8th City Update





ERDF 2014-20 Programme, Strategic Intervention: Scotland's 8th City - the Smart City

Issue 9: Quarter 4/2017

[October to December 2017]

The **8th City Update** newsletter is for 8th City Advisory Group members and programme partners. It offers an overview of recent programme activity plus links to Smart Cities strategy and funding and learning opportunities. The newsletter is produced on a Quarterly basis, with contributions welcomed from 8th City partners. For further information please contact: 8th city pmo@glasgow.gov.uk



8th City programme update: October to December 2017

8th City programme activity during Quarter 4 of 2017 had a focus on both delivery of 'Phase 1' projects and, as a parallel process, the development of new project proposals for possible support via ERDF Phase 2 funding.

Following the Managing Authority (MA) review of European Structural Funds and announcement, mid-2017, of ERDF Phase 2 funding and timescales, an indicative allocation of £10M ERDF grant was identified for further investment in the 'Scotland's 8th City – the Smart City' ERDF Strategic Intervention.

The 8th City Advisory Group met in Aberdeen in 21st November. This meeting, involving representatives of all seven Scottish cities, considered a range of issues including: Funding claims and EUMIS; MA review of European Structural Funds; Knowledge Hub; and ERDF Phase 2 project proposals and assessment process. By late November 2017 a total of 34 Phase 2 project proposals had been developed across the Scottish cities; these proposals amounted to a portfolio of just over £19M ERDF grant requirement, with almost £27.5M of additional match funding and an overall total Phase 2 budget of £46,572,879.

In support of a process to 'fit' the portfolio of Phase 2 projects into the £10M grant funding currently noted for the 8th City programme, the PMO and city representatives on the 8th City Advisory Group developed a self-assessment framework for cities to review their initial project proposals. With assessment taking place from December 2017 to early February 2018, it is intended that the PMO and cities engage in an ongoing process of project review, revision, and rationalisation to meet the MA's proposed timetable for submitting Phase 2 Operations, as follows:

- Jan to March: Consider strategic intervention and operation extensions.
- April to June: Consider new strategic intervention and operation applications.
- June to September: Review of position and consider any remaining submissions.

See page **7** for an update on the Managing Authority's recent announcement on ESIF Phase 2. Other work undertaken by 8th City programme partners and the PMO during final quarter of 2017 is summarised on page 2.

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8th City PMO update: October to December 2017

Work undertaken by the PMO and 8th City programme partners during the final quarter of 2017 includes:

- The 8th City Programme Assurance Framework was revised, with specific updates in relation to procurement and Intellectual Property Rights (IPR).
- The second tranche (i.e. 'Claim 2') of ERDF grant claims was submitted to the Managing Authority in October; twelve claims were submitted and grant payment made to the PMO at the end of December. Claim 3 was submitted to the MA on 19th December and, as of early February, is still undergoing a process of verification.
- As part of the ongoing monitoring and reporting on programme delivery a cycle of monthly reporting Project Status Reports (PSRs) - continued during October, November and December 2017. PSRs provide information on progress re project delivery, financial performance, risks, outputs, outcomes, and lessons learned.
- Monthly cycle of Programme level risk reporting completed by PMO for October, November and December.
 Report provided to 8th City Advisory Group on 21/11/2017.
- Work continues with cities on the development of Programme-level plan.
- Updated content for the Scottish Government's ESIF web site / newsletter (December 2017) including a Lead Partner profile and article on the 8th City Programme. This work has been further developed to include the development of 8th City programme case studies (see the first two case studies on pages 5 and 6 of this newsletter).
- The 8th City section on Knowledge Hub has been restructured. A briefing on new structure was provided by the Improvement Service at the 8th City Advisory Group on 21/11/2017 (see article on page **10**).

