



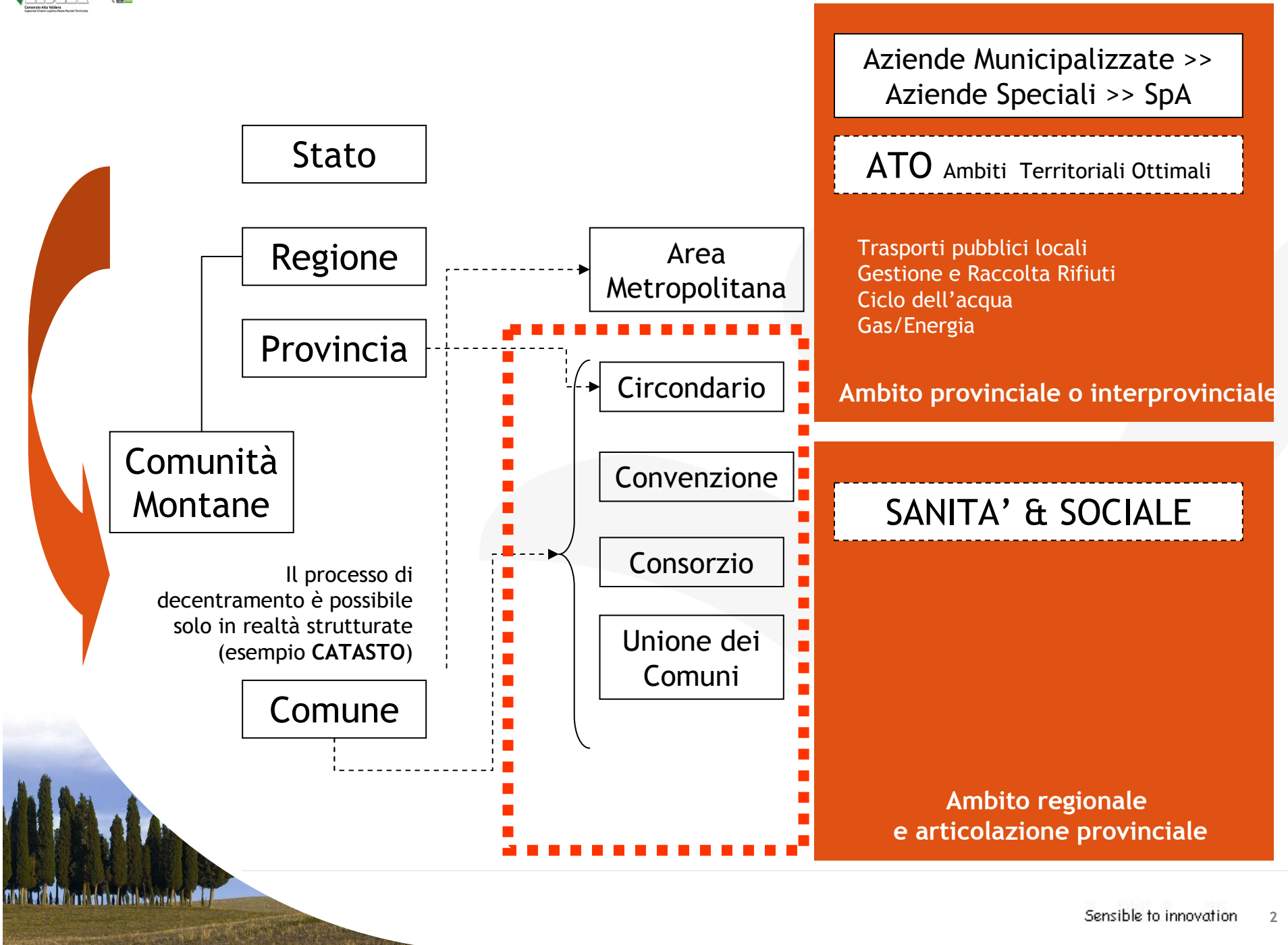
we love to innovate

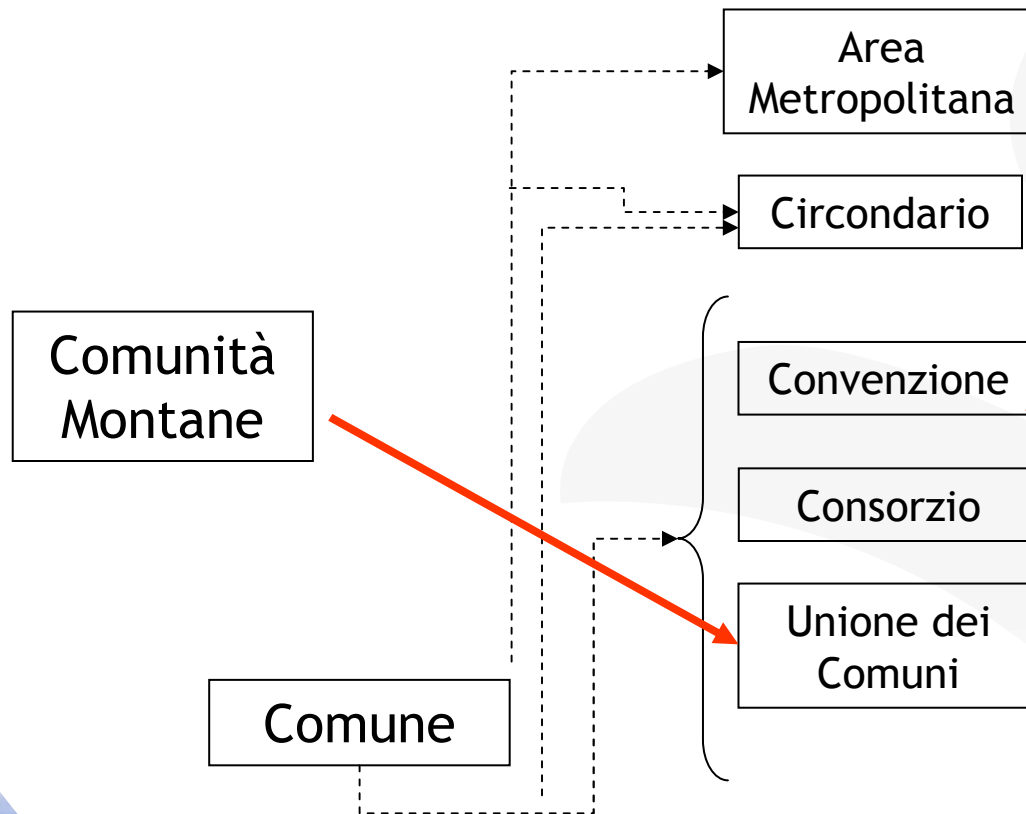
from a framework agreement to a contract ...

from a consortium to unione dei comuni

Bratislava - Hotel Barónka - 30 October 2008



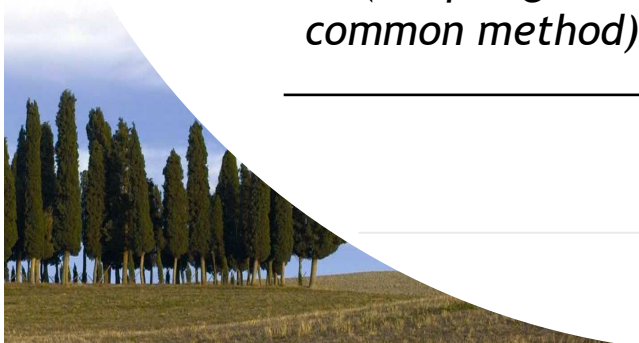




Per fare cosa?

