

LIKE!

DEVELOPING A LOCAL INNOVATION CULTURE

What the LIKE! Project has learned about developing the skills and cultures we need to support innovation and improve local services

1. DEVELOPING INNOVATION AND SKILLS

2. NEW FORMS OF ENGAGEMENT

3. INCLUSIVE SERVICES

Interreg
North Sea Region
European Regional Development Fund



COLOFON

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

LEAD BENEFICIARY

Municipality of Groningen

PRODUCERS

Renske Stumpel

renske.stumpel@groningen.nl

Evite van Winkoop

evite.van.winkoop@groningen.nl

THESE PEOPLE CONTRIBUTED TO THIS MAGAZINE

Aalborg

Grethe Fallesen

Angus Council

Julie Short, Holly Ewens, Mark

Armstrong, Jill Patterson, Anna Hondzio

Drenthe Province

Tineke Smegen

Groningen Municipality

Evite van Winkoop, Nephtis Brandsma,

Renske Stumpel, Bram Scholtens, Rolf

van Benthem

Groningen University

Peter van Kampen

Roeselare Municipality

Kimberley van Luchem, Gino Dehullu,

Angelique So

Rotterdam Municipality

Bjorn Dirkse, Esmeralde Marsman

Suffolk County Council

Kevin Wegg, Lesley Hood

Vechta Municipality

Frank Käthler, Christina Rasche

Vechta University

Karl Martin Born, Robin Hake

AUTHOR

Dave Fitch

dave@dere-street.com

Alastair Macartney

alastair.macartney@googlemail.com

DESIGNER

Jetta Post

jettapost@gmail.com

FOLLOW US



LikeNSRproject@groningen.nl



www.northsearegion.eu/like



www.twitter.com/LikeNSRproject



www.linkedin.com/company/like-project-building-a-local-digital-innovation-culture/

Find the complete set of magazines at our website: www.northsearegion.eu/like



CONTENTS

5 ABOUT THE LIKE! PROJECT

6 PREFACE - Building a digital innovation culture

9 DEVELOPING INNOVATION AND SKILLS

- 10 Hello from the Theme Leads!
- 13 THE DIGITAL GENIUS
- 14 Creating an innovative environment: Summerclasses and Broodje LIKE!
- 18 FOCUS on DIGI-coaches
- 21 Thinking about design thinking - Stimulating innovation with design thinking Lessons from Aalborg and Rotterdam
- 24 New Digital Innovation will offer 24/7 Support to Groningers
- 27 Working Alongside People with Disabilities: Using Hackathons to Develop New Initiatives
- 30 HOW CREATIVE THINKING CAN HELP IMPROVE PUBLIC SERVICES

32 NEW FORMS OF ENGAGEMENT

- 33 Social Pinpoint Places to Engage our Community
- 34 Digital Democracy: a guide on local practices of digital participation
- 36 PARTICIPATORY BUDGETTING
- 39 Neighbourhood Supporters for Older People
- 40 Nebenan - a neighbourhood approach to managing changing land use in Vechta
- 42 Smart Seniors - Digitally Empowering Older People
- 44 Improving Communication with Citizens
- 48 Using Visual Language to get information to citizens: Roeselare, Rotterdam
- 50 Groningen strives for more dialogue between Citizens and Municipality
- 52 THE VOICE OF GRONINGEN - DIFFERENT METHODS OF DIGITAL DEMOCRACY
- 54 Experiences with Participatory Budgeting Lessons from Groningen

56 INCLUSIVE SERVICES

- 58 Understanding where citizens trust eGovernment: Martin Schweer, University of Vechta, Germany
- 60 REPORT: CUSTOMER CONTACT AND INTERACTION
- 62 FOCUS: DIG-IT FESTIVAL DEVELOPING SUFFOLK'S DIGITAL APPROACH
- 63 How to run a good transnational workshop
- 65 SERVICE DESIGN IMPROVEMENT: CARING FOR CARERS
- 66 Interreg NSR LIKE! Project: The poetry, the story, the impact
- 70 THE BENEFITS OF COLLABORATION



INNOVATION

Partners in the LIKE! Project

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

Create a Digital DNA for Cities and Neighbourhoods

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

PREFACE

Building a digital innovation culture

Steering Committee Meeting Roeselare



The rise of digital technologies in the delivery of public services has brought with it some practical barriers and skills gaps that can hamper the delivery and take-up of innovative offerings from local governments. By concentrating on organisational change, the digital innovation approach will develop capacity to lead and implement.

Digital innovation and culture change will also develop solutions that learn from the needs of citizens and will use a multi-helix approach with local government, universities, SMEs, and citizens to identify, develop and share the organisational skills necessary to deliver exciting, efficient, useful and innovative projects.



WHAT CAN YOU FIND IN THIS MAGAZINE?

This magazine focuses on three core themes:

1. Developing Innovation and Skills looks at how organisations are working together to prepare their staff and citizens for new digital services. We look at Digicoaches to improve digital skills and Summerclasses.

2. New Forms of Engagement looks at ways in which digital innovation can help reach out to different parts of the community. A great example here is how Angus Council has used a range of techniques to enable the community to choose where public money is spent (Participatory Budgeting).

3. Inclusive Services looks at ways we can ensure that different parts of the community are not left behind by new advances in digital technology. For example, we show how we've worked together to provide services for older people and people with learning disabilities.

The key theme running throughout all the work in this magazine is that by working together, we have achieved much more than if we had just ploughed on working on our own projects – we've learned so much from each other!

Digital innovations and technology are everywhere now; we shop online, we play our music through an app on our phones, and of course some people choose to share everything about themselves on social media!

Public services have been relatively slow in recognising that the public are consuming information and services digitally, and are now trying desperately to catch up by moving their service offerings online. By doing this, it's important not to forget two key groups of people:

1. **The public**, who will be the users of the new digital services.
2. **Public service staff**, who will be championing and administering these new services.

If we ignore either of these groups, we're potentially destined to fail: if staff aren't ready to administer the services but the public are keen, we risk raising people's expectations and not delivering. If the public aren't ready for new digital services, they will not succeed.

So, we have to do both of these things at the same time: make sure our staff and customers are aware of, and can use, the new digital services we're starting to produce. The work we've done in Developing Innovation and Skills is all about educating staff and citizens.

Our Innovation and Skills pilots have focused on education, both internally with staff, and externally with citizens. Angus Council has created the Digital Genius brand to help embed digital skills across the organisation. This is closely linked with the council's Digi-Ken project, which aims to upskill volunteers in local communities with digital skills.

The Municipality of Groningen ran a series of Summerclasses to introduce municipal staff to brand new technologies such as Internet of Things (IoT), Blockchain technology and participatory budgeting.

Speakers from across the partnership spoke at the workshops about their own areas of expertise, sharing their knowledge with the LIKE! Project. Aalborg has also looked at a training platform and members of the team described their different experiences using the platform.

1. DEVELOPING

Ignore the public and staff at your peril, otherwise you'll fail. You need to educate both, at the same time - which is not easy.



INNOVATION AND SKILLS



Both Roeselare and Angus have implemented the idea of Digicoaches (Digital Coaches) to help people across their organisations get used to new technologies such as digital office productivity tools. Suffolk has a similar approach called Digital Stars, which supports Council staff.

Lessons Learned from developing innovation skills:

- Digital technologies won't catch on unless people are used to them: you can't just 'throw' technology at people and expect them to make it work.
- Standard change management techniques can work in a digital environment: there will be early adopters, but a critical mass of people is needed for something to really catch on.
- Working together transnationally is key: just focussing on what works in one country/culture might miss a valuable approach that's being used by other partners in different countries.



Hello from the Theme Leads!

This magazine shows how the LIKE! partners have worked together to build a digital innovation culture in the North Sea Region. The lead organisation for this theme is Angus Council from Scotland and the lead officers from the Council, Mark Armstrong and Julie Short, provide an overview of what it's all about.

LIKE!: Hi Mark and Julie, can you tell our readers a bit about yourselves and how you got involved with the LIKE! Project?

Mark: Hello, I'm the Deputy Chief Executive at Angus Council and one of my responsibilities is to lead the council's work on all things 'digital' whether that be ensuring that all our citizens, services and businesses have access to superfast broadband or up skilling our workforce to be 'digitally savvy' or redesigning services to maximise the use of digital technologies. I worked across the council and with the other LIKE! partners to develop the original North Sea Region application and have worked with colleagues and partners on implementing the LIKE! Project over the past 3 years.

Julie: Hi everyone! I'm an IT Project Manager and initially got involved in the LIKE! Project to gain project management experience. Whilst Mark is the strategist around the project and digital innovation, I'm responsible for the operational parts of Angus Council's contribution to LIKE!

LIKE!: What made Angus Council want to get involved in the LIKE! Project?

Mark: We want to be a digital council by 2020 and the opportunities provided through LIKE! were very well connected

to this agenda. I believe strongly in the benefits of collaboration and sharing practice/learning, so the transnational aspect of LIKE! was also a major attraction. As a council we were also very keen to extend our networks with EU partners and also to build our capabilities as a transnational partner in EU work.

Julie: The timing of the LIKE! Project was great. We're aiming to be a digital council, but we realised we couldn't do it all by ourselves. Participating in the LIKE! Project has enabled us to learn so much from other partners. In addition, I'd like to think they've learned a bit from the digital projects that we're doing.

LIKE!: Angus Council are the digital innovation leads for LIKE!.

Can you tell us about this?

Mark: We want to build a digital innovation culture in public bodies. One definition of organisational culture is 'the way we do things around here' so for me this is about creating the conditions and developing the mindset that enables us to use digital technologies in a way that improves outcomes for our citizens. This could be about the skills and capabilities of our workforce or how we engage with and involve

the public in our work or how services and processes are developed and improved.

Julie: Changing an organisation's culture is a tough nut to crack. Many people sometimes say, "we've always done it like this, why would we change?" The challenge is to convince them that the new digital world can work for them and produce better outcomes for the public.

**The experience I've
gained in LIKE! has
enabled me to progress
and helped
me get the job
I'm now in.**

Julie Short

LIKE!: I understand there are three pilots. Can you tell us what the pilots are, which partners are involved, and how the partners are working together?

Mark: The three pilots are: *innovation skills development, new forms of engagement, and inclusive services*. A number of projects have been developed and implemented across these three priorities and the following gives a flavour of the work. We have run a series of workshops, events and training to help our workforce develop digital skills. Partners who work closely on the Innovation Skills Development include Angus Council, Suffolk Council, Municipality of Groningen and Municipality of Roeselare. Together we have developed a transnational project called Digital Coaches and shared our knowledge and ideas with other LIKE! partners. Knowledge hubs were also developed by Roeselare and Groningen.

Julie: As providing new forms of citizen's engagement was also one of our priorities Angus Council and Groningen Municipality worked closely to develop new ideas which resulted in creation of two online platforms: *Social Pinpoint* (page 33) and *Consul* (page 52) .

LIKE!: What benefits have you seen from working transnationally with other partners?

Mark: Obvious benefits are that we are all learning from each other. The various partners are at different stages on their digital journey and this enables us to share; our experiences, what worked, what problems we encountered and how these were overcome. We are also co-designing and co-producing new innovations in public services. We are testing models and ideas in our different national contexts, and then evaluating the impact and identifying the lessons learned. This collaborative and transnational approach provides new insights and accelerates learning and the implementation of change.

LIKE!: How have the partners in WP3 worked together, given they are located so far apart? How do hold meetings and do you get together?

Mark: As you would expect in a programme to develop and test innovation in digital public services we use digital technologies to enable all the partners to work together despite our dispersed geographical situation. Tools such as webinars, teleconferences, Skype meetings etc. are regularly used for cross-partner meetings. A document sharing and collaboration platform called Basecamp has also formed the mainstay of our joint working

and one of our learnings has been the agreement of protocols and practices to ensure we use the platform in a consistent manner. We also get together face to face every 6 months or so to manage and develop the LIKE! programme. Good relationships, built on trust and mutual respect and understanding, are key to effective collaboration and partnership working so these personal gatherings have proved essential in making the programme as effective as possible.

Julie: The partners have really come together and gelled as a group during the time we've all been working together. I think we were all a bit shy and wary of each other at the beginning, but now we get on famously!

LIKE!: What has been your favourite part of the project so far, and why?

Mark: For me, learning from other partners and building an understanding of how digital is changing public services in other European countries has been of significant benefit to Angus Council. It has widened our digital ambition and also accelerated some of our work.

Julie: The learning opportunities and building relationships with other European countries has been a great thing to be involved in. The work that everyone has contributed to this project has been fantastic and we have been fantastic. Seeing and hearing what other countries that have similar geographical areas, deal with issues like broadband for rural areas has been of great benefit.

LIKE!: Thank you Mark and Julie for introducing us to this work.

Mark: No problem at all!

Julie: I'm pleased to have helped. I hope the readers enjoy the rest of the magazine!

Collaborative and transnational approaches provide new insights and accelerates learning and the implementation of change.

Mark Armstrong



*We haven't just been training our staff in council office,
we worked with people who hardly ever use a computer in their daily work.*

THE DIGITAL GENIUS

Angus Council has developed the Digital Genius brand to help assess technological skills within their workforce, identify gaps and supply relevant training. **JULIE SHORT** explains how they did it.

Assessing Skills

Our aim was to assess digital skill levels within Angus Council, so we decided to survey all the staff to gauge any gaps in digital skills. Our plan was then to see if any themes emerged.

Bespoke Training

Once we'd done that, we organised face to face training and developed e-learning packages to fit the different learning styles of the staff.

We ran cyber security training using email phishing campaigns. This helped us to highlight the importance of reading and scrutinising e-mail content and encouraged people to be vigilant before opening, replying to or acting upon links in emails.

Digital Genius

As part of Angus Council's Digital Strategy, we set up a Digital Skills Working Group

to scope out a project called 'Digital Geniuses' in which digitally skilled members of staff would help others bring up their skill level with practical help on day to day work issues using digital applications. The working group is made up of officers from different departments across the council, this was done to not only use the specific skill sets of individuals to help progress the project but also obtain a wide range of views on key issues. One of the main advantages of this project is that it will allow our organisation to capitalise on the experience and skills we already have and facilitate the transfer of these skills.

Developing Digital Skills for Citizens

Externally, we have been engaging with citizens to help improve their levels of digital skills, both generally and for using digital council services like e-billing. Under the umbrella of the project, **DigiKen**, our officers have been holding drop-in sessions for citizens providing one on one help with digital procedures. It is important that as a council, we move to more digital services to improve efficiency and costs, but it is also equally important that we prepare our citizens effectively for these digital services, otherwise the positive effects they can have, become null and void.

What Did We Learn?

- **Inclusive staff training**
to engage with staff who don't use a computer as part of their job.
- **One size doesn't fit all**
different people learn in different ways. Use blended approaches to learning.
- **Don't forget citizens**
otherwise your brand-new digital services won't be used!



Creating an innovative environment: Summerclasses and Broodje LIKE!

Municipality of Groningen and Municipality of Roeselare

Governments must work hard to keep up with the developments of digitization and innovation, but we cannot do this by ourselves. We have to discover new opportunities for service improvement and service development by working on innovation with external partners and experts.

A key part of this is our employees – they're at the centre of these changes. Talking to each other and discussing new approaches and sharing ideas with each other is central to the Municipality of Groningen's Summerclasses. Roeselare learned from this approach and organised their own 'Broodje LIKE' sessions to improve their digital way of thinking.

The Summerclasses and 'Broodje Like' sessions show that interaction in a safe learning environment creates the opportunity for everyone to help innovate and develop – it creates an innovation culture, which is one of the main deliverables of the LIKE! Project. Being innovative means

giving people the time and space to think, but also inspiring them with new ways of working or giving them insights on how existing products/services can be delivered in a different way.

