

# New framework for the Working Groups activities



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## KNOWLEDGE-BASED CITY CONCEPT

The Information and Knowledge Society is a new and higher form of social organisation, where equitable and ubiquitous access to information, knowledge and services, as well as to appropriate content based on highly-developed ICT networks, should enable all people to achieve their full potential, promote sustainable economic and social development, and improve the quality of life for all.

The generation and exploitation of knowledge is now the predominant factor in the increase of quality of life and the creation of wealth. The shift to **knowledge-based society**, prompted by new goods and services, is a powerful engine for growth, competitiveness and job creation. It is capable of renewing urban and regional development and promoting environmentally sound technologies. Nevertheless, it brings about important challenges and problems of an increasing digital divide.

By setting up the basis of the **Knowledge-based City**, TeleCities confirms its commitment to ensure that these risks are minimised and that the benefits stemming from this new society are granted to all citizens, local communities and businesses. This means that all cities need to adopt long term eGovernment strategies and visions, and use Information and Communication Technologies to innovate and modernise. Only by doing this, they will be able to offer high quality information and knowledge and the most advanced services, develop improved forms of governance and transparency, set-up innovative forms of education, protect the users' privacy and security, and contribute to the long term economic, social and environmental well being of their citizens, businesses and social partners.

## INTRODUCTION

### OBJECTIVE

The new strategic framework seeks to include all the topics that have been addressed in the past years by TeleCities but also those emerging from the growing level of specific issues that naturally emerge in the fast moving evolution of Information Society.

Of course, the new strategic framework will continue to support all members in exchanging experience and developing concrete partnerships, but also to ensure a strong and stable position of TeleCities vis-à-vis the European institutions **with a long-term perspective**.

If properly delivered, this strategy will maintain TeleCities as the major network of cities committed to leadership in the Information and Knowledge Society.

The working groups represent one of the core activities of the network. That is why they will focus on the strategic framework of the Knowledge-based City and four main challenges.

The four challenges have been defined broadly enough to be able to contain as many issues as possible, they are :

- **Overcome the barriers to the development of Information Society**
- **Ensure Information and Knowledge society rights for citizens**
- **Foster the Knowledge-based economy**
- **Promote the modernization of local public administrations through eGovernment**

The rationale behind the adoption of this framework for the Working Groups is to guide the members to fulfil the mission of the network (policy making, exchange of experience, project development) in a structured and targeted way, so as to capture as much knowledge as possible and meaningfully use it for learning and promotional purposes at the European and local level. The objective is also to promote participation of a wide range of member cities and to diffuse the workload amongst them.

**To this end, a final annual report on the Knowledge-based City will be compiled and will include all the knowledge gathered during the year by each Working Group in the different topics.**

