

Union of Terre d'Argine Digital transformation

Gothenburg
Thursday, 12° May 2022





Join together



Union of municipalities in Italy



The law

The union of municipalities is the local authority consisting of two or more municipalities, usually neighboring ones, aimed at the associated exercise of functions and services



Main Point

- 1) It is a choice. Italian municipality can choose to create a second level of administration between other municipalities
- 2) Service and function are passed in Union and only the Union can administrate this service (for example education)



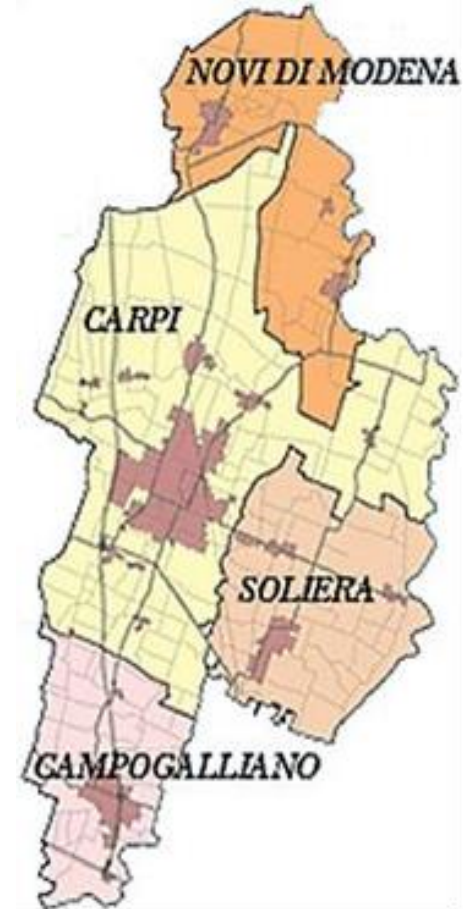
Unione Terre d'Argine - Union Bank's Lands



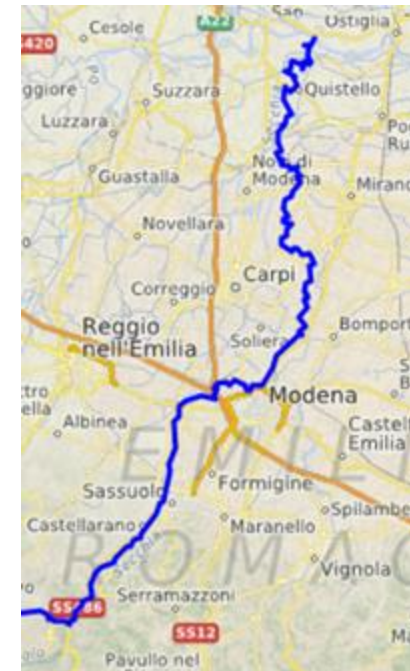
In the north of Italy
In the south of Po's river



