

LIKE!

WORK PACKAGE 4

Read all about
the LIKE! Project

4.1 SMARTER SERVICES

4.2 LOCAL SERVICES

4.3 CONTENT AND CHANNEL STRATEGIES

Interreg
North Sea Region
European Regional Development Fund



EUROPEAN UNION

COLOFON

LIKE! Project - Building a local digital innovation culture (an Interreg North Sea Region project).

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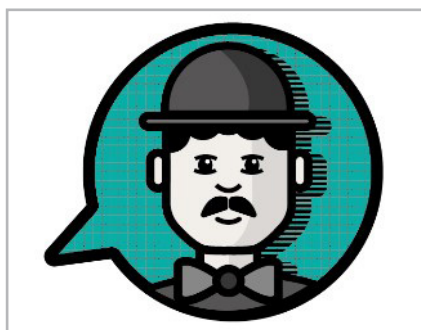
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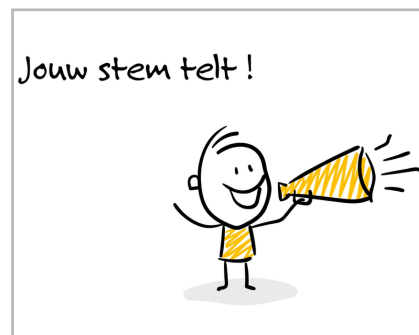
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Partners in the LIKE! Project

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. The project began on 01/10/2016 and is due to end on 01/03/2020.

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.

In order to manage the project more efficiently, it has been broken down into themes, or **Work Packages** as we call them here. The LIKE! project has five work packages; a work package covering project management, a communications work package, and work packages covering the three main themes of the LIKE! project.

Because the three main themes are also quite large, we have broken each of these down into three sub-work packages. We sometimes refer to these as **Pilots** in this magazine.

Work Package 3

Creating a local digital innovation culture across the North Sea Region

- WP 3.1 DEVELOPING INNOVATION AND SKILLS
- WP 3.2 NEW FORMS OF ENGAGEMENT
- WP 3.3 INCLUSIVE SERVICES

Work Package 4

Smarter Services

- WP 4.1 SMARTER SERVICES
- WP 4.2 LOCAL SERVICES
- WP 4.3 CONTENT AND CHANNEL STRATEGIES

Work Package 5

Create a Digital DNA for Cities and Neighbourhoods

- WP 5.1 DIGITAL DASHBOARDS
- WP 5.2 LOCAL DATA FOR LOCAL SERVICES
- WP 5.3 IoT - INTERNET OF THINGS

PREFACE

Developing Smarter Services



LIKE's Work Package 4 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 package delivered three transnational pilots:

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

OUR THREE THEMES

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 work package 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.

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

HELLO FROM THE WORK PACKAGE LEADS!

LIKE! – Hi Kevin and Lesley 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 work package?

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



Work Package 3 (Creating a Local Digital Innovation Culture). The two work packages 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 work packages, you're managing three pilots 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, and 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 package 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.

