

LIKE!

DEVELOPING YOUR APPROACH TO INNOVATION



Developing local innovation cultures
in cities across the North Sea Region
of Europe - Lessons from the LIKE! Project

COLOFON

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

LEAD BENEFICIARY

Municipality of Groningen

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I think we have gained so much from our involvement in the LIKE! Project and I think it has set incredibly strong foundations for the next 10 years. We have established many projects that will be in place for years to come. That's real positive for us and something we can be really proud of.





About the LIKE! Project

Project Objectives

LIKE! has significantly enhanced the capacity of the public sector to facilitate and deliver innovation, resulting in the development of a wide range of new and innovative services for improved public service delivery.

LIKE! has brought together local governments, citizens, universities and SMEs from across the North Sea Region to co-create a huge range of smarter, more efficient and more innovative services.

LIKE! has three priorities:

1. Creating a **Local Digital Innovation Culture** across the NSR, giving participants new skills and knowledge to deliver innovative services, to develop new ways to engage with communities, and to build more inclusive services.
2. These skills have been used by local and transnational innovation teams to deliver new and innovative **Smart Services** in the NSR that use information more efficiently, that communicate with citizens using more appropriate channels and content, and which have helped governments move from delivering generic services to delivering truly local services that meet real community needs.
3. These Smart Services have underpinned our efforts to create **Digital DNA for Cities & Neighbourhoods**, where digital dashboards turn data into information that will be used by citizens, policymakers, SME's and researchers to understand how cities and neighbourhoods are working. This is supported by work on integrating local data and information from IoT sensors, and complements LIKE!'s other pilots that enable the use of local data and information for local services.

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.

1 CREATING A LOCAL INNOVATION ENVIRONMENT

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 our capacity to lead and deliver change activities.

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

1.1 DEVELOPING INNOVATION AND SKILLS

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 via social media! Public services have been relatively slow in recognising that the public are consuming information and services digitally and are 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 deliver new types of services but the public want them, we face unmet expectations and run the risk of not delivering the service expected by citizens. Conversely, if the public aren't ready for new digital services, they will not be successful either.

So, we have to do both of these things at the same time: make sure both our staff and our customers are prepared for and can use the new digital services we're starting to produce.

TALKING POINTS

- Innovation is an ongoing, iterative process
- We must deliver seamless online services that work for customers
- Your users are important, look at what is in it for them when you begin to re-imagine services
- Involve both staff and customers when launching new or revised services
- Look at the whole innovation cycle – evaluate, learn, follow up and repeat!

Groningen was very happy to lead the LIKE! Project. We have learned a lot from our European partners - from participatory budgeting to better ways to use dashboards.

We did projects that make it easier to understand our letters for people with a learning disability.

How to make life a little less stressful for people who are in debt.

To make elections more accessible for people with a disability.

CREATING AN INNOVATIVE ENVIRONMENT: SUMMERCLASSES AND BROODJE LIKE!

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 Groningen's Summerclasses. Roeselare learned from this approach and organised their own 'Broodje LIKE!' sessions to improve their digital way of thinking.

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. 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.

Roeselare organized 'Broodje LIKE!' sessions (in English: Sandwich LIKE) - because these sessions were held around lunchtime. These info sessions raised 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.

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.

HACKATHONS TO SUPPORT PEOPLE WITH DISABILITIES

Hackathons have long been used as a way of using intense time-limited collaborations to produce products or ideas - 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. **Aalborg** and **Rotterdam** both used hackathons to co-create accessible services for people with disabilities.

After discussions with citizens Aalborg created a user panel who led the planning and design of the hackathon. An illustrator captured the discussions and ideas and converted them into drawings, immediately making the results from the hackathon accessible to everybody.

In Rotterdam each challenge was tackled by multiple team 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 also visualized in drawings, and the different outcomes formed the inspiration for the designer-teams to develop new service concepts.





One of the projects I particularly liked was the masterclasses that the Municipality of Groningen organized. They invited people from the LIKE! Project to come and talk about the project and what we'd learned. It was very fruitful interaction between practitioners and researchers. It was really lovely and useful.

BUILDING CAPACITY WITH DIGITAL 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.

Roeselare, Angus and Suffolk used digicoaches to develop innovation skills. In Roeselare the digicoach supports teams to deliver services. In Angus, digicoaches have trained volunteers who then deliver one-to-one and group sessions to people who have little to no digital knowledge. In **Suffolk**, digicoaches helped boost the awareness of and openness for digital innovation in general.

As more and more organisations become more digitised, there is a need for help and support within the community. We need to engage communities and ensure that social exclusion does not occur because of a lack of computer knowledge. Angus is now working with the Scottish Council for Voluntary Organisations to deliver Digital Champion Training.

1.2 NEW FORMS OF ENGAGEMENT

The rise of digital technology and service delivery brings new opportunities to engage citizens. The projects described in this section explore new ways in which local governments can both gauge the opinion of people and give citizens more autonomy and local control of resources and how services are delivered.

