

*SmartCities*

## Project Initiation Document

Pilot name: improving services - entrepreneurial frontoffice

Municipality: Groningen/ Netherlands

Work-package: 3/ Customer Services

Date: 21 July 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?

Improving services to entrepreneurs

### 2.2. Pilot acronym

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

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### 2.3. Pilot website

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

[www.ondernemen.groningen.nl](http://www.ondernemen.groningen.nl) contains part of our project results

### 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***

City of Groningen

### ***2.7. Pilot start date***

Summer 2008

### ***2.8. Pilot finish date***

December 2011

### ***2.9. Pilot operational date***

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

September 2008 / a strategic vision on the project approach was launched

### 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..

Our services to entrepreneurs must be improved. We want to stimulate the use of the internet on general information. We want to approach starters (via the internet channel) and help them set up their businesses. We wish to make use of account managers and establishing a specific target group approach for entrepreneurs. We offer specific service-arrangements (a full arrangement which varies from subsidies to counselling). We want to stimulate employment within city and region. And to improve the economic climate.

#### 3.1. Pilot topics

Select **all** that apply to your pilot

- |  |  |
|--|--|
| <input type="checkbox"/> Efficiency & Effectiveness, Benchmarking                | <input type="checkbox"/> Interoperability                  |
| <input checked="" 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 checked="" type="checkbox"/> Policy                 |
| <input checked="" type="checkbox"/> Services for Businesses                      | <input checked="" type="checkbox"/> Regional and Local     |
| <input type="checkbox"/> Services for Citizens                                   | <input type="checkbox"/> User-centric Services             |
| <input checked="" 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 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 checked="" type="checkbox"/> Other/ services for businesses |

### 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 checked="" type="checkbox"/> Business (self-employed) | <input type="checkbox"/> Homeless   |
| <input checked="" type="checkbox"/> Business (industry)      | <input type="checkbox"/> Minorities and migrants                          |
| <input checked="" type="checkbox"/> Business (SME)           | <input type="checkbox"/> Older people (60+)                               |
| <input 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 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 checked="" type="checkbox"/> SMEs, associations and intermediaries |
| <input type="checkbox"/> General public                      | <input checked="" 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.

- Approximately 11.000 established businesses within the municipality. Their needs vary, including permits, subsidies/grants, advice, counselling and all other municipal services.
- SME's , associations and intermediaries:
- Tax Department and Chamber of Commerce (they have a common consulting-hour at the entrepreneurial front office)
- NOM (noordelijke ontwikkelings maatschappij): an investment company specifically for the northern part of the country: they are affiliated with the national Department of Economic Affairs.

### 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 checked="" 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

- 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)

1. More e-services (some 10 e-forms will be fully digitalized e.g. permits for events/exploitation of catering industry etc. )
2. Better working CRM system which provides us with better management information and case handling
3. Multi-channel approach: - face to face contacts are possible on appointment only (consulting-hours are available via the appointment planner on the internet), less not-planned visits are allowed. This gives the personal space for an active approach, which is being used for company visits.
4. Better Marks/rating for customer services

### 4.2. Approach

How will the pilot do this?

1. Implementing EU-directive on services.
2. Implementing and using the management information to follow and steer the expected output of employees.
3. Implementing the vision and communicate to the different target groups.
4. Participate on the system of standards of businesses.

### 4.3. Deliverables

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

Output: more (fully digitalized) e-forms. This will also stimulate the further use of web-services.

The EU Services Directive aims to break down barriers to cross border trade in services between countries in the EU. It will make it easier for service providers, particularly small and medium sized enterprises, to offer their services to customers in other EU countries.

Processes: making use of a hands-on crm system and making good using of existing management information within the organisation

#### **4.4. Exclusions**

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

ID for companies is necessary for an excellent use of e-forms and follow up. The national body still must approve this ID for companies. It's not subscribed yet. It is already in use for citizens (DigiD).

#### **4.5. Constraints**

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

- Technical: it took a long time internally to establish the appointment-planner
- People: change management / leadership within the organisation
- Political/organisational: common sense of urgency and commitment
- How to optimise the approach for entrepreneurs , how do we know what really works for them?

#### **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.

Technical dependencies, ICT, website and the interactive possibilities, privacy etc.