For more information on 8th City programme activity please contact the Programme Management Office (PMO) at 8th city pmo@glasgow.gov.uk

Jonathan Brown, Programme Manager, 8th City PMO

Smart City Strategies: a Global Review - 2017

Published by <u>Future City Catapult</u> in November 2017, this report presents an overview of how, and why, 21 cities across the globe have created and implemented smart city strategies, and includes trends and lessons that others can learn from. The report also provides an introduction to smart cities and their history, describing how advances in technology and data could help to plan and run cities better.

The report also looks at ways in which smart city strategies are being implemented, with reference to governance and delivery models, finance and challenges. It also provides useful guidance for cities embarking or already on a smart city journey—with case studies presented from cities making and implementing smart city strategies.

The report is available online at http://ow.ly/7Tr330gAXmA



8th City programme - City Updates

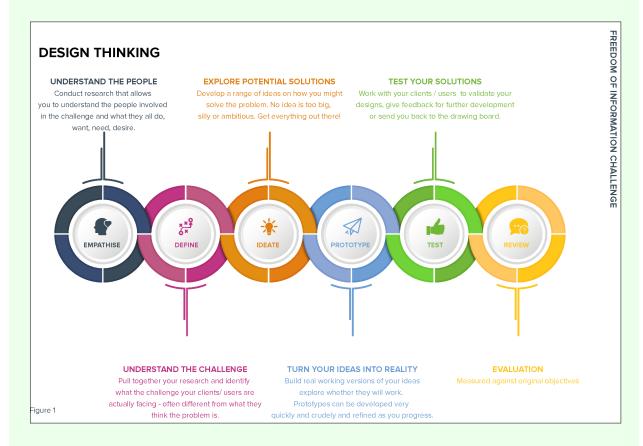
Glasgow

Data Analytics: Freedom of Information (FoI) project



As part of its Data Analytics project within the 8th City Open Data Operation, Glasgow City Council has carried out a project to examine ways in which it can take a data driven approach to providing potential solutions to the challenges it faces around improving the Freedom of Information (FOI) service for customers. Findings are outlined in a report—Taking The F* Out of FoI.

The Council's Corporate Data team have employed a 'design thinking' approach to identifying potential solutions to FOI and have focused on ideas that assist the support process for FOI as well as analysing data that identifies the types of request. It is hoped that by better understanding what the customer wants, the team will be able to identify data sets that it can make available as open data to the customer. Design Thinking is summarised in model below.



The solutions identified include developing a range of potential tools to improve the process that FOI officers use to respond to queries – these include developing a searchable database that enables staff to identify the range and type of FOI requests made and also quickly access any previous responses given.

The Data Team are also working in collaboration with other 8th City partners to share intelligence and best practice about both the FOI support process and the intelligence held by the cities around what their customers want. The ambition is for Glasgow and partner cities to agree upon and open up a standard series of frequently requested data sets, and to make these available via city Data Platforms in both accessible and engaging ways.

Stephen Sprott / stephen.sprott@glasgow.gov.uk
Principal Officer, Corporate Data Team, Development & Regeneration Services, Glasgow City Council

Stirling

Smart Mobility in Stirling

Stirling's smart mobility project focuses on upgrading our monitoring system, which will collect information on the speed, volume, class and journey times of vehicles, while counting cyclists and pedestrians as well. Currently the data retrieval is done manually using a tablet and connector cable, and rechargeable batteries. In areas such as Stirling, this is easy in the city, however rural sites require long drives to reach a site, and so can use a lot of staff time. The upkeep and use of such equipment may also be time consuming, especially when covering large areas. Having spoken with North Lanarkshire, Falkirk and Aberdeenshire, it seems that a lot of councils have turned to outsourcing their counts, which can be very costly, and is only a temporary solution.