Why Summerclasses in Groningen?

Groningen started the Summerclasses in 2017, when we were in the middle of a search to find ways to revamp our organisation's approach to digital innovation.

Summerclasses turned out to be an excellent way to involve co-workers in our digital innovation programme. This programme eventually led to "Virtual Groningen" - a new vision for the digital transformation of the Municipality. It sets out a vision for the year 2022 with some major flagship projects aiming to improve our digital infrastructure and customer service. Since 'digital' is - or is becoming - everyone's job and everyone's responsibility, the Summerclasses were one of the main steps Groningen took to spread change across the organisation.

Summerclasses 2017

The start year - Groningen's management went on a digital innovation learning course. Summerclasses were a follow up to these classes, aiming to disseminate their learning across our organisation.

2017 Themes

- Future trends in government
- Reputation management
- Blockchain
- Smarter online and fake news
- Level up
- Online monitoring and client interaction
- Customer surveys
- Participation
- GEO and GIS applications



Summerclasses 2018

In the second year of Summerclasses we connected with LIKE! partners to highlight relevant themes. We used two presenters in each class, 1 from Groningen and 1 from the partner organisation in which approaches were highlighted.

2018 Themes

- Internet of Things – Drenthe Province
- Digital Democracy and Participatory budgeting – Angus
- Data driven working – Rotterdam
- Blockchain
- Schrijven als een lezer – Rotterdam
- GEO and Place Value mapping – University Groningen

Summerclasses 2019

In the third year of the Summerclasses our approach was incorporated into Groningen's staff development programme – and the Summerclasses were renamed as 'Zomeracademie' - Summer Academy.

2019 Themes

- Poetry opening
- Digital Democracy – 'Stem van Groningen'
- Serious gaming
- What the hack!
- Pubquiz about Europe
- Various 'Digital Tuesdays' on digital skills
- Data pubquiz by the Urban Data Lab and statistics department



Broodje LIKE!

Partners felt that the Summerclasses idea was a good one, and Roeselare decided to introduce this type of learning event. So Roeselare organized what they called 'Broodje Like' sessions (in English: Sandwich Like) - because of these sessions were held around lunchtime. Everyone could join and eat their lunch, while listening to external speakers.

These info sessions aimed to raise awareness of new technologies and innovative solutions that are being developed by public bodies that are relevant or linked to the Municipality. There were two types of sessions: they were either to inform people ('listen') or to demonstrate something ('do'). All of the session topics were digital or innovative solutions to problems/cases that Roeselare is dealing with locally or as part of the LIKE! Project.

Broodje Like started in June 2018 till December 2018, with five introductory sessions - 'What is Like?', 'Chatbots', 'City of Things/IoT', 'Blockchain', and 'Smart Food', with a total turnout of 71 participants. Roeselare even re-used Groningen's publicity materials- not only was the idea transnational, even the publicity was!



The future of Summerclasses and Broodje LIKE!

With the Summerclasses now embedded in Groningen's learning programme, we are proud that the LIKE! Project has created this learning environment. The Summerclasses will keep going as part of Groningen's Summer Academy for years to come now that they've been 'mainstreamed' into our training programme.

Reaction to the Broodje LIKE! sessions was also positive in the Municipality of Roeselare, as attendees were positive about this new way of learning. Staff suggested that Roeselare could run Broodje LIKE! sessions for specific teams to meet their particular needs. In 2019, Roeselare did this, running specialist team sessions. Roeselare has worked with other LIKE! partners to run masterclasses that focus on relevant LIKE! pilots. We've learned that a mixture of general and focused sessions is the best way to introduce and support innovative thinking in Roeselare.



FOCUS on DIGI-coaches

Digital Coaches (or Digicoaches, as they are becoming known) are key roles in establishing, rolling out and maintaining a digital innovating culture. Digicoaches can be used internally within organisations to improve the digital skills of staff, but also outside of organisations with citizens to give them the skills they need to access digital public services. In this article we focus on Digicoaches Angélique from Roeselare, Holly from Angus and Carly from Suffolk.

ABOUT Angélique

Angélique is an administrative worker in the civil affairs department at the Municipality of Roeselare. She's a young and vibrant person, which is an asset in her role as a Digicoach.

"I am a Digicoach in one of the smaller teams. The people that I help with their digital skills are my team leader and my close colleagues. The advantage of being a Digicoach in a smaller team is that I can help them instantly when they have a problem.

Also, the fact that they know me well and can talk to me easily has the positive effect that they can approach me for assistance, rather than wasting time themselves trying to find a solution.

I really like being a Digicoach because it gives me more purpose in my job. Not only I am helping civilians with their administrative questions, I can also help my colleagues by helping them to improve their own digital skills."

ABOUT Holly

"Hi everyone, my name is Holly and I work for Angus Council and my job role is Communities Assistant for the Digi-Ken project. My role is to recruit volunteers and ensure that they have the relevant training that will enable them to deliver either one to one session or group sessions."

ABOUT Digi-Ken

Following a successful pilot which was delivered in the Arbroath area, Angus Council secured funding through LIKE! to help train volunteers throughout the Angus area. These volunteers will deliver one-to-one and group sessions to people who have little to no digital knowledge.

As more and more organisations become more digitalised there is a need for help and support within the community. We need to engage and ensure that social exclusion does not occur due to lack of computer knowledge.

What we have done so far?

Close partnerships have been formed, which has enabled us to be offer all volunteers Digital Champion Training through *Scottish Council for Voluntary Organisations* free of charge.

This will enable the volunteers to access information to help them whilst out helping their local communities. The Digi-Ken project will be involved in National Volunteer week, attending local pop up events to promote the volunteering opportunities. On the 7th of June 2019 the Forfar / Kirriemuir Communities Team held an open event, advertising all the different learning programmes in Forfar.

Marketing material has been created and is now readily available. The marketing material is aimed at recruiting volunteers, once I have enough volunteers who have undergone the Digital Champions training I will advertise our services to the wider community. Angus council have installed free Wi-Fi access for all residents in sheltered accommodation, and Digi-Ken volunteers will be attending the residential homes and helping their residents with digital matters. A website is also currently under construction.



ABOUT Carly

Carly works as a Human Resources and Change Partner at Suffolk County Council. She also is a digital star to help boost innovation in the Council.

The Digital Star role has been introduced to support Our Digital Business transformation programme in Suffolk County Council and enable new ways of working. Currently we rely on staff volunteering to undertake this role in addition to their day job and have 80 Digital Stars across the organisation.

My role as a Digital Star is to help drive change within local teams to achieve positive outcomes, enabling digital approaches and thinking so it can support our day to day work. I achieve this by encouraging other staff and managers to understand digital, share ideas and views, try new things, promote benefits and challenge non-digital processes. I am a positive change role model and actively work with people to help them become more digital.

The Digital Star role includes:

- Encouraging colleagues to think about different ways of working and to use the technology we have available, leading by example and using laptops, mobile phones, skype etc. Avoiding paper where possible.
- Embracing new tech, being solution focussed and having a positive attitude about digital ways of working.
- Promoting Digital change - Digital business impacts all change across the Council programs in some way shape or form and plays a huge part in supporting innovation when looking for new ways of working.

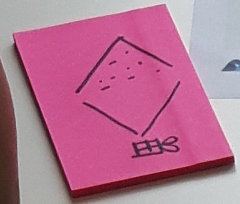
- Supporting managers and teams to embed changes, this might be taking the lead to make things happen or taking time to show people how to use Skype etc.
- Being sensitive to how other are feeling and dealing with change / introduction of new tech and to be non-judgemental and adjust my approach where needed.
- Engaging and involving people in digital change, sharing my knowledge and appropriate communications.
- Identify gaps and areas for improvement and ways to address them.
- Thinking about the way you work, where you work, what you do, who you work with - colleagues, other teams, customers, partners; are there any gaps or areas for improvement, any needs going unfilled - could there be a digital solution?
- Support communication between different levels and parts of the service - sharing information, seeking out information - working together.
- Feedback any questions, suggestions, and concerns to managers and the digital transformation team.
- Taking responsibility for own learning as well as utilising support and training offered to develop skills and knowledge to support the role of a Digital Star.



Holly



Carly



HKJ AANDACHT GEVEN?

HKJ HELDER COMMUNICEREN?

HKJ ER VOOR ZORGEN DAT MENSEN ZICH GEHOORD VOELEN?

Empathy & context map

Verwachting

Welke verwachting heeft hij/zij op voorhand over het verloop van het proces, de situatie, over de uitkomst, over de houding van andere mensen?

Zeggen

Wat hoort je hem of haar zeggen als je observeert of interviewt?

Betrokkenen

Welke verwachting heeft hij/zij op voorhand over het verloop van het proces, de situatie, over de uitkomst, over (de houding van) andere mensen?

Emoties, gevoel & gemoedstoestand

Welke gevoel, emotie of gemoedstoestand kun je zien of worden benoemd, welke niet? Wat veroorzaakt deze emotie bij hem of haar?

Frustraties & obstakels

Welke problemen, dilemma's, obstakels, irritaties ervaart hij/zij in het onderzoek?

Welk gevoel observeer je juist niet?

Wat doe je?



THINKING ABOUT DESIGN THINKING

Stimulating innovation with design thinking

lessons from Aalborg and Rotterdam

Design thinking - a way of thinking that helps innovation in an organisation – was used in 8 LIKE! Projects in Aalborg and Rotterdam. We wanted to see if Design Thinking would give authorities & practitioners new skills and knowledge to deliver innovative services, to develop new ways to engage with communities, and to build more inclusive services. So we evaluated these pilots with participants to understand the role design thinking played in them and to identify any key lessons for people looking to adopt this approach.

Design Thinking is a methodology that provides a solution-based approach to solving problems. It's very useful when tackling complex problems that are ill-defined or unclear. The 'design trajectory' is the path that participants take to work through the problems they are addressing. There are three distinct roles for participants in a design thinking solution:

1. **Organisers** bring the right people together in the team. They are often responsible for communication with stakeholders and identifying the next step in the innovation process. Organisers plan the design trajectory together with the designers.
2. **Designers** guide the design process. They plan the design trajectory with the organisers, but they identify the approach that will be used and actively lead/guide the design sessions.
3. **People from the field**, who bring in the content for the project. They face the problem on a daily basis and will either apply the outcome of the process, or witness/benefit from the effects of the solutions.

Through the application of a design thinking approach, the innovation process itself will focus on people. As they work through the design trajectories, people from the field need to get in touch with citizens. In order to do this, the people from the field needed to get out of their office-buildings and talk to people. This can in itself spark a lot of inspiration, even before ideas emerge.

Secondly, the needs of real people should be central to the process if we are to develop solutions to problems. In

the design process, understanding the problems people have and checking whether your solutions actually work are essential parts of the approach. The design team should emphasise and prioritise the experiences and opinions of real people. This will help them to see their problem and possible solutions from a different point of view and will help to improve public services for those citizens.

Thirdly, the people who form the design team are really important, as they drive the design trajectory. By setting up design sessions in a comfortable environment, making sure there are sufficient resources for the design team, and creating a team out of a group of people, you create an environment where everyone feels safe to come forward with their ideas. An important part of this process that assumptions and prejudices become clearer as the process progresses, and so they have less influence on the final solution.

In order to set up successful design trajectories, we have identified four different prerequisites for success. First, **the organisational culture and the knowledge** that must be present to organize design trajectories. In order to use design thinking in an organization **collaboration** is necessary between departments, but also inside the trajectory team. Looking from a more individual perspective, participants need a **certain attitude and specific skills** to participate in a design process, and we have identified some **essential parts of a successful design trajectory**.

Organisational culture and knowledge

To apply design thinking successfully it is necessary to create a climate in which the process can flourish. Design thinking asks for a certain mindset: it is not a new organisational method like Lean or scrum. A key prerequisite is a culture that embraces learning and failure. This is essential in design thinking, but should be adopted more widely. Innovative design trajectories are often initially weird and uncomfortable. People need to have the space and motivation to 'surrender' to the design process. A second theme that became clear in our data is that the design trajectory process helps to get to the core of the problem. It is easy to jump to conclusions and to come up with solutions, but chances are high that you're not solving the actual problem if you've solved it very quickly.

Collaboration

Collaboration is necessary to design successfully. This applies both within the design team and with people/participants outside the team. In the team a mix of different expertise and different roles is required, and formal collaboration with experienced design agencies may be necessary to guide the process. Collaboration also plays a critical role outside the design team.

Explaining and sharing the design trajectory to create enthusiasm, to inspire, and to share knowledge is a very helpful approach. At a more structural level, organisations should have the strength to be willing collaborate with external organisations like design agencies and Universities to make sure they have access to the skills that are needed to deliver this approach – it may not be realistic to expect to have these skills in house.

Attitude and skills

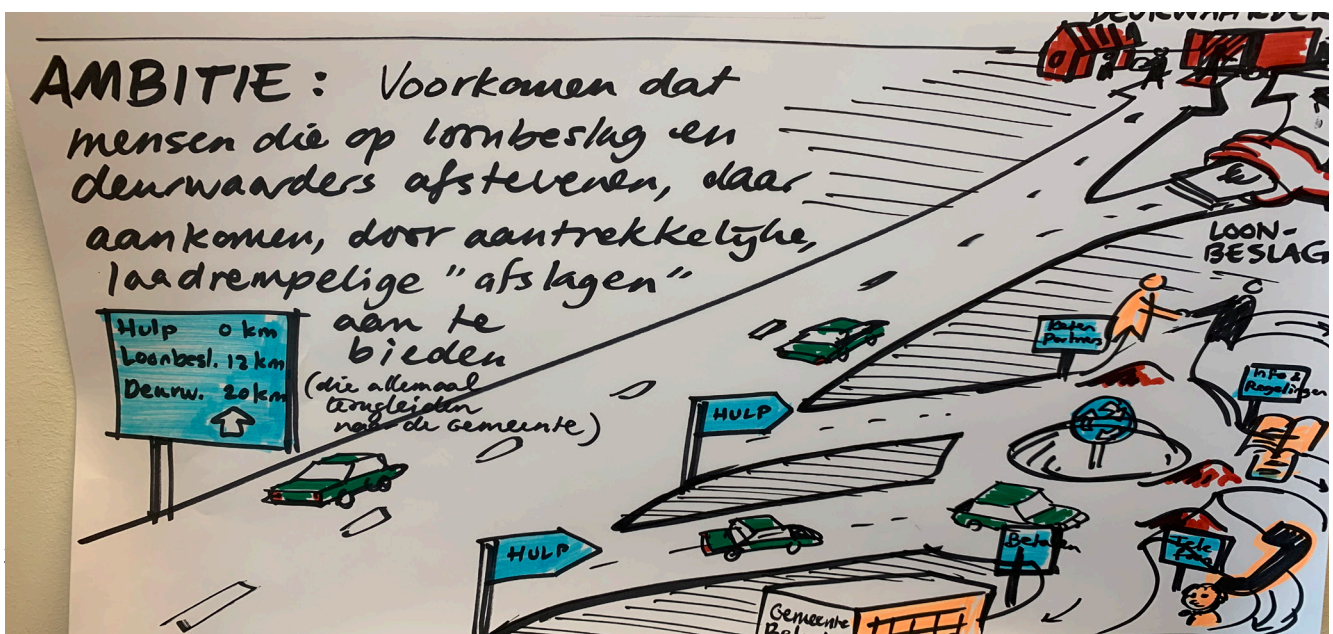
Certain attitudes and skills are necessary to be able to successfully participate in design trajectories. People

should be open to the ideas of others, and able to empathize with them. It is necessary to be patient and to be able to keep going along the design trajectory until a solution is developed and then implemented. Participants with more technical skills - for instance knowing how to conduct research or how to be creative are key parts of the design team, and participation can provide an opportunity to develop skills and change attitudes.