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

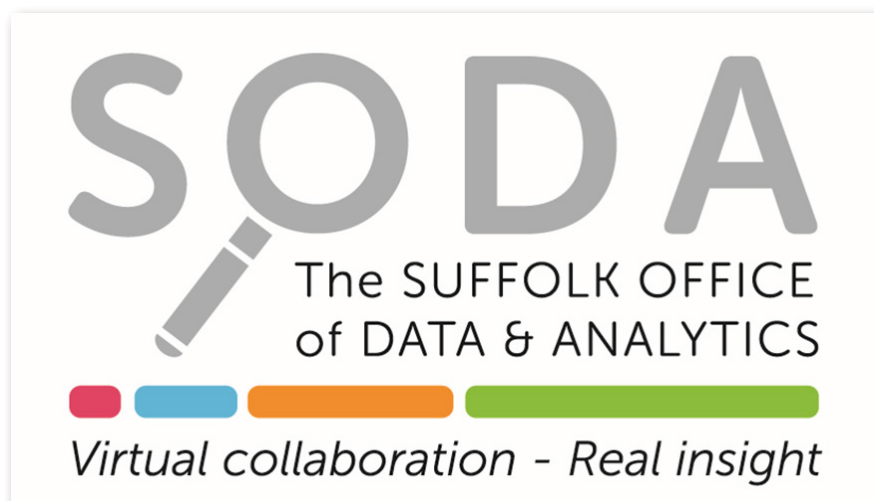


better letters to citizens aims to co-ordinate the sending out of communications to citizens to reduce demands on the Contact Centre. This may be a small change in wording, or leaving out telephone numbers and referring to the website instead.

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

- 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 maturing all the time.
- 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.
- 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 data the partners held on their work 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**

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, the technology was not felt to be suitable by many local governments, 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?

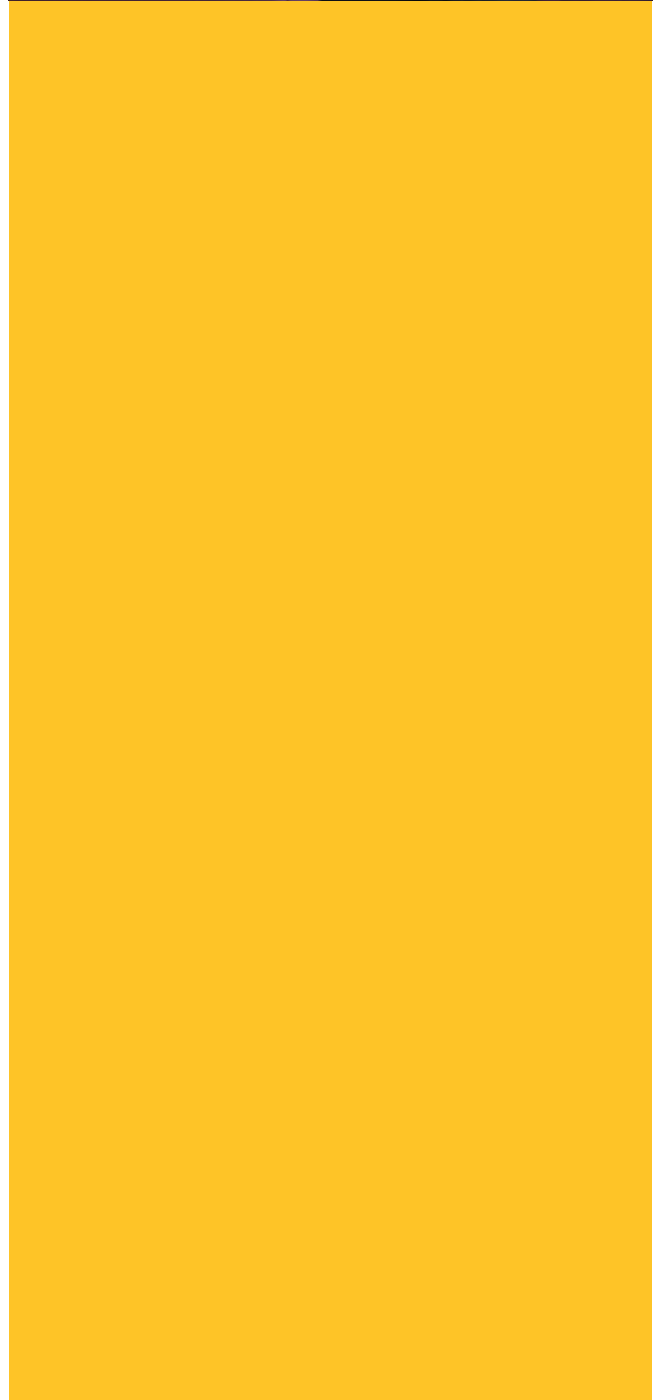
The use of chatbots in government contact centres is a perfect example of the sort of digital service development that the LIKE! project is delivering.

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.



