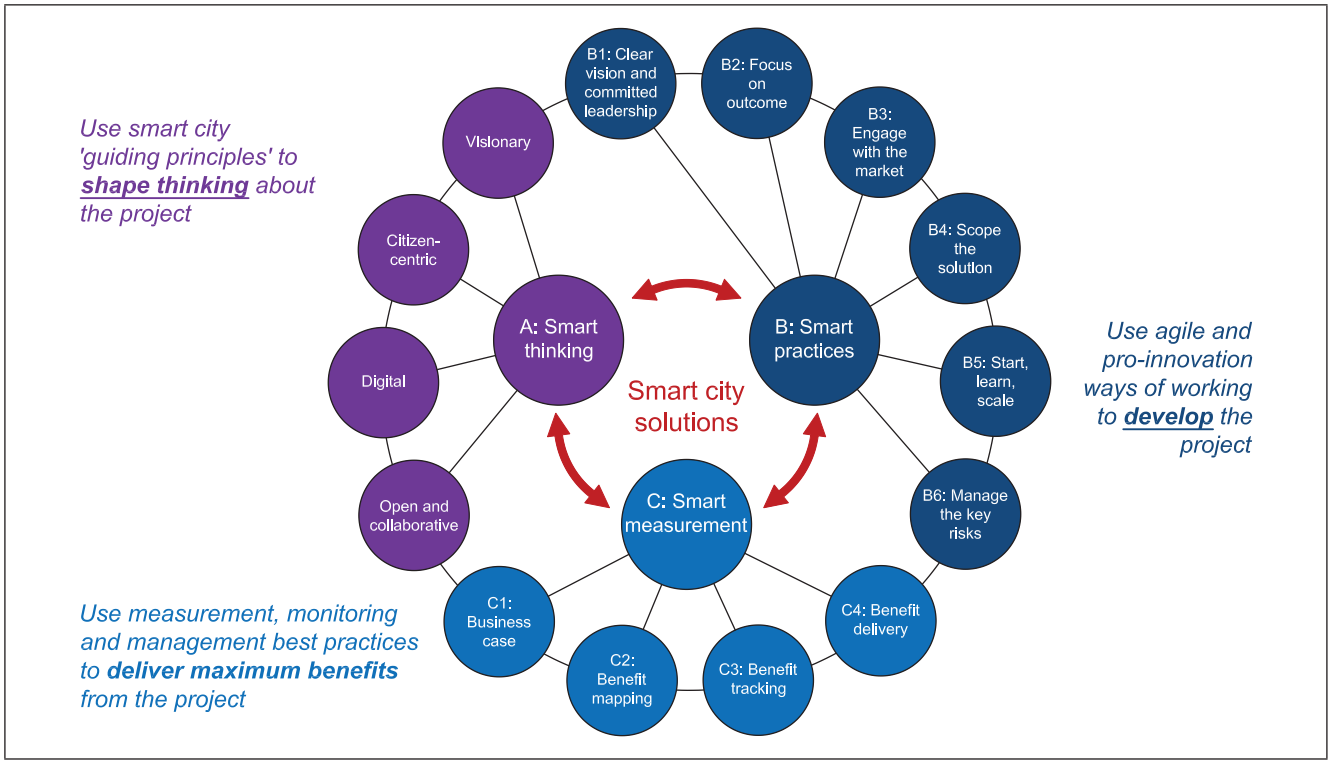
0 Introduction

This PAS provides practical, "how-to" advice, reflecting current good practice as identified by a broad range of public, private and voluntary sector practitioners engaged in developing smart city solutions. The advice is structured into three main components:

- **Component A – Smart thinking**: how to better frame opportunities to challenge traditional ways of doing things within the city, identifying where solutions could deliver transformational change in a particular area of city activity
- **Component B – Smart practices**: how to develop a project in a way that:
  a) delivers a smart city solution successfully in practice;
  b) is consistent with effective and appropriate security needs and minimizes risks to achieving the full desired impacts of the solution; and
  c) optimizes its contribution towards broader city goals for the future.
- **Component C – Smart measurement**: how to build measurement and evaluation into the project throughout its lifecycle in ways that:
  a) support successful delivery of the solution;
  b) enable effective communication to city stakeholders of the solution's impact; and
  c) provide actionable learning for future projects in the city.

Figure 1 **Overview of the components of this PAS**



These three components are described in Clauses **3**-**5** respectively, with a summary of recommendations in Annex A.

However, despite the linear nature of a publication such as this, the different components of this guide are not intended to represent a linear and sequential process. As illustrated in Figure 1, there are interactions and feedback loops between all these good practice components, and the starting point for different projects may vary.

This means that, while the content of this PAS is ordered in a broadly logical way, different projects may take different implementation paths through it depending on their city's priorities and context, and the nature of the specific project. This PAS is therefore intended for use in a modular way. To facilitate this, each individual component of the PAS is structured using a common pattern language – a consistent structure that clearly brings out linkages with other relevant components.

NOTE The pattern language used in this PAS follows that used in PAS 181, Smart City Framework. *Further information about this approach and its benefits for use in guidance such as this PAS is set out in PAS 181, Annex C.*

A more detailed mapping of the dependencies and interactions between the different components of this PAS is given in Annex B.

1 Scope

This PAS gives guidance on developing project proposals for delivering smart city solutions.

It uses case studies to illustrate good practice in smart city procurement and creating viable, financially robust business cases for smart city projects. It is relevant to projects of all sorts – not just ones that involve a procurement, and not just ones that involve a technology component.

It is for use by city leaders from the public, private and community sectors. In particular, it is targeted at project officers and commissioners of services within local and city authorities, their senior managers and the procurement specialists who support them.

The PAS is also of interest to suppliers of products and services to cities and citizens, providing them with insight into what cities regard as good practice in the development and procurement of smart city solutions.

This PAS does not cover:

- how to develop the broader vision, strategy and operating model for a smart city that provides the optimal context for any specific smart city project – this is dealt with in PAS 181 and relevant linkages are highlighted throughout this PAS; or
- how to manage the ongoing operation of a smart city solution once it has moved out of project development and into live running as part of the business-as-usual operation of the city.

2 Terms and definitions

For the purpose of this PAS, the terms and definitions given in PAS 180 and the following apply.

smart city solution
interactive asset, service, system or tool operated in a city that measurably improves the sustainability, resilience and interoperability of the city and/or transforms services and quality of life in the city in ways that are citizen-centric, digital, open and collaborative; or that enables future initiatives driven by city actors (citizens, communities, businesses, institutions) to do so

