LIKE!

DEVELOPING SMARTER LOCAL SERVICES

What the LIKE! Project has learned about developing and delivering smarter local services

1. SMARTER SERVICES

2. LOCAL SERVICES

3. CONTENT AND CHANNEL STRATEGIES

CONTENTS

Partners in the LIKE! Project

Netherlands	Groningen Municipality (lead beneficiary)
	University of Groningen
	Province of Drenthe
	Rotterdam Municipality
Belgium	Roeselare Municipality
Denmark	Aalborg Kommune
England, UK	Suffolk County Council
Germany	Vechta University
	Vechta Municipality
Scotland, UK	Angus Council

About the LIKE! Project

The LIKE! Project is funded by the Interreg North Sea Region (NSR) under programme Priority 1 Thinking Growth: supporting growth in North Sea Region economies.

Project Objectives

LIKE! will significantly enhance the capacity of the public sector to facilitate and deliver innovation. This will result in the development of a wide range of innovative services for improved public service delivery. Local government, citizens, universities and SMEs will come together to co-create smarter, more efficient and more innovative services.

LIKE! is organised around three themes: *Digital Innovation*, *Smarter Services* and *Digital DNA*. Because the three main themes are also quite large, we have broken each of these down into sub-themes. We sometimes call these **Pilots** in this magazine.

Creating a local digital innovation culture across the North Sea Region

1. DEVELOPING INNOVATION AND SKILLS
2. NEW FORMS OF ENGAGEMENT
3. INCLUSIVE SERVICES

Smarter Services

1. SMARTER SERVICES
2. LOCAL SERVICES
3. CONTENT AND CHANNEL STRATEGIES

Create a Digital DNA for Cities and Neighbourhoods

1. DIGITAL DASHBOARDS
2. LOCAL DATA FOR LOCAL SERVICES
3. IoT - INTERNET OF THINGS

Developing Smarter Services

LIKE's Smarter Services work focuses on developing new ways of working with citizens and service users to use data and information to complement efforts to co-design better services.

This work delivered three transnational pilots:

- **Smarter services**
- **Local services**
- **Channel and content strategies**

OUR THREE PILOTS:

1. Smarter Services

Data is the lynchpin that stitches the customer journey together – it's often the only signal we receive from service users. We must learn to learn from these signals, in order to understand a user's emotional and functional needs. At the same time, we need to transform this data into meaningful insights that we can use to understand service use and forecast service demand.

This data and information should be used to construct and seamlessly deliver services across a range of channels. Only then will we arrive at a truly multi-channel experience, with the consumer at the centre.

Our smarter services pilots brought together local governments, citizens and SMEs to collaborate to develop more appropriate services that incorporate lessons from co-design work with citizens and communities.

The smarter services produced by the pilots in this theme will continue after the project finishes, having been adopted by project participants. The experience and learning will be disseminated through networks and case studies and will be adopted more widely across the North Sea Region (NSR).

2. Local Services

Our Local Services pilots focused on the need to develop services which respond to the needs of local communities and support hyper-local service provision. These include pilots on local improvement and local budgeting.

Local services pilots are built around local engagement between communities, governments and SMEs to develop new approaches to enable greater local control of services.

Local services pilots will eventually be mainstreamed with their lessons being incorporated into service design and delivery by participants, while case studies will be published on the project website and information shared through local/regional/national networks.

3. Channel and Content Strategies

These pilots will develop frameworks to identify the appropriate channel and content choices to use when designing and delivering services. And when targeting specific groups they will also promote inclusion.

Channel and Content pilots worked with citizens to develop more targeted/appropriate ways of communicating with citizens to improve the impact of local services, including using both personalised and localised communication options.

These pilots will be embedded in local ways of working, while impact studies will be disseminated across project partners and the wider NSR.

HELLO FROM THE THEME LEADS!

The lead organisation for this theme is Suffolk County Council from England, and the lead officers, Lesley Hood and Kevin Wegg, provide an overview of how the partners have worked together and individually to build digital innovation culture.

LIKE! – Hi Lesley and Kevin and welcome. Please introduce yourselves and what you do at Suffolk.

Lesley – Hello everyone, my name is Lesley Hood and I am a Projects Officer at Suffolk County Council. As well as working on the LIKE! Project, I'm also working on another project in Suffolk about the benefits of providing 100% broadband coverage in a particular area and how this will affect local communities, businesses and voluntary organisations.

Kevin – Hi people! I'm Kevin Wegg and I'm a Project Manager here at Suffolk. Many of the projects I've previously been involved in have been linked to digital innovation, in particular focussing on smart cities and Internet of Things applications. I've also undertaken collaborative work with local SMEs to boost local economic development. I've also run Suffolk's Digital Showcases for the past couple of years, where we showcase the brightest and best of local digital talent and see how they can collaborate with public services.

LIKE! – What attracted Suffolk to the Smarter Services theme?

Lesley – We felt that smarter services fitted in great with what we as a council are trying to do, which is to provide public services to citizens using next-generation technology.

Kevin – We also felt that there were close linkages with the

theme in LIKE! *Creating a Local Digital Innovation Culture*, two themes need to work hand in hand. If we're not training our staff and citizens about new services and technology, we can develop the "whizziest" digital services, but no-one will be ready to use them, and they'll fail.

LIKE! – As with the other LIKE! themes, you're managing three pilots. Please describe them to us.

Lesley – The first pilot is *Smarter Services*. Here we look at some of the new technologies we've been investigating, such as Chatbots, Smart Assistants and Artificial Intelligence. The project is seeing how we can use these technologies in a customer service environment to automatically answer some of the less technical questions that people would otherwise telephone or call into the contact Centre to ask. This is a really hard thing to do! We're still in the early stages but we thought we'd show you what we've done so far.

Kevin – The second pilot is *Local Services*. This is about creating digital services that can work at very small (neighbourhood) levels. Here we show or work on vote counting and providing local transport solutions. The final pilot *Channel and Content Strategies* shows our investigations of the best methods of delivering new digital services. We look at how we can group together online services for new visitors to the Netherlands,

reach out to people via social media who need social care and using digital to address peak demand times for passport renewal.

Lesley – And let us not forget the pilots on channel and content strategies. We did some great work there both in the UK and in The Netherlands. Read all about it!

LIKE! –how do you think ordinary people will benefit from this work?

Lesley – Well, I think people at the moment think that the way councils offer services is pretty much behind the times. People are still ringing call centres when what the public is used to doing in the real world is interacting with companies in far more digitally mature ways. We hope this work helps to close that gap and give people the public services they deserve.

LIKE! – Thank you Kevin and Lesley for a great introduction!

Lesley – no problem at all.

Kevin – the pleasure is ours – I hope you like what we've been working on.

1.
THE LIKE! APPROACH TO SMARTER SERVICES

Our Smarter Services pilots are all about investigating how new digital technologies, such as *Smart Speakers*, *Chatbots* and *Artificial Intelligence*, can be applied to the world of public services.

There's a perception amongst citizens that councils and other public bodies are still delivering services using outdated delivery models, when citizens' expectations are being continually raised by commercial platforms such as Amazon, Google, and Facebook.

People are expecting all of the services they use to be delivered in innovative, digital ways - and when it comes to public services, they don't expect anything different. This can lead to citizen dissatisfaction with public service delivery.

The other key thing we've focused on in these pilots is to develop services that can cope with an increasing demand for public services. Government Customer Service Centres can only do so much with the people they have, and so they are looking at ways in which they can meet the increasing demand with the same, or fewer resources. An approach to this is to try and field as many simple queries as possible automatically, freeing up staff time to deal with the more complex queries.

The other key thing we have looked at in our Smarter Services work is the demand for services that organisations create for

themselves. Our pilot that looked at sending out better letters to citizens aims to coordinate the sending out of communications to citizens to reduce demands on the Contact Centre. This may be a small change in wording, or leaving out telephone numbers and referring to the website instead.

All of this waste adds up to time that staff could otherwise spend doing other tasks that benefit customers. Customer Service Centres are renowned for their excellent customer service. The pilots we've worked on here help ensure that's going to be the case in our digital future.

What LIKE! learned delivering Smarter Services

1. Building Chatbots and Voice Assistants who can answer non-trivial customer questions is really hard! One of the things which holds us back at present is that Artificial Intelligence is still developing.

2. We can build virtual customer service assistants that can answer FAQs, but it is difficult to build one that can answer all FAQs about all services. We can either focus on one service and provide detailed answers, or answer a few simple questions about many services.

3. Co-production with the public, such as the work we did on Better Letters has real benefits, as designs can be fine-tuned before they go live.
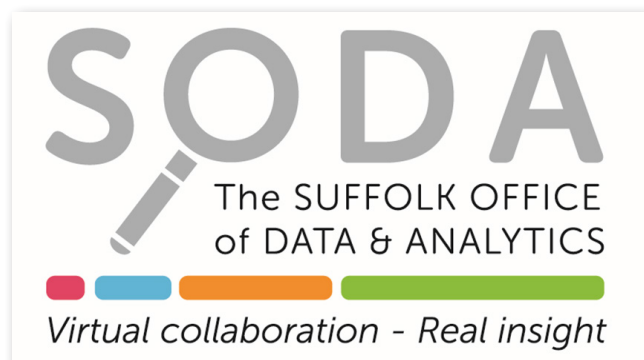
Suffolk Office of Data Analytics (SODA)

The Suffolk Office of Data & Analytics (SODA) has been set up as a collaborative endeavour between Suffolk public service organisations to make better use of data to generate new insights into public services, as well as applying these insights to improve policy and service design and delivery.

SODA will do this by joining up data from multiple sources, including internal data from partners and nationally available data. SODA will also ensure that any data sharing is lawful and appropriate. Robust analytical techniques will be used to synthesise data into actionable insights. SODA is a collaboration between the following organisations:

- Babergh & Mid Suffolk District Council
- East Suffolk District Council
- West Suffolk Council

- Suffolk County Council
- Ipswich & East Suffolk Clinical Commissioning Group
- West Suffolk Clinical Commissioning Group
- Ipswich Borough Council
- Suffolk Police

The partners have provided funding for the first two years of SODA. With all partners contributing equally, there is no lead organisation. This means that the whole system will benefit from SODA's work, with issues being tackled with a place-based approach.

SODA started by helping to join up data the partners held on their work to support children with Special Educational Needs (SEND). SODA's work on SEND produced a holistic view of children with special educational needs and brought together data from multiple systems spread across multiple

organisations, including health bodies. Information sharing between health and social care bodies in the UK has traditionally been extremely complex, but SODA was able to develop a way for organisations to share data that was GDPR compliant – no small challenge, and a great feat!

SODA is working on a whole system dataset project, which is called 'Data on a Place'. This will collate, map and analyse the all of the public service work across the region. The aim will be to build a picture that shows areas of high demand, allows identification of duplicated efforts, and identifies opportunities for joined-up service delivery.

Using Chatbots to deliver Smarter Services

SMART SERVICES

CONNECT TO THE FUTURE

Interreg
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Like!
European Regional Development Fund   EUROPEAN UNION

What is a Chatbot?

A Chatbot is an app or web service that can be deployed on a website which answers questions from users. Chatbots are becoming more and more popular in commercial customer service settings where Chatbots can answer a lot of the "standard" questions that are usually asked of customer service agents over the telephone or face to face. This then frees up time for the agents to undertake more complex and value-added work.

It's been a lot of work so far, and we know we're only at the start of the journey!

A few years ago many local governments felt the technology was not suitable, but chatbots have developed and matured as technologies and algorithms have developed (especially in terms of natural language processing and artificial intelligence) so that they can now provide the high standards of responses expected by the public. This has led several partners in the LIKE! Project to develop Chatbots, to test the technologies and share their expertise with each other.

Why do Chatbots matter?

The use of chatbots in government contact centres is a perfect example of the sort of digital service development that the LIKE! Project is delivering.

Citizen expectations of customer service standards in government are high. People are used to the slick online service models of companies like Amazon, and no longer expect to have to phone a service centre unless they absolutely have to, and certainly not to have relatively simple questions answered – they want to do all of this online.

Chatbots are a great example where customer solutions in the commercial sector are being taken on board by public services to enhance service delivery.

Smarter Services leads

Different approaches to developing CHATBOTS

Different LIKE! partners had different approaches to developing their chatbots. Some partners decided to build a Chatbot that would answer customer questions about a single government service (such as waste collection).

ROESELARE
Introducing Chatbot Bertje
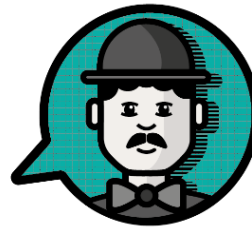
In Roeselare, we decided to design our chatbot (who we named 'Bertje') not around a single service, but as something that could answer questions about a range of services. We want Bertje to be able to answer questions like "What are the opening times of City Hall?", "Where can I rent a sports hall in Roeselare?" and "Where can I apply for my driver's licence?".

We designed Bertje as a virtual employee of the custmer contact centre. In addition, we wanted Bertje to be integrated with the Council website, so that it could signpost people to the relevant sections of our website that answered citizen's questions. This way, information only has to be updated in one place.

AALBORG - 24/7 Chatbot

The Municipality of Aalborg is using chatbots in the customer service environment to give citizens a 24/7 service but also to cut down on the time customer service staff spend answering frequently asked questions. Most of the answers to common questions can already be found on the Municipality website, but many people (especially younger people) don't want to trawl though large amounts of information – they want to ask a question online and get a quick answer, just as they can from Google.

We also used the chatbot to provide internal support for our own staff. We fed frequently asked staff questions into the chatbot so that staff could consult the chatbot instead of having to repeatedly ask senior staff for the answers to FAQs.

Following our initial work, we're now working with 35 other Danish municipalities to develop our expertise further. You can find out more about our approach to chatbots at **https://northsearegion.eu/like/use-case-papers/aalborg/chatbot/**

GRONINGEN - a service-based chatbot

In Groningen our goal was to embed some level of artificial intelligence into our chatbot. In order to do this, our pilot focused on a single service area – moving to a new house.

For three months we monitored incoming questions about moving to a new house on our government WhatsApp channel. The questions were analysed and when the analysis reached an acceptable level of correctness, the answers were given to the customer service staff. By having this human filter, we avoided the risk of incorrect answers going out to the public.

A use case paper on our pilot work can be found at: **https://northsearegion.eu/like/use-case-papers/groningen-chatbot/**

ROTTERDAM - learning from, and working with, Roeselare Municipality

Several years ago we toyed with the idea of deploying chatbots. We eventually put this work on hold, because the technology was in its infancy and couldn't provide sufficiently accurate and high-quality answers for us to run it as a live service.

However, we've now seen the technology become so mature that commercial customer service centres have deployed Chatbots: the LIKE! Project provided the ideal springboard for us to look at Chatbots again to see if they were a viable option for us.

We followed Roeselare's development of Chatbot Bertje with great interest and we visited Roeselare twice with our colleagues from the Rotterdam Public Service department. We were particularly interested in the development of Bertje and how the chatbot was maintained once it was up and running.