In the north of Modena's Land

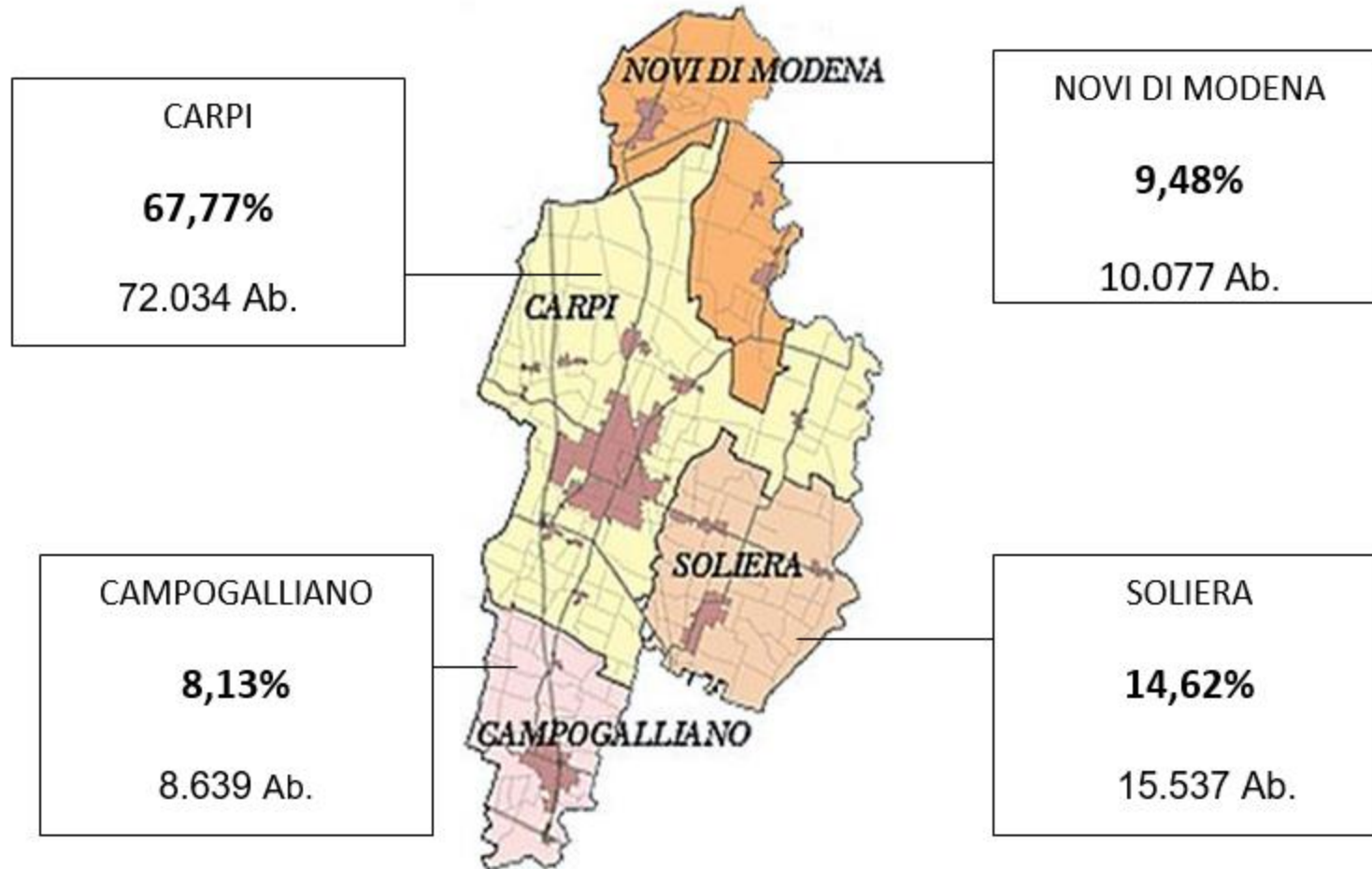


Unione Terre d'Argine - Union Bank's Lands



Unione Terre d'Argine - Union Bank's Lands

Resident population in the Union's Municipalities as of 31/12/2020. Distribution



Unione Terre d'Argine - Union Bank's Lands

The executive council



La Giunta dell'Unione

I componenti e le materie di delega



[Diacci Enrico](#)

Presidente

Sindaco di Novi di Modena

Servizio Informativo Associato, Bilancio e Tributi, Riordino e Innovazione Istituzionale



[Bellelli Alberto](#)

Vice Presidente

Sindaco di Carpi

Servizi Sociali e Sanitari



[Guerzoni Paola](#)

Sindaco di Campogalliano

Servizi Educativi e Scolastici, Pari Opportunità, e Coordinamento delle Politiche Giovanili



[Solomita Roberto](#)

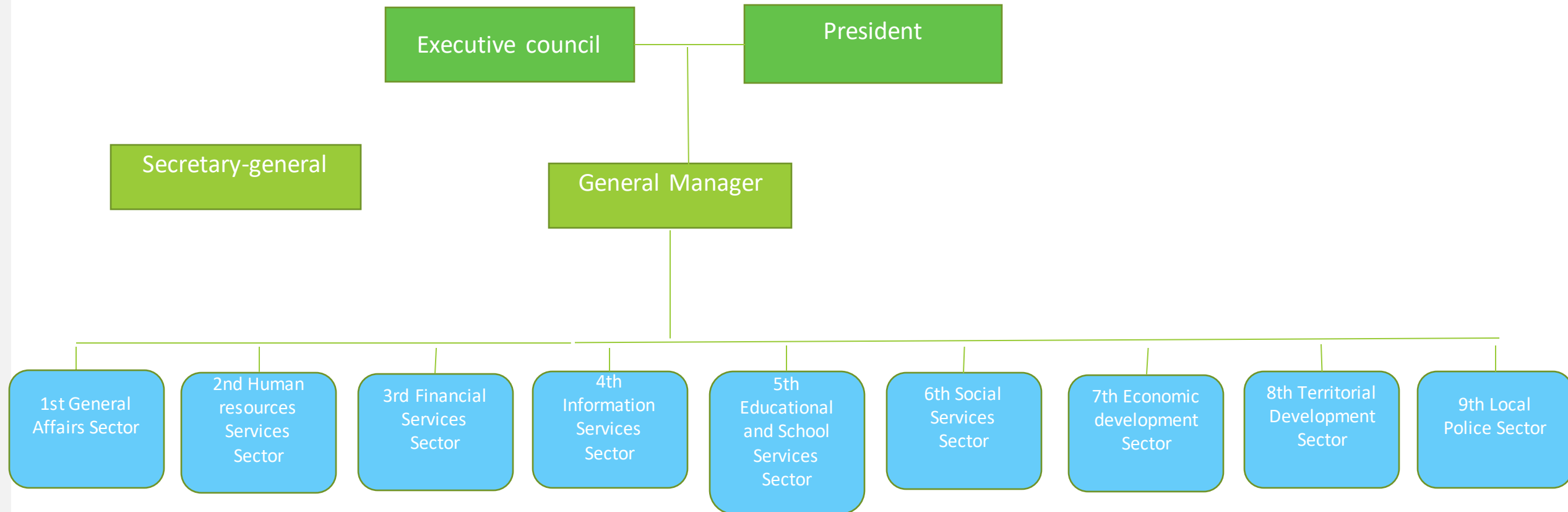
Sindaco di Soliera

Sicurezza e Legalità, Protezione Civile, Personale e Organizzazione, SUAP, Progetto Coordinamento del Territorio e Centrale Unica di Committenza