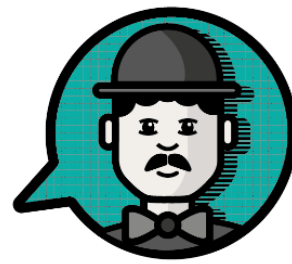
Leads WP 4



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 given government service (such as waste collection).

ROESELARE -Introducing Chatbot Bertje



Here in Roeselare, we decided to design our chatbot (who we name 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 if they were a virtual employee of the customer 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.



Bertje, het digitale hulpje van Stad Roeselare



- ✓ Antwoordt op algemene vragen over producten of diensten van de Stad
- ✓ Maakt je wegwijs op onze website
- ✗ Geeft geen antwoord op specifieke vragen (bv. over dossiers, personen,...)

Chat

Ik wil iets aanvragen

Ik heb een vraag

Bertje

Ik heb een vraag

Ik

Ok, stel gerust je vraag!

Bertje

waar is het stadhuis?

Ik

Het stadhuis is gevestigd op de Botermarkt 2, 8800 Roeselare.

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 through 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?

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

Some of us wanted to 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?

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.

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.

ALEXA – tell me about
government services
Rotterdam, The Netherlands





Voice assistants are becoming almost ubiquitous in homes across Europe. The global market intelligence firm IDC has predicted smart speaker sales will exceed 23 million in Europe in 2019.

If other digital technologies are anything to go by, user expectations and experiences from commercial settings will affect how they 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, adding to the view 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.

How we went about it

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.

What outcomes were we looking for?

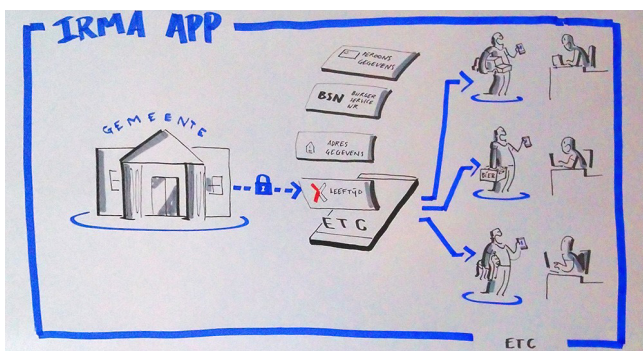
The outcomes had a strong focus on increased accessibility of public services, on inclusion for target groups with special needs (visually impaired, illiterate people, people with low IQ/Learning disorder). All concepts and prototypes were tested with members of the target groups, and the results were presented to the municipality. Insights from both design challenges are now being evaluated by the Innovation and IT programme managers to decide on follow up and how they will affect strategic plans.

The impact of collaboration

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.

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=q6lihEQFPys>

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! WP3 magazine). Consul, or '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 spent 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 believe 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 use and are affected by 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 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.

LIKE! will produce a case study on Suffolk's learning from the MOMO trial.



Using gamification to help people in debt improve their financial skills

Both the municipality of Groningen and the municipality of Rotterdam are struggling with 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 two service pilots to explore how gamification can help these citizens to improve their financial skills and decrease the levels of financial stress they face.



Background to the gamification experiment 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 of 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



16 gewoontekaarten: 4 van elke kleur



4 doelkaarten



1 insteekhoes

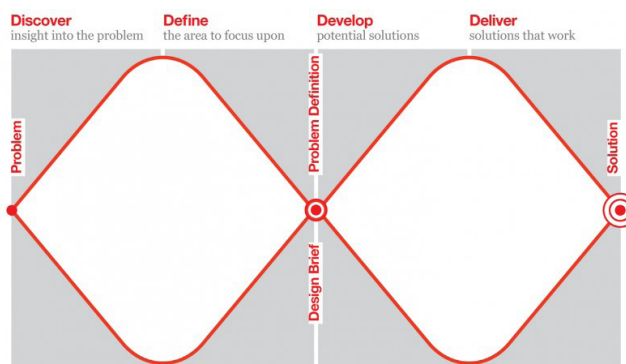


32 zelf-klevende edelstenen

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.