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.

All parts of the community already use digital services to some degree or other: 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.

A key thing about this particular theme in the LIKE! Project is that organisations are communicating with people in ways the people want to be communicated with, instead of the 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.

TALKING POINTS

- Actively engage with citizens and service users - don't underestimate them
- Understand how people want to communicate with you - use the channels they want, not just the ones you usually use
- Be creative in developing different ways to reach out and engage with communities - and with your organisation!
- Understand the problem you're trying to re/solve and make sure your organisation is on board with this
- Don't just engage with citizens because you have to - do it because you need to

SMART SENIORS - DIGITALLY EMPOWERING OLDER PEOPLE

Aalborg and **Rotterdam** worked together to organise workshops for older people to look at their needs and wants and how digital technologies can assist in this.

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.

Senior citizens add interesting perspectives, views, and values to design processes, because they grew up in a time with different values on communication, interaction, and the role of technology.

We found that as council staff we had a lot of preconceptions about what we thought the skills and views of older people were - but in many cases we were wrong!

PARTICIPATORY BUDGETING

Angus Council and **Groningen** both delivered Participatory Budgeting (PB) pilots. PB is all about local people deciding on how public money is spent. Participatory Budgeting can support active citizenship, and can help build more creative and stronger communities. These communities are able to take decisions about where public funds are spent, are more likely to take part in activities, and are better informed about public budgets and how decisions are made.

Angus Council used a range of approaches to PB; sometimes they would bring together people at local events but sometimes we'd use online digital tools which can increase the number of people getting involved.

Angus ran PB pilots in three communities - Montrose, Edzell and Brechin, and 51 projects were chosen by residents to receive PB funding.

DIGITAL DEMOCRACY

LIKE! worked with two Dutch organizations ('Democratie in Actie' and 'Netwerk Democratie') to develop a guide on local digital participation practices in Europe, which local governments can use as they take their first steps in delivering 'digital democracy' in their areas. It gives hands-on advice on tools, implementation, and designing participatory processes. **Groningen** highlights their experience with the use of CONSUL in delivering neighborhood digital democracy, and **Angus Council** introduces their work on Participatory Budgeting."

We will now always try to figure out how we can involve citizens more intensively in a digital way.



1.3 INCLUSIVE SERVICES

Technology is often criticised for creating “digital divides”: services are introduced which might be appropriate for one sector of the community, but which might not be appropriate for others – and which might have the (unintended) effect to excluding other parts of the community.

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

This theme looks at the idea of both providing accessible digital public services AND how we can use digital tools and techniques to make existing services more accessible.

TALKING POINTS

- Identify a specific problem that you want to address
- Make sure that you work with everyone who is affected by this – users, citizens, staff
- Use the input from citizens to shape services
- Design > develop > test, and repeat as often as necessary until citizens are happy
- Trust is key to identifying and delivering appropriate solutions



*Transnational projects like LIKE!
empower innovative solutions
that are transformed into actions.*

*It shows that exchanging
experiences and learning from
each other has accelerated our
innovation and ideas.*

VOICE OF GRONINGEN

Groningen is working to establish a more democratic and digital way of working together between Municipality and residents. De Stem van Groningen (The Voice of Groningen) is a digital participation platform that enables the Municipality to share ideas with citizens, and which gives citizens a platform to share their ideas with the Municipality.

De **Stem van Groningen** is modelled on Consul, a free software platform for citizen participation developed in Madrid to support open, transparent, and democratic government. Students from the **Hanze University of Applied Science** produced a strategy to the platform to younger people and students in the city of Groningen. Groningen will run three pilots as part of this project: neighbourhood pilots on participatory budgeting and sustainable energy, and a third to train staff to support and empower citizens in this new approach.

It was interesting to see how partners used their different perspectives to bring situations and information together, to shape something new.

This kind of changing perspectives enabled us to learn from each other.

We have learned from European partners that the willingness of citizens to participate digitally in Municipal planning is very different across different countries.

We will intensify our efforts to motivate our citizens to participate and to use these new services.

PICTURES IN LETTERS

Rotterdam joined with **MEE Rotterdam-Rijnmond**, a non-governmental organisation who work with people with disabilities to ask what it is like to live in a digital society if you have a learning disability.

People with learning disabilities often have problems with the information that comes from a Municipality. Letters are complex, and often recipients don't know what to do next.

Rotterdam learned that using icons in letters wasn't enough – they weren't as clear to users as staff thought they were. So they developed the idea of 'Pictures in Letters', which they developed with the Civil Affairs, Tax and Communications departments, and which they then took across the city on bicycles to test on Rotterdmers.

This approach is now being adopted by cities across the Netherlands, and by Roeselare in Flanders.

TRUSTING SERVICES

Our level of trust has a huge impact on how we see innovations, and trust is fundamental for the acceptance and use of digital services. Despite this, research on eGovernment mainly focusses on technical issues and data protection questions.

The **University of Vechta** surveyed citizens across the North Sea Region to find out to what extent they trust digital services, and so we can 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.

