Las Rozas: Intelligent City Transformation Overview

ICC Final Deliverable

Executive summary

The population in Las Rozas duplicated in the past 20 years, due to which problems arose, especially related to the topics we have selected form the list of the ICC city goals. This is the reason why we strongly believe that Digital Transformation, Innovation and Smart City policies are the key to success. In this context, we consider that taking part of the ICC initiative will lead us to offer our citizens and neighbours a better future.

At the beginning of the ICC process Las Rozas had designed a plan to modernise and transform the city to become a 'benchmark smart city' in the northwest of Madrid. The city's ICC journey relies on evidence and needs, as well as the socio-health situation that started in March 2020.

The proposed solutions aimed at creating an intelligent e-government, the digitalising of all public services and generating 100% of mobile positions for public employees. A second focal point is the importance of mobility in the city of Las Rozas with a land area 59 (sq.km) and almost 3,000 hectares of forest areas, while also remaining an environmentally sustainable city and complying with the SDGs. The city has a clear objective: the implementation of a data platform based on business intelligence achieving excellence in governance and as a smart city.

Throughout the ICC process the city of Las Rozas learned from and shared experiences with other – even though very different - participating cities with similar objectives. This made the city rethink some indicators and actions to achieve the set objectives, and to even improve its objectives, and create synergies – enabling Las Rozas to work, coordinate and cooperate at interregional level within the European Union. The connection with the ICC network will allow the city of Las Rozas to continue to learn from and share experiences and success stories in its further implementation and completion of its mission, for example the implementation of a data platform based on business intelligence.

Mayor Foreword

José de la Uz

Mayor

Ayuntamiento de
Las Rozas de Madrid

"*Las Rozas, smart city*", I would like to thank all the participants of this exciting program for their work, dedication and efforts during the last 2,5 years.

With the support and guidance of other European cities and international experts, we were able to explore pathways and to reach a higher level of maturity for our smart city project, which would not have been possible without ICC.

It is important to highlight the active contributions of all the project members, enabling us to generate synergies with other cities and also to share our expertise with others.

The end of our ICC journey, is only just the beginning for our city to continue working with our entire ecosystem to keep making progress, to continue creating and offering services in a proactive way to all our citizens.

We want to become a predictive city focussing on progress and development, creating public-private partnerships, forums and spaces of knowledge, and collaborating and exchanging with other European cities.

As Henry Ford said, "*the true progress that is what makes technology available to everyone*", something Las Rozas wants to achieve."

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Section

1

Las Rozas: Preparation and assessment

ICC transformation

September 2020 to January
2021

European Commission | The Intelligent Cities Challenge is funded by COSME, the EU programme for Competitiveness of Enterprises and SMEs

Introduction

Las Rozas is one of the most populated municipalities in Madrid region. In the last two decades the population has double, producing important challenges in mobility, city management and sustainability within Las Rozas. The city, has developed strategies focus on designing and developing urban plans integrating these demographic/urban developments in a sustainable way in the green ecosystem of the city in order to be aligned with this new challenges.

The municipality of Las Rozas also wants to develop disruptive and transformative policies for citizens, through:

- Electronic and digitized government
- Improvement and creation of intra- and extra-city mobility alternatives
- Sustainable, ecological and intelligent transport
- Technology accompanied by other cross-actions such as improved lighting or sensorization.

All the actions are fully aligned within the ICC program and have been included in the intelligent and innovative strategy that the city of Las Rozas. All of them are also aligned with the 2030 SDG.

The municipality has worked together enablers and stakeholders due to the participation of Las Rozas in this European ICC network, a forum of reference and investment point for innovation and technology in Spain.

City needs: State of the city overview

The state of Las Rozas today

Smart and green mobility and transport

Las Rozas is the third largest municipality in Madrid. Mobility is a permanent challenge on the City Council's agenda, striving for an efficient, green and effective solution. The municipality wants to strengthen the connections between business parks, improving internal mobility and facilitating connections with Madrid using new means of transport.

Citizen Security

The City Council rolled out a video surveillance pilot project to prevent crime and robbery. Artificial intelligent cameras, managed by the Local Police, have been installed throughout the city.

E-Government and digitizing public services

New technological developments or new legal and citizen demands pose challenges in the area of electronic administration that need to be answered (interoperability, transparency, etc.).