Essential parts of a successful design trajectory

In setting up a design trajectory some starting points will lead to greater success, as they are better able to manage the process, participant expectations about the process, and guide the team to appropriate results. The design team must be stable over time - so knowledge of the trajectory and support for the trajectory is not lost. It is important to have regular meetings during the trajectory, where teams can come together and re-focus on the task. High level support from management creates commitment towards the process and to the results of the process. Management support can make time and money available for design trajectories - although sometimes this results in pressure to produce results.

Design thinking can deliver products, but the approach can also be used to change the way people think and act, or to create a positive environment that will be reflected in how new projects are commissioned. Before the design trajectory starts, it is important to set out a clear and specific result. This helps participants manage expectations around results, which prevents disappointment in both the project team and their sponsors.





Design trajectories are always different

In our experience the design trajectories of different projects varied widely between projects. Some only took one or two days, while others lasted months. Our experience was that long and thorough trajectories were more likely to result in a usable product or service, while shorter trajectories increased the knowledge and experience of participants, but had more trouble delivering a usable product.

Our main conclusions

1. Design thinking is a mindset that can be used with different methods and tools
2. Design trajectories are not little tricks that can be repeated, but tailored processes set up to solve particular issues
3. Design trajectories are iterative processes
4. Design trajectories shouldn't be treated as projects with quantifiable results
5. Design trajectories should continue until a solution is implemented
6. Design trajectories need an organizer within the municipal organisation, who can take ownership of the process

New Digital Innovation will offer 24/7 Support to Groningers

How can the Municipality of Groningen improve their customer service while staying flexible? To achieve that Municipality of Groningen follows Estonia's lead to establish a digital information and support system that connects various public and private sectors to meet the needs of a customer-oriented 21st century society. By 2022 the Municipality of Groningen hopes to offer 24/7 digital customer support to its citizens and businesses.

Virtueel Groningen is a digital program that aims to improve customer service as well as the organisation's IT landscape and flexibility. "Society is changing more rapidly than our Municipality. Due to the excellent customer support system of other companies, our citizens and businesses expect 24/7 support from the Municipality, which we currently cannot provide", says Jaap van der Laan, senior advisor public services. With the aid of *Virtueel Groningen*, the Municipality hopes to bridge the gap between customer expectations and their current performance.

The Municipality uses *Common Ground*, a set of principles to enable the modernization of the current IT infrastructure. Implementing these principles enables better customer services, data integrity, flexibility, and regulatory compliance. Allard Swart, program manager of *Virtueel Groningen*, Jaap van der Laan, senior advisor public services, and Jan Galema, business analyst, all stress the importance of collaboration with other departments, municipalities, and cities in order to develop a more efficient and quicker customer support system.

Virtueel Groningen was partly inspired by Estonia's digital software X-Road. Estonia digitized their whole public support system in order to meet the needs of a 21st century citizen-oriented society and has become an inspiration for many other European countries. "The challenge that we are facing is that we do not start from scratch like Estonia. We have to make sure that our current IT infrastructure

and systems keep functioning, while we gradually transition to a new IT infrastructure that combines all digital services", says Galema. The aim is to create a public platform that improves interaction and customer support in a digital manner. "We need technology to improve ourselves and the well-being of the general public", concludes Allard Swart.

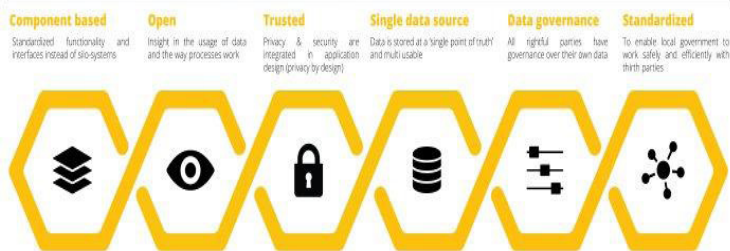
According to Swart, the paradigm shift has to be from the outside to the inside, which means that citizens' opinions should be taken into account when reshaping the Municipality's digital information systems. Over recent years, the Municipality of Groningen has experienced an increasing customer dissatisfaction when it comes to customer services. An increasing number of residents are unsatisfied with the current customer support due to the long waiting times and outdated communication styles.

The purpose of *Virtueel Groningen* is to establish better digital services that provide rapid support options. However, this does not mean that all contact will be digital in the future. "If we create a more digital support system, we also create more time for face-to-face interaction where needed", says Allard Swart.

The digital transformation is not only a huge challenge for the Municipality of Groningen, but also for other municipalities. Firstly, because *Virtueel Groningen* has to live up to increasing customer expectations of digital services. Secondly, the old systems and architecture have to function alongside the

What is it and why is it important?

INFORMATION ARCHITECTURE PRINCIPLES

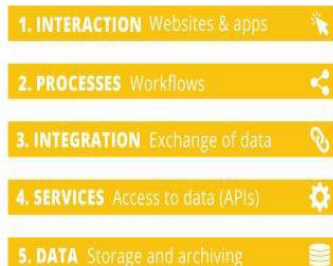


IMPLEMENTATION PRINCIPLES



FIVE LAYER MODEL

The IT architecture consists of five layers. By using this specific architecture we create more flexibility, support interoperability and make sure each component does exactly what it is supposed to do.



BENEFITS OF COMMON GROUND

Common Ground enables local government to become more flexible and efficient by redesigning its IT architecture. By doing so, governments become better prepared for future developments in the ever evolving IT landscape.



Author: Jan Galema

new, modernized systems and architecture. Ultimately new will replace the old, but in the meantime, we will have a transitional phase. To keep control and reduce risks, it is essential to start small and incrementally work our way to our final goal, explains Jan Galema.

Residents of Groningen will soon see the first results of *Virtueel Groningen* e.g. to almost instantly receive a decision on their parking permit applications. Steps in this process are automated based on the data that the resident provided which is checked automatically. According to Jaap van der Laan, it is a *one-stop-shop*. *Virtueel Groningen* will make it easier and faster for to receive help with filling in numerous forms will be a thing of the past. Groningen will use the *Common Ground* principles to more effectively store and use essential information about their citizens and make it

available to different divisions within the Municipality. Customer requests will be dealt with more rapidly and efficiently.

As part of the digitization process, the Municipality of Groningen plans to make their internal processes more transparent to the public. With the aid of IRMA, a privacy-friendly identity app for both authentication and signing, citizens will be able to see what data the Municipality possesses. Apart from their data being stored safely, app users also – to some extent – get to decide which data is made available and used by the Municipality. Citizens will consequently be in control of their own data. “Of course, customers are able to decline data usage at any time, but this will have consequences, such as certain services and requests not being granted”, says Jan Galema.

Groningen is currently implementing various pilot projects such as *De Stem van Groningen* and *i4sociaal* as part of their digitization program. “The challenge that *Virtueel Groningen* faces is that we have a lot of initiatives and projects that run alongside each other. We have to develop these projects more consistently and in collaboration with each other. It is necessary to focus on the bigger goal of creating a consistent digital landscape”, says Allard Swart. *Virtueel Groningen*, therefore, provides an opportunity to manage and monitor innovations in the Municipality.

If things go according to plan, Groningers will eventually be able to benefit from *Virtueel Groningen*. Not only will they receive 24/7 support, but the support options offered by the Municipality of Groningen will also be more efficient and less time-consuming. Data is stored and used more effectively, which helps departments within the Municipality to put the customers’ needs first.



Working Alongside PEOPLE WITH DISABILITIES: Using Hackathons to Develop New Initiatives



Hackathons have long been used as a way of using intense time-limited collaborations to produce products (usually computer programmes or technology services). Hackathons are now being used in other areas as a useful tool for bringing together everyone needed in a design process and developing a service, product or process iteratively over a short time period. The cities of Aalborg and Rotterdam had the same idea of using hackathons to co-create accessible services for people with disabilities. Here are the stories of both hackathons and how the municipalities collaborated to produce value-added results.

Preparations

Planning a hackathon was the starting point for a coproduction project involving citizens with learning disabilities and employees from the Department of Elderly and Disabled in Aalborg Municipality. The goal of the project was to involve citizens in creating solutions to everyday challenges through digital solutions.

Results and Initiatives – Rotterdam

- A survey started to improving the referring to accessible sports facilities in the cities.
- Mr. Onno De Zwart kicked off a “relay race” in which municipal board members and executives experience the challenges of people with a disability for a day. He joined board meetings with visual impairment simulating goggles and used a wheelchair.
- It is expected that other board members and directors will follow his example in due course.
- His insights will be offered to the facility management services in case improvements can be made to the accessibility of work environment, or to the autonomy of co-workers with a disability.
- A video was made of Mr De Zwart’s experiences <https://www.youtube.com/watch?v=MQFsemx-pxAg#action=share>.

Results and Initiatives - Aalborg

- Participants gained self-confidence and felt independent after taking an active role in the hackathon.
- The hackathon gave the professionals valuable insights as the citizens showed that they could cope much better with new situations than was believed.
- The hackathon gave insight into citizens’ use of technology. One size does not fit all, and competences are not determined by diagnoses.
- The hackathon resulted in several initiatives:
 1. IT-support via IT café, individual support, IT education and help to find relevant apps for everyday challenges.
 2. A design sprint for citizens and professionals using VR Technologies to overcome social and cognitive challenges that provoke anxiety.

Discussions with citizens led to a creation of a user panel who became engaged in planning and design of the hackathon. The user panel who helped with the planning and design of the hackathon. The user panel also tested different ways of working in groups as preparation for the hackathon.

The Rotterdam Hackathon

The Rotterdam Hackathon took place in October 2018. It was attended by a diverse company of people with disabilities of all kinds: physical disabilities, mental health problems, learning disabilities but also people without disabilities, municipal and external professionals, scientists, etc.

To emphasize our ambition, the hackathon was opened by the deputy mayor of Rotterdam, Mr. de Langen, responsible for public healthcare, elderly and sports.

Each challenge was addressed by multiple teams of people with diverse backgrounds. Every team was supported by a designer, who ensured that all members, regardless of their ability, could participate in the different brainstorming phases. The outcomes were visualized in drawings, and the different outcomes formed the inspiration for the designer-teams to develop concepts which were presented at the final session.

In the final presentation, the groups were represented by their supporting designer, presenting concepts to address the challenges. Some of the ideas led to actual activities.

The Aalborg Hackathon

Aalborg hackathon took place on 26th September 2018 and was very successful with very positive feedback from the 40 participants and ideas for solutions to the three challenges defined by the user panel.

During the hackathon there were short breaks with physical exercises every 15 minutes to help the participants concentrate. An illustrator captured the discussions and ideas and converted them into drawings, immediately making the results from the hackathon visible and accessible to everybody.

Digi-coaches & IT-café's – peer to peer help with IT

In the Digi-coaches and IT-café's project citizens with all types of disabilities are educated to help other citizens with disabilities to be familiar with all kinds of hardware, software, Social Media etc. The citizens with disabilities can also attend the IT-café's to receive help with technical issues, have a chat and a coffee and meet other citizens challenged by IT and new technology.

Virtual Reality – overcoming everyday challenges

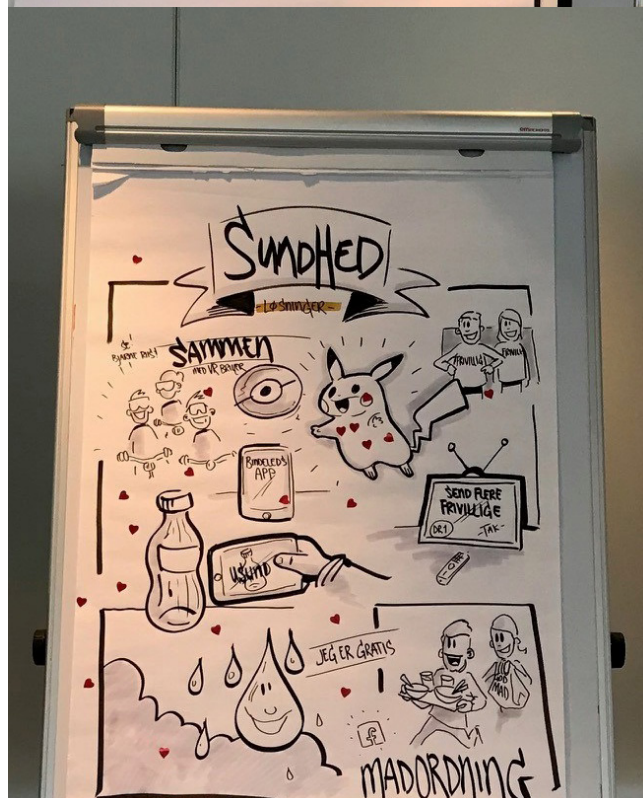
In the Virtual Reality project, we have experimented with Virtual Reality as a tool to work with everyday challenges such as transport, exams and anxiety in a safe environment. We used the Design Sprint method which is a concentrated process to generate ideas and prototypes.

We invited three different groups of citizens with various degrees of learning disabilities to take part in the Design Sprint and develop Virtual Reality tools to overcome everyday challenges. One group of the participants in assisted living, another group live independently but take part in activities during the day, and the third group participants consist of young people going to a special high school.

Aalborg Municipality sees Virtual Reality as a tool to make these citizens more self-reliant and enhance their ability to master their everyday life. If the citizens can go by bus themselves then resources to help them can be used on other tasks. Virtual Reality can be used as a tool for employees to take their help and support to citizens a step further.

Transnational Co-operation

Rotterdam encouraged Aalborg to present the results from Aalborg at the *Gebruiker Centraal Festival* on 5th November 2018 in Zoetermeer, The Netherlands. The workshop had (like the hackathon) shorts breaks every 15 minutes where the participants played with Lego and balloons to illustrate the methods used at the Aalborg Hackathon.





HOW CREATIVE THINKING CAN HELP IMPROVE PUBLIC SERVICES

The Municipality of Aalborg, in collaboration with Aalborg University are using a methodology called *The Creative Platform* to generate individual and group creativity. This creative approach is then applied in public service delivery to produce improved approaches and services. Here, **Jonna, Lajla and Michael** from Aalborg describe their experiences using this creative paradigm.

Jonna Langeland Christensen

Hi, I'm Jonna from Aalborg University's Research Group for Unlimited Knowledge Application. I was responsible for the training of 26 employees from Aalborg Municipality in The Creative Platform – a method to improve creativeness and innovation – in June 2018.

Lajla Holtebo Gregersen

Hi, I'm Lajla from the Department for People with Disabilities. I had heard about The Creative Platform and thought it would be great to have some training in the method and improve innovative skills among colleagues.

Michael Hald Christensen

Hi, I'm Michael from the Department of Environment and Energy. I signed up for the two-day course in The Creative Platform because I wanted to improve creativeness and innovation in my daily job.

Lajla: I loved The Creative Platform training. We worked hard but it was good fun, and I liked that judgements were no go. You were only allowed to say: "Yes, and..." instead of: "No, you cannot..."

Jonna: The Creative Platform is a controlled process setting a frame for cooperation and creative methods that enhances the number and range of the ideas. You need to be very focused on a task and nothing else to be creative. It is always a challenge to get people to switch off their phones and leave them in their bag.



Lajla, Michael and Jonna

Michael: My colleague and I used the methods we had learned in a co-creation workshop for top managers just after we finished the course. We were very successful in getting these very busy managers to leave their phones and computers and take part in exercises that build up in creativity. They worked a whole day and it was hard to stop them again because they were so engaged in the process. The workshop resulted in some very creative and interesting ideas that went on to further development.

Jonna: Was this a one-off experience?

Michael: No, but it's our best example and has made it easier for us to deploy the method in several other processes.

