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Action Plan for the Municipality of Genoa, PURE COSMOS Project Partner 1





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Part I – General information

1 General information

Project: PURE COSMOS

Partner organisation: Municipality of Genoa

Country: Italy

NUTS2 region: ITC3 Liguria

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Part II – Policy context

2 Policy context

- The Action Plan aims to impact:
- Investment for Growth and Jobs programme
 - European Territorial Cooperation programme
 - Other regional development policy instrument

Name of the policy instrument addressed:

OPERDF 20142020 Liguria Region. Priority Axis 3: “Competitiveness of SMEs”, TO 3 “Enhancing the competitiveness of small and medium sized enterprises c) supporting the establishment and expansion of SMEs capacity for the development of advanced products and services”.

(NOP Governance and Institutional Capacity ESF-ERDF 2014-2020)

The measures are intended to innovate the methods, models, procedures and manner in which the services, solutions and tools are offered, for a more efficient and effective Public Administration, closer to the territories, citizens and businesses.

The objective of the Programme is the strengthening of the administrative capacity, and It will be developed through this project into three strands:

- the re-engineering of the authorization processes and the identification of a technological solution to support the optimization of these processes (citizen and SMEs focused services);
- change management support (with ESF Complementarity, within 10%);
- the standardization of administrative practices to respond more effectively to regulatory changes.

This actions will be supported by NOP Governance and Institutional Capacity ESF-ERDF 2014-2020 and

this project will be improved through projects already presented by the Municipality of Genoa (pp 4-5).

Part III – Introduction

3.1 General background

The purpose of this regional action plan is to support the development of an ongoing course of modernization in which the main policy instrument addressed intersect with other objectives that are set out at regional, national and EU levels. By capitalizing on previous experience in innovating procedures and services to business and citizens, the Municipality aims at exploiting the potential of **digitization** and **strengthening of administrative capacity** in order to:

- ✓ update and improve the way the public authority delivers services
- ✓ redesign and integrate internal processes
- ✓ facilitate the way the public interacts with the local authority
- ✓ simplify procedures and cut “red tape”, thus freeing entrepreneurial energies and favouring competitiveness of SMEs
- ✓ ensure that digital development within the framework of public-private interaction drives economic and technological transformation for citizens and business in the area of Genoa and, in turn, makes further courageous innovation and reform possible

Currently the national strategy on the **Digital Agenda** for 2014-2020 means that central and local governments are involved in achieving the above goals.

Furthermore, with specific reference to the last point, digitization of public administration is conceived as a great lever, which is used for the digital development of citizens’ individual skills and for the digital transformation of business. Instead of merely digitizing existing processes the public sector strategy puts end users at the centre of transformation. Although a great aim in itself, with regard to the greater design the digitization of Public Administration can be considered a means rather than an end.

Within this strategy, the development of the so-called *enabling platforms* are of great importance for our Municipality.

The “Italia Login” project, conceived by the Presidency of the Council of Ministers and managed by AgID, the Agency for the Digitization of Italy, is funded by PON Governance, the National Operational Programme Governance and Institutional Capacity 2014-2020 co-financed by ESF and ERDF and national resources. This national project, also referred to as “The Citizens’ House”, seeks to offer citizens and businesses a single, integrated, user-centred interface for accessing all Public Administration services. It is presented as a change of paradigm in the relationship between Public Administration and citizens. The aim is to make public services for citizens more accessible in the simplest way, especially through mobile devices (“mobile first” approach), with architectures that are secure, scalable, highly reliable and based on clearly defined applicative interfaces; to support decision-making and base it on data through the adoption of modern technologies of analysis and synthesis of large scale information, such as Big Data and Machine Learning. This can be done through the creation of enabling platforms, new methods of execution and development of services, improvement of internal processes so as to make bureaucracy almost invisible through an adequate degree of interoperability of databases, infrastructures and IT systems of Public Administration.

Italia Login can be seen as a *immaterial place* where public administration can modulate and develop new services which are created and amplified by the work of many, including citizens who are passionate about design and coding.

In the context of Italia Login, specific enabling platforms are particularly relevant for municipalities who are required to adopt them as an infrastructural frame for the delivery of services to citizens and business and “fill” the platforms with contents and data:

1. Public service of digital identity (SPID), through which all citizens and businesses will have single, secure and identified access to services with externalized recognition;
2. Unified resident population registry (ANPR), which will progressively substitute municipal registries and registry of Italians residents abroad with a single, centralized, interoperable and secure database;
3. System of e-payment towards all Public Administration (pagoPA) which will allow citizens and businesses to make electronic payments by choosing freely among various forms (bank account debit, credit card, payment service providers, etc.) and channel (online, ATM, mobile, etc.);
4. Adoption of Guidelines for the creation of services for citizens and business: clear and shared principles for the creation of websites and standard guidelines for the interoperability of services;
5. Notifications and documents: proactive services with real time information for citizens and business

The e-payment system pagoPA, as one of the enabling platforms included in the digitization design of the Country promoted by Agid (along with the above mentioned ANPR unified population registry, Spid digital identity, e-invoicing, open data, Digital School, Digital Health, Digital Justice, etc.), is one of the aspects of the digitization strategy in which the Municipality of Genoa has been particularly involved.