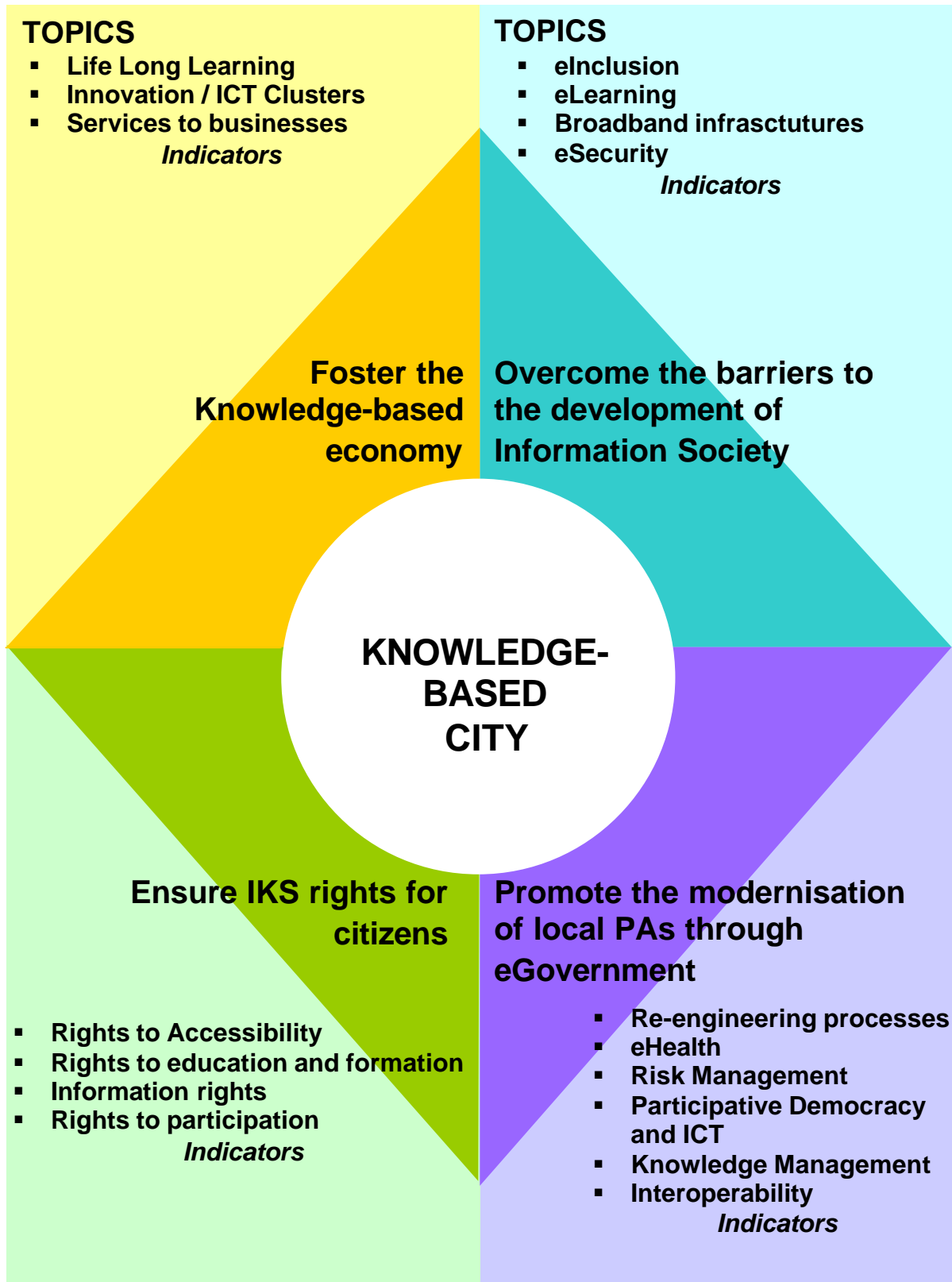
### TOPICS AND INTER-RELATIONS OF TOPICS

Each of the above-mentioned “legs” will cover different topics that will become the themes of the working group sessions for the coming three years, on the basis of members’ interest and priorities. The following pages detail and define all topics.

As some topics may span more than one “leg”, the new framework will have to be flexible enough to allow chairs and co-ordinators to tackle all the aspects of such topics.

For example, developing broadband infrastructure both fosters Information Society and knowledge based economy. In the current framework, broadband will be part of the leg “Overcome barriers to the development of the Information Society” but chairs will be able to consider all aspects of Broadband development models in European cities.

Overview



## Methodology

To give Working groups the highest interest in exchange of experiences and policy, it will be necessary to define which topic would be addressed during each WG's session but also to have high participation of members in organising sessions following interests, priorities and expertise.

In the questionnaire (attached file), member cities are invited to express their interest in coordinating one of the 4 Working Groups or chairing an annual individual session. Below, information about the roles and responsibilities necessary to ensure an optimum functioning of working groups are detailed.