WHAT DID WE LEARN FROM OUR LIKE! CHATBOT PILOTS?

1. **The main thing that we learned, both from other partners and from our individual local experiences, is that building reliable chatbots is really difficult!**

2. **Some of us wanted to of build a chatbot for a particular service. This allowed us to provide some answers to some difficult user/service questions, but the problem we then faced was how do we scale up this single service solution to help all of the other services we provide?**

3. **On the other hand, partners that tried to build a more generic chatbot that could handle questions about all of our services soon realised that the chatbot could only answer quite basic questions.**

4. **We think that we can achieve some service benefits from using chatbots with current technologies, but these may be limited to frequently asked questions. The real prize for citizens and ourselves will come when we're able to fully integrate artificial intelligence into chatbots and they can begin to learn by themselves.**

How can Voice Assistants help deliver services?

Lessons from Rotterdam and Groningen

Voice assistants are becoming common in homes across Europe, with global market intelligence firm IDC predicting that more than 23 million smart speakers will be sold in Europe 2019. If other digital technologies are anything to go by, user expectations and experiences from these commercial services will affect how users view local government services and other public services. Citizens will be asking why they can access commercial services using voice assistants, but not public services? This will only add to the concern that government is lagging behind the private sector in innovation.

LIKE! has provided an ideal platform to test the value of Voice and Artificial Intelligence in a public sector context. The City of Rotterdam have been collaborating with the Rotterdam University of Applied Sciences to see if there are viable use cases within local government. Groningen has also been testing voice systems to improve how their citizens get to the right services when they call the Municipality.

Rotterdam's design challenges

Rotterdam's citizens are highly diverse, and the city is constantly seeking ways to make sure its interaction with all citizens is satisfactory, effective, reliable, and easy. Rotterdam faces huge social challenges with under-developed areas and neighbourhoods, poverty and debt issues (especially among people with learning difficulties). Improved interaction with the city might lead to earlier identification of complex social situations, which could lead to earlier interventions and support, which should have a positive impact on affected citizens, and maybe even a reduction on social costs.

In a complex environment with increasingly digitized and automated processes, the challenge local government faces is how to make and keep interaction as human and intuitive as possible, while safeguarding inclusion and equality. Citizens with special needs or disabilities are more likely to face difficulties using existing interaction formats and interfaces. Rotterdam feels that voice interaction will become a key input interface – as we can already see in the private sector.

In 2018 and 2019 Rotterdam City initiated two design challenges with the Rotterdam University of Applied sciences: 3rd year students from the departments of Communication and Multimedia Design (CMD) and Creative Media and Game Technologies (CMGT) joined an 8 week design challenge with the goal of building a prototype showing how voice interaction could work in public service delivery. This experiment helps us understand new ways to develop inclusive and smart services and delivered enhanced links and innovative engagement between the Rotterdam University of Applied Sciences and the city. Media and Design, and Gamification students were

asked to develop a concept and prototype for the future use of voice interaction by the city, which lead to a range of really innovative ideas and initiatives, such as using fruits as an instrument to have blind people work with customer journeys, disturbing the Customer Service Center's peace by interviewing citizens without asking permission, and so on.

The outcomes had a strong focus on increased accessibility of public services, on inclusion for target groups with special needs (such as the visually impaired, illiterate people, and people with learning difficulties). All concepts and prototypes that came out of the design challenges were tested with members of the target groups, and the results were presented to the Municipality. Insights from both design challenges are now being evaluated by local Innovation and IT programme managers to decide on the next steps and how this learning will shape longer-term plans for service improvement.

These actions helped us understand that an innovative culture can only be developed if you accept that disruption will happen on many levels and in many different ways, challenging organisations and professionals to be patient, to be flexible, and to maintain and improve their curiosity about how services work and how they can be improved. The support of the LIKE! partnership, the knowledge dissemination, and the strengthened network between partners had a significant impact on Rotterdam, increasing the connections and intensity of involvement between the Rotterdam IT organisation, the Public Service Department, and the Innovation Team.

Making phone calls work for citizens

Groningen receives hundreds of thousands of phone calls from citizens – over 260,000 calls a year. Groningen wants

The local challenge we face when considering how to adopt these kinds of services is the need to significantly increase awareness of the issues around service design and change that these technologies pose.

to find ways to improve this phone service, to better link its citizens with the experts working for the Municipality. Groningen recognises the need to improve the telephone-communication systems in the Municipality so citizens can get to the service they want without having to navigate complicated, often hard to use, phone handling/routing systems. This will also allow staff in the Municipality to better understand where services and information are, as more and more information is accessed through central systems.

Groningen feels that tackling this issue will allow it to better serve customers, to improve the rate at which problems are fixed the first-time, and to improve levels of knowledge and information about services in across the different service channels. Hopefully, this will also lead to better connections between front-offices and back-offices, which should also improve customer satisfaction levels.

Voice challenges organisations
We think that using AI, chatbots, RPA, and voice interaction can lead to positive social effects. As we develop forward looking strategies and technological frameworks for public service delivery and participation, it's important that we understand the key characteristics of emerging technologies – e.g. as voice interaction technology. The experiments aimed to do just that: find out what impact this technology MIGHT have on users, organisations, IT architectures, public spaces, etc. at different levels.

The increased demand for contemporary AI/RPA/chatbot/voice solutions means that organisations need to embrace a very steep learning curve (across many departments, not just the IT department) to understand the implications of

these new tools/channels. If we want to maintain a close connection with our citizens, our society and our communities, we have to invest in new forms of human centric approaches and technological development.

These experiments co-excided with Rotterdam's market consultation on chatbot technology, and Rotterdam was able to build on the lessons they'd learned from LIKE! partner Roeselare's work on chatbots and use them to help re-shape the consultation, which was turned into a joint production with Rotterdam's Public Service department, whereas it was originally an IT project. This resulted in more 'human focussed' onsultation, and more emphasis on the user/human experience, on inclusion, and on innovative implementation. Rotterdam is now starting to test the human/user experience of an integrated chatbot/AI/RPA solution prototype, with a plan to develop this into a personal assistant, which is integrated into a new customer care system that Rotterdam is developing.

As the IT-landscape is improving rapidly, we've found that it's been a long process to find the right IT for our environment, and that we need to make sure that the approach taken by external service providers and the Municipality are aligned.

IRMA - a prize winning app to help you manage your identity and information

As more and more of life moves online it's important that we have tools that make it easier for citizens to manage their data and their identity in ways which make sense to them. We are often asked to share a large amount of information with services – but do they need everything they ask for? What if you could manage how you share your data and only share the minimum that was needed?
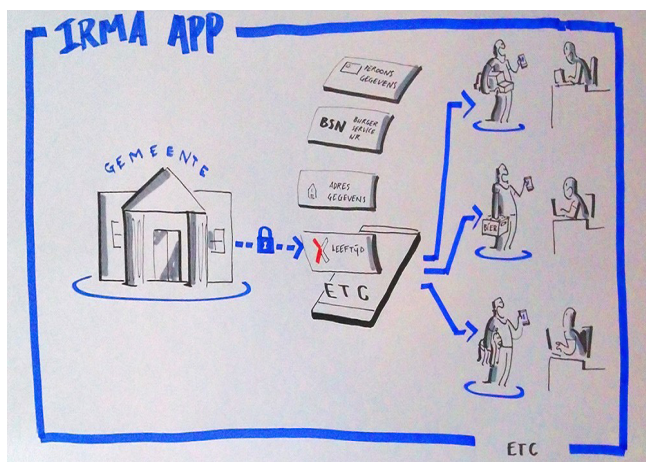
Introducing IRMA

IRMA is a digital identity app which is currently available in both the Google play store and in the App store. IRMA is short for "**I Reveal My Attributes**".

This app has been developed by Nijmegen University for the Dutch Privacy by Design Foundation, which aims to improve the development and use of open, privacy-friendly, and secure software. Design Foundation is focused on the continued development and use of the IRMA system.

With IRMA, people have a privacy-friendly and secure tool which they can use to prove various personal properties (attributes) about themselves (such as their age, whether they're older than 18), without revealing any of the other information IRMA holds about the user that isn't necessary to answer the question that's being asked. Users can use these attributes in IRMA to authenticate themselves - in order to log into a webpage for example.

The app has already been tested and used in a number of Dutch cities. The IRMA video on YouTube provides a good explanation of how the app works and how you keep control over your data: **https://www.youtube.com/watch?v=q6IihEQFPys**

The IRMA app won the Internet Innovation Award 2019 in January 2019. For more information check out their website and videos (in English): **https://privacybydesign.foundation/videos-en/**

Groningen, IRMA and Consul Digital

The Municipality of Groningen will use this digital identity app for the Consul Digital engagement platform (for more information see the LIKE! Innovation Culture magazine). Consul The 'Stem van Groningen' (Voice of Groningen) as it is called in Groningen will use IRMA app if user information is needed.

So if Groningen uses Consul to allow citizens to vote on how money could be spend in their neighbourhood (for example), IRMA will allow Consul to check if participants in the vote do actually live in the affected neighbourhoods.
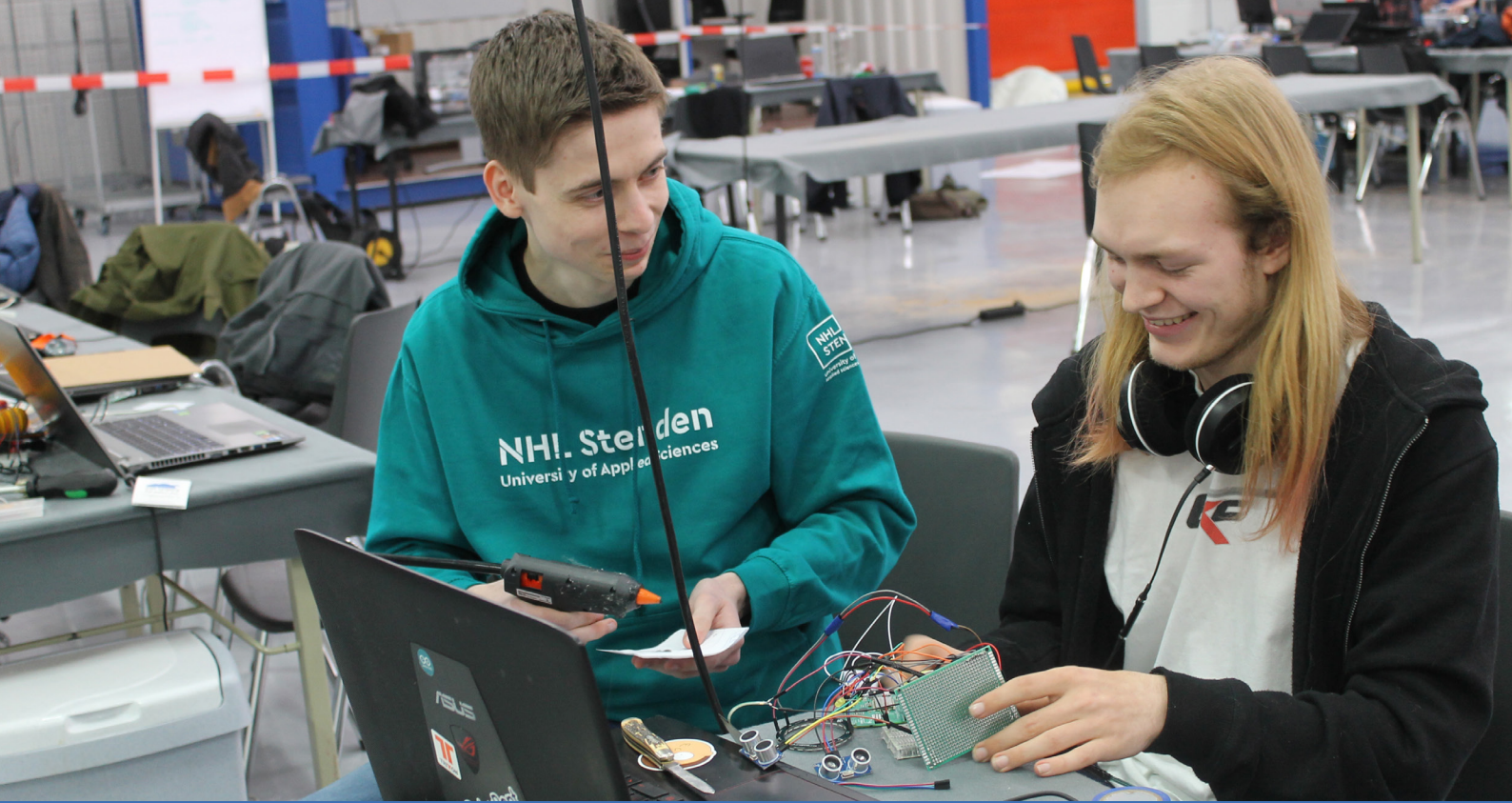
MOMO
A Mind Of My Own

Suffolk County Council, England

Listening to the children and young people in Suffolk

Suffolk County Council strongly believes that in order to provide the best services for children and young people, it is better to co-produce services with them, rather than designing the services that we as a Council think young people want.

The young people that rely on Children and Young People's Services (such as fostering, adoption and being in care) are highly unlikely to engage with the Council on any channels other than those which they choose themselves. We quickly understood that for us this meant smartphones as a channels and apps as potential platforms.

With this in mind the Suffolk's Children and Young People's Services directorate undertook a trial of the **Mind Of My Own app** (**https://mindofmyown.org.uk**). The apps

provide young people with an effective way of providing feedback to the Council, their views on services and how they are feeling. There are also apps for social workers to gather and view this data so that more effective services and prevention mechanisms can be developed by our teams.

The apps are designed with the young person at the centre of things, right in line with recommended best practice.

What did we learn?

Initial uptake of the app by young people was encouraging, but after a while usage began to tail off. Whilst the feedback was extremely valuable, the volumes that we received fell to a level where it was felt that additional benefits were needed to make full take-up feasible.

Read the article on the MOMO pilot results at the LIKE! website.

Data-driven on the streets

Using data virtualization to deliver better income support services

Municipalities provide a range of services to their citizens - but they also have to ensure these services are used correctly and delivered to the right people. Enforcement officers from the Municipality of Groningen - such as Martin Broere - go into neighbourhoods to check whether residents are eligible for certain benefits and social facilities, and to see if they are living at the address that they have registered in according to Groningen's various systems.

All of these services are supported by different systems and databases, which are brought together in a data warehouse. By using the information in this data warehouse, enforcement officers can review the services and criteria that apply to different residents. However, the data in the data warehouse is not live – i.e. it is not coming directly from the Municipality's delivery systems – so verifying the data across the various management systems takes a lot of time (and costs Groningen money).