With regard to the pagoPA payment system, the Municipality had already developed its own platform named **MIP (electronic payment collection tool)**. The programme started in 2016 with the aim to make the collection of payment in a completely electronic way. Genoa’s previous experience with MIP permitted a non-invasive integration with the national hub PagoPA. The good practice of the Municipality of Genoa therefore was born before the norm, from a concrete and real need to computerize the cycle of payment collection of the Municipality. Later, the Italian Digital Agenda, introduced the code for Digital Administration that naturally came from the European digital agenda with the obligation for the entire Public Administration to collect all its revenues from citizens and businesses through a ministerial platform pagoPa.

We had already worked to promote an improvement in the managerial capacity of cash flows in order to offer more payment methods through different payment service providers and to obtain a correct reconciliation of the information flows with the actual revenues on the Treasury account. Using our technology, and the appropriate adjustments, we could connect our MIP platform to pagoPa directly without the need to seek technology partners. It was necessary to review and modify the management software of the organization so that “after the process” it would generate an output that would populate the platforms with the information of our credits. We have also created, on our platform, a service for both municipal operators and citizens/businesses to manage the revenue not related to software procedures.

The Municipality of Genoa has approached the pagoPA system by developing its own design and by involving all the appropriate departments with the necessary training of front and back office staff, by informing and communicating with citizens and companies in order to promote the use of new tools, highlighting the benefits associated with their use.

3.2 The Action Plan

The natural and logical evolution of the pagoPa system and MIP integration at municipal level is to **create a connection with all services to citizens and business**, also in the perspective of a “citizen’s/enterprise’s folder”, a sort of account where individuals and business can log in anytime and know their respective credit/debit position in relation to public administration.

The Municipality has capitalized on the work done so far on MIP/pagoPA in the past three years through examination of good practices presented by PURE COSMOS Partners and outcomes (experts’ comments, suggestions etc.) of peer reviews, study visits and import workshop.

In particular, in the course of our Import Workshop held in Genoa on 3 July 2018, experts from Partner organizations, Government of Catalonia, Birmingham City Council and Development Bank of Saxony-Anhalt, gave essential and illuminating contributions through their respective presentations on:

- One Stop Shop model - covering all the procedures and services to support business lifecycle and unified services encompassing public administration
- Digital by default model – the use of digital planning tools by public authorities (e.g. 3D modelling & data driven tools) to enable greater interaction of SMEs and citizens in design and build of new planning developments, boosting business supply chain growth opportunities and better insights and transparency of city developments
- Models for SME funding in a regional development bank – to conduct activities for establishing, granting and managing funding schemes for SMEs and to offer financial products and services in different fields of funding of economic development.

With specific reference to the drafting of a path of ongoing innovation for the Municipality, addressing the question of how to approach integration of services and relative technological tools, discussion on the following themes was particularly important:

- How to stimulate and support SMEs in taking advantage of digitization and using the platforms that are made available for them?
- OSS: how to standardize modules and procedures?
- Digital Agenda – dynamic changes within Public Administration: how to adapt to regulatory and organizational changes?

The outline of the present action plan was drafted in the course of 2018 and it consequently had to be financed. Resources were found within the above mentioned PON Governance programme - Governance and Institutional Capacity 2014-2020.

The Municipality of Genoa presented a project whose object is “Actions for strengthening the administrative capacity of the Municipality of Genoa”:

Axis 3 - Strengthening multilevel governance in public investment programmes –

Action 3.1.1 – realization of horizontal actions for public administration functional to greater effectiveness and efficiency of decision making in multilevel governance of public investment programmes, and to the strengthening of supply chain of technical cooperation starting from Plans of administrative strengthening”.

The Action Plan, which can be described as project of further development by the Municipality of Genoa, focuses on **two main lines of action**.

The **first line** of intervention concerns the Analysis of authorization processes and integration of services.

This analysis consists of a thorough survey of work processes which must then lead to a positive re-engineering of those processes. The definition of a new organizational arrangement is therefore the product of a previous study of reconnaissance on the entirety of activities carried out by the Municipality. By identifying structural flaws this type of examination leads to the formulation of technological tools which support optimization of authorization processes.