What we are attempting to do in Stirling is equip all of our equipment with solar panels, high capacity batteries, and telemetries. This allows year-round data collection to be done remotely from the office. Real time journey data can be extremely useful as a proxy for congestion and for closures for example, to have a real time look at problem areas allowing targeted mitigation. However, while permanent sites are important, we have temporary count equipment for when ad-hoc counts are requested, any others are outsourced. Overall, the data collection process is streamlined, and provides higher resolution data and fault alerts to minimise data loss. This frees up staff time for analysis, which addresses the common problem of being data rich, but information poor.

Transport data is vital to a smart city, with increasing city populations, air quality issues, and economic growth driving the need for decisions to be well informed. This data could lead to real time traffic management determined by variable message signs which could be triggered by traffic flows, journey times and air quality in the future. However, the foundation of this is a monitoring system which is relatively low maintenance, reliable and future proof.

Ewan Prentice / prenticee@stirling.gov.uk / Stirling Council

City Innovation Brief

Published by the Future Cities Catapult (FCC) and written by Urban Foresight, the 'City Innovation Brief' is a quarterly innovation report, analysing trends taking place in cities across the UK, and at local and national government.

The FCC website notes that the City Innovation Brief summarises key developments and changes from cities across the UK, identifying where money is being invested and what future opportunities might look like within the advanced urban services sector.

The first issue, covering July - September 2017, includes a number of City Insights and features profiles of **Dundee** and **Edinburgh**, highlighting Smart City activity and local innovation – including those projects funded via the 'Scotland's 8th City – the Smart City' ERDF programme.

More info at http://futurecities.catapult.org.uk/2017/11/09/future-cities-catapult-launches-city-innovation-brief/

8th City programme partners—Hellos and Cheerios

Recent changes to staff and partners working on the 8th City programme include:

Hello and welcome to:

Paul Blakeman (Programme Manager, The MILL, Dundee); Pauline Deacon (Programme Support Officer, 8th City PMO); Jennifer Marshall (Open Data Project Assistant, Stirling; Jim Tonner (Open Data Project Officer, Stirling); Timothy Ugwu (Energy Monitoring Officer, Stirling Smart Cities project); and Douglas Young (Interim Smart Perth Coordinator).

Cheerio and thanks to:

Graham Pinfield (Perth and Kinross Council—secondment to Renfrewshire Council).

8th City programme Case Study #1: Mobile Working Glasgow



ERDF & ESF Programmes 2014-20 Project Case Study



Prepared: 30/10/17

SMART COMMUNITIES – MOBILE WORKING (GLASGOW) Scotland's 8th City – the Smart City Strategic Intervention / Smart Communities Operation



Project delivery staff undertaking field testing.

Project Stats

- Delivery Agent: Glasgow City Council (GCC)/ Cordia
- Budget: £2,437,750 (ERDF Grant £972,750)
- Timescale: January 2017 December 2018
- Location: Glasgow (citywide)
- Target groups: GCC staff and service users.
- Contact Details: Brendan Murphy, Head of Creative Services and Mobile Project Lead, Glasgow City Council/ Cordia. Tel. 0141 353 9020

Brendan.murphy@glasgow.gov.uk

Key Aims / outputs

- **Issue**: Using technology to create a flexible workforce that is better connected when working away from the office, by providing the information needed in the field, as well as minimising administrative overheads.
- **Impact**: Deliverables for the Smart Communities project include two x Social Care sector and three x Environmental sector mobile applications. A smart, connected workforce is key to becoming a Smart City and mobile applications allow us to deliver a better service to the citizens of Glasgow while reducing costs.

<u>Description of Activity:</u> Glasgow City Council (GCC) and ALEOs serve 600,000 citizens, 320,000 households, and over 20,000 companies supporting 450,000 local jobs. The city is also visited by 2.2 million people annually and citizens, businesses and visitors use many 'Glasgow Family' services - with over 10 million interactions each year. The Smart Communities project aims to maximise the efficiency of staff working in social care and cleansing/environmental services through improved access to data and technology, and to improve interaction for users. To support this, the following project elements are being undertaken:

- Application development and testing.
- Integration to the back office system.
- A mobile development platform.
- A functional ICT and service support and development model.
- Procurement and deployment of mobile devices (Over 2,600 smart phones and associated Apps).
- Full stakeholder engagement and support.

