

# Summary of the workshop: Integrated strategy, KPIs and funding

Thursday, 27 October 2022. Part of the [CORA online workshop series](#).

## DESCRIPTION

The workshop provided insight into why a digital transformation strategy for a small municipality is necessary, how it is structured and what an implementation process might look like. Next to a general review of digitalisation and digital transformation, we looked into Key Performance Indicators (KPI) of the digital strategy and explored ways of funding and financing and good practice examples. The workshop tackled the complete cycle of a digital strategy: from the first ideas to the implementation.

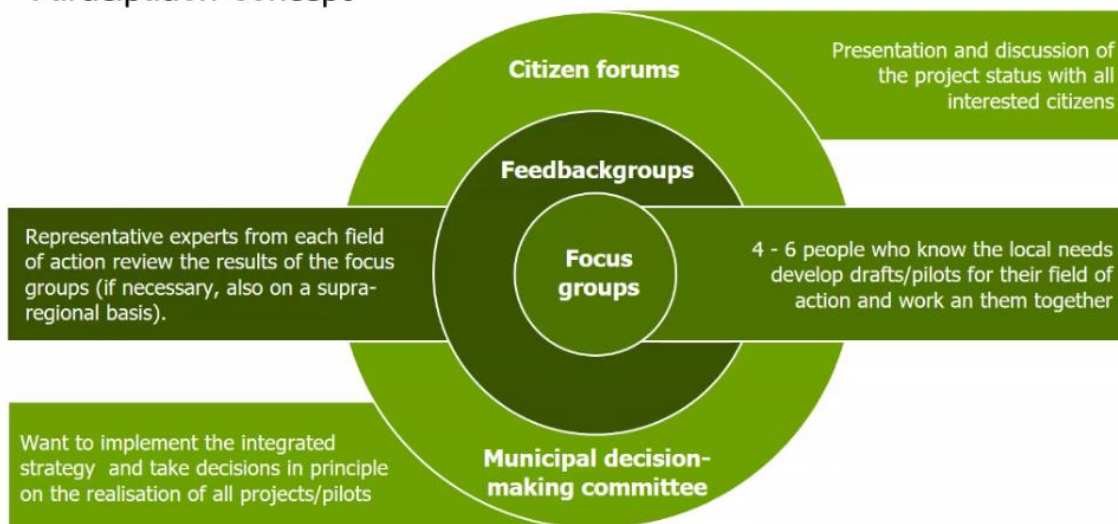
## AGENDA IN BRIEF

- Introducing the smart rural journey approach for small and rural municipalities
- Learning from the practice. Case studies from European municipalities
- Discussion. Chances & challenges in developing and implementing digital strategies

## MAIN TAKE-AWAYS & MESSAGES

- Implementation of a strategy needs cooperation of all departments in the administration and all stakeholders. People are in the centre of the change.
- Clear communication is key in managing expectations
- Bring and connect the topic of digitalisation close to the developments and actualities within the municipality

## Participation Concept



## FURTHER INFO

Detailed agenda, presentations & recording available online on the [event page](#).

# Summary of the workshop: Digital skills for employees

Wednesday, 9 November 2022. Part of the [CORA online workshop series](#).

## DESCRIPTION

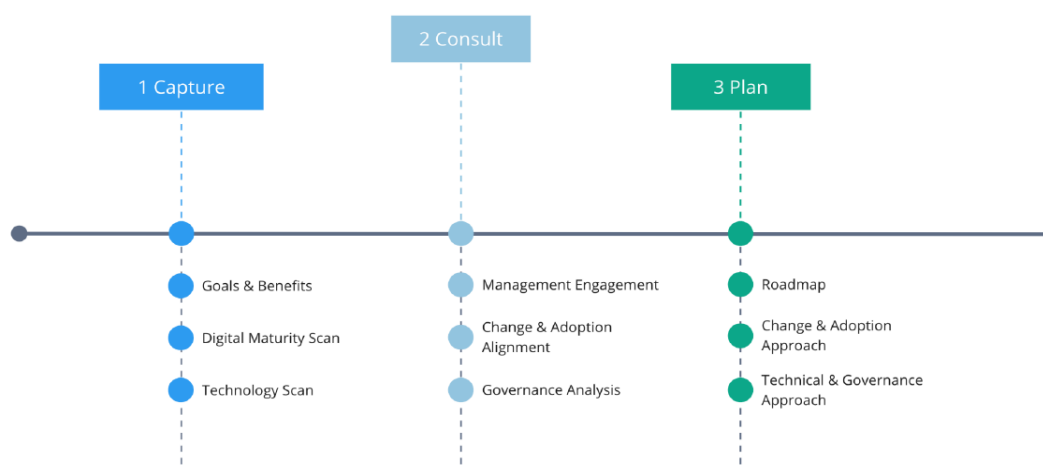
To not leave anyone behind, a municipality needs skilled employees to support citizens in using more digital services. Therefore, this workshop focused on the importance of digital skills in times of continuous digital change and transformation.

