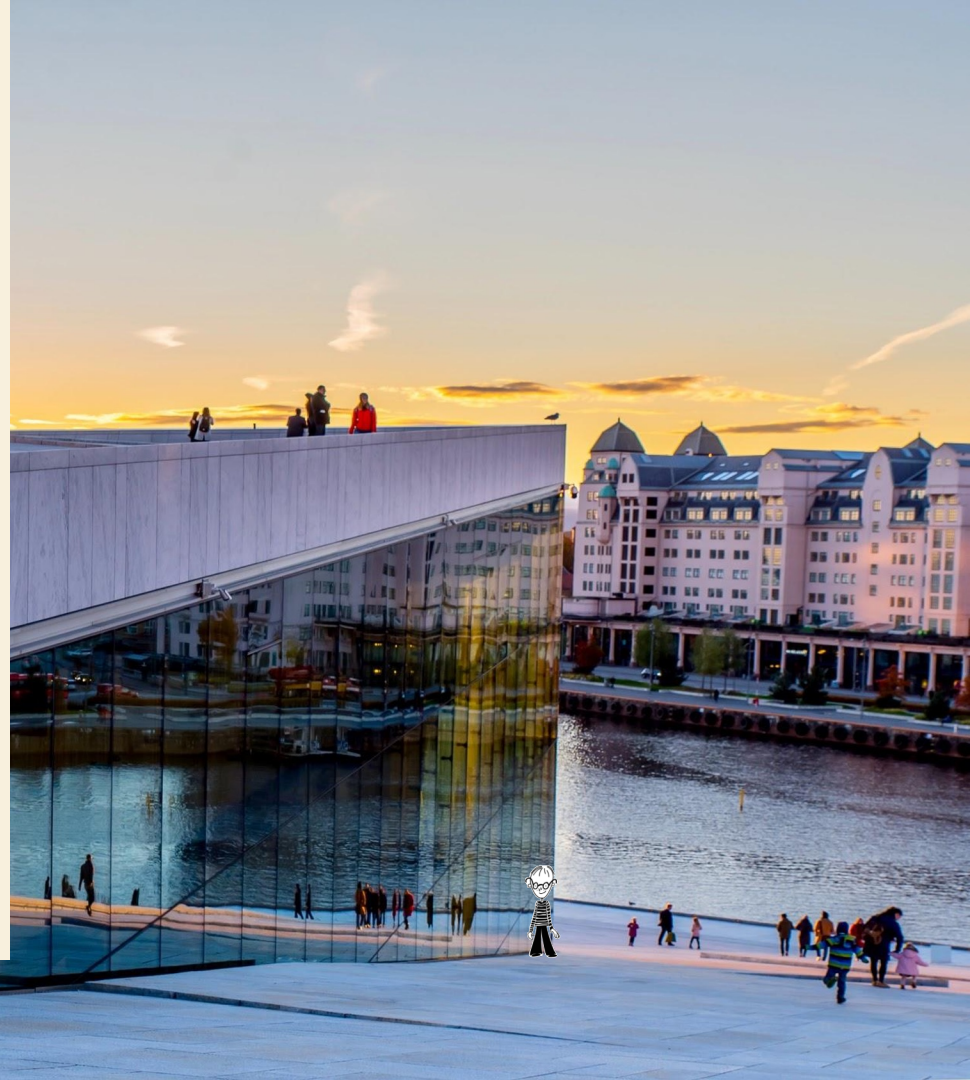




Agile development in the municipality of Oslo

Tine Reuter Dahl
Oslo Origo, Oslo kommune

UiO
18th of March 2021



AGENDA

1

Municipality of Oslo

2

Agile development in line with the bureaucracy

3

Selected initiatives (if time)

4

Innovation in Aftenposten/FINN.no, Telia and the municipality of Oslo

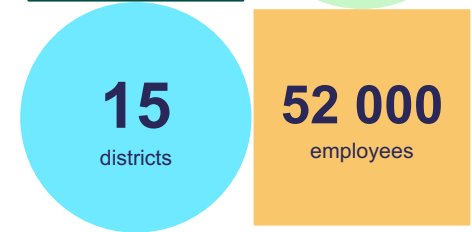


Oslo

The municipality of Oslo is one of Norway's biggest employers



...how to unite...



...to meet the needs of...



“ We are rigged for big procurements

Director of the municipality of Oslo

Culture clash

Agile
Multidisciplinary
Autonomous
Continuous development
OKR
Insight
Short iterations
Retrospective...



Product areas
Lasting investment
Citizen satisfaction
Measurements
Service development
User journeys
Digital transformation
Self governed
DevOps

...



One small
piece
at a
time



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Oslo



Predictable

The needs are known and relatively constant

Been done many times before

Very little change over time



Very little need for continuously improvement or further development.

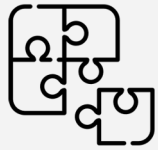
Those doing the job are experienced

Involves a relatively small degree of innovation

Clear start and end



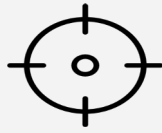
We should avoid digitalization projects...



Needs



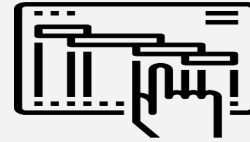
Financing



Scope



Team

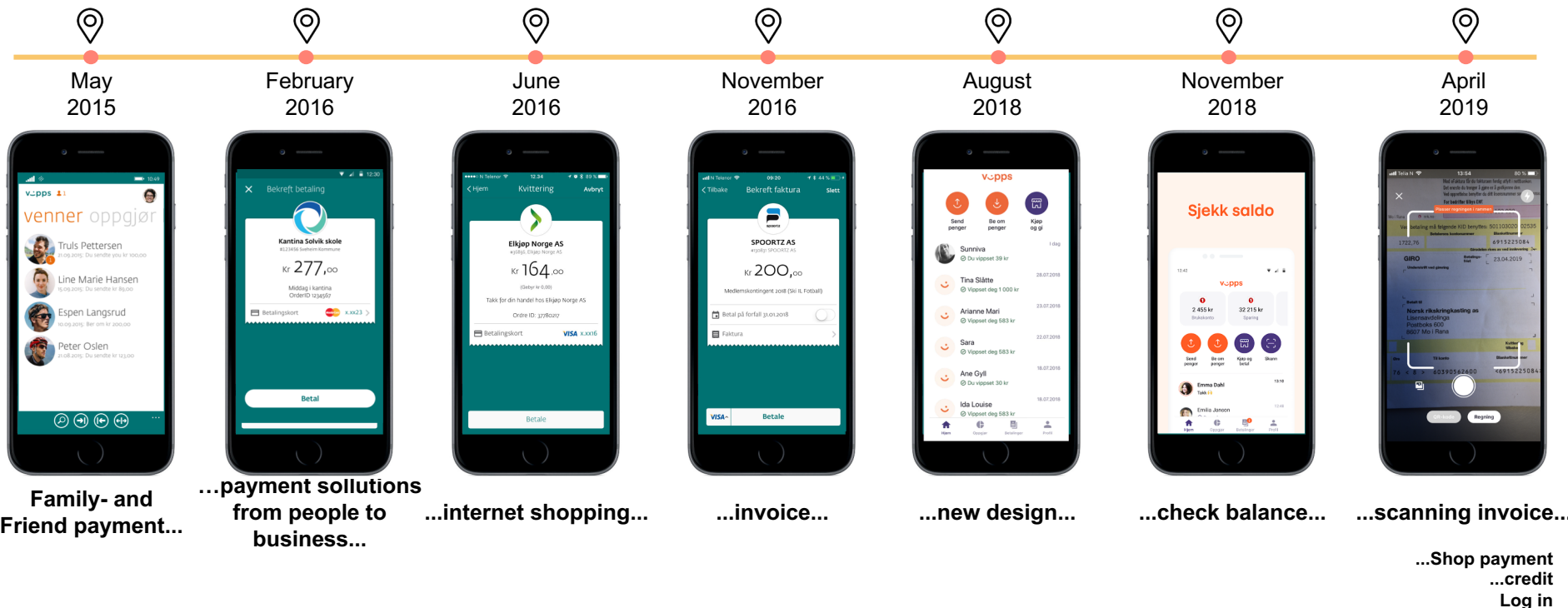


Run Project

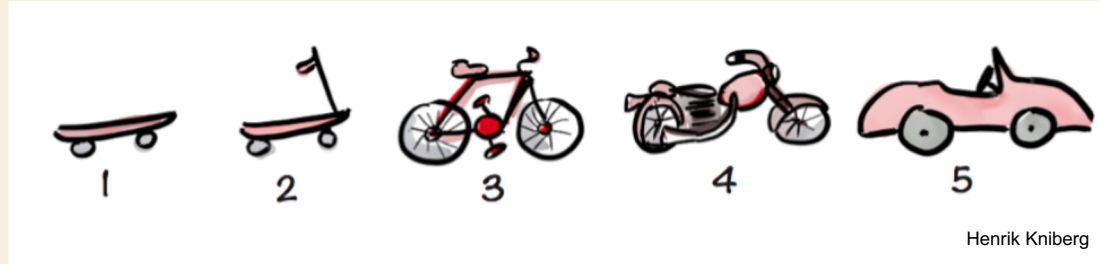


Realize gain

Digitalization demands a different approach...