## Roles and responsibilities

### ANNUAL CO-ORDINATOR

#### Mission:

The Co-ordinator of each leg will ensure coordination and consistency of the individual WG sessions as well as the development of the annual report on the specific approach during all the year. S/He will verify the contents of presentations during sessions to make sure that their content is consistent with the topic under discussion. Whilst doing this s/he will seek to take into account the inter-relations between topics. The co-ordinator will be the contact person for members and non-members about themes related to this approach.

#### Tasks:

- Produce an overall yearly work programme for the whole WG
- Collect the Work Programme of each topic of the leg.
- Propose and submit to the Steering committee one of the specific topics within the leg 3 months before each conference
- Collect the sessions' agenda 1 month before each conference and ensure its publication in the adequate websites and medias
- Collect the short report and presentations after each session
- Present annual report during the AGM + write (with additional help) the annual report.
- Support the policy work of the Working Group
- Manage the budget allocated to the whole WG (EUR 2,000). Money will be allocated to external help to deliver reports.

### CHAIR FOR SPECIFIC TOPIC

#### Mission:

The chair of a specific topic will be in charge of the organisation of the session dedicated to this topic in one of the TLC conferences, with special attention to contents and outcomes.

#### Tasks:

- Finalize the topic definition / participate to The Hague TCL Event
- Organize and chair one annual session: Search for speakers and cities projects and prepare guidelines on the basis of the indicators provided by the city expert on indicators.
- Write a short report of the session to TCO within 3 weeks after the conference (See next page)

### INDICATORS EXPERT

#### Mission:

S/He will accompany chairs in organising their sessions and fostering debate on the use of indicators to quantitatively measure the evolution of the IKS in cities.

#### Tasks:

- Define the list of indicators for each leg and topics 3 months before sessions
- Compile indicators results from cities' presentations after WG's sessions

**TELECITIES BRUSSELS OFFICE****Mission :**

TCO will be in charge of ensuring effective communication of the results of individual sessions and WGs, as well as providing adequate support to chairs and co-ordinators

**Tasks :**

- Update TeleCities website section on Working Groups
- Search for Publications and websites on which report on Working groups could be published
- Support communication between members

## Conferences working group sessions

In line with the positive experience of previous years, also in 2004 the second day of the TeleCities events will be devoted to working groups sessions.

A plenary session will open the time slot by presenting some of our members European projects or will be specially set up to debate on a special topic that will be defined following its relevancy for TeleCities members.

The plenary session will be followed by 4 sessions defined by the four Working Groups of the new framework "The Knowledge based city". Each session will be dedicated to ONE topic and will be organised as follows:

- Presentation of 2 or 3 Case studies (geographically balanced, comparison criteria, Preparation of background document for the speakers)
- Possibility of session on European project proposal bidding
- Debate

## Projects Key elements to analyse and present by speakers

To help speakers to present project and to give the possibilities to working groups participants to compare and learn from cities experiences, it will be necessary to present projects following similar guidelines and to highlight relevant aspects of the projects at European level. Here are the general questions to which projects presentations should answer:

- What are the main challenges faced by cities for the session's issue?
- Which models and strategy exist in Europe?
- Presentation and analysis of each case studies (policy strategy, development, technology, main results, benefits for citizens...)
- Key elements of success of members' projects.
- Main barriers and constraints within the project.
- What are the current technological research domains that may help cities to improve their services and projects in the field of the session's topic?

## INDICATORS

To provide us with an opportunity to make real comparisons between member cities, the development of common indicators will add an extra value to the work within TeleCities. A list of various indicators should be seen as a platform that allows for substantial benchmarking activities.

Specific work on Indicators definition will be carried out by one city expert (see previous page) in order to accompany chairs in organizing their sessions and fostering debate on the use of indicators to quantitatively measure the evolution of the IKS in cities.

