



The Hague

Vision on Digitalisation and Public Services 2020-2023



April 2020

PREFACE

Digitalisation is everywhere and is changing every fibre of our society. It offers us many benefits such as fast access to information, easy sharing of knowledge and opportunities for participation and democracy. Technology and data provide all kinds of opportunities to make The Hague an even more pleasant place to live, to further improve our public services for citizens and entrepreneurs, and to involve The Hague's residents in municipal decision-making. For this reason, a vision on public services cannot be viewed separately from a vision on digitalisation. In this connection, the Municipal Executive has consciously resolved to align these matters with what makes The Hague unique.

At the same time, we also see certain threats and new challenges. Digitalisation of our society has resulted in new ethical and legal issues. We are facing questions which cannot yet be answered, where the government's role has not yet been established, and where values sometimes clash. Examples include the impact of digital platforms of large technological companies, concerns about loss of jobs due to robotization, or the potential use of cameras with facial recognition in the public space.

The Hague is the seat of government in the Netherlands and the International City of Peace and Justice. That is why The Hague's ambition is to lead the field in developing new policy at the cutting edge of technology, justice and ethics. We will not only be doing this on paper; we will be applying new policy in everyday practice in the city. The municipality will involve residents, entrepreneurs and civil society organisations in this respect. Technological innovations will only be a success if they provide added value for the city. The basic principle here is transparency: The municipality actively updates residents, entrepreneurs and civil society organisations about the application of digital innovations in their city. A point of contact will be set up to enable people to ask questions, share their ideas and express their concerns.

The Hague wants to ensure equal opportunities for everyone. It is therefore important that The Hague's residents and entrepreneurs can participate in the digital world, whatever their age. For this reason, the Municipal Executive intends to place

this item on the agenda in the broadest possible sense: in education, in healthcare, for small and medium-sized enterprises (SME) and in all other sectors where progress still needs to be made. The municipality is focusing on ensuring Internet access for everyone and the development of computer skills for its residents and entrepreneurs.

In recent years, the municipality has made considerable improvements in its public services, putting us at number one in digital service provision in the last five nationwide surveys. We intend to continue along these lines. Our digital services will be further improved, although people will still be able to visit us on-site and call us on the phone. Customised services will be provided wherever possible and needed. Whichever channel that residents, entrepreneurs or civil society organisations prefer, however, the municipality will always ensure personal, convenient and reliable public service. When enforcing the regulations or carrying out surveillance, the municipality will maintain a humancentric approach.

The municipality will explicitly involve residents, entrepreneurs and civil society organisations in the improvements in our public services and communications. In addition, the municipality never loses sight of the diversity of the people who use the municipal services. Our services must be easily accessible for people who are not yet proficient in the Dutch language and for people with a disability, now and in the future. That is why the municipality offers appropriate, inclusive and low-threshold services. We express ourselves clearly and plainly in our communications with residents, entrepreneurs and civil society organisations.

Realising the above challenges will require more intensive collaboration within the municipality, in various teams and at various levels. Sometimes this will be at central level and sometimes at city neighbourhood level. But we cannot do all this by ourselves. Collaboration with residents, enterprises, civil society organisations, (semi-) public partners and knowledge institutions is essential to achieve the ambitions contained in this vision, and thus ensure a better life for everyone in The Hague in the physical as well as the digital world.

Saskia Bruines

Deputy Mayor for Economic Affairs, International Affairs and Municipal Services

TABLE OF CONTENTS

Preface 2

1 Introduction	4
1.1. Summary of our ambitions	4
1.2. Creation of this vision	5
1.3. Reader's Guide	5
1.4. Objective Tree	6

2 Digital The Hague: working together for smart innovation	8
2.1. Developments	8
2.2. Ambition: working together for smart innovation	10
2.3. Principles for 'Digital The Hague'	12
2.4. Shared municipal objectives	13

WORKING TOGETHER FOR
SMART INNOVATION

3 The Hague's Public Services: personal, convenient and reliable	16
3.1. Developments	16
3.2. Ambition: personal, convenient and reliable	17
3.3. Principles for The Hague's Public Services	19
3.4. Shared municipal objectives	20

PERSONAL, CONVENIENT
AND RELIABLE

4 Municipal IT: ready for the future with a reliable foundation	25
4.1. Developments	25
4.2. Ambition: ready for the future with a reliable foundation	26
4.3. Principles for the municipal IT	27
4.4. Shared municipal objectives	28

READY FOR THE FUTURE WITH
A RELIABLE FOUNDATION

5 Approach and funding	31
-------------------------------	-----------

1

INTRODUCTION

The foundation for this vision is the coalition agreement for The Hague (2019-2022): ‘Together for our city’.¹ This agreement specifies the major challenges facing The Hague. The way in which the Municipal Executive will address challenges such as security, liveability, mobility, health care and sustainability is described in the specific plans for these “topics. The vision on digitalisation and public services gives a guideline for dealing with digitalisation in the city and within the municipal organisation itself, in a smart and responsible way. And the vision is a guideline to provide appropriate public services which are fast, reliable, people-oriented and have as few regulations as needed. This vision refers to what the municipality provides as public services, how the municipality provides it, and how the municipality communicates about it. The subject of (civic) participation fits logically with the content of this vision and will be mentioned at various places in the text. A separate vision on participation will be published later in 2020.

1.1. Summary of our ambitions

Digitalisation is omnipresent and affects the very foundations of our society. It offers us a great deal of information fast and makes it easy for us to exchange knowledge. People expect the same speed, reliability and customisation from governments, as they receive from private service providers, and digitalisation provides opportunities for participation and democracy. At the same time, we also see certain threats and new challenges. Digitalisation enables us to make The Hague a more pleasant place to live, to personalise our services for residents, entrepreneurs and civil society organisations, and to improve the municipal organisation. For this reason, the Municipal Executive has various ambitions for taking advantage of these opportunities and tackling the associated challenges.

Digital The Hague: working together for smart innovation

Our first ambition is ‘*Digital The Hague: working together for smart innovation*’. Taking advantage of the opportunities provided by technology and data will ensure that The Hague remains an attractive and pleasant city to live, work and visit. Technological innovations and smarter use of data could make a substantial contribution for example to improve the mobility in The Hague and to enable senior citizens to live longer at home. The municipality does not think up smart solutions just by itself. We join forces with enterprises, knowledge institutions and other government bodies, and of course with our residents, entrepreneurs and civil society organisations as well. Being able to experiment is essential to be able to innovate. In the coming years, the municipality will provide opportunities for this in close consultation and cooperation with other parties, involving residents, entrepreneurs and civil society organisations in our activities. One indispensable precondition in this respect is a secure and reliable digital infrastructure.

However, digitalisation also brings new issues. The municipality is therefore devoting attention to digital security and protecting privacy for everyone in the city by ensuring the responsible use of data and algorithms. However, for some of these issues there are not yet answers and solutions. For example, the impact of digital platforms on the housing market or delivery services in the city, concerns about loss of jobs due to robotization, and the use of artificial intelligence. As the City of Peace and Justice, The Hague is the most appropriate city for taking a stand and finding solutions to these societal issues. Digitalisation of our society must benefit everyone in The Hague. For this reason, the municipality is doing everything it can to promote digital skills among residents and entrepreneurs.

¹ Together for our city: Coalition Agreement, 2019-2022 (RIS 304121)

The Hague's Public Services: personal, convenient and reliable

'The Hague's Public Services: personal, convenient and reliable' is our second ambition. Public services must be designed from the perspective of residents, entrepreneurs and civil society organisations. Many people are used to manage their banking and insurance affairs and online shopping quickly and easily on their mobile phone. And they expect governments to do the same. Of all the municipalities in the Netherlands, the Municipality of The Hague has led the field for many years with respect to online public services. And we want to keep it that way. Of course, delivering services that benefit the people of The Hague is our first concern in which, technology is playing a supportive role. The core principle for the municipality is that our services must be accessible, low-threshold and clear for everyone.

Municipal IT: ready for the future with a reliable foundation

To achieve these ambitions for the people of The Hague, we must ensure that the municipality's IT is *'ready for the future'* and that this is supported by a *'reliable foundation'*. One absolute precondition in this respect is that the municipality's IT foundation is flexible and reliable. Due to shortages on the IT job market, the municipality is increasingly unable to do IT itself. It has therefore switched to more of a coordination and directional role with respect to digitalisation and innovation. This change of role requires a new way of working. This applies to the entire municipal organisation and requires a greater degree of collaboration inside and outside the municipality. Collaboration with residents, entrepreneurs, civil society organisations, partners in the city, knowledge institutions and other government bodies is required to improve The Hague every day.