- POLIZIA LOCALE
- TRIBUTI LOCALI
- SERVIZIO PERSONALE
- FORMAZIONE DEL PERSONALE
- SERVIZI SOCIO EDUCATIVI
- PROTEZIONE CIVILE
- FUNZIONI DI SEGRETERIA
- UFFICIO LEGALE
- UFFICIO STAMPA
- UFFICIO ACQUISTI
- REGOLAMENTO EDILIZIO
- CATASTO
- LAVORI PUBBLICI
- STATISTICA
- ATTIVITA' PRODUTTIVE
- URBANISTICA
- SISTEMA INFORMATIVO
- CANILI
- RETE MUSEALE
- RETE DELLE BIBLIOTECHE
-
-
-
-

<p>Creativity <i>(being able to anticipate needs)</i></p>	<ul style="list-style-type: none"> • Making use of contract agreements • Political actions to market a territory • Providing services and issuing plans for large numbers
<p>Autonomy <i>(being able to develop)</i></p>	<ul style="list-style-type: none"> • Administrations' networking • Standardization of work processes • Defining a development road ((from a contract to a Consortium to merging)
<p>Self sustainability <i>(being able to innovate)</i></p>	<ul style="list-style-type: none"> • Improving service delivery • Trying new roads • Integration central administrations and local governments • Defining a development road ((from a contract to a Consortium to merging)
<p>Transferability <i>(adopting a common method)</i></p>	<ul style="list-style-type: none"> • Working out plans aiming at the dissemination of good practices • Merging with a bench marking approach • ...



Political leadership

- Strong orientation toward an integrated system
- Constant aim: Alta Valdera Consortium, Unified office facilities, Civil protection, Altavaldera development consortium, ...
-

Logistics

- Centralized common office facilities
- New office facilities to provide services

Human resources

- Optimizing human resources mix (newly recruited employees and experienced employees)
- Employees are moved from municipalities to the Consortium
- Incentives to persuade employees to accept the transfer

Management tools

- One has to adopt new never tried before methods
- Being oriented towards innovation (new projects and new ideas come first)



The joint delivery of services aims at triggering off economy of scale advantages (improving effectiveness and efficiency in the service delivery)

This goal has been pursued systematically since 1997 moving from one system of collaboration to continuously more integrated systems of collaboration



INHABITANTS

Capannoli	5.106
Chianni	1.563
Lajatico	1.389
Palaia	4.536
Peccioli	4.833
Terriciola	3.939

TOTALE 21.366

AREA (sq.km)

Capannoli	23
Chianni	62
Lajatico	73
Palaia	74
Peccioli	93
Terriciola	43

TOTALE 367



oggi 30 ottobre 2008 (6 -> 15 comuni & 367 -> 634 Km²)