Key insights from city performance analysis

Higher performance observed	Lower performance observed
1 >9.000 Companies > 600 Startups with STEM activities	1 Mobility VTC's and taxis
2 95.550 inhabitants in 2021 >23.000 at scholar age	2 In-person attention
3 Online access to Administrative Proceedings increased by 70% last year	3 Invoice registration
...	...

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City Ecosystem

The workshops carried out, and in particular in the interactions with the interested parties (**public servants, workers of the city council and citizens**) and the facilitators (**expert companies and stakeholders of Las Rozas ecosystem**) revealed that are genuine concerns about the Covid health crisis and all the challenges this brings along in the day-to-day lives.

In general, the ICC initiative was (and is) well supported by Las Rozas' ecosystem because there is sufficient awareness about the added value of a city that adequate and adapted to digital transformation, with prediction and monitoring tools. The ecosystem is convinced that the city administration should take action by energizing sectors and helping to develop new formulas for life and wealth.

The ecosystem was excited to participate in the project, contributing from their expertise, taking into account the available time and resources. The communication and exchange of visions, as well as the use of tools and the "agile" way of working among the members of the ecosystem, fostered collaboration and cooperation in a satisfactory way.

ICC strategy: Vision and ambition statements

Las Rozas a city : Intelligent, sustainable, safe and close to the citizens

Working to transform the city.
An Active city, resilient and adaptable to digital acceleration in the present, to be a city with an eco-sustainable transformative future and thus be the engine of transformation in the Community of Madrid.

E-Government and digital acceleration

1. Principles of transformation, GovTech and open innovation.
2. Improve citizen portal and communication channels
3. Implement telework model within the city council

Mobility, Smart and ecological transport
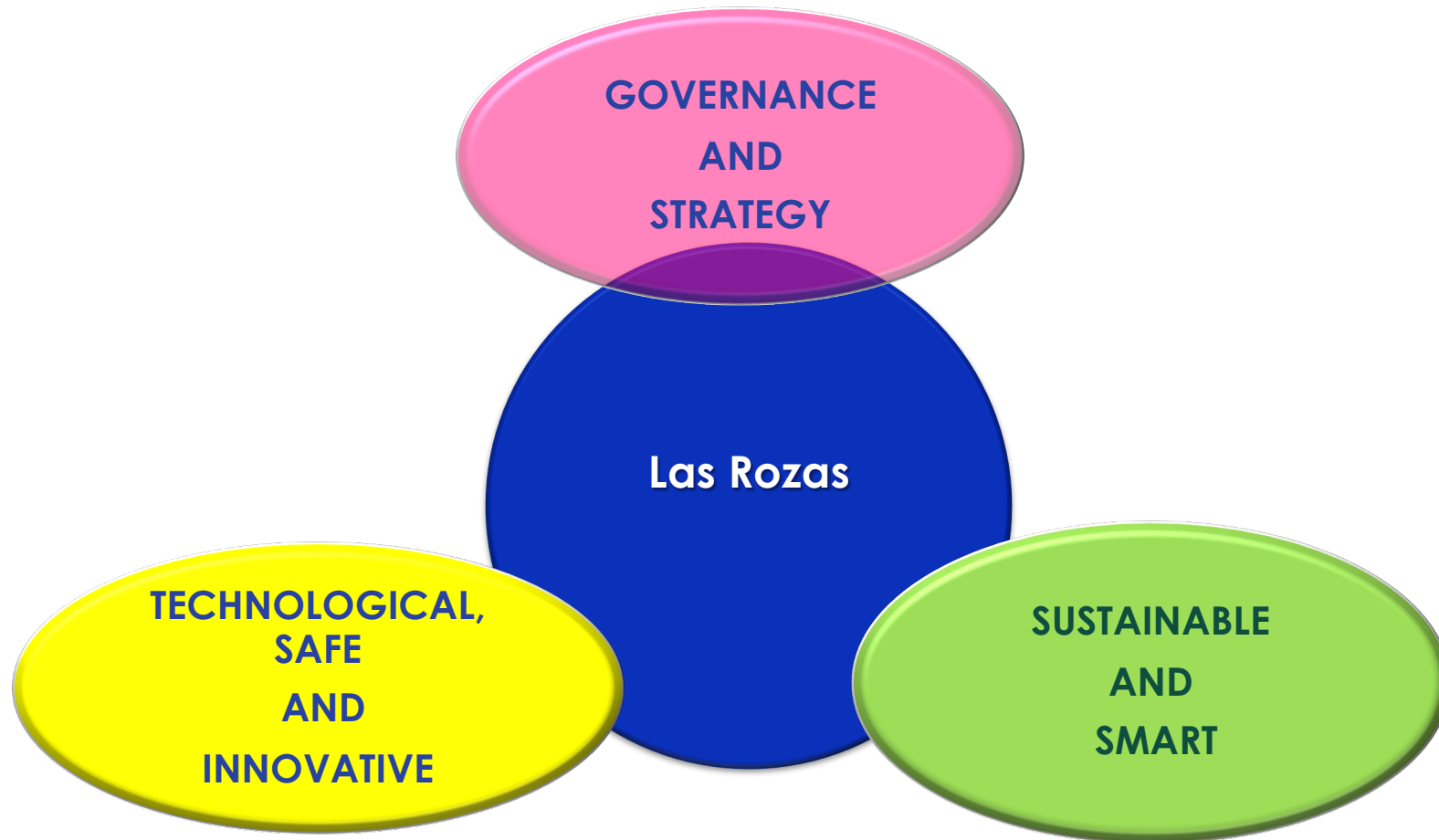
1. Gathering existing information
2. Incorporate new mobility alternatives such as micro mobility
3. Mobility data incorporated to the city platform