1.2. Creation of this vision

We have used valuable signals and recommendations from the city, the Municipal Council and the Municipal Ombudsman to improve our services.² The Municipality of The Hague's policy for digitisation and public service does not stand alone. The Municipality of The Hague's policy for digitalisation and public services does not stand alone. All the municipality's activities must be seen within more general European and national frameworks and developments. We have therefore taken this into consideration when developing this vision.³ To develop this vision, we asked a group of experts from civil society organisations, the knowledge sector, the business community and government bodies to act as an expert feedback board. Finally, numerous civil servants from all the municipal departments were involved in developing this vision, from policy making to implementation and execution.

1.3. Reader's Guide

We will be explaining these ambitions in the next three chapters. Each chapter briefly describes the relevant developments and mentions the associated ambitions and guiding principles. These chapters also describe our strategic objectives (what the municipality wants to achieve) and our tactical objectives (what action the municipality intends to take in this respect) to attain these objectives. Chapter 5 contains the approach and funding.

² City surveys; Initiative proposal "Dienstverlening, durven doen!" (GroenLinks and VVD in The Hague); and The Hague Municipal Ombudsman's annual reports for 2017 and 2018.

³ Including the following: A Europe Fit for the Digital Age (Political Guidelines for the next European Commission, 2019-2024); Single Digital Gateway Regulation; General Data Protection Regulation (GDPR); Nederlandse Digitaliseringsstrategie; NL DIGibeter Agenda Digitale Overheid; Data Agenda Overheid; VNG Position Paper Dienstverlening; UN Convention on the Rights of Persons with Disabilities (CRPD); Tijdelijk besluit digitale toegankelijkheid overheid; Initiatiefwet Wet open overheid; wetsvoorstel Wet digitale overheid.

1.4. Objective Tree

Vision on Digitisation and Public service					
Ambitions ▼					
The Hague goes digital: working together for smart innovation		Public service in The Hague: personal, convenient and reliable		Municipal IT: ready for the future with a reliable foundation	
Strategic goals ▼					
Digital Innovations for social challenges	Data-driven working for a viable city	Listening and improving	Integral public service	Municipal IT ready for the future	Reliable IT foundation
Tactical goals ▼					
Innovation in Scheveningen	Municipal Data Strategy	Accessible and inclusive public services (with 'De Stadskamer' municipal research lab, customer satisfaction survey and clear communication)	Online environment as the foundation (MijnDenHaag, everything provided there and a foundation for an omnichannel with telephone facilities and helpdesks, innovation and mobile apps)	Investing in the IT organisation of tomorrow	Renewing and modernising IT infrastructure (IT Master Plan)
Safety & Security Coalition & Agenda	Urban Data Centre The Hague	Listening and learning (encouraging customer-oriented culture (DNA), active listening through social media and complaints management)	Personal contact for specific target groups (low-threshold contact for residents in their own neighbourhoods, a central helpdesk for entrepreneurs and The Hague International Centre for international workers)	Enhancing civil servants' digital skills and innovative capacity	Reducing the number of applications and improving contract and licence management
Start-up in Residence, Odyssey and Digital Identity	Digital The Hague in 3D				More efficient and more effective use of base (data) registers
Integral approach digital skills of residents and entrepreneurs					Implementing frameworks for information and IT policy



2

DIGITAL THE HAGUE: WORKING TOGETHER FOR SMART INNOVATION

2.1. Developments

Innovative solutions for social challenges

New technologies and smart use of data offer promising solutions to social challenges such as mobility, sustainability, care, safety and security.

Examples include robots, artificial intelligence, sensors and the Internet of Things, in which many things like thermostats, cars and smart watches are directly connected to the Internet. As is the case with many new forms of technology, it will take trial and error before innovative solutions can be widely used in everyday life. Wide involvement of society is required in this respect. In various areas of the Netherlands, government bodies, residents, entrepreneurs, civil society organisations and knowledge institutions all work together on innovative solutions at local level.⁴ Some of these initiatives have already been launched in The Hague. One example is the ‘iZi Gezond Lang Thuis’ project, in which senior citizens in The Hague test the use of technological devices such as sensors and care robots which enable them to live longer at home.⁵

“Smart mobility such as parking sensors provides opportunities to reduce the number of cars looking for parking and offers faster alternatives for beachgoers in warm weather.”

– Coalition Agreement, 2019-2022

Digital infrastructure as a social precondition

The fast and high-impact digitalisation of our society means that a reliable digital infrastructure is indispensable for cities. Digital connectivity is a strong economic factor for the establishment of businesses. For many people a fast Internet connection at home is important for a pleasant living environment and to enable them to work from home. Furthermore, the digital infrastructure has become an essential factor in everyday life in the city. This will be even more the case in the future because everyone and everything will be digitally connected to each other. 5G and optical fibre networks provide the digital connectivity to facilitate new technological developments. An optical fibre network has already been installed in three city districts in The Hague and various telecom operators are currently engaged in rolling this out in other districts. Wi-Fi also provides connectivity for various purposes. Secure public Wi-Fi (publicroam) is available in all municipal locations, including “De Haagse Markt”, the largest open market in Europe. As the seat of government, The Hague has provided secure Wi-Fi for its many public servants (‘govroam’), while students and employees at higher education institutions can use the secure standard Wi-Fi known as ‘eduroam’.

“We will continue experimenting with fully automatic transport such as HagaShuttle.”

– Coalition Agreement, 2019-2022

⁴ Although technology often plays an important role in Living Labs, attention is devoted to other factors as well, such as the need and use by local interested parties, regulations, types of collaboration and the economic viewpoint. For more information on Living Labs, visit: <https://www.rathenau.nl/nl/vitale-kennisecosystemen/living-labs-nederland>

⁵ Go to <https://www.denhaag.nl/nl/zorg-en-ondersteuning/zorgprofessionals/programma-gezond-lang-thuis.htm>

Increased use of data

The use of data in our society has increased dramatically due to digitalisation. The municipality is also using more and better data to draft improved policy and execute its public tasks. For example, the municipality has been collaborating with Statistics Netherlands (CBS) at Urban Data Centre The Hague (UDC) for several years. This collaboration has provided the municipality with improved insight into policy on a pleasant living environment (liveability), education, the energy transition and combating poverty.⁶ Furthermore, the municipality has an open data policy for many years and has placed many of the open municipal data sets, online accessible for anyone, on the municipal data platform.⁷ Three-dimensional technology (3D), geodata and digital maps provide increasing opportunities for making data more visually accessible and carrying out simulations.

“Welfare workers, residents, entrepreneurs and social partners will join forces with the municipality to examine the social challenges in a certain city district, based on knowledge and data and determine what results welfare work must entail.”

– Coalition Agreement, 2019-2022

Societal impact of technology

Our society is becoming increasingly dependent on technology and thus more vulnerable to (cyber) disruptions and attacks. The increasing development of digital infrastructure in the city has increased the focus on applying and utilizing the opportunities offered by digital infrastructure in the public space, to data protection and concerns about potential health risks caused by radiation from network antennas. In addition, people have been expressing concern for many years about incidents involving the violation of personal data

protection and about the risk of unfair exclusion due to the use of algorithms. Algorithms are programmed computer instructions that ensure that certain work can be performed more quickly due to automation. It is therefore not surprising that the European Commission, the Dutch government and local government bodies are focusing more on the responsible handling of data (including personal data) and to safeguarding citizens’ digital rights. The Hague and the surrounding region have a great deal of knowledge and expertise on cyber security, artificial intelligence and using data and technology in a responsible manner. This knowledge and expertise could be enhanced and put to even better use for the benefit of society.

“In The Hague, the City of Peace and Justice, we are working hard on innovations which help create a safer and better world with justice for all. The Hague’s international image consists of three economic profiles: Legal & Policy Capital, in which we are working towards a fair and just world in collaboration with the business community; Impact City, in which enterprises and start-ups are working towards a more sustainable world; and the Security Delta, in which the business community, the government and knowledge institutions are working towards a safe and secure world.”

– Coalition Agreement, 2019-2022

Digital inclusion and digital skills

The Netherlands is one of the leading countries in Europe in the field of digital skills.⁸ Nevertheless, the increasing complexity and extensive digitalisation of our society makes it (still) difficult for people to participate fully. People who are less computer-literate need support, training and sometimes a different design of digital channels. These people include The Hague’s senior citizens,

⁶ If you would like to learn more about The Hague UDC and the results of the research projects, go to <https://www.cbs.nl/nl-nl/onze-diensten/cbs-urban-data-centers>

⁷ <https://denhaag.dataplatform.nl>

⁸ <https://www.cbs.nl/nl-nl/nieuws/2020/07/nederlanders-in-europese-kopgroep-digitale-vaardigheden>

as well as non-native speakers, functionally illiterate people and people with a slight or more severe mental, visual or auditory disability. Education must also catch up with the pace of digitalisation. Although the education curriculum has been expanded, it has not yet been implemented. This requires additional efforts on the part of the government. In this respect, the municipality has several different responsibilities. Secure internet access is a basic requirement. It is the municipality's responsibility to be and remain digitally accessible with respect to its public services. All citizens must be able to communicate with the government in a secure and clear manner. In addition, the municipality must devote attention to an appropriate range of training courses for residents and entrepreneurs to stimulate the development of basic digital skills. In collaboration with our partners in the city - such as libraries - The Hague has been providing training courses for residents of all ages for many years to help them improve their digital skills and media literacy.