<https://www.designcouncil.org.uk/>

What Rotterdam Learned

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 gamification made this project innovative. &Ranj's gamification approach is based on the double diamond approach.

Gamification is a profession in its own right

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 led to a great (non digital!) prototype.

Behavioural change is not enough

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 estimated in advance.

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.

Complex path for professionals or user centred services

Digitalisation

2 speeds
management
1500+ in
innovation
culture

Service Angle
Change with
Voluntary Income
on Target

LEAN
FOR
R DIGITAL
PROCESSES
(AC)

Digital for
young people

Learning
for
digital

Early stage
- cultural change
Programme with
staff

democracy
RUG forms
democracy
dashboards
Cit.council

Industrial
Services

Angle
large young
people

Business (AC)
Create to change
- connecting
connections /
digital future
change - work -
up skill about
learning digital services

Support
quality to
public and
customers

Using the
3 Horizons
framework
to develop
innovative
culture

Embedding
digital descriptors
- shift performance
reviews

young people
training

Service Digital
Business Services
Reinforce on
existing staff

Support
employees
with no
digital skills
to access
digital learning

Health
point
@50

Improving
WhatsApp
Send Yell

Health
point
@50

Health
point
@50

Health
point
@50

Introducing
Digital Skills
as change
agents for
digital

ING IN
DIG PEOP

Health
point
@50

Digital
in Software
culture
experience

Newsroom
Dentha
Setting up a
learning centre
employees see
more initiative
"it abnormal"

Health
point
@50

Health
point
@50

Health
point
@50

Health
point
@50

Health
point
@50

Newsroom
Dentha
Integrating
"traditional
info" in 2008

Health
point
@50

Health
point
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Health
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Health
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Health
point
@50

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 has 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 it didn't achieve its overall objectives, the project provided valuable insights that we can use in future work.

This highlights a key point of learning 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 very 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

In terms of timing, these Local Service pilots are sometimes difficult to deliver quickly: by comparison our Smarter Service pilots are developing new technological approaches and 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.

However, that's not to say we haven't achieved anything. 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.

Other pilots have also showed us that you need to be able 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.

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 innovating
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



Digitally-enabled population health in West Suffolk

West Suffolk Health Trust (WSHT) is working on a single longitudinal health record, the development of user-facing technologies, and the use of big data for population health.

Their aim is to develop:

- A **population health** platform to bring big data together, which will create a single longitudinal care record for services and practitioners, and
- A **patient portal** to give clients access to their own record.

WSHT are working with partners, such as the West Suffolk Clinical Commissioning Group, external health care providers, West Suffolk councils, Suffolk County Council, etc. to include a wide range of health & care as well as other related data into the platform.

Suffolk County Council have provided staff to:

- **Define** the analytics function's place and purpose within a population health management programme;
- **Position** the analytics function for success across the wider Suffolk System;
- Develop analytics around **use cases**, to test the platform.

This will deliver a joined evidence base across all partners to support better decision making, service delivery design, etc.

Developing 'The Angus Care Model' Angus, Scotland

Angus Health and Social Care Partnership has been developing 'The Angus Care Model' - a new model of care for people Angus 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.

The ACM 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.

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.

