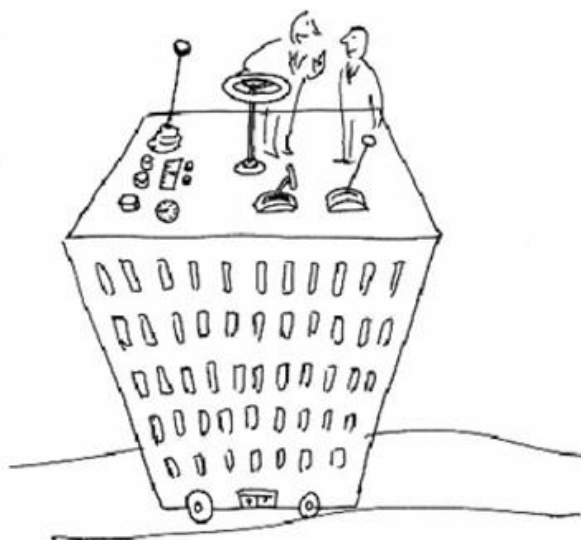


# Smart Cities

## Digital and technological solutions



One-week professional development workshop  
22 to 26 September 2025 in London



ACCREDITED  
BRITISH ACCREDITATION COUNCIL  
ACCREDITED SHORT COURSE PROVIDER

PAI is accredited by the  
British Accreditation Council  
for Independent Further and Higher Education

### About the workshop

A smart city is a place where traditional networks and services are made more efficient with the use of digital solutions for the benefit of its inhabitants and businesses. It is not only an ensemble of digital technologies, but it entails a deep organisational transformation. Today, some 56% of the world's population – 4.4 billion inhabitants – live in cities. This trend is expected to continue. By 2050, with the urban population more than doubling its current size, nearly 7 out of 10 people in the world will live in cities.

Cities are often the first level of government and service providers and therefore they are instrumental in contributing to the well-being of communities. Making cities smarter will require profound and systemic changes. Government leadership will be critical, and action by industry, education and research institutions and civic organisations must align in terms of policies, governance and the capital investment needed.

Potentially, smart cities can deliver great benefits for governments worldwide. The benefits of smart cities solutions can touch every area of public life, while delivering social, economic and environmental benefits for governments, private companies and citizens alike.

Transformation in smart cities and communities will contribute to environmental goals such as carbon neutrality, increased robustness, security of energy supply and agility of smart community infrastructure further increases in efficiency, as well as increased competitiveness of service providers in these communities.

This workshop will focus on the use and analysis of smart city solutions to make more informed decisions and to provide better services to citizens. It has been designed to help public policy makers at city level to make better decisions and achieve better outcomes by using digital technologies and transforming city processes. Specifically, the workshop will focus on the use and analysis of smart city solutions and strategies to transform city life in order to achieve better businesses alike and to achieve environmental sustainability.

### Who is the workshop for?

The workshop is designed for policy makers and decision makers who plan, implement, manage or evaluate the smart city solutions. Whilst there is some technical content from various IT, engineering, economic and political science disciplines, you do not need to have expertise in these areas.

### How participants will benefit

The workshop will enable you to:

- Understand the principle and management of smart city infrastructure and systems
- Be knowledgeable about smart city best practices and champions
- Make critical judgements about challenges, bottlenecks and enabling factors of smart city implementation
- Mentor colleagues in the benefit of the smart city paradigm and in how to implement smart city solutions effectively
- Procure and manage smart city solutions and services effectively and efficiently.

### What the workshop will cover

The workshop will focus on smart city solutions and the process of their adoption, implementation and evaluation. It will also provide a set of guidelines and recommendations to decision makers on how to implement in their day-to-day work innovations and good practices discussed during the week.

The workshop will develop your understanding of:

- The benefits of adopting smart city solutions
- The philosophy behind the smart city paradigm
- Drivers and enablers
- Existing smart city solutions and best practices
- Stakeholder engagement and onboarding
- Business case development
- Developing implementation and delivery plans
- Advanced visualisation and visual analytics tools, as well as decision support systems
- Tools and technologies for data collection, management and analysis
- Evaluating smart city plans and implementation of smart city solutions.

The workshop has been designed to be flexible so that it can be adjusted wherever practicable to meet your particular requirements and those of your organisation. You will be invited to give an informal presentation on possible applications of the smart city paradigm in your country.