“Many people will find that their jobs may change in the future, or even no longer exist, as a result of digitisation and robotisation. Retraining, refresher courses and a new combination of working and learning is required to enable people to continue developing throughout their lives and to prepare themselves for this.”
– Coalition Agreement, 2019-2022



2.2. Ambition: working together for smart innovation

‘Digital The Hague’ means a city where digital innovation and data is applied consciously, responsibly and transparently. These applications should provide solutions to The Hague’s social challenges and ensure that the municipality can achieve its ambitions to improve live in the city. In predefined areas the municipality is testing the possibilities of technology and data, together with our partners in the city and the region and with residents, entrepreneurs and civil society organisations. In addition, the municipality is using more (and smarter) data to improve municipal policy and the execution of public tasks. It is doing this in a responsible, transparent and secure manner. Moreover, the municipality is devoting attention to residents’ and entrepreneurs’ digital skills in The Hague.

Digital innovation in The Hague

Technological innovation and data play a key role to help solve The Hague’s social challenges. There is plenty of innovation going on in fields like mobility, sustainability and health care. Senior citizens can live at home for longer, thanks to technological resources. Sensors are used to measure parking and traffic density, while algorithms provide visitors with information on the best routes and parking suggestions. Such smart applications benefit liveability, health care, safety, mobility and hospitality in the city. With respect to such developments, digital connectivity and infrastructure that is secure, accessible and future-oriented are indispensable preconditions for The Hague. This infrastructure must be open to all and provide access to fast and reliable connectivity for residents, local entrepreneurs, the business community, the education sector and other public institutions. In this connection, the public space must remain attractive and manageable. The Hague is ensuring this by focusing on standardisation and combined functioning in objects such as lamp posts, kiosks and bus stops.

We need to experiment and forge new cooperative networks to be able to innovate. The municipality is testing new solutions in various parts of the city in collaboration with market parties, start-ups, knowledge institutions, residents, entrepreneurs and civil society organisations. Innovations are being implemented in Scheveningen, the International Zone, the Central Innovation District/Binckhorst and Zuidwest to address the societal challenges in these districts. These innovations may only be considered a success if they have demonstrable public value. Successful solutions are then utilised on a larger scale in the city and the region. At the same time, it becomes clear what innovations do not work.

“We will continue to invest in healthcare innovations. This will enable smarter organisation of care and support for people of all ages and ensure that people who need help can live at home for longer.”

– Coalition Agreement 2019-2022/Care and Innovation Action Programme, 2019-2022 (RIS 303214)

Data-driven city and municipality

Data is the basis for all new digital and technological developments in society. The municipality is making smarter use of the data which is already at its disposal or present in society. We use data to make policy more effective and to ensure improved execution of municipal procedures. Before the municipality embarks on anything, it first conducts research to ensure that our actions are based on facts, figures and sensory perception. By consulting with residents, entrepreneurs, civil society organisations and civil servants, data becomes more clearly defined. Switching to a data-driven municipality poses an enormous challenge. Over the past few years, the Municipality of The Hague took the first steps towards data-driven working. However, the transition itself will take several years to accomplish and requires commitment from all the municipal departments. Besides innovations with data, this changeover requires guidelines and frameworks for data use and the establishment of a data

foundation in the municipal organisation. Data-driven working also involves culture change, awareness and skills with respect to data-driven working.

“The municipality often uses data when drawing up policy. Data sometimes helps substantiate new policy and can result in smart and practical solutions. We collaborate with our social partners and entrepreneurs with respect to open data. We guarantee privacy and closely examine any negative impact such data and applications may have.”

– Coalition Agreement, 2019-2022

The Hague: digitally secure and responsible

Security and transparency are key issues when using technology and data. This applies to digital security, protection against cyber disruptions and potentially adverse effects of technology and data on public health or social safety. We take public concerns on these matters very seriously and we investigate them. The Municipality of The Hague takes a responsible approach to personal data, technology in the public space and the use of artificial intelligence and algorithms in municipal policy and its implementation. In The Hague, seeking solutions to new issues with respect to technology, justice, policy and ethics goes hand-in-hand with the use of technological innovations and data in the city. Matters such as the responsible use of algorithms, digital identity and personal data management are key areas for the municipality in this respect. The municipality is part of the ecosystem in The Hague and its surroundings in these matters. We collaborate with our partners in the city and with universities, knowledge centres and legal experts. The Hague uses and enhances its unique position as seat of government and International City of Peace, Justice and Security with respect to these developments.

“We are proud to be the seat of government with all the Ministries, the provincial government building, the institutes and organisations. We project this image at national and international level through our Peace and Justice profile and through numerous government-related events and activities. The government’s profile is of immense value to knowledge development and economic development in our city.”
– Coalition Agreement, 2019-2022

Digital skills for residents and entrepreneurs

Digitalisation of our society is changing how people work and live and their attitudes to each other. These developments have an impact on social cohesion, job opportunities and the local and national economy and education. A lifetime of learning is becoming even more important. Digital skills and digital inclusion are shared tasks with challenges in various fields such as education, health care and the small and medium-sized enterprises (SME) sector. The municipality will continue to provide help and support to people who find it hard to keep pace in the digital world, such as non-native speakers, functionally illiterate people and people with a slight or serious mental, visual or auditory disability. We are focusing on increasing internet access for everyone and on reinforcing residents’ and entrepreneurs’ digital skills and their awareness of cyber risks, for example.

“We are also responding to entrepreneurs’ need to develop skills (a lifetime of learning) and taking advantage of digitalisation.”
– Coalition Agreement, 2019-2022

2.3. Principles for ‘Digital The Hague’

In 2019, the members’ meeting of the Association of Netherlands Municipalities (‘VNG’) endorsed the principles for a digital society.⁹ For municipalities, the principles are a shared framework and joint ambitions with respect to the issues relating to digitalisation and public values such as autonomy, privacy and technology control. These principles provide local government bodies with guidelines with respect to digitalisation and the responsible use of data in the public space. The Municipality of The Hague actively participated in the VNG working group, which was responsible for compiling these principles. In the short term, the municipality will start working on applying these principles to The Hague as a digital society.

I. Public value

Data collection and use in the public space must serve the public interest and contribute towards the quality of life (liveability) in villages, towns and cities. The municipalities encourage other parties to give this priority as well.

II. Data rights regulated

Data is open, transparent and shared unless subject to restrictions pursuant to legislation, regulations or rights of disposal. Individual citizens have the right to access data concerning them and are entitled to decide whether this may be shared with others and how else it is used, unless restricted by legislation and regulations.

III. A secure and accessible digital infrastructure

The digital infrastructure for data collection and (re) use is easily available and accessible to all. The technology used is secure, transparent and inter-connectable, with “open interfaces” and “open protocols”. It has been set up pursuant to privacy and security legislation and uses (open) standards.

⁹ You will find more information about the principles on the VNG website: <https://vng.nl/brieven/principes-voor-de-digitale-samenleving>

IV. Parties interconnected

Market parties, institutions, government bodies and residents work together wherever this is necessary and desirable for them. All these parties are suppliers and/or users of network facilities, devices, connectivity and 'smart' services. The municipalities regulate and manage use, access, setup, availability and security of the digital infrastructure wherever possible (and necessary).

V. Focus on transparency

Market parties, institutions, government bodies and residents are as transparent as possible about devices and technology in the public space. The municipalities encourage them to do this.

2.4. Shared municipal objectives

Strategic goal: Digital innovations for societal challenges

Over the next few years, the municipality will be testing digital innovations in various city districts, in collaboration with our partners in the city and with its residents, entrepreneurs and civil society organisations, to discover new solutions to The Hague's complex societal challenges. In this respect, the municipality will primarily focus on the public value and impact of digitalisation in our society. With The Hague being the city of Peace, Justice *and* Security, we will naturally give priority to cyber security and privacy protection. Finally, the municipality is working on strengthening our residents' and entrepreneurs' digital skills.

Tactical goals

- **Innovation in Scheveningen**

In Scheveningen, the municipal 'Digital Innovation (Smart The Hague)' programme focuses on (digital) innovation in the public space (Living Lab Scheveningen). The municipality is working on this in collaboration with the Province of Zuid-Holland, private partners and local residents, entrepreneurs and civil society organisations. Various use cases relating to

liveability, mobility, sustainability, safety and security and tourism will be tested in this area in 2020. Development of digital infrastructure will be incorporated into other restructuring projects wherever possible and the current strategy maintained with respect to the Noordboulevard is a key factor. The programme explores new areas for digital innovation focusing on local issues such as mobility in the CID/Binckhorst and the social challenges in The Hague Zuidwest.