Predictive and safety

1. Proactive service concept
2. Plot map service
3. Cooperation between business and other institutions

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City strategy

GOVERNANCE AND STRATEGY

Las Rozas

TECHNOLOGICAL, SAFE AND INNOVATIVE

SUSTAINABLE AND SMART

City strategy: justification

The city challenge 360 and the strategy has contributed to the generation of synergies from the different administrative areas and from stakeholders and enablers. The success has resided in leadership, in the planning and in the correct decision-making in each phase.

The comprehensive approach is manifested in inclusion, on the one hand, creating a transversal strategic line and from which both Governance and Strategy are addressed, as well as a comprehensive vision and continuous learning and incorporating indicators that allow evaluating to improve and be more effective and efficient.

The technological and innovation ecosystem in the city as a technological, safe and innovative city, where companies and professionals that generate knowledge are located.

And, on the other hand, a Sustainable and Smart City, which includes the different actions focused on the services provided by the City Council to citizens and which are approached from the perspective of sustainability and the incorporation of the most advanced and intelligent technologies, as well as the necessary infrastructures to achieve it.

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Section

2

Las Rozas: Ambition and roadmap

ICC Transformation

February 2021 to May 2021

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Roadmap Solution 1. Electronic headquarters and citizen portal more intuitive and usable
* Initiative 1. City Council New Telework model

MONTH 1 JULY 2021	MONTH 2 AGO 2021	MONTH 3 SEP 2021	MONTH 4 OCT 2021	MONTH 5 NOV 2021	MONTH 6 DIC 2021	MONTH 7 JANU 2022	MONTH 8 FEB 2022	MONTH 9 MARCH 2022	MONTH 10 APRIL 2022	MONTH 11 MAY 2022	MONTH 12 JUNE 2022	MONTH 13 JULY 2022	MONTH 14 AGOST 2022	MONTH 15 SEP 2022	MONTH 16 OCT 2022	MONTH 17 NOV 2022	MONTH 18 DIC 2022	MONTH 24 JULY 2023

Providing access to information for citizens and public employees ★

Increase the level of security of the City Council's web portal ★

Purchase of connection platform licences for remote attention to citizens through videoconferencing. ★

Implementation of new Citizen's Web Portal ★

New citizen identification and notification systems ★

Quality certificate UNE-EN ISO9001:2015 Process of analysis and data collection for the certification process ★

Implementation of the second phase of the centralised 010 call center Creation of a database of information from all areas of the municipality ★

System for recording and transcription of procedural acts in the higher bodies of the local administration (Local Government Board, Information Commissions, Plenary Sessions). Setting up the recording system ★

Preliminary Market Consultation. Analysis of results. Innovative Public Procurement for the improvement of eGovernment ★

Roadmap Solution 1. Electronic headquarters and citizen portal more intuitive and usable
* Initiative 2. Citizen Portal