60% of the respondents trust the work of public authorities, but only 45% trust their digital services. Danes were the most trusting; Germans the least trusting!

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.



the LIKE! Cycle

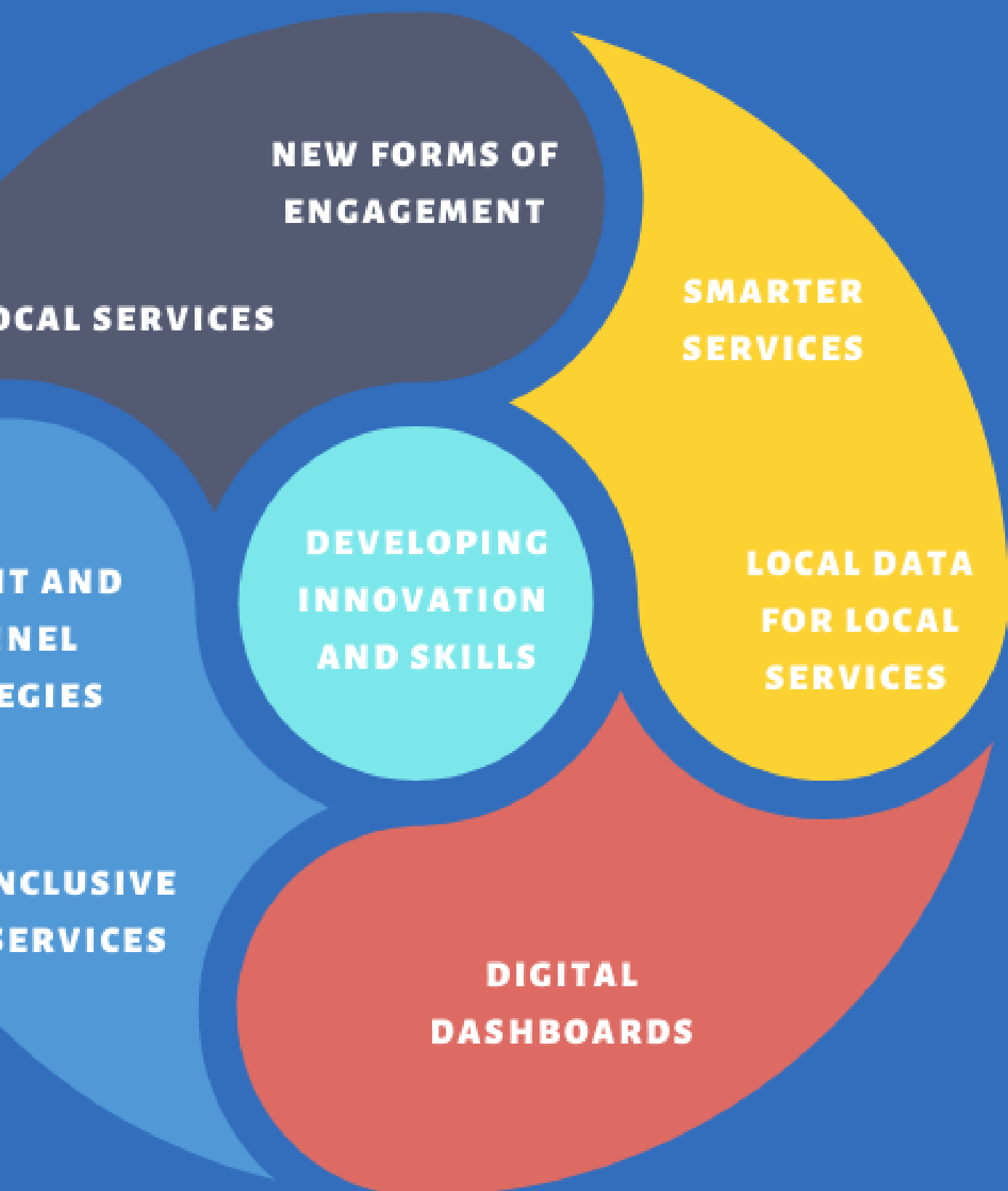
Build a Local Digital
Innovation Culture

*...Collaboration and sharing
is key when innovating
in the public sector...*

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2 SMARTER SERVICES

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

There's a perception amongst citizens that councils and other public bodies are still delivering services using outdated delivery models, when citizens' expectations are being continually raised by commercial platforms such as Amazon, Google, and Facebook. People are expecting all of the services they use to be delivered in innovative, digital ways and when it comes to public services, they don't expect anything different. This can lead to citizen dissatisfaction with public service delivery.

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

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

2.1 SMARTER SERVICES

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

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

Another priority we have looked at in our Smarter Services work is addressing the demand for services that organisations create for themselves. Our pilot on 'Pictures in Letters' looked at sending out better letters to citizens and seeing how to better co-ordinate the sending out of communications to citizens to reduce follow-up demands on the Contact Centre. This may be a small change in wording, or leaving out telephone numbers and referring to the website instead. These small things can free up time that staff could spend doing additional tasks that benefit customers.

