



SmartCities

Project Initiation Document

Pilot name: Improving customer communication

Municipality: Kristiansand

Work-package: WP3 Customer services

Date:

Edinburgh Napier University

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1. Introduction

A project initiation document [PID] is a document that brings together in one place the key information needed to start, manage and evaluate a pilot.

All stakeholders should be informed of the development of a PID, and the final PID should be agreed and signed off by the management in municipal partners.

The PID should contain information setting out the "who, what, why, when and how" for the local pilot. It should define all major aspects of the pilot, and can be used as a key part in the management of the delivery of the pilot and sets the baselines that will be used in any assessment of the pilot's success.

All Smart Cities partners are expected to produce a PID for each local pilot. These will be used by the project and by local partners to measure progress against the aims and objectives set out in each pilot's PID. Many partners will already be expected to develop PIDs for their pilots: in this case relevant information should be copied into this form.

2. Pilot information

This section sets out the basic information about your pilot.

2.1. Pilot name

What's your pilot project called?

Customer services

- Automated processes, Process re-engineering
- Develop work-flow and integration tools (BPEL) into the standardised architecture of the municipal ICT-structure
- Customer contact centre
- Increase information quality by use of maps, also a limited interactivity
- Digital communication
- New channels of communication

2.2. Pilot acronym

Does the pilot have an acronym? [e.g. SCRAN?] If not, leave blank.

2.3. Pilot website

Does the pilot have a local website? If not, leave blank.

2.4. *What type of initiative is the pilot?*

Select **all** that apply to your pilot.

<input checked="" type="checkbox"/>	Project or service	<input type="checkbox"/>	Award scheme
<input type="checkbox"/>	Network	<input type="checkbox"/>	Promotion/awareness scheme
<input checked="" type="checkbox"/>	Strategic initiative	<input type="checkbox"/>	Other

2.5. *Pilot country*

<input type="checkbox"/>	Belgium	<input checked="" type="checkbox"/>	Norway
<input type="checkbox"/>	Germany	<input type="checkbox"/>	Sweden
<input type="checkbox"/>	Netherlands	<input type="checkbox"/>	UK

2.6. *Pilot city/region*

Kristiansand

2.7. *Pilot start date*

September 2008

2.8. *Pilot finish date*

September 2011

2.9. *Pilot operational date*

When did your pilot go 'live' to the public/businesses?

The project is of a nature that all improvement will be presented to the public when tested and accepted.

3. **Background to the pilot**

Set out the context for the pilot: why are you interested in doing this work, what issues do you need to address, why do you feel you need to address them etc..

The background for this pilot is the increasing use and demand for e-services and the use of web based services in Norway. In addition the organisation is forced to look at new and more rational ways to handle service, due to tougher financial situation and a demand for less cost in administration in the future.

The public – or up to as much as 70% of the public says in different surveys that they prefer to use the web as the main channel for communication and information. The municipality of Kristiansand is working hard to supply solutions for meeting this demand. There is obviously some people that prefer telephone or being served at the counter, they will of course have this opportunity, BUT the employees will use the same forms as the customers, thus standardising the forms, the information structure and the ICT structure.

3.1. Pilot topics

Select **all** that apply to your pilot

- | | | | |
|-------------------------------------|----------------------------------------------|-------------------------------------|------------------------|
| <input checked="" type="checkbox"/> | Efficiency & Effectiveness, Benchmarking | <input type="checkbox"/> | Interoperability |
| <input type="checkbox"/> | Inclusive eGovernment | <input type="checkbox"/> | Legal Aspects |
| <input checked="" type="checkbox"/> | eIdentity and eSecurity | <input checked="" type="checkbox"/> | Multi-channel Delivery |
| <input type="checkbox"/> | eParticipation, eDemocracy and eVoting | <input type="checkbox"/> | Open Source |
| <input type="checkbox"/> | eProcurement | <input checked="" type="checkbox"/> | Policy |
| <input checked="" type="checkbox"/> | Services for Businesses | <input type="checkbox"/> | Regional and Local |
| <input checked="" type="checkbox"/> | Services for Citizens | <input checked="" type="checkbox"/> | User-centric Services |
| <input type="checkbox"/> | High Impact Services with Pan-European Scope | <input type="checkbox"/> | Other |
| <input checked="" type="checkbox"/> | Infrastructure | | |

3.2. Pilot sector

Select **all** that apply to your pilot

- | | | | |
|-------------------------------------|---------------------------------|-------------------------------------|--------------------------------------|
| <input checked="" type="checkbox"/> | Communication (infrastructure) | <input type="checkbox"/> | Internal market |
| <input type="checkbox"/> | Crime, Justice and Law | <input type="checkbox"/> | Local/Regional Community Development |
| <input type="checkbox"/> | Culture and Media | <input type="checkbox"/> | Procurement |
| <input type="checkbox"/> | Customs | <input checked="" type="checkbox"/> | Social Security |
| <input checked="" type="checkbox"/> | Education, Science and Research | <input checked="" type="checkbox"/> | Social Services |
| <input type="checkbox"/> | Electricity/Gas | <input type="checkbox"/> | Tax |