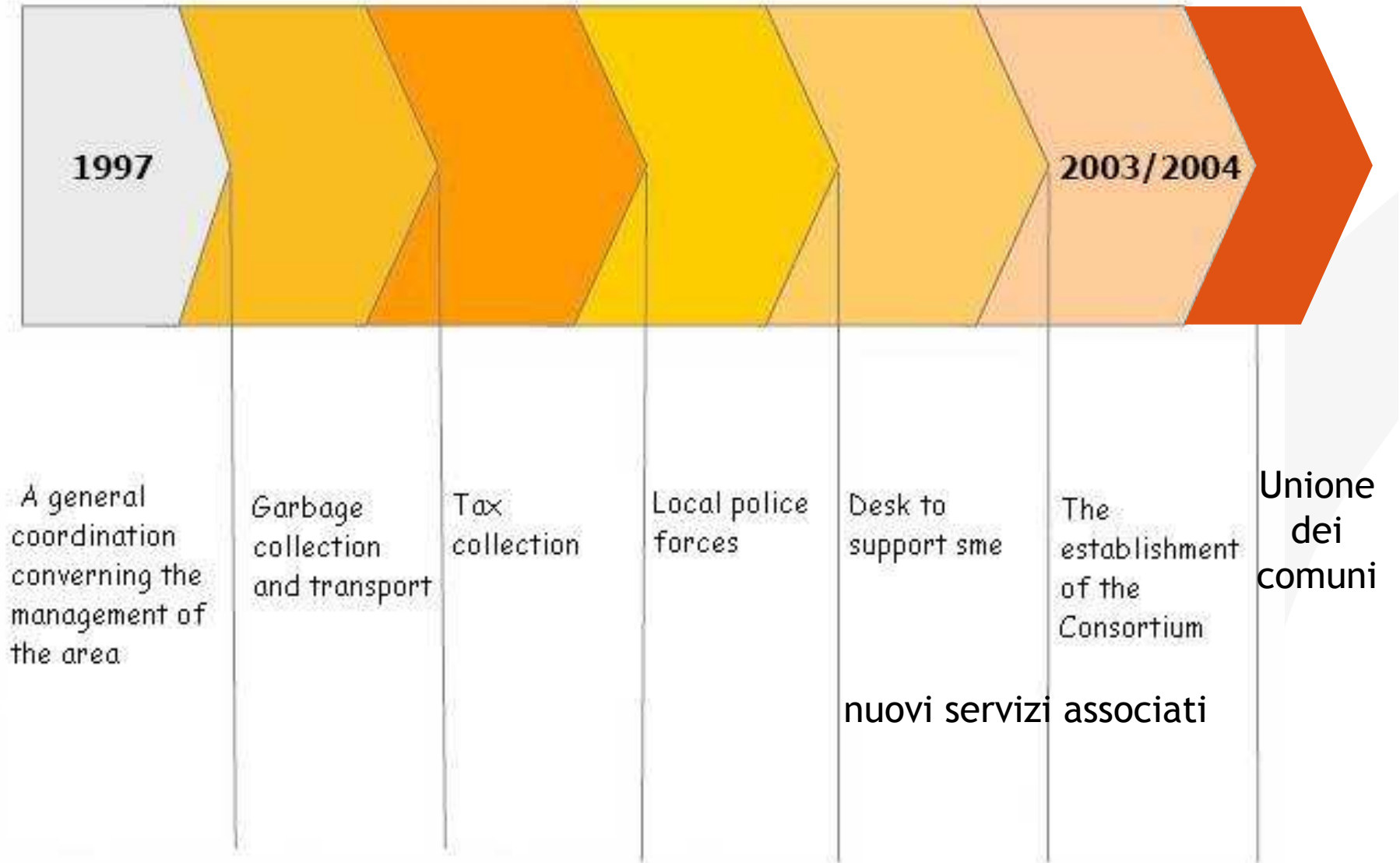
- Improving the quality of service delivery by improving the competencies of human resources
- Managing jointly homogeneous services
- Saving money to invest in training and new technologies

le premesse

Il comune di **Peccioli** attraverso accordi con le amministrazioni locali della Provincia e della Regione trasforma un'emergenza ambientale (UNA DISCARICA DISMESSA SUL PROPRIO TERRITORIO e UN BISOGNO CRESCENTE DI SITI NEI QUALI CONFERIRE RIFIUTI) in una opportunità.

Grazie ad una gestione attenta e responsabile in Valdera è stato attivato un volano di sviluppo che ha consentito di creare fiducia nelle amministrazioni pubbliche ed ha messo in moto i percorsi di gestione associata dei servizi.





garbage collection

- It was expensive for each municipality to deliver the service over so large an area
- Joint management assured optimal use of resources and financial savings

tax collection

- Integrating tax collection with local police support to local SME will assure a better control of tax evasion

human resource management

- at the time being only Capannoli, Peccioli e Terricciola merged Human resources management; shortly all Municipalities of the Consortium will join



- Providing local police services over so large an area was very difficult and expensive for each single municipality
- Joint management assures a more constant and penetrating monitoring of the area

