L'estratègia de transformació digital



de l'Ajuntament de Sant Feliu de Llobregat

The digital transformation strategy of the city council of Sant Feliu de Llobregat



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How Digitalization is Changing our World...









FINANZAS

colectivas o participativas

PRODUCCIÓN makers, fab labs, diseño abierto

CONOCIMIENTO P2P learning, conocimiento abierto

GOBERNANZA organizaciones abiertas y horizontales

TRANSACCIONES monedas y bancos del tiempo



























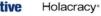




















Towards digital society

The progressive incorporation of the new digital technologies supposes important changes and impacts in different key aspects of the society, that demonstrate an evolution of the same



Trends and factors of change relevant to Spain (Source: 50 strategies for 2050. Work and the digital revolution in Spain)



Social

- Aged societies
- Increase in young people in countries outside of Europe
- Increase in the equality of women and men
- Megacities and more urbanized areas
- Changes in the family structure
- Growing inequality (rich-poor)
- Inequality in access to education and health
- Changes in the media
- Increase in the consumer class and its concerns about ethical issues and privace



Technological

- Cloud technology
- Progress in programming and big data
- Internet of Things (IoT
- Robotics, Artificial
 Intelligence and
 autonomous learnin
- Advanced manufacturing 3D printing and new materials
- Social networks, mobile technology, online misinformation



Economic

- Crowdsourcing, shared economy and peer-to-peer
- Transition to a circular economy
- Changes in the labor market
- Slow down economic growth and slow recovery
- From the economics of work to the knowledge economy



- Climate change Limitations of natural
- resources
- Reduction of food waste Energy model and
- sustainable mobility
 Policies, taxation and
 environmental regulation



- Crisis of political systems
- Global integration and dispersion
- Transnational terrorism
- Social innovation applied to the challenges of societies



The Future of Jobs (2016)









Transformation of production processes











































The Europe factor as an engine





Digital Agenda
10011001010111011100001002010-2020
for Europe

+

Improve connectivity



Development of the economy digital



Administration electronics and digital public services



Privacy, trust and security



R + D + i in ICT



Training

1. General scenario for Public Administrations European eGovernment Action Plan 2016-2020





OBJECTIU_

obstacles that are opposed to the Single Digital Market and avoid the fragmentation that can be generated in the context of transformation of public administrations.

PRINCIPLES_

Digital by Default public administrations should deliver services digitally as the preferred option

Once only principle public administrations should ensure that citizens and businesses supply the same information only once to a public administration.

Inclusiveness and accessibility by default

Openness & transparency

public administrations should share information and data between themselves and enable citizens and businesses to access control and correct their own data; enable users to monitor administrative processes that involve them...

Cross-border by default facilitating mobility within the Single Market.

Interoperability by default free movement of data and digital services in the European Union.

Trustworthiness &

Security mere compliance with the legal framework on personal data protection and privacy, and IT security, by integrating those elements in the design phase

From the European framework to the local framework: aligning digital agendas





ESTAT:

 Agenda Digital per a Espanya (2013):

Desplegament de xarxes i serveis, economia digital, e-administració, I+D+i en Tecnologies de la Informació i les Comunicacions, alfabetització i capacitació digital. • Agenda Digital de Catalunya 2020:

Nou model de TIC per part de l'Administració pública

- Pacte Nacional per la Societat Digital:
 - Exemple de col·laboració interadministrativa multinivell (regional, local).
 - Línies d'actuació: Desplegament de l'estratègia SmartCat, d'infraestructures tecnològiques, ciberseguretat i de la protecció dels drets de les persones, L'impuls d'una nova Administració Digital, indústria 4.0.

LOCAL (Sant Feliu de Llobregat)

 Estratègia de Transformació Digital de l'@ajsantfeliu.

EUROPEAN LEGAL FRAMEWORK - NOVELTIES





INTERNATIONAL COMMUNITY- UN→ AGENDA 2030 - ODS

• Regulation (EU) 2018/1726 EU Agency for the Operational Management of Large-Scale IT Systems in the eu-LISA

•Regulation (EU) 2018/1725, protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data

- •Regulation (EU) 2018/1724, establishing a single digital gateway to provide access to
- Revision of the **Directive** on the reuse of public information
- •Regulation (EU) 2016/1191 promoting free movement of citizens by simplifying the requirements for presenting certain public documents in the European Union

Goals of Goal 16:

