



ERUDITE
Interreg Europe

Action Plan of the ERUDITE Project: Enhancing Rural and Urban Digital Innovation Territories

**The Association of Local Authorities
in Västernorrland**

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1 Executive Summary

Using digitization and technology in new innovative ways is one important approach for the public sector to meet an aging population, urbanization, human climate impact and corporate competitiveness in a global market. Innovative solutions that offer opportunities to carry out assignments in completely new ways, contributing to efficiency, but also the possibility of higher quality, especially from the user's perspective.

This transformation set new requirements and the need for leadership, change management, new work processes, as well as new working methods. The digital transformation, that we want to do, require investments, and this means there is a need to be able to value and to secure the benefits of the solutions developed to make clear priorities and draw conclusions from the changes that are made.

We will document and communicate the results of the new methods for supporting innovation and participation in developing digital solutions and improving welfare services. The gathered results from these actions will contribute to Digitaliseringsguiden.se. This platform is also a project within eCollaboration in our region. We are aiming for the result to have an impact on the Regional Digital Agenda from 2020.

Our coming projects will focus on implementing these new methods for coproducing and calculating the qualitative effects of the digital transformation.

- Identify needs
- Develop the solution
- Test it with end users
- Develop the solution using rpa
- Follow up and analyze the benefits

Digitization is ultimately about a change of business where leadership is central to implementing the required changes, meeting the needs of a new reality. For that reason, our coming projects will focus on a strengthened regional cooperation and also on educating key stakeholders within the municipalities, and the so called non user groups.

2 General information

- **Project:** ERUDITE
- **Partner organisations:** The seven (7) municipalities in Västernorrland, ALAV
- **Country:** SWEDEN
- **NUTS2 region:** SE32 Mellersta Norrland
- **Contactperson:** Jennie Olofsson
 - **Email:** jennie.olofsson@kfvn.se
 - **Phone number:** +46 (0)73 271 28 78

3 Policy context

The Action Plan aims to impact:

- Investment for Growth and Jobs programme
- European Territorial Cooperation programme
- Other regional development policy instrument

Name and reference of the policy instrument addressed:

3.1 Operational Programme under the investment for growth and jobs' goal

Middle Norrland 2014-2020

Thematic objective 1 — Strengthening research, technological development and innovation

Thematic objective 2 — Enhancing access to, and use and quality of, information and communication technologies

Thematic objective 3 — Enhancing the competitiveness of small and medium-sized enterprises (SMEs)

3.2 Future Västernorrland! - Regional development strategy (RUS) 2011-2020¹

The relevant overall strategy goals are:

- Increased Accessibility
- Enhanced Innovation

¹ Future Västernorrland! Regional county development strategy 2011-2020. Shorter version. [<https://www.rvn.se/contentassets/cb148048501a4482a5421b4750ed8df2/rus-in-english.pdf>] Available 2018-06-25.



To achieve these goals, RUS focuses on four key perspectives, two are being addressed:

“The sustainability perspective – financial, social and ecological sustainability should permeate all concrete measures and policy dialogues within all the sectoral programmes and regional growth and development efforts.”

3.3 Regional Digital Agenda 2014-2020

- An available digital infrastructure for the whole county

“The focus area includes activities aimed at increasing accessibility to the digital infrastructure throughout the region as well as the development of information, features and services to increase interoperability. That is, getting systems, organizations or business processes to work together and communicate with each other through compliance with agreed rules.”

4 Actions/services

4.1 Background

The public sector need to deliver welfare services with sustained or higher quality. Västernorrland is a region where the demographic conditions indicate that we, like many regions in Europe, have an ageing population and slow population growth. We also need to overcome various types of physical and other distances, and to do so in the long-term.

For e-services to be feasible, we believe that a municipal system and a common methodology for how e-services can be developed and presented are needed. These are issues that are managed by different functions, e.g. development departments or IT strategic functions/IT departments. They often work with the structural conditions required, such as integrating systems etc. These issues are processed by different working groups, also at a regional and sometimes even a national level. This means that the coordination needs are both horizontal (national, regional, local) and vertical (between different functions or groupings at the same level). One and the same issue can be handled in many places before it is completely solved and beneficial to the citizens or the core business².