Customer Service Centres are renowned for their excellent customer service. The pilots we've worked on here help ensure that's going to be the case in our digital future.

TALKING POINTS

- Be aware of citizens' expectations – what sort of services do they want, and how do they want them delivered?
- Listen to users and co-produce services with citizens
- Even small changes can have a big impact on users
- Aim for the seamless delivery of services across channels
- Use technology only where it adds value to users
- Data is the lynchpin that stitches different parts of the customer journey together
- Gamification can accelerate innovation by identifying issues and solutions
- Look at the whole innovation cycle– evaluate, learn, follow up and repeat!

GAMIFICATION

Both **Groningen** and **Rotterdam** have high numbers of households who have or are at risk of having debt problems. As part of the LIKE! Project both Groningen and Rotterdam set up service pilots to explore how gamification can help these citizens to improve their financial skills and decrease the levels of financial stress they face.

Gamification is the creative use of media technology to bring about change and deepen learning. Through the use of entertainment and interpretation techniques gamification can support personal growth and behavioural change. The starting point is the development of a tool that helps users learn new financial skills that they can then use in their day to day lives, and which gives residents a better understanding of how they are affected by their choices.

Bureau Frontlijn (Frontline team) is an intensive support team, which helps families with multiple and complex problems to break the spiral of poverty. Bureau Frontlijn has developed several learning programs to help Rotterdammers learn different skills to be able to get out of poverty. Because these clients live in very stressful situations, these skills are developed through one-on-one support.

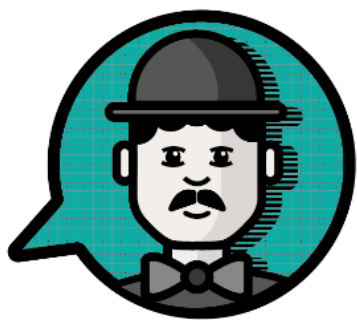
Based on what we've learned from the field of behavioural sciences Rotterdam decided to combine agile and serious gaming approaches. With the Rotterdam-based gamification agency &Ranj, a small multidisciplinary team used agile methods to develop a five-session long gamification programme, which was supported by additional coaching. The solution is currently being tested in the field and Bureau Frontlijn is continuing development.

The Social Affairs and Work Department in Groningen uses one-on-one coaching to increase the (financial) self-reliance of Groningers. They decided to trial serious gaming as a coaching and intervention tool to increase the insights and self-confidence of residents with financial problems, and to help citizens complete more of the debt counselling process and reduce the dropout rate.

Working with SiGa Lab - the Simulation & Game-Based Learning Lab of NHL Stenden University and the University of Groningen - we have developed several game prototypes and have delivered one skills game which is currently being field tested. As research has shown that repetition has an effect on behavioural change, the pilot will play the game with 75-100 residents at least 3-4 different times.

The pilot uses an analogue card game that contains a series of key situations - these examples stem from real world situations faced by the project group - and focus on one aspect of financial behaviour. Different choices – e.g. 'how do I spend my income throughout the month?' will lead to different pathways in the game.

Gamification is not about creating a game. We've learned that it is a new way to combine services, to spur innovation, to understand the target group, and to developing coaching skills.



USING CHATBOTS

A Chatbot is an app or web service that can be deployed on a website which answers questions from users. Using chatbots in government contact centres is a perfect example of the type of digital service development that LIKE! is delivering. There is no single way to do this: LIKE!'s partners took different approaches to developing service chatbots, with some building a Chatbot that would answer customer questions about a single service, while others tried to build more comprehensive offerings.

Roeselare designed a chatbot (named Bertje) to answer questions about a range of services like "What are the opening times of City Hall?", "Where can I rent a sports hall in Roeselare?" and "Where can I apply for my driver's licence?". We made Bertje a virtual employee of the customer contact centre, and integrated him with the Council website, so that he could direct people to the relevant sections of our website. This meant we would only have to update information in one place.

Aalborg tested using chatbots to cut down the amount of time customer service staff spend answering frequently questions. Many people (especially younger people) don't want to trawl through large amounts of information on a website – they want to ask a question online and get a quick answer, just as they can from Google. Aalborg is now working with 35 other Danish municipalities to develop this pilot.

Groningen started to prototype a chatbot that uses Artificial Intelligence to help give answers to questions citizens have about moving to a new house. They wanted tools to identify Frequently Asked Questions and to embed this knowledge on their WhatsApp channel.

MOMA

Suffolk County Council strongly believes that the way to provide the best services for children and young people is to co-produce services with them, rather than designing the services that the Council thinks young people might want.

Suffolk's Children and Young People's Services trialled the **Mind Of My Own** app (<https://mindofmyown.org.uk>) to see if this was a better way to engage young people. The trial included apps for social workers to gather and view this data so that our teams can develop more effective services and prevention mechanisms.