- **Safety & Security Coalition & Agenda**

The Hague is the nationwide initiator of the Safety & Security theme in the Smart City Agenda for the five major cities in the Netherlands. The 'Big Five', together with the national police, the HSD, DITSS and VNG, are working on 'the impact coalition safety & security'. In collaboration with the police, The Hague is implementing the project 'Integrale Gebiedsbeveiliging Internationale Zone' (Integral Area Protection in the International Zone) in the Safety and Security Agenda. New technology for safety-related matters is being tested in the International Zone area. The project is also intended to clarify the framework within which the police can operate using technology in The Hague's public space. A Digital Security agenda will be compiled in 2020, in collaboration with the municipal portfolio on Security and security partners in the city and the region.

- **Start-up in Residence, Odyssey and Digital Identity**

The municipality will also be working on new ways of resolving municipal challenges in 2020, together with innovative partners. This is being done in collaboration with the Province of Zuid-Holland and the central government in the Start-up in Residence programme, by involving these parties in innovations in The Hague and by incorporating municipal issues into the Odyssey: Conscious Cities innovation programme, one of the biggest international hackathons. In addition, the municipality is collaborating with fellow government bodies, knowledge institutions and the business community to work further on developments relating to a future-proof digital identity, which is a precondition for the digital society.

- **Integral approach for digital skills**

In 2020, the municipality will be continuing work on The Hague's Digital Skills Network, which was recently launched. Private and public social partners in this network collaborate on enhancing the digital skills of residents and entrepreneurs (such as the 'Cyberwerf' initiative), whilst improving digital accessibility for government bodies and organisations. These activities take the varying levels of residents' and entrepreneurs' computer literacy into account. This integral approach for digital skills is intended to ensure a greater degree of self-sufficiency for The Hague's residents and to generate awareness of cyber risks, for example, as well as creating improved opportunities for training, jobs and entrepreneurship for all citizens. Moreover, the municipality is exploring the possibility of improving (research) analysis of residents' and entrepreneurs' digital skills in The Hague in order to pursue more targeted policy.

Strategic goal: Data-driven for a liveable city

Over the coming years, the municipality will be continuing its investments in data-driven working. By using data better and more intelligently, the municipality will be able to implement its policy better. Using data in and about the city will then add value for The Hague. This obviously also applies to the municipal organisation's own internal management. The municipality has chosen a collective strategy throughout the entire municipality, which is based on investing in a sustainable data organisation.

Tactical goals

- **Municipal Data Strategy**

The Municipal Data Strategy provides guidance and support with respect to our ambitions for a data-driven city. Setting up data projects will add value for the city, for example by providing an integral impression of parking problems or tackling crime that undermines our society. The municipality is working towards a safe, reliable and sustainable data infrastructure and a municipal data facility. In addition, the municipality is investing in data expertise for civil servants, including responsible handling of data and

algorithms and devising an appropriate package of tools to ensure that algorithms will remain explicable.

- **Urban Data Centre The Hague (UDC)**

The Hague's UDC is a joint initiative set up by Statistics Netherlands (CBS) and the municipality. Data is analysed in a secure environment to improve policy and make it more effective. In 2020, the UDC will be conducting new research projects for the municipal departments. It will also be expanding collaboration with Statistics Netherlands, other UDCs in the Netherlands, the Province of Zuid-Holland and municipalities in the region.

- **Digital The Hague in 3D**

The municipality wants to substantiate its choices relating to policy, planning, execution, management and enforcement based on real-time data about the city. However, a 2D map is no longer suitable for this. The municipality will therefore start working on a top-quality and manageable 3D city model. This model will use visualisations to provide all public data and information. In line with the Environment and Planning Act, the 3D city model will ensure that government bodies, initiators and interested parties all occupy an equal position with respect to data. At the same time, it will help the municipality to continue managing city development efficiently and effectively.

...The digitalisation of the society raises new expectations of residents and entrepreneurs for the municipal public service. It also provides opportunities for the municipality of The Hague to improve the public service...



3

THE HAGUE'S PUBLIC SERVICES: PERSONAL, CONVENIENT AND RELIABLE

3.1. Developments

24/7 digital

People are managing more and more things digitally on their smart phones or proactively receiving personally relevant information and home delivery at convenient times. Residents and entrepreneurs are increasingly used to having 24/7 access to personal and easy services. Banks, online shops and other businesses are increasingly adapting their services to this trend. In this respect, contact is increasingly conducted through social networks such as WhatsApp, Facebook, Twitter and Snapchat. People not only choose the time and type of contact themselves, they also expect an immediate response. Simple questions are increasingly being handled digitally while more complex questions are handled personally. In recent years, the municipality has made substantial investments in establishing a wide range of online services and a personal online portal for residents of The Hague: MijnDenHaag. This has not gone unnoticed. Until the last nationwide municipal survey in 2017, the Municipality of The Hague had been number one in digital public services for five years in a row.

Just over half of the residents of The Hague (55%) have had contact with the Municipality of The Hague during the past six months. Residents prefer to contact the municipality through our website for most matters. Six in ten residents of The Hague (59%) are familiar with MijnDenHaag, the personal environment in which people can manage their affairs with the municipality online. One in three residents (32%) uses this portal.¹⁰

Physical locations are still important

All these digital developments mean that physical shops, front offices and reception counters play a less prominent role. They serve less frequently as traditional channels for contact and are developing more towards providing personal contact moments, offering support and giving information and additional services. Residents, entrepreneurs and civil society organisations also expect the government to provide this kind of service. They expect modern and personal online services as well as opportunities for visiting a physical location. Government organisations must respond to both needs, also because not all our residents and entrepreneurs are able to keep pace with today's digital age. The municipality will further develop low-threshold and personal contact opportunities in the various city districts.

Accessibility and inclusion in public service

There is quite a large group of residents and entrepreneurs in The Hague who find it hard to keep pace. This is due to the diverse nature of the city, the high percentage of functional illiteracy (24%), the vulnerability of residents who are still not self-sufficient enough and local entrepreneurs whose business is in difficulties. Moreover, current public services are still not always sufficiently accessible to people with a disability. That is why accessibility, inclusion and diversity occupy a prominent place on the municipal agenda. In this connection, inclusion not only relates to accessibility but also to involving

¹⁰ Municipal survey 2019.

the whole city. Civic participation will enable people with a greater distance from the government to make their voices heard in the municipality. In recent years, we have invested in improving access to our services. In this respect, the municipality uses tools like customer journey mapping and 'De Stadskamer' which is an user research lab for testing the practicability of our services. Moreover, a great deal of attention is devoted to use of clear and plain language in municipal communications. For example, people who did not grow up in the digital age can learn a lot from training courses and many citizens can benefit from simplified presentations and easy-to-follow steps. For people with a visual disability, digitalisation creates many opportunities, but channels still need to be set up in an accessible manner to make this effective. The underlying structure and layout of sites and texts is essential in this respect. Digitalisation also creates opportunities for people with a (slight) mental disability, but it can also involve risks. These people benefit greatly from a simplified form of (government) communication as well as from the use of images (icons and symbols) to explain complex material and steps. Use of pictographic language is often beneficial for non-native speakers and functionally illiterate people as well.

“Our new and more effective debt rescheduling trajectory (‘Klantreis’, Customer Journey Mapping) will be expanded to enable all our clients to use it.”
– Coalition Agreement, 2019-2022

Designing public services from the perspective of residents and entrepreneurs

Public services refers to what the municipality provides, how it provides it and how the municipality communicates with residents, entrepreneurs and

civil society organisations about it. In our endeavours to provide appropriate services which are fast, reliable, people-oriented and have few regulations, the municipality increasingly works with Service Design¹¹ and makes more frequent use of customer journey mapping, customer satisfaction surveys and 'De Stadskamer' user research lab. In 2019, the user research lab conducted user surveys for numerous new municipal products and services with the help of more than 300 residents and entrepreneurs. In 2018, a new system for Customer Satisfaction Surveys was implemented throughout the municipality. Our challenge for the coming years is to improve our public services even more. This requires the municipality to simplify all processes in its public services even further and to organise and digitalise this through coordination to link up physical services with digital services more effectively and to continue working towards a people-oriented service culture. We are increasingly working based on 'De Bedoeling' (translated as “the purpose”, a new working method focusing on our citizens) in the social domain. And in anticipation of the implementation of the Environment and Planning Act, the municipality is experimenting with new types of services such as the 'Environment and Planning Table', in which all experts participate to subject permit applications to integral review.

3.2. Ambition: personal, convenient and reliable

Integral and accessible service provision

The municipality ensures that all residents, entrepreneurs and civil society organisations can access her public services. The municipality continues to be present in the city districts and can be contacted by phone and at municipal locations. In addition, the municipality and its partners will endeavour to set up support structures for this target group.