The identification of structural weaknesses must follow the formulation of technological tools to support optimization of authorization processes currently not connected to each other

The **second line** of intervention consists of two sub-activities:

- Corporate counseling
- Strengthening of administrative capacity

One sub-activity is centred on actions of organizational support, through corporate counseling. Corporate counseling is a way to promote, assist and support change. This practice is proved to be effective to the extent in which it favours personal wellbeing as it moves in the direction of the enhancement of individual abilities and channels energies and motivation towards developments and outcomes that are consistent with corporate objectives, also from the point of view of concrete organizational processes. The action of corporate counseling is therefore an innovative step in strengthening administrative capacity because it intervenes, both on the purely organizational side, through a process of redevelopment of resources, and on the individual side because it allows to mitigate personal resistances with respect to the processes of change.

The second sub-activity is aimed at the strengthening of administrative capacity with a view to improving sectorial performance. In order to be exercised effectively and efficiently, governance requires a constant adaptation and adjustment to regulatory changes. The Municipality of Genoa has indeed identified weaknesses in this respect, which were also subject of discussion within the PURE COSMOS interregional exchange of experiences. The strengthening of administrative capacity can take the form of:

- a process of standardization of administrative practices in order to constantly and responsively adjust to regulatory changes
- the process of accompanying the structures that operate in sectors that present new and increasing operational complexity (for example: procurement code, accounting processes adhering to the principles and modalities contained in the digital agenda, such as PagoPa)

The above lines of intervention are formulated in Part IV as **three actions**.

The lines of intervention of the Action Plan with particular reference to the comparison with the Catalan OSS model of development.

	Catalonia One Stop Shop (OSS)	Genoa One Stop Shop (OSS) before PURE COSMOS	Genoa One Stop Shop (OSS) after PURE COSMOS
	Canal Empresa website	Impresa in un giorno (Enterprise in one day) website	Impresa in un giorno (Enterprise in one day) website
First line of intervention	<ul style="list-style-type: none"> Huge transformation of the legal framework, A wide technological change The guarantee of electronic communication in all the steps of the procedure 	<ul style="list-style-type: none"> Huge transformation of the legal framework Linked to Technological national platform Impresa in un giorno (Enterprise in one day) Genoa's SUAP (OSS for Productive Activities) already interacts with the national system "Impresa in un giorno". 	<ul style="list-style-type: none"> The first line of intervention concerns the Analysis of authorization processes and integration of services (Action 1) through the set up of a transversal platform which connects SUAP and other Municipality services (e-payment platform, e-protocol, geoportal and toponymy database, etc.) directly to "Impresa" in one day The guarantee of electronic communication in all the steps of the procedure
Second line of intervention	<ul style="list-style-type: none"> Internal cultural change within the organization 	The Municipality of Genoa like many local authorities is undergoing a process of systemic development: increase of competences and technological changes that determine the urgency to redesign processes and work on the organizational structure	The second line of intervention works on the organizational dimension and consists of two sub-activities: <ul style="list-style-type: none"> Corporate counseling (Action 2) Strengthening of administrative capacity (Action 3)

Part IV – details of the actions envisaged

4.1 ACTION 1 Analysis of authorization processes, organizational and IT re-engineering of processes and implementation of a centralized information system

The background

One of the more positive experiences within the PURE COSMOS interregional learning process was the knowledge acquired of the One Stop Shop developed by the Government of Catalonia, Good Practice n. 25 of the PURE COSMOS Good Practice Register.

The Municipality of Genoa together with its stakeholders has taken part in two study visits to Barcelona (November 2017 and March 2018). These learning experiences gave better understanding of policy issues related to SMEs through a comparison between the situation in Catalonia and the one in Genoa. They also provided awareness of the various strategies that the Catalan government has so far adopted in order to make all the administrative procedures easier for enterprises throughout their complete life cycle.

On a more inspirational note, these visits made vivid the idea that the administrative activity of a local authority cannot be self-referential as an airtight compartment but must be implemented by a wide crosscutting involvement of different public authorities. Indeed, administrative simplification and improvement of internal procedures favours not only a better management of activity but also the sharing of good practices among public authorities, in a collaborative approach to supplying public services in which citizens and enterprises are an integral part of the process. Among other concept which should anchor administrative innovation are the following:

- reducing administrative burdens is essential to improving the competitiveness of SMEs
- it is necessary to digitize procedures for SMEs in order to reduce costs, make procedures simpler, faster and more transparent

The electronic channel must be the default communication channel between entrepreneurs and administration.

In addition, using digital information makes the e-communication between all competent organisms possible and allows performing the actions required: check documentation, registration, ex post control and so on.