Organization chart

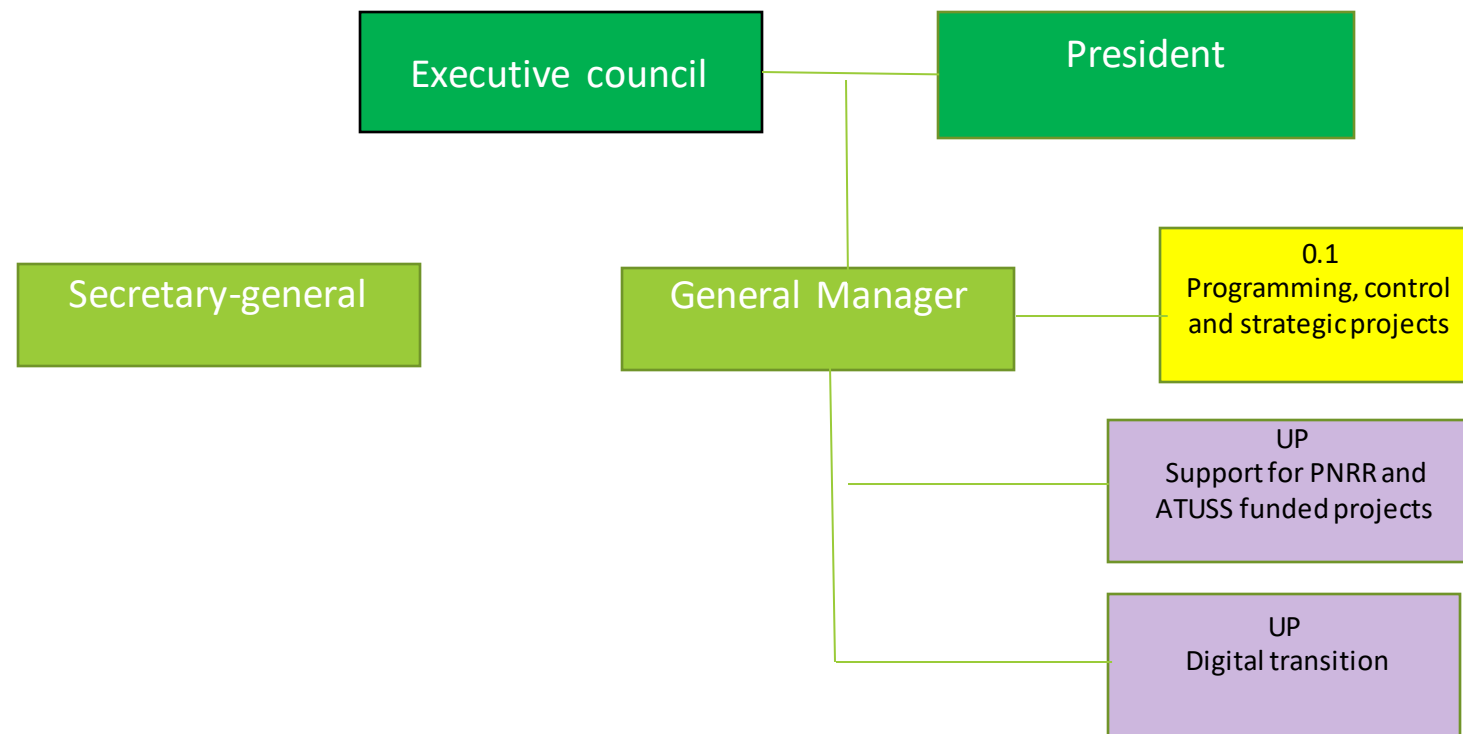
Unione Terre d'Argine - Union Bank's Lands

First Level: the sectors



Organization chart Unione Terre d'Argine - Union Bank's Lands

Staff General manager



Type of Objectives Performance Plan 2022

Integration Objectives.

The integration objectives relate mainly to the area of implementation of synergies and relations between the four municipalities and the Union itself. They aim to reduce the boundaries between entities, working in a perspective of "Union-Union" and not of "Union-Intersection"

Development Objectives

The main purpose of the development objectives is to create new services. The new services can also be the revisiting of existing situations provided that the same revision is structural and identifies a final situation significantly different from the initial one.

Consolidation Objectives

The consolidation objectives concern in particular the verification and follow-up phase of organizational actions and / or development objectives implemented in the last year or in any case recently. In particular, reference is made to the full implementation of the organisational review process carried out in 2022.

Objectives sector 4 Information services

Performance Plan Build

Digital Transformation Plan

Italy's National Recovery and Resilience Plan places great emphasis on the green transition and on the digital transformation, assigning more than 20 percent of the overall resources (EUR 235.14 bn / USD 284.39 bn) to the latter. 'Digital' pervades the Plan in its entirety, inspiring both structural and sector-specific reforms. Ultimately, it is deemed capable of triggering the transformation of society as a whole.