4.1.1 Intention

The purpose of this regional action plan for Västernorrland is to support the ongoing cohesive work in the county through the project eCollaboration and other regional initiatives to contribute to the potential of digitization as we will meet future societal challenges.

The Regional Digital Agenda is one important policy instrument that can include a new description for processes for selecting between priorities or official indicator selection.

4.1.2 Demarcation

This plan describes the work in progress with connection to the Association of Local Authorities, ALAV, 2018-2020.

Our ambition is that the results of the activities and projects defined below will be important knowledge to take in account in the forthcoming policies *Future Västernorrland! - Regional development strategy (RUS) 2020-2030* and *Regional digital agenda* from 2020 that are being developed in the county, at the time of writing.

4.1.3 eCollaboration

Digitization has affected municipalities way to organize their work. The municipalities get support in developing their organizations to take care of these new opportunities. One small municipality is not able to handle the change on its own. Regional cooperation has proved to be a success factor. Working in open source and involving the business community creates the opportunity to build on the

² *Guide to effective regional e-development/Guide för effektiv regional e-utveckling*, s.12f.
[http://plus.rjl.se/info_files/infosida43088/Guide_effektiv_regional_e_utveckling.pdf] Available 2018-06-25.

infrastructure that we are creating together in eCollaboration. The development of services also enables businesses to work from rural areas when municipal services for companies are digitized.

The digitization process focuses heavily on facilitating citizens and entrepreneurs to manage their contacts with the municipality using modern communication channels. To fully use the potential for digitization, internal processes within the administration of the municipalities need to be developed. To meet this, the basic idea is that we also need a different methodology, where we work from an in-depth perspective, in collaboration at different levels and have more involvement from the end users during the whole process of development of new and upcoming services than before, to ensure that we choose to do the right things and do them properly, accordingly to meet the real needs.

The number of automated and digitized errand processes in the administration is currently low, while there are great benefits in doing this. The overall purpose of our regional eCollaboration project is to develop and increase access to digital services for citizens and businesses, thereby increasing the region's growth, attractiveness and accessibility in the longer term.

The purpose of project "Automation and Digitization of Errand Processes" is to provide methods and experience for fully or partially automated digitized processes. This will be done by analysing needs and assessing appropriate areas for automation within the municipalities in Västernorrland.

Furthermore, the project will select appropriate processes to automate and support current activities up to introduction. The services will be built on eCollaboration's open platform, which means that the developed services will be available to all municipalities in the county.

4.1.3.1 The open ePlatform.

Open ePlatform is a complete e-service platform for publishing e-services. With the e-service platform, the organizations can build and publish e-services directly in the browser. The platform is built entirely on open technologies. The needs of the municipalities have ruled the requirements throughout the process. This means that expensive licensing charges and lock-in effects are avoided.

The platform currently holds 5495 eServices, and it is used by as many as 90 municipalities in Sweden.

4.2 Knowledge applied from ERUDITE

Partner experience and practice (service name, short description and location)
<i>SEROI+ methodology developed in ERUDITE</i>
<i>MakerLab, Slovenia</i>
<i>Lab Altobella, Venice, Italy</i>
<i>Nerve centre and EightyOne Derry and CoLab, Derry, UK & Donegal, Ireland</i>
<i>Lormes digital hub, Lormes, France</i>

ERUDITE and using the SEROI+ method will help us to demonstrate the value and usefulness of digitizing municipal services. A prerequisite for the thorough digitization of municipal and public service is knowledge amongst all, both users and officials, and a devoted leadership. Digitization is ultimately about a change of business where leadership is central to implementing the required changes, meeting the needs of a new reality. For that reason, our coming projects will focus on educating all stakeholders within the municipalities.

The digitization offers opportunities to carry out assignments in completely new ways, contributing to efficiency, but also the possibility of higher quality, especially from the user's perspective. For that reason, our coming projects will focus on implementing these new methods for coproducing and calculate the qualitative effects of the digital transformation.

Although ALAV will not focus on Hubs, it has been very inspiring to see the solutions in different countries based on these ideas, whether it has been the emphasis of entrepreneurship, social welfare or cultural creativity. Makerlabs, Creative hubs etc facilitate and enable innovation by providing facilities, equipment, training and a natural place for people to meet each other and work together. An increasingly significant and important role for authorities and businesses is sometimes to take a social responsibility and to enable other partners to develop ideas and services (not being the one deciding/organizing the development), and this requires methods and platforms.