Quotes from the project or participants

"A smart, connected workforce is key to becoming a Smart City and mobile applications allow us to deliver a better service to the citizens of Glasgow while reducing costs."

Brendan Murphy.



Additional information

- Frontline staff have been involved from the very start of this project, using approaches such as 'user stories', and implementation champions.
- By adopting **agile delivery** methods and in **co-locating** technical staff, systems designers, engagement specialists and management, an approach was developed whereby shared objectives were understood and actively supported, where communication was enhanced, and project delivery was streamlined. This methodology has been branded the '**App Factory**' approach.

8th City programme Case Study #2: Open Data Platform



ERDF & ESF Programmes 2014-20 Project Case Study



Project: OPEN DATA (Work Package 2: Data Platform)

02/11/2017

Strategic Intervention: Scotland's 8th City – the Smart City / Open Data Operation

Photo



Project Stats

Delivery Agent: Part of the Open Data Operation, this project involves Dundee, Inverness and Perth.

Budget: £1,488,930 (ERDF Grant £608,930) for the wider Open Data Operation (H&I and LUPS), of which the Data Platform is only one element.

Timescale: March to October 2017.

Location: N/A

Target groups: Stakeholders across public, academic, business, and community sectors.

Contact Details: 8th_city_pmo@glasgow.gov.uk

Key Aims / outputs

Issue: Of Scotland's seven cities only Edinburgh and Glasgow had, prior to the 8th City programme, invested in the development of an Open Data Platform to publish and manage open data on the Web.

Impact: Provision of a data publishing platform for use by participating Scottish cities to capture, integrate, share and analyse data, in compliance with established open data standards (developed as a separate but complementary 'work package' within the wider Open Data Operation).

Description of Activity

- Collaborative procurement process was facilitated by Tayside Procurement Consortium, with support of each city's procurement team, and made use of Crown Commercial Service's G-Cloud framework.
- In drafting the specification for the data platform, a commitment was made to an open source solution. This 'open-by-default' aspect of the platform's development means that the global CKAN community can potentially benefit from the 8th City's 'Data Cluster' work. Use of CKAN also supports Scottish cities' activity relating to their membership, via the Scottish Cities Alliance, and involvement in the Open and Agile Smart Cities (OASC) network.
- Based on the popular open source data portal solution, CKAN, these data platforms have undergone substantial custom development, enabling dozens of additional features. These range from visualisation and charting options, to meeting European data sharing and data harvesting standards. The extensibility of the platforms ensures that they can continue to be adapted to the changing needs of the cities.
- Working in partnership the cities have identified and prioritised common requirements before going to market for a solution. The procured solution is currently being implemented by a core group of the cities with other Scottish cities having the option of joining or re-using the procurement.

Quotes from the project or participants

"This was an exciting opportunity for co-work and co-design between the cities, which is not only in the spirit of the 8th City programme's goals, but also facilitates the process of federating and combining datasets between the cities moving forwards".

Doug Young, Open Data co-ordinator, Perth and Kinross Council

Additional information

The joint approach taken by the cities to procuring, designing and implementing the platforms has generated substantial benefits, allowing the cities to pool their development costs together on a single shared technology base to improve the platform's functionality, all while lowering costs.

Scottish Government / Managing Authority

The European Structural Funds newsletter, published in December, includes information on:

- Latest Managing Authority news.
- Phase 2 (please see article below for further information).
- Guidance updates.
- Extensions or new submissions.
- Growth team updates.
- Lead partner updates.

The newsletter can be viewed at the following link: https://blogs.gov.scot/european-structural-and-investment-funds/2017/12/12/european-structural-funds-december-newsletter/

For more information please contact europeanstructuralfunds@gov.scot.

