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Mantova: Intelligent City Transformation Overview

ICC Final Deliverable

Executive summary

The Municipality of Mantua, in analogy with other administrations and in line with the Government's objectives on the digitalisation of public services, has set itself the objective of developing a wide range of online services in order to make access to municipal counters easier, cheaper and more efficient.

Focus of ICC project: procedures to set up a virtual counter that would allow citizens to interact with the municipality without moving from home and at any time, and that would allow the municipality to interact with citizens via a direct connection to the protocol, without any action by the counter operator.

Expected results: time savings for the user, who does not have to go to the counter, and savings for the Municipality, which does not have to spend resources on protocol operations and on responding to the initiation of proceedings.

What has been done: after an initial analysis of the service in 2019 and 2020, work began to digitise the first 5 pilot instances in order to digitise all 29 instances of the service in the coming months. The first 5 services have already been published.

Plan for the future: when the project is completed (2023-2024), with the publication of 29 instances, it is estimated that there will be a significant time saving for the citizen, which, translated into money, amounts to €214,000, not to mention the benefit in terms of reconciling of life and work time.

Mayor Foreword

"ICC allowed the Municipality to focus on the digitalisation process already started with a managerial methodology and professional support. The work done will allow a great saving in term of money and time for both the administration and citizens. The path is mapped out and we'll go on working to complete the total digitalisation of services"

Adriana Nepote, Councillor for digitalisation, smart city and European projects

The city of Mantova pursued an EU-supported transformation over four main stages, and this document details that journey by these sections

Overview to the city's journey and structure of this document

1 Preparation & assessment
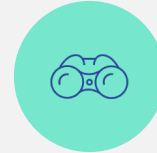
5 months:
September 2020 – January 2021

2 Ambition & roadmap

3 months:
February 2021 – April 2021

3 Implementation

15 months
May 2021 – July 2022

4 Review & way forward

2 months
August 2022 – September 2022

Summary

Find out where a city is, where it should go and who in the ecosystem is going to mobilise make things happen

Develop a concrete plan to achieve measured improvements, collaborating with the community; push action with immediate benefits

Get "big moves" done and see results; take action in partnership with others

Measure success, and commit to keep connections and improvements going

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Section

1

Mantova: 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

The Municipality of Mantova is the local government authority of the city of Mantova (ca. 50.000 inhabitants) and it's the main city in the province of Mantova (ca. 400.000 inhabitants). Together with the neighboring municipalities of the "Greater Mantova" slightly surpasses the 100 thousand inhabitants.

The Municipality main tasks are manifold: from **urban planning** and maintenance, to **social service**, primary **education**, **culture**, arts and museums, local policing, etc.

The City achieved the prestigious title of **Italian Capital of Culture** 2016 and **European Region of Gastronomy** 2017. In addition, the city is part of the **UNESCO** World Heritage List since 2008, which on the other hand imposes several strict limitations on climate change mitigation actions and tools.

The territory is **facing more and more events related to climate change**. The City is deeply involved in multidisciplinary and shared climate change adaptation and mitigation actions, urban regeneration and green policies for a sustainable urban development and for the improvement of the quality of life for citizens.

It has joined the ICC to **pursue its goals to become a sustainable city**, as cultural and liveable place able to attract new citizens, city users, entrepreneurs, tourists in a sustainable, inclusive and innovative environment.

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City needs: State of the city overview

The state of Mantova today

Mantova is a city with strong potential and undeniable assets. it is located at the heart of the Pianura Padana (one of the main active areas of Italy) and close to several bigger cities.

The City has been carrying out ambitious urban policies in many fields, being aware that small and medium sized cities, can strive for growth and citizens well-being as much as large cities, though in a different way.

The local ecosystem is proactive and well engaged in different fields (culture, education, welfare, environment..).

The city is engaged in initiatives and projects to design innovative solution for urban regeneration, environmental protection and recovery, community engagement and social inclusion.

Many efforts have been done in recent years to attract University centres.

The most relevant challenges for Mantova are related to demography (aging population), the need to compete with close bigger cities with a bigger users base.