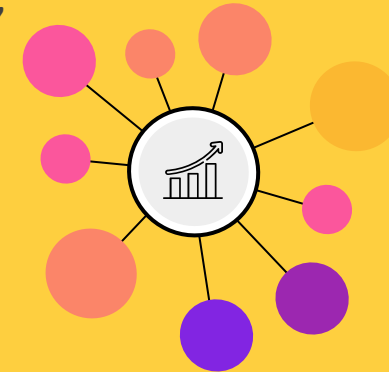
Digital Regional Programme

The Digital Agenda of Emilia-Romagna (ADER) is the Region's project for the promotion of digitization, the strategic plan that has the greatest impact on the lives of citizens and businesses. In every sphere, from production to culture, training, relations with institutions, the technological revolution is now transversal.



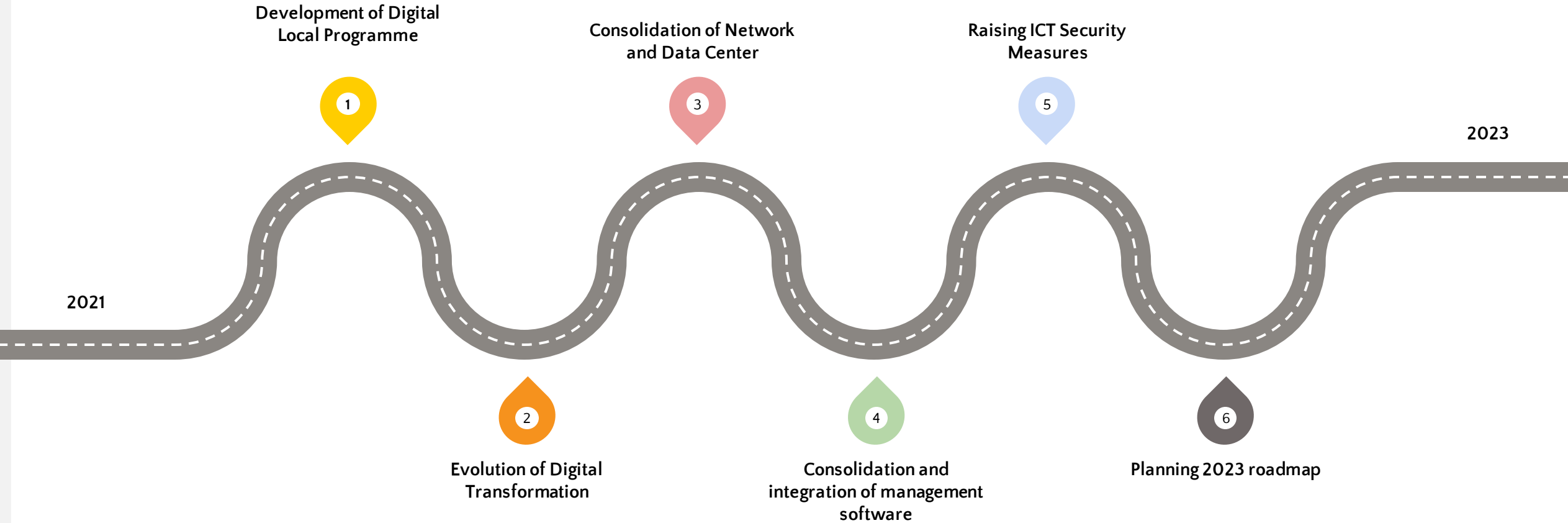
Performance Plan

"How we will grow in the future"



Objectives sector 4 Information services

Performance Plan Roadmap



Objectives sector 4 Information services

How we will grow in the future

Objective 1 Development Development of Digital Local Programme

- To update **Digital Local Programme** of Unione delle Terre d'Argine (by december 2022)
- **Digital skills** training and development for employees (by august 2022)
- Improve discoverability of free available datasets on **open data** portal (by december 2022))
- Expand the network of connected objects able to collect and exchange data using **embedded sensors (IoT)**. (by december 2022)
- Expand the **free public WiFi** network on the territory of Unione Terre d'Argine (by december 2022)

Objective 2 Development Evolution of Digital Transformation

- Consolidation of SPID , appIO and PagoPA **enabling national platforms** (by december 2022)
- Development of services through **online forms** (by december 2022)
- Make civil status certificates available through ANPR - **National Resident Population Registry** (by december 2022)
- Repayment of protocols of the Union and municipalities in PARER - **Federated Archival Center** - (by december 2022)
- Dissemination of **digital signatures** among employees of the Union and municipalities (by december 2022)

Objectives sector 4 Information services

How we will grow in the future

Obiettivo 3 Consolidation Consolidation of network and data center

- Provide the hardware to support the **business continuity** of the internal data center (by june 2022)
- Deploy news switches to **upgrade the MAN** - Metropolitan Area Network (by december 2022)
- Develop a plan to deploy **Voice Over IP** Phone System to all city hall buildings (by june 2022)

Objective 4 Consolidation Consolidation and integration of management software

- Started of application **Acts and Protocol** of the Union of the Terre d'Argine and the participating Municipalities (by February 2022)
- Started of the management application of **business production activities department** - Sportello Unico Attività Produttive (by December 2022)
- Started of the management application of the **construction technical department** - Sportello Unico Edilizia (by december 2022)
- **Analysis of various applications** of the Purchasing Centre (by december 2022)