Working with many different databases

Enforcement officer Martin hits the streets in the neighbourhoods of Groningen every day, visiting residents and supporting the delivery of income support services. Groningen's residents have access to a wide range municipal programmes, and the data on these services are stored in a range of databases. While Martin does have access to all of these databases, working with this range of systems means he faces a number of practical problems:

- Consulting the various databases takes a lot of time: every system has a separate authentication system, and enforcement officers have to log in to systems again and again each day.
- The databases do not integrate or link their information. Because of this, the enforcement officers have an incomplete view of services that each resident is accessing.
- The data in the data warehouse is updated each night – so the information the enforcement officer has access to may already be outdated when they're visiting local residents.

WHAT IS DATA VIRTUALIZATION?

Data virtualization makes it possible to combine data from multiple applications and to directly (in real-time) and provide access to information without actually moving the data across systems. As a result, it is possible to consult all the relevant participating databases with one action. Data virtualization allows an organization to be able to work in a more data-driven manner.

In practice

In practice, outdated information can lead to service provision that is delivered too late to the citizen. There must be a way to make this easier! So enforcement officers and the Department of Research, Information and Statistics (OIS) at the Municipality of Groningen have teamed up to develop – using data virtualization – a system in which real-time information can be easily consulted by staff.

Collaboration with the Statistics Department

Using data virtualization, the department of Research, Information and Statistics developed a smart application to carry out enforcement checks more efficiently and accurately. They produced a virtual system within which the relevant databases can be consulted in real time while the source information remains stored in the original databases - but enforcement officers find the systems are now much easier to use as the relevant databases can now be consulted in one place. This means that the time that it takes to get data is significantly reduced – users don't have to switch between individual databases and log in to each one anymore. The application is not connected with the data warehouse but instead works directly with the individual databases – so the data is provided in real-time. According to Business Intelligence (BI) specialist Erwin Reinders, the development of this technology was not a problem and the first phase of the project went quickly.

I see a lot of possibilities for this application – lots of other places where this approach can be used.

Jeanine

SCOPE:
WHICH DATABASES HAVE BEEN VIRTUALIZED?

The application developed by the OIS uses the following four databases:

- The national population register, for personal data

- The municipal benefits system

- Data from the Societal Development Department (Dienst Maatschappelijke Ontwikkeling) of the Municipality of Groningen

- The database of addresses and buildings

Question: What about privacy?

Data warehouse BI specialist Koen Deuze explains that the privacy of citizens is not affected in any way. 'The enforcement officers already had access to the various databases; that has not been changed by our application. The data are simply able to be seen more quickly and completely.' The enforcement officers have not been given additional access to databases that are not intended for them.

How will this affect residents?

The new approach leads to better service provision, says Martin. One common example of a tricky situation was when information about a resident was not up to date, and officers contacted residents on the basis of that incorrect information. The resident had updated their data – but this wasn't reflected in the information in the data warehouse. When enforcement officers visit residents with incorrect information, some level of confusion usually occurs. Through data virtualization, up-to-date information is accessible whenever and wherever it is needed, preventing this type of misunderstanding.

Residents of the Municipality of Groningen will be provided with better service as a result of data virtualization. 'The enforcement officers now have a complete view of the resident and, through real-time information, can provide and offer the resident more accurate information,' explains Martin. As a result, the enforcement officers will save at least one hour a day that they used to spend consulting the older systems. This hour can be spent on better service provision for citizens.

> *As a result of this new system, we can get a complete view of the resident at a glance.*
>
> Martin

Local partners
Jeanine Vosselman
Head of the department of Research, Information and Statistics (OIS)
Erwin Reinders
Business Intelligence Specialist at OIS
Koen Deuze
Data Warehouse Business Intelligence Specialist at OIS
Martin Broere
Enforcement officer of the Municipality of Groningen

THE LESSONS

Why data virtualization works:

• It consults various systems quickly
• It works effectively due to the combination of databases
• It is clear for the enforcement officer: one application instead of multiple systems
• It provides a more integral view of residents
• The technology already exists

What to look out for in terms of data virtualization:

• Privacy: regulations fall behind developments in technology
• Staff members: faster access to data requires sensitivity and skills and training/skills support
• The risk of data overload: is all of the information necessary for the enforcement officer?

SO WHAT'S NEXT?

As the tool for enforcement officers develops, many more data-driven processes may be improved. According to Jeanine Vosselman, head of the department of Research Information and Statistics, this development could be very useful within the entire Municipality – not only for enforcement officers but also for departments that need to consult various databases.

Using 3D models to get citizens involved in village reconstruction

Buildings in some parts of the province of Groningen have been damaged by earthquakes resulting from the extraction of natural gas. In the small village of Ten Post, part of the Municipality of Groningen in the Netherlands, this means that some houses need to be demolished and rebuilt, while others need to be structurally reinforced. As part of this process Ten Post wants to give citizens the ability to see and influence how the village will be rebuilt - before construction starts. A 3-D model of the village could help with this rebuilding process.

In a pilot project we visualize and model the ground level and buildings in a digital model (in a computer model and in Virtual Reality) and use it for communication, decision-making and citizen-participation. New designs for replacement buildings will placed into this 3D model of the village - they can then be revised or modified in response to feedback. It is new way of digital service to citizens. The visualization and combination of 3D objects in the pilot project will help identify infrastructure bottlenecks, show the effect of new buildings on the current environment, and offer citizens and decision-makers multiple opportunities to comment on new building plans as they are developed.

The benefit of this new approach is that residents living in the area can get a very good, early view of proposed building changes and they can participate in the earliest design stage of the rebuilding process – as can policy makers. Residents will be able to see the plans for the new village, to 'walk through' it, and to even look under the ground. Ten Post's 3-D model uses standard formats, which means it can also be used for virtual-reality and augmented-reality applications.

Specs

The 3-D model of the existing village will be created using a technique used called LiDAR (Light Detection And Ranging). An airplane flies 300 meters above the town and takes a LiDAR scan of the area from a height of 300 meters. This scan consists of a lot of dots. A traditional aerial photo can be superimposed on this scan (this process is called a 3-D mesh), and digital models of new buildings can be added to this neighbourhood model and then adjusted in response to community feedback.

Participation and challenges

This pilot in the small village of Ten Post is the first in Groningen Municipality to use this technique. This 3-D model will provide a whole new dimension to the participation process for the redesign of the village, and we can tell people about new plans for the community as they are developed and revised.

The local challenge is that rebuilding Ten Post because of the earthquake is a political sensitive subject. On the one hand, communication with citizens is a key aim of the Municipality; on the other hand, we should avoid unnecessary disquiet on the part of citizens and not cause speculation about changes in the local environment. A challenge for us is that the sketches of the new houses that are used in the modelling

process may not be the final designs that are approved. This raises a set of concerns about when we can share these tools with citizens and how to best manage their participation in the process – challenges which we had to overcome before we were allowed to release the 3D digital model and Virtual Reality products to citizens and people outside our organisation.

This initially made it impossible to use these tools in public meetings. The rules which govern how we work with citizens will change in March 2020, which will give us a greater ability to use these tools with citizens as part of the democratic process.
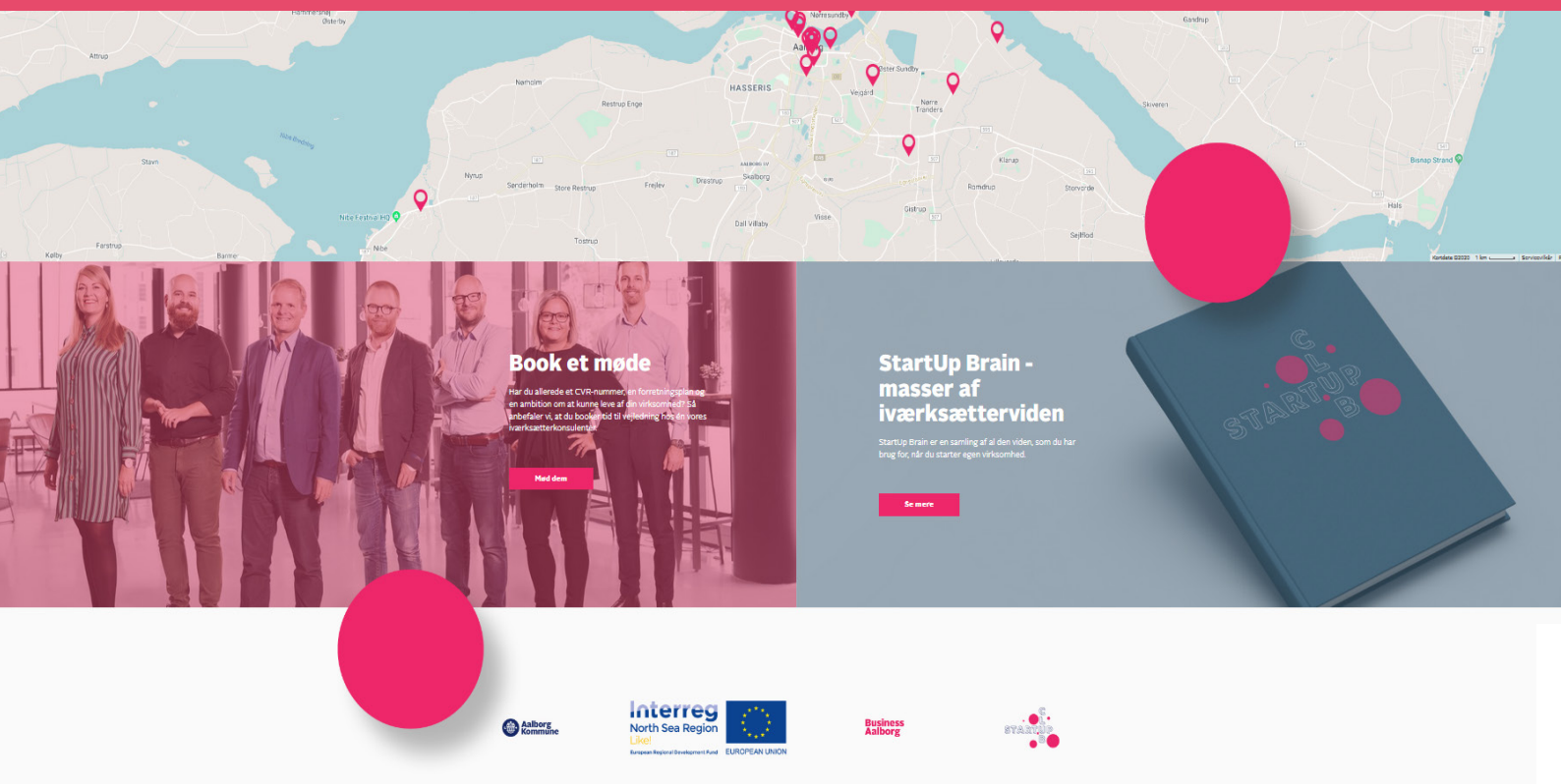
What Aalborg learned running the 'Start-up Café'

What is the problem your pilot is trying to address?
Aalborg Municipality wants to welcome new businesses and provide them with a good service from their arrival/start-up. But what digital services should Aalborg provide to start-ups and SMEs? To understand the needs of this target group the Business Department of Aalborg Municipality hosted a workshop with these customers/clients.

One of the conclusions from the initial workshop was that it is very important for new businesses to feel welcomed when entering Aalborg's Startup Club/Startup Café. It is also very important to them that the Municipality delivers modern, tailored and up-to-date services to new businesses.

What Aalborg did
Based on the inputs form the initial workshop for start-ups and SME's a new website was developed that provided more relevant services to this target group. In the Start-up Café the businesses are welcomed by a robot that register the businesses and ask questions that can be used to provide the businesses with tailored information and services.

The robot has been a "living lab", testing if the robot could save time and resources by taking care of the initial data collection and giving staff more time to provide support and coaching. This fits in with LIKE's aims to deliver better services by identifying and using appropriate channels and to use targeted content to increase service effectiveness.

The results of our trial have been a bit mixed. The robot is small, and the customers often overlook the robot and/or are not used to being served by a robot. The robot has also turned out to been less stable than we had expected due to its small size.

What Aalborg learned

Aalborg learned that involving start-ups and SME's at an earlier stage of service re-design is essential, because their input has proved to be very valuable. We want to put the customer at the centre of our services and to build the project around the needs of the customers. We've learned that it is possible to create new services that are more modern, more digital and more optimal for the businesses if you work this way. These new services are more effective for both businesses and for the Municipality.

A second thing that we learned was that robots are still a new technology that definitely has a lot of potential - but we needed to do more work with them to get the best results than we had expected. Customers and employees need to get more used to being served by a robot, which is a cultural shift.

Before buying a robot, we think organisations should make sure that they have a good understanding of what products are available in the market, and check to make sure that your customers think it is a good idea to be met by a robot! We may try a different robot in the future to see if it would make a difference if the robot was taller and more stable.

Can you identify a second key lesson learned?

When the robot has worked, it has been effective and saved staff time, allowing our team to spend more time working with businesses and instead of collecting their data!

Rolling out e-billing in Angus Council

Angus Council in north-east Scotland wants to be a digital council by 2020. This pilot aimed to reduce the number of paper council tax bills being produced every year, and to reduce the amount of paperwork that is sent out when accounts are amended. We think this is a working practice change that will really help us achieve this goal.

Council Tax is a domestic property tax in the UK which contributes to the delivery of a range of local services. Every household is liable for Council Tax, and Angus currently sends out 57,000 bills/amendments each year. We feel that providing our citizens with an option to receive their council tax bill electronically is a big benefit both to citizens and to the Council. Moving this service online will reduce the number of paper bills we send out which in turn saves money and has an environmental benefit.

As this shift is about moving from paper to digital service delivery, this fits with LIKE's! aims by changing our working practices to improve and provide a quicker and better digital service for our citizens. We feel a digital channel will benefit most of our citizens.

The hardest part of this challenge is getting our citizens to trust this channel shift. The move to digital channels for receiving their bills (and for accessing council services more generally) is a big shift for many citizens, and helping them to understand the benefits of this shift – both to them and to the council - can be difficult.

Key lessons learned

Expectation management was a key challenge and the main lesson we learned from this pilot. Making sure everyone understands what the project is trying to do is our first priority: this needs to be done through frequent communication. It is also important to make sure stakeholders understand what is/is not possible – people need to understand what the capabilities of our digital system are and what they can - and cannot - do.

• You need to make sure at the start that you understand what you are trying to do – getting a clear, agreed set of objectives needs to be the starting point.

• Make sure that you meet both the needs of citizens and the needs of the council – and that the service is designed to deliver a standard of service that is acceptable to all.

• Get everyone to agree the process you are following and to identify any enhancements to software systems to ensure it delivers what you expect.

• Agree what is in and out of scope, and make sure that you manage any changes to this.

Practical project management lessons

• Watch your timescales - this project took longer than expected.
• Ensure the project has robust objectives and ensure all requirements are listed.
• Ensure all parties are involved from the start.
• Ensure proper documentation is kept.
• Ensure communication and boundaries are set from the beginning
• Ensure all costs are identified and budget is available.