MONTH 1 JULY 2021	MONTH 2 AGO 2021	MONTH 3 SEP 2021	MONTH 4 OCT 2021	MONTH 5 NOV 2021	MONTH 6 DIC 2021	MONTH 7 JANU 2022	MONTH 8 FEB 2022	MONTH 9 MARCH 2022	MONTH 10 APRIL 2022	MONTH 11 MAY 2022	MONTH 12 JUNE 2022	MONTH 13 JULY 2022	MONTH 14 AGOST 2022	MONTH 15 SEP 2022
		Improved and more robust backup, disaster recovery, cloud data storage and implementation of the third data centre. ★												
								Improve the security of data, workstations and computer servers.					★	
		Provide remote access to all city applications and documentation from any mobile device ★												
								New employee portal with access to all the necessary applications for the development of their work, time control, performance evaluation, etc., for the continuous improvement of both face-to-face and remote work and the City Council's training plan.						★
						Drafting and subsequent approval of rules for the correct use of IT solutions.							★	
Replacement, for all public employees, of all desktop computers with laptops to reconcile remote and face-to-face work. ★														
		Implementation and training for all public employees of collaborative tools that will facilitate telework and face-to-face collaborative work and improve security. ★												

Roadmap Solution 2. Last mile mobility for citizens and employees.
* Initiative 1. Mobility Hubs

Phase	Activity	M1 (Jan 2022)	M2	M3	M4	M5	M6	M7	M8	M9	Milestones
Phase 1: Planning	**Planning activities (contact with different companies, design the hubs, estimated budget..)**	★	★	★	★	★	★	★	★	★	Document with different alternatives, design and budget
	Study the best way for the establishment of a network of charging points in the municipality	★	★								Report related to charging points strategy within the city
	Meetings with shared mobility service providers to tell them about the progress of the project in order to awaken their interest and to present their services in the municipality			★			★			★	Database of meetings and new mobility services companies contacted
	Campaigns to promote the safe use of bicycles and scooters in the municipality.				★	★					Create campaings
	Organization of conferences and activities to promote sustainable and active mobility	★	★	★	★	★	★	★	★	★	Participation on events
Phase 2: Procurement and implementation	Procurement	★	★	★	★	★					
	Construction						★	★	★	★	
Phase 3: Citizen information	Communication campaigns for inform users about the mobility hubs	★	★								Create campaings

Roadmap Solution 2. Last mile mobility for citizens and employees.
* Initiative 2. Shuttles

	Activity	M1 (Jan 2022)	M2	M3	M4	M5	M6	Milestone
Phase 1: Analysis Las Rozas ecosystem	Meetings with companies and associations	★						Data base with the information of companies interested in the solutions (name of the company, number of employees, interest in the solution)
	Surveys to travellers and employees in order to know their interest ins thes kind of solutions						★	Survey report
Phase 2	Analysis of different alternatives	★	★					Document with functional and technical specification of different solutions
Phase 3	Development a first pilot	★	★	★	★	★	★	Procurement process Schedule and plan for the development of the pilot. Report with pilot conclusions
	Scale-up the solution	★	★	★	★	★	★	Procurement process for scaling-up the solution

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Rationale to road map

The roadmap was defined after an analysis of the city, its opportunities and its challenges, from the highest leadership of the municipality.

The underlying needs due to the pandemic,the new risks existing in the digital world, together with the analysis of needs detected in meetings with the stakeholders of the ecosystem together with the defined government plans, provided us with a 360ª vision of the city of Las Rozas and the most significant questions about the issues that should be worked on in the coming years to achieve among others with the SDGs agenda 20-30 and other legislative obligations and national, regional and city pacts to be a sustainable, effective, efficient and intelligent municipality.

Due to this, and having the citizen at the center, we managed to generate a 360° vision solutions in which we have been working for its development and implementation.

During these two and a half years of the program, economic resources have marked the decision making, prioritizing some tasks designed.

Initiative charter. Solution #1 Electronic headquarters and citizen portal

Strategy

Description

The first initiative of this solution is to launch a new electronic headquarters and improve the citizen electronic portal, which is safer and more usable.

The second initiative of the solution also incorporates the consolidation of the City Council teleworking model

Link to vision

Implementation of teleworking with more technological tools and better and more secure and stable connectivity to continue offering the same quality in the provision of public services.

Launch of a secure and accessible Electronic Government Platform, which will integrate all services and procedures. It also increases the level of transparency in management.

Link to ambition statement

Need for electronic media and technological solutions that lead to digital acceleration in the municipality to become an electronic government that is always with the citizen and their needs

Expected impact and timing

Increased use of the citizen portal. Increase face-to-face or online specialized care by providing guidance and advice for processing. A town hall closer to the real needs of people, both employees and citizens.