- Authorization procedures from newly created SME are being standardized

- Reducing direct costs (joint management 23% cheaper than disjoint management)
- Coordination costs increase (to harmonize work processes and to create centralized data banks)
- Direct cost to monitor quality of service delivery and customer satisfaction



Joint management of services (distributed over the municipalities)

In a first step integration is limited

Joint managed services (delivered at common office facilities)

Integration gets increased (the leading municipality plays a major role)

The consortium

Increasing functional integration also thanks to ICT



Esempio 1

Gestione del personale

I 15 comuni della Valdera gestiscono il servizio del personale (BUSTE PAGA, GESTIONE GIURIDICA, SELEZIONE, FORMAZIONE) con 20 operatori



Con l'Unione a 15 è stato definito un fabbisogno di 8/10 risorse per gestire complessivamente tutti dipendenti



SI OTTERRA' UN RISPARMIO DI 10-12 RISORSE
PER UN RISPARMIO APPROSSIMATIVO DI
300.000,00-360.000,00 €

Esempio 2

Peso % incentivazioni regionali

Il Bilancio di previsione del Consorzio Alta Valdera ammonta a

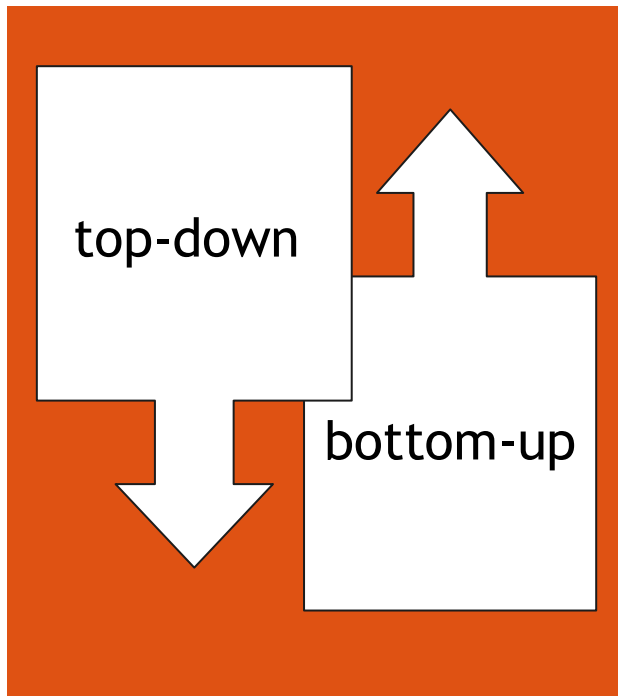
≈ 3.500.000,00 €



Attualmente le incentivazioni regionali ammontano a poco meno di 100.000,00 €

meno del 3%





Con un quadro incerto,
complesso, complicato per
molti è **impossibile fare.**

Per noi la **possibilità di fare**
è figlia dell'incertezza.

E' carente il quadro normativo....

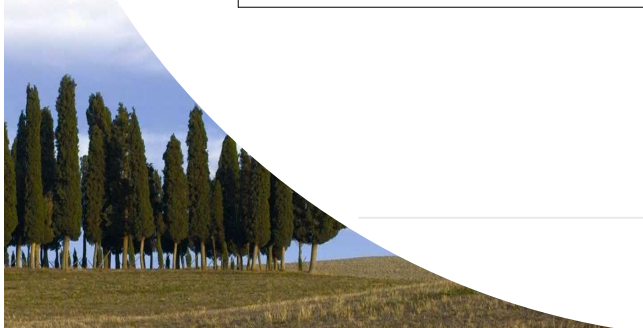
I cittadini non sono preparati....

E' troppo complesso... troppo complicato...