SAFE ROUTES TO SCHOOL
STAD VECHTA, GERMANY

Background

Following the good experiences and results from www.raum-für-vechta.de the City of Vechta's LIKE! pilot on using GIS-based questionnaires to collect citizens' view on future land use, Vechta decided to develop a tool which could be used to teach the use of GIS in Geography lessons, and which could collect information about the routes pupils use to get to school and their perceptions of their travel routes.

This idea was eagerly adopted by the school "Gymnasium Antonianum Vechta" and the City of Vechta. As the pilot developed the approach was expanded to include students of the local University.

Methodology

To deliver the pilot's two objectives an online survey was developed. The survey was tested and modified to be appropriate for the digital and geographical knowledge of the target group - pupils who were 12 years of age or older.

These screenshots illustrate the approach

Results

In April, May and June 2019 the geography teachers at Gymnasium Antonianum Vechta were asked to use the online tool in their classes – at the same time an email was sent to all Grade 11 and 12 students asking them to use the tool. We received 140 responses from the survey.

Startpage

Drawing of map

Questionnaire

Map of areas of perceived danger
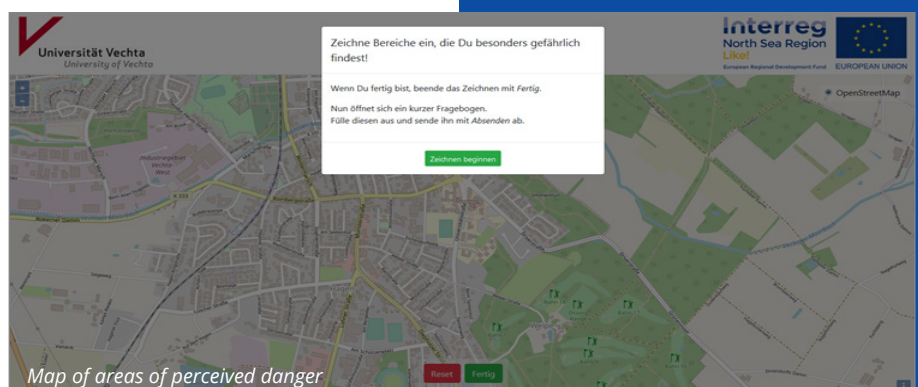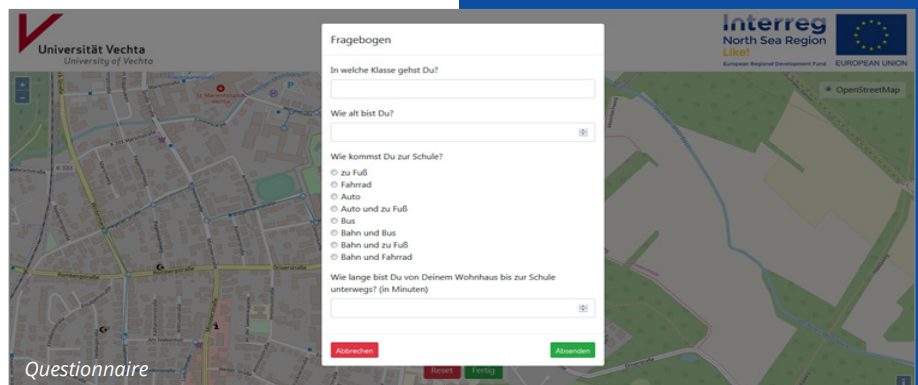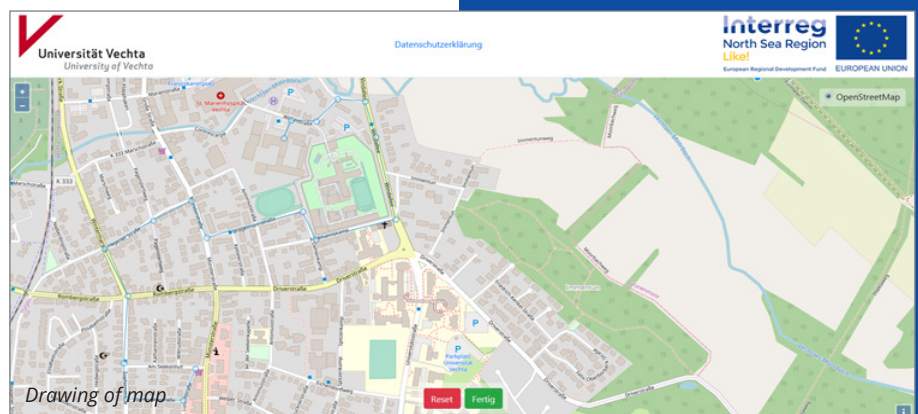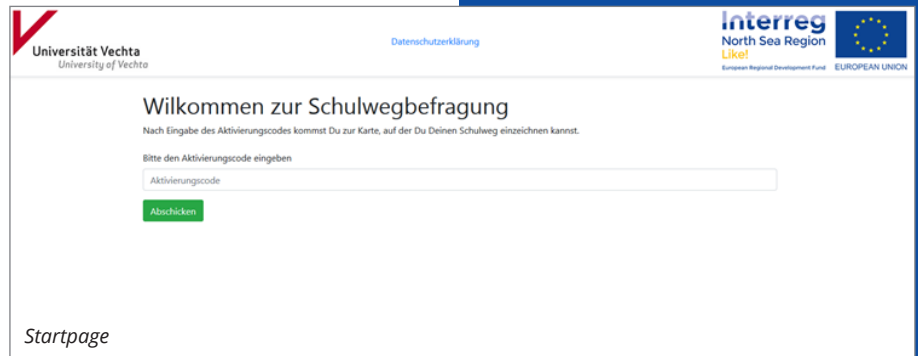
The school's catchment area is clearly visible on the transport map - there are other secondary schools around Vechta in Cloppenburg, Wildeshausen, Quakenbrück and Diepholz. Within Vechta, most pupils use their bicycles or walk to school. The pupils who go to school by train tend to walk to schools and don't use "second bicycles".

To understand how safe these routes to school were, the pilot looked at official data on the number and location of traffic accidents in Vechta in 2017 and 2018. This data shows all the accidents which were reported to the Police Force - undoubtedly there are even more accidents which were not reported! This map shows the locations of all traffic accidents which resulted in injuries in Vechta in 2018.
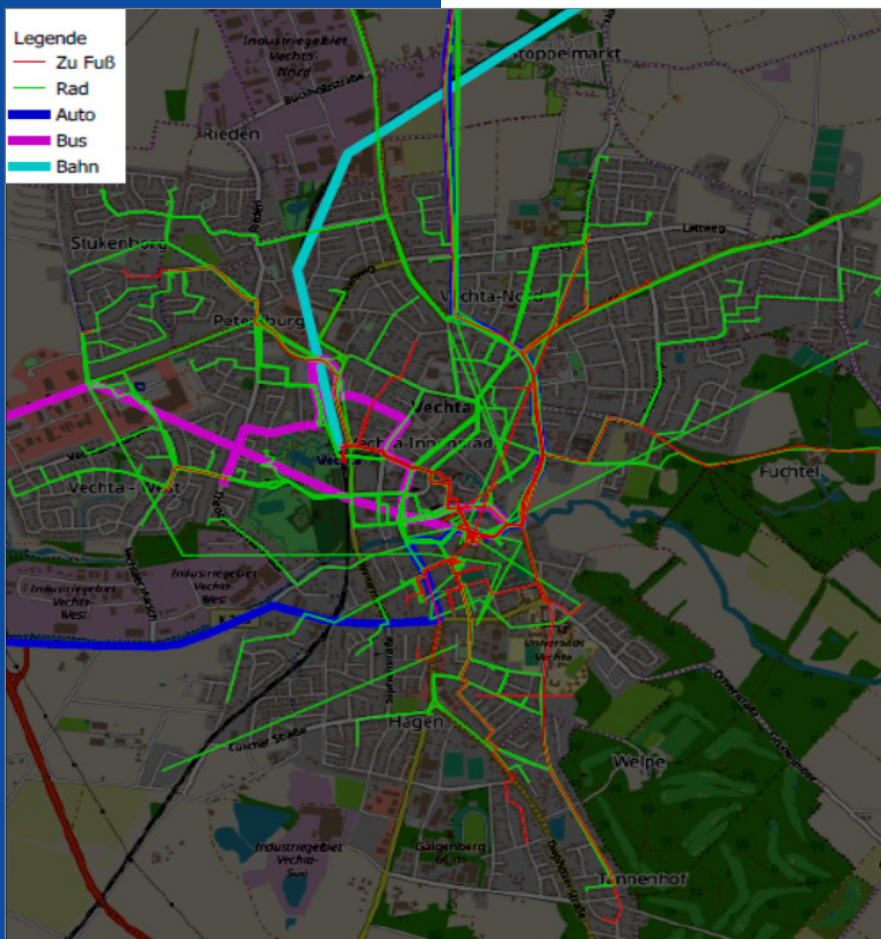
When we look at accidents and injuries involving bicycles, we see a similar picture.

If we look at the immediate area around the Gymnasium Antonianum we see that the pupils thought that there were many dangerous local areas: however there were only a few places where the perceived danger and recorded accidents actually overlapped.

Using gamification to help people in debt improve their financial skills

Both the Municipality of Groningen and the Municipality of Rotterdam have a high number of households who have or are at risk of having high levels of debts. Both cities have already set up programs to help these citizens and their families. As part of the LIKE! Project both Groningen and Rotterdam have set up service pilots to explore how gamification can help these citizens to improve their financial skills and decrease the levels of financial stress they face.

Gamification in Rotterdam

Bureau Frontlijn (Frontline team) helps Rotterdammers break the spiral of poverty. Frontlijn is an outreaching, intensive support team, which targets families with multiple and complex problems; such as poverty, debts, mental illness, issues such as addiction, and/or youth care or -protection supervision. Bureau Frontlijn has developed several learning programs to help Rotterdammers learn different skills to be able to get out of poverty. These Rotterdammers live in a very stressful situation, so skills are learned through one-on-one support.

Together with Bureau Frontlijn we wanted to try a new, creative and innovative way to help Rotterdammers improve their financial skills. We looked for a partner who could help us with the innovation process. We were looking for an agile and serious gaming approach, based on what we've learned from the field of behavioral sciences.

The Rotterdam gamification agency &Ranj was our partner in this project. In a small multidisciplinary team we worked towards a gamification solution that would last five sessions and have several additional contact points during the intervention. The solution is currently being tested in the field and Bureau Frontlijn is continuing development.

Background to the gamification experiment in Groningen

The Social Affairs and Work Department in the city of Groningen provides a financial safety net when residents need it. We focus on increasing the (financial) self-reliance of Groningers and relieving their stress. Our objective is to offer people living in debt and/or poverty a better foundation for the future. Through coaching, employees of the Social Affairs Department help residents set goals for themselves and to think of steps to get to where they want to be. This year the Income and Debt Services department will focus on increasing the coaching skills of all its employees to achieve this.

Serious gaming is the creative use of media technology to bring about change and deepen learning. It can be used to enable significant personal growth and behavioural change through the use of entertainment and interpretation techniques. The starting point is the development of an instrument that gives the player insight into financial skills that they can then use in their day to day lives.

We started up a trial to increase the insights and self-confidence of residents with financial problems by using serious gaming as a coaching and intervention tool. With the pilot, the Municipality of Groningen aims to reduce the dropout rate and/or help citizens complete more of the debt counselling process.

NHL Stenden University and the Municipality of Groningen are partners in the pilot, which is being delivered through the **SiGa Lab** - the Simulation & Game-Based Learning Lab of NHL Stenden University and the University of Groningen. SiGa offers a range of simulations and serious games for the development and assessment of skills and learning.

Groningen Approach

Last year, a project team consisting of eight employees from the Income and Debt department (including budget coaches, youth coaches, social services employees) and NHL Stenden University, prepared a trial that covered content, questions and subjects. We determined the final nature of the debt course through game design sessions. The team has mapped out how to use serious gaming, in which context and for which target groups based on their knowledge and experience. We currently have developed several games prototypes, and have delivered one skills game which is currently being field tested and refined. The Groningen pilot will run during 2019-2020.

Research has shown that repetition has an effect on behavioural change. Therefore, we aim to play the game with 75-100 residents at 3-4 different times. It is important to repeat the process in the same setting several times during the year. Because we worked together to build mutual understanding and to create a game, the process took longer than we had expected (or if had we hired a consultant to develop a game). Because of this the project team feels a great deal of ownership of the game and the project, and the same team will play the game with residents. The work

title of the game is 'Acies', which means 'the full attention of one's sight, hearing or other senses, as directed towards a particular object'.

We created an analogue card game that contains a series of key situations. These examples stem from real world situations faced by the project group, and focus on one aspect of financial behaviour (but may touch other subjects). During the course of this game, participants must always decide to proceed to the next issue. Different choices will lead to different pathways in the game. For example: which smart phone should one buy? Or how do I spend my income throughout the month?

In this pilot there is room for people to make different choices, as participants must be able to experiment and set their own goals. Being allowed to make your own choices is good for self-confidence and empowers participants. Initially the game will be used in 1 on 1 situations, but there is the

potential to adjust it and use it during budget courses for groups of residents.

What Rotterdam Learned about gamification

In the Municipality of Rotterdam we have been working with agile methods for more than ten years. This project used sprints, so prioritizing and testing hypotheses and assumptions by testing, wasn't actually new as such. However, the combination of sprints with gamificaton made this project innovative. &Ranj's gamification approach is based on the double diamond approach.

All of this is knowledge and experience that we did not previously have in the Municipality. While we had thought about customer journeys through Rotterdam's services, we had never thought about a player journey before, so this was very educational and inspiring! The project lead to a great (non digital!) prototype.

Behavioural change is not enough

*Gamification is
a profession
in its own right*

Due to the focus on behavioural change, most of the attention went to the Rotterdammer during the development process. That made sense, because that's what it's ultimately about. However a new method also means change for our colleagues at Bureau Frontlijn. They were of course very committed to participating in the sessions, but that is not the same as getting colleagues committed to a change in working methods. Guiding our colleagues after the sessions with &Ranj on the potential impact of these changes on how they worked took more time than we initially estimated.

https://www.designcouncil.org.uk/
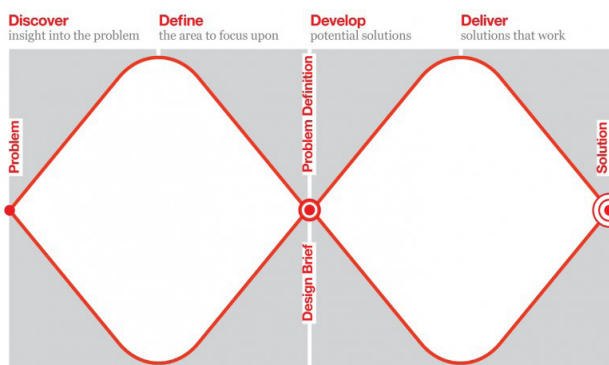
Using gamification to deliver better services - lessons from Groningen and Rotterdam

- **Two municipalities know more than one, so we exchanged knowledge throughout the process. We will be visiting each other to learn more on the subject of gamification.**

- **A successful gamification pilot is not just about creating a game. It is a combination of services, innovation, understanding the target group, and developing coaching skills.**

- **It is important to test material and prototypes with coaches and residents.**

- **Thorough preparation is crucial and required. One cannot develop as quickly as one wants, there is more to it if the game is to be effective.**

- **Setting up brainstorm and game design sessions with professionals is important for knowledge transfer, team spirit and ensuring that the game is of sufficient quality.**

- **It's not about scoring, there is no right or wrong in gamification. Nor is there a first, second or third achievement level. We aim to give residents a better understanding of how their choices affect them.**

2.
The LIKE!
Approach to
Local Services

Like's Local Service pilots looked at how new technologies can be applied to hyper-local environments (i.e. to streets or neighbourhoods).