European Structural Funds Phase 2

2018 represents a significant watershed in the implementation of the current European Structural Investment Fund (ESIF) programmes and the Managing Authority (MA) has noted the need to collectively prepare for the second half in good time ahead of the expected date of exit from the EU.

Key aspects to ESIF Phase 2 are as follows;

2018: Outline Timeline

- Jan to March: Consider strategic intervention and operation extensions
- April to June: Consider new strategic intervention and operation applications
- June to September: Review of position and consider any remaining submissions

EXTENSION OR NEW SUBMISSIONS

Strategic Interventions: The MA intends allowing extension of existing Strategic interventions to end the programme (2023) provided there are no significant changes to currently approved SI.

Operations: Operations can extend if there is no change in approach. If there is a change to the intervention rate or approach to delivery, we would expect new operation applications.

The end date for operations should be June 2023 to allow time for submission and verification of the final claim.

The MA is in the process of discussing phase 2 requirements with Lead Partners including progress to date, time needed to compete phase one targets, and what can realistically be achieved and spent during phase 2.

OPERATIONAL PROGRAMME CHANGES

ERDF changes to the Operational Programme were approved on 16th November 2017. The main changes are:

- Revision to the scope and indicators under Investment Priority 1b (Promoting business investment in R&I) to allow the Priority Axis to focus on supporting innovation highlighted in the Manufacturing Action Plan and through City Deals alongside other potential infrastructure projects in the transition region.
- Addition of a new Investment Priority for Culture and Heritage in the Highlands and Islands.
- Change of intervention rate to 60% for priorities 1, 3, 4 and 5 in H&I.

Scotland's people annual report: results from the 2016 Scottish Household Survey

This reports key findings from the Scottish Household Survey, outlining data in regards to some of the 55 national indicators in the Government's National Performance Framework (NPF). This is of interest to 8th City partners as the NPF is referenced in the Performance Measurement Framework for the programme (with Smart City activity deemed to contribute to a number of the NPF national indicators. Report available at http://ow.ly/Modc30fr36q

Funding Opportunities

European Investment Bank Social Innovation Tournament

The EIB's Social Innovation Tournament recognises and supports European entrepreneurs whose primary purpose is to generate a social, ethical or



environmental impact. Four prizes are awarded by a jury: general category and special category first and second place prizes of €50,000 and €20,000 respectively.

In 2018, the Special Category Prizes will go to projects focusing on sustainable development with special emphasis on circular economy.

Projects are typically related to combating unemployment, marginalisation of disadvantaged communities and promoting access to education in a wide range of fields, from education and health care to the natural or urban environment, using new technologies, new systems, and new processes.

The Call for projects opened on 1 February with a deadline of 6 March 2018. Further information here.

EUROCITIES network

Urban Innovative Actions initiative has launched its third call for proposals which focuses on adaptation to #climatechange, #airquality, #housing, #jobs and #skills in the local economy.

The deadline is 30 March 2018.

More info at http://bit.ly/2hCwgKx

research centres and companies.

EIT Competition to Create Two New Innovation Communities

The European Institute of Innovation and Technology (EIT) uses its budget of almost €2.4 billion from 2014-2020 to create sustainable growth and jobs by boosting innovation and entrepreneurship across Europe. To achieve this, the EIT has pioneered dynamic European partnerships bringing together leading universities,

These unique partnerships are known as 'Innovation Communities', or

Knowledge and Innovation Communities (KICs). In 2018, EIT is expanding its activities with a competition for two new Innovation Communities, each with a potential budget of up to €400 million for the first seven years of its operations.

EIT Manufacturing will strengthen and increase the competitiveness of Europe's manufacturing industry. This new Innovation Community will transform today's forms of industrial production to become more knowledge intensive, sustainable, trans-sectorial and low-emission.

EIT Urban Mobility will ensure a greener, more inclusive, safer and smarter urban mobility system. With over 70% of EU citizens living in urban areas, there is a real need to invest in up-to-date urban transport systems.