Lajla: It's also possible to just use some of the methods from The Creative Platform. We did that in an inclusive process where care persons were generating ideas for a new care home. I think it is very important that people know that there is no restriction in the creative process and it's vital that they feel safe and able to be innovative, social and open minded.

Jonna: You planned to maintain the expertise throughout an internal innovation network. Did you succeed?

Lajla and Michael: Yes, the majority still meet and share experiences and do some training together to maintain our skills. We pick the methods that suit the purpose of our activities whether it is a meeting or a workshop.

WHAT IS THE CREATIVE PLATFORM?

It's a process for creatively creating and applying knowledge and ideas. The Creative Platform process helps people develop their own abilities, which are then brought together in a focusgroup to produce tangible out-comes, whether this be a new product, a new service or technical understanding of a course of action – basically any task where group creativity is needed.

6-PHASE MODEL

Work using the Creative Platform always follows the same 6 step model:

- **Preparation** - for facilitating the process, group composition, physical environment, composing a minute by minute program of the process.
- **The Red-Carpet Ritual** – participants “climb” onto the Creative Platform and have motivation, concentration and confidence to engage in the process.
- **Problem/task** – this is presented briefly and simply without any expert/academic input of any kind.
- **Idea development** – knowledge is applied to the problem in an unlimited, unbounded way to develop solutions. No solutions are considered to be out of bounds, however crazy they may seem at first!
- **Expert Input** – professional and academic input is brought into the process once a direction has been found that needs developing further.
- **The Blue-Carpet ritual** – participants are taken down from The Creative Platform and will be prepared for everyday life again.

You can find out more about The Creative Platform and the methodologies used by visiting www.uka.aau.dk

2. NEW FORMS OF ENGAGEMENT

The rise of digital technology and service delivery brings with it new opportunities for engaging citizens. The projects described in this section explore new ways in which local governments can both gauge the opinion of people but also to give citizens more autonomy and local control of resources and services.

The projects also try to address something which arguably has been missing from new advances in digital technology recently – inclusion. It's often the case that new technology is introduced without thinking of the widest possible audience and people of all abilities. The work we've done here shows that the project has been actively engaging with groups previously marginalised in terms of access to new technologies and digital services.

Angus Council introduced us to the concept of Participatory Budgeting (PB) and how this helps local communities put forward ideas and unlock funding for their communities. Angus has worked on several pilot projects that will put them in a good position when Participatory Budgeting is mainstreamed into council business in Scotland. Angus, this will mean around £2 million of funds will be distributed in this way.

Aalborg and Rotterdam collaborated on a Smart Seniors project, aiming to gauge the views of older people on the services they needed. Hackathons were undertaken as new way for people to participate and share their views.

Vechta City Council looked at the idea of neighbourhood supporters who help older people remain independent in their own homes. As well as training the supporters in areas such as housing and community-based information, a key part of their training is around digital skills.



KEY MESSAGES

All parts of the community already use digital services to some degree or other in the projects we describe here, organisations are being proactive in realising that digital tools can be used to tap into local communities, get their feedback on issues, and effectively communicate with local people.

Another key thing about this particular area of the LIKE! Project is that organisations are communicating with people in ways they want to be communicated with, instead of ways in which the council THINKS the public wants them to provide feedback. It is also providing new ways for citizens and groups to provide feedback.

So, read on to explore these novel forms of engaging with citizens, groups and local communities!

Social Pinpoint

Places to Engage our Community

Angus Council wanted to explore options for innovative community engagement. As well as the traditional hard to reach groups, we specifically wanted to target both the young generation and those in employment who don't necessarily have the time or inclination to attend traditional public meetings. Jill Patterson explains how Angus Council went about addressing these issues using Social Pinpoint, a platform to engage local communities.

The Social Pinpoint Platform

We wanted to explore map-based engagement platforms that are attractive and easy to use for interaction in the planning system. After researching different platforms, we decided that Social Pinpoint provides a central point for consultations and is user friendly. Social Pinpoint provides the ability for Council Officers to interact with comments; clarifying or seeking further information. The platform provides a further option for people to interact with the planning process in a quick and easy way. It also offers an ideas wall function to seek views on particular issues. A number of pilot projects have been tested, and these will help Angus Council shape future engagement.

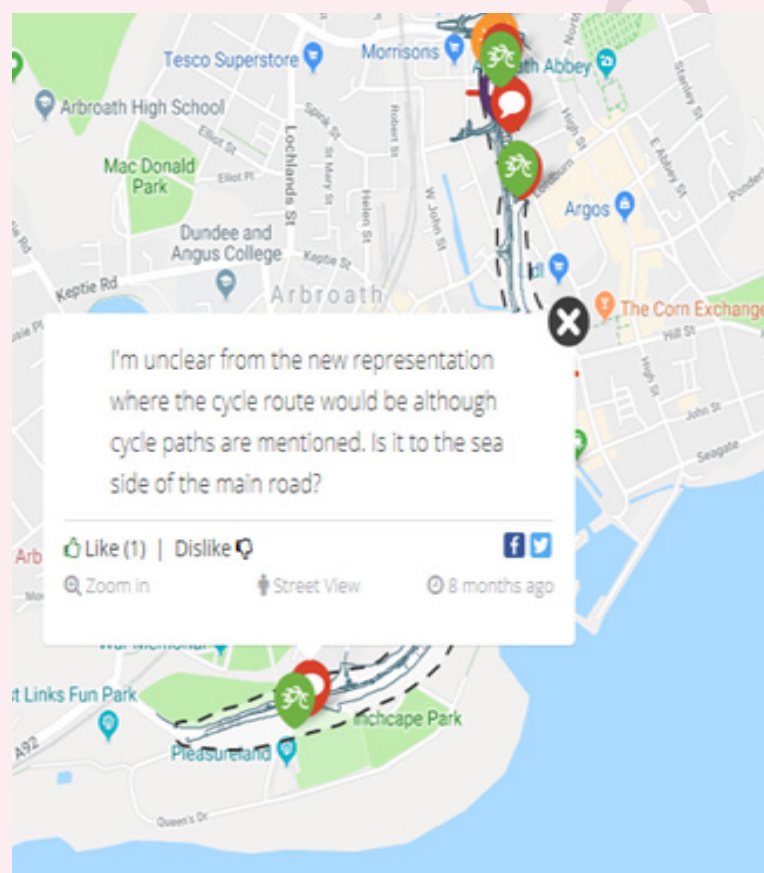
Engaging with Communities – why face-to-face engagement is not enough

Community engagement was usually done through face to face engagement. It continues to be an important method but for us it missed out the hard to reach groups – working people, young people etc. Face to face engagement is also

time-consuming – Social Pinpoint provides an opportunity to interact with the community to gain the communities views and ideas of their community. Social Pinpoint shows how an interactive tool engages the community to start conversations helping shape the future engagement within Angus.

More about Social Pinpoint and Angus Council's work in this area:

- Visit our social pinpoint website at: <https://anguscouncil.mysocialpinpoint.co.uk/>
- For more details contact Jill Patterson at Angus Council - PattersonJF@angus.gov.uk
- Watch our YouTube video on social pinpoint at: <https://www.youtube.com/watch?v=cFxTpChhMkc&feature=youtu.be>





Digital Democracy: a guide on local practices of digital participation

Dutch organizations 'Democratie in Actie' (a stakeholder programme from the Dutch Ministry of Internal Affairs), 'Netwerk Democratie' and the LIKE! Project cooperated to develop a guide on local practices of digital participation in Europe.

This guide helps governments to understand and implement digital participation in their cities and regions. The guide is aimed at administrations that work with digital democracy for the first time. It gives hands-on advice on tools, implementation, designing participatory processes and everything else you need to think about when organizing digital participation. LIKE! partner Groningen highlights their experience with the use of [CONSUL](#) on how digital democracy in neighbourhoods works in practice and what the lessons learned are.

LIKE! partner Angus Council is mentioned for their approach in [Participatory Budgeting](#). This publication has been developed by [Democratie in Actie](#), [Netwerk Democratie](#) and the LIKE! Project. [You can find the publication here.](#)



DEMANDS SKILLS

PARTICIPATORY BUDGETTING

Participatory Budgeting (PB) is all about local people deciding on how public money is spent. Angus Council have been working on PB for a while and their Communities Officer Graeme Hodge explains some of the ideas behind it.

Participatory Budgeting comes in all shapes and sizes, but generally looks like this:

- ideas are generated about how a budget should be spent
- people vote for their priorities
- the projects with the most votes get funded

We used a mixture of approaches; sometimes we would bring together people at local events but sometimes we'd use online digital tools which can increase the number of people getting involved.

What actually is Participatory Budgeting?

PB is the giving out of relatively small amounts of public money within a community (small grants). However, it's becoming more the norm in the Angus area of Scotland in the UK for communities to have a say where larger amounts of public money are invested.

The Power of Youth

As part of its commitment to Participatory Budgeting and in celebration of 2018 being the Year of Young people in the Angus area, the Council set aside £40,000 for youth-focussed-work. **Anna Hondzio**, project manager, explains how building on a youth engagement strategy, this project provided a great opportunity to jointly design the process with young people.

We started off with a residential weekend with the young people. This involved them getting to know each other as a group and understanding the basics of Participatory Budgeting. Over the course of the weekend, we worked with the young people to design a process for allocating the funding the £40,000 that the Council had provided. The young people had to present their ideas about what age groups it should focus on, locations, and how funding proposals should be submitted. It was decided that voting for finding proposals should take place online."

Participatory Budgeting can support active citizenship, help build more creative and stronger communities. As a result, communities are better able to take decisions about where public funds are spent, more likely to take part in communities, and are better informed about public budgets and how decisions are made.

Julie Short
Project Manager, Angus Council

As a way of finding out what Participatory Budgeting was all about, the staff proposed their choices of snacks and made their pitch for why we should choose it. We voted on it but only the top 3 snacks were chosen for the weekend!



3

CASE STUDIES

MONTROSE

- The North East Angus Locality Improvement Partnership provided £8000 for a PB event in town – addressing health & wellbeing priorities for adults in the Montrose area.
- Promotion was through social media and face to face engagement.
- 11 projects received funding.

EDZELL

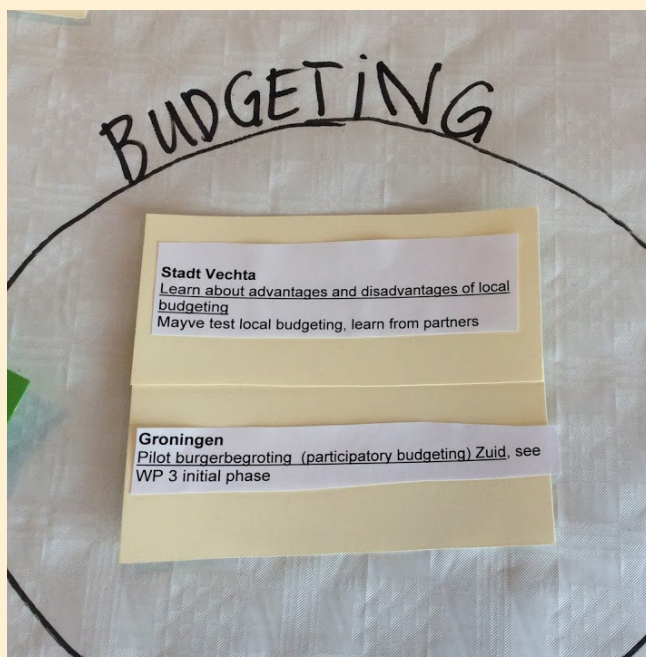
- Edzell was our first Participatory Budgeting event in a rural area, we weren't sure how it would turn out – or if anyone would attend.
- The North East Angus Locality Improvement Partnership provided £5000 for a PB event in the village and surrounding area.
- The funding was linked to “addressing health & wellbeing priorities for adults in the Edzell area” and 9 projects received funding.

BRECHIN (2015-2017)

- Brechin had set priorities which applicants were required to address in their proposals.
- There were 3 events (2015, 2016 and 2017).
- £20,000 was allocated for each event.
- Over the 3 events, thirty-one projects received funding.

Next steps in Angus for Participatory Budgeting

- 2019/20 – Each of the 4 Locality Partnerships will have £50,000 for PB (£200,000 in total).
- 2020/21 – Each Locality Partnership will have £65,000 for PB (£260,000 in total).
- Each locality partnership will use the information within each locality plan to carry out a PB process.
- By 2020/21 Angus Council will look at Mainstream PB as all local authorities have to spend 1% of their budget through Participatory Budgeting by 2021. In Angus this equates to £2million.
- The Power of Youth continues in 2019/20 with £70,000 available, thanks to a joint partnership between Angus Council and Angus Alcohol and Drugs Partnership.



More details!

Scotland has a whole website dedicated to Participatory Budgeting across the country. For more details, head to pbscotland.scot

BIDS v FUNDING

Bids invited of between £1,000 and £5,000

35

number of youth organisations submitting proposals

£91,082

total amount requested by the organisations

£40,000

total budget available to be distributed

THIS IS PARTICIPATORY BUDGETING IN ACTION

Young people vote online for who gets the funding

1,127

number of young people voting online

15

projects receiving funding

Neighbourhood Supporters for Older People

The idea behind the “Neighbourhood support volunteers” project is to provide organized local assistance to prevent elderly people feeling lonely and being dependent on others. The “selbgestALTER” project group will train the volunteers in co-operation with Vechta City Council. **Christina Rasche** from Vechta City Council explains.

Neighbourhood support volunteers are being trained to offer assistance and advice for local senior citizens. To be able to do so effectively, they receive training in six different areas. The first course dealt with elderly housing issues. The second course will look at mobility, recreational activities and voluntary work; the third will be about welfare services and communication.

When they've completed their training, the volunteers will support elderly citizens in their neighbourhood facing questions such as “How can I stay living at home for as long as possible?”, “What alternative options make sense?”, “Where can I find information about recreational activities?”, “How can I get from A to B in the city without a car?” and “When does it make sense to do road safety training?”

Since senior citizens can find a lot of the information and help they require online themselves, using any device, one of the topics covered during the training is digitisation. Vechta City Council's aim is to raise these citizen's awareness of digital information sources in order to boost their independence.

The idea for the training evolved during a co-creation project with elderly people who live in and around the Lattweg neighbourhood in Vechta. One of the points that came out of the meetings was that they would like

access to people in their immediate neighbourhood to which they can turn to for help and low-level support services so that they can continue to live in their preferred environment for as long as possible.



Co-creation – finding out what people really want

The idea for the training evolved during a co-creation project with elderly people who live in and around the Lattweg neighbourhood in Vechta.

One of the points that came out of the meetings was that they would like access to people in their immediate neighbourhood to which they can turn to for help and low-level support services so that they can continue to live in their preferred environment for as long as possible.



Nebenan – a neighbourhood approach to managing changing land use in Vechta

Vechta is a fast-growing city which is surrounded by agricultural land. This means that there is a limited amount of undeveloped land in the city – it's a scarce resource. Since the demand for undeveloped land exceeds the amount of available land that can be developed, there are many conflicts over how these spaces are used.

The city has to decide how undeveloped land will be used (e.g. to create residential and industrial areas, or to set land aside for local recreational uses). We've often found that other, conflicting views on use changes, and other potential/alternative land uses come out after the decision to change how land is used have been made.

Vechta wanted to address this problem by getting the public involved and telling the City their desires and needs by using our new online value-mapping tool "Space for Vechta" (Nebenan).

How does this fit into LIKE!?