¹¹ Service Design is a people-oriented innovative strategy for improving our services based on residents' and entrepreneurs' perceptions. It therefore includes the cooperation, attitude and experience of our staff and all the contact moments that are part of residents' or entrepreneurs' customer journey (or their entire experience).

“Accessibility and inclusion for people with a disability will automatically be enshrined in all policy areas.”

– Coalition Agreement, 2019-2022

When managing their personal municipal affairs online, residents, entrepreneurs and civil society organisations visit the ‘MijnDenHaag’ portal more frequently, although they may also opt for personal contact in the vicinity. In this respect, the municipality ensures that services are offered as a whole, that the municipality goes to the people more often and that its services correspond more effectively to the nature of each neighbourhood.

The municipality devotes and will continue to devote attention to people who find it harder to keep pace with digitalisation. This means fully focusing on providing accessible digital solutions for everyone, whilst ensuring that physical public services also remains generally available. It will still be possible to contact the municipality in a non-digital manner to use our services. Providing a good combination of digital and physical services will ensure that the municipality remains accessible and low threshold for all citizens. Residents and entrepreneurs who cannot keep pace with digitalisation must continue to receive help and support. In addition, the municipality must use clear and plain language in all its communications.

“A personal approach and comprehensible communication is essential when helping people settle their debts.”

– Coalition Agreement, 2019-2022

In 2022, use of municipal online services will have further increased. Our increased focus on ‘online’ may be seen in the fact that ‘MijnDenHaag’ is now completely mobile and that the number of services available on this portal has more than doubled. Our aim is to ensure that visits to

‘MijnDenHaag’ rise from 2 million in 2019 to more than 3 million a year in 2022. Chatbots and digital voice assistants offer us new opportunities in this connection, although these must obviously operate within the confines of legislation and regulations governing privacy and data security.

From the perspective of residents and entrepreneurs

The municipality designs and develops its services from the perspective of residents, entrepreneurs and civil society organisations. They constitute the starting point for effective organisation of both our standardised services as well as those services which are best provided in a customised way. When seeking appropriate solutions, the municipality primarily explores the possibilities rather than the impossibilities. The municipality has an eye for the individual, on the basis of which well-considered choices are made. It requires space for civil servants to act professionally within given frameworks. The municipality first looks at the request for help, interests and perception of the resident (heart) to determine the issue, and then looks for the legal (law) and financial (euro) possibilities to provide optimal customization. This ensures that the municipality is regarded as a personal and reliable partner which can deliver fast and simple solutions.

To achieve this goal, we structurally examine the needs and experiences of our residents, entrepreneurs and civil society organisations and include them when improving our entire public services. One component of this is evaluating the satisfaction of residents, entrepreneurs and civil society organisations with all municipal products and services in a comparative and transparent manner.



3.3. Principles for The Hague's Public Services

Our aim is to be a municipality that is accessible and easy to approach for everyone. Often, the municipality is the 'nearest' government body in a literal sense, in cases relating to people's living environment, and in a metaphorical sense with respect to approachability and implementation of policy that directly affects the lives of residents and entrepreneurs. The Municipality of The Hague wants to perform these important tasks in a reliable and satisfactory manner and to provide continuity in this respect. To achieve this, the municipality embraces the following principles for public services in The Hague in its ambitions:

"Residents, entrepreneurs and organisations may not suffer as a result of differences between various departments of the municipality: we are one municipal entity."

– Coalition Agreement, 2019-2022

I. Residents, entrepreneurs and civil society organisations should experience municipal services as accessible and as one entity

The municipality provides modern and integral services through familiar channels based on the perspective of residents, entrepreneurs and civil society organisations. Citywide public services are available at central points at City Hall and the city district office on Leyweg. In the city districts services are provided integrally at neighbourhood level and wherever possible and necessary, the municipality contacts residents personally (this will be further elaborated in the second half of 2020). The municipality offers customised services for residents or entrepreneurs who cannot visit City Hall or the city district office due to a physical disability. The municipality always make allowances for people who are not accustomed to using digital resources and people with a disability.

"The municipality always make allowances for people who are not accustomed to using digital resources and people with a disability when providing digital and other services."

– Coalition Agreement, 2019-2022

II. Residents and entrepreneurs should experience one form of personal online access to the municipal services

The municipality is developing the best possible online experience for residents and entrepreneurs. Everything that they can apply for online must be available online as well. MijnDenHaag is the main personal online environment for residents and entrepreneurs, where they can manage all their personal affairs with the municipality and where they can access and manage all their personal data that is recorded with the municipality. Moreover, municipal online services are aligned to the standards set for online public services in the Netherlands ('Common Ground') and the EU (SDG - 'Single Digital Gateway'). In this connection, the municipality is continually working to create clear points of contact at the municipality, ensuring that our civil servants can easily be contacted and providing prompt and improved responses to questions from residents and entrepreneurs received by post, e-mail, phone or through other municipal channels.

III. Services and communications should be personal and clear for residents and entrepreneurs

The municipality consistently analyses the needs of our citizens based on surveys conducted among residents and entrepreneurs. Municipal services and communications are designed based on our insight into these needs. To do this, the municipality uses the same standards and facilities throughout the municipal organisation, such as 'De Stadskamer' (the municipal UX lab for user research among residents and entrepreneurs) and a people-oriented innovative strategy based on Service Design.

IV. Residents, entrepreneurs and civil society organisations experience a customer-oriented attitude from municipal staff

The municipality must be inviting, open and emphatic in all its contacts. Not only with respect to services provided through a front office, but also during our contacts with resident groups, in public-private partnerships and in response to social initiatives. It also means that we take a human approach when carrying out enforcement and surveillance duties.

The municipality coordinates expectations in advance and it keeps its promises. If the municipality makes a mistake, it admits this honestly and does everything it can to ensure that the involved resident, entrepreneur or civil society organisation does not suffer as a result. It requires everyone who works in the municipal organization to put the 'heart-law-euro balance' at the centre of thinking. The employees experience space to act professionally within given frameworks. For this reason, the municipality is investing in its employees' attitude and behaviour and we ensure that best practices are shared and expanded. In this respect, municipal staff actively pursue a dialogue with residents, entrepreneurs and civil society organisations and listen attentively to their needs.

V. The municipality continually focuses on residents', entrepreneurs' and civil society organisations' experiences when improving our services

The quality of our services is evaluated in an uniform and comparable manner throughout the municipality. Besides customer satisfaction, information obtained from research at 'De Stadskamer', complaints and other indications received from customers is structurally used to improve our services.

The municipality involves relevant partners when evaluating and improving the municipal services.

3.4. Shared municipal objectives

Strategic goal: Listening and improving

By listening carefully to others, the municipal organisation and its civil servants can obtain more information, improve the understanding of other people, show respect for others and prevent misunderstandings. Listening attentively is a key competency for raising public service to a higher level. To achieve real improvements in the municipal services for residents, entrepreneurs and civil society organisations, the municipality must empathise more strongly with these parties' daily lives and adapt the municipal system accordingly. For this reason, the municipality will be focusing on applying the people-oriented innovative strategy in 'Service Design' during the next few years. This method will enable us to link up various building blocks relating to customer orientation, such as 'De Stadskamer', customer journey mapping and customer satisfaction surveys. This in turn will result in synergy, as evidenced by recent results obtained from Service Design.

Tactical goals

- **Accessible and inclusive services**

The municipality offers accessible and inclusive services by using 'De Stadskamer', customer satisfaction surveys and clear and plain communication.

- 'De Stadskamer' uses user research as a basis for exploring how the municipality can improve its online and offline services. By involving 'De Stadskamer' more frequently as part of the regular procedure right at the start of its service projects, the municipality can ensure that new and older initiatives immediately link up with the needs of residents, entrepreneurs and civil society organisations. This will also prevent expensive and time-consuming rectification of errors later.
- The municipality structurally uses (customer) satisfaction surveys. We select one standardised method for these surveys. Using a standard method for asking questions, evaluating and reporting enables us to compare public service levels throughout the municipality. This in turn

will enable us to learn from each other's scores and make improvements. This also makes it an important tool for managing and controlling improvement and cost-cutting throughout the municipality.

- The municipality communicates clearly right from the start. Good-quality services stands or falls by the use of clear language. The municipality has therefore joined the nationwide initiative 'Direct Duidelijk' (clear at once), set up by the Ministry of the Interior and Kingdom Relations ('BZK') in collaboration with the 'Taalunie' (Union for the Dutch Language). The aim is to ensure that all communications are clear and comprehensible for all citizens. For this reason, accessibility is increased by more frequent use of communication through images and videos. The municipality has an internal team for providing advice on the clear use of language, and there is also a style guide. The municipality is also focusing on improving its letter-writing, providing training courses in clear language, engaging writing skills coaches and using the online tool 'Betere Teksten' (improving text writing), in which residents help improve our communication texts. We are also specifically investigating how to reach people who the municipality has difficulty in contacting.