## Background material

In order to increase interest, enrich working groups outcomes and complement with TeleCities activities, working groups' chairs may take into account the following statements:

- Deloitte "eCitizenship for All" knowledge database to identify the case studies best suited to the defined topic
- Collaboration with Deloitte for the second annual survey
- Collaboration with private partners, research centres and universities
- Mail discussions between interested members and chairs, and collection of data between sessions can help better define topics characteristics.
- Plenary sessions' conference results can feed the Annual report

## Overcome the barriers to the development of the Information Society

### APPROACH

**TeleCities is committed to overcoming barriers for the development of an inclusive Information and Knowledge Society for all citizens, businesses and institutions. In the critical transition to digital era, cities have a crucial role to develop the awareness of the benefits, catalyse key actions to achieve them, and to focus and organize resources needed to deliver meaningful action.**

### MAIN TOPICS

#### BROADBAND INFRASTRUCTURE

**Definition:** The deployment of a broadband infrastructure implies dramatic changes in the way Internet is used. It is not simply a faster way to connect citizens and business - it challenges the traditional services delivery methods as connections become immediate and large volumes of data can be almost instantly transmitted. As pointed out by the European Commission, a widespread secure broadband infrastructure is essential for the development and delivery of services and applications such as eHealth, eBusiness, eGovernment and eLearning.

**Policy:** Against the background of the above considerations, broadband is crucial to economic development and quality of life in European cities. In this sense the role of cities will be to ensure equal access for all to telecommunications infrastructure and the Internet. This can only be done through an effective collaboration between cities and telecommunications sector – such a cooperation will be a necessary condition to guarantee the territorial balance of broadband infrastructure as well as to set up affordable and high quality Internet access services.

**Exchange of experiences:** Many cities have a strong interest in broadband and have put in place broadband networks in their territories. As the moment, despite broadband development scenarios are strongly dominated by national regulations, cities see broadband networks and applications as key and basic factors to implement the knowledge society and to foster economic development.

#### eINCLUSION

**Definition :** The concept of eInclusion is strictly linked to the deployment of an Information Society for all, i.e. a society which ensures that ICT would benefit every citizens. In this light, eInclusion has a twofold meaning: on one hand it is about ensuring equal access and participation to all, on the other hand it is about implementing systems to empower people with disabilities and ageing citizens to play an active role in our societies.

**Policy:** Our cities need to face the threats of the digital exclusion and to generate the currently missing trust among citizens. It is therefore crucial that **cities become the main knowledge access provider** by developing a real network of public Internet access points linking all its public equipments as schools, libraries and all others public spaces. In addition, cities will have to foster web usability for digitally disadvantaged persons, as well as to promote assistive technologies such as intelligent housing for people with special needs.

**Exchange of experiences:** Cities across Europe share similar problems, hence a great scope for exchange of experiences. Due to the complexity and the importance of the eInclusion issues, a strong cooperation between cities, innovative SMEs , and advanced laboratories is to be encouraged at local level. Socio-economic, regulatory and policy dimensions linked to eInclusion will be also addressed to ensure availability of information society services for all at a reasonable cost.

**eLEARNING**

**Definition:** The achievement of the Lisbon goals, i.e. a truly inclusive and competitive knowledge based society will not come about without media literacy and tools to enable peoples with disabilities to access to knowledge. eLearning plays a key role here, as it provides new multimedia technologies and the Internet to improve the quality of learning. eLearning tools challenge the traditional teaching methods by facilitating access to resources and services as well as remote exchanges and collaboration, and by empowering the learner.

**Policy:** TeleCities will also concentrate strong efforts on promoting an integrated approach between cities and stakeholders from the private sector and amongst the social partners to develop actions in order to increase digital literacy at all income and education levels, for all age groups, for both men and women, for the employed and the unemployed and across all race and ethnic groups.

**Exchange of experiences:** Cities will exchange experience on the main issues relating to eLearning and eInclusion, namely life-long learning, support to potential learners, reduction of disparities between groups, promotion of inclusion and IT literacy and skills. A possible field of cooperation would be the twinning of schools, which is the main task of the recently approved eLearning programme for 2004-2006 of the European Commission.