Key insights from city performance analysis

Higher performance observed

1 First Italian Capital of Culture

2 2021 greenest city in Italy

3 Resources collected from EU/Government/Region: 22 million € since September 2020

4 Energy refurbishment One-stop-shop opened to citizens in 2020

5 Attraction of new University centres

Lower performance observed

1 Decrease in the total number of inhabitants (in particular with regards to young people)

2 Closure of important productive sites in the last 10 years.

3 Contaminated site of national relevance (SIN): contaminated area as classified by the Italian National Government

4 Difficulties in maintaining new citizens (students from universities)

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ICC strategy: Vision and ambition statements

A Carbon Neutral and smart city able to attract new citizens and entrepreneurs
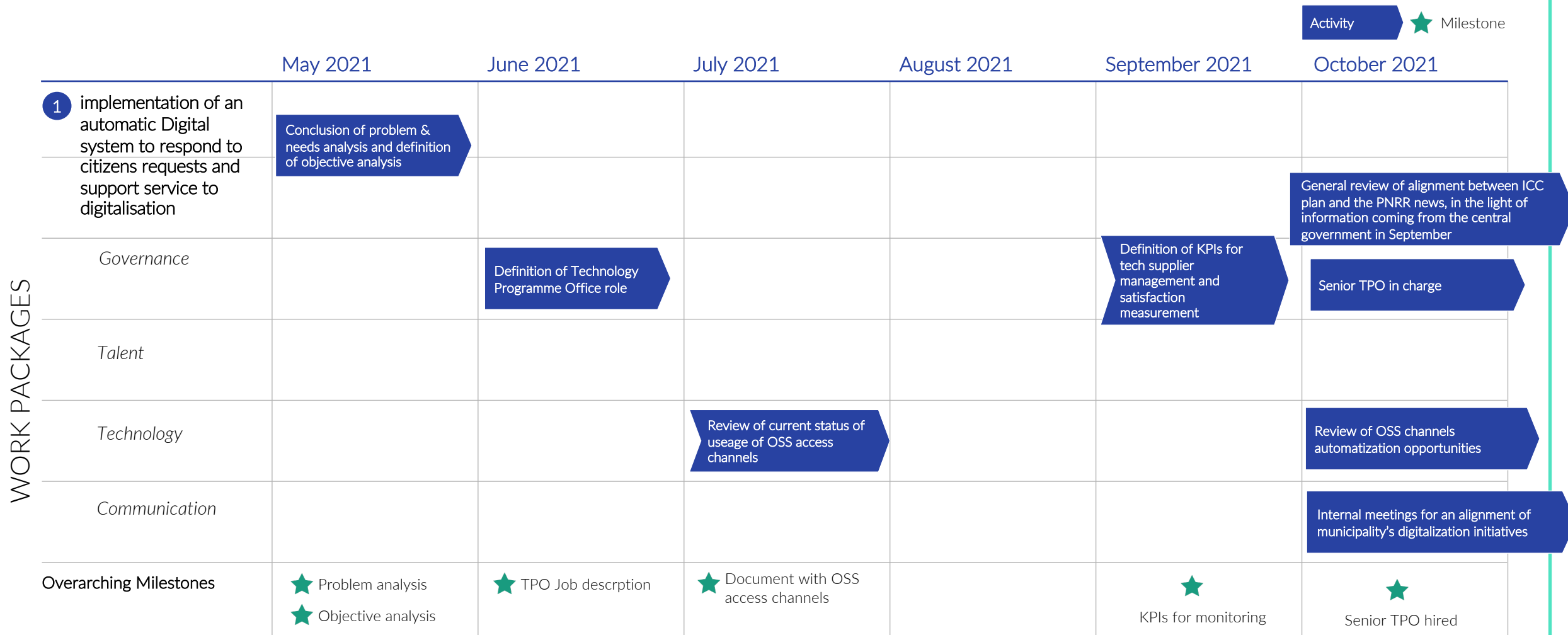.