## Programme outline:

	AM	PM
Day 1	Welcome and introductions Rationale for smart cities implementation: <ul style="list-style-type: none"> <li>• Environmental sustainability: smart mobility, energy efficiency, reduction of pollution</li> </ul> Governance: <ul style="list-style-type: none"> <li>• Citizens' engagement, better service delivery</li> </ul>	Rationale for smart cities implementation: <ul style="list-style-type: none"> <li>• Innovation economy: capacity building, creation of knowledge intensive districts</li> </ul> Participants' informal presentations; smart city paradigm in your home country
Day 2	Enablers of smart city development: <ul style="list-style-type: none"> <li>• Data collection and management: personal, propriety, administrative data, official statistics, open and public satellite data</li> </ul> Enabling technologies: <ul style="list-style-type: none"> <li>• DSS, smart grids, AI, IoT, cloud, platforms, visualisation and user interaction</li> </ul>	Institutions: smart communities' movement Human framework: <ul style="list-style-type: none"> <li>• Economy</li> <li>• Knowledge networks</li> <li>• Human support systems</li> </ul> Energy framework: management of cities' assets
Day 3	Case studies and best practices: <ul style="list-style-type: none"> <li>• Successful smart cities</li> <li>• Best practices in smart city services</li> </ul>	Case studies and best practices (continued): <ul style="list-style-type: none"> <li>• Digital twins</li> </ul>
Day 4	Impact and evaluation: <ul style="list-style-type: none"> <li>• Smart city readiness</li> </ul>	Impact and evaluation (continued): <ul style="list-style-type: none"> <li>• Cost-benefit analysis of smart cities technology</li> <li>• Measuring social innovation in smart cities</li> </ul>
Day 5	Strategies for smart cities implementation: <ul style="list-style-type: none"> <li>• Institutions and organisations</li> <li>• Policies and policy initiatives</li> <li>• Roadmap and recommendations</li> </ul>	Participants' action planning for the future Review and evaluation of the week, scope for follow-up Presentation of certificates of attendance

We reserve the right to change the programme as necessary.

### Workshop Director

The Workshop Director will be Francesco Mureddu.

Francesco is an analyst and strategist in innovation and technology policies. Francesco drives the design and delivery of consultancy and research projects in a wide variety of topics including the impact of digital transformation, big data and artificial intelligence, e-government, smart cities, ICT-enabled social innovation, future science, citizen science, research and innovation policies, health. Francesco uses a wide array of methodologies including evaluation and impact assessment of policy initiatives and projects, policy development and benchmarking, technology road mapping and scenario development, economic and econometric modelling, cost/benefit and sensitivity analysis, stakeholders' consultation and engagement. Francesco is currently Senior Director at the Belgian Think Tank, the Lisbon Council.

Apart from his primary activity, he serves as partner and business development consultant for the consultancy start-up DataPower s.r.l. and for the cybersecurity start-up Intelligence Framework inc., Research Fellow at Polytechnic University of Milan - Department of Design, Research Fellow at Katholieke Universiteit Leuven - Public Governance Institute, as well as consultant for several clients including Intellera Consulting, Grimaldi Lex, University of the Arts London, PwC Italy, KPMG Italy, NOVA, JRC Seville, Outsight s.l., Region Emilia-Romagna (Italy), Proter s.r.l. and I2Grow s.r.l. he is also a trainer in Project Management, Agile and Lean Management, Digital Transformation, Corporate Finance, Evidence Based Policy Making, and Proposal Writing. He holds an MA in Economics from the Catholic University of Louvain and a PhD in Economics from the University of Cagliari and is able to work and interact in English and Spanish.

### How to apply

Please complete the PAI application form online via our website:

[www.public-admin.co.uk/booking-form/](http://www.public-admin.co.uk/booking-form/)

You can also complete our hard copy application form. Please contact us at [pai@public-admin.co.uk](mailto:pai@public-admin.co.uk) to obtain a copy. Once completed return to Amanda Anderson, Programme Manager at the same email address.

If you would like to discuss this workshop, any of our other international workshops or our consultancy services, please contact Claire Cameron, Director. We also have extensive experience of designing tailor-made training (from one day to two or three weeks) which can be run in your own country or in the UK to meet the specific needs of groups or individuals at all levels within your organisation. Please contact us if you would like further information.

### Language

The workshop is conducted in English. You will need to have a good working knowledge of the language.

### Location and arrival arrangements

The workshop is based in central London. We can arrange travel to and from one of the London airports into central London if you let us have your flight arrival details in good time. The cost of airport transfers is included in the fee.

### Fees

The fee for the workshop will be £2,550 and is payable at least 21 days before the first day of the workshop. It includes tuition, travel to and from the airport in London, travel on scheduled visits which form part of the programme<sup>1</sup>, presentation material and other documentation. It also includes an Android tablet for you to use during the workshop and take home with you for future reference and follow up. We also provide lunch and refreshments during each working day as part of the fee.