Why agile?



... Focus on end user needs

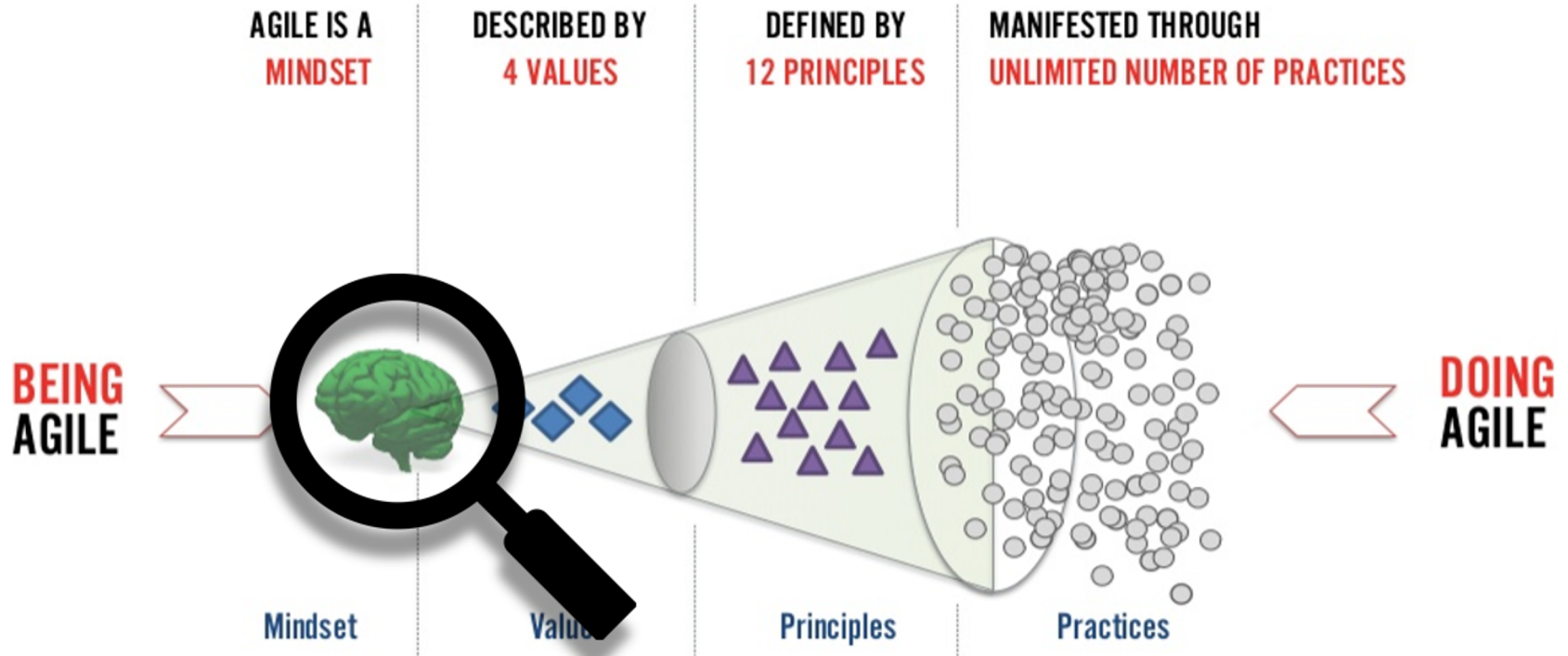
... be able to cope with change

... create value quick

... reduce risk



Be agile versus do agile



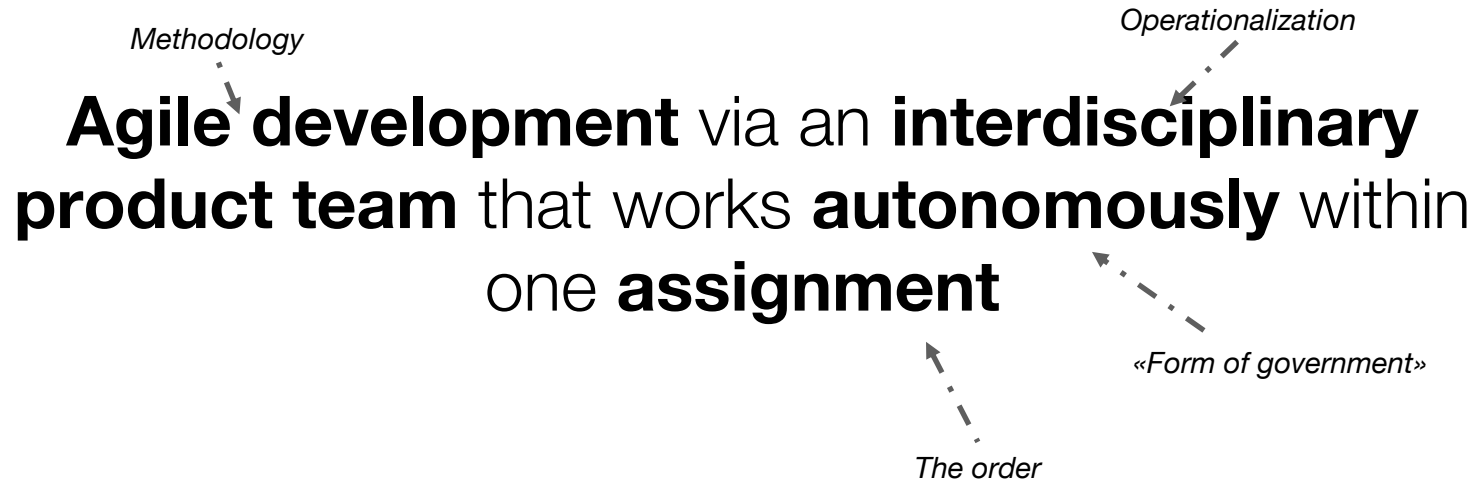


Edited from Jonny Schneider



Oslo

Origos method



Interdisciplinary product teams **require**

- Product area manager
- Organization developer
- B business developer

An area of responsibility

All competence to deliver in their area of responsibility

Common solutions, guidelines on technical architecture, design principles

- Teamlead
- UX designer
- Tech Lead
- Frontend developer
- Frontend developer
- Backend developer
- Hardware developer