To increase inhabitants and presence of enterprises

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Section

2

Mantova: Ambition and roadmap

ICC Transformation

February 2021 to May 2021

Implementation roadmap (1)

Activity ⭐ Milestone

	May 2021	June 2021	July 2021	August 2021	September 2021	October 2021
1 implementation of an automatic Digital system to respond to citizens requests and support service to digitalisation	Conclusion of problem & needs analysis and definition of objective analysis					General review of alignment between ICC plan and the PNRR news, in the light of information coming from the central government in September
Governance		Definition of Technology Programme Office role			Definition of KPIs for tech supplier management and satisfaction measurement	Senior TPO in charge
Talent						
Technology			Review of current status of useage of OSS access channels			Review of OSS channels automatization opportunities
Communication						Internal meetings for an alignment of municipality's digitalization initiatives
Overarching Milestones	⭐ Problem analysis ⭐ Objective analysis	⭐ TPO Job descrption	⭐ Document with OSS access channels		⭐ KPIs for monitoring	⭐ Senior TPO hired

WORK PACKAGES

Implementation roadmap (2)

Activity   ★ Milestone

		November 2021	December 2021	January 2022		June 2022	Post ICC (end of 2022
1 implementation of an automatic Digital system to respond to citizens requests and support service to digitalisation							
	Governance		Definition of Technology Programme Office role				
	Talent			Training to Municipality employees			
	Technology			5 services digitalized	Analysis of 29 additional services to be digitalised / Research of funding		Digitalisation of remaining services
	Communication			Communication to citizens			
					Involvement of third sector associations supporting the training to citizens		
Overarching Milestones				★ Digitalized services online		★ First analysis of 29 services / ★ Project proposals submitted for additional funding	★ Supporting points for citizens opened

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Initiative charter
Solution: Implementation of an automatic Digital system to respond to citizens requests and support service to digitalisation

Strategy

Description

On-line public services – "The citizens portal" – Demographic Services Area

The project envisages the digitisation of all services that can be provided online related to the Demographic Services area. These are the events of the citizen's life: residence, birth, death, marriage/union, etc. (29 requests).
The procedures are the same as on the entire national territory, then the on-line organizational model could be exported to all public administrations.

Goal: Using cutting-edge technology to drive a smart and sustainable recovery.
Promoting the use of public digital identity through SPID

Link to vision

The solution links to the vision of a smart city able to attract new citizens and entrepreneurs

Link to ambition statement

The solution links to Ambition statement 2: to increase inhabitants and presence of enterprises

Expected impact and timing

To drive a smart and sustainable recovery using cutting-edge technology .

Timing: 2 years

Stakeholders involved

Solution lead:

Demographic Service Unit

Solution working team:

Paola Dugoni – Head of Demographic Service Unit

Sabrina Montagnoli – Demographic Service Unit

Francesco Peloso – ASTER (In-House)

Sofia Salardi – EU projects and Fundraising Unit

Contributors:

ASTER (In-House in charge of IT services)

Maggioli (IT solutions producers)

Risks and mitigation

Possible risks:

• Internal staff not prepared to digital transition

• Delays in next releases

Mitigating measures:

• Definition of a training period for internal staff

• Definition of a gantt of activities and weekly update between working team and IT solutions providers

Inputs, outputs, outcomes and impacts

Source of funding and estimated cost

Internal staff and In-house staff (source: included in the contract between In-House and the Municipality of Mantova)

PNRR (Next generation EU)

Solution maturity outputs

Citizens:

• **Time saving**: 60 minutes per user for a total of 26.293 hours

• **Money saving: € 214.000€**

Municipality:

• **Time saving** for internal staff: 3.046 hours

• **Money saving: € 45.099** (internal staff + other costs (mail, paper, indirect costs etc..)

City performance outcomes and impacts

• Work-life balance (time saved thanks to the on-line service)

• Sustainable mobility. The on-line service allows to avoid travelling by car

• Job re-organization (smart working) for the Municipality staff

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Key Performance indicators - overview