- · Substantial reduction of corruption and bribery in all its forms Creating effective, responsible and transparent institutions
- Ensure the adoption of inclusive, participative and representative decisions
- Expand and strengthen participation in the institutions of World Governance.
- Ensure public access to information and protect fundamental freedoms

ELECTRONIC ADMINISTRATION AND OPEN GOVERNMENT





- Law 39/2015 of common administrative procedure
- Law 40/2015 on the legal system of the public sector
- Law 9/2017, of Contracts of the Public Sector
- Regulation (EU) 2016/679 RGPD and LOPDGDD
- RD 1112/2018 accessibility websites and APP's
- Law 26/2010 of the legal and procedural system of the public administrations of Catalonia
- Law 29/2010 on the use of electronic media in the public sector of Catalonia
- Law 16/2015 of simplification of the administrative activity of the Administration of the Generalitat and of the local governments of Catalonia and of impulse of the economic activity





- Law 37/2007 on the reuse of public sector information (amended by Law 18/2015)
- Law 19/2013 on transparency, access to public information and good governance



- Law 19/2014, on transparency, access to public information and good governance
- Decree Law 1/2017, which establishes and regulates the Register of interest groups in Catalonia

Ordinance of Transparency and electronic administration (Electronic register, electronic electronic file, right of access to information ...

Municipal Organic Regulation (eGovern + Good **Government)**

Participation and **Collaboration Regulations**

Digital transformation of the administrations - 2017

Basic implications

Digital transformation has a series of basic implications for public administrations, which can be grouped in different fields:

DIGITAL TRANSFORMATION **LEVERS**

Technological levers

- Hyperconnectivity, Internet of Things, Big Data, Data Analytics, Social Networks, Cognitive Intelligence, Secure Mobile Technologies, Cloud Computing and Information Storage, Interoperability,
- Access management and corporate identity technologies, Development of Smart Cities, Other advances, etc.

Social levers and and policies of transformation

Capacities of citizenship, regulatory framework, Innovation, Talent, Entrepreneurship, etc.

24/7 Access and connectivity Unique experience, Fast access to Access from more Citizenship ATTENTION TO DEMAND CITIZENS CONTROL AND **PUBLIC INFORMATION ACCOUNTABILI SERVICES** TY Accessibility Data Transparency Availability Protection Government Inclusiveness Open Reuse

Open data

Participation

Public Administrations

MODEL OF BUSINESS AND MANAGEMENT **STRATEGY**

 Government open, etc.

MODEL OF INFORMATION

Information system, open data, advanced analytics, etc.

Efficiency of processes, digital

capacities of the organization, etc. **USER SERVICES**

AND EXPERIENCE Services, applications, tools,

"data-driven" services, CRM, etc.

TECNOLOGIES I EINES DIGITALS

Infrastructure, security, monitoring, etc..



13-14 marc 2019

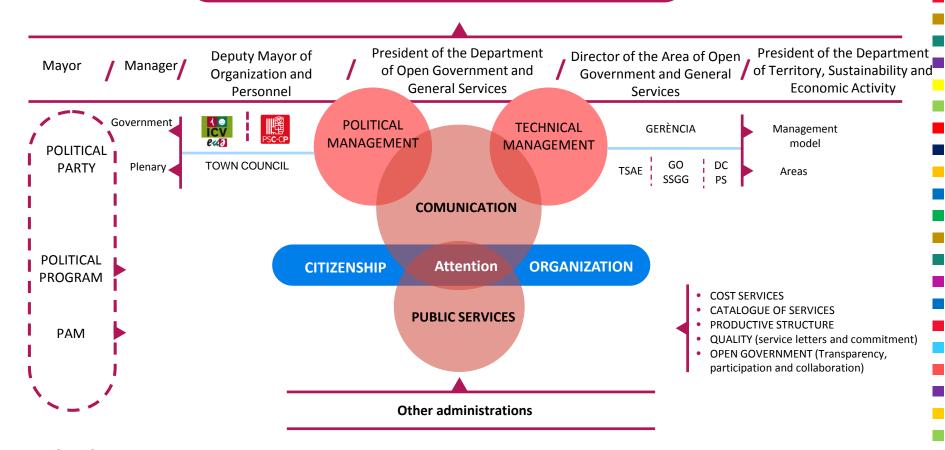


Key Ingredients of the transformation: (integration of disciplines)



Governance of Transformation -CPT





2017-2020 Digital Transformation Strategy

Strategic objectives



Strategic objectives (SO)

SO1. Transform the productive structure of the organization and facilitate cultural change

SO2. Develop intelligent governance

SO3. Unfold Open Government Strategy

SO4. Create an innovative offer of services for citizens and efficient in their management

SO5. Unfold a new model of comprehensive and quality care for citizens and businesses

Review the current organizational model to increase the good performance of the internal operation. Generation of synergies with other agents, both public and private. Take advantage of the possibilities offered by ICT. Continuing education and development of digital capabilities. Organizational leadership, cultural change and value of the people who perform the public function.