Several of the LIKE! partners have come together because they have similar socio-geographic areas with similar problems.

Provision of public transport in rural areas is something that has been vexing rural councils across Europe for many years. The LIKE! Project provided an opportunity for some of these areas to come together with a joined-up look at the problem to see if a transnational solution is truly possible, or whether solutions have to remain local.

Groningen has looked at the issue of being able to efficiently count votes in local areas. Although the pilot didn't achieve its overall objectives, the project provided valuable insights that we can use in future work.

This highlights a key learningpoint that cuts across all the work in the LIKE! Project. Succeeding and implementing isn't the be-all and end-all of things. Space and time are needed to experiment with ideas; some might work, some might not, but rarely will we get a perfect product without having first made a few mistakes along the way!

Lessons learned from LIKE!'s work on Local Services

1. **Local Service pilots are sometimes difficult to deliver quickly: by comparison our Smarter Service pilots are developing new technological approaches, sometimes applying these ideas in local neighbourhoods/situations isn't yet practical at scale – deployment needs to be further down the line when technologies have matured.**

2. **However, that's not to downplay our achievements. Transport issues affect all areas of Europe, both in urban and rural areas. Aalborg, Suffolk and Angus have all worked together to look at how public transport might operate in very rural areas.**

3. **Other pilots have also showed us that you need to be able to fail in order to succeed. Some of our pilots (such as vote counting in Groningen) didn't end up going any further, but we learned valuable lessons about how to run and structure future pilots and what options/approaches are less likely tot succeed.**

COUNTING VOTES with blockchain technology

an experiment from Groningen, The Netherlands

Interview with Bram Scholtens
Public Service Advisor
Groningen Municipality

LIKE!: Can you tell us about the 'Stemmen Telt' (Counting Votes) pilot?

Bram: In the midst of the wave of hype about blockchain technology in Groningen we were asked to join a pilot by a start-up company named Lab15. The idea was to build a digital solution for vote counting in the March 2018 Referendum in the Netherlands.

Could blockchain technology be used to count votes? That was the challenge. And why did we think it was a solution? It would enable us to speed up the counting process - which has to be done manually, no electronic devices are permitted in the Dutch election process - so it could potentially save time.

> *Keep experimenting*
> *it is vital for innovation*
> *in government*

And it would help us reduce errors. So in short it would lead to a more effective counting of the votes process.

LIKE!: That does sound like a very interesting pilot. Were you satisfied with the results?

Bram: In short: no! We were very ambitious when we started this pilot. We wanted a real live pilot in order to experiment to see if this technology would help us both speed up the counting votes process, as well as reducing errors. The main goal was to get a quicker result. Here's the whole story.

We encountered a whole range of problems, both before we could start and then during the pilot. The Ministry of Internal Affairs (BZK in Dutch) was (in the end) keen on us doing this pilot – it took some negotiation before they allowed us to do this experiment - but at the same time they wanted to be kept well informed as this had never been done before and so this involved a lot of travelling to and from The Hague. Our pilot was in the spotlights so to say. And they were right to be curious, the election process is of course a very critical process and our idea was to do a live pilot during the

elections. We needed to execute this pilot next to the regular counting votes process and we finally decided we would hold the pilot in 5 polling stations during elections.

So people who came to vote in one of these 5 polling stations were asked to vote 'twice', once for real and once for the experiment, when their information was scanned with an iPad. What really struck us was when asked to join an experiment, people tended to join the pilot without asking any questions, they just said they wanted to take part. However we found that some people would refuse to participate when we started explaining more about the technology that was being used.

After closing time, the real challenge started. Would we be quicker than the regular counting process? Could we be more accurate? But we were disappointed - every vote on the blockchain took 8 seconds to process, and the end result couldn't be compared with the 'real' voting process.

LIKE!: Looking back at this experiment, what would be your advice to other government organisations?
Bram: My view is that you should grab the opportunity to try these kinds of experiments with both hands! Even though this experiment did not meet our expectations, we did learn an awful lot. Organisations need to be experimenting in innovative technology sectors. You shouldn't be afraid of making mistakes.

You need to look for
your Eureka moments,
they do not find themselves

Angus Health and Social Care Partnership
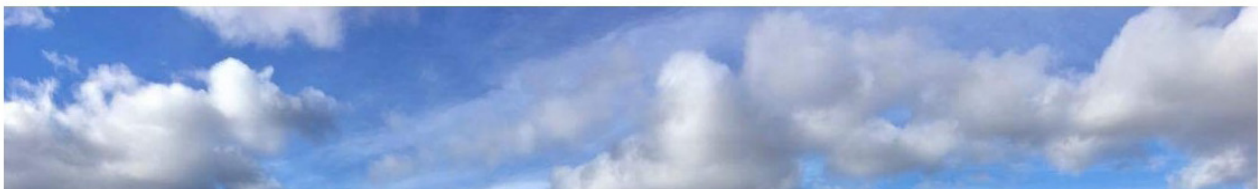
Angus Health and Social Care Partnership has been developing 'The Angus Care Model' (ACM) - a new model of care for people Angus which is being supported by LIKE!. ACM is a whole systems approach to supporting people in Angus, working through health and social care services and in our communities. ACM will support people through prevention and early intervention, which will reduce unplanned care and unplanned hospital admissions.

Angus HSCP works through a locality model, with a locality improvement group for our four geographical regions. Staff from health and social care come together with staff from the third and private sectors and members of the public. Each group has a small budget to fund innovation and service development and testing. Our aim is to grow innovation from the ground up.

We are trying to encourage our citizens to become more digital, be more engaged and help make decisions about Angus - including those services which Angus HSCP delivers or commissions. Angus Health and Social Care Partnership is a new Public Body created by the Scottish Government which is responsible for delivering adult services which have been devolved from the local councils and health board. Our two challenges are to make people understand this new setup, and to take this opportunity to get them involved in decision making.

The Angus Care Model programme is information-led through better local data. Initially we published data in written reports, but now we use dashboards for our data, including local level data for each region and key performance metrics. ACM has 3 areas for development – enhancing our approach through consultation and wider engagement, developing smart information that can be shared in an open environment through information and data dashboards, and enabling us to make smart decisions at a local levels that lead to improved outcomes for the people who live in those areas.

ACM will help enhance the transparency of local decision making, and empower the citizens and businesses of Angus by giving them access to new, relevant tools and approaches, and it will strengthen the exchange of ideas between goverment, citizens, businesses and knowledge institutions. ACM has shown how to use open data in service design, management and delivery through the creation of a range of digital

dashboards that are targeted and customized by and for different user groups - including citizens, SMEs and governments - will be a significant step forwards in enhancing local transparency and decision making.

Locality Improvement Groups use local knowledge and local data to identify opportunities to improve the outcomes for people in their community.

- We have introduced multi-disciplinary teams in GP practices that integrate health and social care approaches. These teams include third sector services who support GP's with social prescribing.
- People in Angus stay in their own homes for longer with the support of equipment and our care model. 83.5% of people aged over 85 in Angus live in their own home.
- We have introduced easier access to equipment through online self-assessment. Equipment (e.g. raised toilet seats, external and internal grab rails) is delivered to the patient's door free of charge.
- As staff found it difficult to be released from work to attend training we invested in ZOOM - cost effective software which provides a virtual meeting space and allows meetings to be recorded. This has meant that training events and discussions are now available on a YouTube channel for care home staff to access when they can.
- These actions have reduced the demand for hospital beds in Angus. We have been able to reinvest savings from this into more community-based services, including investment in third sector organisations.
- We have introduced a care home model that enables people to die in their home town rather than in a distant hospital, with care home admission in the last few days of life.
- Our care model supports people out of hospital and prevents unnecessary admission to hospital.
- We have introduced new models to support self-management of long-term conditions.
- You can find out more about the Angus Care Model at https://www.angushscp.scot/

Transnational support for the Angus Care Model
We worked with other LIKE! partners on developing and sharing the development of our dashboards and our engagement activities with local stakeholders and citizens. Angus HSCP had developed a new website and dashboard using open source technologies, and we shared what we'd learned and our plans with LIKE partners. This information sharing gave Angus HSCP an better opportunity to make more informed decisions about what type of solution we wanted to support our engagement with our citizens, and gave us many lessons how to provide information to our users and partners.
Transnational exchanges allowed us to get detailed insights

into what others have done (and explored) when tackling problems that are similar to ours. We developed a data dashboard at www.angushscp.scot/dashboard which provides open data to localities, businesses and more. We took a lot of learning from the work Groningen did on their Kompass dashboards which provided a range of targeted locality data for the city and its citizens. We keep on learning and sharing our experiences, and the delivery of our website and of our dashboards will allow us to involve more citizens in the planning and development of local services.

Enabling working practice changes
The most difficult challenge this work faced was in encouraging people to use the new data, the new website, and the new dashboards for decision making, commissioning etc. that Angus HCSCP delivered. The challenge wasn't really technical though – it was cultural. Traditionally, health and social care services in the UK have been paper based, arranged around/ through telephone calls, or based on written reports, so this was quite a cultural shift that we were trying to deliver.

We've learned to encourage more people to be involved (directly or indirectly) with projects like this – not only so they're aware of the challenges in delivering these sorts of innovation projects, but also so they can grasp the real opportunity that bringing various organisations together provides us to develop better solutions together. This was the first European opportunity where Angus HSCP could work with partners from across Europe, exchanging knowledge and also sharing solutions. LIKE has shown us that while we don't always have the answers ourselves, but by working together with other organisations, citizens, and SMEs we could develop solutions or opportunities which will benefit Angus' citizens. Transnational work on knowledge sharing and solution scoping has been a great way for us to further develop our work in our 3 priority areas (better communication and engagement, data driven services, sharing of information).

Supporting Working caregivers in Roeselare

Using human centered design to improve services for (working) caregivers

A lot of people who live in Roeselare are informal carers: parents with a disabled child, someone who takes care of a partner with a chronic illness, people who take care or so. In Flanders there are about 150.000 caregivers, most of whom are between 45 and 65 years old. Most of them also have jobs and other families to look after, and many of them struggle with the combination of working and caring for someone they know. Working caregivers are under a lot of pressure, which leads to disease, tiredness and burn-out.

This informal care provision is often hidden and poorly supported, so Roeselare wanted to offer caregivers new and different support tools. At the beginning of the caregivers' project, we didn't know what the end result would be – our goal was to know what we could do better and what support was missing. To try and make sure that this project worked, we decided to use the Human-Centered Design (HCD) method, as it's a creative way of solving problems and tackling challenges. We hired !DROPS - a social innovation bureau with a track record in HCD projects to help us.

Caregivers: facts & numbers

Roeselare already has some initiatives to help caregivers, like the 'Mantelzorgpremie' – a small grant which we give to 1.254 carers. We know that there are informal care givers who have not registered with us - either because they don't know how to register, or they don't even know that they are carers and that they can get support from us. Research suggests that each care giver also has two to three people supporting them, so the total number of unregistered carers could be as large as 4.000 people – about 6% of the population of Roeselare.

In 2018 Roeselare launched a care-givers cafe (Mantelzorgcafé De Mantelare) which provides information and a chance to meet other carers, and we set up 'Mantelzorghub', an online hub for local caregivers. We also have an expert steering group that oversees our support for caregivers.

From Human-Centered Design...

We needed to ask the caregivers themselves to find out where our services weren't working. After all they know what they need, how they need it, where they need it and when they need it.

During the set-up phase for De Mantelare and the Mantelzorghub, people were asked to fill in a survey about their needs as a caregiver. From this and other research, we learned that working caregivers often lack the information they need in order to be an informed care giver - they often can't attend information sessions, because they are at work. It's hard for this group to access services.

We launched a programme of 'talking tables', where we could ask caregivers for their opinions on particular issues. At the kick-off session for the talking tables we explained what we wanted to achieve – and why we needed the carer's help. We delivered 6 follow-up co-creative sessions covering the search for information & housing, psychological support & social contact, workplace and employer & finances, respite care/home care & practical help/support, local services & legal information, and digital support tools.

Each co-creative session covered two themes: what support mechanisms do you know, and do you think these systems work well/what could be better? After discussing how carers

How Human Centered Design (HCD) changed our approach

- In order to deliver the right services, you really need to be empathic and get to know your target group on a personal level. We learned that it was the way we communicated with carers needed to change.

- In order to get engagement, you need to build a programme with your audience. If they have a real say in what they get to talk about, there are more likely to be engaged and more likely to come along.

- In order for people to open up, you need to open up. You need to show them that the Municipality doesn't know everything and that you need their help.

saw services and how they felt they worked and what they needed, we showed them what services Roeselare provided. We learned the same thing in each session: that we felt that we offered more services than carers thought we did, and that a lot of caregivers didn't know that many organisations were able to provide them with information or help.

Each session discussed what could be improved and what services were still missing, and together with the caregivers each session made recommendations to improve existing services or to set up new ones. This method worked well, as carers felt that someone listened to them, that they got a lot of good information, and they were talking and working with people who understood their situation.

...to real life actions

At the end of the talking tables process, we analysed all the information we collected during the workshops, and grouped the recommendations into three areas: national, Flemish, and local recommendations for change.

We came up with a set of general conclusions:
- A lot of care tools/support systems are not known or are poorly understood by their target audience;
- There are many different information points and people don't know where the best place is to for information;
- Many organisations give out conflicting information, which confuses caregivers who need to verify information;
- Personal coaching is more effective and better received than arms-length service provision.

After we analysed all the input, we started thinking about how to translate these recommendations into actions. We

pitched our ideas to the caregivers and other stakeholders at the last event, and have now launched two new services:

- Thematic info sheets: these provide a good topical overview of the support systems and identify key points;
- Digital newsletter for caregivers with different topics like testimonies and tips & tricks.

In January 2020 the first info sheet and digital newsletter were launched. Our Care Department adapted their administrative form to collect their email addresses, and the registration form has gone out across many different channels.