~~To sit together physically~~

Working together over time to build competence on the domain

Not having too many dependencies outside the team

Autonomy within its mission and area of responsibility



How to succeed with autonomous teams

Give the team a problem to solve. Do not order a solution

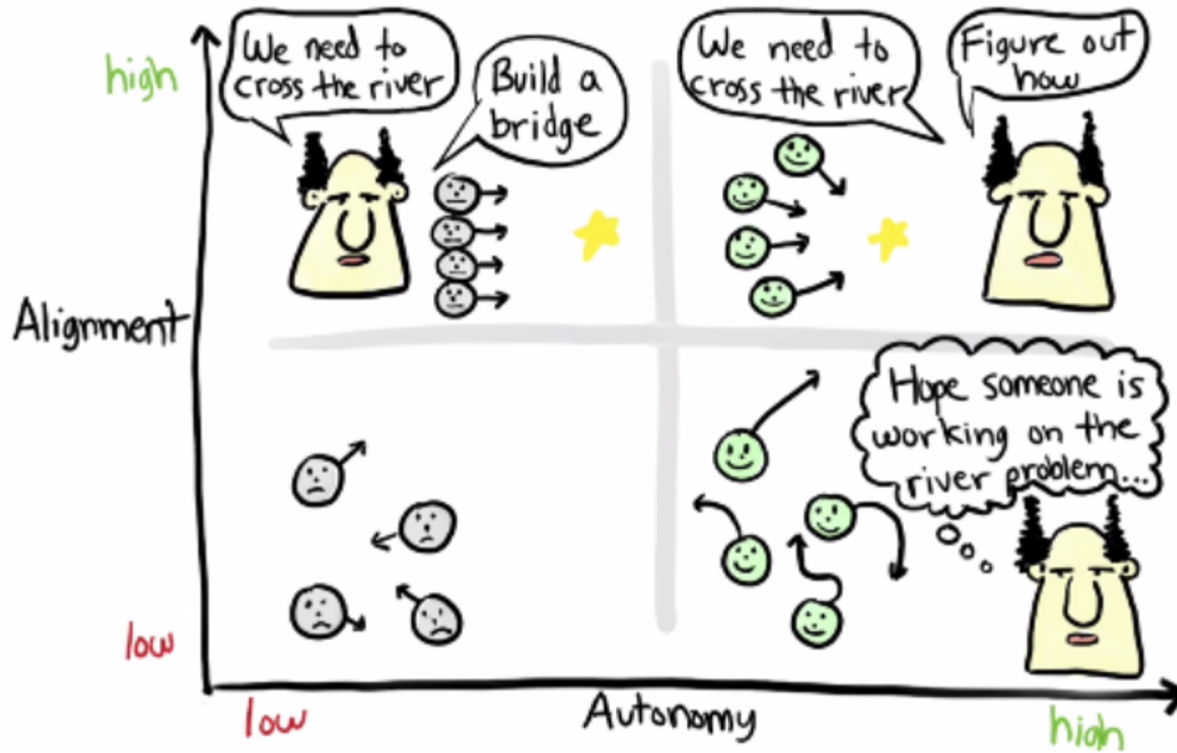
Let the team explore the user needs and they will find the best solution themselves

Give the team freedom, authority and framework to solve the task

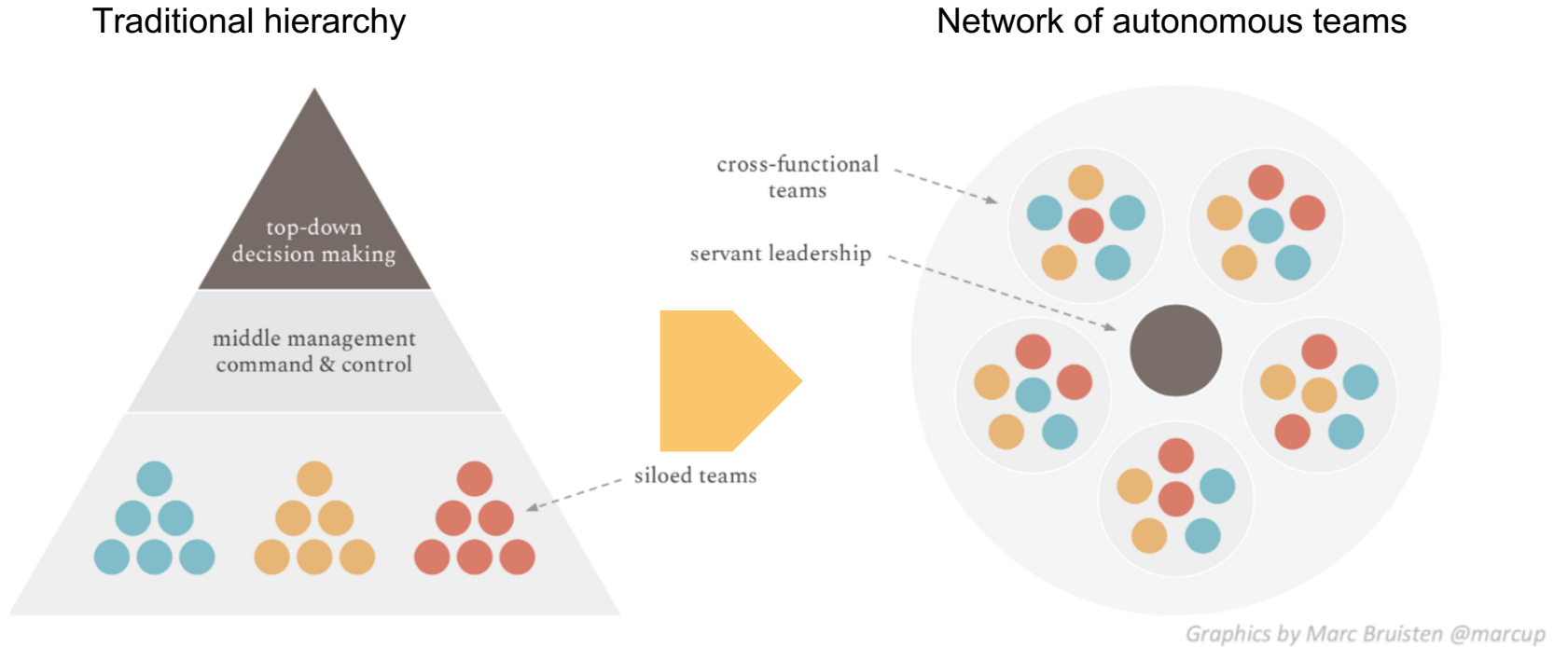
Let the team control itself, but make it easy to solve obstacles



Assignment



Agile organization



To create an agile organization, management needs to communicate clear vision and direction, facilitate an environment for interdisciplinary and autonomous teams, and have confidence in the team's ability to make decisions within their area.

What do we do in the municipality of Oslo?



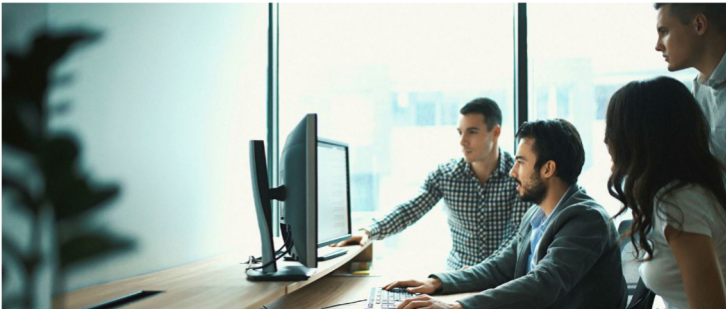
We now see a trend where the public sector to a larger extent will have the competence in-house

Innlegg

Offentlige etater vil nå ha it-ressursene «på huset». Hvorfor?

Stadig flere offentlige etater og kommuner velger å ansette egne it-ressurser i stedet for å bruke markedet. Årsaken er åpenbar.

DN+ 2 min Publisert: 05.11.18 – 20.54 Oppdatert: 13 timer siden



Costs

Competence

Ownership

Trust

Oslo Origo - an internal competence unit for the municipality's comprehensive digital transformation

100+
permanent
employees

20
consultants

6
product
areas

11
interdisciplinary
team



17

ux / service
design

4

product area
managers

~50

developers

9

organizational
developers

1

Information
architect

Oslo Origo

4

information
security and
privacy

1

data
scientist

6

business
developers

7

teamleads

2

hardware-
developers



Oslo

... an environment with experience from a wide range of small and large organizations

Cisco
Bouvet
CGI
NAV
Norsk Forskningsråd
IHS Markit
Knowit
Oslo kommune
Color Line
Skatteetaten
Gjensidige
TV2
Direktorat for e-helse
Accenture
K8 Industridesign
Difi
...



Telenor
NRK
Schibsted
Telia
YR.no
Norsk Tipping
Deloitte
Amedia
NITO
Finn.no
Texas Instruments
Bekk Consulting
Webstep
IKA Kongsberg
Posten
Acando
...

Our "superpowers" are largely about our people...