Achieve greater efficiency in internal processes. Digitalization of internal procedures and key management areas of the municipal Administration. Endowment of the infrastructures and intelligent tools of the territory.

Unfold Open Government Strategy. Transparency of public activity and good governance. Access to the information and the data of the municipal Administration. Participation and collaboration of citizens in the new design, redefinition and improvement of public services and the initiatives of the municipal Administration in the territory.

Transform the current offer of public services and offer new digital services, at any time and anywhere, inclusive and at the same time personalized, adapting to the present and future demands of citizens, in the appropriate conditions of trust and security.

Establish a new model of attention and communication with the municipal administration that improves the experience of users and companies, characterized by their agility, proactivity, proximity and their ability to adapt to present and future needs.

Axles of action

AXLE 1. DIGITAL ADMINISTRATION

AXLE 2.
DIGITAL,
INCLUSIVE AND
INNOVATIVE
SERVICES

AXLE 4.
TECHNOLOGIES
AND TOOLS
FOR DIGITAL
TRANSFORMATIO

AXLE 3.
RELATIVE MARC
WITH
CITIZENSHIP AND
COMPANIES

Proposed action for cultural change: the City Council 2030



Change governance

City Council Office 2030

Functions:

- Unfold the global strategy of cultural change
- Coordinate the implementation and monitor the lines of action
- Guarantee the coordination of all the agents involved in projects of cultural change, both internal and external.
- Define the management methods for the identified projects and their implementation

Structure:

- Head of the City Council Office 20 (30)
- Transversal services to support the Office:
 - Human resources
 - Legal Advice
 - Technologies and Knowledge Management
 - Citizen Attention
 - Economic services
 - Corporate communication

Axles of work



Skills



Places of work



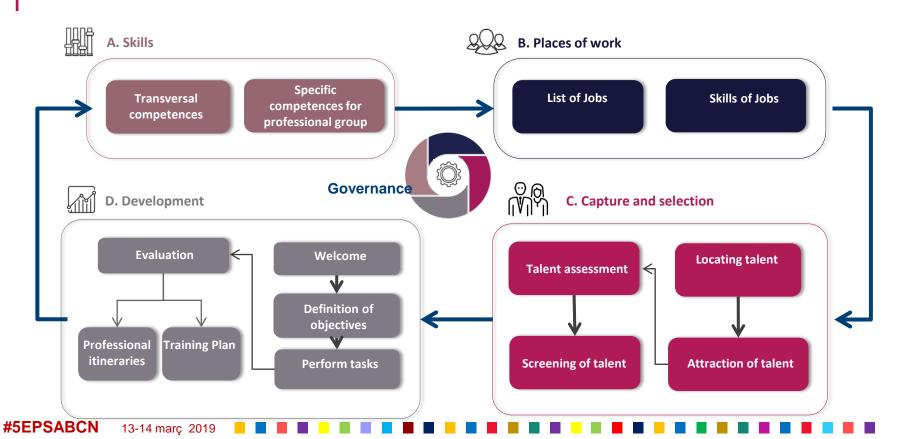


Development

Main projects: Elaboration of a competence map; Implementation of new mechanisms for the selection of personnel; development of the coaching and mentoring functions ,; mechanisms for knowledge management and collaborative work (corporate social network), design of a performance evaluation system, internal communication plan, ...