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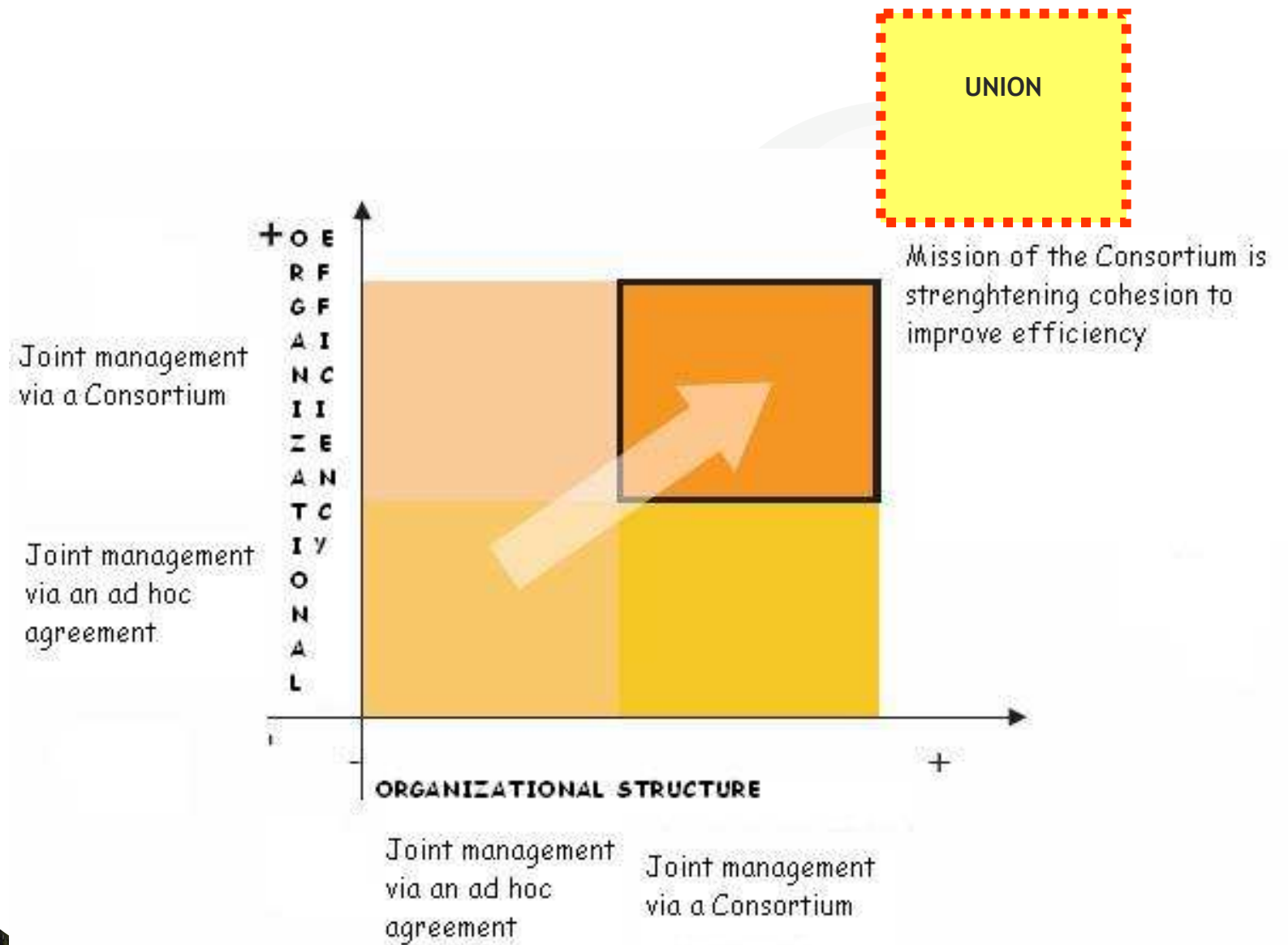
Stake holders	Critical factors +	Critical factors -
<p>citizens</p>	<ul style="list-style-type: none"> • saving • incentives • Service quality • Technological and organizational innovation • Visibility and impact on the area • Decentralization of central government's functions • 	<ul style="list-style-type: none"> • Loosing control • Increased management complexity
<p>Elected representatives</p>		
<p>organization</p>		