Initially uptake of the app was encouraging, and Suffolk received valuable feedback from young people. But usage tailed off, and Suffolk decided to look for other ways to engage young people.

There is one project I'm really proud of: the Digital Festival Week that we held in Suffolk with LIKE!

We had so many events, so many participants, internal guests, external guests... It was such an exciting week and so much hard work.

The amount of people we reached out to and touched was amazing.

I'm really proud of that.

2.2 LOCAL SERVICES

Our Local Services pilots focused on the need to develop services which respond to the needs of local communities and support hyper-local service provision. These include pilots on local improvement and local budgeting. They also looked at how new technologies can be applied to hyper-local environments such as streets and neighbourhoods. Local services pilots are built around local engagement between communities, governments and SMEs to develop new approaches to enable greater local control of services.

In terms of timing, we've found that these Local Service pilots can be difficult to deliver quickly: by comparison our Smarter Service pilots have rapidly developed new technological approaches. But sometimes being able to apply these ideas specifically in local neighbourhoods/situations isn't yet practical at scale – so mass-deployment of hyper-local services needs to be further down the line when technologies have matured.

Several of the LIKE! partners have come together because they have similar socio-geographic areas with similar problems. Providing public transport in rural areas has been a challenge rural councils across Europe for many years. The LIKE! Project has provided an opportunity for Aalborg, Suffolk and Angus to come together with a joined-up look at the problem to see if a transnational solution is truly possible, or whether solutions to transport problems have to remain local.

TALKING POINTS

- There is no 'one-size fits all' solution to improving hyper-local services
- Local engagement is key to identifying issues and workable solutions
- Look at similar socio-geographic areas for ideas on issues and approaches
- Context is all – when looking to better services
- Space and time are needed to experiment with hyper-local solutions, which will require regular review and updating to remain relevant/appropriate

RIDE TRAVEL APP

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

The platform works with community transport operators, who can review trip requests and plan routes to meet the demand of RIDE users. RIDE trip information will help with the planning of new demand-responsive services using minibuses. Suffolk is looking at how on-line booking platforms like RIDE can help to provide services that are used by students, commuters, and older people with accessibility needs.

NUDGING - CHANGING BEHAVIOURS

In **Aalborg** citizens renew their passports at the Citizens' Service Centre. There were long queues for renewal at the start of every summer when citizens renewed passports before their summer holidays.

After using a range of data to analyse the situation, Aalborg decided to use 'nudging' as part of a set of service improvements to change how citizens interacted with the service. Aalborg reminded citizens that their passports were about to expire and would need to be renewed four months before they expired. This resulted in a significant change in how citizens used the renewal service, with substantial increases in the numbers of early renewals, resulting in significant reduction in pressure on the Citizens Service Centre.

The needs of the people of Rotterdam will be central to the development of future services.

ANGUS CARE MODEL

Angus Health and Social Care Partnership has been developing 'The Angus Care Model' - a new model of care for people in Angus. ACM is a whole systems approach, working through health and social care services and in Angus' communities.

The ACM programme is information-led through better local data. Initially it published data in written reports, but now uses dashboards for our data, including local data for each region and key performance metrics.

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



2.3 CONTENT AND CHANNEL STRATEGIES

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

In order to be as inclusive as possible with public service delivery, we need to cater to the widest possible range of social groups; children, older people, people with physical disabilities, those with mental health issues, those with learning disabilities, etc. Delivering services from a white, male, able bodied, government employee viewpoint is no longer an acceptable option.

All forms of delivery need to be considered - including platform approaches, websites, apps, and social media.

Organisations should always consult with users before they begin to develop new approaches to service delivery – is it what users want? Will they actually use a service if it's delivered via an app? Do people still hunt for information on websites? Which groups of users still prefer to use the telephone as a means of getting in touch with us?

LIKE's Channel and Content pilots worked with citizens to develop more targeted/appropriate ways of communicating with them to improve the impact of local services, including using both personalised and localised communication options. Our pilots developed frameworks to help planners and policy makers identify the appropriate channel and content choices to use when designing and delivering services.

TALKING POINTS

- Review the different channels that you use in order to serve citizens' needs/expectations – are they the channels your citizens want to use?
- Look at your target audience(s) – diversify your content and channels – remember that different segments of your audience will make different channel choices
- Consult with users before you develop new approaches, develop new channels or shift services from one channel to another
- Ask your users: what's are the most appropriate channels for each of your local services? How to improve impact of local services best
- Think about how you manage your different channels and how your organisation works to manage delivery across channels



ROTTERDAM CENTRAL

Rotterdam and the Dutch 'UserCentral' national knowledge community have started a partnership to build a new local community in Rotterdam to develop new approaches to putting the 'Rotterdammer' first in public service delivery. The approach leverages five key principles (put the user first, prioritise user satisfaction, be user friendly, use facts, and be open and transparent) to develop user-first solutions across six service areas, starting with RET (Rotterdamse Elektrische Tram – the public transport system).