Proposed action for cultural change: the City Council 4.0 Axles and elements of the human resources management cycle



Conceptual Model

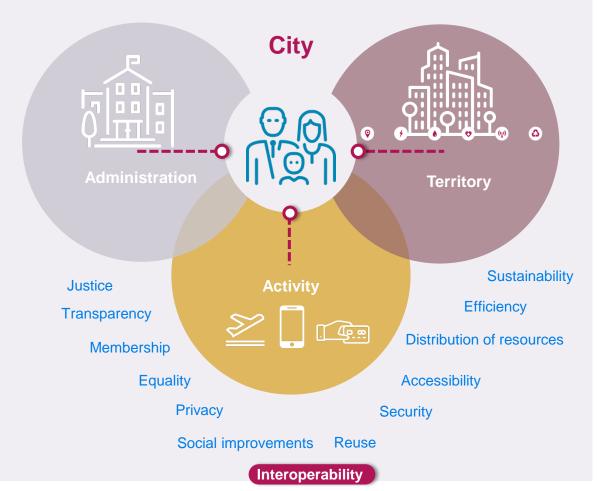
Business • Intelligence

Open Data •

Big Data •

Learn machine •

Facility • Management









Smart cities: Comprehensive Management Model



Sensors + domòtica











Irrigation



Buildings / Equipments

- Projects of new urbanization
- Maintenance / replacements
- Investments / repairs
- Contracts
- Public / private collaboration
- TelecommunicationsOperators

OPPORTUNITIES



CONCEPTS

- Energy saving
- Telegestion
- Monitoring
- Analysis of data
- Prediction

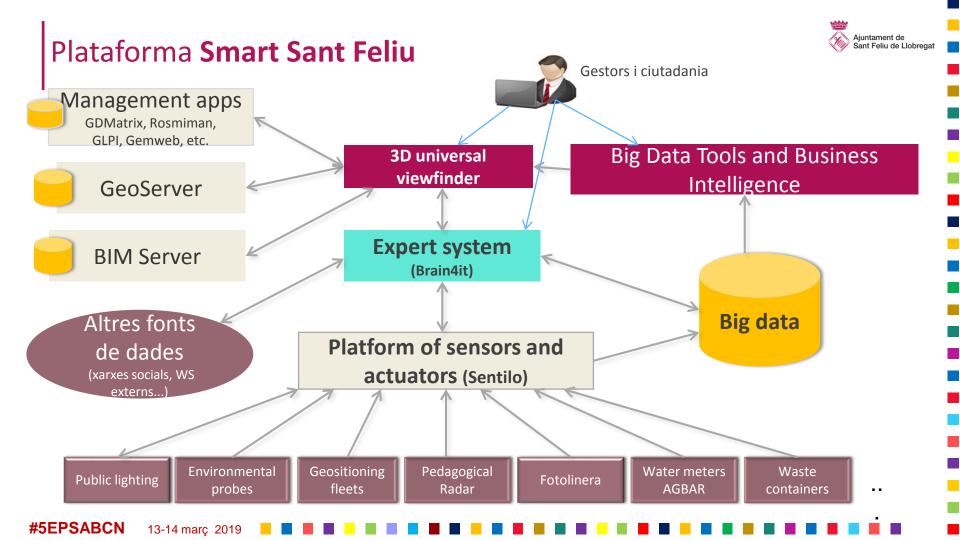


Platform of sensors and actuators



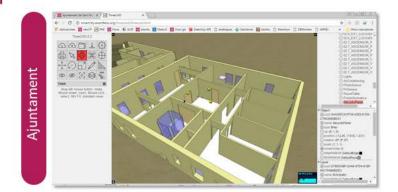






Smart City Cloud Expert System











Plataforma Smart Sant Feliu



Enllumenat públic (IDAE)