Competent, motivated employees



Interdisciplinarity



Good enough understanding of the bureaucracy



Political focus and anchoring

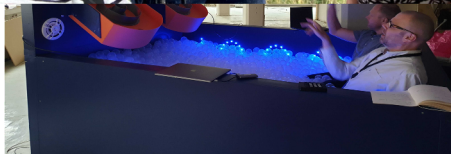
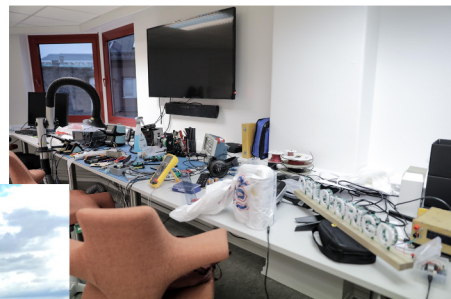


Framework conditions

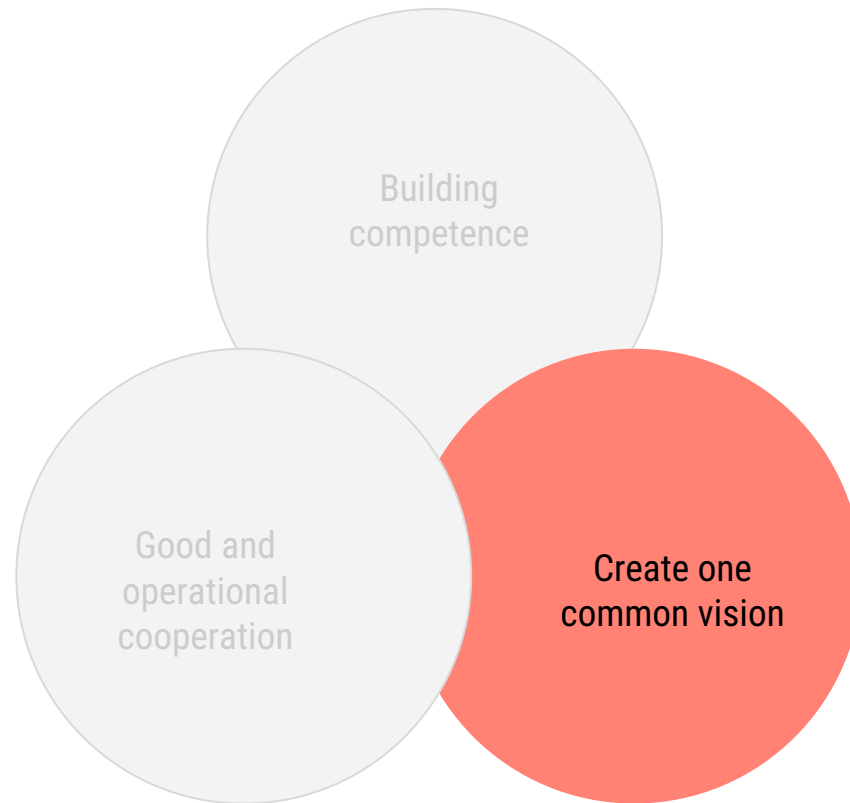


Culture

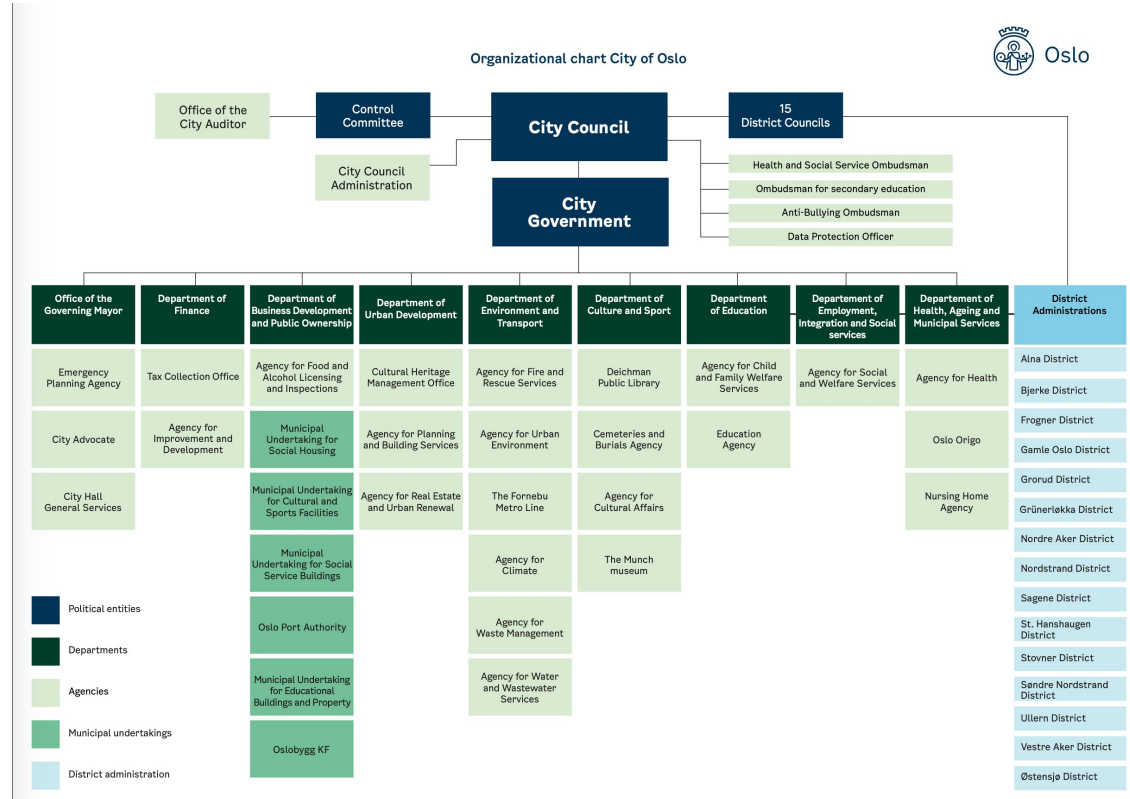
... therefore it is also important that they thrive (also in the home office)



- Hackatons
- Tim Talks
- O-Zone
- Stripete
- Faglig utvikling
- Demodag
- Allmøter
- Fagforum
- Walk &Talk
- Team-lunsj
- Dagens Origoer
- Lunch & Learn
- Show &Tell
- Vis meg ditt hjemmekontor
- ...



What do all these districts and agencies have in common?...



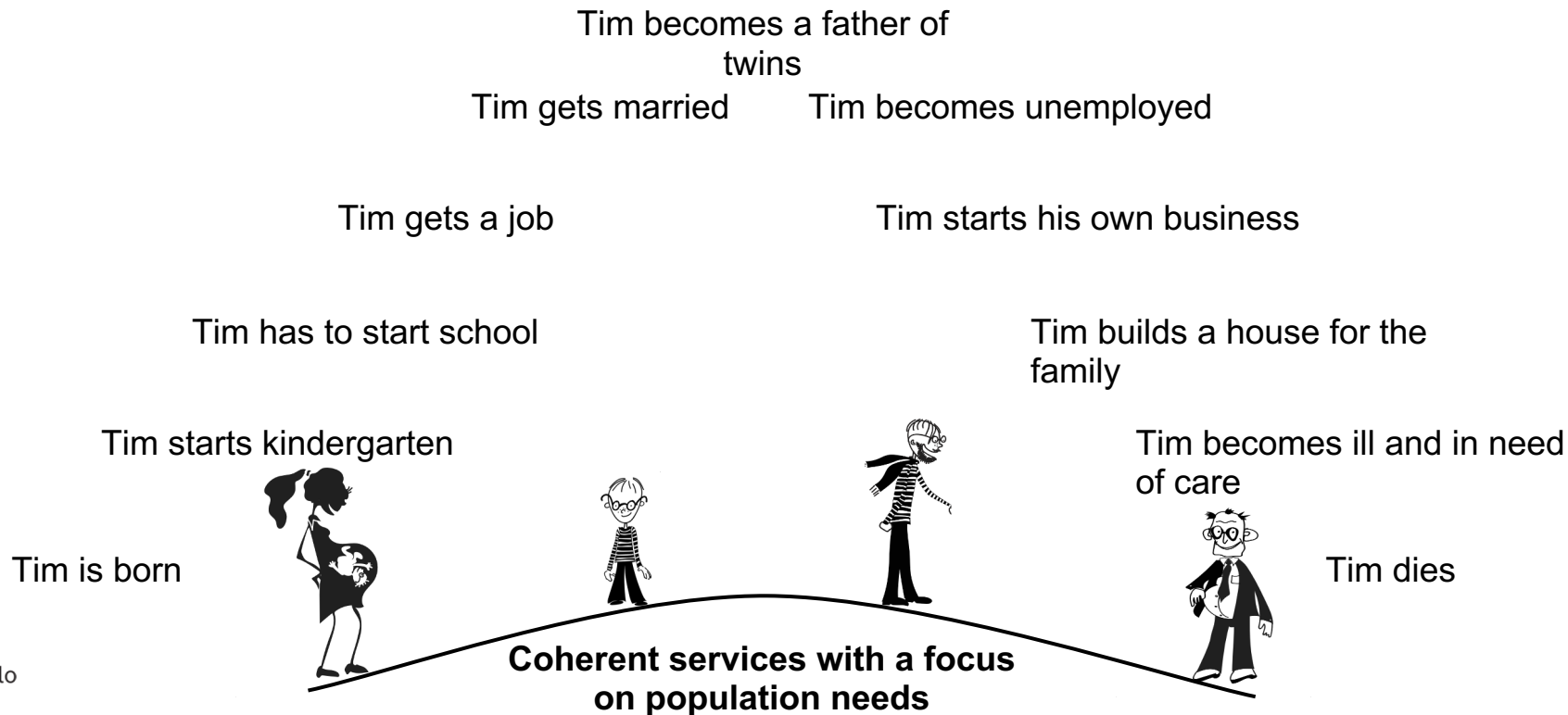
Meet Tim – a resident of Oslo



We understand our citizens and offer our services when they want it and need it

We solve the needs of the inhabitants regardless of the organization of the public sector

Holistic understanding of the residents, their needs and their experience of the municipality's services





Digitalization is about service development, with technology as an important tool. Such a development must take place integrated with the companies that own and operate the respective services.