FUTURE DIGITAL SERVICES

Aalborg interviewed senior citizens, middle-aged citizens and young people to understand what they felt good digital services looked like – both right now, and in the future.

Aalborg learned that the demand for different types of digital services differs significantly across generations – learning that public organisations need to review both the channels and the content of services they provide to ensure that our digital services support all age groups.

BUILDING LOCAL NEWSROOMS

Groningen, **Drenthe** and **Rotterdam** have worked together to develop local newsrooms. Newsrooms are a new approach to managing online interaction between a Municipality and its citizens, bringing together monitoring, identifying, analysing and responding to social media and online information - in one physical location and in one cross-cutting/cross-functional team. Newsrooms usually combine web-care, data analysis, web editing, news editing and public engagement.

I feel LIKE! was a great way to learn how other countries interact with their citizens and employees.

We can now learn from that and improve our own services.

It was a co-creation process from the start. A lot of ideas were generated.

People are helping each other right now to cope with a digital world.

We've been able to share our experiences with people that haven't been able to get as far as we have.

So it's been a great learning curve for everybody.

NEWSROOM

a 'how to' for integrated communication



1

DEVELOP & START

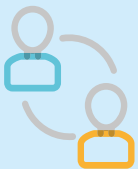
When you start developing your Newsroom, focus on where you want to go and give yourself the freedom to experiment and react



2

LEARN AND RE-USE

Learn as much as you can from organisations who already have Newsrooms



3

WORK TOGETHER

Make sure that the newsroom is in the same physical location as the team that monitors online data – so the teams can work together



4

BE PROACTIVE

visualize information, build dashboards and send out reports – make the Newsroom useful!



5

USE THE RIGHT TOOLS

Set up a proper online media monitoring system so staff can respond to issues – don't try and do this on a smartphone!



6

IT'S TEAM WORK

Set up a central editorial team to manage your corporate social media accounts



7

USE MULTIPLE CHANNELS

Leverage traditional media and other channels to distribute Newsroom material across a range of sources

FIRST STEPS IN DEVELOPING DASHBOARDS



LIST YOUR POTENTIAL
DASHBOARDS



IDENTIFY THE KEY
AUDIENCES AND USERS
FOR EACH DASHBOARD



AGREE WITH YOUR
USERS HOW YOU WILL
CO-DESIGN THE
DASHBOARDS



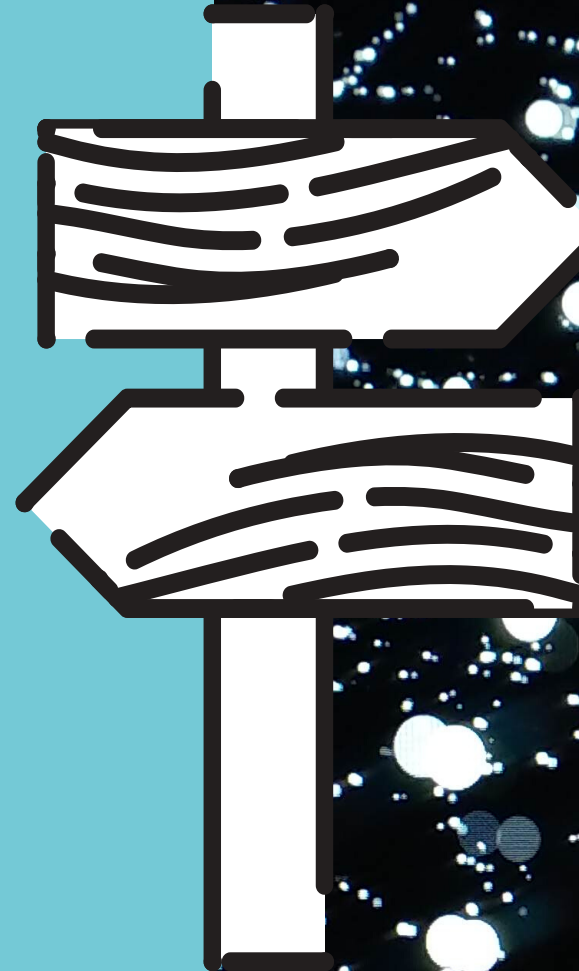
WHAT ANALYSIS
DOES EACH DASHBOARD
NEED TO BE USEFUL?



WHAT POLICY OR
DELIVERY OUTCOMES
SHOULD THE
DASHBOARD SUPPORT?



WHAT DATA IS
AVAILABLE? WHAT DATA
IS NOT AVAILABLE?



3 CREATING A DIGITAL DNA FOR CITIES AND NEIGHBOURHOODS

A key part of LIKE! has been developing new ways for cities and communities to use data to understand citizens - both to design and then deliver better services, and to help managers and politicians and stakeholders to use data to help make better policy decisions for communities.

In this theme, LIKE! partners focused on developing new ways of using information to understand how cities and communities are working and changing and then using this information to design better services and improve how services target users.

Partners identified and then developed new ways to understand and manage the vast amount of data they collect, turning this data into information and knowledge to provide better and more transparent government and services.