<input type="checkbox"/>	Employment	<input type="checkbox"/>	Travel, Transports and Motoring
<input type="checkbox"/>	Environment	X	Water
<input type="checkbox"/>	Fire Services	X	Other Social Services
x	Healthcare	<input type="checkbox"/>	Other

3.3. Target users of pilot

Select **all** that apply to your pilot

<input type="checkbox"/>	eGoverment	X	Disadvantaged/deprived communities
x	Administrative	<input type="checkbox"/>	Families and children at risk
x	Business (self-employed)	<input type="checkbox"/>	Homeless
<input type="checkbox"/>	Business (industry)	x	Minorities and migrants
x	Business (SME)	x	Older people (60+)
x	Citizen	<input type="checkbox"/>	People living in poverty and/or precarity
<input type="checkbox"/>	Civil society	<input type="checkbox"/>	People with anti-social and criminal behavior
<input type="checkbox"/>	Intermediaries	x	People with disability
<input type="checkbox"/>	Other	x	People with health and long-term care problems
<input type="checkbox"/>	eHealth	<input type="checkbox"/>	People with no or poor digital literacy
<input type="checkbox"/>	Add Patients	x	SMEs, associations and intermediaries
x	General public	<input type="checkbox"/>	Unemployed people
<input type="checkbox"/>	Health authorities	<input type="checkbox"/>	Young people at risk of marginalisation
<input type="checkbox"/>	Health professionals	<input type="checkbox"/>	Other
<input type="checkbox"/>	eInclusion	<input type="checkbox"/>	Women
<input type="checkbox"/>	Any citizen	<input type="checkbox"/>	

3.4. Description of target users

Please describe your target group and provide some information on size, composition and needs.

Most services in Norwegian municipalities are offered to citizens, these are the prime target group for the project. A few services are dedicated to Businesses, these will of course, be included, but the vast majority are for citizens. The project is basically focused on information and communication in the administrative area, the internal communication concerning the actual delivery of services are only marginally effected.

3.5. *Type of service*

Select the **one** that best applies to your pilot

- | | | | |
|-------------------------------------|-------------------------------|--------------------------|----------------------------------------|
| <input checked="" type="checkbox"/> | Not applicable/not available | <input type="checkbox"/> | IT infrastructures and products |
| <input type="checkbox"/> | Awareness-raising information | <input type="checkbox"/> | Participation |
| <input type="checkbox"/> | Training and education | <input type="checkbox"/> | Inclusive services of general interest |
| <input type="checkbox"/> | Content provision | <input type="checkbox"/> | Other |

3.6. *Overall implementation approach*

Select the **one** that best applies to your pilot

- | | |
|-------------------------------------|------------------------------------------------------------------------------------|
| <input checked="" type="checkbox"/> | Public administration |
| <input type="checkbox"/> | Private sector |
| <input type="checkbox"/> | Non-profit sector |
| <input type="checkbox"/> | Partnerships between administration and/or private sector and/or non-profit sector |

4. Pilot description

These sections of the PID describe what the pilot will do and how it will do it.

4.1. Objectives

What outcomes should be delivered by the pilot? (Business case/benefits should be set out in Section 5)

Several services should be process described, evaluated for use of digital communication and automation.

4.2. Approach

How will the pilot do this?

By using process description and process reengineering techniques, as well as tools for digital forms, design of databases/data warehouses, integration with digital archive and publishing in several channels.

4.3. Deliverables

What outputs/processes/procedures/definitions will be delivered by the pilot?

The output will be an increasing number of services being digitalised both in communication, information and in administration.

The final vision is that all communication should be prepared for the citizens to communicate digitally and the same for all administrative work inside the different service sectors of the municipality.

4.4. Exclusions

What issues are **outside** the scope of the pilot?

The establishment of new web pages of the municipality is an integral part of the communication but is not included, however all newly developed functionality. With the purpose of increasing information quality, communication quality and customer services will be covered.

4.5. Constraints

What issues constrain the pilot? (These will include financial, technical, and timing issues.)

A few constrains are present:

- There are some applications that may cause difficulties in building interfaces
- There are limits in the budgets, due mostly to cuts taken before the application was sent, this is for example CRM-system, which would have a tremendous impact if web – services and customer contact centre are seen together.

4.6. Assumptions/dependencies

Set out the assumptions you have made at the beginning of the pilot – particularly if your pilot is dependent upon other projects/pilots. Identify external factors which may affect the pilot.