The EIT's contribution to the KIC's expenditure will not exceed 25% of its overall budget. The remaining 75% should be financed from other non-EIT sources of financing (e.g. mainly partners' own resources and other sources including national/regional funding, EU funds, etc.).

Deadline for proposals is 12 July 2018. Further information here.

Smart Cities Policy and Research

UK Digital Charter – Launched 25th January 2018

Perhaps complementing Scotland's Digital Strategy (Realising Scotland's full potential in a digital world: A Digital Strategy for Scotland - <u>available here</u>) the recently launched UK Digital Charter has the stated aim to make the UK both the safest place to be online and the best place to start and grow a digital business.

In launching the Charter UK government noted that the UK should lead the world in innovation-friendly regulation that encourages the tech sector and provides stability for businesses. This will increase public confidence and trust in new technologies, and create the best possible basis on which the digital economy can thrive.

The Charter outlines a number of principles:

- the internet should be free, open and accessible
- people should understand the rules that apply to them when they are online
- personal data should be respected and used appropriately
- protections should be in place to help keep people safe online, especially children
- the same rights that people have offline must be protected online
- the social and economic benefits brought by new technologies should be fairly shared

There are seven current priorities in the supporting work programme, including:

- Digital economy building a thriving ecosystem where technology companies can start and grow.
- Digital markets ensuring digital markets are working well, including through supporting data portability and the better use, control and sharing of data.

More info at https://www.gov.uk/government/publications/digital-charter/digital-charter

Next Generation Mobile Technologies: An Update to the 5G Strategy for the UK

Published in December 2017 by The Department for Digital, Culture, Media and Sport, this document summarises the progress made by the government to deliver against the goals outlined in the 5G Strategy, published at Spring Budget 2017. It outlines the path to 5G connectivity and steps the government is taking to support ambitions to make the UK a global leader.

Amongst plans to support delivery of this strategy, the following aims are identified:



Image Created By Cobham Wireless

- Ensure 95% geographic mobile coverage and the availability of
 essential services where people live, work and travel, including
 development of meaningful performance metrics for the quality of service people actually receive.
- Developing a model to secure fast, reliable mobile connectivity on main rail routes and major roads.

The 5G Strategy is available here.

Four UK teams win funding to redesign public services with open data

The Open Data Institute (ODI) recently announced that it is working with four teams from different parts of the UK, to support them in redesigning specific public services with open data. This work is part of the ODI's <u>innovation programme</u>, announced in October, to advance knowledge and expertise in how open data can shape the next generation of public and private services, and create economic growth.

https://theodi.org/blog/four-uk-teams-win-funding-to-redesign-public-services-with-open-data

Updates and changes to the 'Scotland's 8th City - the Smart City' Knowledge Hub Group



The introduction of an enhanced Knowledge Hub (Khub) service, in Quarter 3 of 2017, afforded opportunities for 8th City programme partners to engage in shared communications and collaborative working. With support from the Improvement Service, a number of 8th City 'specific interest' Khub groups were therefore created. These new groups, corresponding to the nine 8th City Operations - i.e. Data; Smart Services (Energy, Mobility, Public Safety, and Waste); Smart Infrastructure (ISL, Innovation Labs, and Water Management); and Smart Communities/Mobile working - are complementary to the 'core' Scotland's 8th City Khub group but are comprised only of partners/ stakeholders working on each Operation. The existing group remains active - but with a focus on programme documentation and decision-making: as such, membership is open only to members of the 8th City Advisory Group and city officers with a supporting role such as finance, procurement, etc.

Further to invites being issued, during Quarter 4 of 2017, most of the nine new groups are now active. Thanks to all who have accepted invites and to those members also taking on a role as a group facilitator. Further work is required to fully populate the groups and to appoint additional facilitators. Please get in touch if you haven't received an invite to one (or more) of the groups or if you are interested in being a facilitator. Information and/or training is available from the Improvement Service; this follows on from the presentation by Mike McLean (Knowledge and Collaboration Manager, Improvement Service) at the 8th City Advisory Group on 21st November.