3.1 DIGITAL DASHBOARDS

A dashboard is a way that users – be they managers, citizens, politicians, staff – can understand the latest information on something – perhaps how a service is running, or data on a neighbourhood. LIKE!'s goal was to create 'digital dashboards' that transform open data, administrative data and commercial/citizen generated data into focused information and insights that citizens, governments and SMEs use to improve services and communities.

LIKE! partners use dashboards in a range of different ways. Aalborg uses a dashboard to understand the geographical distribution of how money is allocated and spent on sports and leisure across the Municipality, while Groningen uses dashboards to understand local variation in poverty and the uptake of relevant services. Other municipalities use them to help manage services - Angus uses information in their dashboards to analyse service delivery against their strategic commissioning plan.

LIKE's work to support the adoption of 'Digital dashboards' used a range of platforms to build dashboards that visualised data on maps, combined existing data from multiple sources (e.g. social media, data on communities and neighbourhoods, budgets) and provided customised analyses of services and neighbourhood performance. We brought together local governments, citizens and SMEs to collaborate to develop outputs targeted to key groups in each area, combining information and open data to provide new insights into community needs and service delivery.

Many of the digital dashboards that LIKE! partners produced have been made public and where possible the underlying code has been open sourced. The general learning from our work is platform agnostic by design, focusing on what these tools mean for communities, for service design and for service delivery, rather than on the technical details of developing or managing different platforms.

People walking into our office every day will see the dashboard we created with the help of our LIKE partners.

TALKING POINTS

- Dashboards are a way to bring a range of information types and sources together to help users understand something – local needs, service delivery, performance, etc.
- Dashboards can provide new insights into community needs
- Dashboards can help you provide a single authoritative source of information to help understanding and make decisions
- Comparing datasets and understanding neighbourhood data is straightforward with the right tools
- Dashboards need a goal – what question/issue is the dashboard trying to answer?
- Dashboards don't have to be complicated – you don't need to develop or host your own services – use existing software and platforms or Excel!
- Dashboards are a great way to share your data for wider use and to get staff and citizens to use data and information

GRONINGEN COMPASS

Groningen is a city of 231.000 people and 44 neighbourhoods in the North East of the Netherlands. All of Groningen's neighbourhoods have their own unique characteristics. The challenge we had was how to present all of this information in an understandable form. Groningen had an existing data portal with data and information on neighbourhoods, but this was a static website that could only be updated by a specialist, and users weren't able to compare what was going in in different neighbourhoods.

Groningen wanted to build a much more flexible tool that delivered four strategic priorities: dashboards should be able to tell stories about Groningen's neighborhoods, users should be able to share the outputs and the underlying data, the lay-out should be flexible, and the platform should always have the most up-to date (live) data.

Rather than moving directly to re-developing the platform though, Groningen first focused on making sure that their underlying approach was correct – with an emphasis on usability, flexibility, and a focus on user needs.

Groningen decided to use a compass to show how a neighbourhood is doing at a glance. The outer ring of the compass shows the values for each of the 36 neighbourhood indicators. As you move towards the centre of the compass the indicators are combined into broader sub-themes, which are then combined into the four main themes. Users are able to drill down from the compass and get comparison data in the forms of maps and charts so they can compare neighbourhoods in greater detail.





THE CITY IN NUMBERS

Roeselare decided to bring together data and information from a range of external sources and then make it available on a public platform. To reach this goal, they needed to bring together many different government agencies, a data-focused team, and a customer friendly digital platform. The pilot delivered an accessible and useful platform that can be used both for policy making, and by citizens to look at their city in numbers.



RETHINKING THE SUFFOLK OBSERVATORY

Suffolk County Council had access to a wide variety of local and national data sets through the Suffolk Observatory. Suffolk used the learning from the LIKE! project to update how the Observatory worked and help it transition from a data storage asset into a resource for a wider audience - policy makers, strategists and decision makers. These new audiences needed data that was analysed and presented in new and different ways that reflected their needs.

3.2 LOCAL DATA FOR LOCAL SERVICES

The 'local data for local services' work brought together governments, community organisations and citizens, to build tools to help citizens, policy makers and stakeholders understand the details behind local issues.

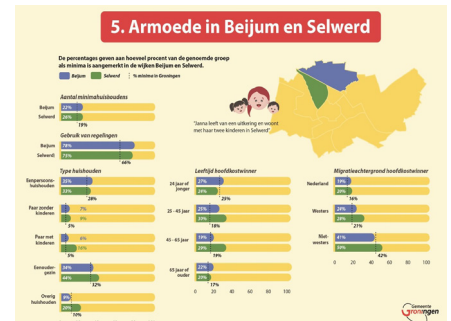
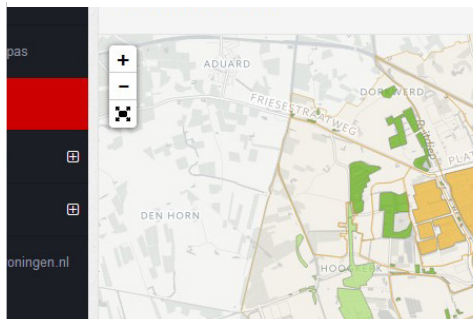
These pilots built on the lessons learned on the development of data dashboards to provide local data for use by both the public and by service providers in the development of new local approaches to tackling local issues. We then used this information in service (re)design and delivery and in the development of new approaches to tackling local problems.