### Other costs

Airfares and daily travel to and from the workshop venue are not included. Our workshops are non-residential and you are responsible for your accommodation costs. We can help you with booking hotel accommodation so please let us know if you would like us to advise you or make a reservation. We suggest that you should allow approximately £160 per day for a modest standard of hotel (for example, three-star), local travel in the UK, meals (apart from a light lunch on working days) and other incidental expenses.

### Value Added Tax

We do not have to charge UK Value Added Tax (VAT) if you can provide written confirmation from your government or its accredited representative that you are "employed by the government in furtherance of its sovereign activities". In all other cases, we will have to charge VAT (currently 20%) in addition to the fee.

### Ways to pay

You, or your government agency, can pay by bank transfer or by cheque, made payable to Public Administration International. We also accept payment by credit or debit card. Please contact us if you would like to pay by credit or debit card.

### Discounts

We offer a 10% reduction on the full tuition fee if we receive payment no later than 28 days before the first day of the workshop. If we receive payment after that, we will charge the full tuition fee.

### Cancellations

If you have to cancel your booking, you must let us know in writing and we will acknowledge in writing your cancellation. For cancellations received up to 29 days before the start of the workshop we will refund the tuition fee, minus a charge of £200 to cover our administration costs. For cancellations received within 28 days or fewer of the start of the workshop, we will charge the full tuition fee. If you have paid the tuition fee and have subsequently been refused a visa to enter the UK, we will refund the tuition fee, minus a charge of £200 to cover our administration costs, providing you send us the original letter from the British High Commission/ Embassy confirming refusal of a visa and providing you have not entered the UK.

### Substitutions and transfers

If you have booked a place on a workshop and are not able to attend, we will accept an appropriate substitute at any time without penalty but our normal terms and conditions will apply. Also, it is possible to transfer to a future workshop but only one transfer is permitted. Please get in touch with us and we will advise you about transfers.

### Substitutions and transfers continued

*Please see our website for our full terms and conditions. If you would prefer a hard copy of our full terms and conditions please let us know.*

[\(http://www.public-admin.co.uk/terms-and-conditions-for-booking/\)](http://www.public-admin.co.uk/terms-and-conditions-for-booking/)

### Insurance

We advise you to arrange travel and health insurance cover before you leave your home country.

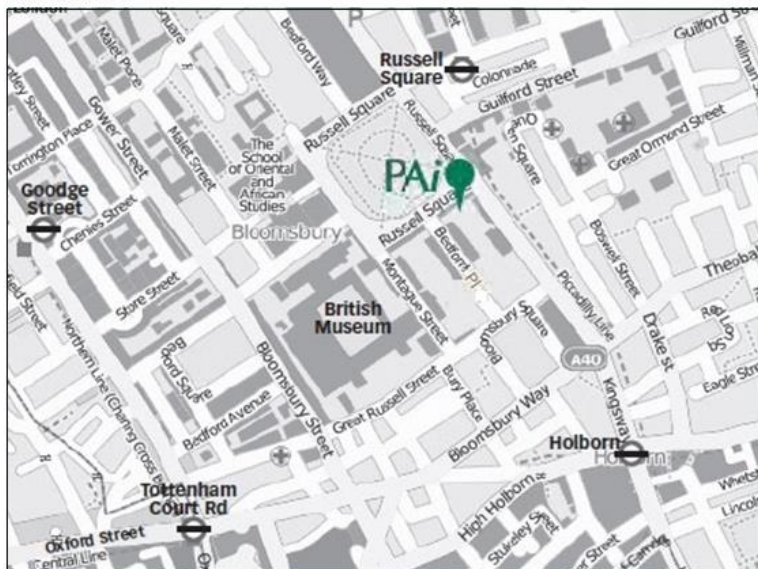
## Who we are

PAI (Public Administration International) specialises in management consultancy, training and development services for organisations in, and associated with, the public sector worldwide. We provide advice and support for governments going through political, economic, structural and legislative change. Our extensive network of associates includes practitioners, academics and independent consultants. Our key objectives are promoting good governance and good practice in delivering public services. This workshop is one of a number of specialist UK-based professional development workshops designed to meet the needs of public services worldwide.

We pride ourselves on our:

- High quality, practical advice and support for our clients
- Professionalism and integrity
- Ability to offer excellent value for money
- Sound experience and track record internationally
- Networks and partnerships across the world
- Flexible, collaborative approach
- Friendliness and focus on putting people first.

## Where we are



## Public Administration International

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