Nudging citizens to change how they use services
PASSPORT RENEWALS
in Aalborg, Denmark

Number of days before passport expiry when renewal applications are received 2016 vs 2018

Legend: 2016 — 2018 - after 'nudging'
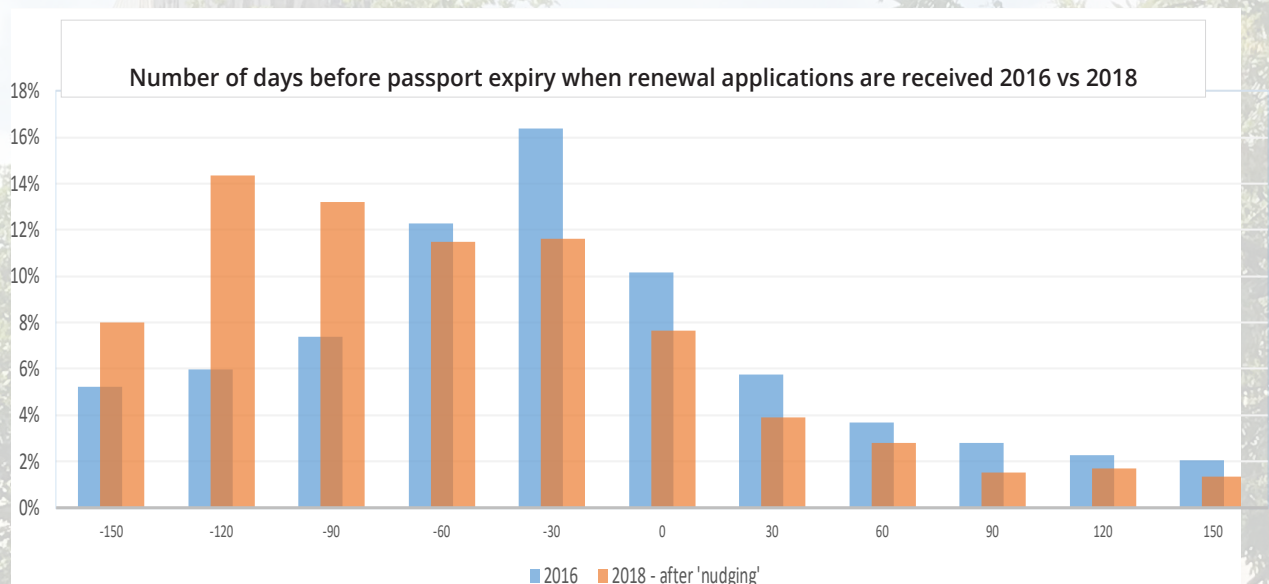
There used to be long queues in the Citizen Service Centre in Aalborg at the beginning of every summer when citizens found out that they needed their passport renewed before they went on holiday. The Citizen Service Centre made a map that showed the geographic distribution of citizens with expired passports. The map showed that citizens with expired passports were evenly distributed within the area of the Municipality. Therefore, it would not help to set up extra services in special areas.

The Citizen Service Centre then tried to nudge citizens to start the application for a new passport earlier and use the self-service solutions before they show up in the Citizens Service Centre. They were also informed about the new booking system.

In 2016 lots of passports were renewed only 30 days before expiring date which gave a lot of stress and queue in the Citizen Service center. In 2018 Aalborg Municipality started sending letters to citizens 4 month before expiring date and nudging them to have their passport renewed in due time.

Many people start the application process immediately or within the next couple of months resulting in shorter queues and less stress for citizens and employees before the summer holiday. More people than expected have started the application process earlier than expected.

All in all, the nudging has been a great success for everybody!

FACTS AND FIGURES

- In 2016 6% started 4 months before expiring date.

- In 2018 14% started 4 months before expiring date.

- In 2016 42% had renewed their passport during the period
- 30-120 days before expiration.

- In 2018 51% had renewed their passport during the period 30-120 days before expiration.

RIDE travel app

Suffolk County Council, England

RIDE is a mobile website that is being developed to identify the demand for the responsive transport services that are provided by community transport operators in rural areas in South East England.

RIDE is a web-based platform that enables those looking for transport in areas where there are no commercial bus or rail services tosee the routes available from community transport operators and to be able to book and pay for a service online. It also enables people to suggest routes they would like to take.

The platform works with community transport operators, who can review trip requests and plan routes that meet the demand identified through RIDE.

In February 2018 the mobile website was piloted in 2 locations in Suffolk and one in Essex. The take up of the service in Suffolk was low and as a result it was decided to extend the pilot work to integrate with the launch of a new community bus service to West Suffolk hospital. This service had been much requested in the past and it wa thought that with social media marketing in Haverhill and villages along the route, it would attract a lot of support.

Despite marketing by posters, post cards, social media networks, twitter and websites the take up has been disappointing and only one quarter of the expected bookings have been received by the RIDE website. The key issue has been the number of pick up points along the route that the website can advertise for what is essentially a demand responsive service, running only when it is requsted to do so. Indicative "Routes" were advertised to give people an idea of when they might book transport, but this limits the number of communities that can have a timed stop and can book online.

Following 3 "Rural conversations" with stakeholders and passengers in 2019 we are reviewing how rural travel services are commissioned in the future. Demand responsive services using minibuses will be a key feature, and we are considering the role of online booking in helping to provide services that are used by students, commuters, and older people with accessibility needs.

Look at LIKE! Project Use Cases on the website: **https://northsearegion.eu/like/use-case-papers/**

Developing Digital Tools to improve Rural Transport

Bringing together Aalborg, Suffolk, LIKE! and G-PaTRA

We have identified a gap in transportation opportunities in the Hammer Bakker rural region outside Aalborg in North Denmark, where in some areas the only form of transportation is the private car. Aalborg wanted to explore how innovative digital tools can provide new opportunities to arrange and support new forms of transport in rural areas, which are more flexible, more attractive to rural citizens, and cleaner than traditional forms of rural transportation.

In early 2019 two North Sea Region Interreg Vb projects - LIKE! and G-PaTRA - held a very successful creative workshop for citizens in Hammer Bakker (north of Aalborg) with the purpose of developing innovative digital tools to support greater access to transport in rural areas. LIKE! was facilitator and set up the workshop for citizens, while G-PaTRA provided inspiration and ideas on the need for a change in transport modes and the potential benefits of different forms of transport for rural users.

The two Interreg projects have clear synergies, which is why they decided to work together in this shared geographical area and shared area of interest. While LIKE! is working on building a digital innovation culture, G-PaTRA (Green Passenger Transport in Rural Areas) is promoting green transport and mobility by reducing CO_2 emissions from personal transport in remote, rural and island areas by embedding zero emission vehicles in rural transport systems and by improving existing passenger transport resources.

LIKE! partner Suffolk County Council is also working on developing new solutions to rural transport challenges and Aalborg worked with Suffolk during the planning of the Hammer Bakker workshop. PrimusMotor used some of the materials from Suffolk's rural transport work during the preparation for the workshop in Aalborg.

Based on the experiences from Suffolk County Council we decided that the pilot should not focus on marketing transportation services on social media, but focus on capturing the ideas and wishes of local citizens. To do this, we worked together with the INTERREG project G-PaTRA which aims to improve green transport in rural areas. Niels Agerholm from Aalborg University and partner in the G-PaTRA project, provided inspiration about the need for a change in transport modes and the potential benefits for the users.

At the event, Niels Agerholm from Aalborg University gave a talk about rural transport options, while LIKE! brought in the consultants from PrimusMotor to facilitate the event and guide the participants through a set of creative exercises. Participants of all ages came up with many digital ideas, which could support a cleaner transport and better liveability in the area.

Aalborg has now exchanged these valuable experiences and ideas on transport in rural areas with Suffolk County Council, and we've found that Angus Council is also struggling with the same issues as Aalborg. The insights from Suffolk and Aalborg have been shared and analyzed together. For all partners, this has lead to the shared insight that there is no easy digital solution to transport challenges in rural areas and that several means of transport need to be evaluated.

A lack of transport makes it difficult to talk about transport!
It was difficult to recruit citizens to take part in the workshop as it had to be held after working hours – but at the same time couldn't be held later in the evening – as participants needed to be able to get home! Our local transport group

did a good job trying to persuade citizens to participate, and our catalogue of ideas for using digital tools for new approaches to rural transport were given to them for further development. It is difficult for volunteers to keep up the momentum for work like this, and so we need to find ways to support them.

The next time we do an activity like this we would like to engage more young people to come to the workshop, as we've learned that they have lots of ideas - and are very confident using Social Media! Young people who are under 18 are very dependent on their parents to drive them around to activities – like sports - as they are too young to drive. Young people want to be more independent and to travel in a more green and sustainable way.

What was the main lesson you learned?

While we still believe that innovative digital tools can provide new opportunities to arrange and support transport programmes in rural areas, helping to develop new services which are more flexible, attractive and cleaner than traditional rural transportation, it will take quite a lot of effort to identify, develop and deliver effective new or revised services. We feel local transport groups should start with more straightforward ideas and tasks, and that they will probably need to team up with commercial and/or public partners to deliver more ambitious goals.

Building Groningen's Circularity Hub

The shift to a *Circular economy* – one that minimises waste and the consumption of new resources - is very important to Groningen. We want to be waste-free city – our goal is to be waste-free in 2025. One of the ways that we think we can deliver this goal to is to establish a new waste collection centre for the city (this would be the third - we are already have two) where *circularity is central*. This will be an iconic place where second-hand shops, repairs cafes and fabrication laboratories/workshops (what we call "fablabs") and our local creative industries all come together to experiment and design new products out of waste and un-needed items.

As part of the LIKE! Project we supported the Let's Gro festival to use citizen participation approaches to collect the views of citizens on how to develop this circular innovation hub. The Let's Gro festival is a three-day open festival that is centred on new forms of innovation. At the moment we are in the middle of the research & development phase to see if this hub is possible and how it might work, so it is vital to get the opinions of citizens as we scope out this project.

A four-pronged approach
As a local government we want to have an active role in the development and support of the circular economy. A real challenge for us is to develop a new business model for the city that is built on these circular approaches. We want to develop a multi-stakeholder approach that includes business, government, education, citizens, entrepreneurs (SME's) and the creative industry.

To meet this goal we had to deliver four things:

1. Community building: one of the goals of our work with Let's Gro is to create awareness and support for the project.

2. Developing an appropriate content strategy: the '*wat geef jij door*' campaign (what can you recycle, what can be reused) was launched in supermarkets to get the attention of Groningen's citizens, and the campaign was shared on social media and on the city's underground waste collection bins to create awareness when people were disposing of their waste. It highlighted the potential to transform waste into raw materials.

3. Multi-stakeholder approach: During the Let's Gro festival a range of stakeholders were present and actively participating in the project - including second-hand shops, designers, circular entrepreneurs, repair cafes, the Municipality and students from the Arts & Crafts Academy.

4. Using digital participation to help citizen engagement: citizens were able to fill in a questionnaire during the Let's Gro festival, and we have responses from 166 people. 15 people have joined a research panel to give more detailed feedback on our plans for our circular hub.

The biggest challenge we faced was raising awareness of this work with all of Groningen's citizens. We had to identify the best ways to engage with citizens and decide what targeted content we needed to make to entice citizens to visit the Let's Gro festival. We also had a challenge to get stakeholder buy-in to our approach and then to manage the participation of stakeholders in the event. We needed to develop and present a clear, joined-up story about what we were doing and why.

Having the right stakeholders is very important for a project like this – as the right stakeholders will give a lot of energy and the right support to the circular innovation hub. We really saw this during the Let's Gro festival! We learned that you can never start too early on a project like this. We decided to bring in a designer to make sure that we had a really good presentation at the Let's Gro festival, which had a real impact on our ability to raise awareness and communicate what we were doing.

3.
The LIKE! Approach to Channel and Content Strategies

We've worked hard on these pilots to show you a wide range of approaches to content and channel delivery strategies.

The Here and Now platform from Groningen looks at people coming to the Netherlands and investigates ways in which newcomers would like to see content about the area. New approaches to websites in Angus Council and Vechta show us that websites can be used to deliver content in new and joined up services, such as health and social care.

Suffolk provides a sneak preview of work that was undertaken to gather feedback from children in its care. This was valuable in designing new preventative approaches and services for children in Suffolk.

We have also done work on community building and have worked on platforms for special target groups. The examples we publish in this magazine show how varied the approaches in the local government organisations are and how very important knowing your target group is as well as knowing how to use your channels.

We hope you like reading about the work we've done here. As with the other pilots, much of this is still work in progress and will continue outside of the LIKE! Project. However, the key message is that these pilots helping to change and improve the way customers receive new digital services.
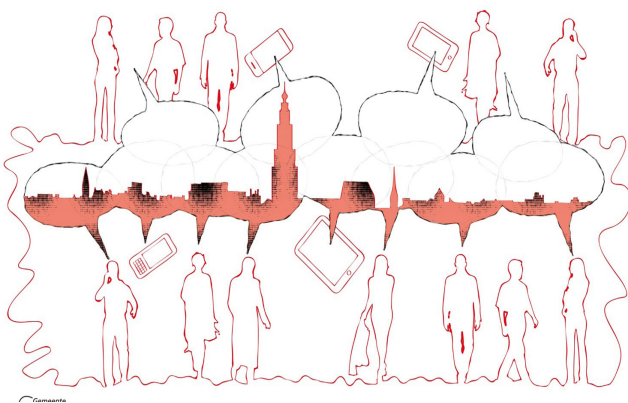
Lessons learned from Like's work on Channel and Content strategies

1. Channel and content strategies are not a "one size fits all" approach. Different services need to be delivered using different channels according to the needs and expectations of citizens.

2. In order to be as inclusive as possible with public service delivery, we need to address the widest range of needs children, older people, people with physical disabilities, those with mental health issues, those with learning disabilities, the list goes on. Delivering services from a white, male, able bodied, government employee viewpoint is no longer an option.

3. All delivery channels need to be considered including platforms, websites, apps, and social media.

4. Always consult with users before you develop a particular approach – is it what they want, or will they never use a service developed as an app? Do people still hunt for information on websites? Which groups of society still like to use the telephone as a means of contact?

New forms of digital provison for Angus Health and Social Care Partnership

Developing a website

Angus HSCP as explaned in this magazine is a new public body that was set up to integrate community-based health services and adult social care provision, so that local services would work together in a holistic way to support our communities. Angus HSCP staff are provided by the NHS or by Angus Council, but the Partnership sets delivery strategies and allocates funding and resources. The public finds this arrangement hard to understand, and there has been some confusion about who is responsible for what.

Two years into the HSCP the Partnership recognised that they needed to be more visible and accessible, but they had no money to spend on this. The Partnership decided to develop a website at minimal cost - using open source software - and that existing staff and the public would provide content. We use public feedback and questions to shape the direction of the site, and in response to queries about performance we developed the **data dashboards** so we could illustrate the change we are delivering.

Facebook & Twitter lead to the website

We also use Facebook and Twitter as additional channels to direct people to our website, as ways to highlight achievements, and as a way to gather more feedback about our work and what matters to people.