**eSECURITY**

**Definition :** eSecurity relate to all the necessary legal and practical conditions and systems to ensure personal data protection, privacy and secured transactions through Internet.

**Policy:** Obviously, the growing number of online services developed by cities goes together with the increasing need for high secured systems. Any organisation willing to offer online services and transactions often faces the fear and mistrust of users in the system security. One of the main challenges of cities to play an important role in stimulating the Internet use among citizens has also the more and more important mission to generate the necessary trust among them by means of awareness campaigns and projects.

**Exchange of experiences:** eSecurity solutions are multiplying all over Europe and sharing experiences in this domain between members represents the most efficient way to improve quality of each project to then gain the citizens' trust in the Internet media. Standards technologies and successful practices will be the key topics for discussion between cities at European level.

## Foster the Knowledge-based Economy

### APPROACH

**TeleCities is fostering the Knowledge-based industries to maintain the crucial role of cities in the economy and to enhance the creation of quality employment.**

### MAIN TOPICS

#### INNOVATION / ICT CLUSTERS

**Definition :** The objective of grouping projects and organizations like companies and research centres in local areas into clusters is to facilitate suitable co-operation and joint action between projects driven by common business or research needs.

**Policy:** The future competitive edge of cities as business locations will hinge on their ability to integrate innovation in all sectors, especially those underpinned by information and communication technologies. In this approach, ICT clusters dynamics remain crucial to enhance territorial human capital and foster the creation of quality employment. Here many cities could play a leading role in facilitating clusters building as well as the adequate broadband infrastructures and services for businesses.

**Exchange of experiences:** Many cities have a great interest in exchanging experiences on how encouraging such dynamics in their local territory. Moreover, innovative technologies as location based services or WI-FI technologies will bring new way of delivering services and reaching more and more citizens.

#### SERVICES TO BUSINESSES

**Definition:** Public services to businesses give answer and solutions to the specific needs of private companies in setting up and running activities. They concern information delivery on city facilities and economical activities but also consist in online transactions services creation and in any other measure to facilitate and encourage the deployment of private activities.

**Policy:** It is crucial for cities to provide high quality services to businesses - especially secondary and tertiary SMEs facing globalisation and competition, in the necessary process of integrating ICTs in their business and organisation, including developing eBusiness and eCommerce strategies. In this way, cities must promote the ICT industry by fostering entrepreneurship, especially in terms of knowledge and cultural content exploitation but also in multilingual content in a culturally diverse Europe.

**Exchange of experiences:** Creation and development of portals of services for companies are here high exchangeable projects. Then, a discussion at European level is here needed to think of innovative solutions and projects to encourage SMEs to adopt new technologies and strategies and attract new businesses in smaller local areas.

#### LIFELONG LEARNING

**Definition :** Lifelong learning covers the idea that people can be involved in a range of learning activities, at any time in life and in a wide range of environments (schools, colleges, community centres, workplace, etc.). It means regarding learning as an everyday activity, so people can return to learning throughout their lives to update and acquire skills, knowledge and experience.

**Policy:** To reinforce the idea of equal opportunity for all in the Knowledge Society, it will be now essential for cities to support the development of lifelong learning to allow people of all ages and sectors to take fully part and benefit of the development of the Information and Knowledge Society.

**Exchange of experiences:** Projects in this field are still too rare and special attention must be given to those topics focusing- on knowledge as the key for the development of an inclusive society

## Promote the modernisation of Public Administration through eGovernment

### APPROACH

**TELECITIES is committed to promoting eGovernment “as a key in increasing productivity, transparency and efficiency of Public Administration, thereby freeing resources and delivering more value for taxpayers money”. Local authorities are indeed strongly engaged in modernizing their organization by making intensive use of information and communication technologies to speed up administrative procedures, minimize paper consumption and facilitate information transfers and communications with the citizen, customers and stakeholders.**

### MAIN TOPICS

#### RE-ENGINEERING PROCESSES

**Definition:** Re-engineering processes make reference to all projects aiming at modernising public administration. It concerns internal re-organization in order to improve and develop public services delivering through the Internet and the creation of training modules for civil servants in all activity domains.