Quality certification gained in 2007 by Tax collection service, support to SME service, general administration increases the legitimation of joint managed

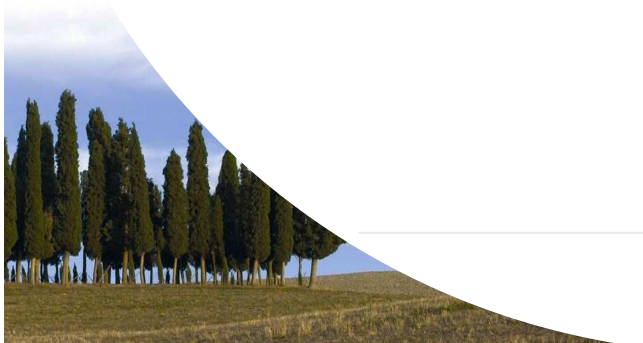
Certification implies the formalization of work processes assuring to customers adequate operational processes





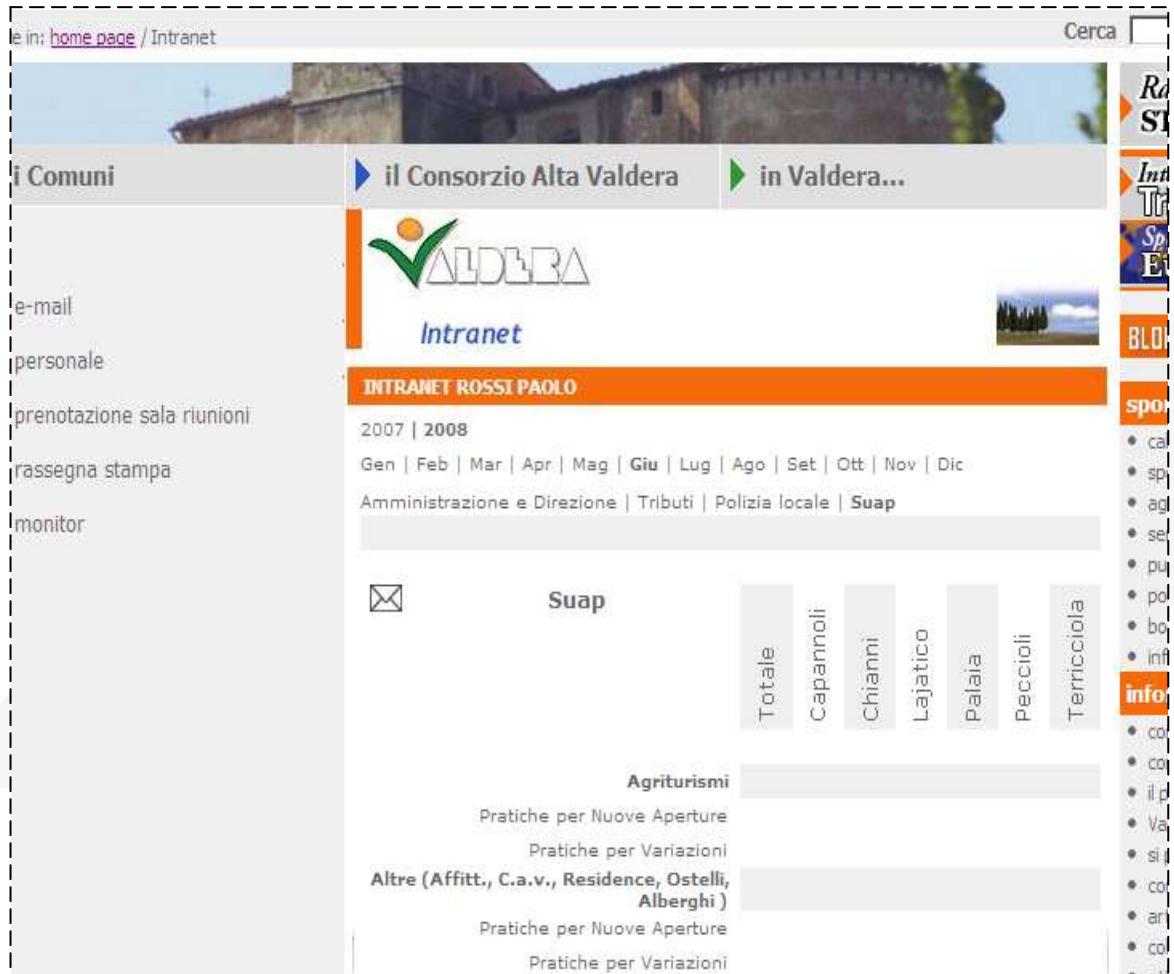


Selecting INTRANET and imputing LOGIN and PASSWORD, employees have access to intranet: the can check their e-mail box, their salary prospect, read the *press review*, book the *meeting room* and access **MONITOR**



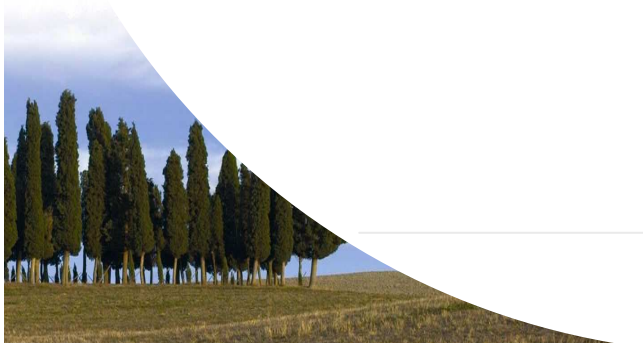
MONITOR is a reporting system over internet.

The 4 Services summarize each month the macro activities realized for each municipality.
 Contact persons of each municipality can dialogue with each service via an intranet mail system that keeps track of each message exchanged



The screenshot shows the ALDERA Intranet interface. At the top, there is a navigation bar with 'Comuni' and 'il Consorzio Alta Valdera'. Below this is the ALDERA logo and the word 'Intranet'. A sidebar on the left contains a menu with items like 'e-mail personale', 'prenotazione sala riunioni', ' rassegna stampa', and 'monitor'. The main