Solution	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impacts
Implementation of an automatic Digital system to respond to citizens requests and support service to digitalisation	Definition of TPO role TPO hiring	TPO in charge	Governance of the Municipality digital transition implemented
	Review of current status of usage of OSS access channels	Document with OSS access channels	Increased and deepened knowledge of OSS access channels
	Review of OSS channels automatization opportunities	Document with OSS access automatisation opportunities	Increased automatisation of OSS access
	Definition of KPIs for supplier management and satisfaction measurement	KPIs defined	Increased awareness of supplier management
	Internal meetings for an alignment of all the digitalization initiatives	Internal meetings	Increased alignement of municipality's digitalisation initiatives
	Digitalisation of services	5 services digitalised	Increased digitalisation of the municipality
	Communication to citizens	Articles of local newspaper; information via social media	Increased information about new digital services
	Training to internal staff	Trainings	Increased preparation of internal staff
	Analysis of 29 additional services to be digitalised	Document of analysis	Increased knowledge of OSS services to be digitalised
	Research of funding/project proposal submission	Project proposal submitted	Increased level of funding
	Digitalisation of remaining services	29 services digitalised	Increased level of digitalisation
	Involvement of Third Sector for supporting citizens	Third Sector involved in supporting/training activities (memorandum of understanding?)	Increased support for citizens

Governance structure for roadmap implementation

Steering Committee
Councillor Members Adriana Nepote, Iacopo Rebecchi

PMO
Municipality of Mantova
EU projects and fundraising unit

Core team: Municipality of Mantova
Demographic services Unit (Paola Dugoni, Sabrina Montagnoli)
EU projects and fundraising unit (Sofia Salardi, Maria Giulia Longhini)

Solution team: Municipality of Mantova, Aster
Demographic services Unit (Paola Dugoni, Sabrina Montagnoli)
EU projects and fundraising unit (Sofia Salardi)
In-House company Aster (Francesco Peloso)

Mantova: Impact

ICC Transformation

February 2021 to May 2021

Impact executive summary

Objective

The Municipality of Mantua, in analogy with other administrations and in line with the Government's objectives on the digitalization of public services, has set itself the objective of developing a wide range of on-line services in order to make access to municipal counters easier, cheaper and more efficient.

As part of the ICC project, the Municipality focused on procedures to set up a virtual counter that allows citizens to interact with the Municipality without moving from home and at any time, and that allows the Municipality to interact with citizens via a direct connection to the protocol, without any action by the counter operator.

Results

Time savings for the user, who does not have to go to the counter, and savings for the municipality, which does not have to spend resources on protocol and response operations on the initiation of proceedings.

What has been done

After an initial analysis of the service in 2019 and 2020, Mantova worked to digitalize the first 5 pilot instances in order to digitalize all 29 instances of the service in the coming months.

The first 5 services have already been published and the project is scheduled for completion in 2022. When the project is completed, with 29 applications published, it is estimated that there will be a significant time saving for the citizen (translated into money, amounts to €214.000) and for the municipality (estimated saving is €45.000).

Lessons learnt

The political support from the City Council has been crucial for the success of the project as well as the positive collaboration between the Municipality, the In-House and IT service provider

Assessment of solution maturity - progress against KPIs

		Where we started	Midway through the challenge	Final results
Solution 1				
KPI 1	Definition of TPO role TPO hiring	Analysis of the role	Role defined	New TPO in charge (1)
KPI 2	Review of current status of usage of OSS access channels	Analysis of the state of the art		1 document of Analysis
KPI 3	Review of OSS channels automatization opportunities	Analysis of OSS channels		1 Document with OSS access automatisation opportunities
KPI 4	Definition of KPIs for supplier management and satisfaction measurement	On-going		On-going
KPI 5	Internal meetings for an alignment of all the digitalization initiatives	Planning of meetings		One meeting per week for a total of 50
KPI 6	Digitalisation of services			5 services digitalized
KPI 7	Communication to citizens			1 article published
KPI 8	Training to internal staff			1 training arranged
KPI 9	Analysis of 29 additional services			1 document of analysis prepared
KPI 10	Research of funding	Research of call for proposals, Project proposal prepared		4 project proposal submitted, 3 approved
KPI 11	Digitalisation of remaining services	On-going		On-going
KPI 12	Involvement of Third Sector for supporting citizens			

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Key lessons

Lesson	Reflections
1	The commitment and sponsorship of the Administration is crucial for success
2	It is fundamental to start from a shared and complete knowledge of the context

3 Year plan - ambitions

Building on the ICC, what would will the city aim to achieve in 3 years time?	Collaboration among the ecosystem for a more attractive city
What steps will you take over the next 3 years to achieve these goals?	Building up collaboration with the local Third Sector Involving other municipalities of the Province to share the project implemented