**Policy:** To improve their own productivity, cities have to undertake re-engineering process by pushing through significant internal changes, increasing the skills of the workforces, and their knowledge management, as well as pushing for greater know-how. Globally, on one hand this process aims at continuously increasing the quality of administrative public services, while on the other hand it will help modernise and create new services for many activities of high importance for citizens as education, health, civil security, transport, culture and tourism etc.

**Exchange of experiences:** Creation of Web public services platforms and systems require technology workforces and imagination. TeleCities has always offered members the opportunity to exchange ideas and technology and will continue to do so with more emphasis on transferability.

#### PARTICIPATIVE DEMOCRACY AND ICT

**Definition :** eDemocracy is about enabling the democratic process to occur online. With the aim of improving access to all aspects of democracy for all citizens and providing tools to enable democratically appointed representatives to work more effectively in the networked society.

**Policy:** Information and Communication Technologies (ICT) must be used to improve governmental transparency and trust by facilitating citizens' and stakeholders' participation in all phases of the local decision-making process, from consultation to voting. In this respect, eDemocracy must continue to drive policy and practice in many European cities to improve their relations with citizens.

**Exchange of experiences:** Obviously the best way to spread participative democracy online practices all over Europe is to multiply communication campaigns and attract attention of the highest political levels in order to get the first and necessary commitment from politicians. TeleCities must then be the best communication platform and accompany exchange of experience task by the good dissemination of results phase.

**eHEALTH**

**Definition:** eHealth refers to the use of modern information and communication technologies to meet needs of citizens, patients, healthcare professionals, healthcare providers, as well as policy makers. eHealth would improve the quality of life of Europeans in different fields, such as the quality of health-related Web content, patient data security, 'telemedicine' technologies, tackling administrative headaches for hospital staff, doctors and patients, and much more.

**Policy:** The years ahead will be crucial for the development of eHealth applications across Europe. As pointed it out in the European Commission's eEurope 2005 Action Plan, eHealth will mainly focus on three strategic objectives: the introduction of a European electronic health card in 2008, the provision of online services and information on health-related issues, and the establishment of health information networks. All these priorities need increasing attention – not only from national levels in Europe but also from the regional and local levels. The near relations to safety management and the use of pervasive healthcare will be crucial for cities to provide intelligent services to elderly people in the future.

**Exchange of experiences:** TeleCities will work on how to deal with health improvements and new services to the citizens – based on the European eHealth action plan. The technologies of pervasive health care should be explored in cases and project proposals on how to provide intelligent homes, intelligent services to elderly and people with disabilities as another kind of contribution to an inclusive society.

**INTEROPERABILITY**

**Definition :** Interoperability is about creating and defining standards to enable the exchange of data online. Effective interoperability will enable government agencies to combine their data to provide joined up services to the citizens and ultimately provide efficiency gains for the organisations.

**Policy:** TeleCities, as network of cities, now needs to work and foster debate between cities on this specific issue. Interoperability is matter of communication and information sharing between all levels administration to provide better and integrated online services and complete information. In the field of interoperability as well as in many others cities' IT activities, the use of open Source Technologies have the strong potential to facilitate systems integration and customisation.

**Exchange of experiences:** TeleCities will introduce and focus the discussion on the 3 aspects of Interoperability : technical interoperability ( technical issues of linking up computer systems, Open interfaces definition), semantic interoperability (exchanged information is understandable by any other application not initially developed for this purpose) and organisational interoperability (co-operation). And here, the pan-European next eServices will also be a crucial issue.