Through LIKE! we had the opportunity to bring value mapping tools to a higher level.

We are very proud of our webtool, Raum für Vechta. It is something that would not have been possible to do just by ourselves.

TALKING POINTS

- We can now use data and information to understand how cities compare with each other and with national data. This allows us to see if we need to tailor service delivery for local communities.
- There is more and more data for very small/local areas, which can help you understand neighbourhood needs/wants.
- This information can be used to develop new insights into service delivery and service effectiveness
- You need to make sure that the insights you get from local data match up with experiences from local residents
- Make sure you understand the context for local data and work with citizens and experts to understand differences between groups, communities and neighbourhoods



**GREENMAPPER - BUILDING
TOOLS TO VALUE PLACES**

RAUM FÜR VECHTA

The City of Vechta in Lower Saxony worked with the **University of Vechta** to deliver a pilot that captured citizens' views on future planning priorities and land use changes and fed this information back into the planning process. Vechta learned a lot of practical lessons as they developed their innovation capacity.

UNDERSTANDING WHAT POVERTY LOOKS LIKE IN OUR AREA

Groningen has some of the worst poverty in the Netherlands – with almost 20% of the population affected by short-term poverty and with over 4,000 children affected by poverty.

3.3 INTERNET OF THINGS (IoT)

The Internet of Things (IoT) is a set of enabling technologies that allow a range of devices/machines/sensors etc. to be connected to the internet – some by physical/wired connections, but more commonly through a wireless connection of some sort. IoT technologies let us build relatively inexpensive systems that link sensors to networks so we can understand what is going on in areas without having to actively (and expensively) monitor them.

LIKE! explored how IoT sensors can be used to deliver better understanding of neighbourhoods and how information from these sensors can be used to help deliver better services and information. We did this in two ways -through a series of public events and hackathons, and by developing local pilots to use sensors to capture information to help understand how things were being used. Partners used meetings, workshops and hackathons to engage SMEs, citizens and other interested organisations to understand the potential of these new technologies and to identify and develop use cases in their communities.

TALKING POINTS

- IoT is an enabling technology – it will allow you to develop new ways to connect devices and data together to deliver new services
- Low cost IoT services can be developed to monitor how areas are being used – like how many pedestrians pass a sensor every day
- The data from IoT services can be useful to citizens, to governments and the private sector
- IoT is most effective when it's a solution to a problem, not a solution looking for a problem to solve
- Effective deployment of IoT is often reliant upon the effective deployment of data analysis techniques – so understand what you want to measure and why (and how!)
- Hackathons are a great way to capture innovative approaches in IoT





IoT INTERNATIONAL HACKATHON

LIKE! hosted a large-scale, three-day long IoT hackathon in March 2019 to create smart solutions for societal challenges. Organised by the **Province of Drenthe**, our hackathon was a 30-hour marathon at 'Technologies Added' in Emmen - the Netherlands' first shared smart factory.

Hackathons need themes – our IoT Hackathon had 4: mobility, health, safety, and sustainability. LIKE partners were challenged to develop local IoT use-cases, which they then brought to the experts to turn these ideas into products or prototypes at the hackathon.

The hackathon provided partners with an opportunity to first, and then to bring them to the hackathon and see how experts would turn these ideas into products or prototypes at the hackathon. It was awesome to see 80 enthusiastic participants working on the challenges from LIKE!



SUFFOLK FOOTFALL

Suffolk wanted to understand how people visited the town of Felixstowe in the south of England. They particularly wanted to find a way to understand if people used the retail high street and the seaside promenade in different ways.

Suffolk's IoT pilot used two LoRaWAN antennae mounted on two buildings - one on the promenade, and one in the High Street. Seven Wi-Fi sonars and cameras attached to streetlights helped to measure the footfall between the two antennae. The sensors count the number of people on the street and calculate how many people are in an area at any given time.

This data is used by a dashboard which gives real-time and historical information so the Council and retailers can compare visitor numbers and the flow of visitors across the town. The results gave some insights into the number of people who were visiting Felixstowe on 'normal' days and on 'event' days. This information will be used to help plan future events.

We are really proud of our international Internet of Things Hackathon. Participants created smart solutions for societal challenges in just 30 hours.

Like! gave us the opportunity to work together with cities and universities from the North Sea Region, to share knowledge and to look at problems from different angles and perspectives. And to find new and better solutions.



This LIKE! Magazine was produced by
the LIKE! Project's partners

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Gemeente Groningen and the LIKE! Partnership