The governmental project of e-identity/authentication had an impact, but we will include, in the services, what is at hand at the moment, and expand when new opportunities open.

5. Business case

Set out why your municipality feels the pilot is necessary, what the pilot seeks to achieve, and what benefits it will deliver. Include how these benefits will be measured (e.g. increased customer satisfaction, faster processing etc.).

5.1. Summary/overview

Use digital forms for applications to ease the access ability for the users and the workload for the employees.

5.2. Customer benefits

Customers will have mainly two benefits from the project.

1. The possibility to do all communication by using digital forms and e-mails
2. The possibility to follow the case from application to decision, by a unique number given to some, if not all, cases.

5.3. Performance benefits

There will be several performance benefits:

1. Every case will be recorded and given an archive number, efficiency increase especially over time
2. It will be traceable and the possibility to prepare reports saying something about time spent in comparison with deliverance guarantees
3. Some services can be automated, which lead to no administrative hours needed.
4. Indicators of quality can be determined and published
5. Personnel changes will be eased as all services has a process description explaining in detail what should be done, how and in what order.
6. Architecture of ICT continuously improving
7. a move towards one master data-base for all customer information operated by customers themselves and updating or serving all servicesystems
- 8.

5.4. Employee benefits

Main benefit is the empowering possibility to form your own job by giving your knowledge of work and subject into the design of how the work actually should be done.

Other benefits may be ease of changing to another job by seeing a standardised way of how work is done in a project description.

Employees may also find it a benefit to see the results of their work monitored continuously, and even published on a service level on the web.

5.5. Financial benefits

There are obvious financial benefits since the experience of reengineering tells that most processes have a vast cost reduction potential, something that is the driver of the engagement. Cost reductions often means redundancies, which should however be balanced by transfers between services and increasing quality in some services that in the future seems to either have to reduce quality (if no new resources are given) or be privatised something which at the moment is unwanted by the politicians.

5.6. Project benefits

6. Pilot management/organisation

Set out the organisational structure that will manage your pilot. This should include relevant senior managers, project/pilot managers and staff. Please indicate how the pilot will be managed.

A steering committee put together of: CEO of the municipality, The Deputy CEO , Managing director of Health and social services and one representative from the unions.

A project group lead by Adviser of Quality and managerial reporting, Service centre leader Health and social care, ICT- developer and Web-master and communication manager. THIS IS THE ACTUAL MANAGEMENT OF THE PROJECT.

A reference group with one representative from each of the service areas in the municipality

Ad hoc persons from the different services that will have services described, reengineered, digitalised and hopefully automated.

7. Staff/financial resources

Set out what resources are available to deliver the pilot. This should include what budget and staff the pilot can call upon.

7.1. Funding sources

Select **all** that apply to your pilot

- | | | | |
|-------------------------------------|-------------------------|-------------------------------------|----------------------------------|
| <input checked="" type="checkbox"/> | Public funding EU | <input checked="" type="checkbox"/> | Public funding local |
| <input type="checkbox"/> | Public funding national | <input type="checkbox"/> | Private sector |
| <input type="checkbox"/> | Public funding regional | <input type="checkbox"/> | Charity, voluntary contributions |

7.2. Overall cost/budget (€)

App Euro 504 605.

Excluding transnational Euro app 75 000

7.3. Contribution from local funds (€)

Euro 252 303

7.4. Contribution from Smart Cities (regional, in €)

7.5. Contribution from Smart Cities (transnational, in €)

7.6. Staff resources

Euro 135 945

8. Reporting framework

How will the pilot report progress, both to local management and to the Smart Cities project? How will the pilot's timelines and reporting mechanisms link with reporting for the Smart Cities project?

Established local indicators

8.1. *Baselines/zero measuring*

What baselines do you have? Do you have evidence to how the pilot is need for this p

Most services started with no digital services.

8.2. *How will you measure progress?*

How will you show how your pilot is progressing?

By monitoring the project by the indicators

8.3. *How will you measure the impact of your pilot?*

e.g. increased citizen awareness/use of a service

The use of the digitalised services

8.4. *What local indicators will you use?*

e.g. surveys of local citizens, businesses

See application

8.5. *What national/transnational indicators will you use?*

e.g. levels of service use

e-gov services created

8.6. *What work-package/subtheme indicators will you use?*

9. Pilot plan

This should set out how the pilot will deliver the items set out in 4.3, including timelines for all deliverables and outputs.

Not ready yet, but 2010 is a very work intensive year

10. Risks

Set out the main risks the pilot faces and what steps you will take to manage these risks.

The main risk in the project is having trouble in the disposition of local personnel and interest from management.

Using the local steering committee as much and as strong as possible.

What happens next

When you have completed this document it needs to be approved by local stakeholders.

A copy of the PID then needs to be uploaded to the Smart Cities wiki.