

SmartCities

Project Initiation Document

Pilot name: Customer contact centres

Municipality: Groningen/The Netherlands

Work-package: 3/Customer services

Date: August 2010

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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 Contact Centres

2.2. Pilot acronym

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

CCC

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 checked="" type="checkbox"/> | Promotion/awareness scheme |
| <input type="checkbox"/> | Strategic initiative | <input type="checkbox"/> | Other |

2.5. Pilot country

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

2.6. Pilot city/region

Groningen Municipality

2.7. Pilot start date

March 2009

2.8. Pilot finish date

December 2011 (2010 according to yearplan and 2011 acc. to new yearplan)

2.9. Pilot operational date

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

October 2009: publication of 100 FAQ's on the municipal website

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..

Groningen has established a new vision on customer services towards 2014 and is currently working on several projects to enhance the quality of the different contact centres. Several Smart Cities partners are doing similar activities. Especially the aspect of 'products and service channels' and 'systems and information' are suitable for cooperation on a transnational level. Although exchanging experience with and knowledge of management of the organisational change required (leadership and employees) is also considered very relevant.

All activities are being carried out within the program 'Stad en Stadhuis' (City and Town Hall). The vision 2014 has a yearly implementation plan (one for 2010, 2011 etc.) These plans will be formally agreed upon by the management team.

The implementation of the vision is a joint effort of:

1. management team (steering);
2. cooperation between the program and the line management;
3. involvement of employees.

Key issues of the vision:

- customer services from the citizen's perspective
- simplification and digitalisation creates space for tailormade approach
- Groningen delivers quality: the Groningen approach.

The role of the program is steering, checking, stimulating, supporting and facilitating in the development of preconditions and systems.

Four key element for achieving the goals:

1. Steering: focus on achieving results and doing activities
2. Measuring and monitoring the servicelevels

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 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 type="checkbox"/>	Policy
<input checked="" type="checkbox"/>	Services for Businesses	<input type="checkbox"/>	Regional and Local
<input checked="" type="checkbox"/>	Services for Citizens	<input type="checkbox"/>	User-centric Services
<input type="checkbox"/>	High Impact Services with Pan-European Scope	<input type="checkbox"/>	Other
<input 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 type="checkbox"/>	Social Security
<input type="checkbox"/>	Education, Science and Research	<input 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	<input type="checkbox"/>	Water
<input type="checkbox"/>	Fire Services	<input type="checkbox"/>	Other Social Services
<input 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 type="checkbox"/>	Disadvantaged/deprived communities
<input type="checkbox"/>	Administrative	<input type="checkbox"/>	Families and children at risk
<input type="checkbox"/>	Business (self-employed)	<input type="checkbox"/>	Homeless
<input type="checkbox"/>	Business (industry)	<input type="checkbox"/>	Minorities and migrants
<input checked="" type="checkbox"/>	Business (SME)	<input 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 behaviour

- | | |
|---|---|
| <input type="checkbox"/> Intermediaries | <input type="checkbox"/> People with disability |
| <input type="checkbox"/> Other | <input 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 type="checkbox"/> SMEs, associations and intermediaries |
| <input 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.

Our customers are: 187.000 inhabitants, and companies and institutions.

3.5. Type of service

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

- | | | | |
|-------------------------------------|-------------------------------|-------------------------------------|--|
| <input type="checkbox"/> | Not applicable/not available | <input checked="" 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 checked="" 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)

Projects within the programme:

1. Service level manifest
2. E-mail (see separate PID)
3. Letters
4. Counters
5. Telephone
6. Website
7. Midoffice/informationmanagement
8. Training

Better and uniform answers to questions of citizens via all channels (counter, telephone, mail, chat, letter).

- registration of FAQ's;
- FO personnel that is able to work with the available new systems (improving skills);
- Adaptation of workprocess for handling letters, so the norms set in the vision will be met;
- improved reachability by phone, so that norms will be met.