Objectives sector 4 Information services

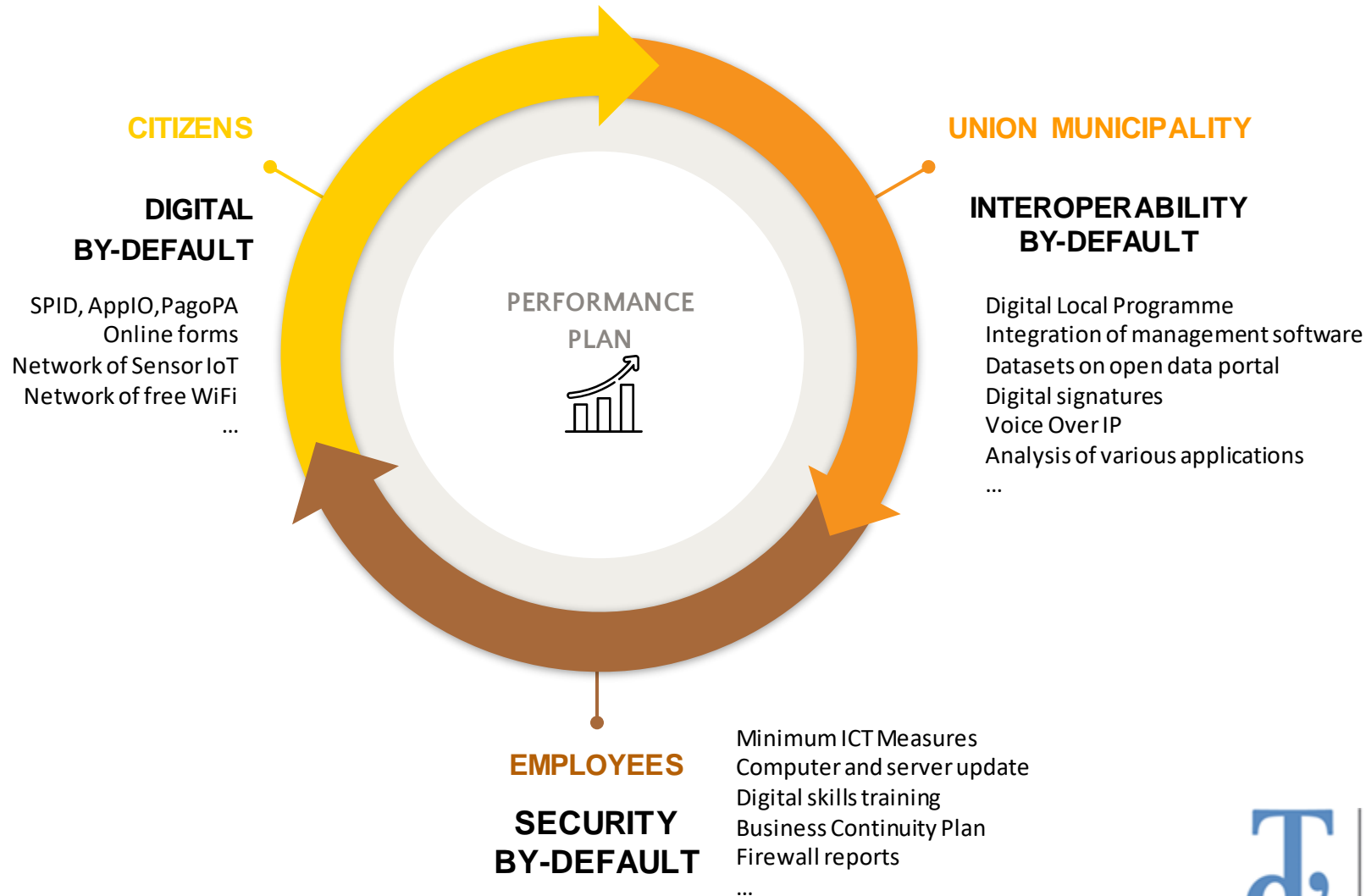
How we will grow in the future

Objective 5 Integration Raising ICT security measures

- **Update the document concerning the Minimum ICT Measures for the Public Administration** (by december 2022)
- **Update of the Computer Fleet of the Union of the Terre d'Argine above 95%** (by december 2022)
- **LDAP Identity Management and Novell OES Directory Management System Update** (by december 2022)
- **Windows Server Version Update** (by december 2022)
- **Make an updated report on qualitative navigation statistics** (by december 2022)

