

SmartCities

Project Initiation Document

Pilot name: Improving Customer e-Service

Municipality: Lillesand

Work-package: WP3 Customer services

Date: 30.11.2009

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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?

Improving customer e-service

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

Lillesand Municipality, Aust-Agder County

2.7. Pilot start date

September 2008

2.8. Pilot finish date

January 2011

2.9. Pilot operational date

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

The pilot did go 'live' early 2008, but undergo a constant process of improvement and seek achievement of ownership and acceptance in the organization.

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 efficient ways to handle services, due to tough financial situation and a demand for less cost in administration in the future.

The public – or up to as much as 60% of the public says in different surveys that they prefer to use the web as the main channel for communication. 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. At last, if the statuses of the case handling are always available for the customers, this creates transparency and the customers generate less request to the administration.

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

3.3. Target users of pilot

Select **all** that apply to your pilot

<input type="checkbox"/> eGovernment	<input checked="" type="checkbox"/> Disadvantaged/deprived communities
<input checked="" type="checkbox"/> Administrative	<input type="checkbox"/> Families and children at risk

<input checked="" type="checkbox"/>	Business (self-employed)	<input type="checkbox"/>	Homeless
<input type="checkbox"/>	Business (industry)	<input checked="" type="checkbox"/>	Minorities and migrants
<input checked="" type="checkbox"/>	Business (SME)	<input checked="" type="checkbox"/>	Older people (60+)
<input checked="" type="checkbox"/>	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	<input checked="" type="checkbox"/>	People with disability
<input type="checkbox"/>	Other	<input checked="" type="checkbox"/>	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	<input checked="" type="checkbox"/>	SMEs, associations and intermediaries
<input checked="" type="checkbox"/>	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.

3.5. Type of service

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

<input 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 checked="" 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

- Public administration
- Private sector
- Non-profit sector
- 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)

About 20 processes should be described and mapped in the archive system. This gives the Office Executives the needed support and guidelines when handling the cases.

The information handling connected to these 20 processes should be digital as much as possible, as well as the status to the cases should be available for the public at anytime.

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.

4.2. 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 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 new web-site of the municipality is an integral part of the communication but is not included.

4.5. Constraints

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

- 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, e.g. for a CRM-system, which would have a tremendous impact if web –services and customer contact centre are seen together.
- A major constrain is to get the involved departments to get the ownership and initiatives to the processes. So far, and historically, this has often been driven by IT-department.

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 main and crucial assumption was that the government would provide a digital signature and a safe log-in.

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 two main 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
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.

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, Managing Director of Technical Sector and representative from the union.

A project group management led by the CIO. The group also consists of Leader of Archive Group and Leader of Service Desk.

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

7.2. Overall cost/budget (€)

Approximately €193,645.

7.3. Contribution from local funds (€)

€ 61,176 (national and regional funds)

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

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

€96,822

7.6. Staff resources

€58,800 base on salary cost on variety of work load during the project phase

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?

Monthly report to project manager Leiedal

Local project status meeting monthly

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 will generate statistic of usage over time. We expect to see an grown usage of services using e-forms.

8.4. What local indicators will you use?

e.g. surveys of local citizens, businesses

Aligning to the available services in other municipality and given requierment from the natinonal level.

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?*

Face to face redesign

Take up campaigns

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.

Q3 – 2009: review status, requirement and available resources

Q4 – 2009: continue with ¼ of targeted processes

Q1 – 2010: keep working on first ¼ targeted processes

Q2 – 2010: start working on next ¼ targeted processes

Q3-Q4 2010: working on the remaining targeted processes

Q1 – 2011: quality assurance of the result and work on publishing and production

10. Risks

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

Risk	Level	How to manage the risk
The main risk in the project is having trouble in the disposition of local personnel and compliance from the department management. (Medium risk)	Medium	Continuing working with the management and the office executives with proof-of-concept Anchoring and involving through the top-management
There is also a risk regarding the complexity of usability to the system tool	Medium	Pushing the vendor to improve the usability. Working on alternative solution, chasing for the usable tools

11. Co-design

11.1. With other organizations and institutional partners

How are you working with other **local** organisations / institutional partners to co-design your pilot ?

Co-working with Kristiansand municipality in design and workflow

11.2. Co-design with citizens and individuals

How are you working with citizens and individuals to co-design your pilot?

Base on evaluation and feedback from the citizens

11.3. The impact of co-design

How has this work changed your pilot – are you doing anything differently?

Just as expected, the co-design had slightly given us ideas for working better and more efficient

12. Transnational work

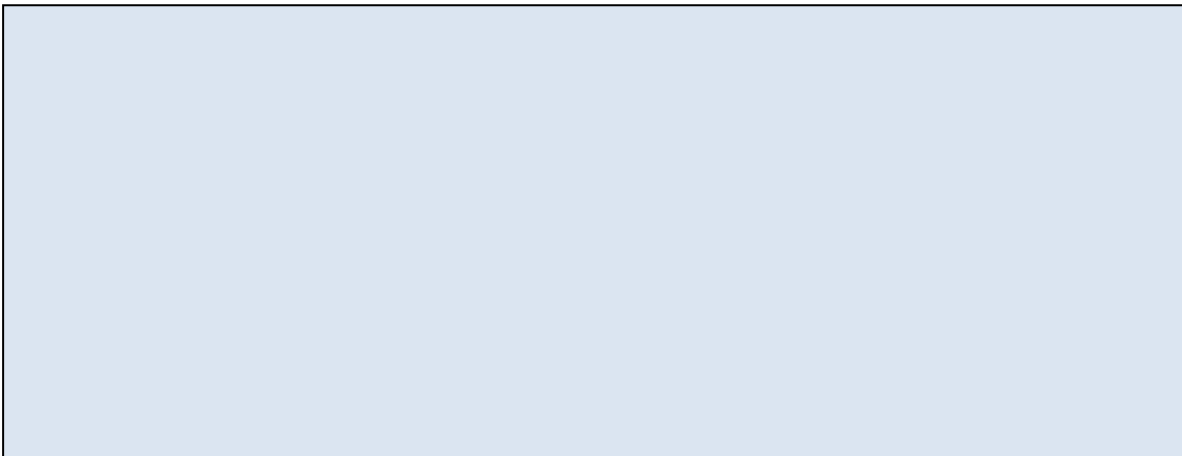
12.1. Transnational links

What other municipalities and pilots are you working with as you develop/deliver your local pilot?



12.2. Transnational learning

How are you incorporating transnational learning into the design/implementation of your pilot?



12.3. Transnational outputs

How will your pilot contribute to the project's transnational outputs? What transnational outputs will it contribute to, and what do you expect the contribution to look like?