Work close to the service, understand user needs, and increase competence - in close collaboration with the companies around specific cases



The technology is simple, it is service development, organizational development, cultural change and regulatory changes that are demanding



Service development

Regulatory development

Organizational development

... but how to work agile
in step with the bureaucracy?



In Origo, the teams use the OKR framework to drive goal achievement through short-term goals

Oslo **Proaktive meldinger** Dan Christian Fosse

Home Oslo Origo Proaktive, personlige tjenester Proaktive meldinger

Objectives and Key results

Q4 2020 Q3 2020 Q2 2020 Q1 2020 Q4 2019

1. oktober 2020 – 31. desember 2020 Compact Details

- Vi skal ha god mottakerhåndtering i plattformen vår** 50%
Bedre funksjonalitet for å hente og sende til mottakere
- Vi skal bygge en tjeneste for sms-utsendelser**
Vi skal bygge en tjeneste for utsendelse av sms i plattformen vår, med mindre risiko for feil
- Vi skal bygge et api for å få tak i mottakere**
Vi skal bygge et dsf oppslags api for å legge til rette for å laste opp mottakerlister i studio
- Vi skal ha et fungerende studio med all funksjonalitet vi trenger for å gjøre en engangsutsendelse** 20%
Vi skal bygge funksjonalitet for å kunne gjøre engangsutsendelser i sin helhet fra studio
- Vi skal ha gjort 10 antall forbedringer i studio frontend**
Vi skal gjøre forbedringer i studio frontend som gjør at det blir enklere og mer intuitivt å gjøre utsendelser

Mission statement

Vår utsendingstjeneste gir innbyggerne relevant informasjon som gjør dem i stand til å ta i bruk Oslo kommunes tjenester og tilbud, og dermed føler seg trygge og ivaretatt.

Progress for period

I dag

43%

Team

- Kaia Helene Holmgren
- Endre Synnes
- Daniel Eisenberg
- Trond Johansen
- Arund Donald Johnson

ORGANIZATIONS
Oslo Origo

DEPARTMENTS
Utviklingsopplevelse
Proaktive, personlige tjenester
Helsedata i Oslo
Åpen og tilgjengelig by
Automatisert saksbehandling
Datadeling og gjenbruk

PRODUCTS
Proaktive meldinger
Helseveiviser
Min side

Admin
Help
Sign out



.. and our job is to adapt the methods so that we operate within the planning system and in step with the budget process in the municipality

Vision 5-10 years



Planning strategy for Oslo 2020–2023

Overall goals 2-4 years



Budget proposal 2021 and financial plan 2021–2024

Intermediate goal 1 year



Award letter 2021

Strategic level

Tactical level

The agile manifesto

Individuals and interactions over processes and tools

Working software over extensive documentation

Customer collaboration rather than contract negotiation

Responding to change over following a plan

Oslo Municipality clearly values the right side, and has built a heavy set of regulations adapted to this. The regulations require structure, systems, documentation, internal control and risk management.

Over **1000** current regulations in the municipality, **36** of them affect Oslo Origo





Instruks

Vedtatt av: Byrådet
Erstatter: Byrådslederen
Eier/ ansvarlig: Byrådslederen
Bemyndiget:

Vedtatt: 02.07.2015
Saksnr: Brv 1070/15
Ikrafttredelse: 02.07.2015
Dok.nr: IN-0089

INSTRUKS FOR VIRKSOMHETSSTYRING I OSLO KOMMUNE

Vedtatt av byrådet 02.07.2015. Endret i sak byråds sak 1107/16, sist i sak 1104/17.

1. Formål og virkeområde

1.1 Formål

Formålet med instruksen er å:

- fastsette krav til virksomhetsstyring for å styrke og forbedre kommunens styringsprosesser
- sikre grunnlag for mer effektiv måloppnåelse i henhold til politiske vedtak og tildelt budsjett
- forebygge styringssvikt og motvirke og bekjempe korrupsjon og korrupsjonslignende hendelser

1.2 Virkeområde

Instruksen gjelder for

- byrådsavdelingens styring med og oppfølging av underliggende virksomheter (etat, bydel, kommunalt foretak), herunder også samhandling på tvers for å oppnå felles mål
- den interne styringen og oppfølgingen innen den enkelte virksomhet

For bydelene og foretakene gjelder instruksen innen de rammer som gjelder for byrådets og den enkelte byråds instruksjonsmyndighet.

2. Definisjon av virksomhetsstyring

Virksomhetsstyring favner all ledelsesmessig aktivitet, styring og kontroll som er innrettet på å iverksette politiske vedtak, herunder oppfølging av budsjett, økonomiplan og vedtatte handlingsplaner, overholde lover og regelverk og skape best mulige resultater på de områder der kommunen er tjenesteleverandør, forvaltningsorgan og tilrettelegger for næringsutvikling, infrastruktur, arealdisponering o.a.

3. Myndighet, roller og ansvar i virksomhetsstyringen

Most important are instructions for business management

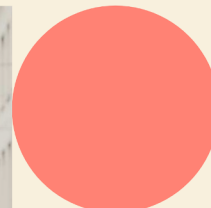
*“Business management is the process that includes **follow-up** of set goals, **planning** how the goals are to be achieved, ongoing **reporting** and risk assessment, **analysis** of the situation and design and **implementation** of corrective **measures** to achieve set goals. Corporate governance includes **management, leadership and control**, as well as **planning and reporting work**. ”*

In plain text, this means that we must **systematize** the work, and **document** it.



Specifically, we must gather everything in a **business plan**

... and make sure we can keep it as a living document throughout the year as we learn and improve what we do



Virksomhetsplan 2021
for Oslo Origo



Ikke vedtatt forslag.

Be patient and adaptable,
changing culture takes time



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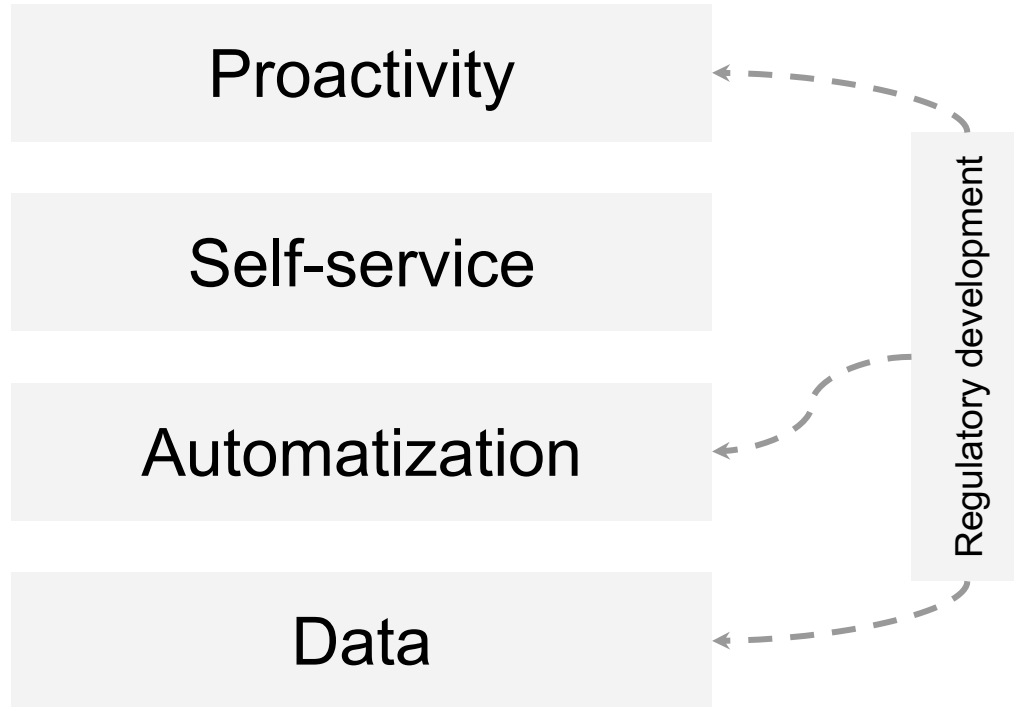
4