Our first Strategic Plan was written with the involvement of 63 members of the public in 2016. In 2019 we published our second Strategic Plan **which was written with the involvement of more than 700 people**. This increase is entirely due to our new channels and the resulting engagement. We want this to continue to grow. The post funded by the LIKE! Project to help us with this work is now being made permanent.

We did recognise though that these channels would not allow us to reach those most difficult to reach – that's the next thing we are going to work on.

AngusActivelyCares helps us to share our messages and is now being used by our partner third sector organisations.

Future digital services for Grannies and Grandchildren

AALBORG Municipality

Senior citizens, middle-aged citizens and young people were interviewed to get their views about what good digital services looked like – both right now and for the future. The interviews focused on the Citizens' Service Centre, which only offer some of the many services provided by Aalborg Municipality.

Aalborg learned that the demand for different types of digital services differs across generations, and that public organisations need to review both the channels and the content of services they provide to ensure that our digital services support all age groups. From the interviews we were able to make a list of good ideas for the development of future digital services.

We asked the participants what a good citizen's service looked like, if it was necessary to keep the Citizens' Service Centre, what they thought of chatbots and video services, and what their ideas for future citizens service were.

We expected that senior citizens ('Grannies') would be hesitant about digitalization and the move to online services, while we expected that the young people ('Grandchildren') would be 'digital natives'. We found that this is not always the case though!

Moving to new types of digital services

The grannies and the grandchildren agreed that the service in the Citizens' Service Centre is excellent and they love the appointment booking system.

Both groups however preferred to use the online self-service solutions - but it was important for them to be able to contact the Citizens' Service Centre if they have problems or questions.

They don't mind chatting with a chatbot if they can get the help they need and save time. They don't see the point in using a video screen service - which they only want when talking to their bank or for medical services – they'd rather use the phone.

The Grannies

The grannies in Denmark are generally very good at digital solutions and can handle the digitalization of public services. The grannies have a lot of suggestions and ideas for improvement of online public services and they are very eager to be involved. They were concerned though about other seniors that are not able to handle digital solutions, and they were particularly worried about how seniors living in rural areas far away from the Citizens' Service Centre would have access to public services.

The Grandchildren

The grandchildren's generation are often described as digital natives. While they are good at handling digital solutions, we found that they don't understand the language on the Municipality's homepage and in the online self-service solutions.

The grandchildren said: "There is too much text, too many steps". They would like to have chatbots to help them navigate public websites and said

how-to videos are a must. They'd like to use apps on their phones to use online services, and they think it is necessary to include information about digital mail and self-service solutions in the curriculum at school.

The Middle-aged

Middle-aged citizens focused on making services and the Centre easier to use for them. They wanted the Citizens' Service Centre to have less traditional hours, and to be open late afternoon/ early evening (and to have more parking!). They suggested using text message reminders for appointments, and wanted the reminders to include lists of information and documents they had to bring to their appointments.

Future digital services

All of the groups we talked to preferred to use the online self-service solutions, but they all want to feel as welcome online as they do when they use the Citizens' Service Centre.

We now have a set of ideas and rules for how we will shape the development of digital services in the future:

- Future online services must be transparent, welcoming, simple and designed for mobile devices.
- Use pictures and visualizations to support the text.
- Make the text simple and easy to understand.
- Services should always produce a result – like a receipt or a confirmation.
- Make how-to videos.
- Make an app that provides access to all our online services.
- Send text messages with reminders and information on what to bring if you have an appointment at the Citizens' Service Centre.
- Remember we need to serve people with different backgrounds who might not have Danish as their first language.

These ideas show that communication, support, experience, and the involvement of citizens are all crucial if we are to build good digital solutions.

Digital services provided by the Citizens' Service Centre

- **Passport**
- **Marriage**
- **Driver's license**
- **Information about tax**
- **Digital ID**
- **Entry to Denmark**
- **Digital mail**
- **Bills and debt**
- **Health insurance cards**
- **Elections (postal votes)**
- **Relocation**
- **Information about Aalborg Kommune**

Case study:
GOING OUT

GREEN
in Groningen

LET'S START GOING OUT GREEN!

This expo is the first step of the big campaign GOING OUT GREEN where we're aiming to inspire people like you and I to join events, parties, festivals and exhibitions – all while making 'greener' choices. It's easier than you think!

Love a fact, tip, idea that you want to share with us? Use the hashtag **#goingoutgreen** to spread the word or share your tip, fact or idea!

Follow us:
hereandnowingroningen
hereandnowingroningen

MADE POSSIBLE BY:

HERE & NOW IN GRONINGEN   Groener Groningen   Groningen Creative & Resilient City   sustainable women

Interreg North Sea Region Like!   WILD'S SCIENCER   COSIMO

INSPIRED to make a change?

Here are some handy apps, maps and links that will help you make that first important step!
Scan the QR codes or check the link below!

measure your footprint!
www.forgood.eco/en/home-2/

Check!
Check how sustainable your favourite brand is.
ETHICAL FABRIC
www.rankabrand.org

Good on you!
Rate how ethical your favourite brand is
www.goodonyou.eco

Think Dirty
Check the ingredients of your beauty, personal and household products and see where they are coming from.
Just scan the product barcode and Think Dirty will give you easy-to-understand info on the product, its ingredients, and advice on how to shop for cleaner options!
www.thinkdirtyapp.com

No more victims in textile factories.
COSH!
is conscious shopping made easy.
www.cosh.eco

Interreg North Sea Region Like!   sustainable women   Groener Groningen   HERE & NOW IN GRONINGEN

Groningen is often called a cosmopolitan village which truly reflects the essence of the city:

- University city full of talents
- Large amount of international students, expats and researchers
- Blooming cultural life

International students and talents come to Groningen not to only get higher education or jobs, but also to obtain experience and get inspired with positive examples of the ways of Dutch living. One of such topics is sustainability and 'greener' lifestyle.

Sustainability crisis

The topic is booming and also making many people around the word truly stressed, especially millennials. Various media have reported the appearance of new psychological conditions referred to as "ecoanxiety" and "climate grief". These conditions can be characterized by the overall feeling of hopelessness and guilt caused by the dramatic changes happening to our environment.

Party & study green!

Groningen event platform Here & Now (www.hereandnow.nl) has decided to put its own twist on the topic and use the positive image of culture to draw the attention of the local internationals to the topics of sustainability and start a campaign '**Going out green**'. Campaign would be focused at informing internationals about easy changes that they can apply to become more eco-friendly when joining events and cultural activities.

Research

In order to determine the best medium and content to reach the set goal, Here & Now has joined its forces with Hanze University of Applied Sciences International Communication students. In the period between September and December 2019 the students have done an extended research among the target audience.

The field research combined with the focus groups and brainstorms has highlighted the following wishes and interest among the target audience.

Conclusions

- Internationals of Groningen have really varying knowledge about sustainability: students from northern and central Europe are, on average, more aware of the whole topic of sustainability than their peers for southern Europe or Asia
- The absolute majority of all the respondents were interested in getting cultural and event-related sustainability tips
- Preferred communication style: light tone of voice, no 'sense of emergency', thinking small
- Prefered communication channels: social media - Instagram, influencers; Real life - workshops, posters with quick and concrete tips

Results

Based on the research results, Here & Now has created multiple products to reach the target audience:

- **Exhibition** at innovative festival Let's Gro, featuring over 30 tips & tricks on how internationals and Dutch can make their cultural life more sustainable:

  TIP #1 **Make sure to get your concert ticket digitally!**
  In 2019 almost 18 million people visited Dutch festivals! If everyone would print their ticket, paper needed to produce that would be equivalent to 6000 trees!
  TIP #2 **Think global, party local!** Festival lineups over loaded with overseas artists will most probably incur a big carbon footprint. Make sure events you're attending are giving the stage to their local artists and creatives! Better for community, better for the planet!
  TIP #3 **Up for a beer? Better local and tap!** Why?
  - Locally-brewed beer at the pub: 300g CO_2
  - Foreign beer in a pub: 500g CO_2
  - Bottled beer from the shop: 900g CO_2

- **Series of Instagram campaigns** with local influencers sharing their tips on joining cultural life more sustainably

- **Workshop** created for the new internationals focused on easy changes they can apply to become more sustainable, highlighting the efforts of the local cultural 'players' to become eco-friendlier:

  FACT #1: local festival Paradigm came up with biodegradable hemp wristbands which come with a seed that can be sown after the festival
  FACT #2: Groningen festival Noorderzon has recently obtained Golden Green Key certificate for their outstanding sustainability efforts
  FACT #3: Local music venue Oost is serving only vegan and locally produced foods and drinks to support the environment

Lessons learned

- Starting small and reaching out to specific communities can be more challenging, but a targeted approach almost always guarantees higher community participation

- Sustainability is a complex, yet urgent topic. While the EU is working on concrete guidelines on how specific sectors can become 'greener', more sustainable living awareness and local implementation often stays a 'grey area'. Therefore it's the place for the local governments to join forces with their communities and search for the best solutions together

- Social media and visual content are the best communication channels to reach out to the millennial audience, long reads can be informative, but sometimes it's all about those Instagram videos and infographic posts

- Internationals of Groningen, as well as other cities, might be less informed about certain aspects of sustainability, but are eager to learn and share their knowledge with their countries of origin

- Stimulating big changes with small steps, implementing small practices in the daily life of city residents, making them more comfortable with the topic is the way to go!

The international community of Groningen as well as the cultural sector are satisfied with the outcomes of '**Going out Green**' campaign and are currently planning follow-up events and activities to strengthen previously created results.

Yet, the big question is: which city is next?

FACEBOOK CAMPAIGN

in Drenthe, The Netherlands

uw stem telt !

A very successful Facebook campaign was run by the Province of Drenthe. It was just a short video with a simple animation to explain in an easy, accessible manner what happens after the elections. It was a great way to reach many people who wouldn't otherwise have been informed.

Social Media Analysis
Groningen, The Netherlands

This is a production of Groningen´s Newsroom. An interdisciplinary team of communication experts, social media professionals and a content manager work side by side to interact with citizens on Groningen´s social media channels. WhatsApp is one of Groningen's citizens favourite channels. Easy to use, always available and 80% of the customers get their answer within the hour.

Staying connected with your customers and collaborating in real-time is an integral part of delivering great customer service
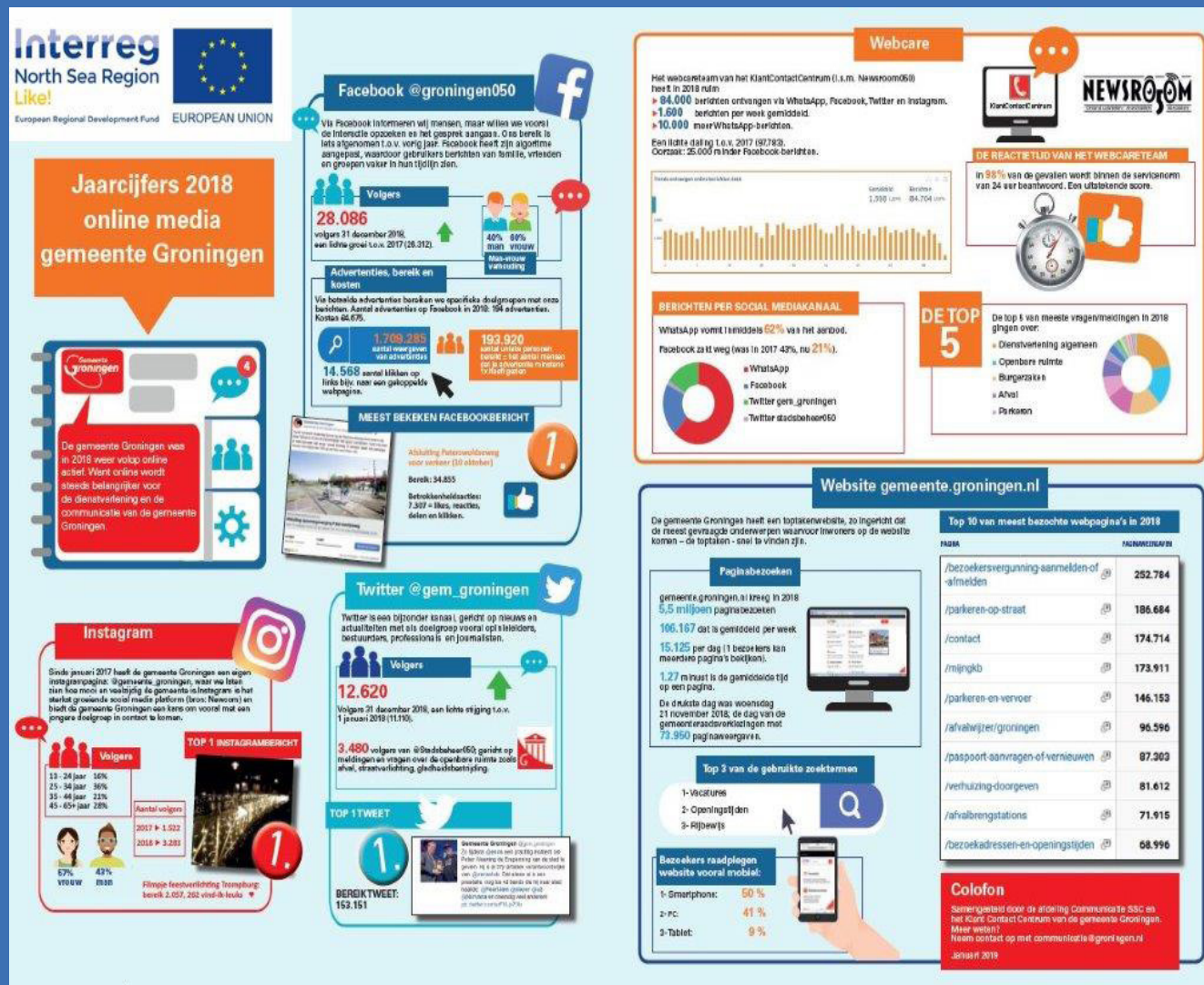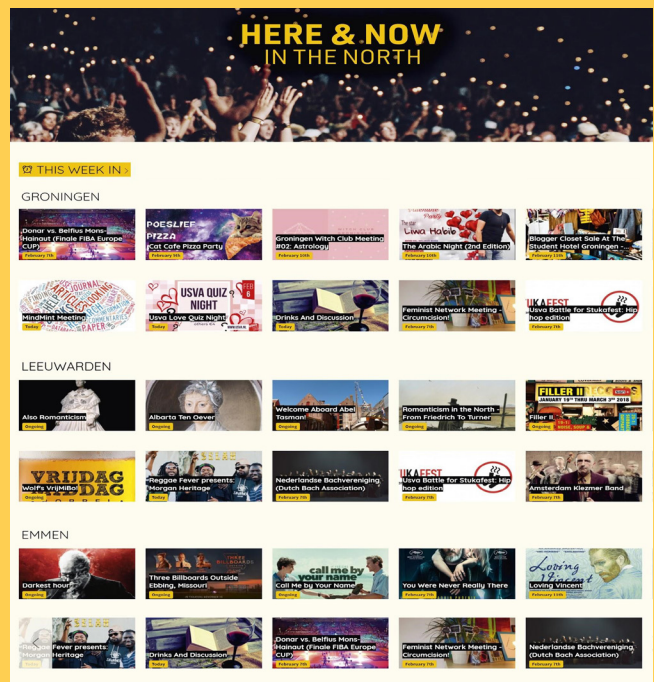
HERE AND NOW

a targeted approach to engage with international residents in Groningen

Here & Now ([www.hereandnow.nl)](www.hereandnow.nl) consistsof two main elements: a unique recommendation-based cultural agenda for visitors and locals, and a set of community activities that aim to connect the city's cultural sector with its international population.