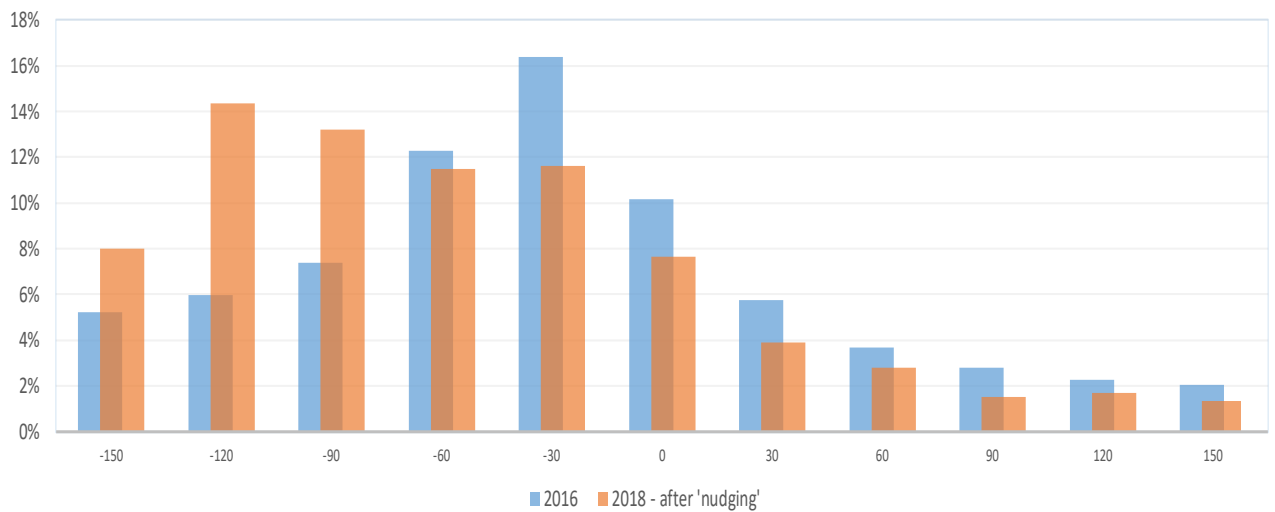
- We have introduced easier access to equipment through online self-assessment. Equipment (e.g. raised toilet seats, external and internal grab rails) is delivered to the patient's door free of charge.
- As staff found it difficult to be released from work to attend training we invested in ZOOM - cost 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/>.

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



There used to be long queues in the Citizen Service Centre in Aalborg at the beginning of every summer because lots of 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 passport. 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 in due time and use the self-service solutions before they show up in the Citizen 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 months 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

bookyourride.co.uk

@bookyourride

Working in partnership with
CONNECTING CO COMMUNITIES

New service
Haverhill - West Suffolk Hospital

RIDE

Your local service that
helps you go places in Suffolk



A new service between Haverhill and West Suffolk Hospital
via the villages of Chesburgh and Westonbruck.

To book your seat or find out more, head to bookyourride.co.uk
or call 01438 608022

@bookyourride

Working in partnership with
CONNECTING CO COMMUNITIES

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 to see the routes available from community transport operators and to be able to book and pay for a service on line. 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 was 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 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 requested 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 on line.

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 on line booking in helping to provide services that are used by students, commuters, and older people with accessibility needs.

on the website:

<https://northsearegion.eu/like/use-case-papers/>



The LIKE! Approach to Channel and Content Strategies

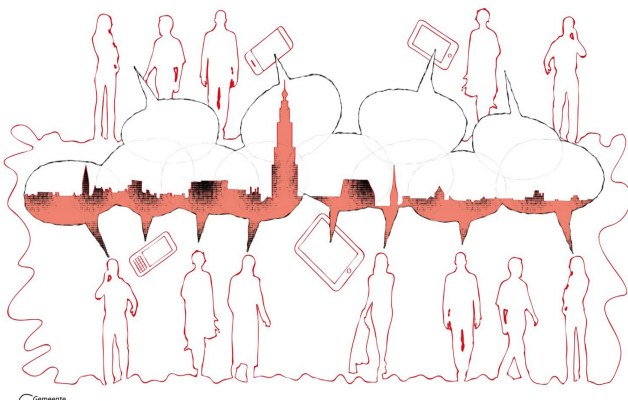
We've worked hard on these particular pilots to show you a wide range of approaches to content and channel delivery strategies.

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 may 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

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.

In order to be as inclusive as possible with public service delivery, the widest range of society needs to be considered; 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.

All forms of delivery need to be considering, including platforms, websites, apps, and social media.

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 provision for Angus Health and Social Care Partnership

Developing a website

Angus HSCP 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 a way to highlight achievements, and as a way to gather more feedback about our work and what matters to people.

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

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.