1. Citizens that know what service level to expect from the municipality
 - awareness within the municipality of the service levels and commitment to achieve them
2. An improved, user-friendly website with more e-services/digital case handling, using the midoffice

4.2. Approach

How will the pilot do this?

1. Service level manifest
2. E-mail (see separate PID)
3. Letters
4. Counters
5. Telephone
6. Website
7. Midoffice/informationmanagement
8. Training

All projects above have separate project plans + goals.

A few important actions:

- Local pilot of 100 FAQ's on the website and expanding the list.
- Transfer of products and service catalogue to new content management system (Plone)
- Investigation, system selection and implementation of new knowledge management system
- Training of FO employees on phone handling / cooperation with the backoffice & how to cope with working with service indicators.

Letters: - investigation into sending of confirmation of receipt of letters; actions to enhance sending a confirmation in response to the majority of letters

- audit of the quality of letters and handling of letters including proposal for improvement
- adaptation of workprocesses following this proposal

Telephone: - campaign on instructions for handling phonecalls

- making appointments on the functional use of new phone technology
- implementation of new phone technology
- measurement of quantitative and qualitative reachability

- Implementing service level manifest for all channels

- Redesign of municipal website

- expanding the e-services, implementing mid-office to make digital case handling possible, including safe communication and optimisation of electronic payment. Services: five taxprocesses, complaints process, reports of incidents in public space, a specific type of permit ('omgevingsvergunning') and online files.

- Issue a publication on transnational municipal service provision, both in print and digitally. It will have an attractive layout, short, accessible texts and plenty of illustrations. It will be published on the EU practice site and all 6 European partners will be represented. Our publication aims at inspiring fellow-professionals within the EU as well as a wide range of other people and at the transnational transfer of good solutions, methodologies and tools. *More information: 4.3 Deliverables.*

- Knowledge transfer on local pilots
- Exchange: workshops with EU partners on the Answer-model and its practical implementation (transnational). 2010: in Belgium and Sweden or Norway ...cont.
- Exchanges of professionals within the participating municipalities in order to exchange experiences and knowledge for example on process management and

4.3. Deliverables

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

1. FAQ-list usable by the partners
 - knowledge management system: knowledge on the implementation process and content management
 - knowledge on how to improve handling and quality of letters and phonecalls
2. Service level manifest
3. New website
 - more e-services, digital case handling
4. Publication as booklet and on epractice.eu website:
 - Contents:

We will discuss the problems and opportunities that arise when trying to improve client contact and the implications of introducing Antwoord © (Answer ©) as a stepping stone. Antwoord © is the Dutch concept through which municipalities become the main governmental front office. A Customer Contact Center (CCC) undertakes the personal, telephonic, paper and electronic contacts with the citizens and deals with them right away if possible. In 2015 citizens will be able to turn to their local CCC for nearly all questions concerning the (central and local) government. We will also document transnational trends such as change management, deal with ways to achieve a sense of urgency within the organization and focus on people's practical experiences, their views, best practices as well as the problems they are confronted with. To facilitate comparing different solutions to similar problems in different countries, names and addresses of people working in municipal services provision may be included as well.
 - We will signal trends: currently many European governmental organizations are focused on transnational benchmarking and exchanging best practices. Many countries are trying to upgrade performances within the public sector. The changing role of central governments and the developments in public service provision in various European countries will therefore be discussed as well.
 - Workshops with EU partners
 - Exchange of professionals: knowledge and methodology transfer

4.4. Exclusions

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

Ad 1. content management

ad 2. implementation in workprocesses for customer services of the manifest

ad 4. A comprehensive guide to implementing a CCC.

4.5. Constraints

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

- Time of employees involved
- Political/organisational: common sense of urgency and enduring commitment
- Decentralized organisational structure
- Capabilities of FO employees to work with the internet and systems (instead of using their own knowledge)
- Change management; quality of leadership
- Technical difficulties with website and mid-office implementation
- Project management experience
- Ability to really focus on the customer and his/her questions

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.

Dependent on content management plan for the website, technical issues related to mid-office development. The ability of personell to actually use the possibilities of the new techniques we offer.