Objectives sector 4 Information services

How we will grow in the future: A complex ideas



Objectives sector 4 Information services

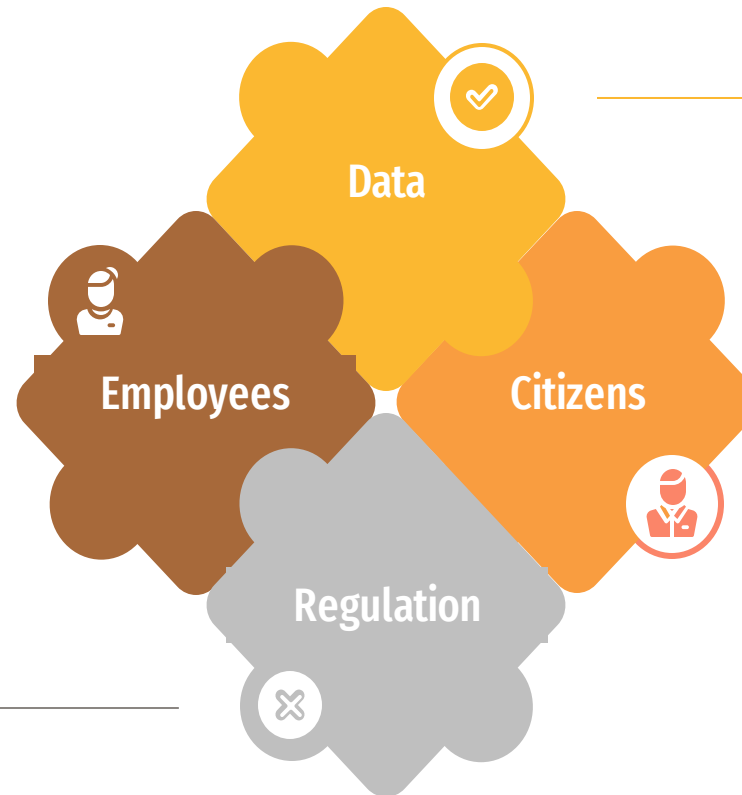
How we will grow in the future: A complex merge

Digital Skills

use digital devices,
communication applications,
and networks to access and
manage information

National and Federal Plans

the plans places several rules
on the digital transition



Information Management

cloud, open data and
information security

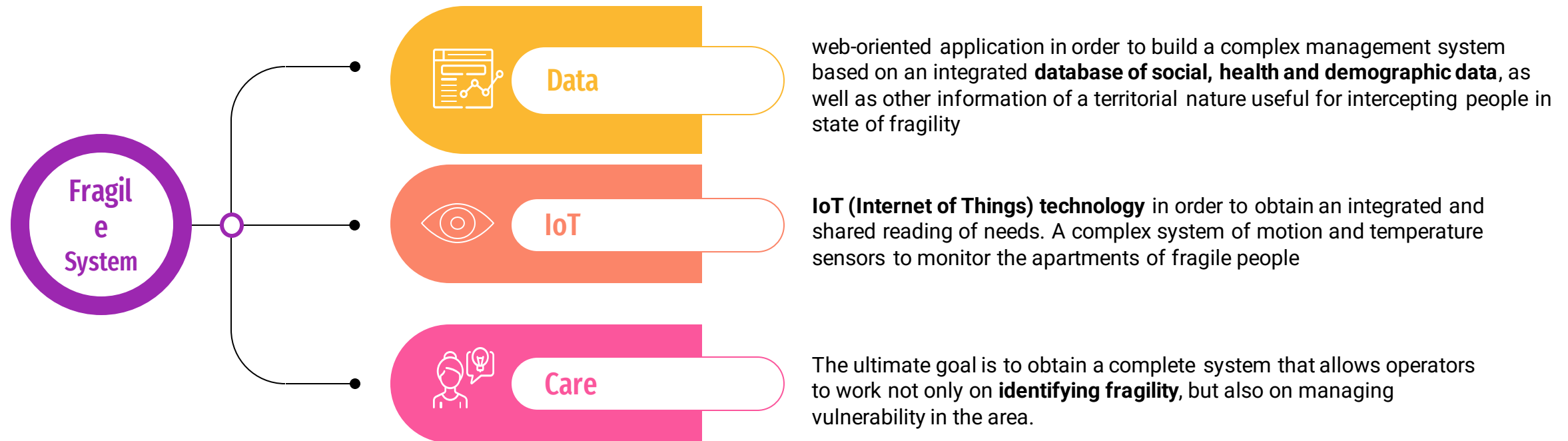
Online Services

make a public e-service a
service to citizens

Objectives sector 4 Information services

How we will grow in the future: attention to the fragile population

Union of Terre d'Argine has started a projects aimed at obtaining an integrated vision of health, demographic and territorial data to focus and build effective responses to their needs, implementing prevention policies capable of delaying the emergence of those needs and therefore the demand for complex health and care services.