So, if we have digital communication with enterprises and e-communication between Local and Regional Administration, we can guarantee an electronic communication in all the steps of the procedure.

OSS project is perfectly transferable to other European states or regions as they share the same model of intervention in economic activity:

- different levels of government
- similar legal framework
- Administrative difficulties that companies have to open a business are shared in most other countries

Action

The analysis of authorization processes that are integral part of municipal activities will be done by taking into account the new needs of the Municipality. It will be followed by a process of re-engineering of activities.

The identification of structural flaws will be followed by the formulation of technological tools which can support the optimization of authorization processes.

This action of re-engineering finds application in the implementation of a centralized information system, or



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at least integrated, which allows to integrate services that, to date, are fragmented (for example: SUAP – One-Stop Shop for productive activities, SUE - One-Stop Shop for Construction Industry and SUI - One-Stop Shop for Enterprises) within one single system for the provision of services to the citizen.

This action proposed by the Municipality works as a synergy and is aimed at strengthening administrative capacity and multilevel governance both in terms of interdepartmental and interdepartmental efficiency and in terms of supply of services to citizens and enterprises. Actions have therefore a dual mandate: horizontal, for uniformity of management within the organization; vertical, to approach the citizens.

The main municipalities in Italy are required not only to carry out increasing tasks and embrace new competences but also to implement greater cooperation with other levels of government and other institutions and public authorities present in the territorial area (Metropolitan City, Region, Chamber of Commerce, law and order institutions, health and safety institution, etc.). The municipal administrative action must be implemented through a wide crosscutting involvement of different public authorities. The simplification and improvement of internal processes would not only favour a better management of those processes but also contribute to strengthening interaction among public authorities with the view of putting citizen and business at the centre of an innovative way of supplying services and catering for needs.

This action will be carried out through 3 lines of interventions.

1) Analysis of authorization processes that managed by the Municipality with a particular focus on:

SUAP – One-Stop Shop for Productive Activities

SUE - One-Stop Shop for Construction Industry

SUI - One-Stop Shop for Enterprises

The above however are not exhaustive of the complete range of authorization activities that have to be looked into. What will have to be verified are possible analogies of flows and/or procedures which may be integrated by a wider reorganization of processes.

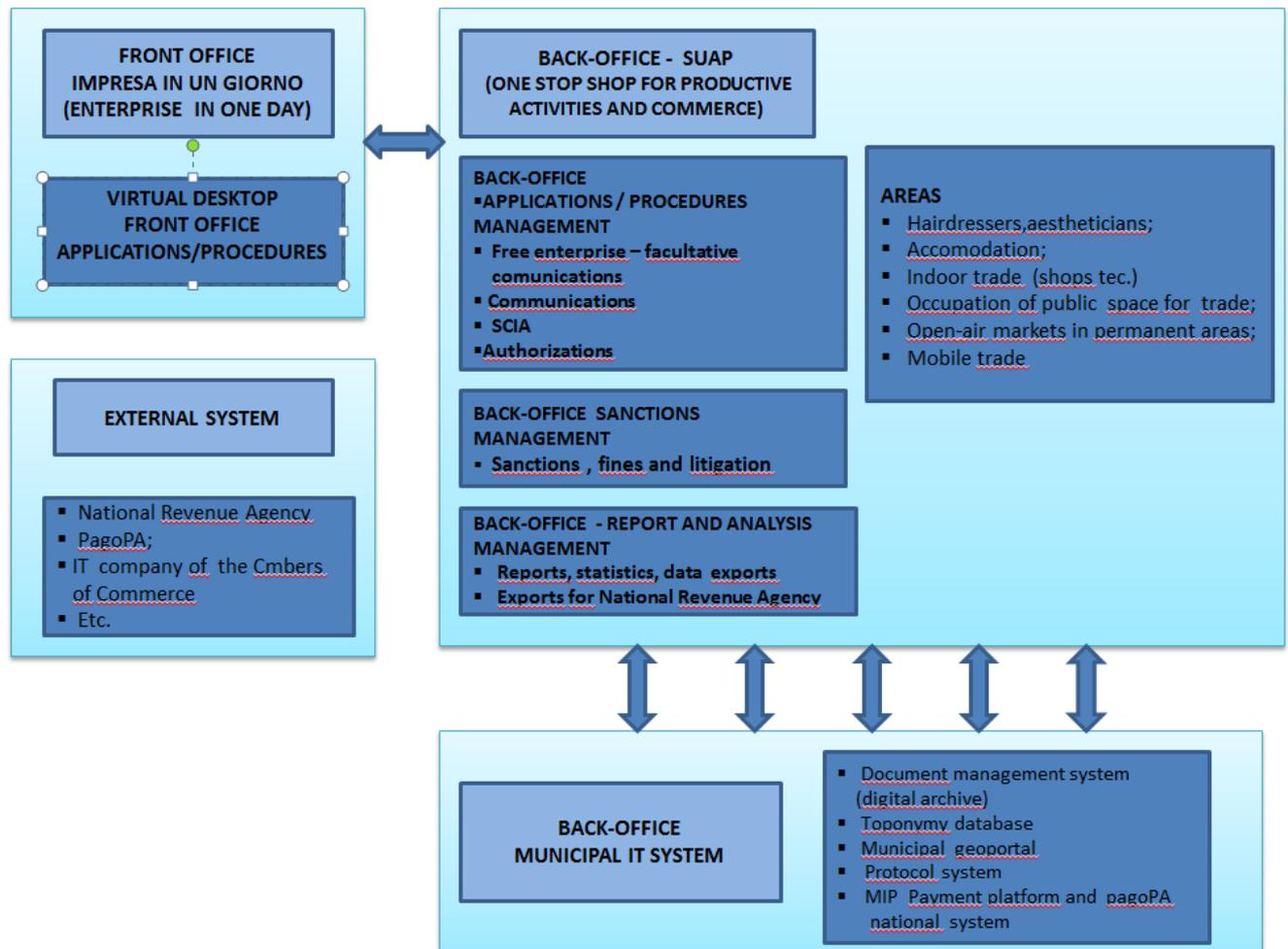
This analysis should make potential problems emerge and define possible solutions with reference to a new organizational arrangement.