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

The 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

FACEBOOK CAMPAIGN in Drenthe, The Netherlands

Jouw 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

European Regional Development Fund EUROPEAN UNION

Jaarcijfers 2018 online media gemeente Groningen

Facebook @groningen050

Via Facebook informeren wij mensen, maar willen we vooral de interactie opzoeken en het gesprek aangaan. Om bereik te laten afgemeten t.o.v. vorig jaar. Facebook heeft zijn algoritme aangepast, waardoor gebruikers berichten van familie, vrienden en groepen vaker in hun tijdlijn zien.

Volgers
28.086
volgers 31 december 2018, van LinkedIn groei t.o.v. 2017 (28.312)

40% 80%
start nieuw
vrienden
van ouding

Advertenties, bereik en kosten
Via betaalde advertenties bereiken we specifieke doelgroepen met onze berichten. Aantal advertenties op Facebook in 2018: 104 advertenties. Kosten €6.675.

1.705.285
aantal unieke personen bereikt in de laatste 14 dagen op de afgelopen 14 dagen per dag

193.920
aantal unieke personen bereikt in de laatste 14 dagen op de afgelopen 14 dagen per dag

14.568
aantal likes op linkje bijv. naar een gekopieerde webpagina.

MEEST BEKEKEN FACEBOOKBERICHT
Afschaffing fietsverzekering voor wijkwag (31 oktober)
Bereik: 34.855
Betrokkenheidsratio: 2,307 = likes, reacties, delen en likes.

Webcare

Het webcareteam van het KlantContactCentrum (i.s.m. Nieuwsroom050) heeft in 2018 ruim:

- 84.000 berichten ontvangen via WhatsApp, Facebook, Twitter en Instagram.
- 1.500 berichten per week gemiddeld.
- 10.000 meer WhatsApp-berichten.

En heeft stal no. t.o.v. 2017 (97163).
Oorzaak: 25.000 minder Facebook berichten.

DE REACTIETIJD VAN HET WEBCARETEAM
In 95% van de gevallen wordt binnen de servicetijd van 24 uur beantwoord. Een uitstekende score.

BERICHTEN PER SOCIAL MEDIAKANAAAL
WhatsApp vormt inmiddels 62% van het aanbod. Facebook zat er weg (was in 2017 43%, nu 21%).

- WhatsApp
- Facebook
- Twitter gem. groningen
- Twitter stadsgemeente050

DE TOP 5
De top 5 van meeste vragenstellingen in 2018 gingen over:

- Dienstavening algemeen
- Openbare ruimte
- Burgerschap
- Ahal
- Parkeren

Instagram

Sinds januari 2017 heeft de gemeente Groningen een eigen Instagrampagina: @gemeente.groningen, wat nu het belangrijkste sociale media platform is. Newsroom is het belangrijkste sociale media platform (bron: Newsroom) en heeft de gemeente Groningen ook kennis en vooral met een jongere doelgroep in contact te komen.

Volgers
12.620
Volgers 31 december 2018, een lichte stijging t.o.v. 1 januari 2018 (11.170).

3.480
volgers van @stadsgemeente050 gericht op meldingen en vragen over de openbare ruimte zoals ehv, straatverlichting, gebiedsontwikkeling.

TOP 1 INSTAGRAMBERICHT

TOP 1 TWEET

BEREIKTWEET: 153.151

Website gemeente.groningen.nl

De gemeente Groningen heeft een toptakerecords, zo ingeticht dat de meest gevraagde onderwerpen waarvoor inwoners op de website komen – de toptaken – snel te vinden zijn.

Top 10 van meest bezochte webpagina's in 2018

PAGINA	FAALMAATGEVINGEN
/bezoekersvergunning-aanmelden-of-afrmelden	252.784
/parkeren-op straat	186.684
/contact	174.714
/milieukb	173.911
/parkeren-en-vervoer	146.153
/afvalwijzer/groningen	96.596
/paspoort-aanvragen-of-vernieuwen	87.303
/verhuizing-doorgeven	81.612
/afvalbrengstations	71.915
/bezoekadressen-en-openings tijden	68.996

Paginabezoeken
gemeente.groningen.nl kreeg in 2018 5,5 miljoen paginabezoeken
106.167 dat is gemiddeld per week
15.125 per dag (1 bezoeker kan meerdere pagina's bekijken).
1,27 minuut is de gemiddelde tijd op een pagina.
De drukste dag was woensdag 21 november 2018, de dag van de gemeenteraadsverkiezing met 73.950 paginabezoeken.