A common success factor for the good examples we've seen is cooperation and transparency. The best practices are of importance also for the development of e-governance, where a shift towards greater transparency need to happen (for instance increased transparency and use of open data) and increased collaboration between Governments, citizens and business.

When it comes to our local action plan and the focus that we have on e-governance, the dialogues with the other partners have been of high value. We've been able to exchange ideas and challenges linked to the work that we have ahead of us.

4.3 Action/service description

4.3.1 SEROI+-analyses in the municipality of Örnsköldsvik

The input from ERUDITE and results from the SEROI+ analyses carried out on 36 e-services, developed on the joint platform, openE, in the municipality of Örnsköldsvik will form the knowledge base for us to stand on for further improvements. The long-term impact of the services is to simplify and improve for citizens through, fewer input data for the user to fill in and a more available and easy to use service, faster errand processes and increased legal certainty and to increase the internal efficiency by: reducing the administrative burden, shorten the processing time, free internal resources and reduce costs.

See annex 2 5.2 *Impact analysis of 36 e-services in Örnsköldsvik.*

4.3.2 Automation and digitization of ‘Consent to vaccination and health interviews’ in the school sector in Kramfors

- Develop, design, test and implement this process in the in the public administration in the municipality of Kramfors.
- Design the appropriate processes for automation; Consent to vaccination and health interviews. This include analysis, system development, testing and implementation of the selected processes in one piloting municipality in the region.

The background and the procedure of developing the service is described in detail in the annex 1 - *Tailored Regional SEROI+ Tool.*

4.3.3 SEROI+ analyses ‘Consent to vaccination and health interviews’

- Monitor the the ongoing development and use of the new e-service in the piloting municipality. Monitoring the digital information and how the working process develops when the new service is implemented. A baseline measurement analysis will be done.
- Calculate and evaluate the effects of the new service in accordance with the SEROI + evaluation methodology, to estimate achieved efficiency gains in relation to investments made. Analyse, summarise and report findings.
- A written report will be compiled, where all stages of the process and results are presented.

The indicators and method are described in detail in the annex 1 - *Tailored Regional SEROI+ Tool.*

4.3.4 Support further implementation of ‘Consent to vaccination and health interviews’

Coordinating meetings with involved stakeholders will be held to support the process of implementation of ‘Consent to vaccination and health interviews’ in the municipalities in the region.

4.3.5 Disseminate the results from the four actions above

We will document and communicate the results of the new methods for supporting innovation and participation in developing digital solutions and improving welfare services. The gathered results from these actions will contribute to Digitaliseringsguiden.se. This platform is also a project within eCollaboration in our region.

We will aim for that the results will have an impact on the Regional Digital Agenda from 2020.

4.4 Timeframe

<i>Ongoing actions within the budget of ERUDITE and eCollaboration</i>	<i>Project End Date</i>
Improvements for 36 e-services, within eCollaboration	31/03/2020
Digitization and automation of two errand processes in the public administration	31/03/2020
Monitor the e-service; Consent to vaccination and health interviews	31/03/2020
Support the implementation of 'Consent to vaccination and health interviews' in the municipalities in the region	31/03/2020
Disseminate the results from the four actions above	31/03/2020

<i>Future projects/Actions Investment Line/Source of funding)</i>	<i>Submitted for funding</i>
Digichallenge, Botnia-Atlantica, ERDF	31/03/2019
Municipal joint office for digitization, eCollaboration, part 3 Tillväxtverket, ERDF	30/06/2020

4.4.1 Digichallenge

Currently only those willing to use digital services benefit from them. Digichallenge will construct a methodology that makes it possible to provide digital services also to those people who previously were not willing to use them. As a result, we will adopt a new methodology, and use it for designing the future services. Simultaneously, the companies designing these services will have valuable feedback for planning services, that are more suitable for the entire population, not only those who are frequent users of digital solutions.



The main aim of this coming project is to provide an innovative methodology as a solution for including and supporting the citizens facing barriers or resisting the use of digital services. Other objectives are to test, pilot and develop models, and to support the existing digitalisation skills of the target group.

4.4.2 Municipal joint office for digitization

The heads in the municipalities in Västernorrland have decided to take responsibility for a joint office for digitization.