2) Design of a programme of re-engineering of processes with organizational and IT aspects.

Specifically, from an organizational point of view, the question to be answered is: is it useful to make one single multifunctional organizational unit responsible for the management of authorization processes which sometimes are of very different nature? Alternatively, at what point of a general authorization procedure will the offices need to exercise specialized expertise?

3) Reconnaissance of IT tools presently available for the Municipality and an analysis in terms of interoperability and simplification with a view to delivering services to citizens and business.

IT solutions will have to comply with characteristics of parametricity and flexibility so as to adapt dynamically to organizational configurations identified and chosen, allowing for future developments, predicting and neutralizing main risk factors involved in execution of these interventions.



Players involved

On one hand, this activity involves primarily the macrostructure of the Municipality; on the other, reorganization and simplification of processes is targeted on greater efficiency in the delivery of services to citizens and business.

Internally, the first departments which will be involved in the process of re-engineering are the Department for Private Sector Construction, the Department for Productive Activities and the Department for Environment. However, the universe of authorization processes potentially concerned by this action of rationalization refers also to areas of competence that are managed by the Department for Tax and Revenue, the Department for Municipal Police, the Department for Governance and Security of Territory and Administrative Subdivisions.

As far as the external players are concerned, along with the general end user (i.e. the citizen) who applies for authorization procedures of minor entity (for example, driveway access permit), the main target group includes:

- professionals who are registered in Professional Orders (engineers, architects, surveyors, etc.) and manage applications, projects, dossiers for the private building sector



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- commercial enterprises (or professional who represent them) who manage applications etc. in the field of productive activities

On a more general perspective the potential actors involved are:

1. Territorial Cohesion Agency – Managing Authority
2. Liguria Digitale - develops the digital strategy of Liguria Region and the associated bodies for the citizens, businesses, tourists and the Ligurian public administration.
3. Chamber of Commerce - autonomous body that performs functions of general interest for the business and consumer system and promotes the development of the provincial economy.
4. Banks – providing new methods of payment for citizens
5. Providers of electronic payment services - providing new methods of payment for citizens
6. Post Office – it is a company that deals with the management of the postal service in Italy. It is also active in the financial sector.
7. Regional Stakeholder Group – made up of various representatives from public, private sector organisations that represent the decision makers for the region.
8. Softwarehouse
9. Staff of the Municipality

Time frame

2018 – 2020

Costs

€ 280.000,00

Funding sources

ESF and ERDF Pon Governance € 600.000,00 (including € 185.000,00 reimbursement for Staff costs)

The action has been approved by a Municipality Executive Body Resolution (Delibera di Giunta Comunale no. 200 dated 19.06.2018).

4.2 ACTION 2 Corporate coaching

The background

The peer review organized by the Municipality of Genoa on 29 and 30 March 2017 brought together experts from Hungary, Germany and Spain along with selected representatives of regional stakeholders: software houses, payment service providers, technical companies which deal with regional development of energy and infrastructures, trade associations, concerned Departments of the Municipality. The peer review is an interregional learning methodology chosen by the project through which external experts, typically chosen among those proposed by other Project Partners, are invited by the host Partner to observe and evaluate the local situation and the challenges faced and suggest possible ways to tackle and improve them.