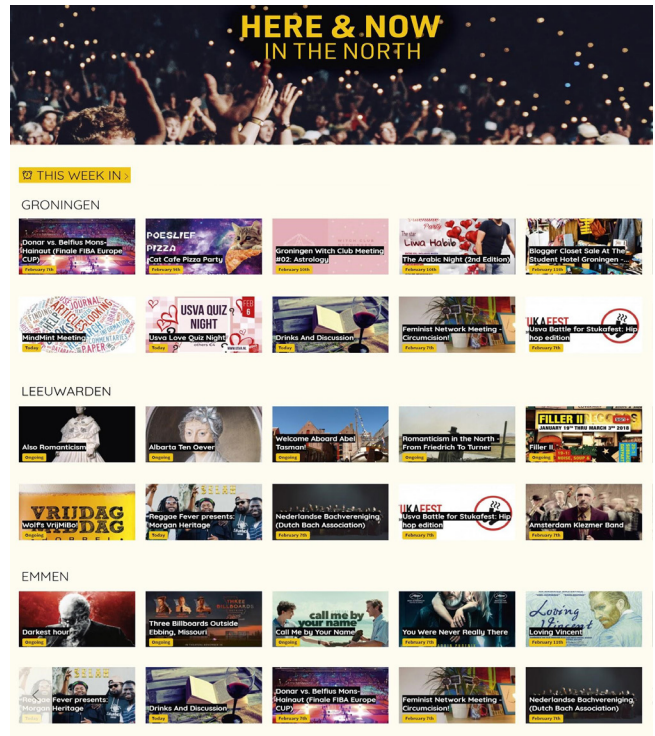
Top 3 van de gebruikte zoektermen

- 1- wettus
- 2- Openingstijden
- 3- Rijbewijs

Bezoekers raadplegen website vooral mobiel:

- 1- Smartphone: 50%
- 2- PC: 41%
- 3- Tablet: 9%

Colofon
Samengesteld door de afdeling Communicatie SSC en het Klant Contact Centrum van de gemeente Groningen. Meer weten? Neem contact op met communicatie@groningen.nl
Januari 2019



HERE AND NOW

a targeted approach to international residents in Groningen

Here & Now (www.hereandnow.nl) consists of 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.

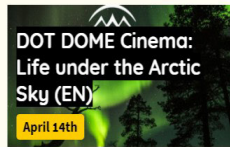
Cultural integration and participation plays a leading role in the overall experience of the city for international visitors and students. In 2016 Groningen began to examine the

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.

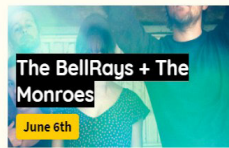
MY LIST >



MY RECOMMENDATIONS >



MUSIC >



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.

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'

Reactions on the Here & Now website:

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 (that has hosted artists like U2, Nirvana, and the Red Hot Chili Peppers)

NEWSROOMS

Groningen, Drenthe, Rotterdam

The Netherlands

What is a Newsroom?