content area features a calendar for the year 2008, with 'Giu' (June) selected. Below the calendar, there is a section for 'Suap' (Sistemi di Gestione Integrata) with a table of data for various municipalities.

Totale	Capannoli	Chianni	Lajatico	Palaja	Peccioli	Terricciola
Agriturismi						
Pratiche per Nuove Aperture						
Pratiche per Variazioni						
Altre (Affitt., C.a.v., Residence, Ostelli, Alberghi)						
Pratiche per Nuove Aperture						
Pratiche per Variazioni						



CATEGORIE	DESCRIZIONE ATTIVITÀ	POLIZIA LOCALE					
		Totale	Capannoli	Chianni	Lajatico	Palaia	Peccioli
PERSONALE							
UNIONI							
PA ALTA VALDERA							
SA							
STESA							
	Controllo generico del territorio						
	Pattuglie notturne						
	Controlli edilizi						
	Incidenti stradali						
	Controlli commerciali/Attività Produttive						
	Controllo ambientali						
	Violazioni altre norme						
	Fiere e mercati e Manifestazioni						
	Servizi scuole						
	Notifiche e residenze						
	Ricorsi al Prefetto e Giudice di Pace						
	Funerali						
	Assemblee rappresentanza						
	Piantone pratiche ufficio						
	Progetto sicurezza						
	Spazzamento						
	Prossimità						
	Consigli Com/li Corsi aggiornamento						
	Educazione stradale						