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

See 3.

5.2. Customer benefits

Improve customer satisfaction

5.3. Performance benefits

- Faster handling of customer contacts via different channels (multi channeling)
- Reduction of number and type of contacts (ability to avoid questions)
- More digital customer services

5.4. Employee benefits

- Higher FO employee satisfaction
- Improved skills, higher flexibility
- on EU level: more knowledge of methodology/approach

5.5. Financial benefits

- More effective use of personnel
- Lower costs (possibly) because customers use the website more for transactions

5.6. Project benefits

Enhancing multichannel approach and question-centred approach of customer contacts throughout the whole of the municipality.

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.

- Programme coordinator Stad en Stadhuis: project leader WP3 for Groningen.
- Supporting project manager WP 3: publication, exchange with partners, internal communication, consulting role, preparation of workshops and EU meetings etc.
- Different project managers within the programme responsible for knowledge management systems, service level manifest, training of employees, redesign website and transition of product catalogue, mid-office development, e-services.
- Reporting to steering committee of Stad en Stadhuis

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 (€)

€ 63.394 (see: regional activities WP3- Customer services city of Groningen, activity plan).

7.3. Contribution from local funds (€)

Approx. € 31.697 (50% of Smart Cities funds). And funds from the BOSS budget € 50.000 (for 2009).

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

€ 63.394 (see: regional activities WP3- Customer services city of Groningen, activity plan).

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

€ 54.000 (see: budget sheets Smart Cities project/WP2/2009)

7.6. Staff resources

€ 34.020 (see regional activities WP3- Customer Services City of Groningen, activity plan).

Appr. € 50.000 (Boss funds for 2009)

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?

Local management: via steering committee Stad en Stadhuis and Customer Services management meetings. Smart Cities reporting cycle is leading.

8.1. *Baselines/zero measuring*

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

No zero measuring available.

8.2. *How will you measure progress?*

How will you show how your pilot is progressing?

- Set targets/define milestones and monitor progress (yearly plans for every department)
- Internal communication on the project

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

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

- Measure the questions customers ask via the different channels (number and type)
- Measuring customer satisfaction with the different channels (mail/chat/desk/letters/internet/phone)
- Measuring the use of e-services yearly
- Evaluating employee skills in regular HRM cycle (line responsibility)

8.4. *What local indicators will you use?*

e.g. surveys of local citizens, businesses

Surveys of citizens and FO employees

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

e.g. levels of service use

We look at the Answer/COPC model for inspiration but follow mainly the vision we made ourselves.

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

- Investigation on customer satisfaction with e-services on website
- website statistics

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.

1. - FAQ-list: ready in November 2009
 - knowledge management system: implemented second half of 2010
 - december 2010: adaptation of several workprocesses finished
 - autumn 2010: measurement reachability
 - end 2010/start 2011: new phone system
2. Service level manifest: implemented in January/February 2010
3. – new website: october 2010
 - more e-services, digital case handling: mainly in 2010
4. Publication as booklet and on epractice.eu website: second half 2010
 - workshops with EU partners: 2010/2011
 - exchange of professionals: knowledge and methodology transfer: 2010/2011
 - Smart Cities website: first half of 2010

10. Risks

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

- Cost cutting: focus on the efficiency gains, the relation with the vision and celebrate successes, inform steering committee Stad en Stadhuis, aldermen and council
- Time of employees involved: invest in commitment of their managers
- Political/organisational: common sense of urgency and enduring commitment: regularly inform management team, aldermen and council
- Capabilities of FO employees to work with the internet and systems: frequent training, investment in contact with team leaders, working on competency management
- Technical difficulties with website and mid-office implementation: frequent project reports, personal contact with project managers
- Project management experience: management of milestones

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?

We have bilateral contacts with other municipalities in the Netherlands.

We have contact with the UWV (semi national department on social help), they supply us with their expertise on phone handling.

11.2. Co-design with citizens and individuals

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

Mostly through surveys (e-mail or letter handling for instance).