A Newsroom is an approach to managing online interaction between a municipality 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 one 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 service 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: '

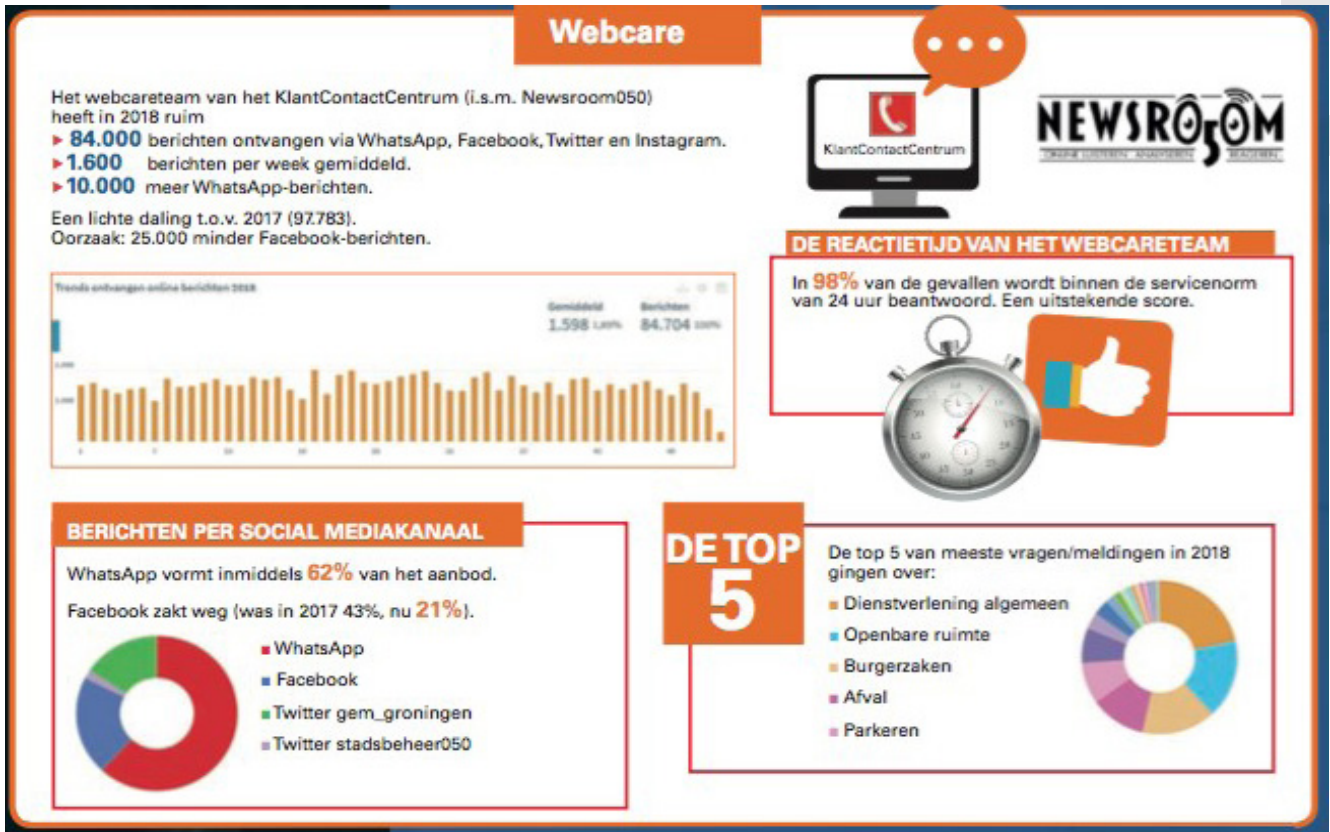
What sources does the Newsroom use?

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 adopted by traditional 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.

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 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 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 put 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 six priorities we can start to 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 Elektrische 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 approach 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

Interview with Gerke Bos

initiator of i4Sociaal Platform

Groningen, The Netherlands

A new digital collaboration of four municipalities is going to help residents to receive support more easily. *i4sociaal* puts citizens and their needs front and centre. Residents looking for subsidies 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 subsidies are available for you and whether you are entitled to subsidies from the city was rather diffi-

cult 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 *Common Ground*, which is a national movement 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”.

i4social also makes it possible to help citizens without requiring the involvement of additional specialists to check if the citizen is eligible for support. *i4social* 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 *i4social*.

At this point, citizens can already make use of *i4social*. 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.



i4social was developed to create a digital platform that helps municipalities to communicate with their citizens. Through *i4social* 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...*



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