It is LIKE's aim to develop better tools and smarter services that build on citizens' participation. With our new online value-mapping tool "Space for Vechta" the

City of Vechta is able to do exactly that: we involve people by asking them to tell us what they want and how they feel about how undeveloped land in Vechta is used. Vechta has not done anything like this before – so 'Space for Vechta' is a new tool that delivers a smarter service to our citizens. The local challenge is to create an instrument which enables greater citizens participation. This approach allows us to test whether this digital participation method can make our city planning more efficient by providing a better way to capture citizen's views in a more structured and timely manner.

And we also want to find out if we can motivate 'inactive' citizens to participate in activities like this!

How did you work transnationally with other LIKE! partners?

We started with intensive discussions with transnational partners about what they'd learned about the willingness of citizens in their countries to participate in activities like ours in the design run-up to the implementation of our project. We learned that citizens in other countries were much more willing to participate in municipal processes than was the case in Germany.



We therefore decided to intensively advertise our project, and also to emphasise the value of participation for citizens. We would not have done this without this learning from our international partners.

We've presented our project (and what we've learned) in a variety of meetings and events since we launched our digital value mapping tool in November 2018, now that hundreds of people have used the tool and its questionnaires on how citizens value the land in Vechta.

What did you find most difficult in your pilot?

Initially, there were a number of technical and content-related questions about the layout of the website and the structure and implementation of the questionnaire on our website. After this had been addressed - in cooperation with colleagues from the University of Vechta - the main practical issue was our need publicise the project in a sustainable way, and to draw attention to it again and again as different surveys were run.

We developed a successful approach that combined the local press, information on the websites of the City and the University of Vechta, and publicity on social media – with hundreds of citizens taking part in the surveys

on the website. We also wanted to run a workshop with survey users to get their opinions in greater detail, but we found it difficult to find participants for this despite having many public calls and announcements. We tried a second time though and were successful.

What would you do differently next time?

If we were doing this again, we would involve the target group - our citizens - rather earlier in the process of developing an online tool for citizen participation. This would have the advantage that citizens' interests could be better understood and taken into account during the project development. This would also ensure that more public attention would be drawn to the project.

We learned just how important it is to develop a tool that enables all citizens to participate, together with the target group, and it is also key to carry out an appropriate pre-test with all of your target groups. In our workshop with citizens and companies from our city, we learned a lot from the exchange of ideas – and that we would have been better informed about a number of questions that our participants asked us. If we had held the workshop earlier we think we could have built a better questionnaire and a more understandable website.



SMART Senior - Hello Rotterdam!

Smart Seniors Digitally Empowering Older People

Aalborg Municipality (DEN) and Rotterdam City (NL) worked together to organise workshops for older people to look at their needs and wants and how digital technologies can assist in this. In this interview *Grethe Fallesen* from Aalborg and *Esmeralde Marsman* from Rotterdam discuss the transnational collaboration.

Grethe Fallesen (Aalborg): Many seniors are quite good at using digital solutions, shopping on the Internet and skyping their grandchildren. They can handle smart phones and tablets and therefore they demand good digital solutions that can help and support them in their daily life.

Esmeralde Marsman (Rotterdam): Rotterdam and Aalborg municipalities therefore decided to ask the senior citizens about their needs and ideas and arranged two workshops for seniors in the two cities on the same date, 26th of September 2017.

Grethe: How did you prepare for SMART Senior in Rotterdam?

Esmeralde: The key question for us was: "How can we make the social care support desk easier to find for people in search for help?" The senior citizens were part of our Service Design

team. They interviewed people in search of help and gained valuable insights, which they used at the actual design session at the SMART Senior day.

Esmeralde: What did you discuss in Aalborg?

Grethe: The program alternated between short presentations and work in smaller groups where the 40 participants (a mixture of staff and senior citizens) discussed challenges, barriers and possibilities:

- How do we make more senior citizens more digital?
- How do senior citizens find out about activities in their neighbourhood and prevent loneliness?
- How do citizens and Aalborg Municipality communicate SMART in the future?

Grethe: What did you learn from SMART Senior?

Esmeralde: Our main insights were:

- Senior citizens add interesting perspectives, views, and values to design processes, because they grew up in a time with different values regarding communication, interaction, and the role technology played.
- Service design trajectories are more successful if a case owner is personally involved AND committed.
- After a service design trajectory, it is critical to find committed ownership in the development and business organization. If not, there is a risk that critical properties of the designed service, gets lost in organizational IT policy requirements.

Grethe: Yes, we found that as council staff we had a lot of preconceptions about what we thought the skills and thoughts of older people were, but in many cases we were wrong. This taught us that if it had just been the Municipality that designed the services, and not discussed with older people, our services might not be successful.

Esmeralde: How did you disseminate your results?

Grethe: Shortly after the SMART Senior day we send a report to the participants listing all the ideas from the workshops. All ideas were then evaluated by Aalborg Municipality and several projects were designed and presented in a report. The SMART Senior event inspired the Danish TV station DK4 to make two programs about the event and the senior citizens approach and use of technology. The programs have been

seen by more than 200,000 viewers.

- [IT for the sake of citizens \(in Danish – Part 1 of 2\)](#)
- [IT for the sake of citizens \(in Danish – Part 2 of 2\)](#)

Esmeralde and Grethe: The transnational collaboration provided us with the opportunity to look at the different roles senior citizens can play in development of (public) services. In both cases senior citizens were part of a design process both as (potential) users, as well as very relevant designers of the service. We find it very valuable to share the acquired insights from both municipalities and to analyze them together.



Improving Communication with Citizens

Local governments are providing services to all their citizens. In order to get in touch with their inhabitants, these municipalities are communicating in various ways, in many cases by letter. However, these letters or the information on municipal websites is often unclear, written in complicated language, or consists of sentences which are too long. As a result, citizens do not understand what the government is asking from them or providing them. This also excludes some target groups.

To improve understandability, the municipalities of Groningen (NL), Vechta (GER) and Rotterdam (NL) conducted pilots to understand the citizens face in understanding government communication. This knowledge has been used to improve public service delivery by adapting their communications to the needs of the citizens.

WHY

Groningen

The service standard in the Municipality is that citizens will get up-to-date information in understandable language. "The citizens can therefore hold the Municipality accountable if they don't understand its information" says Carine Plantiga of the team for Better Letters. In the public service delivery department of the Municipality they are aiming for a high level of service delivery, but when citizens don't understand the municipal letters, the quality of service goes down. The Municipality called for action to counter social exclusion due to difficult language. They implemented letter audits (a colleague of the civil servant who sends a letter checks the comprehensibility of the letter) but noticed room for improvements. Member of team for Better Letters Anja Pouw explains that "citizens don't understand the complicated words civil servants consider as standard. The inhabitants of Groningen don't know the law by heart, they don't understand all the abbreviations civil servants find logical." Therefore, an outside-in approach was needed.

Vechta

The idea to incorporate simplified language came up when the Municipality of Vechta relaunched the homepage and the news website of the City of Vechta. "Since the new homepage includes more and more online services, it is of even more importance that all citizens understand how to navigate to these services" says Christina Rasche of the Municipality. This increases the public service delivery to the people.

Rotterdam

In Rotterdam the ambition is that their services fit every citizen. Therefore, the Municipality of Rotterdam pays extra attention to the citizens who have more difficulty in reading or using their digital services. Their slogan is: "Well done for all Rotterdammers!" There are several projects to approve letters in all areas of the Municipality. Sharing knowledge and ways of working is something the Municipality is always trying to do.

HOW

Groningen

The team for Better Letters developed three approaches. **First** of all, knowledge has to be gathered. This has been done by taking municipal letters to a focus group of people with low literacy. The focus group shows that jargon can easily been misinterpreted, and that long sentences make a letter unreadable. The focus group helps civil servants to see how their choice of language can be misleading. **Second**, awareness has been created for a new way of working which changes the culture of public service delivery.

Instead of sending out large amounts of letters and receiving large amounts of questions from the public, the author of the letter first sends the letter to the customer contact centre of the Municipality. In that way, the employees from the contact centre can help in improving the letters based on their expertise from expected questions from the public. And **third**, a "Letter Doctor" has been appointed who helps to write understandable letters and who gives writing tips.

Vechta

To realize this new approach, the Municipality formulated a text, which was translated into simplified language by the 'SprachWerk - Simplified Language Agency' from the Andreaswerk Vechta (a provider of support services for people

with a disability). People from the Andreaswerk did not only translate the text; but residents with learning and reading difficulties also checked the comprehensibility before publication. The Municipality of Vechta included the content in simplified language on their website, which applies the set of rules formulated by the German 'Netzwerk Leichte Sprache e.V.'. The objective is to help people who have learning or reading difficulties, impaired memory or a low level of literacy to understand how to navigate in and to certain sections of the website. In addition, content in simplified language contributes to barrier-free websites.

Rotterdam

In "Understand the letter" 170 letters about care and welfare were screened and 107 letters were approved together with the target group. There was a close cooperation with the LIKE! Project which was developing letters with pictures at the same time (another use case - page 48). The Municipality shared the contacts of several NGO's who helped to find citizens with low literacy, learning difficulties and with financial debts. Colleagues who are responsible for making the letters were part of the test team and they facilitated the test days to be fun for both citizens and employees.





The results and what we learned

Groningen

"We notice that due to our team of Better Letters and the campaigns we held, colleagues are more easily able to ask for help." says Anja. The awareness campaign shows results, according to Carine "because colleagues develop awareness of the importance of language." Still, the project will working to reach even more civil servants, focus on awareness and the inclusion of external focus groups to help improving the municipal letters.

If you look at this [video](#), made by Groningen Municipality, you understand why writing better letters is so very important for people who have trouble reading....

Vechta

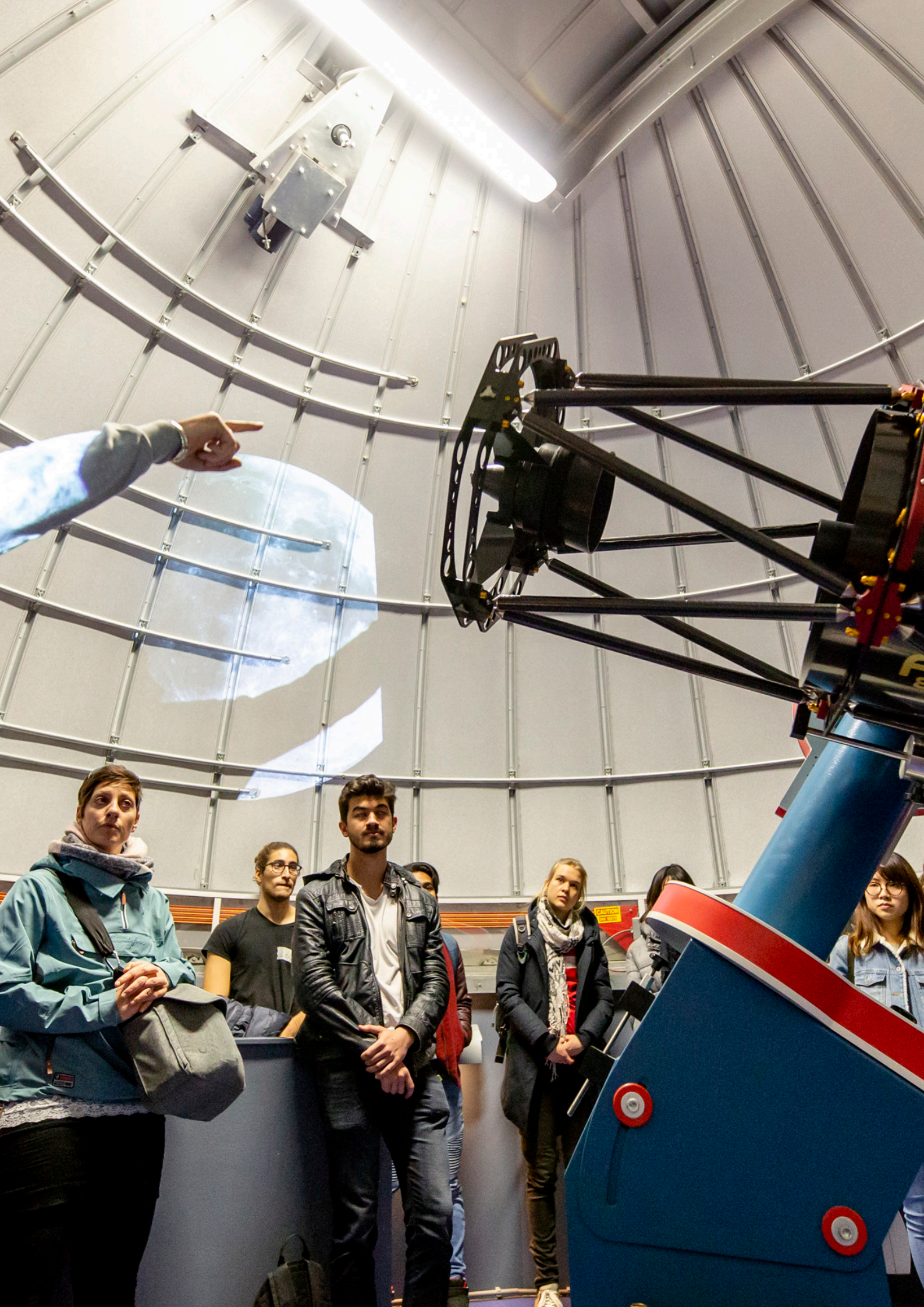
The pilot on simplified language is complete. Christina concludes: "we think that guidance in simplified language on how to navigate in and to certain sections of the website is an important first step to make a municipal website more understandable for people with certain restrictions."

However, the users might have problems understanding other texts on the website or within online services from external providers, which are not translated into simplified language.

Rotterdam

As well as 107 letters being approved, Rotterdam shared the learning points within the Municipality. These projects which make letters comprehensible for citizens are highly underestimated. It takes a lot of time and patience to update the letters within IT systems and meet the requirements from all stakeholders within the organization (e.g. the legal department). It has helped that target groups were helping the Municipality to understand how a good letter is written. And it is extremely important to have colleagues on board who are responsible for the letters.

The work to improve letters is never finished; it is a continuous process. "Understand the letter" was originally meant as title for the citizen, but after these types of projects we know that it is especially applicable for civil servants.



Using Visual Language to get information to citizens: Roeselare, Rotterdam

People with a learning disability often have problems with the information that comes from a Municipality. Letters are complex, recipients get too much information, and often they don't know what to do next. In order to develop an approach in which everyone can access, understand and know what to do with information, it is important to design letters from the recipient's point of view. To accomplish this mission, you need good external partners, enthusiastic colleagues and a good partnership with people who have this kind of problem.

Pictures in letters

Be genuinely interested in each other

This story started when Rotterdam asked a fundamental question: "What's it like to live in a digital society if you have a learning disability?" You can only answer this question by talking to people with this kind of disability, and that is what Rotterdam has done with the help of the non-governmental organisation MEE Rotterdam-Rijnmond, who works with people with disabilities.

This frank conversation led to a range of new insights into how these users interacted with services. You would not be surprised to find that Google helps these users, but not in the ways that you might think - because even if you miss-type or miss-spell a query Google is able to predict what service the user is looking for - e.g. to apply for a passport. To our surprise, these users would prefer to use a telephone number they found on the website to contact us, rather than looking for a digital service to make an appointment.

Enthusiastic colleagues

Armed with this knowledge, we entered a three-day innovation event in Rotterdam with a group of enthusiastic colleagues from all parts of the organization. We made our task more focused: "To what extent is the letter to apply for a passport understood by a Rotterdammer with a learning disability?". If we didn't have had the energy of our colleagues and the participants, we would not have come up with the idea of 'pictures in letters'. And later on, without the enthusiasm and involvement of colleagues from civil affairs, the tax department and communication, we would not have been able to put **Pictures in Letters** into practice. And it shouldn't be underestimated how much fun we had as well. We turned Rotterdam into one big UX Lab, testing the new letters with the Rotterdammers. Going across the city on bicycles to test the letters wasn't only fun, it was also engaging.