**RISK MANAGEMENT**

**Definition :** Risk management represent the whole process and measures to identify, control, and minimize the impact of uncertain events.

**Policy:** The major amount of hazardous events happen in cities. Hence there is a need for the various institutions playing a role in risk management i.e. police, fire brigades, hospitals, flood prevention departments etc. to secure their co-operation, communication and adapt their prevention and handling plans aided by ICT. The cities play an organising and co-ordinating role.

**Exchange of experiences:** To analyse the situation in cities and regions, to exchange experience in different cities and means of hazardous situations and the corresponding plans for prevention and handling of disasters.

**Projects proposals :** SETRIC (Security and Trust in Cities), planned in the framework of the INTERREG programme

**KNOWLEDGE MANAGEMENT**

**Definition:** The systematic management and usage of knowledge within an organisation with the overall aim of improving the responsiveness and flexibility of the organisation.

**Policy:** The key to an effective knowledge management strategy is the synergy between the underlying data systems and the human interaction with these systems. Effective KM requires a good Information Management strategy, a good information management system as well as an effective change management programme. An effective KM strategy will enable municipalities to take advantage of new developments such as developing Communities of Practice to enable more efficient electronic working across the organisation. Ultimately Knowledge Management will enable the delivery of services focussed on citizen needs.

**Exchange of experiences:** Creation of Knowledge management requires addressing issues around interoperability to join back office systems, data cleansing and development of metadata standards and the integration of Customer Relationship Management systems. In additions it requires the creation of strategies around information management, the development of knowledge management systems and systems for facilitating communities of practice. Whilst certain sectors of the private industry are already advanced in this field most public sector organisations are only just starting to get to grips with the complexities. Exchanging experience and inviting in experience from the private sector will enable municipalities to avoid both pitfalls and reinventing the wheel.

**Projects proposals (if any)** - potential for proposals from Brainchild cluster in Prelude project

## Ensure Information & Knowledge Society rights for citizens

### APPROACH

**TeleCities is committed in ensuring the effective recognition and protection of concrete and measurable rights of all citizens in the Information and Knowledge Society. These rights are essential to achieving a competitive and competent society in the digital age and to ensuring social and territorial cohesion.**

### SPECIFIC FORMAT

Based on a citizen-focused approach, the Charter establishes a framework of guaranteed “rights” for all members of society in order to benefit from the gains of the Information Society. These rights will set the framework for local administrations to develop policies and services that will support Europe to become the most competitive and inclusive knowledge-based economy in the world. In the framework of their functions (Regulatory, Promotional, Own specific and Democratic), local public administrations can guarantee the following rights to all citizens:

- Rights to Accessibility
- Rights to education and formation
- Information rights
- Rights to participation

**The implementation of the Charter will allow progressive recognition and protection of eRights in European cities and will accompany any measure related to the Information Society enhancement (three others elements of the model). For that reason, the Working Group on the Charter of eRights will have a specific format to develop the Charter as an instrument for local public decision-makers to implement policies and services in the framework of the the Lisbon goals. - In addition, the working group on the Charter will especially focus on collaborating with others networks and NGOs to spread and promote the contents and to stimulate debate at a broader European level.**

**A set of priorities will be defined for each group of rights Such priorities will then be illustrated by individual projects - aiming at displaying how such rights are ensured in local authorities.**

#### **Priorities**

These progressive “Priorities” will be fixed on the basis of members’ needs and the “European Agenda”. The working group session in The Hague will thus focus on defining the priorities analysed of the working group.

#### **Projects :**

To achieve these priorities, TeleCities will collect projects information from the local level as well as from the European level. During the working group sessions, the rights and the priorities met within projects will be identified in order to spread the practice among all the members. Projects may be citizen-focused and have special technological interest but will especially focus on highlighting the protected eRights. The “eCitizenship for all” projects will serve the implementation of the Charter.