The employee initiative started March 2020.

Citizen portal initiative first semester 2022To continue till 2023

Stakeholders involved

Solution lead:

Electronic administration area of the Las Rozas City Council

Solution working team:

Electronic administration area of the Las Rozas City Council

All areas of the City Council and dependent agencies. Public employees.

Contributors:

Public employees

Consulting Companies with expertise in telecommunications and human resources

Risks

Availability of necessary funding

Overcoming resistance to change by council workers, management involvement; Lack of human resources in the e-Government department

Mitigation

Technical solutions that respond to our objectives

Continuous training of the municipality's employees

Management involvement

Inputs, outputs, outcomes and impacts

Source of funding and estimated cost

Budget of Las Rozas Council

Grants of the Spanish ministry of Territorial Policy "Next Generation EU" WIP

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Solution maturity outputs

We are working on innovative public procurement for the application of artificial intelligence directed at electronic administration, a project chosen by EAFIP passes mentoring and advice Cybersecurity contracts, licenses for use, telecommunications. Looking for this to provide us with open data that allows us to be predictive in the needs of citizens

City performance outcomes and impacts

At this time, we cannot measure results and impacts, because the solution is not yet implemented, In furture we be able to verify the number of people' who visit, tramit and consult online. So we can be sure that they will have a positive impact for all citizens.

Initiative charter. Solution # 2 Last mile mobility for citizens and employees

Strategy

Description

The 1st initiative is to develop multimodal mobility hubs in the city, in order to increase the current sustainable mobility options for trips within the municipality and for connections with other municipalities and with the metropolitan area of Madrid. The 2nd initiative is focused on the development of shuttles from public transport nodes to areas within the city with a high number of companies; this will increase the mobility options for employees

Link to vision

The vision the solution links to structure internal and external mobility in the municipality through communication nodes

Link to ambition statement

The ambition statement the solution is linked is to improve multimodality in urban environments. Promote sustainable mobility, electrification of transport, the use of non-polluting transport and shared mobility systems. Introduction of new mobility services. Micro mobility

Expected impact and timing

- Optimise trips for citizens and employees
- New last mile sustainable mobility options
- Reduce congestions and parking problems within the areas
- Reduce pollution
- Promote electromobility

End 2022: 2 mobility hubs working

Shuttles: To be planned for 2023

Stakeholders involved

Solution lead:
Municipal company for Innovation and urban transport in Las Rozas, Las Rozas Innova

Solution working team:
Las Rozas Innova,
Department of Safety
Transport and Mobility Department of Infrastructures and City
Maintenance Department of the Environment and Electronic

Contributors:
Mobility service providers, providers of charging points and shuttle services, technological companies, companies located in Las Rozas

Risks
- Planning and sizing of hubs due to lack of data in the municipality related to micromobility
- A multitude of actors involved, not only public but also private, who may have conflicting interests.
- Lower than expected penetration among users.
- Possible vandalisation of elements.

Mitigation
- Surveys to potential users
- Interviews with mobility experts
- Limitation of number of micromobility companies that can operate within the city

Inputs, outputs, outcomes and impacts

Source of funding and estimated cost

Mobility hubs: Budget of Las Rozas Innova (approved for development of the initiative in 2022)

Grants of the Spanish ministry (MITMA) "Next Generation EU" presented in September. Direct financing- Pending approval

Shuttles: No budget planned for 2022. No financing get either.

Solution maturity outputs

Mobility hubs: All the data generates (parking slots, charging points etc) will be incorporated to the city platform that is being developed by Las Rozas Innova

Shuttles: The solution will be managed through a common platform for all the companies interested.

City performance outcomes and impacts

As the solution is not already implemented, we cannot measure outcomes and impacts but thanks to some surveys done in Las Rozas where citizens could give their opinion about mobility, we know that they are interested in both solutions so we can assume that they will have a positive impact in the city

Key Performance indicators – overview: Solution #1 (1)