After an introduction on the local economy and a presentation of the questionnaire findings, local experts and stakeholders discussed the digitization of public administration in Italy and the Liguria region.

The focal issue of the peer review concerned to pagoPA payment hub. The Municipality of Genoa was interested to discuss and receive evaluation on a range of issues related to a more efficient implementation of the payment system: the dissemination of knowledge; the stimulation and strengthening of digital skills among citizens, SMEs and the public sector; the involvement of providers of payment services.

Among the questions asked were:

- How to spread the message; what kind of channels / methods should be used to disseminate knowledge effectively among SMEs and citizens?
- Is it necessary to reorganize the administrative structure in order to spread awareness and knowledge (administrative solutions, hardware and/or software tools)?
- What digital strategies should be adopted in order to make the pagoPA System work properly among business actors and citizens involved (e.g. payers with low digital skills: senior craftsmen, senior citizens)?
- What digital strategies should be adopted in order to make the pagoPA System work properly among public actors involved (e.g. public employees)?
- How to stimulate and encourage an effective communication between Public Administration and SMEs and citizens?
- What strategies should be adopted in order to involve local providers of payment services?

The experts produced a final report which outlined the main problems: the absence of appropriate skills prevalent at all levels, even on PSP; the lack of adherence to the platform by prominent local PSP; the uncertainty about the applied commission costs, especially at the counter; stakeholders "elders" (Genoa is the city that one of the highest proportion of elder citizens in Europe).

They then pointed out what needs to be improved: disseminate knowledge of pagoPA System; stimulate digital skills of business actors and citizens; improve digital skills of public employees; improve communication ability of public employees who work at the front office; involve local providers of payment services.

The suggestions provided by the experts were: communication; motivation; abolish commission; save banking, credit card information and other preferences; online short tutorial with real steps/videos; 1 page leaflet; regular trainings for the staff in fixed dates for the future (6-12M forward); collecting feedback from the staff for the next trainings; motivating the staff through incentives (assessment); task force of young people to motivate older Staff.

The suggestions that were offered by the experts such as training on the job, collection of feedback from Staff, task force of younger members of Staff for motivation purposes have inspired this Action and partially Action 3 (see following pages).

Action

This action is centred on activities of organizational support, through corporate counseling. Corporate counseling is a way to promote, assist and support change. This practice is proved to be effective to the extent in which it favours personal wellbeing as it moves in the direction of the enhancement of individual abilities and channels energies and motivation towards developments and outcomes that are consistent with corporate objectives, also from the point of view of concrete organizational processes.

The action of corporate counseling is therefore an innovative step in strengthening administrative capacity because it intervenes, both on the purely organizational side, through a process of redevelopment of resources, both on that personal because it allows to mitigate the individual resistances with respect to the processes of change. This action of organizational support therefore aims at achieving organizational change and innovation through individual empowerment.

The target group of this action is made up of Staff of the Municipality of Genoa, with a view to improving performances. Corporate coaching is addressed primarily to senior positions and if deemed necessary it will be extended to administrative officers. This line of activity is functional and closely linked to more general actions of administrative strengthening as any more precise and focused interventions made on administrative capacity would be spurious without previous actions on organizational change.

The Activity and the implementation methods

Corporate counseling is an operational proposal within an organization in order to promote the well-being of employees by enhancing the potential of the individual on the one hand and promoting organizational change and growth on the other. Above all this process aimed at the dismantling of organizational and managerial obsolete theories in the workplace. The ongoing change within the organization requires an accompanying process respectful of the organizational changes. Therefore, change management training is directed to the staff of the Municipality of Genoa with regards to managerial soft skills (leadership, team building, problem solving, conflict management). Another objective of the intervention is the spreading of managerial attitude and the orientation towards results, consistent with the vision and the strategic objectives of the new Administration.

The coaching activity was carried out from March 2019 to June 2019 through scheduled meetings in teams and individuals.

Team Coaching has developed into four meetings focused on the following topics: focusing, networking, leading and managing.

The individual program, also divided into four meetings, dealt with the themes of: self-awareness, the focus on micro-objectives, the exploration of alternative behavioral strategies in the achievement of pre-established micro and macro-objectives.

Players involved

1. Provider of corporate coaching services
2. Managers, senior administrative officers, officers of the Municipality of Genoa

Time frame
2018 – 2020



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Costs

€ 60.000,00

Funding sources

ESF and ERDF Pon Governance € 600.000,00 (including € 185.000,00 reimbursement for Staff costs)

The action has been approved by a Municipality Executive Body Resolution (Delibera di Giunta Comunale no. 200 dated 19.06.2018).