Mike has also offered to provide training on preparing and delivering webinars. This is a good opportunity for 8th city programme partners to engage in wider opportunities for information and knowledge sharing. This training will be offered during the first Quarter of 2018. Please let me know if you are interested in participating, in order that arrangements can be made for Mike to deliver the training.

Stephen Birrell, Programme Officer, 8th City PMO

Make things open, it makes them better

Events and Training Opportunities



Free places for 8th City programme partners at Low Carbon Scotland event, 15th May 2018

Dear 'Scotland's 8th City - the Smart City' Members,

We are pleased to invite you and relevant colleagues from your organisation to register for funded (free) delegate places to join 300 key attendees who will be gathering at The Low Carbon Scotland Event 2018.

Following the ongoing success of previous years, we are proud once again to be returning to Edinburgh's Our Dynamic Earth on the 15th May. Please check this link for further information - Low Carbon Scotland 2018

As 150 delegates are already registered and confirmed so those who would like to join us on the day should register for a funded (free) place should do so as soon as possible using this link **REGISTER**.

For more information contact Wayne Talbot, Head of Delegates - Low Carbon Scotland wayne.talbot@3ppp.co.uk / Phone 01223 208 718.

FutureScot Events

RS

Future Scots' 2018 Digital City's Roadshow events taking place in Aberdeen, Dundee & Perth, Edinburgh, Glasgow, Inverness, and Stirling.

- Digital Cities 2018: Stirling and Clackmannanshire Stirling, 01/05/2018
- Digital Cities 2018: Aberdeen and the North East Aberdeen, 03/05/2018
- Digital Cities 2018: Tay Cities Deal Dundee, 08/05/2018
- Digital Cities 2018: Glasgow, 09/05/2018
- Digital Cities 2018: Edinburgh & South East Scotland, Edinburgh, 16/05/2018
- Digital Cities 2018: Inverness and Highlands, 30/05/2018

More info at http://futurescotevents.com/



DataFest18 is a festival of data innovation run by <u>The Data Lab</u>, with events hosted across Scotland from 19th to 23rd March 2018.

Further information at https://www.datafest.global/

As discussed at 8th City Advisory Group meetings last year, 25th May 2018 is the date when the EU General Data Protection Regulation (GDPR) comes into effect. GDPR Week 2018 has events across the UK where you can learn, share and connect to find out the latest initiatives, intelligence and case studies required to take informed action in getting up to speed with the new regulation. <u>Digital Leaders</u> has organised free webinars about GDPR - see below for info:



ONLINE, 12-16 FEBRUARY 2018

Register for one of the free **GDPR Week Webinars** to hear from leading experts in the field of data protection and GDPR, providing practical guidance aimed at businesses, charities and SMEs. Details below:

How to manage your GDPR compliance and website security 13 February at 1:00 pm - 2:00 pm	REGISTER
Governed Data, Powerful Resource: Seizing the insight opportunities of GDPR 15 February at 1:00 pm - 2:00 pm	REGISTER
Getting your Charity GDPR ready 15 February at 2:30 pm - 3:30 pm	REGISTER
Making your people cyber security and GDPR heroes – what effective training looks like 16 February at 11:00 am - 12:00 pm	REGISTER

Newsletter photographs used with permissions. Much of the information in the **Funding** and **Events and Training Opportunities** sections of this newsletter includes information sourced from **IDOX Information Exchange** and **GRANTfinder 4 Local Government team**.

The next 8th City Update, Issue #10 covering activity during the first Quarter of 2018, will be produced April 2018. To contribute updates on 8th City projects please provide content by 16th April. For further info contact Stephen Birrell / 0141 287 8645 / 8th city pmo@glasgow.gov.uk