Find the most important assumptions and challenge them

By talking to a very diverse group of citizens of Rotterdam: the highly educated, people with low literacy-levels, the young, and the old, we were able to challenge our assumptions. Icons for example may not always have the best impact in letters. And higher educated people like a short, clear letter.

Why do we often look at our letters only from our perspective, for our processes and for our organization? Is it not the case that if we think and design from the point of view of the people in Rotterdam, they will better understand us and we will have the effect we want? With the help of the Interreg NSR financial support, we hired *Publiquest*, which has developed the best letters with pictures for our citizens.





Sharing and learning

The knowledge about **Pictures in Letters** pilot was shared at an early stage on the website of the User Central community (www.gebruikercentraal.nl). Other municipalities in the Netherlands are now making use of the images and increasing the knowledge of the **Pictures in Letters** work. Rotterdam then started a transnational pilot to follow-up this work.

Number of Unique visitors of the Pictures in letters website on gebruikercentraal.nl



Spreading Pictures in Letters Transnationally - Roeselare

After Rotterdam presented the results of the **Pictures in Letters** pilot to Like! the Municipality of Roeselare decided to adopt the **pictures in letters** approach.

So Rotterdam and Roeselare developed a transnational project together: a workshop on **Pictures in Letters**. The Dutch SME Publiquest developed a workshop around the 'how to's' for **pictures in letters** - based on questions from Roeselare and the learning from Rotterdam - which taught employees how to adopt the **pictures in letters** approach. The workshop was given to all the employees of the Communications Department of the Municipality of Roeselare.

The Municipality of Roeselare also invited external organisations to the workshop such as Wablief (an SME that works together with cities on how to use clear language), Kortom (an organisation for government and social enterprise communications) and VVSG (Vereniging van Vlaamse Steden en Gemeenten) - a member organisation representing the cities in Flanders.

By introducing this topic to these additional organisations the '**Pictures in letters**' approach has spread beyond Roeselare and across Flanders. The workshop strengthened cooperation and co-production between Rotterdam and Roeselare, and as a result the workshop was repeated in Rotterdam for a Dutch audience, including Groningen (a LIKE! partner), other Dutch cities and the Dutch Ministry of General Affairs.

The learning from the workshops and letters has been captured by Rotterdam and Roeselare in a white paper, which has also translated to English, so that the North Sea Region can also access our learning. The white paper can be accessed at the website of GebruikerCentraal.

Maak een afspraak bij één van onze stadswinkels



Via de website
Ga naar
Rotterdam.nl/paspoort



Per telefoon
Bel naar 14 010 om een
afspraak te maken.

Meenemen naar de afspraak



Pasfoto
Laat deze bij een fotograaf
maken. U heeft één
pasfoto nodig.



Pinpas
Bij de meeste stadswinkels
kunt u alleen met uw
pinpas betalen.



Uw huidige paspoort
Heeft u een paspoort én
een identiteitskaart?
Neem deze allebei mee.

Groningen strives for more dialogue between Citizens and Municipality

Groningen is working on an initiative that establishes a democratic and digital way of working together between Municipality and residents. *De Stem van Groningen* translates as *The Voice of Groningen* and takes citizens' opinions into account. Instead of being presented with fully developed propositions, citizens will be able to propose ideas in communication with other citizens to create a better living space in Groningen.

De Stem van Groningen is a digital participation platform that is used to engage with citizens. On the one hand, it enables the Municipality to share ideas with citizens; on the other hand, it provides citizens with the opportunity to share their ideas with the Municipality of Groningen.

According to Nephtis Brandsma, project coordinator, it is a two-way street from which both parties benefit. The purpose of this digital initiative is to connect residents and Municipality and to give citizens a voice in improving their environment and city. "Groningen has quite a long tradition of what is called *gebiedsgericht werken*, which is an area-specific approach to solving problems and improving the living conditions in specific districts", *De Stem van Groningen* is the digital equivalent of area-specific working.

De Stem van Groningen is modelled on *Consul*, a free software platform for citizen participation developed in Madrid, that aims to support an open, transparent, and democratic government. *Consul* is freely accessible to every city that wants to participate and provides one single platform for the whole Municipality, instead of many platforms. It stands out due to its flexibility, functionality, and excellent support system because *Consul* helps cities to implement the digital participation programme by giving them advice and support along the way.

As part of the process, *Gemeente Groningen* is going to start three pilot projects. The first one begins at the end of September at the Oosterpark neighbourhood. It is a collaboration between the Municipality and the area manager of the *gebieds team* that encourages citizens to become part of the process of developing ideas and the participatory budgeting process. "It is a means to find out what people want", says Albert van Holthoon, project coordinator. See [page 54](#) for a description of this pilot.

According to van Holthoon and Brandsma, ideas have to come from citizens who live in the area with the aim to improve the overall well-being of the district. Suggestions can range from a call for more playgrounds, a nordic walking environment, to environmentally-friendly gardening, and should have the public's best interest at heart. "The ideas will be reviewed in collaboration with the area manager first to check their feasibility before they are open for a vote and participatory budgeting", says Albert van Holthoon. The concept is relatively straightforward since proposals that get the most attention and likes will receive funding. The budget can, however, be spread across more than just one project.

The second pilot programme will run alongside the first one and deals with the energy transition in Vinkhuizen. Citizens



will get the opportunity to participate in the transition to sustainable energy provision. Nephtis Brandsma recognises the necessity of cooperation between citizens and Municipality in order to reach the aim of becoming CO₂ neutral in 2035: "This is something that we really need to do together. We should try to be connected as equals." As part of the project, residents will get the opportunity to share their ideas on how to switch to sustainable energy and what this can look like for individual households.

The third pilot programme is an internal one that introduces the employers and employees of Gemeente Groningen to the new democratic and digital way of working together. This is important because it is a new way of operating that no longer functions "from the inside to the outside", but which incorporates the public's opinion at an early stage. Therefore, the digital participation platform operates from the outside to the inside. "This approach emphasises equality and establishes a new way of working together that is based on interaction with residents in developing new ideas, instead of presenting the public with finished ideas", says Albert van Holthoon.

Accordingly, employees within the Municipality of Groningen have to be trained in working together with citizens. They often have to mediate between citizens and their different ideas but also among each other. On a practical level, citizens

get to vote for a project instead of being presented with a final decision. The Municipality has to establish successful communication strategies that encourage residents to bring forward their ideas and get involved.

In order to establish a successful communication between citizens and employees, the Municipality is dependent on a digital participation software such as Consul. "We are still working on the concept and possibilities of *digital identity*", says Albert van Holthoon. Citizens' data will be protected, and the digital platform will be made as user-friendly as possible to ensure that everyone can participate, from computer geek to less experienced computer users. Registration for both proposing and commenting on ideas is required to ensure focused and relevant discussions. "The civil service will have to mediate between ideas and calculate how much time that requires", says Albert van Holthoon. This is something that Albert van Holthoon and Nephtis Brandsma hope to explore during their first pilot programme.

De Stem van Groningen establishes a new and democratic way of operating that gives Groningers a voice to express their ideas on how to shape their environment. Ultimately, citizens are given more control and power in communicating with the Municipality and other public sectors to change things for the better.



THE VOICE OF GRONINGEN DIFFERENT METHODS OF DIGITAL DEMOCRACY

In January 2019, eight students from the Hanze University of Applied Science in Groningen presented their designs, features and ideas for **CONSUL**, the digital platform. This digital engagement tool, developed in the city of Madrid, has been implemented by 100 institutions in 33 different countries and used by 90 million citizens. CONSUL can be used by a (local) government to digitally engage with its citizens and aim for a more transparent digital democracy. But is this tool also appealing to younger citizens in the city of Groningen? 8 students conducted research on this topic and developed CONSUL for this specific target group. **Nephtis Brandsma** from Groningen describes what happened.



The Municipality of Groningen has great experience with (online) citizen engagement. However, connecting with younger people has been a difficult task for local government. The students from the Hanze University of Applied Science therefore developed a strategy to develop, design and promote CONSUL to target younger people and students in the city of Groningen. This includes an appealing design with many pictures and videos, but also interesting policy topics and suitable features. And above all, a quick loading and responding platform which is compatible with mobile use.

The strategy which the students developed will be incorporated in the Municipality's approach to implement CONSUL. The strategy involves communication plans and design requirements to attract the younger citizens of Groningen to the digital platform. Consul is expected to be online from Summer 2019.

AWARD

Groningen has been awarded €150,000 euro at the end of 2019, to develop a Netherlands-wide implementation based on the CONSUL platform.

CONSUL

Consul is an open source platform to help (local) governments engage more easily with their citizens. The platform offers features for various stages of the policy making process. Examples are debating, voting, participatory budgeting, collaborative legislation, and proposals. Citizens, civil servants and politicians can engage with each other and the democratic process can become more transparent and easier to follow.

Experiences with Participatory Budgeting

Lessons from Groningen

The Community Council in the Oosterparkwijk area of Groningen has a budget to fund neighbourhood improvements and activities in their area. The Cooperative Council wanted to improve their budget allocation process, in which a fairly small group decides how funds are to be spent in the area. So they decided to look for a new, more community focused, and more open and transparent way that would involve more citizens from the neighbourhood in decisions on how the money should be spent. The Cooperative Council decided to try a participatory budgeting pilot, with a budget of €25.000.

Democratic innovation and 'gebiedsgericht werken' - giving citizens more influence on their local environment - are important and long-standing local political goals in Groningen. This approach provides the background to Groningen's efforts to improve our (digital) public services and promote digital inclusion. For this pilot, these goals present a number of practical questions:

- How do you reach people that are not very experienced or capable with digital tools?
- Can you use digital inclusion to improve and strengthen social cohesion and connections in a neighbourhood?
- Can digital tools improve legitimacy of the allocation of public money?
- How do you organise a (democratic) conversation with a large amount of people on what is important to the neighbourhood?
- And can you have that conversation online, or do you (still) need face to face meetings?

Digital tools can be a good way to reach more people more easily, and also to reach people that usually are harder to engage (for example, young parents who are often too busy to attend local meetings). At the same time, the face-to-face meetings and connections between people remain important and invaluable. So the two approaches complement and support each other.

This pilot was our first attempt at participatory budgeting, and we want to develop this approach so that online participatory budgeting will become one of the standard tools we have to engage with citizens.

Participatory budgeting is a process in which ordinary people decide how to allocate part of a public budget. Participatory budgeting allows citizens to identify, discuss, and prioritize public spending projects, and gives them the power to make real decisions about how money is spent

Participatory Budgeting in practice - learning from Angus

To support our pilot, we worked closely with Angus Council, a Scottish partner in the LIKE! Project, so we could build on Scotland's considerable experience with participatory budgeting. We had a joint Summerclass, where Angus told us about their experiences with participatory budgeting and Groningen shared our plans.

Groningen started our Summerclass programme - a series of training and development workshops that focused on areas where we were driving innovation and supporting skills development, with a focus on improving the delivery of public services and upskilling staff about the influence of new technologies and innovations in 2017. We held the classes in the summer holidays as we'd learned that that is when staff tend to have a bit more time to be able to participate in these kinds of knowledge development activities.

Graeme Hodge came across to Groningen from Angus Council for a summer class in July 2018, to introduce Angus' work on Participatory Budgeting. This focused on what Angus had learned in carrying out participatory budgeting with communities, and their learning from Youth Power - a participatory budgeting pilot for young people in Angus. Graeme also shared information on the future plans for participatory budgeting in Scotland as a whole and in Angus in particular.

In Angus a steering group (supported by Angus Council's Communities Team) made up of local people manages the participatory budgeting process within their area. It is the steering group that manages public events and makes the decisions - they manage the process instead of Angus Council. It's very important to have local people who are committed and motivated to deliver participatory budgets in their area. Training is very important to enable the steering group to have a better understanding of participatory budgeting and the funding allocation process.

It was very interesting to hear what Angus were doing, and it also helped to convince us that it is possible to deliver these kinds of participatory processes. Sometimes people can be a little bit sceptical, so it is good to show what is happening elsewhere.

Designing our participatory budgeting approach

As we set up our participatory budgeting pilot, we paid a lot of attention to the communication campaign that would

support it. We organised local, face to face meetings, in order to both improve the quality of our ideas about how the process would work, and to help citizens develop their proposals. These meetings helped us to think in detail about how the process should work.

We made some mistakes - we were advised to let people share their ideas for projects that could be funded, and then follow this with a supporting phase to figure out which ideas were most popular in the neighbourhood. But we thought that would be too complex, because we also have a lot of citizens in the neighbourhood that are not very skilled with digital tools and so we didn't expect a lot of ideas to be submitted. This meant that we had a LOT of work to do when the submissions came in - we had to process over 65 suggestions, when we had expected to get around 25. So we should have listened!

What we learned

It's important to have good technical support as you build your solutions - particularly if you want to prove to citizens that you are taking digital tools and digital inclusion seriously. We would do a better job of testing the website in advance, and making sure we had dedicated support if things didn't work as we'd expected. But these are the common issues that arise the first time you develop and run a new process like this. Next time we will have a better idea of what we should do and what our colleagues in other teams should do to support this work, so we'll be better prepared and better organised.

The next time we run a participatory budgeting programme, we will follow up the idea collecting phase with a second, supporting phase so we and the citizens have a better idea of what ideas are popular (or not) in the neighbourhood - this will allow us to manage the process more effectively and use the time better. It is very important to have a team that can involve citizens, to help them develop their ideas and plans and so on. It was very helpful that our colleagues already have a lot of experience with community engagement so for them it was fairly natural to check the ideas and help to improve them when necessary.

Participatory budgeting is a learning process. You might not get it completely right the first time, but you learn more every time you do it. We've learned this from what Angus told us, from what we have learned ourselves when we reviewed the pilot, and from the feedback we've seen from the participatory budgeting events in Angus.



Leads WP 3

3. INCLUSIVE SERVICES

Technology is often criticised for creating “digital divides”; services are introduced which might be effective for one sector of the community, but has the effect of making that particular community sector more advanced whilst disadvantaging other sectors.

For example, developing an app in English that is only available on a particular brand of mobile phone might be advantageous for younger English speakers who own that particular brand of phone, but may alienate people who consume services via a tablet, people whose first language isn't English, or people whose only access to services is via a PC in their local library. The app may be revolutionary, but large chunks of the community won't be able to use it.

This section looks at the idea of both providing accessible digital public services AND using digital tools and techniques to make existing services more accessible.

In this section you can read about how Customer Contact Centres are being improved both using digital technology and the addition of voice assistants. We look at how citizen participation can improve the relatively new area of digital democracy, and we see how digital service design techniques can be used to make services more effective for caregivers.



KEY MESSAGES

The crucial concept that cuts across all the projects in this chapter is that partners realised that they would never achieve good results unless the projects were created alongside citizens and citizen groups (the posh phrase for this is “co-creation”). The partners realised the ancient truism that you'll design the best product by involving the people who are going to be using it, day in, day out in the design.

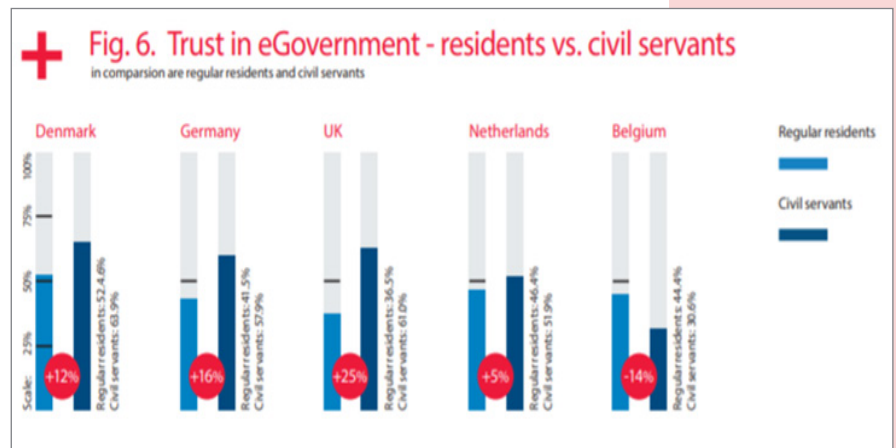
Understanding where citizens trust eGovernment: Martin Schweer, University of Vechta, Germany



Hello Prof. Schweer. Could you introduce yourself?