## 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

Improved customer satisfaction

### 5.3. Performance benefits

- Benchmark GSB (=Grote Steden Beleid).
- Local customer satisfaction investigation.

### 5.4. Employee benefits

- active approach, 600 company visits will be made each year
- more responsibility and flexibility

### 5.5. Financial benefits

More effective use of personnel / no financial records available

### 5.6. Project benefits

Forcing yourself to systematically think about your approach to the target groups. Really bettering the services and improving the economy.

## 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.

- Smart cities project manager reports to the Stad en Stadhuis or BOSS steering committee.
- RO/EZ (one of the 8 departments of the municipality): team leader entrepreneurial front office has 7 people working on this front office (appr. 5 FTE). He's responsible for the pilot. He reports to the steering committee BOSS and cooperates with the smart cities project

## 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 (€)

€ 42.420 - (see: regional activities WP 3 Customer services city of Groningen, activity plan).

### 7.3. Contribution from local funds (€)

Appr. € 21.210 - (50% of the regional Smart Cities funds, funds from the BOSS-budget)

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

€ 42.420

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

### 7.6. Staff resources

€ 10.800

## 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?

- Via steering committee BOSS on a concern level.
- On the level of the department, via a group on customer services (kernoverleg dienstverlening).

### 8.1. *Baselines/zero measuring*

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

Baseline is the situation mid 2008.

### 8.2. *How will you measure progress?*

How will you show how your pilot is progressing?

- Obtaining the set targets
- The increased use of the CRM system
- The number of e-forms
- The audit on the system of standards for businesses
- The communication-outputs on the project results
- The customer satisfaction investigation results.

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

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

- Customer satisfaction investigation
- The results of the system of standards for businesses audit. Specific calls will be made to former customers to get to know their experiences on the services.

### 8.4. *What local indicators will you use?*

e.g. surveys of local citizens, businesses

- Customer satisfaction investigation
- Benchmark GSB (herebove ment)

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

e.g. levels of service use

- The covenant on the system of standards for businesses (with the so-called “G31”, the 31 largest cities in Holland).
- And the national approach (MKB Nederland, the association of the combined SME’s in Holland)

***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.

- Making the e-forms: has started.
- Improving the use of the CRM-system: started begin 2009 and ends October 2009
- Appointment planner: pilot started in June 2008 and finishes in November 2009
- Communication: a specific subsidy leaflet was developed from March 2009 onwards and was published in October 2009.
- The audit on the system of standards of businesses started in September 2009 and ends in December 2009. The follow up will be an action-plan on improvements (from the held audit).
- The uptake of the action plan from 2010 onwards.

## 10. Risks

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

- Organisational: lacking a common sense of urgency and commitment
- Cost cuts: due the economical situation
- Change management: culture change takes time and depends on leadership

## 10. Co-design

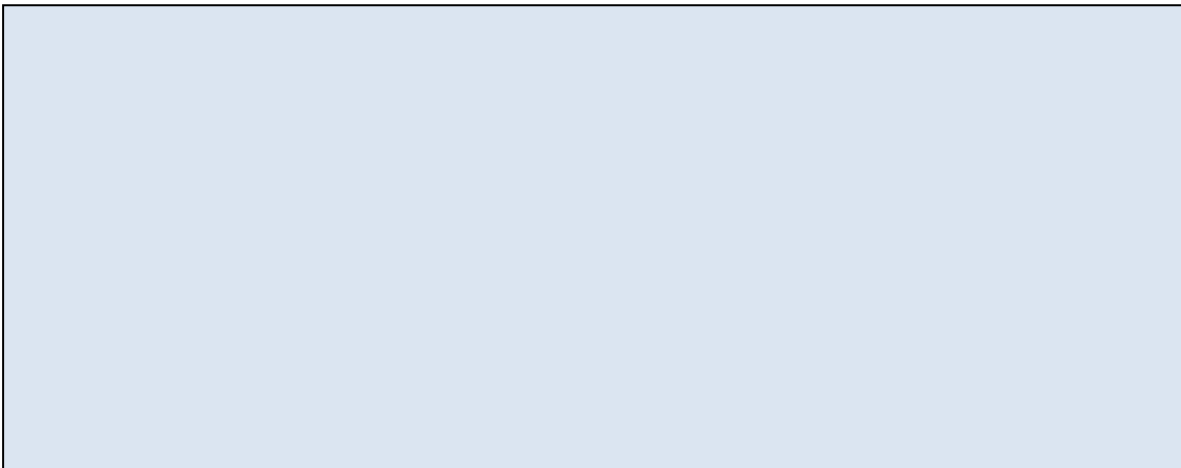
### *10.1. With other organizations and institutional partners*