Solution # 1. *Electronic headquarters and citizen portal more intuitive and usable*	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impacts
Citizen Portal	• Providing access to information to citizens and public employees • Improving the web chatbot	• No. of visits to the citizen portal • No. of calls satisfactorily answered by 010 • Level of user satisfaction	• Reduced number of prior appointments for face-to-face service in the city council.
Citizen Portal	• Increase the level of security of the City Council's web portal. • Preparation of a public contract for the enhancement of data and access security • Certification at the medium level of security according to the law of the national security scheme	• No. of security breach risks detected • No. of security breach risks blocked	• Reduce downtime following a disaster • Improve security • Reduce the likelihood of loss or theft of information and compliance with the national security framework.
Citizen Portal	• Improving remote citizen services • Purchase of connection platform licenses for remote attention to citizens through videoconferencing	• Increase in the number of online interactions via videoconferencing • Reduction in the number of face-to-face appointment	• Reduced number of prior appointments for face-to-face service in the city council
Citizen Portal	• Implementation of new Citizen's Web Portal • Launch the new web portal	• No. of visits to the citizen portal	• Reduced number of prior appointments for face-to-face service in the city council. • Improved compliance with objectives

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Key Performance indicators – overview: Solution #1 (2)

Solution #1 *Electronic headquarters and citizen portal more intuitive and usable*	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impacts
Citizen Portal	• New citizen identification and notification systems • Technical developments and implementation of other identification services • Technical developments and implementation of the other telematics citizen notification service.	• 50% of procedures using the key system • 100% of City Council notifications are made through the key system.	• Improved compliance with objectives • Improvement in performance evaluation
Citizen Portal	• Quality certificate UNE-EN ISO9001:2015 • Process of analysis and data collection for the certification process	• High level of user satisfaction	• Improvement in performance evaluation
Citizen Portal	• Implementation of the second phase of the centralised 010 call center • Creation of a database of information from all areas of the municipality.	• No. of calls satisfactorily answered by 010	• Reduced number of prior appointments for face-to-face service in the city council.
Citizen Portal	• System for recording and transcription of procedural acts in the higher bodies of the local administration (Local Government Board, Information Commissions, Plenary Sessions). • Setting up the recording system	• Level of user satisfaction	• Improve data availability • Improve security

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Key Performance indicators – overview: Solution #1 (3)

Solution #1 *Electronic headquarters and citizen portal more intuitive and usable*	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impacts
Citizen Portal	• Preliminary Market Consultation • Analysis of results • Innovative Public Procurement for the improvement of eGovernment	• Level of user satisfaction	• Improved compliance with objectives • Cost reduction in IT supplies • Improvement in performance evaluation
City Council New Telework model	Improved and more robust backup, disaster recovery, cloud data storage and implementation of the third data centre.	• Reduce downtime following a disaster • Increase availability of applications (time and location). • Number of security breach risks detected • Cost reduction in IT supplies • Improvement in the fulfilment of objectives	• Reduce downtime following a disaster • Reduce the likelihood of loss or theft of information and compliance with the national security framework. • Number of security breach risks detected and compliance with current national security framework and general data protection regulation • Cost reduction in IT supplies
City Council New Telework model	Improve the security of data, workstations and computer servers.	• Number of security breach risks detected	• Improve data availability • Improve security
City Council New Telework model	Provide remote access to all city applications and documentation from any mobile device	• Improvement in the fulfilment of objectives • Improvement in performance evaluation	• Improved compliance with objectives • Improvement in performance evaluation
City Council New Telework model	New employee portal with access to all the necessary applications for the development of their work, time control, performance evaluation, etc., for the continuous improvement of both face-to-face and remote work and the City Council's training plan.	• Improvement in the fulfilment of objectives • Improvement in performance evaluation	Improvement in performance evaluation

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Solution #1 *Electronic headquarters and citizen portal more intuitive and usable*	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impacts
City Council New Telework model	Drafting and subsequent approval of rules for the correct use of IT solutions.	• Number of security breach risks detected • Cost reduction in IT supplies	• Cost reduction in IT supplies
City Council New Telework model	Replacement, for all public employees, of all desktop computers with laptops to reconcile remote and face-to-face work.	• Improvement in the fulfilment of objectives • Improvement in performance evaluation	• Improved compliance with objectives • Improvement in performance evaluation
City Council New Telework model	Implementation and training for all public employees of collaborative tools that will facilitate telework and face-to-face collaborative work and improve security.	• Increase availability of applications (time and location). • Improvement in the fulfilment of objectives • Improvement in performance evaluation • No. of security breach risks detected	• Improved compliance with objectives • Improvement in performance evaluation • Improve security

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Key Performance indicators – overview: Solution #2