The project was created in reaction to the ongoing internationalisation of the Dutch city of Groningen and is a result of collaboration of 4 groups: the local government, local knowledge institutions, the city's cultural sector, and international visitors.

Cultural integration and participation plays a leading role in the overall experience of the city for international visitors and students. In 2016 Groningen began to examine the cultural participation of the city's international community. The research revealed that visitors found social inclusion challenging, particularly cultural participation and socialisation with the Dutch population.

Even though the project was originally initiated by Groningen Municipality, the main objective has always been to involve international students and representatives of the cultural sector as much as possible – so there were over 30 focus groups and interviews with over 100 cultural stakeholders.

Based on the basis of the research, Groningen created
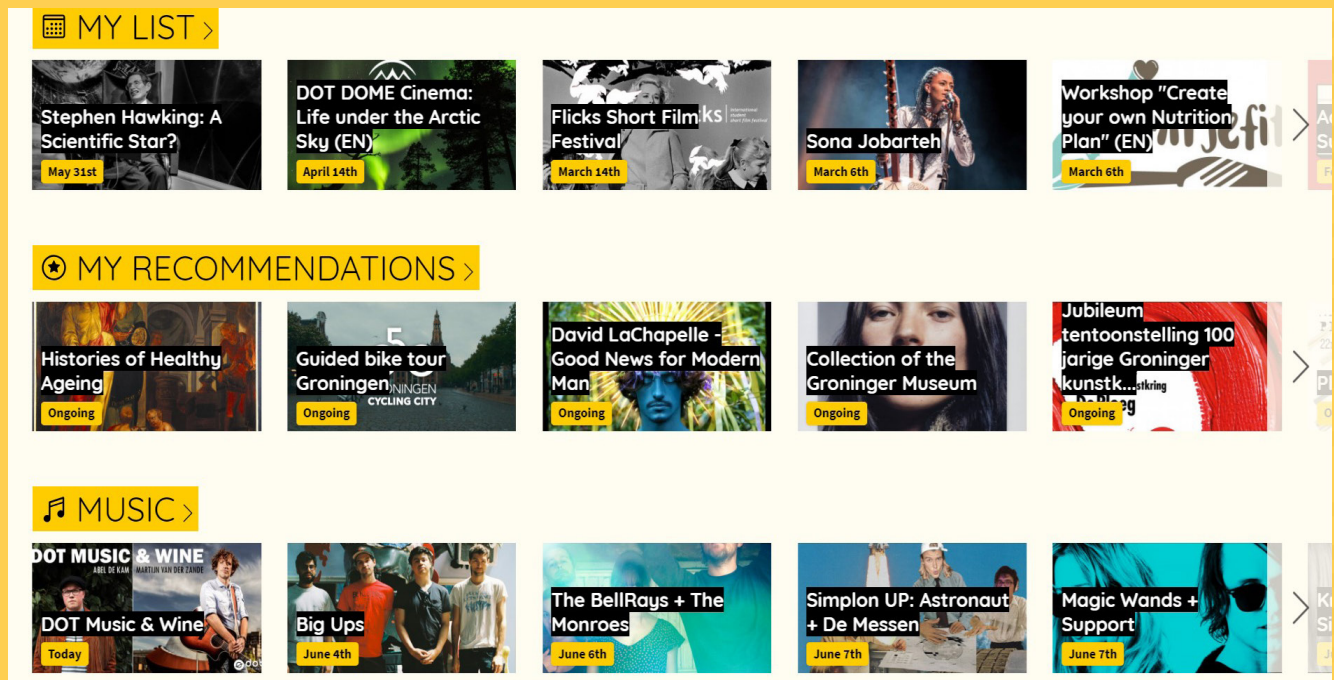
the Here & Now in Groningen project to bring together international students, expats, tourists, Groningen residents, event organisers and the culture sector.

The website provides:

- **Overview of all events in the city** that are in English or non-verbal (music, films with subtitles, exhibitions, etc.).
- **Personalised recommendations** and ability to create event lists.
- **Close to me** shows a map of events in the city and near the user if they allow the website to access their location.
- **Submit** allows any user to add events – this stimulates the "community feel" of the platform.

Reactions on the Here & Now website

It is kinda difficult to find events and activities in Groningen, especially in the beginning. I usually go to the Dutch event agenda's and then use Google Translate to understand what event I would like to go to. Yet I still have a feeling I miss out a lot

Alevtina, Lithuania - International student

Even though I'm German, I've still experienced quite some cultural shock and isolation. You're walking around the city, seeing the posters and flyers of events, but they are all in Dutch... Of course I went to a lot of student parties, but I feel I haven't really explored local cultural scene yet, because I don't really know where to start.

Sven, Germany - International student

We know international students and expats are living here in the city, but it's very difficult for us to reach them. Occasionally we organise international evenings and make our posters in English, but that doesn't really help.

Marijn, Marketing head of the biggest performance venue in the North Netherlands 'De Oosterpoort'

I find this concept an absolutely brilliant way to keep up to date with all the events and happenings in the city! Too bad It wasn't there when I've just came to Groningen.

Sally, USA - International student

I love the idea! I would've used it if I was abroad myself and I think it will definitely help us reach more international audience in the city!

Robert, general director of underground music venue Vera (venue artists including U2, Nirvana, and the Red Hot Chilli Peppers)

NEWSROOMS
Groningen, Drenthe, Rotterdam
The Netherlands

What is a Newsroom?

A Newsroom is an approach to managing online interaction between a Municiality and its citizens. The Newsroom brings together a range of existing work - such as monitoring, identifying, analysing and acting upon online and social media - in one physical location and in on cross-cutting/cross-functional team.

The Newsroom usually combines webcare, data analysis, web editing,news editing and public engagement. The Newsroom doesn't have to be one workspace, but when employees are within calling distance of each other it stimulates knowledge transfer and speeds up the coordination and responses across staff and teams.

Creating a Newsroom

Setting up the Newsroom is often a joint initiative of communications and customer services teams. It usually starts with a pilot which lasts several months, where existing tasks and teams are physically grouped together. In our experience it's better to start this without doing a great deal of over-planning and pre-emptive change management – the priority is to start the local collaborations and get working together.

'We already did analyses, did online monitoring and created online content. It is not the tasks that have changed but how we do them which changed with the Newsroom's introduction.'

Marianne Post, Newsroom coordinator at the Municipality of Rotterdam: '

What sources does the Newsroom use?

The online media-monitoring system is fed with information from social media, news reports from both newspapers and regional broadcasters, information from the Customer Contact Centre and reactions or comments by people on the corporate social media channels.

Online signals are received from the networks of spokespersons, communication consultants, community managers and area managers.

What does the Newsroom cover?

The Newsroom should create interesting content for many different audiences. It should link news with local political priorities, with managerial priorities, with current services, city marketing or crisis communications. Employees combine storylines and translate signals into actual reporting. Content from the Newsroom – such as messages and videos – is frequently adoted by traditonal media and we find it increasingly tends to replace traditional press releases.

How frequently does the Newsroom send out reports?

In Groningen the data analyst does a simple daily or weekly report that contains a situational presentation which focuses on the municipal Executive Board's priorities. These simple reports are distributed widely to hundreds of employees by email and are published on the intranet. Our data analyst can also provide comprehensive reports with more interpretation and context for specific groups of employees.

Reports from the Newsroom's monitoring during events or demonstrations for example might cover different search requests and be sent out more often, when tuned to the needs of internal project teams or to support collaboration between the Mayor's Office, the Justice Department and the Police.

Read the full Report on LIKE!'s website

Webcare

Het webcareteam van het KlantContactCentrum (i.s.m. Newsroom050) heeft in 2018 ruim
▶ **84.000** berichten ontvangen via WhatsApp, Facebook, Twitter en Instagram.
▶ **1.600** berichten per week gemiddeld.
▶ **10.000** meer WhatsApp-berichten.
Een lichte daling t.o.v. 2017 (97.783).
Oorzaak: 25.000 minder Facebook-berichten.

KlantContactCentrum   NEWSROOM

Trends ontvangen online berichten 2018   Gemiddeld 1.598   Berichten 84.704

DE REACTIETIJD VAN HET WEBCARETEAM

In **98%** van de gevallen wordt binnen de servicenorm van 24 uur beantwoord. Een uitstekende score.

BERICHTEN PER SOCIAL MEDIAKANAAL

WhatsApp vormt inmiddels **62%** van het aanbod.
Facebook zakt weg (was in 2017 43%, nu **21%**).

- WhatsApp
- Facebook
- Twitter gem_groningen
- Twitter stadsbeheer050

DE TOP 5

De top 5 van meeste vragen/meldingen in 2018 gingen over:
- Dienstverlening algemeen
- Openbare ruimte
- Burgerzaken
- Afval
- Parkeren

SEVEN TIPS FOR STARTING UP A MUNICIPAL NEWSROOM

1. **Do not start with a detailed plan of action, but work on developing the Newsroom as a pilot, so that you have the freedom to experiment and react.**

2. **When starting up, use the knowledge and experiences of other organizations that have already created local Newsrooms.**

3. **Ensure that people who need to work together are in the same physical location where online data is being monitored, so the Newsroom can react quickly.**

4. **Strengthen the awareness of the entire organization by proactively distributing information - send reports, show online dashboards and visualize information.**

5. **Make sure that you can deliver web support through an online media monitoring system, do not tinker about with a smartphone app.**

6. **Set up a central editorial team for the management of your corporate social media accounts, and also use traditional media such as a newspapers to try and distribute Newsroom material across all channels your citizens use.**

7. **The Newsroom can be a challenging place – it's great for people who enjoy online media and have the right work attitude. Hire for attitude, then give them the skills!**

Rotterdammer Centraal
Putting Rotterdam's citizens first

The Municipality of Rotterdam and the Dutch 'User Central' national knowledge community have started a partnership to build a new local community in Rotterdam that uses the User Central platform (https://www.gebruikercentraal.nl/) to develop new approaches to putting the 'Rotterdammer' first in public service delivery.

The kick-off of the new "Rotterdammer Centraal" community (Citizens of Rotterdam are Central) in April 2019 was a success. More than 50 professionals from different organisations and companies gathered at the 'Machinist' in Rotterdam to see how they could deliver our goal of putting the citizens of Rotterdam first. It was a positive afternoon full of energy, that collected input from citizens on how to improve Rotterdam's customer services delivery and we identified six priority areas.

With these we can start building our local improvement platform (rotterdammer.gebruikercentraal.nl) The community decides the priorities, and the community provides input and skills - sixteen participants agreed to take an active role in the new community.

We will start by working with RET (Rotterdamse Electrische Tram – our public transport system) to support their Innovation Lab in RET's efforts to improve customer satisfaction and to develop new ideas and technologies and new ways of working.

The User Central aproach works with five principles:

1. **Put the user first – design for their needs**

2. **Only be satisfied when your user is satisfied**

3. **Make it easy for the user**

4. **Use facts, not assumptions**

5. **Be open and transparent and share your knowledge**

2.596 unique visitors since the start of the website!

A new digital collaboration of four municipalities in The Netherlands is going to help residents to receive support more easily. *i4sociaal* puts citizens and their needs front and centre. Residents looking for funding and support will no longer have to conduct lengthy internet searches but can retrieve all the necessary information from one website called *MaximaalJezelf*.

The 'i' in i4sociaal stands for information, integration, inspiration and innovation.

i4sociaal is a digital collaboration of the municipalities of Groningen, Zwolle, Deventer, and Enschede that focuses on the needs of their less-privileged citizens. The aim is to make citizens' data more accessible within the Municipality in order to ensure better and easier customer services. "We have created a platform where citizens can review their own citizen profile. This platform enables citizens to see whether they are entitled to subsidies, and they can apply for them online", says Gerke Bos, strategic information manager at the Municipality of Groningen.

Finding out which survices are available for you and whether you are entitled to support from the city was rather difficult in the past: information was spread across the internet, which made it difficult for the citizens to gather information and see if they qualified for support. That is why Groningen wants to create one platform that provides all the necessary information in one place.

i4sociaal is inspired by *The Common Ground*, which is a national movement in The Netherlands that ensures smarter and more efficient use of data. *Common Ground* can be thought of as a digital entity within the Municipality that saves and stores all the data that citizens have provided in the past, and makes it available to all the different departments that need to have access to it when processing a request.

Using citizens' data in a smarter way saves a lot of time and makes communication between the city quicker and more efficient. In the future, the goal is to make it possible for residents to apply for support and services with a single click – just like one-click online shopping.

This digital initiative not only improves communication between the citizen and the city, it also connects the various departments within the Municipality. "In the past, a lot of the information that citizens provided was not shared among different divisions. This meant that different

departments had to request the same information again and again, which slowed down and complicated the application procedure".

i4sociaal also makes it possible to help citizens without requiring the involvement of additional specialists to check if the citizen is eligible for support. *i4sociaal* holds the bigger picture, and the necessary information is forwarded digitally. Since the Municipality already holds relevant information about citizens and services, this also reduces the chance of making new errors.

Groningen has already run a couple of pilots to investigate what citizens need and how to provide the best support. We started with describing the customer's needs and journey by imagining what a citizen will search for on the Municipality's website.

Finding out what information citizens might need and what steps they would take to apply for support meant that staff had to put themselves into the shoes of citizens such as Liselotte. After describing the needs and paths of many different personas with low incomes, they translated their findings into *i4sociaal*.

At this point, citizens can already make use of i4sociaal. However, in order to make full use of the digital platform, Groningen needs to be able to use a DigiD - a form of digital identification - to validate citizens' profiles and information. However, getting a DigiD that multiple municipalities can use on one platform is not currently possible.

i4sociaal was developed to create a digital platform that helps municipalities to communicate with their citizens. Through i4sociaal the municipalities of Groningen, Enschede, Zwolle, Deventer and now also Leeuwarden, and Zaanstad, hope to provide all the necessary information about support services for their residents on one single website.

*...user stories were key
to our approach...*

ROESELARE
IS 'R VOOR JOU

Aalborg
Kommune

Gemeente
Groningen

Universität Vechta
University of Vechta

Suffolk
County Council

City of Rotterdam

provincie
Drenthe

Angus
Council

rijksuniversiteit
groningen

VECHTA

Interreg
North Sea Region
European Regional Development Fund

EUROPEAN UNION