## AGENDA IN BRIEF

- Expert talk. People first, technology will follow
- Inspiring cases from Norway, Belgium and Sweden
- Panel discussion. Opportunities, challenges and solutions.

## MAIN TAKE-AWAYS & MESSAGES

- "People first (internally and within target groups), technology will follow" (Maka De Le-meillieure)
- "In order to succeed in the daily challenges, it is necessary to have the competence to understand 'the whole' and how it all connects (business --> IT). This is what enterprise architecture contributes to" (Magnus R. Neby)
- "Ensure a structured approach, rather than many fragmented projects" (Miet Casier)
- "Technical part is one, but the usability part is also important "Why do I need it", "how do I use it" strive for simplicity, accessibility" (Peter Ljunglof)
- "Execute a maturity check, use the collected data to define a clear goal, avoid blind sailing" (Benny Van de Velde, The Flow/Cronos Group)



## FURTHER INFO

Detailed agenda, presentations & recording available online on the [event page](#).

# Summary of the workshop: Stakeholder and Citizen Participation

Thursday, 1 December 2022. Part of the [COR online workshop series](#).

## DESCRIPTION

The workshop explored how local public authorities can stimulate diverse stakeholders and citizens to actively participate in or even set up initiatives in their neighbourhood. The event especially focused on initiatives facilitated by digital technology or initiatives targeting the deployment and usage of digital technologies. During the workshop, several examples of citizen and stakeholder participation were introduced and the main obstacles as well as possible solutions were discussed.

## AGENDA IN BRIEF

- Local businesses as stakeholders – experience from a COM3 pilot
- Yes In My BackYard – Climatecase from Denmark with digitalization perspectives
- Bottom-up broadband initiatives and the importance of ‘going out there’
- Overview of inputs and take home messages

## MAIN TAKE-AWAYS & MESSAGES

- The expectations are high towards the municipalities/ public sector, pro-activeness is demanded
- Public sector can be seen as important facilitator for networking/ getting people together
- Small works different → enables for example individual support
- Trust is a key ingredient for participative approaches
- Pilot projects can work as inspiration for other regions/ communities
- Three different views on ‘digital’ were presented: digital as tool, digital for data and digital as basic service/ need
- The type of engagement is important to determine
- Ongoing communication is key
- Participation initiatives go with drinking a lot of coffee ;)

Three key questions for before and during participation initiatives were identified:

- Who wants to participate or engage, and why?
- What role is expected in which phase?
- Building trust and reaching out → how to convince (higher) management that this time-consuming approach pays off?

## FURTHER INFO

Detailed agenda, presentations & recording available online on the [event page](#).

# Summary of the workshop: Digitalisation of businesses

Monday, 5 December 2022. Part of the [CORA online workshop series](#).

## DESCRIPTION

The workshop looked into why supporting digitalisation of businesses, particularly in rural areas, is important and examined how they can be engaged. Representatives from municipalities active in this field joined the workshop and shared their experience. Presentations were provided by Per Mandrup (Vejle Culinary Institute, Denmark), Christian Venables (CVS Studios, UK), Peter Gunnebro (Compare, Sweden), Neils Annema (Province of Drenthe, Netherlands), Thomas MacPherson-Pope (The Making Rooms, UK) and Liz Price (University of Lincoln, UK)

## AGENDA IN BRIEF

- Supporting businesses to reach their target market online
- Using knowledge exchange to facilitate digitalisation of SMEs
- Summary and next steps

## MAIN TAKE-AWAYS & MESSAGES

- SMEs have an appetite to generate an online presence, which has been partly fuelled by the COVID-19 pandemic, however they still need support to realise this.
- Professional videos can give an advantage to businesses, however SMEs can also generate online content using relatively low-tech solutions, for example using short video to engage with social media.
- SMEs need to take a holistic approach to digitalisation and consider a range of factors when developing their digital presence.
- Regional and local authorities are increasingly seeing the value of Open Data in supporting SMEs to identify new customers, suppliers, and opportunities for funding.
- Partnerships with business intermediaries, local digital hubs, Fablabs and knowledge institutions can be key to helping to digitalise businesses and improve the local economy.



## FURTHER INFO

Detailed agenda, presentations & recording available online on the [event page](#).

# Summary of the workshop: Cyber Security

Monday, 7 November 2022. Part of the [CORA online workshop series](#).

## DESCRIPTION

The workshop delivered a holistic experience on Cyber Security for municipalities. The event raised awareness among municipalities about security in computer networks and helped better understand how digital and information technologies could be applied to their specific realities in a secure way.

## AGENDA IN BRIEF

- Definition and importance of Cyber Security and Privacy – and going deeper in Cyber Security risks and Privacy aspects that are relevant for organizations and people.
- Presentations and workshop. How to react to cyber-attacks?