Solution # 2. Last mile mobility for citizens and employees	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impacts
Initiative 1. Mobility Hubs	❑ Modal distribution of trips (including all available modes) in the urban area ❑ Increase of 13km of segregated bike lane ❑ No. of bus stops, train stations, deterrent parking 400 meters from the hub. Between 5 and 10 ❑ Existence of a Sustainable Urban Mobility Plan	Km of bike lane with connection to mobility hubs	•Increase in the use of public transport •Increased use of new mobility modes •Increase in walking trips (active mobility) •N°. of potential users who have access to new forms of mobility.
Initiative 2- Shuttles	❑ N° of grants given by the City Council ❑ N° of contacts form companies within the different areas ❑ Existence of a Sustainable Urban Mobility Plan	N° of companies that are part of the solution N° of passengers that use the shuttle	•Increase number of users who use or are willing to use it •Increase in the use of public transport

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Key Performance indicators - Cross cutting indicators

Cross cutting indicators
Solution #1 Citizen Portal /City Council New Telework model
• Satisfaction of citizens with the management and attention provided by the council • Satisfaction of citizens and companies with the usability, security and simplicity in carrying out procedures or consultations with the city council. • Satisfaction of public employees
Solution #2 Mobility Hub/ Shuttles
• Satisfaction of citizens with the solution implemented within Las Rozas • Satisfaction of users with the Mobility hubs • Satisfaction of users withe the different alternatives of Mobility implemented within the Mobility hubs

Rationale to KPI approach

"Proximity to citizens and to management"

For both solutions, the KPIs chosen have been based on the existence of prior information relevant to the solution - supported by the needs identified in the attention to citizens, companies and public servants.

- Solution#1 **Electronic headquarters and citizen portal more intuitive and usable:**
  - Facilitate access and increase usability for citizens and businesses.
  - Facilitate the development of the labor skills of public employees, offering services with higher levels of security, of higher quality - achieving more satisfactory results for all citizens, companies and employees.

- Solution#2 **Mobility Hub/ Shuttles**
For both initiatives, the selection of KPIs was based on the existence of previous relevant information for the solution. It will be used as the baseline.
For example, accurate information about modal distribution of trips (thanks to the information provided by the public transport authority)
or the km of segregated bike lane (city council information)

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Governance structure for roadmap implementation - Solution #1

Steering Committee
- Electronic administration área (managers)

Reviews overall progress, takes key decisions and sponsors overall roadmap

PMO
- Electronic administration area (administrative)

Provides administrative support for overall project implementation

Core team
- Electronic administration área (technicians)

Initiative 1
- Electronic administration area (technicians)
- External technical support

Initiative 2
- Electronic administration área (technicians)
- External technical support

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Governance structure for roadmap implementation - Solution #2

Steering Committee
- Las Rozas City Council
- Las Rozas Innova

Reviews overall progress, takes key decisions and sponsors overall roadmap

PMO (to be decided)

Provides administrative support for overall project implementation

Core team

Las Rozas Innova, Department of Safety

Transport and Mobility Department of Infrastructures and City

Maintenance Department of the Environment and Electronic

Initiative 1
- ✓ Las Rozas Innova,
- ✓ Department of Safety Transport and Mobility Department

Initiative 2
- ✓ Las Rozas Innova,
- ✓ Department of Safety Transport and Mobility Department

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Section

3+4

Las Rozas : Impact

ICC Transformation

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Impact Executive Summary (1)

The key success factor of the ICC journey of Las Rozas was meeting and exchanging experiences with cities that are working in the same direction. ICC enabled the city able to share and discuss the challenges in relation to, e.g., the interoperability of systems, budgets, lessons learned.

The obstacles encountered was mainly the lack of guidance and support by a Lead Expert assigned to the municipality.

In the coming years, las Rozas will continue to (1) work towards the set KPIs and (2) set new objectives that - by being part of this ICC program - have been marked within the smart city plan that was defined and that brings together all the smart city actions - a city of the XXI century, modern, responsible and committed to the entire ecosystem.

Impact executive summary (2)

Solution#1 **Electronic headquarters and citizen portal more intuitive and usable**

- The initiatives implemented aimed at (1) the development - and last phase of certification in the UNE-EN ISO 9001: 2015 – of the quality of public services, (2) the creation of a cybersecurity commission to prevent and mitigate cyber attacks, (3) the continuation of the deployment of mobile work positions for all public employees.