4.3 ACTION 3 Standardization of administrative practice and procedures

The background

The peer review organized by the Municipality of Genoa on 29 and 30 March 2017 have partially inspired this Action as well as Action 2 (see previous pages). The experiences that were taken as an example were not always fully replicable; for example the suggestion of "bonus" salary increases for the most motivated employees oriented towards change cannot be applied. This action focuses not only on Staff but also on the creation of audit trails and standardized modules and forms, with reference to the knowledge gained in the course of interregional learning, especially good practices from Catalonia (good practice no. 24 of PURE COSMOS Good Practice Register, "The Community of Practices Programme"; good practice 25 of PURE COSMOS Good Practice Register, "One stop shop");

Action

This line of intervention is aimed at strengthening administrative capacity with a view to improving sectorial performance. In order to be exercised effectively and efficiently, governance requires a constant adaptation and adjustment to regulatory changes. The Municipality of Genoa has indeed identified weaknesses in this respect, which were also subject of discussion within the PURE COSMOS exchange of experience. The strengthening of administrative capacity takes the form of:

- a) a process of standardization of administrative practices in order to constantly and responsively adjust to regulatory changes
- b) the process of accompanying the structures that operate in sectors that present new and increasing operational complexity (for example: procurement code, accounting processes adhering to the principles and modalities contained in the digital agenda, such as pagoPa)

a) Standardization of administrative procedures must also adjust to changes in the regulatory framework. To this end one line of intervention entails the creation of audit trails and standardized forms and modules with particular reference to certain areas such as tenders and contracts (and the provisions of legislative decree no. 50/2016 and subsequent modifications) so as to provide Departments of the Municipality with ad hoc modules for each procedure that stems from the code for tenders and contracts. It is an action which aims directly at simplifying and reducing procedures for enterprises.

b) The changes that are taking place in public Administration imply a rethinking of the way the municipal "machine" works. A dynamic change is therefore necessary. Staff, administrative officers in particular, at the Municipality must adapt to new processes and acquire qualities that were not as essential years ago: flexibility, ability to manage new challenges, continuous ICT, law and accounting updating. This is even more so given the average age of the Municipal worker which is currently 54. This leads to the need to put in place a process of tutoring for the Units that are characterized by new and increasing complexity in their functioning (for example, code for tenders and contracts, accounting procedures in accordance both to harmonization principles and to digital agenda and pagoPA). The activities such as on the job training, tutoring/assistance, call desk will contribute to the execution of the action of rationalization and re-engineering of processes with the objective of improving organizational efficiency and management of Human Resources. These activities therefore target those departments that are functional to the strengthening of administrative capacity.

Local authorities are undergoing a process of systemic development, both in terms of increase of competences (also owing to greater integration with national and EU policies) and in terms of technological changes that determine the urgency to rationalize processes.

Plans of administrative strengthening move from these considerations and address objectives of coordination, simplification, improvement of sectorial individual skills.

Good practices inspired by the Catalan model and their standardization:

As already mentioned, the good practice inspired by the Catalan model is the "one-stop-shop", which was taken into consideration in the Intervention Line 1 dedicated to the analysis and re-engineering of the authorization processes.

In order to implement this practice in the pre-existing system, the company "Pricewaterhouse Coopers Advisory SpA" carried out an analysis aimed at the definition of the necessity of a new back-office system for the Single Desk of Production Activities and related professional services of the Municipality of Genoa.

The new back-office system must provide IT tools capable of incorporating requests, notifications and communications submitted by users outside the Administration from the front-office system. In addition, it will have to automate the activities related to the management of processes within the Administration, with particular regard to the documentary assets generated and managed by the individual processes, such as economic development procedures, up to their conclusion.

This requirement will be detailed, specifying the needs and constraints (organizational and economic) that condition the choices to identify an adequate solution to the needs of the Administration.

Previously, the Administration has equipped itself with the "Impresainungiorno" platform provided by "Infocamere" for the receipt of telematic requests.

The platform guarantees the online exchange of information, providing the applicant with the updated forms in relation to the regional and national regulatory references and filing the "file" in his document management system, guaranteeing the legal validity of the IT documents over time (with replacement storage of the instances).

For this reason, inspired by the Catalan model, the Municipality of Genoa plans to implement the redesign of the services in order to have a simplification and digitalisation system in place to monitor the progress of economic development practices and procedures, guaranteeing benefits both inside and outside the Public Administration, in particular:

- Uniformity of internal procedures, improving the effectiveness and efficiency of administrative procedures;
- The inclusion of measures to verify the timing and quality of service delivery;
- The construction of computer databases that allow a rapid identification of the requests;
- The elimination of the receipt and production of paper documents related to economic development practices;
- The digitalisation of processes to guarantee the reduction of time and simplification of the service.