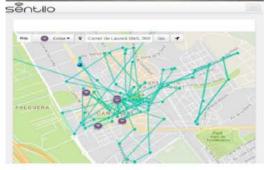




Fotolinera

Sondes ambientals



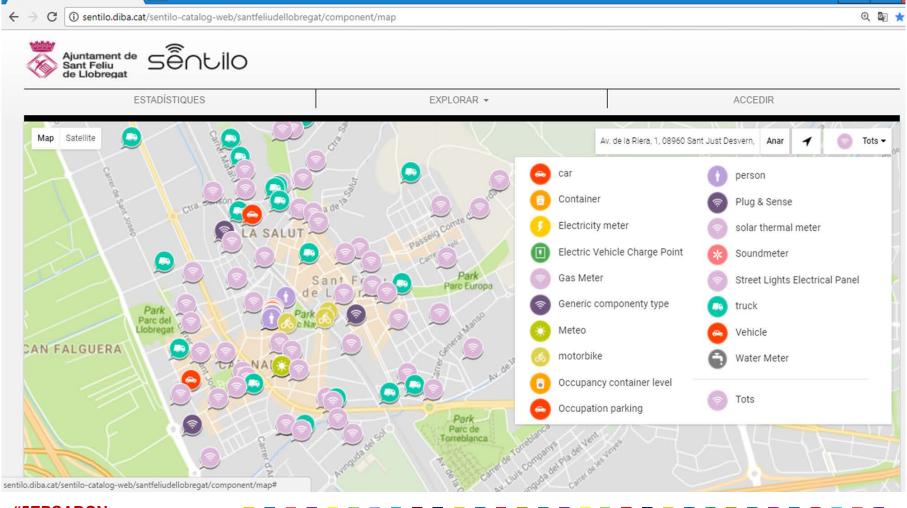


Geoposicionament de flotes





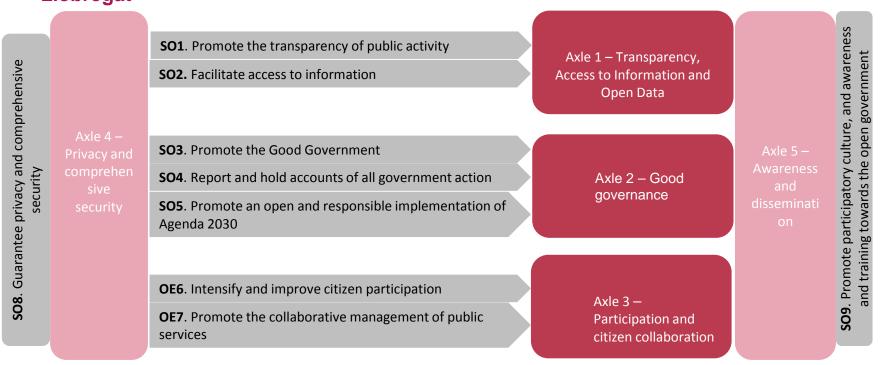
Contenidors de residus



🐲 Plataforma de Sensors i 🗸 🗶

Integral Strategy of Open Government of the City Council of Sant Feliu de Llobregat





9 strategic objectives (SO) structured around 5 axles, 15 operational objectives, 29 lines of action and 60 projects / actions, the axes 4 and 5 transversal to the rest.

Projects transformation tractors



Productive structure (organization)

- Cultural change and strategic training
- New professional profiles
- Knowledge Management: internal social network and process reengineerings

Implementation strategy Open Government

- Review Participation Regulations
- Automated publication: Portal of Transparency and open data

Business support

- Single Business Window
- Business Care Office

Multi-channel integral citizen attention

- · Model of Integral Citizen Attention
- Expert System for Comprehensive Citizen Attention
- Multichannel Comprehensive Citizen Attention Services

Tools for transformation

- Management and monitoring PAM and PIM
- Command panels (business intelligence)
- · Paper zero economic field

- Electronic contracting
- Management of the Municipal Heritage Inventory
- · Comprehensive Catalog of Services
- Costs and Services Letters
- Social Tariff (backoffice)
- Reengineering of maintenance services for buildings and public spaces
- Contract management

Deployment of the transformation



New template, catalog and organizational chart

Strategy SF2020

- Territory
- Administration
- Society

Digital

Transformation

- Cultural changeGovernment Open
- Intelligent governance
- Services
- Citizen service

Framework Agreement (March 18)

Organizational analysis

2017

City Council Office 2030

- Skills
- Work places
- Selection
- Development

2018

Modification template, catalog (Jan 19)

Deployment agreements

2015 2016

Municipal Organic Regulation

Impulse CPT Ordinance of Transparency and eAdministration Modifications
OOFF (report)

Social Rescue

Regulation of participation and collaboration

TIC effort test

BIM strategy Comprehensive **Open**

Open Government Strategy

Gestió cívica i col·laborativa

Energy

equipment

2019

hensive Services
Letters

Corporate Social Responsibility

International
Projection Plan

Development Cooperation Plan

#5EPSABCN

13-14 març 2019



#DibaOberta

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ELECTRONIC HEADQUARTERS

OPEN GOVERNMENT ▼



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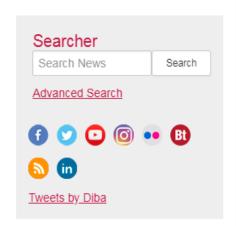
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- Official documentation and information search engine

Society-12/02/2019 12:27 H.- Edgar Mata

Presented 42 good social responsibility practices in the city of Sant Feliu de Llobregat



The Barcelona Provincial council has presented to the governing team and the technical team of the Sant Feliu de Llobregat City Council The results of the advisory services received in CSR as part of the service catalogue.





The digital transformation strategy of the city council of Sant Feliu de Llobregat

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