The responsibility of the municipalities in the digitization process is 'large'. It is in the core businesses that the change management takes place. The municipalities and business developers are still responsible for driving the work of raising the organizations' digitization maturity and implementing digital solutions. The joint office for digitization is available as a support in this work. By coordinating networks, organizing training courses, ensuring the creation of new services and solutions, and running development projects of various kinds, the office provides opportunities for municipalities to increase their digitization maturity. However, it is up to the municipalities to create the conditions for using the office's support and implementing the results of this collaboration.

The responsibility for all daily operations and maintenance, support and other IT issues outside the work of digitization will remain in the municipalities.

4.5 Viability and sustainability

The stakeholders in the municipalities in the region have agreed on, that the most desirable form will probably be the one already used in the eCollaboration project, reinforced by a form of collusion agreement and with the operation and management of a jointly procured external supplier in a transitional phase. This can then be regarded as a so-called genuine partnership where cooperation is based on mutual interest in the subject of all the parties' joint efforts.

How the different agreements should be formulated in such a solution needs to be more specifically designed. However, some important aspects/issues must be regulated. E.g. participation, ongoing development and improvement work on the platforms, the distribution of costs and the procedures for this, how the parties deal with different perceptions, questions of transparency and degrees on influence must be regulated. These are questions that will be explored in the future project for a *Municipal joint office for digitization* (see 4.4.2).

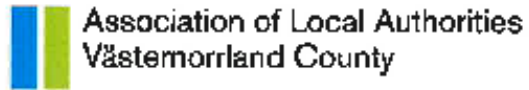
4.6 Impact expected

When the region's municipalities together with different partners are heading together to projects and new investments, we will make use of the same methods and procedures. This will help us to define our policy or practice goals for the services, identify and engage the relevant stakeholders; and co-design the service together with the end users; or in this case, investigate how we can improve our existing services, and set the indicators and values and estimate and then monitor return on investment.

The impact of the service Consent to vaccination and health interviews is described in detail in the annex 1 - *Tailored Regional SEROI+ Tool*.

4.7 Monitoring activities in Phase 2

See annex 1 - *Tailored Regional SEROI+ Tool*.

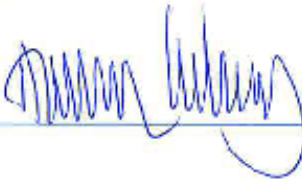


Approval of Action Plan

Aurora Lindberg agrees to implement the Action Plan for partner 10, ALAV, as detailed above. I confirm that I have the required authorisation of to do so and that the required authorisation process has been duly carried out.

On behalf of:

Signed:



Name:

AURORA LINDBERG

Position in Organisation:

CEO

Date:

20180629



5 Annexes

5.1 Consent to vaccination Kramfors Vnl_ALAV

The background and the procedure of developing the service is described in detail in this annex 1 - *Tailored Regional SEROI+ Tool*.

5.2 Impact analysis of 36 e-services in Örnsköldsvik

Annex 2 *Impact analysis of 36 e-services in Örnsköldsvik* designates how the following 36 eServices can be improved because of ERUDITE and using the SEROI+ method.

36 services on openE platform	-developed in eCollaboration
Children asylum seekers, statement/revenue bill	Login INTERBOOK grants, apply for
Association grants, according to norm	Travel services, apply for
Village career, apply for	Medical certificate regarding application for travel services
Scheduled times in premises and facilities, apply for	Riksfärdtjänst' - apply for
Operating grants for fishing areas, apply for	Parking permit for disabled persons
Free funds, apply for	Special cost - apply for
Leadership grants, apply for	Special cost for staff - apply for
Grants for cultural heritage associations - apply for	Bus card - apply for a new or replacement card
Upgrade grants for own facility or local	Fireplace, report
Organizer support request	Transformer station - apply for building permit
Machine grants, apply for	Extension - apply for construction permit



36 services on openE platform	-developed in eCollaboration
Facility for sports associations	Beach shelter - apply for dispensation
Association Register, notify or update Information	Room outside, apply for building permits
Special grants for disability associations, apply for	Complementary building - apply for building permits
Facility grants for assembly centres	New construction - apply for construction permit
Upgrade grants for fisheries and outdoor life associations	Application for building permit
Map grants for orientation associations, apply for	Demolition - Apply for permit
Transport grants for disability associations, apply for	Plan notification – request for

5.3 Communication plan