Innovation in Aftenposten/FINN.no, Telia and the municipality of Oslo



Oslo

Common denominators for our initiatives



Common denominators for Origo's methodology

Agile

Lasting investments

Operation

We do not work in projects, but around lasting product initiatives

Oslo Origo

Helsedata i Oslo

Covid-19 HEI

Product areas that work towards specific sectors

- Covid-19 testing
- Smittetilrettelegging
- Smitteoppfølging
- Modell for klinisk oppfølging
- Distribusjon av smittestatus
- Bemanningsløsning
- Smitteoppsporing
- Prøvesvar
- Avstandsoppfølging
- Smittevernustyr
- ...

Akutte helsetjenester

Åpen og tilgjengelig by

Proaktive personlige tjenester

Automatisert saksbehandling

Product areas that work with common digital citizen solutions

Oslonøkkelen

Min side

Skjema-utvikling

Proaktive meldinger

Automatiserte prosesser

Datadeling og gjenbruk

Utviklingsopplevelse

Product areas that work with a platform for digital service development

Dataforvaltning

Kjøremiljø og trafikk

Informasjonsforvaltning



Oslo

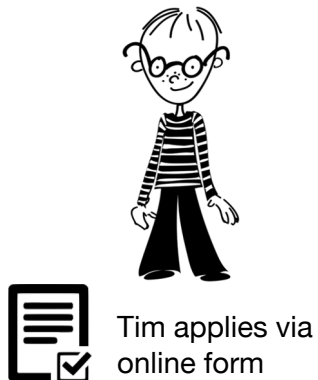
Automated case processing

«We give you easier, safer and faster application processes»

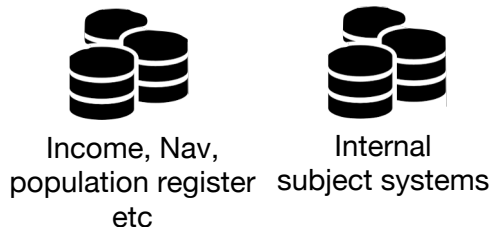
**Form-
studio**

**Form-
development**

**Automated
processes**



Tim applies via online form



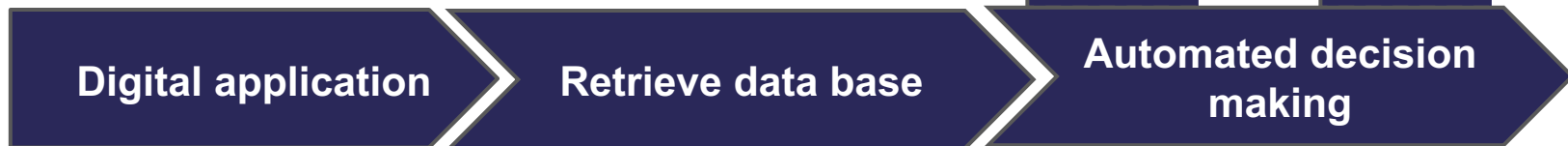
Income, Nav,
population register
etc

Internal
subject systems

Rule motor
Condition assessment
Proposed position
Calculation



Obsolete cases and
special cases are handled
by the case officer



Digital application

Retrieve data base

Automated decision
making

Step 1

Digital forms to simplify Tim's application process

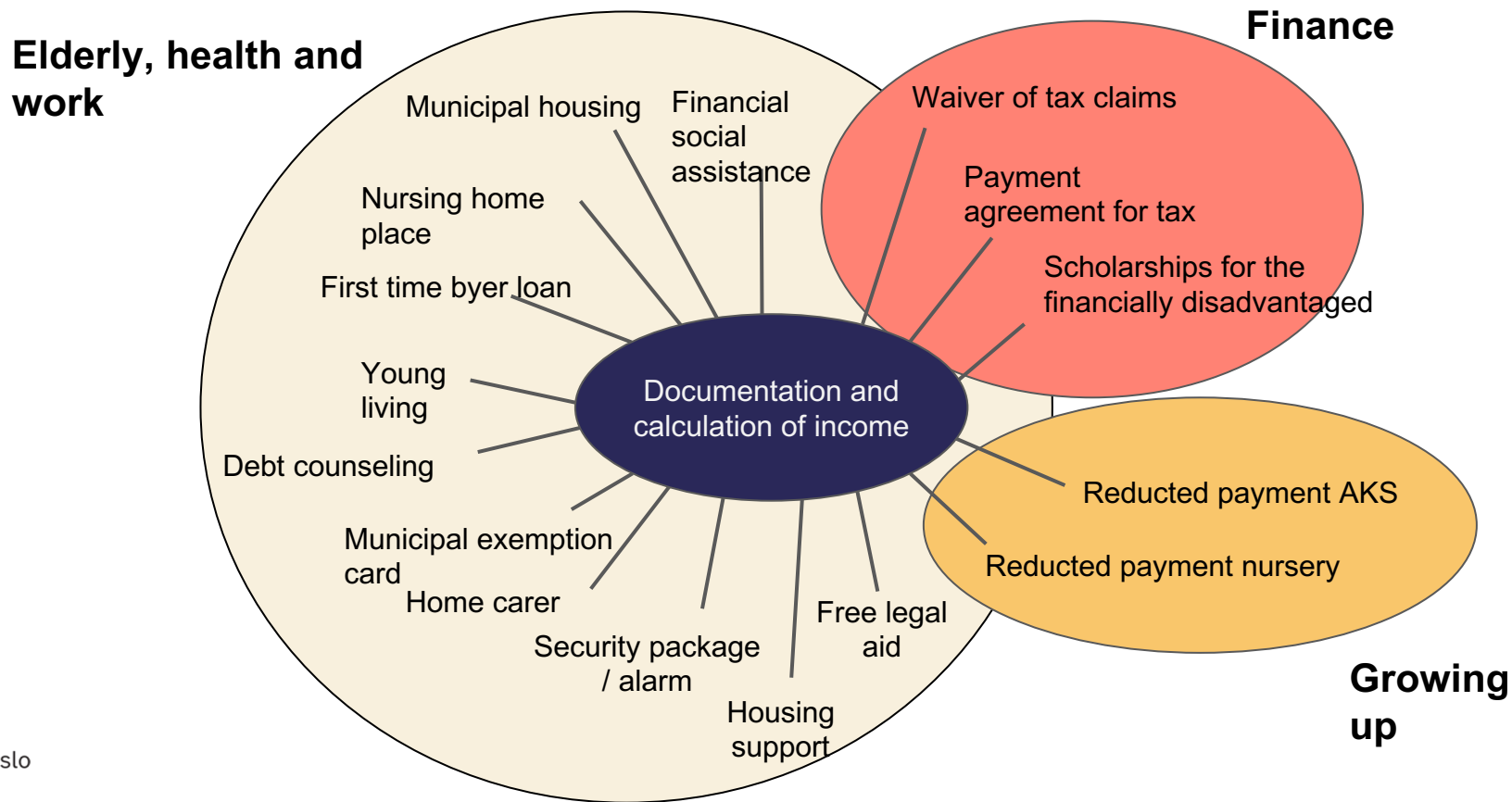
Step 2

Obtaining data from public registers to simplify Tim's application process even more

Step 3

Automated decision for application types that do not require discretionary processing

Income from the Tax Administration



Project municipal sector access to tax and revenue information from the Tax Administration



- The municipal sector needs digital access to tax and income information
- A prerequisite for digitization / automation, development of better citizen services, more efficient case processing and strengthened privacy in the municipalities
- Start-up segment collaboration between KS and SKE

Selected services

Services that are mapped:

1. Nursery
2. SFO/AKS
3. Municipal housing
4. Municipal housing benefit
5. Deductible (remuneration) nursing home



Justification:

- The services embrace many residents
- Digital access important for work with digitization and service development
- Most inquiries to SKE and KS from municipalities with a request for information

Organization of the work in the project

Municipal sector access to tax and income information from SKE

Organizational

- Segment collaboration

Semantic KS

- 5 priority services
- What tax and revenue information do the municipalities need for these?
- Insight work - a structured survey with selected resource municipalities

Legal SKE

- Assess the Tax Administration's legal basis for delivery per service
- Assess the municipalities' legal basis for access and use per service
- Assess the need for regulatory development

Technical

- Evaluate different solutions for connection to technical API from SKE

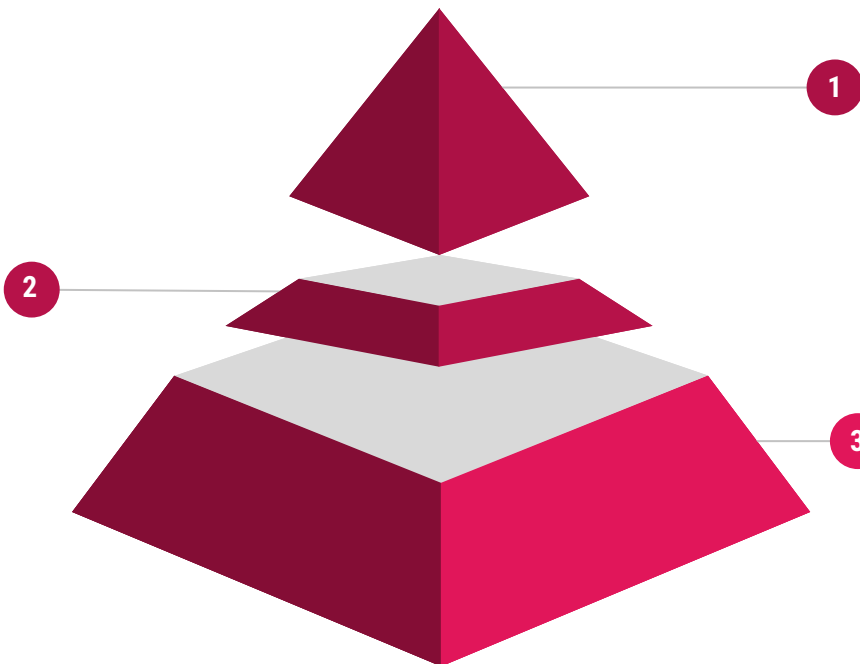


Reduced parental payment nursery Oslo

What effects do we think the packages give?*

Case processing module

Simplified manual case processing process for the municipality gives less clicks per case for Kim.
Prerequisite for delivering package 3



1

Automatic income statement

Savings for residents by not having to find and attach the right tax data

The municipality receives the right income base, calculated. Minor errors and omissions + savings in the actual processing of the figures

2

3

Next years-applications

Residents do not need to do anything to get a new assessment.

Kim (employees) saves case processing of an estimated 85-90% compared to today.

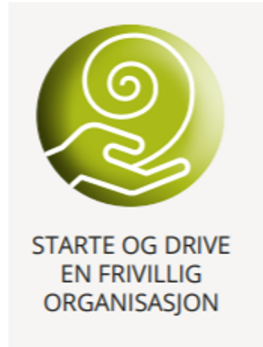
Open, accessible city

“Through our digital products, Open and Accessible City will contribute increased visibility and use of joint services to promote active, vibrant and inclusive local communities ”

**Oslo-
key**

Booking

The digitalisation strategy for the public sector



Byrådet vil at kommunens lokaler, anlegg og uterom i større grad skal være «meråpne» og tilgjengelige både for organisert og egenorganisert frivillighet.

The volunteer message



Oslo

Forskrift om utlån og utleie av skoler og andre kommunale lokaler til frivillige organisasjoner i Oslo kommune, Oslo.

Dato	FOR-2005-07-19-933
Publisert	II 2005 hefte 4
Ikkraftredelse	15.08.2005
Sist endret	FOR-2015-05-12-513
Gjelder for	Oslo kommune..
Hjemmel	LOV-1992-09-25-107-§6
Kunngjort	01.09.2005
Korttittel	Forskrift om utlån og utleie av skoler mv. Oslo

Fastsett av Byrådet i Oslo 19. juli 2005 med hjemmel i lov 25. september 1992 nr. 107 om kommuner og fylkeskommuner (kommuneloven) § 6. Endret ved forskrift 12. mai 2015 nr. 513.

§ 1. Hjemmel

Forskrift om utlån og utleie av skolelokaler og andre kommunale lokaler til frivillige organisasjoner er vedtatt med hjemmel i kommunelovens § 6. Den økonomiske rammen for ordningen fastsettes gjennom den årlige budsjettbehandlingen i bystyret.

§ 2. Formål

Ordningen skal bidra til at frivillige organisasjoner sikres tilgang til kommunale lokaler gratis eller til selvkost, etter skoletid og på tidspunkter hvor kommunen ikke har behov for å disponere lokalene til egen virksomhet.

§ 3. Målgruppe

Målgruppen for forskriften om utlån og utleie av skoler og andre kommunale lokaler er frivillige organisasjoner som har sitt virke i Oslo.

Regulations on lending and rental of schools and other municipal premises

Tilgang på lokaler

Tilgang på lokaler er en utfordring for frivilligheten. Det er stor konkurranse om lokaler i en storby som Oslo, der det er mange ulike aktører – både offentlige, private og frivillige – som har behov for et sted å være. Enkelte opplever at etablerte aktører får lettere tilgang enn nye og mindre kjente lag og foreninger.



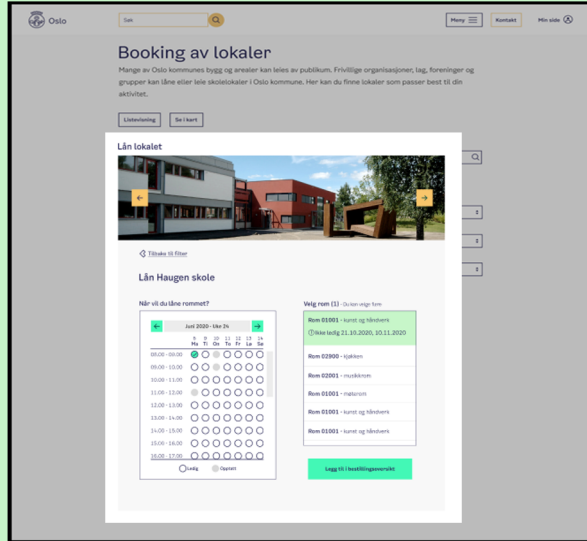
Skoler, parker og uteområder er viktige lokaler. Men mange opplever det imidlertid som vanskelig å få oversikt over hvilke kommunale lokaler som er tilgjengelige, og hvem man skal kontakte for tilgang. Dette settes blant annet i sammenheng med at ulike kommunale instanser snakker for lite sammen.

Tiltakene for å bedre lokalesituasjonen oppleves positivt. Meråpen skole og Oslonøkkelen er tiltak som blir trukket frem av flere som gode ordninger.

En utfordring er imidlertid at de forskjellige aktørene som bruker kommunale lokaler, har ulike behov som kan komme i konflikt med hverandre. Noen erfarer at det heller ikke alltid er slik at gratisprinsippet gjelder i praksis, og etterspør en bedre forankring av utlånsforskriften på bydelsnivå.