The Administration aims to receive requests, reports and communications from private individuals/companies only in digital format for the purpose of optimizing processes and improving the efficiency and preservation of practices and monitoring, timing and the effectiveness of the administration's action.

The digitalisation project is therefore aimed at implementing first of all the efficiency in the management of the procedures by revising and simplifying the current operating methods.

The digitalisation of economic development practices has also the objective of dematerializing documents both within the structure and coming from external users and improving the relationship between citizens, businesses and administration.

Players involved

1.Regional Stakeholder Group – made up of various representatives from public, private sector



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organisations that represent the decision makers for the region.

2. Departments of the Municipality of Genoa (the Mayor and the Municipality Executive Body)
3. Staff training institutions

Time frame
2018 – 2020

Costs
€ 75.000,00

Funding sources
ESF and ERDF Pon Governance € 600.000,00 (including € 185.000,00 reimbursement for Staff costs)
The action has been approved by a Municipality Executive Body Resolution (Delibera di Giunta Comunale no. 200 dated 19.06.2018).

Policy endorsement

This action plan is endorsed by the relevant policy responsible body – The Mayor and the Municipality Executive Body – through the official and public approval “Delibera di Giunta Comunale no. 200” dated 19.06.2018. Through this document the action plan was signed and the lines of action will be implemented and supported also by the staff of the Municipality.

Part V – Monitoring process

The performance indicator that was defined to match the policy instrument indicated in Part I of this document is the following:

“Improved service delivery to SMEs benefiting from the instrument by 2020”

RESULT INDICATORS FOR ACTION PLAN

	Action 1	Action 2	Action 3
Expected result	Definition of new organizational arrangement with relative technological tools	Organizational changes for senior positions in the Administration	Simplification of administrative processes
Indicator	Processi organizzativi modificati	Organizational function modified	Quota of audit trails and standardized modules
Unit of measurement	Number	Number	Percentage
Target	1	1	70%

In order to monitor the realization of the actions envisaged by the action plan the following operative indicators will be used. The targets will be monitored at the end of phase 2 with periodical checks on the state of play in the course of phase 2.

CODE	OUTPUT	INDICATOR	UNIT OF MEASUREMENT	TARGET
1.1	IT systems & software applications (release of applications, additional functions, etc.)	Release of additional functions	number	1
1.2	Technical documents (reports, infographics, etc.)	Reports	number	2

2.1	Tutoring/assistance (on the spot tutoring, technical support, etc.)	Days devoted to counselling/assistance	number	30
3.1	Technical documents (reports, infographics, etc.)	Audit trails & standardized modules	number	5
	Technical meetings/briefings (committees, roundtables, etc.)	Coordinating meetings of involved departments and players	number	3

The monitoring of the indicators is executed through the following:

<p>PROCESSES ANALYSIS BEFORE PURE COSMOS</p> <p>AN EXTERNAL COMPANY HAS BEEN CHARGED WITH THE TASK OF ANALYZING PROCESSES BEFORE BEGINNING OF PHASE 2</p>	<p>PROCESSES ANALYSIS AFTER PURE COSMOS</p> <p>AN EXTERNAL COMPANY WILL ANALYZE PROCESSES AT THE END OF PHASE 2</p>
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COMUNE DI GENOVA



Alderman Endorsement Statement

Dott. Paolo Piciocchi

The participation of the Municipality of Genoa in the project "Pure Cosmos (Public authorities Enhancing the Competitiveness of SMEs)" as Lead Partner represents a unique experience that aims at acquiring new knowledge and skills that will have a significant impact in strengthening the administrative capacity of the Institution.

Also thanks to the contribution of the Partners' experiences during several meetings and Study Visits, the Administration was able to translate its growth objectives into concrete actions aimed at exploiting the potential of digitization and strengthening of administrative capacity. Through the analysis and re-engineering of the authorization processes for SMEs and the identification of technological solutions to support the optimization of these processes (citizen focused services in particular), as well as through the support for change management and standardization administrative practices, this project will help the Municipality in responding more effectively to regulatory changes.

The Action Plan related is the result of working on a common ground and the sharing of different experiences represents an important tool for the growth of the small and medium enterprises fastened procedure and for the facilitation of the interactions between the public and the local authority.

From the Administration there is full support and commitment for the implementation of the Action Plan.

Genoa, 25 June 2019

Assessore al Bilancio e al Patrimonio

Dott. Pietro Piciocchi

GENOVA
MORE THAN THIS

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