Objectives sector 4 Information services

2021 results



3 out 5

Employees in smart working



71

Active Online forms



80%

Services on cloud



7 milion

Cyber attack blocked



12.000

Managed help desk support tickets



75%

Payment services online



90

Managed software



24

Services on App



216

Free WiFi points



100

Sensor IoT planned

Objectives General Manager

Come cresceremo in futuro

Obiettivo 1 Sviluppo Revisione sistema di controllo

- Ridefinizione della gestione di indicatori/risorse in funzione del Documento Unico di Programmazione 2023- 2025 (30 luglio 2022)
- Invio analisi a Giunta e comitato di direzione (30 Settembre 2022)
- Approvazione della nuova struttura dei Centri di Costo (30 novembre 2022)

Objective 2 Integration Review and enhancement of revenue management activity

- The activity aims to analyze the current forms of revenue management and their connection with the budget and with the collection systems, strengthen the forms of automatic issuance/ collection and management, incardinating as much as possible the governance of the process in the hands of the service management sectors, and consolidating the transversal role of SIA and Finance as "specialists" at the service of the Sectors. Particular attention should be paid to the interrelationships between management in the Union and management of the associated municipalities (eg: SUAP / SUE – CONSTRUCTION)
Establishment of the working group (01 April 2022)
Restitution of reconnaissance to the working group (30 June 2022)
Identification and implementation of intervention proposals (31 December 2022): n. transactions in PAGO PA: doubling compared to 2021

Objectives Area 1 General affairs

How we will grow in the future

Objective 7 Development Digital organization of the Purchasing Centre

- preliminary market analysis and feasibility study by 30/09/22
software procurement by 30/11/22
employee training on use by 31/12/22
start using the software for tender procedures started from 01/01/23
monitoring of the use of the software and possible development and / or revision by 31/12/23
making the software available to all municipalities of the Union by 31/12/23

Obiettivo 8 Integrazione

Predisposizione di una convenzione relativa ai servizi di cui l'Unione necessita in service

- Analisi dello stato attuale entro 30/09/2022
- Predisposizione della convenzione entro il 31/10/22

Objectives sector 2 Personnel services

How we will grow in the future

Objective 1 Development Implementation of smart work at full capacity

- Preparation of the section of the PIAO dedicated to agile work in time for approval within the terms of the law
Smart working as a possibility of new use of the Union offices (coworking)
- <https://formazione.terredargine.it/>
-

Objective 2 Consolidation Adaptation of personnel legal management procedures through dedicated software

- In 2022, to complete a process started in 2018, it is intended to implement the personnel management software with the legal information of the file to arrive at an integration with the economic management part and improve the effectiveness and efficiency of personnel management. Action will have to be taken on several fronts:
 - implementation of the part of legal management of personnel;
 - activation of new time & attendance software;
 - transfer of paper forms to the Elix Forms platform

Objectives sector 3 Financial services

How we will grow in the future

Obiettivo 1 Consolidamento

Gestione dell'impatto COVID sul bilancio

- rendicontazione risorse fondo funzioni fondamentali 2020 e 2021 e relativa certificazione
- tracciamento e monitoraggio spese covid 2022 (in particolare per spese correnti finanziate da vincoli emergenza covid formalmente attribuiti)
- assegnazione a bilancio di eventuali nuove risorse covid
- valutazione (in sinergia con ufficio tributi) di interventi di defiscalizzazione

Objective 2 Development

Actions for the management efficiency of accounting and collection activities

- New procedure for accounting acts: management choices and user "manual"
Feasibility study for complete transition to "Cityware on line"
Feasibility study for implementation of accounting procedure for automatic matching of accounting assessments and receipts of the concessionaire for collection
Feasibility study for the introduction of a procedure for administrative and accounting management of OPPs – identification of a pilot body

Objectives sector 3 Financial services

How we will grow in the future

Objective 7 Development

Dematerialization of tax office forms – reorganization of pec / email following the introduction of a new management protocol

- Preparation of online forms for the 4 Municipalities belonging to the Union as well as for the Union itself (only for non-tax revenues) relating to the following requests: installment requests, requests for correction in self-protection, reimbursement requests, communications aimed at the use of facilitated IMU rates (guaranteeing the specificities of the individual Municipalities especially with reference to subsidized rates).

Obiettivo 8 Consolidamento

Partecipazione dei comuni all'attività di accertamento erariale

- Predisposizione e trasmissione all'Agenzia delle Entrate di almeno 240 segnalazioni qualificate (+20 % rispetto 2021) suddivise tra i vari enti ed in particolare (Campogalliano n° segnalazioni compreso tra 18 e 24, Carpi n° segnalazioni compreso tra 156 e 174, Novi di Modena n° segnalazioni compreso tra 18 e 24, Soliera n° segnalazioni compreso tra 30 e 36).

Objectives sector 5 Educational services and education

How we will grow in the future

Objective 3 Development Definition of the renewal and updating plan of the applications

- Number of online practices for access to educational and school services: $\geq 90\%$ of the total and in absolute value ≥ 650 practices
 - Municipal public expenditure for primary school book coupons per pupil: At least 32.00 euros per pupil (entirely disbursed with digital procedure)
- ACTION 2. Definition of the plan for the renewal and updating of applications in the field of access to educational and school services and the right to study

Obiettivo 4 Integrazione

Collaborazione con altri settori e diretta progettazione finalizzata al *fund raising*

- Risorse dedicate al Patto per la Scuola vigente (cfr. Settore Istruzione): $\geq 4.200.000,00$ euro (senza servizi infanzia, mensa, trasporto, manutenzioni, in significativo incremento rispetto al target dello scorso anno)

Risultati dall'attività di *fund raising* diretta: almeno 4 progetti presentati e almeno 300.000,00 euro ottenuti;

Risultati dall'attività di *fund raising* indiretta: almeno 6 progetti presentati e almeno 700.000,00 euro ottenuti