11.3. The impact of co-design

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

Co-design leads to the realisation you can alter your original approach and still get the result you aim for.

12. Transnational work

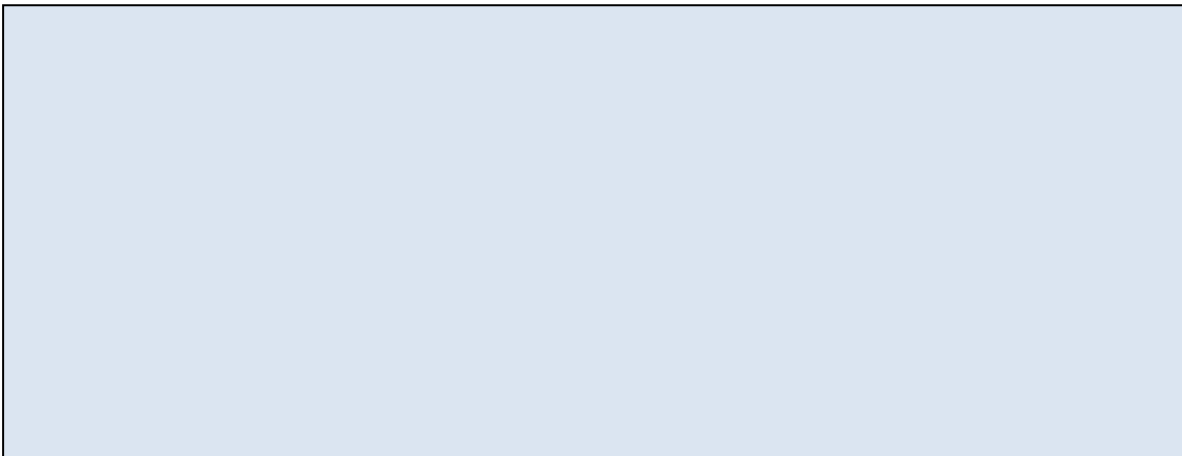
12.1. Transnational links

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

A large, empty rectangular box with a light blue background and a black border, intended for the user to provide details about other municipalities and pilots they are working with.

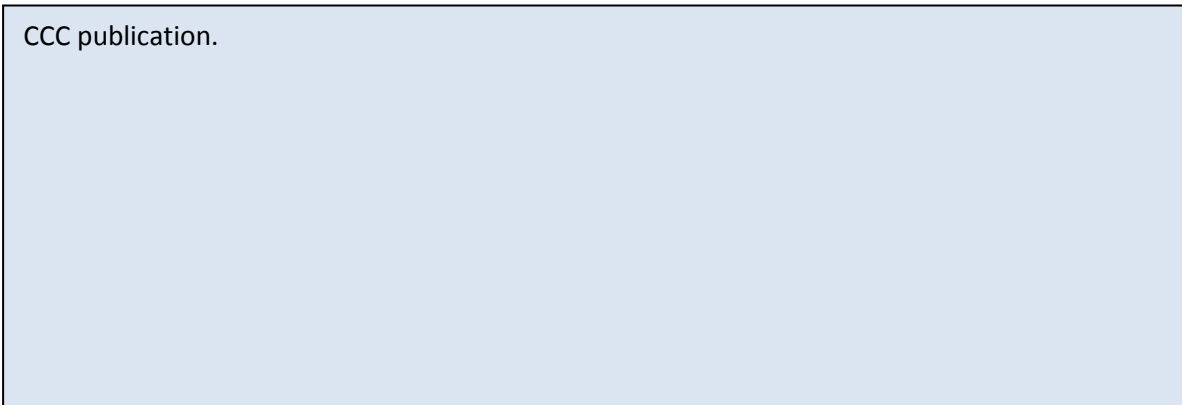
12.2. Transnational learning

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

A large, empty rectangular box with a light blue background and a black border, intended for the user to describe how they are incorporating transnational learning into their pilot's design and implementation.

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?

A large rectangular box with a light blue background and a black border. It contains the text "CCC publication." in the top-left corner, indicating the expected transnational output of the pilot.