Booking

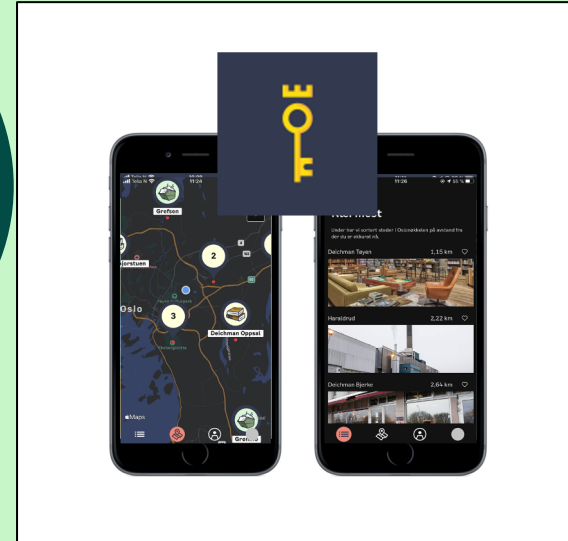
Booking is a **self-service solution for lending and renting premises and resources to volunteers and residents**



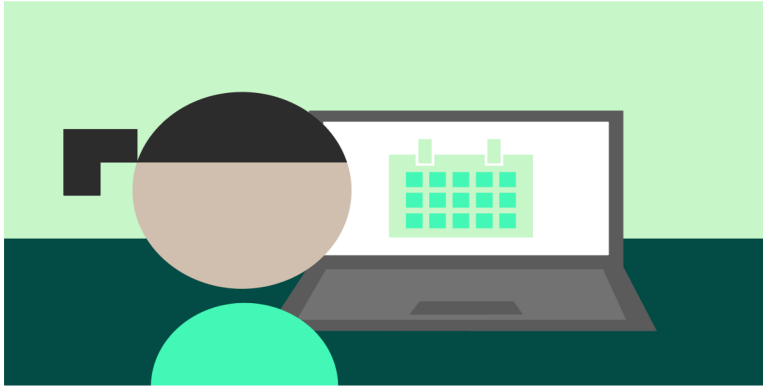
More open
and self-catering

Oslo key

A digital key that gives residents **expanded and easier access to more of the city's services**



Lending of premises



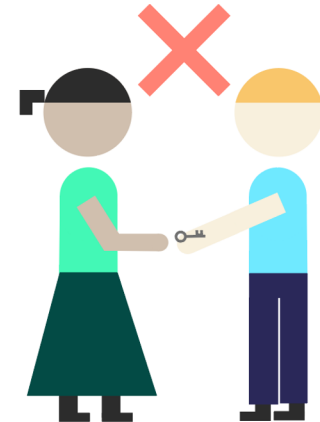
The Oslo key contributes to:

Releases key management and keys astray
No need for physical attendance to pick up keys

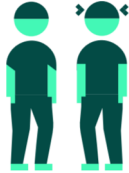
Booking solution contributes to:
Volunteering gets an overview of premises that are lent out
and can select available times.

Employees can easily see information about borrowers, purpose of their activity and approve lending.

Businesses can get an overview of how much premises are lent **out**



Volunteerers need



- overview of which premises are available
- find free time
- fair treatment in accordance with the regulations
- knowledge of what one is expected to contribute with, for example, fire safety, cleaning
- know when to expect an answer

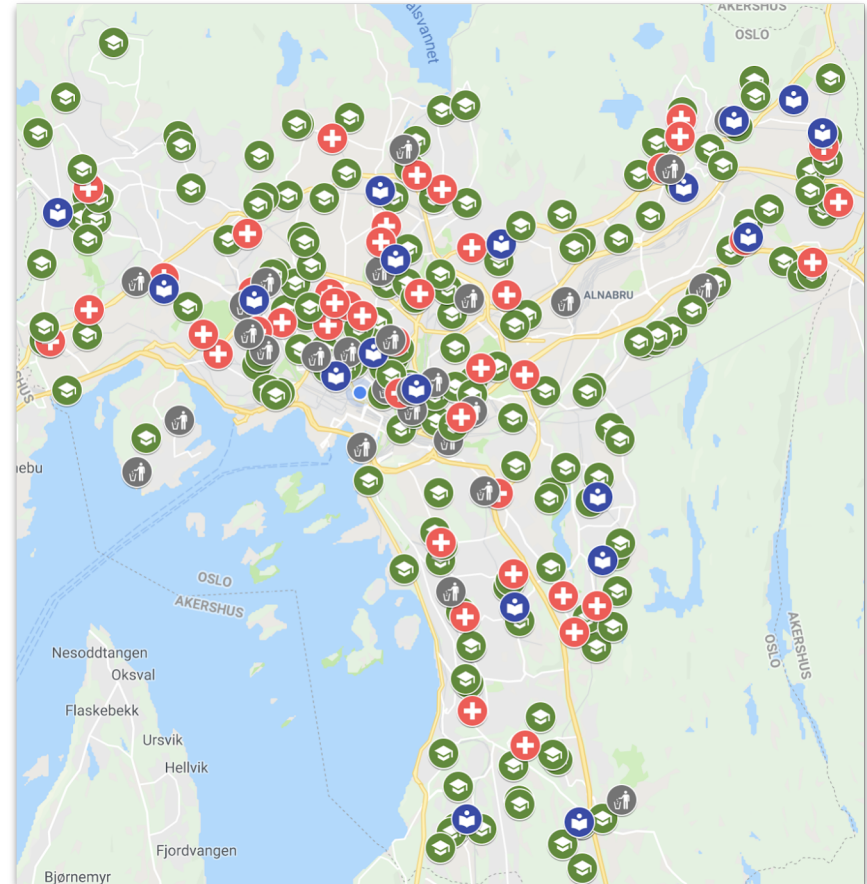
Employers need



- information about the tenant / activity as a basis for decision-making
- efficient processing of both individual loans and semester loans
- mediation of contract
- disseminate information⁵⁹ on fire safety
- reporting of loans in connection with the repayment scheme

Great potential

188	schools
49	nursing Homes
22	libraries
82	churches
731	nurseries
25	function rooms
61	leisure clubs
16	community centers
33	volunteer centers
....	





Mini-recycling stations are being prepared for longer opening hours (corona closed)

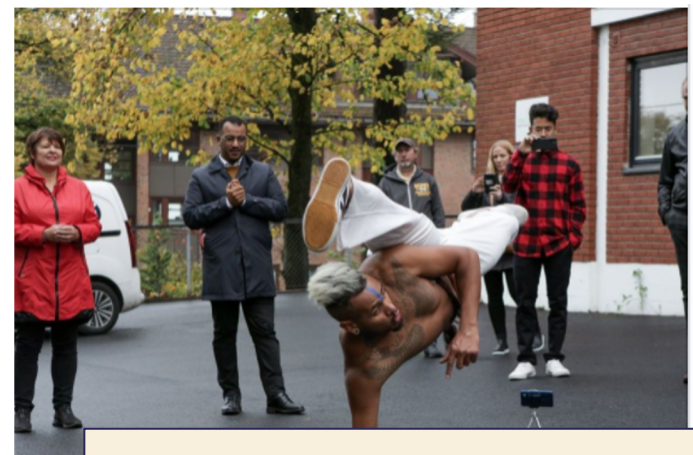


All more open libraries support the Oslo Key (corona closed)

Other current services:

- lending Centers (BUA)
- electric cargo bikes
- assistive technology
- wellness centers
- other population services in the districts

District premises as enthusiastic drivers for a digital solution for lending



– We can call ourselves a «fully digital» local environment house!

Louise Larsen Dahl (Rachel Grepp, Nordre Aker)

The schools express a clear desire for a simpler solution for lending out their premises

95% of the schools are lending out their premises



The majority today use a book or binder to register loans



More than half believe that security training through e-learning will improve security when lending



64% spends time managing loans throughout the year



7 out of 10 schools answer that they are positive (or neutral) to a new digital booking system



Technical challenges VS organizational challenges

*mandate
ownership
costs
anchoring and motivation
guidelines
sponsors and promoters
political support
cooperation*

AGENDA

1

Municipality of Oslo

2

Agile development in line with the bureaucracy

3

Selected initiatives (if time)

4

Innovation in Aftenposten/FINN.no, Telia and the municipality of Oslo



Oslo

3 variations of innovation

FINN.no

Established as its own
company in competition
with its owners

Telia Next

Department to innovate
new business models

Municipality of Oslo

Department of
digitalization as a fuel
for service development



MARKET

1996-1997: Monopoly

1997-98: First movers took position

1999-2000: Competitors grew in numbers, strength and ambition

Jobs

Aftenposten

Jobline

jobshop

jobbguiden.no

StepStone

jobpilot

monster.no

TOP JOBS ON THE NET
www.monster.no

Cars

Aftenposten

AUTO DB.NO

bilguiden

kupp.no

2

BilNorge

Real Estate

Aftenposten

EIENDOMSNETT
www.eiendomsnett.no

tinde
tinde.no



1996 – 1999 => Total failure



vis@visen



[Gi oss gjerne tilbakemelding på tjenesten her](#)



New FINN – new strategy



Introduced 1999



The publishers multimedia classifieds offering - “one stop shop”

Local – regional and national. **Separate print and digital. New strategy...**

Discussion and Q&A





Oslo

Thank you!

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Oslo Origo

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