AZIONE 1. Diretta progettazione finalizzata al fund raising per il consolidamento, lo sviluppo e l'innovazione delle politiche educative e scolastiche

AZIONE 2. Collaborazione con altri settori finalizzata al fund raising per il consolidamento, lo sviluppo e l'innovazione delle politiche educative e scolastiche

Objectives sector 6 Social services

How we will grow in the future

Obiettivo 1 Consolidamento

Sviluppo misure previste dal Reddito di Cittadinanza e Progetti Utili alla Collettività (PUC)

- Attivazione di nuovi progetti nei quattro territori dell'Unione presso i settori dei Comuni (Carpi, Campogalliano, Novi di Modena, Soliera) e dell'Unione delle terre d'Argine
- Avvio collaborazione con CSV per l'attivazione di PUC promossi dalle associazioni di volontariato del territorio dell'Unione Terre d'Argine

Objective 2 Integration Development and management implementation of the Sector

- simplification of the practices present in the management system.
implement the system with the practice related to residentiality in order to record within the management system the presences within the services
implementation of the system with ICARE PAY in order to progressively reduce cash contributions, replacing them with support in the form of "vouchers and authorizations" for spending towards categories of merchants and giving concrete implementation to the regulation of economic contributions
implement the management system by progressively inserting within the same also the part relating to the house

Objectives sector 7 Economic development

How we will grow in the future

Obiettivo 1 Consolidamento Riorganizzazione dello suap

- Utilizzo a regime del software per la gestione delle pratiche SUAP entro il 31/03/2022;
- Condivisione della riorganizzazione intervenuta con gli Stakeholder e con le altre amministrazioni coinvolte nei procedimenti amministrativi afferenti al SUAP entro il 30/06/2022
- Realizzare la piena attuazione organizzativa e di sviluppo del nuovo Suap anche attraverso il consolidamento delle operazioni finalizzate al rilascio dei titoli abilitativi alle imprese per l'esercizio di attività produttive entro il 31/12/2022;
- Uniformare sui territori dei comuni delle tariffe afferenti ai diritti istruttori delle pratiche Suap entro il 31/12/2022

Objective 2 Integration Analysis of Economic service procedures not yet fully digitized

- planning and conducting at least 3 meetings (at least one for each municipality of Campogalliano, Novi di Modena and Soliera) with the staff of the Municipalities that deal with the matters to be transferred to define and agree on operating methods of communication to the Companies-Associations of the new methods of managing the above procedures listed by 31/03/2022;
Prepare a check-list, for the various municipalities, of the Associations, non-profit organizations, parishes, etc. present and active in the individual territories by 30/06/2022;

Objectives sector 8 Territorial development

How we will grow in the future

Obiettivo 1 Sviluppo

Promuovere una governance territoriale d'area vasta attraverso la redazione di un PUG intercomunale

- Assunzione Piano entro Giugno 2022;
- Attivazione forme di partecipazione, conoscenza e partecipazione dei cittadini e degli stakeholder sui contenuti della Proposta di Piano Settembre 2022
- Pubblicazione e deposito della Proposta di Piano per la raccolta di osservazioni da parte di cittadini e associazioni, valutazione nel merito delle osservazioni ed individuazione delle modifiche da apportare agli elaborati della Proposta di Piano Settembre 2022;
- Trasmissione del PUG adottato e delle decisioni assunte a seguito delle osservazioni al Comitato Urbanistico, per la raccolta dei vari atti di assenso/nulla-osta previsti dalla legge e per la raccolta del parere definitivo della Provincia quale autorità competente sia dal punto di vista territoriale ed ambientale Gennaio 2023

Objective 2 Integration

Feasibility study conferral in the Union following the approval of the PUG (District's pianification) of the building and urban planning functions

- Analysis of the functions that the Plan Office will have to perform permanently and the professionalism required, also with reference to the relationship between the Plan Office and the rest of the Sector and the progressive transfer of other technical activities
Comparative assessment of other Union entities which have conferred or attributed to the Union the activities of building and urban management
Evaluation of the Board on the most appropriate scenario to be undertaken and possible start of the reorganization process

Objectives 9 Local Police sector

How we will grow in the future

Objective 1 Integration Organizational analysis of the local police force

- meetings during the year of coordination and analysis for each nucleus, Implementation of micro-organizational and process actions defined during the meetings (e.g. modification of organizational processes, assignment of activities, impact of the use of new technologies)
Final report

Obiettivo 2 Consolidamento Azioni economiche a sostegno della sicurezza

- Bando concessione contributi ai cittadini che intendono procedere all'installazione di sistemi di sicurezza domestica
- Fondo risarcimento vittime di reato

After transition: artificial intelligence without relationship?



We are sure that future is better than present and past?

Artificial intelligence will destroy burocracy?

Human resource will be not necessary in public administration?



After transition: artificial intelligence without relationship?



Less burocracy

Is linked with human relationship



Conclusions

"Think of birds, then think of airplanes. Both fly, but have nothing in common except a single fundamental feature: the fact that both respect the principles of aerodynamics, this is the way better to compare human intelligence to artificial intelligence."
(Yoshua Bengio)



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