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



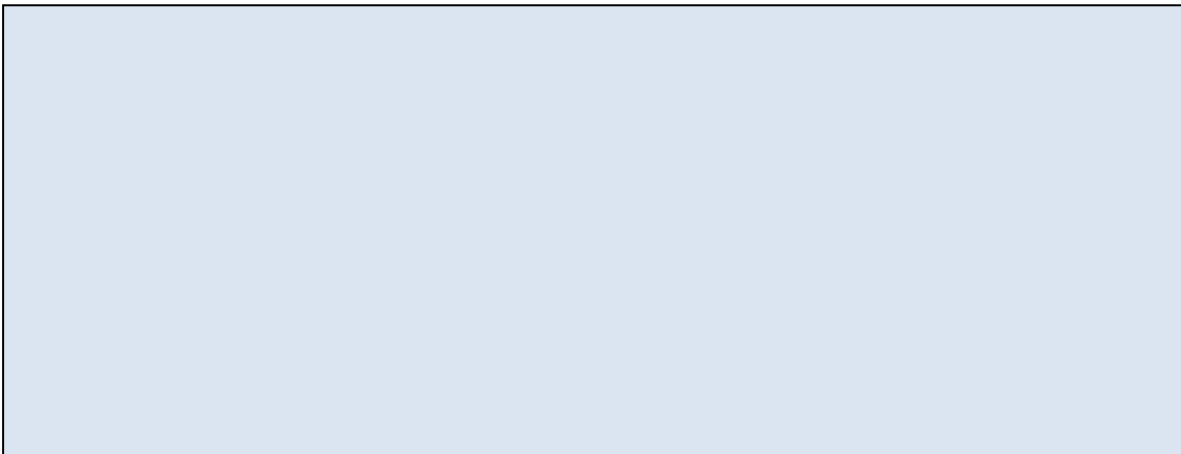
### *10.2. Co-design with citizens and individuals*

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



### *10.3. The impact of co-design*

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



## 11. Transnational work

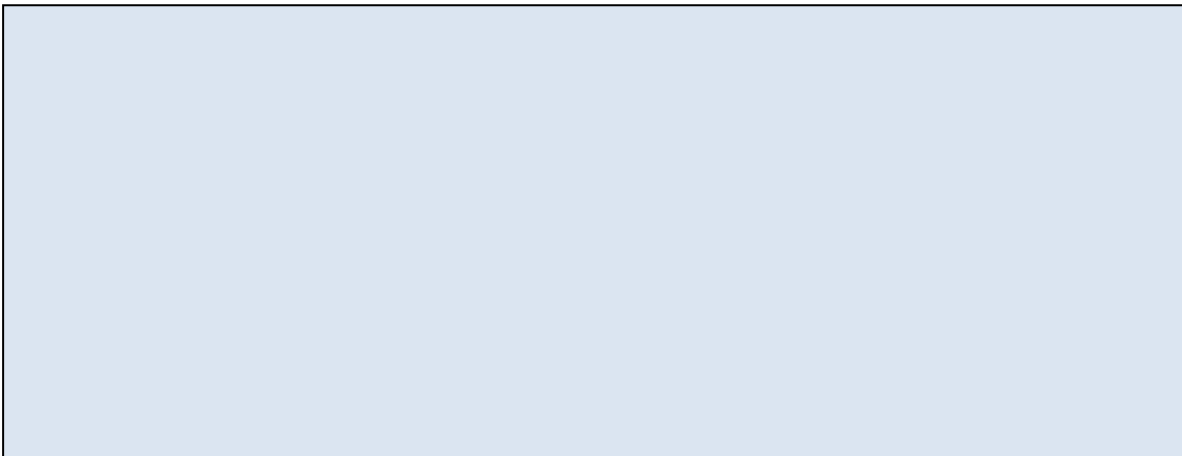
### 11.1. Transnational links

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



### 11.2. Transnational learning

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



### 11.3. 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?