Hello, thank you for the invitation. My name is Martin Schweer and I am a Professor of Psychology at the University of Vechta in Germany. My team at the Centre of Trust Research at the University of Vechta are interested in how trust and distrust are influencing the everyday lives of citizens and organisations in a variety of different contexts.

In previous work we have looked at the concept of trust and distrust in sports, on sustainability issues, and in schools. In the LIKE! Project, we are focussing people's views on public authorities, digitalisation processes, and on eGovernment.



What's the role of trust in eGovernment?

Trust is a key filter of our perceptions, and our level of trust has a huge impact on how open-minded we are about innovations. Trust provides us with the subjective feeling of security - of being able to put ourselves into the hands of other people or institutions - which is so important when we give personal data to public authorities, knowing that we cannot really control how the data will then be used.

It is important to understand that the development of trust depends on our own personal experiences. Our individual view of 'trust' is based on our individual, critical consideration of the possible risks - and therefore cannot

really be understood as 'blind trust'. The development of trust is fundamental for the acceptance and usage of digital services. Despite this, research on eGovernment mainly focusses on technical issues and data protection questions. So there isn't enough empirical analysis of the 'trust expectations' of end-users.

So, what have you done to close this gap?

Basically, we conducted several surveys within the North Sea Region - including Germany, the Netherlands, Belgium, Denmark and the UK. The objective was to gain more insight into the experiences of citizens with digitalisation and to find out to what extent they trust digital services. We are interested in the mechanisms that underlie the

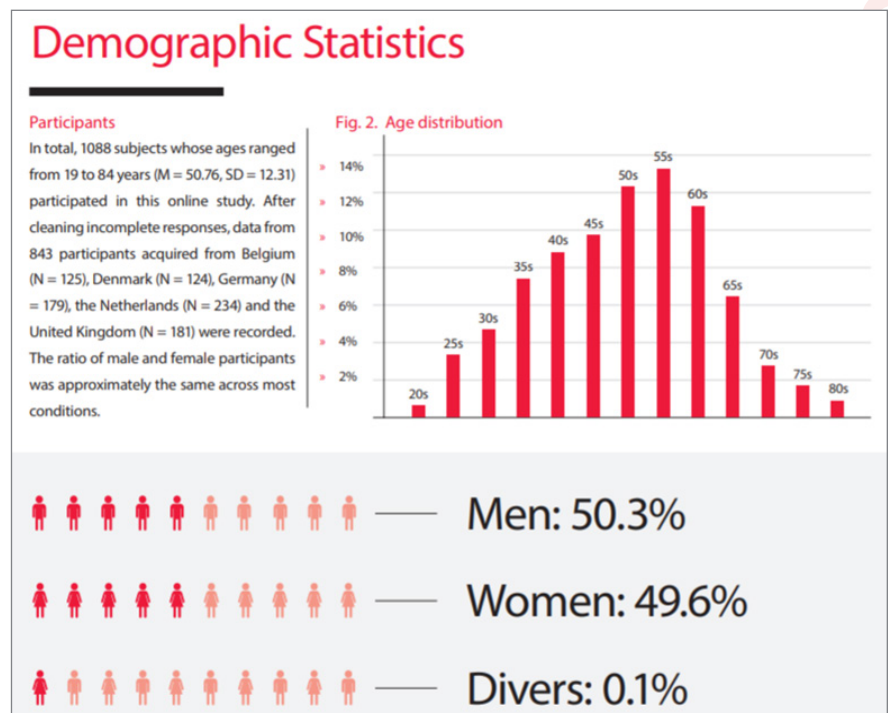
development of trust in this context. From a differential - psychological perspective, it is also important to consider the citizen's heterogeneity, which, for example, may be based on different personal expectations and competencies. Based upon these insights we can then make recommendations for measures such as information materials or handouts that are designed for specific target-groups and which are more likely to have an impact.

What can you tell us something about your results so far?

The data collection is still in progress – but we have reviewed the responses from 500 surveys in order to give you some preliminary results.

Overall, 60% of the respondents do trust the work of public authorities in general, but only 45% trust in their digital services. This difference can be explained by a certain scepticism towards the reliability and the digital competence of public authorities - 50% of respondents flagged this issue in the survey. Despite this, responses from public and civil servants - who arguably have greater insider knowledge of how administrative procedures actually work - showed higher levels of trust in digitisation than other citizens did.

When we compared the attitudes of the different countries, we found some exciting results. Firstly, we found that Germans showed the highest levels of concern about the capability of their government to deliver digital transformation. Secondly, the data suggest that the Danes are by far the most trustful population, whilst there are only small differences between the remaining countries. Both Danish



citizens and civil servants alike exhibit particular trust in their authorities. They value digitisation processes the most, and their attitudes towards eGovernment efforts are more positive than in the rest of the North Sea region: this trend is reflected in the number of Danish eGovernment application users. Now, the question is to understand what makes Denmark so unique in their view of eGovernment, why Danish citizens believe this, and can we eventually find practical conclusions based on the Danish approach?

Do you have any initial conclusions?

This is not easy to answer. The survey shows that the Danish citizens place less importance on having personal contact or interaction with public authorities when getting services: only 30% of Danes said this was important. We can't say if this is a result of the very early transition towards digital alternatives or a cultural phenomenon.

A key element for the Danish digital performance might be the central provision of the fundamental digital infrastructures, which allows public authorities and municipalities to re-use common services cost-efficiently and benefitting all citizens. This also enabled the Danish to reach a great number of older people and helped them adapt to the digital transition. Eventually, we hope to use this knowledge and combine it with the results of our research in order to understand how to tailor the design of eGovernment applications to end-users' needs in each respective country; and then, maybe, this results can be used as a starting point for an empirically based development and selection of digital services in the context of local eGovernments.

Thank you for these insights!

The pleasure was mine.

<https://northsearegion.eu/like/news/trust-research-report/>



REPORT:

CUSTOMER CONTACT AND INTERACTION

The development of an Innovation Culture enables us to capture the benefits of collaborating on customer contact and interaction. Given the right participants, vision and approach, it is possible to turn the input of ten experts, nearly 50 municipalities and 100 civil servants into an end product with real impact.

Customer Contact and Interaction is a new development in the Netherlands. This is strengthened by the publication of *'Klantcontact & Interactie met je gemeente'* ('Customer Contact & Interaction with your Municipality') and the creative process that preceded it.

Many Dutch municipalities are taking major strides in service provision, communication and participation, including increased awareness of their customer contacts and improved presence on various social media channels. The next step in customer contact and interaction is to structure your organization to meet the expectations of the outside world.

Six key principles

- **Personal** co-operation is our starting point, trust is our basis. We keep our promises; our contacts are personal and tailored. We work as one. We work swiftly and get it right first time.
- **Online** - we serve our customers online as much as possible; phone contact and physical contact will of course remain options (click, call, visit).
- **Always near** - where the customer needs us, we are around the corner and online, i.e. location-independent; we are close when it is convenient, i.e. independent of time.
- **Listening** - we listen to the community and are in touch with our customers.
- **Working with communities** - together with neighbourhoods, we help initiators if necessary, we let go if no help is needed, and we take the initiative if the situation demands it.
- **Data-driven** - we use big and small data to make predictions and improve our services and business.



Three Learning Points

- **The importance of customer contact and interaction is clear;** development of this area is key and will become more and more important.
- The development and objective of new approaches **needs to be clear to citizens as well**, otherwise they'll struggle to use these new channels. The key is making services more personal.
- **Guidance needs to be useful** – the best way of doing this is to write it in collaboration with citizens and citizen groups themselves. Don't assume that if the council writes the guidance, that everyone will understand it!

Four important groups

- **Citizens & Companies:** the current scope of service provision and customer contact with the Customer Contact Centre, the website, e-services; the one-on-one contacts; customer contact and service provision.
- **Neighbourhoods:** the processes, services, interactions and collaborations in neighbourhoods and districts near

a location, such as co-creation, city funding and communities. In short, the existing forms of participation in the neighbourhoods, including their modern alternatives.

- **Stakeholders:** communication with, listening to, sending messages to and reaching groups of citizens with an interest in a certain issue.
- **Administrations and Organizations:** addressing the previous three steps will place heavy demands on the administration and on the organization, its processes and systems, its culture and its employees.

Results and finding out more

One of the main outputs of the work was a publication that details 34 key building blocks for government organisations that work from the “outside-in” (that's to say starting with citizens and not organizations).

More detailed report on this work can be found on the LIKE! website at <https://northsearegion.eu/media/4867/case-study-papers-klantcontact.pdf>

FOCUS: DIG-IT FESTIVAL

DEVELOPING

SUFFOLK'S DIGITAL APPROACH

Finding innovative ways of delivering public services is essential; not just to meet financial challenges but also to deliver more effective services which meet the needs of users and communities. In April 2019, Suffolk hosted an Innovation Showcase Event (known as the DIG-IT Festival) to identify these digital and innovative solutions.

The week had a number of aims:

- Continuing to raise digital/innovation awareness
- Demonstrating new technologies and ideas to support Transformation
- Promoting the role of our 'digital stars' and offer 'Bite-size' staff training
- Sharing learning from the EU-funded LIKE! Project
- Building collaborations, project concepts and funding opportunities

Participants engaged with innovators and businesses to explore ideas and solutions to enable better service delivery, manage demand and facilitate transformation. The event coincided with a LIKE! Partner meeting in Suffolk and the project presented transnational pilots from the Netherlands, Germany, Belgium and Denmark during the Innovation Showcase Event which hosted approximately 30 businesses from Suffolk and across the UK.

30 innovation businesses and projects from across Suffolk and the UK showcased their solutions to a range of 'headaches' set out by Suffolk County Council's leadership team. Over 100 guests attended the LIKE! steering group presentations on their work for the project from public, private and academies sectors. A highlight video was created and shared to promote the highlights and benefits of the week: <https://youtu.be/Fq6KD5nynPM>

The event showed how products, services and 'tech' could potentially solve challenges and in that way supporting the day-to-day work of staff. There were lots of opportunities to start an innovative conversation with stakeholders and get interested to further develop innovative ideas. The week-long programme attracted more than 600 attendees

The Innovation Showcase Event also shows the importance of understanding 'all things digital' and how to engage your staff in this transformation. And lastly, get to inspired and pick up ideas which can be implemented in your organization.

2019 INNOVATION SHOWCASE PROGRAMME

Tuesday: 'Transformation showcase'

Suffolk's staff survey suggested that staff felt that Suffolk's Transformation Programme (TP) needed more explanation and promotion. The festival highlighted the TP so it would act as a 'prompt' for the digital / innovation solutions that would be showcased later in the week.

Wednesday: 'Innovation Showcase' (businesses invited)

Open to all staff and external organisations, this was an afternoon of events which aimed to raise enthusiasm and highlight innovation opportunities.

Thursday: 'Digital Stars Open Day'

A chance for staff to meet the Suffolk County Council Digital Stars and discuss 'all things digital' – e.g. to discover what digital tools are already available, understand how 'digital first' thinking can help work, and ask questions.

Friday: Bite-sized Digital Learning

Promoting digital tools such as OneNote; Skype; Smartphone features other topics, including more advanced tools such as Sway.

Week-Long event - Digital Amnesty!

During the week we held a digital amnesty and asked colleagues to bring in any unwanted technology such as unused laptops and phones from previous employees – no questions asked! We recouped over £5000 worth of equipment in the first day with a total of £12,359 worth of equipment being returned throughout the week. The value was based on cost to repurchase and meant that the equipment could be rebuilt and re-deployed instead of being bought new.

Highlights of the DIG-IT festival: <https://www.youtube.com/watch?v=eEl-Bjs8e5A>

Suffolk's EU Like digital event:

Part 1 - <https://www.youtube.com/watch?v=et7zvcsNKq0>

Part 2 - <https://www.youtube.com/watch?v=AogWHh-vy10>

Part 3 - <https://www.youtube.com/watch?v=P-Rn3WEeoYs>

Part 4 - <https://www.youtube.com/watch?v=Gn4STPvtUE>

HOW TO RUN A GOOD TRANSNATIONAL WORKSHOP

This magazine mostly brings together content about **WHAT** projects partners produced. Another good thing to know is **HOW** to make these things happen. The cities of Roeselare and Rotterdam worked together on setting up a transnational workshop on images in letters ([page 48](#)). Here are some basic tips:

Communicate well with each other

For example, what worked well for the two partners was to organize several bilateral meetings in Roeselare. In addition, the frequent calls and mails not only strengthened communication, but also strengthened the bond between Roeselare and Rotterdam.

Set up reasonable expectations for each other

Rotterdam and Roeselare were very open with each other on what they expected. By noting down the expectations in the beginning, the content for the workshop could be set up by both of them. This led to a workshop that was a success, because both partners knew what to expect and got what they expected.

Familiarise yourself with the way each organisation works

A good partnership is built on trust. For example, Roeselare and Rotterdam worked well together on some other topics in the project which led to a good understanding, nice informal relationships and a good trust in each other.

Dare to criticize each other!

A good partnership is based on honesty. If something could be better or run more smoothly, it's better to say it immediately. Rotterdam and Roeselare dared to criticize each other's process, by giving positive and constructive feedback. When parties ask for feedback from each other, both knew that that wasn't causing difficulties, but would produce a better end product.





SERVICE DESIGN IMPROVEMENT: CARING FOR CARERS

What is human-centred design?

Human-centred design is an approach that: “makes systems usable and useful by focusing on user needs and requirements and by applying human factors/ergonomics usability knowledge and techniques”

The approach was initially used as a way of designing, producing and implementing software systems by involving potential users at all stages of development. This has the advantage that there is agreement along the way that the system satisfies the requirements of the people that are using the system.

It was soon realised that human-centred design didn't just have to be used to design software systems and digital technologies, it could also be used to design other activities such as social care-related services. This approach takes into account human dignity, differing abilities and access requirements.

There are several ISO standards relating to human-centred systems design and more information can be found on this approach at: <https://link.springer.com/article/10.1007/s00146-016-0675-2>

[International Organisation for Standardisation](#)

Roeselare Municipality (BE) identified that services for carers need to improve, especially services for working people who have caring responsibilities. A service design workshop was held, using human-centred design - principles originally used in digital service improvements. This technique was chosen as it helps to stimulate people's ideas in an effective way. **Kimberley van Luchem** explains.

The Municipality of Roeselare (BE) has organized eight 'conversation tables' about improving services for their target group of working care givers. These people care for someone (e.g. person with cancer, person with a disability, elderly people who need a lot of help) and also have a (part time or full time) job. They feel unheard, don't get the right information at the right time and have to go from organisation to organisation to get the right support for being a (volunteering) care giver.

These voluntary workers often have jobs themselves, so a lot of the voluntary activities are being done next to their own jobs. Caring can involve administration as well as physical helping people.

In order to improve the services, it is necessary to talk to users to understand how we can improve our services. By using the human centred design method, we map their needs. Together with the care givers, we are searching for good solutions.