- **Listening and learning**

The municipality listens to others and learns from this by adopting a customer-oriented culture known as 'DNA Dienstverlening', actively listening through social media and monitoring and effective complaints management.

- Customer-oriented culture ('DNA Dienstverlening'): Customer-oriented working is about focusing on people, working more integrally and involving residents, entrepreneurs and civil society organisations when seeking solutions. This requires changes in our organisation, attitude, behaviour and collaboration. The municipality regularly organises inspiration and knowledge sharing sessions for civil servants, devoting a lot of attention to good examples and sharing experiences.
- Actively listening through social media and monitoring: Due to increasing use of social media, managing online customer contact in the form of

webcare has become a regular and increasingly important component in contact with residents and entrepreneurs. This involves actively listening to the city as well as providing personal services, so that we can respond quickly to developments in the neighbourhoods and the city.

- Effective complaints management. People who submit a complaint do this for a reason. The municipality regards complaints as an opportunity to improve our own functioning. A well-functioning and low-threshold complaints management system ensures that errors can be rectified in a satisfactory manner and gives us valuable information for structurally improving our services. This also applies to the signals that the municipality picks up from the Municipal Ombudsman; useful guidelines for improving public services are provided at individual casuistry level, as well as from recurring impressions received by the Ombudsman.

Strategic goal: Integral public service

There is no such thing as the typical resident of The Hague. Our residents are extremely diverse. Some are computer-literate while others are not, or not yet. Some have relatively simple questions, while others have far more complex problems that need to be resolved. In our attempts to achieve integral and relevant public services the municipality has designed its services to take the diversity of residents and entrepreneurs into account wherever possible. This is known as 'omnichannel strategy'. In other words, we take account of the possibilities and preferences relating to meaningful contact with the municipality through various channels. Each of these channels provides familiar and consistent services. We will examine these different channels in greater detail below.

"Residents can also contact us at weekends to report cases of wrongfully placed waste so that we can remove it from the streets more quickly."

– Coalition Agreement, 2019-2022

Tactical goals

- **Online environment as the basis**

The municipality provides an online environment as a basis for an omnichannel with telephone facilities and front offices, innovation and apps:

- Online services via www.denhaag.nl and MijnDenHaag: The success of MijnDenHaag requires additional development to enable the municipality to offer all municipal services (which can be provided online) on MijnDenHaag over the coming years, including on mobile devices. The services provided on MijnDenHaag make municipal services more personal, more accessible, simpler and more transparent. It also cuts costs in many cases. The municipal website (www.denhaag.nl) is the main basic environment for residents and entrepreneurs, where all central online services are provided based on information and (more than 150) digital forms. It also enables users to make appointments online and chat with the municipality. The municipality is aiming for a higher rating for the online channel (an average mark of 7 and over).
- Physical public services: The physical service locations of the municipality have been completely revised by concentrating the physical front office functions at City Hall and in the city district office on Leyweg. The municipality is maintaining a high profile in the neighbourhoods and we provide services from fixed and familiar points close to our residents. Residents' demand is key when determining the services to be provided. The municipality is also exploring options for the multifunctional use of buildings, targeted alignment the neighbourhood profile and facilitating contact with residents by establishing low-threshold workplaces and networking locations for civil servants wherever possible. We are launching this initiative in the city districts of Loosduinen and Scheveningen.

“There should be a good place in each neighbourhood for everyone to go to - with or without an appointment - if they need information about the services provided by the municipality. A place where we can help residents with their digital applications and ensure that they are directed to the right person who can help them with their questions and problems. A place where we work closely with welfare organisations, Youth & Family Centres (YFCs) and district libraries, for example. We will try to accommodate as many services as possible in one building.”

– Coalition Agreement, 2019-2022

- Services provided by phone. Because communication by phone will continue to be an important channel for contacting the municipality in the coming years, we are working towards good-quality first and second line phone services throughout the municipality, including establishing easy and quick phone contact with the right civil servant or receiving a call-back from the right civil servant.
- 24/7: innovation using digital voice assistants and chatbots. Residents, entrepreneurs and civil society organisations want to be able to ask the municipality questions at any time of the day or night (24/7). They expect an immediate response online and increasingly through verbal contact with a digital assistant. As innovative organisations have shown for some time, chatbots help increase accessibility and they can deal quickly, personally and cheaply with frequently asked questions. This system could function as an online source of information or as a digital assistant who answers questions during chat sessions or verbally. The municipality will be exploring the possibilities offered by chatbots and verbal digital assistants. Research by ‘De Stadskamer’ has already shown that residents and entrepreneurs regard services provided by chatbots as added value.
- Increasing accessibility with mobile applications. Enabling residents and entrepreneurs to manage their affairs through online contact on their mobile phones fits in with increased use of these smart phones.

Instead of relying on interaction on the computer, the municipality has now adopted online communication on the smart phone as a basic principle. In many cases, information provided by the municipality is not always easily accessible on a smart phone, the use of this medium has not yet been properly coordinated with people's needs or it has not yet been incorporated into a more general, consistent and familiar online experience. Over the next few years, the municipality will include improvements on these points in our online developments.

- **Personal contact for specific target groups**

The municipality is working on establishing personal contact for specific target groups at various levels: low threshold in neighbourhoods for residents and via a central point of contact for entrepreneurs and international residents.

- Services for entrepreneurs: The Municipality of The Hague wants to become the most entrepreneur-friendly city in the Netherlands. Entrepreneurs are the key focus of the 'Haagse Ondernemersagenda' (The Hague Entrepreneurs Agenda, RIS 302187) and the municipality has announced various plans to improve public services to entrepreneurs. One of these is a new design for services based on the needs of entrepreneurs known as a Service Design programme. Based on the insights obtained into the needs of entrepreneurs in The Hague, the municipality has formulated ideas for improvement. We will be implementing these ideas over the coming years. For example, MijnDenHaag will also become available to entrepreneurs during the first half of 2020. One tangible result of our ambitions for improvement is the physical front office for entrepreneurs in the Atrium, which has recently been revamped. This front office offers a wide range of municipal services for entrepreneurs to provide them with integral support from one location.

"We want to remain an entrepreneur-friendly city, with simple regulations and clear communication. We will be using the Haagse Ondernemersagenda to strengthen our services."