## MAIN TAKE-AWAYS & MESSAGES

- Embrace digitalisation: digitalisation is the future, and municipalities should embrace it to provide better services to their citizens.
- Invest in human capital: it's important to invest in the skills and knowledge of employees to ensure they can utilise data and digital tools optimally.
- Use data in new ways: municipalities should use data in new and innovative ways to provide personalised and proactive solutions to citizens.
- Ensure cyber security: with increased digitalisation, cyber security is more important than ever. Municipalities should take precautions to protect their data and systems.
- Have clear guidelines on cyber security: Municipalities should have clear guidelines on cyber security to ensure employees and managers are aware of the risks and how to mitigate them.
- Conduct risk assessments: municipalities should conduct risk assessments to identify potential vulnerabilities and implement appropriate safeguards.
- Follow NIST standards: NIST standards provide a framework for improving cyber security posture, and municipalities can benefit from following them.
- In case of an attack, stay calm and have your pre-established security emergency deal: In case of a cyber-attack, it's important to stay calm and follow the appropriate response and recovery processes to mitigate the impact of the incident. It is very important to have contracted before a service for handling information security emergencies, so you have a cost-effective way to solve the issue.

## FURTHER INFO

Detailed agenda, presentations & recording available online on the [event page](#).

## Topic summary: Smart devices and IoT

Part of the [CORA online workshop series](#).

### DESCRIPTION

The topic Smart devices and IoT was to generate insights and inspire municipalities to better understand how these technologies can be applied in a tailored manner to their specific realities.

### MAIN TAKE-AWAYS & MESSAGES

In the municipality level, the implementation of a broad strategy for IoT and Smart Devices can use the following principles:

- **Develop a comprehensive plan:** Before fostering IoT and smart devices usage in the municipality, it's important to have a comprehensive plan that outlines the goals, strategies, and timelines for the vision of the municipality. This plan should take into account the specific needs of the rural area, the available resources, and the expected outcomes.
- **Engage the community:** The success of IoT and smart devices in rural areas depends on community engagement. Engage the community in the planning process, solicit feedback and suggestions, and involve local stakeholders in the implementation and maintenance of the technology.
- **Ensure reliable connectivity:** Reliable connectivity is essential for IoT and smart devices to function properly. Ensure that the area has reliable internet connectivity and that the technology is compatible with the available networks. If necessary, work with local providers to improve connectivity in the area.
- **Ensure data security and privacy:** IoT and smart devices collect and transmit sensitive data, so it's important to ensure that data security and privacy are a top priority. Implement strong security measures to protect against cyber threats and ensure that residents' privacy rights are protected.
- **Monitor and evaluate performance:** Once IoT and smart devices are implemented, it's important to monitor and evaluate their performance to ensure that they are meeting the intended goals. This can involve collecting and analysing data on energy use, traffic flow, waste management, and other factors to identify areas for improvement and make necessary adjustments to the technology.

Some examples of application of IoT and Smart Devices in the context of municipalities are:

- **Smart agriculture:** Utilize IoT-enabled sensors to track and analyse soil moisture, temperature, and other factors that influence crop growth. This data can then be used to enhance irrigation, fertilization, and other farming methods, ultimately leading to improved crop yield and quality.
- **Smart waste management:** Install IoT sensors to monitor waste levels in rural regions and optimize waste collection routes to minimize fuel consumption and reduce carbon emissions.



- Smart traffic management: Implement IoT-based traffic sensors to monitor traffic patterns and optimize traffic signals to decrease congestion and enhance road safety.
- Smart energy management: Deploy IoT sensors to monitor energy consumption in public buildings and streetlights and optimize energy use to reduce expenses and decrease carbon emissions.
- Smart health monitoring: Use IoT-enabled devices to monitor the health of elderly and vulnerable residents living in remote areas. These devices can include wearable technology that tracks vital signs and mobile apps that allow patients to communicate with healthcare professionals. This can help improve access to healthcare services and provide early detection of health issues.

For businesses, the discussion reached the following steps to guide the implementation of IoT and Smart Devices:

1. Identify business needs: Identify the specific areas where IoT and smart devices can add value to the business. This can include areas such as supply chain management, energy efficiency, safety and security, and customer experience. Determine which areas are most important to the business and prioritize them.
2. Conduct a feasibility study: Conduct a feasibility study to determine the technical and financial feasibility of implementing IoT and smart devices. This should include an analysis of the costs and benefits, the required technology and infrastructure, and the potential risks and challenges.
3. Develop a plan: Develop a plan for implementing IoT and smart devices. This should include a timeline, a budget, and a list of required resources. The plan should also take into account any regulatory and compliance requirements.
4. Test and pilot: Test and pilot the technology before implementing it on a larger scale. This can involve running small-scale pilots to identify any technical issues and to assess the impact of the technology on the business.
5. Monitor and evaluate: Once the technology is implemented, it is important to monitor and evaluate its performance. This can involve collecting and analysing data on key performance indicators, such as energy consumption, supply chain efficiency, and customer satisfaction. Use this data to identify areas for improvement and to make necessary adjustments to the technology.