Interreg NSR LIKE! Project: The poetry, the story, the impact

4 years of co-creating innovative culture in Rotterdam

On the 1st of March 2020 the European Interreg North Sea Region project LIKE! was officially closed. Rotterdam decided that the results of LIKE! should not just be presented as excel sheets and Powerpoint presentations, but finished the project by transferring the main lessons in an interactive storytelling event in the Zuidplein Theatre of Rotterdam, open for all (dutch speaking) professionals involved in the project over the past 4 years. Using poetry and interviews with people involved in the project, including citizens, professionals and external partners, the project was summarized in a booklet that will serve as a reflection on the lessons for many years.

Lessons

The most important lesson learned in these 4 years is probably that taking citizen's perspective into account is an essential factor in the development of public services. The digital revolution is a fast moving process, commonly causing governments to be tempted to put technical solutions in the centre of their service development instead of the human factor. Listening closely to our citizens gave us the opportunity to work towards better services, which reflect the actual needs of citizens.

Story-telling

To ensure long term effects of the learning processes going on during the projects we did, a form of reflection is of unmistakable importance. This is why Rotterdam worked closely together with "IkBenWij": a company of storytellers, dancers and theatre producers, who aim, with great determination, to improve social cohesion especially in the less affluent parts of Rotterdam. They attended many workshops and design sprints, and summarized the process in spoken word poetry. Performing artist Insayno wrote and

performed the spoken word live, during the session. This provided us with a precious reflection on the deeper meaning of what we were trying to establish.

Booklet

To give you an idea of the impact of our projects, and the way we organized reflection, we are happy to present one translated spoken word poem from Insayno, and one from the project's manager of LIKE! Bjorn Dirkse, reflecting on the intentions Rotterdam as a local government has in serving our citizens to it's best. We asked several people, civil servants, project managers, and partners from SME's and knowledge institutions who worked with us on different projects, what they learned from the LIKE! Projects and collaboration, to show the impact on professionals and organizations.

We are convinced impact can not just be represented by figures, numbers, reports, and excel and PowerPoint presentations: If you want to put humans in the centre of your public services, you have to be prepared to show sincere interest in those people. If we manage to do that in a vulnerable and open way, it will lead to better services for citizens in Rotterdam and everywhere else.

Bjorn Dirkse

BJORN DIRKSE

Procesmanager City of Rotterdam
Projectmanager City of LIKE!

If we really want to put the citizens of Rotterdam at the centre of our service provision, we will have to develop an open mind. We need to remember that we might all end up being completely dependend on good public services.

YOUR ROTTERDAM

On the quest for ourselves, we found ourselves in the other. Change requires a road to be wandered. Who wants to go fast goes alone, but together you go further in case you wonder.

Encouraged to encounter, I see YOU, not a target-group, and feel your true needs and the need to deepen the feeling in what gives meaning to you.

Knowing you makes my knowledge into wisdom, while we clear up questions and contemplate on consequences of complex changes and challenges YOU face.

Your confusion is caused by new bears on your road, red tape and regulations rule blurring your understanding of who we are: your government. Failing to make you understand what I'm good for, you face consequences of our incompetence and ignorance in spite of intentions to do you right, while you shout out to be seen and heard of, to be cared for and to betaken care of, so you finally sleep one night without worrying about tomorrow.

Four years on a journey together, you were my mirror and showed me who I am. We reflected and respected differences in interest but always interested in each other we shared values and created added value.

Small changes learned great co-created lessons, we changed the course of the ship with just one degree, changing the port we end up in on the other side of the north-sea completely.

Rotterdamian, I hold you dear. I wish to see you and hear you, I love to see you at ease, fulfilling dreams and seeing all your potential and talents acknowledged to contentment.

Thank you for teaching me that action alone doesn't speak louder than words. True listening and deep understanding should proceed pro-action to ensure we provide service that YOU need.



BROKEN FRAMES (15-05-2019)

*It all starts with the user, real people, real examples, with real debts
Who are already five steps... behind,
I'm hoping for a scope so I can look in to their lives with a different set of eyes*

*And try to redesign my way of thinking
Scattered pictures in broken frames,
We want more insight in their point of view
Their circumstance is like a glass house that the system throws stones through.*

*Welcome to capitalism where debt collectors are deaf collectors not listening
Picture This: No images for illiterates, to me it's all gibberish.
I'm drowning a thousand letters, words cut deeper than the sea, sentences
of suffocations, bottle neck by the mailbox, they won't let me breath*

*Enslaved to taxes, I can't break chains and be the change at the same time,
is it a crime to wish that I'm free?
We speak the same language but you don't seem to understand or comprehend,
no cognizance, you may have a conscious but you are not aware*

I'm open to payment, but I've missed all of your notifications.

*We collect our sorrows with student Loans
To improve our own, holding on to the newest phone, you should know
you should know that, you can develop a custom agreement
But I'm accustomed to be costumer I'm just in to dreaming*

*We lost touch. You are so far ahead that you're already behind me
The sound of knocks on doors don't endorse but feels forced and triggers anxiety
I flow through charts in uncharted area's
Concealed to if the frame works living in hysteria*

*Tomorrow is hidden not yet to be revealed
Because I've learned how to survive but never learned how to heal.*

*Disorientated on this road of confusion
Conclusion: We need to find a solution
Open the windows of our souls instead of gates from institutions
Because these Walls of false hope are built upon illusions*

*In this friction of fairness and the things that I cherish is an addiction
The confliction is a depiction of careless
My original sin is to let you think that I'm scare less
Now picture your parents in this rigged system with this glitch from awareness*

*You feel powerful, I feel powerless
because I have lesser power after stressing for 12 hours
No connection, but we communicate through cell towers*

No corresponding, no confirmation, no arrangement, no payments, no bonding,

*Privileged positions to talk about debts straight from a desk
How can you face the consequences
when you're wearing a mask?
You know where I live, I got nowhere to hide
You can take my house, my car, my dog, but never my pride*

*Sitting in the dark hoping you can assure that your intentions are pure
Trough interventions I can tell
A prevention is always better than a cure*

*The journey starts with us, because we are the change
Project LIKE! We see opportunities in exchange,
I will follow you as long as you lead me the way
We may be different, but in essence we want the same*

Insayno



JAAP VAN GRINSVEN

Rotterdam University for Applied sciences - Manager Externe affairs and teacher

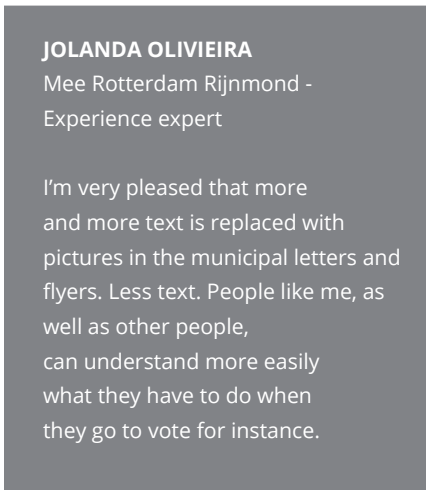
It's awesome to see that if you ask students to think about what the future looks like according to them, they approach this in a very unrestricted way. This gives the Municipality the opportunity to get an insight for instance on ethical issues we might be facing in the future.



DENNY BENJAMIN

City of Rotterdam - Senior employee Klantcontact

What we see is that not just the citizens coming to our desk struggling with complex problems. The people on the other side of the desk also have their struggles and worries as luggage. It's important to learn, by allowing yourself to show vulnerability, how to still keep making that connection with our citizens.



JOLANDA OLIVEIRA

Mee Rotterdam Rijnmond - Experience expert

I'm very pleased that more and more text is replaced with pictures in the municipal letters and flyers. Less text. People like me, as well as other people, can understand more easily what they have to do when they go to vote for instance.



MOURAD BOUDABER

City of Rotterdam - Procesmanager

The conversations with Rotterdam' citizens made a huge impression on me. One person desperately asked "now when does anyone really think about ME!". And I think this is a fair question. This should actually be our starting point: how does our service provision impact the person I want to reach?



LEONIE MELCHERS-KROON

City of Rotterdam - Manager strategy, development and innovation Programme manager "Goed Geregeld Rotterdam"

What is important to me, is that we learn to appreciate the people of Rotterdam not merely as being 'customers', but as the human beings they are. At the end of the day it all comes down to a very simple principle: before anything else, we are all human.



REWI RAMLAL

City of Rotterdam - Teammanager Feijenoord

We see a changing society, and we, the people behind the frontline desk, need to adapt to that change. By innovating, doing things differently, we grow. And we see the impact of that in the higher customer satisfaction ratings.

WILMA BRUINEN

Mee Rotterdam Rijnmond -
Coördinator group education

On a regular basis we test letters the Municipality develops for it's citizens. The tests are performed with people with a learning disorder or low IQ. Jolanda is one of those people, and it's so impressing she is so open about it. She educated civil servants about the challenges she faces organizing her daily life. It's very fulfilling to see how the results of the tests have impact in Rotterdam, the Netherlands and even in Europe!

**ESMERALDE MARSMAN**

City of Rotterdam - Procesmanager
Projectmanager LIKE!

I really saw that the difference can be made in small things. The main lesson we can learn, is that we, as a local government, should not be afraid to be a bit more vulnerable and open when citizen's offer their help addressing the challenges we face.

**MURAT ALTUNBAS**

City of Rotterdam - Advisor
International, Public Affairs Office

We should be prepared to respect other people's perspective. If you know yourself well, you are better able to get to know the other well too. If learn to know other people in your city, you learn to understand your city better. And if you know your city well, you will be better able to understand other cities, and Europe and help them addressing the huge challenges we are all facing.

**SIENEKE OLIJ - BLOEM**

Elderly citizen of Rotterdam

It was very nice to experience how much effort the municipal social support desk puts in actually listening to it's citizens. People with very serious problems go there for help. It was a very special opportunity to help the Municipality in solving problems, to look at things from a different angle.

**SUSAN ROTTEVEEL**

City of Rotterdam Frontlijn
bureau - Method-developper

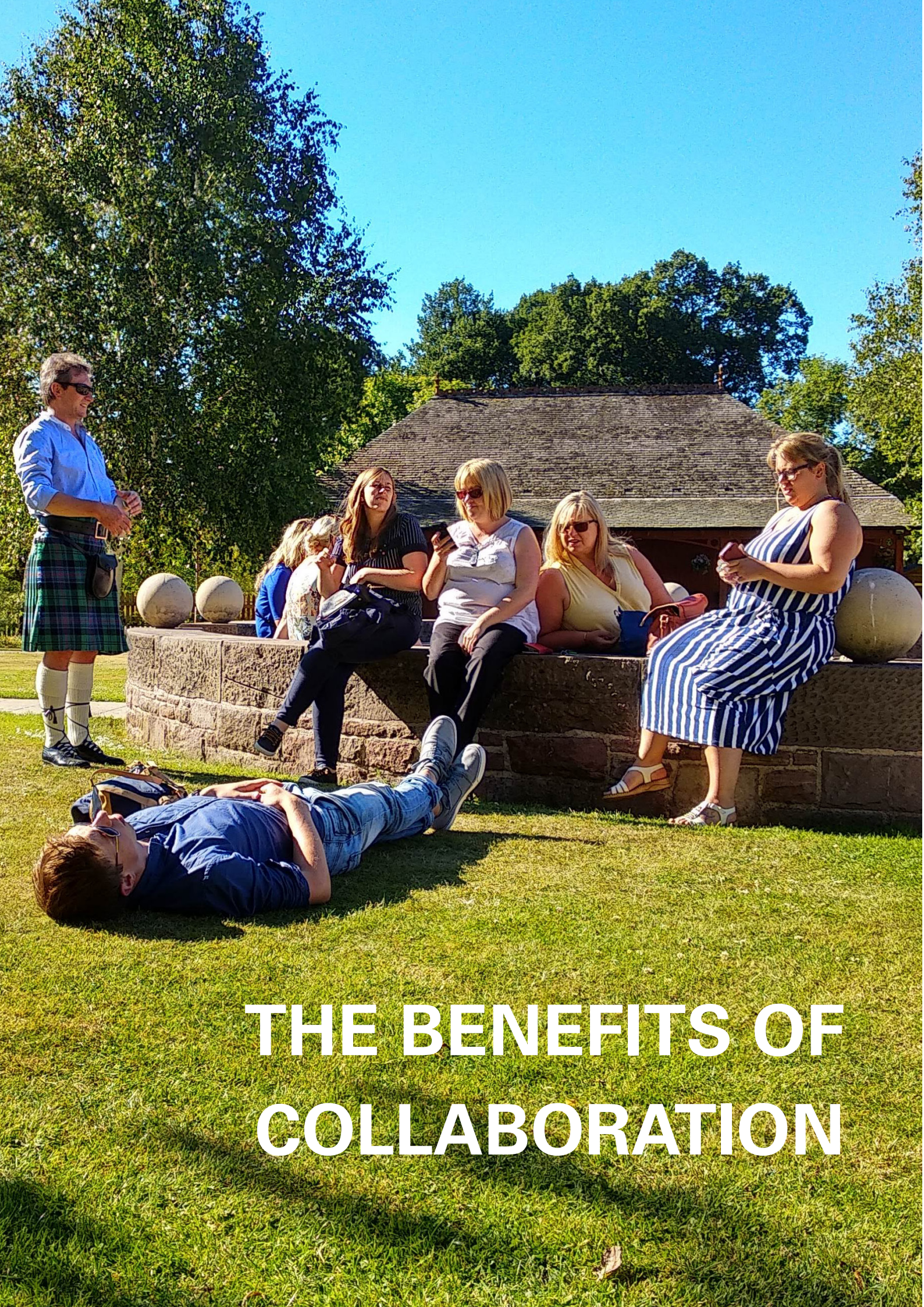
What I wish is that our clients don't need our support for any longer than is necessary. That they will manage by themselves. Until we reached that goal, I wish this interactive collaboration with our coaches improves their situation. The 'you have to!' should go!

**MARCUS VLAAR**

&Ranj - Creative Director

What struck me in this project in particular, was the insight that the reality vulnerable fellow citizens face, is much harsher then we, as professionals, think it is. These are the real 'wicked problems', and they should be tackled one tiny step at a time.





THE BENEFITS OF COLLABORATION

LIKE! works on Developing a *Digital Innovation Culture* has produced some excellent outputs. The partners have worked together and with citizens and SMEs to develop new skills and change strategies to use digital tools to engaged with the public in new ways, and to really think about how new services can be as inclusive as possible.

The key to all of this work was the *transnational collaboration* between partners. Once partners understood what the other partners were working on in terms of their own digital journeys, international virtual project groups were formed, communicating on a regular basis across borders using digital conferencing tools. As well as meeting up for the regular project meetings, partners would undertake field visits to one another's organisations, exchange information and experience and work together to organise international events.

So, we have had examples of an expert from Scotland talking at a summer school in Groningen about Participatory Budgeting, Danish and Dutch partners experimenting with hackathons as a way of engaging with older people and Belgian and Scottish digital coaches helping staff and citizens with new skills. There has been a recognition in the LIKE!

project that transnational working has provided huge benefits for participants in collaborative projects. Different international partners have brought a different culture of thinking to help solve problems that weren't necessarily apparent to a partner on their own.

We've found that there has been some extremely fertile common ground between the partners, and that several principles are key to developing digital services for the future.



COLLABORATION PRINCIPLES

1. Collaborate with other government organizations – they may have experience that you don't.
2. Involve citizens and citizen groups from the start – if you don't, you might end up with services that are not widely used.
3. Involve SMEs – small and medium sized enterprises have the commercial experience in developing technological services, and also assessing whether a product is viable.
4. Collaborate! – by working together in all aspects of service design, we achieved more than the sum of our individual parts.



This LIKE! Magazine is produced by all
LIKE! Projects partners

©February 2020
Gemeente Groningen
and the LIKE! Partnership