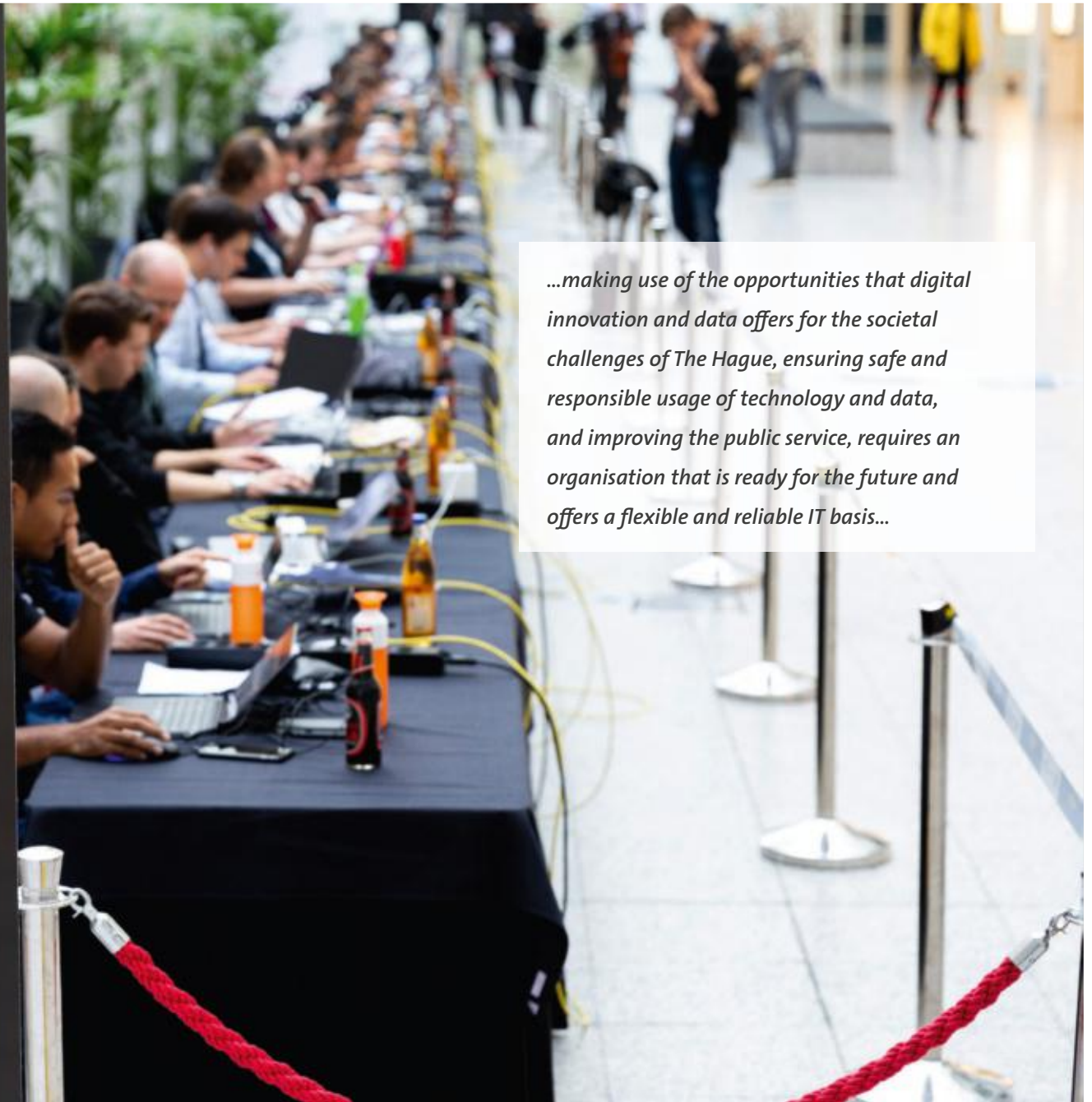
– Coalition Agreement, 2019-2022

- The Hague International Centre: Tens of thousands of people from all over the world are working in The Hague on resolving global problems. The Hague International Centre is the main contact point for this international target group. The Centre focuses on talented international employees and their employers in The Hague region and strengthens the business environment by collaborating with government bodies, policy departments, private service providers, schools and employers. It promotes The Hague at international level as an attractive city in which to work and live and it tackles problem areas relating to talent, housing and international education at regional level. One major priority is improving the general level of communication in English, from municipal data provision and online services to private service providers.

"The international community working or studying in The Hague enhances our city. In addition to Dutch, our services must also be available in English wherever possible."

– Coalition Agreement, 2019-2022

HÅGK // 19 THE HAGUE



...making use of the opportunities that digital innovation and data offers for the societal challenges of The Hague, ensuring safe and responsible usage of technology and data, and improving the public service, requires an organisation that is ready for the future and offers a flexible and reliable IT basis...

4

MUNICIPAL IT: READY FOR THE FUTURE WITH A RELIABLE FOUNDATION

4.1. Developments

A large and complex IT landscape

Much of the municipality's work has been digitised in recent decades. Products and services can be requested online and automation has speeded up municipal processes. Many civil servants use mobile devices and have switched to digital collaboration and virtual meetings. Although digitisation of the municipal organisation has produced many benefits, it has also created a large and complex IT landscape with around one thousand IT applications at the municipality. Due to the number and diversity of applications, it takes the municipality a lot of time to keep everything secure and up to date and thus safeguard the continuity of the municipal organisation and public services. This also applies to the IT infrastructure, much of which is functionally outdated, such as the digital work places, IT network and data centres. This complex and outdated IT landscape poses a considerable challenge for the municipality with respect to rapidly and flexibly adapting to new legislation, developments and requirements. An important development to be mentioned here is that the IT market has mainly switched from selling IT products - to be managed by the municipality in its own IT environment - to offering IT services ('Software as a Service') which are accessible on the Internet and which are generally managed by external parties.

"A one-off IT incentive for municipal organisation."

– Coalition Agreement, 2019-2022

Cooperation in chains

Government services are increasingly being organised in chains, where service providers are legally obliged to apply government standards, such as Overheid.nl, MijnOverheid.nl, DigiD and the 'Omgevingsloket Online' portal and where the focus is on data exchange. The 'Digitaal Stelsel Omgevingswet' (Environment and Planning Act for Digital Systems, which will shortly be implemented) is an excellent example of this. In collaboration with other government bodies, the municipality has been working towards the more efficient exchange of data contained in the base registers, whereby new standards have been developed which will become operative during the next few years. Re-using of applications in use at other municipalities and joint procurement of IT products - mainly through the VNG - are also on the increase. Collaborating in chains and joint procurement and sharing of IT products with other municipalities will significantly strengthen the dependence on other government bodies and other partners. This requires good agreements to be made in chain cooperation.

Legislation with impact

Several (new) Acts will require a great deal from the municipal organisation and IT organisation in the coming years:

- The Environment and Planning Act requires even more data exchange among all the relevant parties.
- The Digital Government Act regulates the further digitalisation of the Dutch government and makes various government standards compulsory.
- The Open Government Act, requires the municipality to ensure that public data is made more accessible (and more readily accessible).
- The Government Information Security Baseline (Baseline Informatiebeveiliging Overheden, BIO) came into force on 1 January 2020.
- The General Data Protection Regulation (GDPR) came into force in the EU in 2018 and the Dutch Data Protection Authority stringently monitors data processing by municipalities.
- The European Union is working on the EU Single Digital Gateway,

which will make it compulsory for the municipality to make its services and data accessible to other European citizens.

Obviously, this legislation exists for a purpose. The attention in the media and (parliamentary) enquiries into data security in government organisations, the careful handling of personal data by government bodies and providing access to public data all show that these measures are in the public interest. Failure to ensure that these matters are in order may result in substantial public damage and severe administrative penalties imposed by supervisors.



4.2. Ambition: ready for the future with a reliable foundation

The social challenges in The Hague and our ambitions for improving our public services and enabling further digitalisation of the city - as set out in the coalition agreement and in this vision - cannot be resolved or achieved without a solid and secure IT foundation and a flexible and innovative IT organisation. During the next few years, the municipality will be investing in an IT organisation which is ready for the future in combination with a reliable IT infrastructure. This ambition is further elaborated below with two programme lines that describe the main outlines of the municipality's activities.

Flexible and innovative organisation for IT

Investing in IT also involves investing in a good IT organisation. Technological developments are proceeding fast which means that today's IT experts will need to adopt a flexible attitude and keep pace with these developments. The municipal IT experts are cooperating more closely in integral multidisciplinary teams with their colleagues from all the municipal departments. The tasks to be performed by the municipal departments and IT developments are combined in these teams. Digitalisation and automation of standard processes is being accelerated in the primary process as well as the internal operations of the organisation. The municipality prefers doing this in small steps rather than through large-scale, long-term IT projects. As far as the IT experts are concerned, innovation is a fixed component of their work and they learn in practice from innovative programmes such as *Startup in Residence* and *Odyssey: Conscious Cities*.

"In collaboration with the provincial and central government authorities, we use the 'Startup in Residence' programme to get innovative new companies involved in municipal issues.

This also keeps our own organisation up to date."

– Coalition Agreement, 2019-2022

In the municipal organisation, the IT organisation obviously takes the initiative with respect to teaching other colleagues (new) digital skills and explaining how to benefit more from the possibilities of data and technology. One of the key focus areas in the IT organisation is direction, coordination and control: the municipality is purchasing more and more IT services from third parties. Municipal IT is a strategic management task for all municipal departments together because various departments are using an increasing number of applications and data. The municipality is not reinventing the wheel and is generally quick to follow any new developments. Because the same issues are involved in many other municipalities, the Municipality of The Hague cooperates intensively with other large municipalities, municipalities in the region, the VNG, international cities and its fellow government bodies.

“The rest of the world is coming ever closer and talent and knowledge is all around us. We are collaborating with other cities and regions in the world, which results in reciprocal added value.”
– Coalition Agreement, 2019-2022

A modern, secure and reliable IT basis

The municipality is increasingly using innovative digital solutions and data to improve its services for residents and entrepreneurs and to make civil servants' work easier. One essential precondition for this is a reliable IT basis. That basis must be modern and flexible enough to facilitate digital innovations and access to data fast, whilst guaranteeing reliability (continuity), integrity and security at the same time. To achieve this aim, the municipality is putting its present IT landscape and infrastructure in order. The civil servants' digital work place, the municipal IT network and municipal data centre are being modernised. The number of applications, contracts and licences are being reduced to what is necessary. To organise this basis and keep it secure, the municipality adheres to clear IT and data frameworks and principles. The municipality must maintain an overview, have insight into and control

of all applications and data and concentrate firmly on IT purchases, contracts and licences. We must ensure that our applications, data and infrastructure are and remain standardised as far as possible. In the process, the municipality must make the greatest possible use of the data provision and data (such as base registers) which are already available. When drawing up IT-related plans, the municipality must take account of frameworks in the field of data security, data protection and data and information accessibility and management. In brief, in the coming years the municipality will be working on a substantial catch-up process with respect to the IT basis, whilst adopting the right measures for structurally maintaining our IT in order.

4.3. Principles for the municipal IT

The programme lines referred to above will enable the municipality to prepare for the future and to put its IT basis in order. The main challenges are to maintain the IT basis that has been created and to ensure that the municipal IT remains flexible and reliable. To achieve this, the municipality adheres to the following IT principles. These principles provide civil servants with guidance and help them make the right decisions. All the municipality's IT-related plans are assessed against this framework.