- The city also worked on the implementation of a prior appointment service to streamline citizens services and generating more simplified and usable information for setting up administrative procedures.

Solution#2 **Mobility Hub/ Shuttles**

- During the ICC process the initiatives that were part of Solution#2 (mobility hubs and Shuttles) have not been implemented yet. The Mobility Hubs will be financed by grants by the Spanish ministry (MITMA) "Next Generation EU" presented in September 2021. Due to administrative issues the project is now still in the procurement phase. This initiative will be finished by the end of 2023

- For the shuttles no budget has been planned for 2022, no financing is secured yet. The intention is to try to find funding for this project by participating in relevant EU Horizon calls.

- As the solution is not implemented yet, the measure outcomes and impacts cannot be measured yet either (no KPIs). Las Rozas performed some surveys where citizens were asked about their opinion on mobility issues, revealing the interest of the citizens in both solutions – based on which it can be assumed that they will have a positive impact.

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Assessment of solution maturity - discussion

The KPIs defined for Solution#1 "Electronic headquarters and citizen portal more intuitive and usable" have been scaled within the internally established times linked to the economic resources, the administrative deadlines of the current legislation on the one hand and on the other, the KPIs were designed and chosen as an implementation project in four years.

For solution #2: NA

5 key lessons

Solution#1 Electronic headquarters and citizen portal more intuitive and usable

Lesson	Reflections
1	Due to the modernization of the entire system, it requires that all areas be part of it and analyzed in a transversal way.
2	Administrative and budget issues make difficult to complete on time the project
3	Some specific workshops with cities with similar solutions and more support from ICC side would have been welcome

Solution#2 Mobility Hub/ Shuttles

1	City engagement and internal coordination is a crucial point from the beginning.
2	Planning phase requires more time and resources. Due to the numerous agents involved and the scope of the project, the planning phase has been more complex than initially expected.
3	Administrative and budget issues made it difficult to complete the project on time.
4	Some specific workshops with cities with similar solutions and more support from ICC side would have been welcome

The European Commission's
INTELLIGENT CITIES
CHALLENGE

Reflections on city collaborations

Solution#1 "Electronic headquarters and citizen portal more intuitive and usable" and Solution#2 "Mobility Hub/ Shuttles"

- No similar solution was found in other ICC core cities

- Las Rozas has been able to establish contact and alliances with other cities of the project for other common purposes outside the ICC environment

Commitments

Commitments to on-going resources	Commitments to on-going collaboration	Commitments to on-going KPIs
The resources available are those of the city council. The only noteworthy and financeable through the "next generation" has been a line of transformation related to the implementation in cybersecurity		Improvement of cybersecurity systems for the protection of systems and information.
The Mobility Hubs have been financed by grants of the Spanish ministry (MITMA) "Next Generation EU" presented in September 2021. This initiative will be finished by the end of 2023	The proposal for the shuttle initiative is to finance this project by participating in related calls of Horizon Europe with the next two years	Not applicable for Solution#2

3 Year plan - ambitions

Solution#1 Electronic headquarters and citizen portal more intuitive and usable

Building on the ICC, what would will the city aim to achieve in 3 years time?	Give citizens and companies excellent service services by applying artificial intelligence and predictive systems through a city platform. Generate 360° services, proactive services for citizens and companies
What steps will you take over the next 3 years to achieve these goals?	To achieve these objectives we are working on the creation of forums of knowledge and exchange being and positioning ourselves as the reference city within our geographical location, northwest area of the Community of Madrid. Becoming the benchmark of the IoT and Living Lab municipality.

3 Year plan - ambitions

Solution#2 Mobility Hub/ Shuttles

Building on the ICC, what would will the city aim to achieve in 3 years time?	Giving new alternatives of sustainable mobility for citizens, workers and visitors of Las Rozas in order to make the municipality more sustainable and attractive. This solution will put special attention on active mobility in order improve the quality of life of our citizens and have positive impacts on their health. Other key point is giving companies and employees mobility alternatives in order to reduce the car dependency for working trips
What steps will you take over the next 3 years to achieve these goals?	Launch the initiatives proposed on the new SUMP of Las Rozas (under approval) Finish the project financed by the grants of the Spanish ministry (MITMA) "Next Generation EU" . New bike lanes in Las Rozas and Mobility Hubs Look for more financing for sustainable mobility initiatives Involved startups and the whole ecosystem in order to find innovative solutions Create a mobility sandbox within Las Rozas