I. The Municipality of The Hague is subject to IT architecture

The municipality has many IT systems and databases. These systems perform various functions and they need to work together to support the municipality and residents of The Hague. This will not happen automatically; it requires continuous attention to ensure cohesion between these systems and data sources. The IT architecture and IT architects in the municipality are developing and safeguarding this cohesion. These frameworks are part of the IT architecture where new IT-related plans and projects are assessed.

II. The Municipality of The Hague is an open government body with open standards

Today's societal challenges require a substantial degree of collaboration among departments and organisations and with residents and entrepreneurs. Openness is indispensable in this collaboration, The municipality therefore implements an active "open, unless (there are compelling reasons for not being so)" policy. The municipality makes information, source codes and data available, subject to the applicable legislation, regulations and frameworks. It adheres to national, European and international open standards.

III. The Municipality of The Hague reuses and shares applications and data

Reuse of applications among (municipal) organisations and departments prevents unnecessary additional costs for development and management as well as situations where various applications cannot communicate with one another. Municipal data is shared with other organisations and departments, subject to the applicable legislation and regulations. The number of local copies of data to be saved that originate from a different data source will be kept to an absolute minimum.

IV. The Municipality of The Hague is secure and reliable

The security and reliability of the municipal IT and of the (personal) data of residents and entrepreneurs must be guaranteed. For this reason, legislation, regulations and systems of standards have been established at national and EU level. With respect to data security, municipal data provision must comply with the Government Information Security Baseline (BIO) and with the General Data Protection Regulation (GDPR) concerning personal data. IT-related plans and projects must follow the principles of 'security by design' and 'privacy by design' and are evaluated against these through 'impact assessments'.

V. The Municipality of The Hague compares the costs of IT with its usefulness and necessity

Developing IT costs money and maintaining and managing it often costs even more. The total IT costs for an application are many times more than the initial project expenses. Before starting an IT project, the total IT costs must first be compared with its usefulness and necessity. This is done by examining a business case which includes all costs and benefits. The Municipality of The Hague directs, coordinates and controls IT and outsources IT development to market parties wherever possible. In this respect, the municipality prefers to use standard, reliable, tried and tested solutions on the market. If this is not possible, the municipality prefers joint development to its own customisation.

4.4. Shared municipal objectives

Strategic goal: Municipal IT ready for the future

The municipality is investing in its IT organisation to ensure that it is ready to face the challenges of today as well as the future. It is enhancing its flexibility by more directing, coordinating and controlling IT instead of developing and maintaining IT itself. And finally, the municipality is investing in the digital skills, knowledge, expertise and innovative capacity of its civil servants.

Tactical goals

- **Investing in the IT organisation of tomorrow**

During the next few years, the municipality will be working towards an IT organisation that delivers predictable and reliable IT to all municipal departments. This IT organisation will collaborate with the departments to help them work on their tasks and can therefore respond quickly and flexibly to new innovations and developments. In this connection, the IT organisation will be working more frequently in multidisciplinary and integral teams. Furthermore, the IT organisation will be more directing, coordinating and controlling IT rather than developing and maintaining IT and will develop IT skills that fit in more with the IT employment market. The governance and management of the municipal IT will be made clearer and simpler. The municipality will also be working on training new IT talent: there will be a follow up to the successful G4 information management programme for trainees in 2020. Fourteen talented trainees will have the opportunity to perform various IT assignments in the four major cities in the Netherlands.

- **Strengthening civil servants' digital skills and innovative capacity**

Using data and technology in the municipality's work is no longer limited to IT experts. For this reason, the municipality will be focusing more specifically on strengthening the digital skills and innovative capacity of all its civil servants. This is a new strategy that combines awareness, skills and mentality. The strategy takes various needs and possibilities into account. Some policymakers will learn how to conduct data analyses, while other civil servants will be taking their first steps towards participating in virtual meetings. To intensify innovative capacity in the municipality, knowledge sessions will be organised on new innovations, such as data-driven working, agile/scrum, design sprints, artificial intelligence, robotization and blockchain. The municipality has many civil servants who have specific and substantial digital skills and expertise. We will use this knowledge and expertise for the benefit of other civil servants. In collaboration with

municipal policy on human resources, we are working on creating an innovative, modern organisation with greater focus on continuous learning & development and fitting forms of organisation (such as networking and facilitating working).

Strategic goal: A reliable IT basis

During the next few years, the municipality will be investing in renewing and modernising its IT infrastructure. We will be taking a critical look at existing applications, contracts and licences and structurally organising our application portfolio management. In collaboration with our fellow government bodies, the use (national) base registers will become more efficient and more effective. The policy frameworks for data security, data protection, data and content management will be implemented, whereby compliance with European and national legislation and regulations and generating awareness among civil servants will remain key focus areas.

Tactical goals

- **Renewing and modernising IT infrastructure (Master Plan IT)**

The municipality will renew and modernise its IT infrastructure with the Master Plan IT in the upcoming years. This will enable the municipality to create the IT basis that is essential for further digitalisation of the city and municipality. Municipal employees will have a new digital work place based on Windows 10, with more opportunities for secure mobile and digital collaboration (Office 365). The entire municipal IT network and the municipal data centre will be renewed. The municipality is investing further in security, as well as in more efficient management and maintenance of its IT infrastructure. With the Master Plan IT we prepare ourselves (in a technical sense) for hybrid forms of hosting such as Cloud, Hybrid Cloud and Software as a Service.

- **Reducing the number of applications and improving contract and licence management**

The municipality is focusing on application rationalisation, application portfolio management and reinforcement of contract and licence management.

We are taking a critical look at the need for existing applications: do these still provide added value and are there several applications that all perform the same functions. We will also be investigating whether all contracts and licences are being used properly. The municipality will then be able to cut unnecessary IT costs. This will remain a continuous process.

- **More efficient and more effective use of base (data) registers**

The Municipality of The Hague plays a leading role in the nationwide programme 'Haal Centraal'.¹² 'Haal Centraal' ensures that municipalities make more efficient and more effective use of base (data) registers in primary processes such as allocation of subsidies, relocations, objections and permits. Many municipalities have implemented their own facilities for base data and they also save data in various process systems. However, they want to discontinue using these local copies and start using the data directly from nationwide base registers such as the Commercial Registry and the Land Registry Office. 'Haal Centraal' makes this possible, meaning that the Municipality of The Hague will also be able to cut costs with respect to copies of its own data and expensive customised links for requesting data.

- **Implementing frameworks for information and IT policy**

During the next few years, the municipality will be implementing the policy framework for information security (RIS 304162). We will also be further implementing the Government Information Security Baseline (BIO) and working towards a high-quality information security organisation. The Hague wants to lead the field in the Netherlands and internationally with respect to cyber security. During the annual 'Hack The Hague' event, international ethical hackers test the IT systems of the municipality and its IT suppliers. The municipality has also set up an internal team of hackers which trains municipal IT experts as ethical hackers to test the level of security in our own systems.

The municipality will be working on a new policy framework for data protection in 2020, while a privacy organisation will be preparing the decision-making. We will be further implementing the policy framework for information and content management to ensure that municipal information is and remains sustainably accessible. This will be done using an information route map (an overview of the links between work processes and the information used in these processes) and a quality management system.

The municipality is developing a long-term programme for increasing awareness of data security, data protection, data use and information management among civil servants. And finally, we are working on a new and integral information policy framework that will provide the municipality with clear and unambiguous frameworks on how they should deal with information and IT.

¹² 'Haal Centraal' is a nationwide programme set up by the G5 in collaboration with VNG Realisatie, the Land Registry Office, the Chamber of Commerce and the National Office for Identity Data.

5

APPROACH AND FUNDING

The Municipality of The Hague is engaging in various activities throughout the municipality to implement this vision. The costs of these will be financed from the existing budgets for the Municipal Services, Smart City and IT portfolios. A one-off IT incentive has been assigned in the coalition agreement for the necessary renewal to be implemented in the municipal IT infrastructure (Master Plan IT).

The Deputy Mayor for Economic Affairs, International Affairs and Municipal Services (with the portfolios Municipal Services, Smart City and IT) is responsible for this vision in an administrative executive sense. On behalf of the municipal management team (MMT) the execution is carried out by the General Director at the Department of Public Service (Municipal Services portfolio) and the Director of Information and IT/Chief Information Officer at the Department of Municipal Administration (Smart City and IT portfolios). In collaboration with the MMT, they compile an annual implementation agenda, which is subsequently approved by the Municipal Executive. As part of the planning & control cycle, once a year the Municipal Executive reports to the Municipal Council on progress made with the vision and on the results attained.

Colofon

This is a publication by
Municipality of The Hague

Design
Intern Dienstencentrum
Multimedia

April 2020