



**AJUNTAMENT
DE VALÈNCIA**

Missions
València 2030

LAS NAVES

Early Demand Map València 2030

Challenges for the transformation of the Valencian Local Public Administration



Early Demand Map València 2030 – Challenges for the transformation of the Valencian Local Public Administration



Presentation of the challenges associated with the transformation of the Valencian Local Public Administration

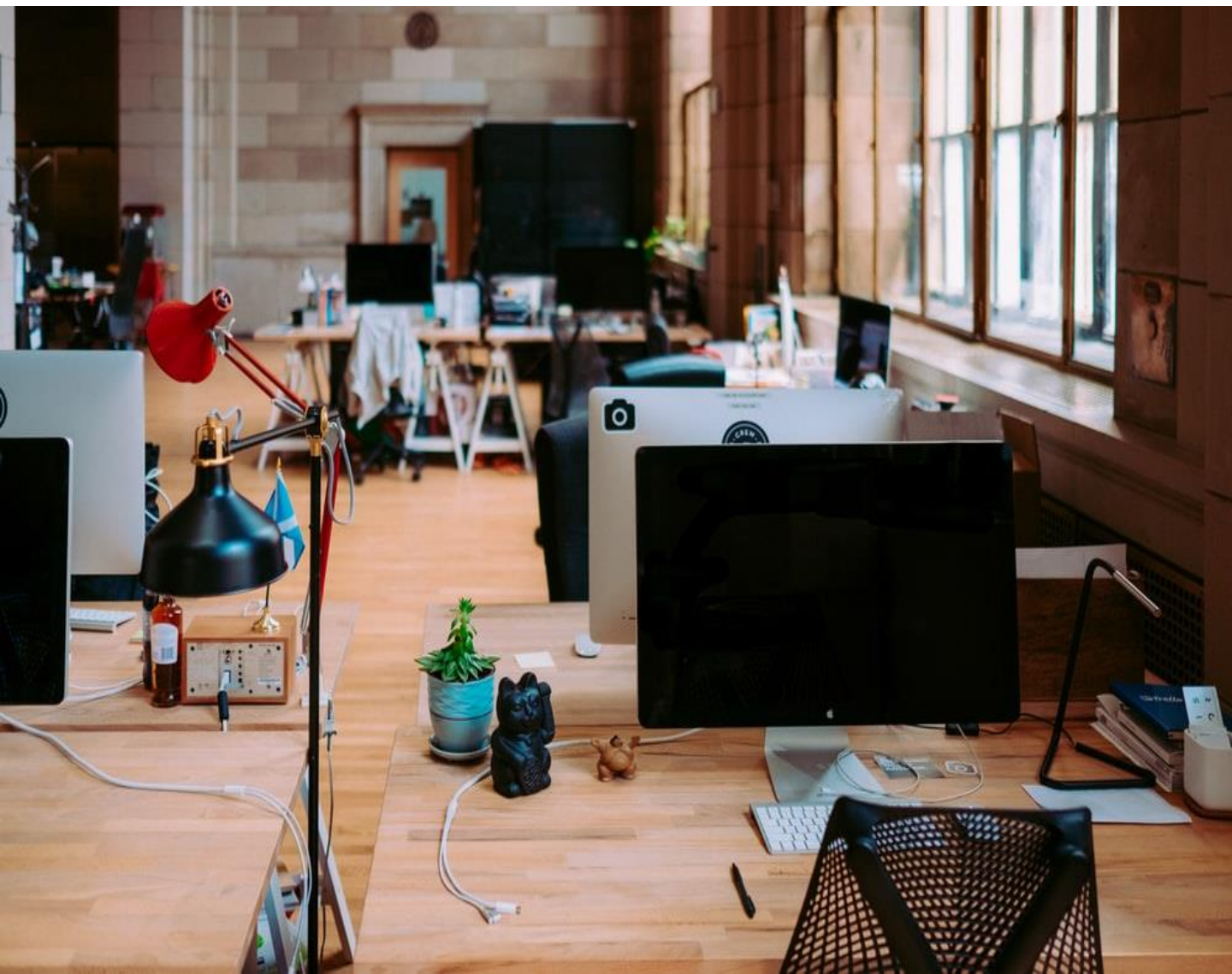
All the approaches described so far will be subject to an **effective and comprehensive transformation of the Valencian Local Public Administration itself.**

Therefore, in this desired València 2030, its **local administration is agile and efficient** as well as **open and transparent**. It has **fully incorporated digitalisation and works** according to a **system of multilevel governance** on a metropolitan scale that strengthens the real urban functional region.

It is also **an administration that facilitates and promotes making things happen and cooperates with the different territorial spheres of government**, business, civil society and academia to **manage strategic policies and projects for the city.**

It is also an administration that has **taken advantage of the potential of data to improve** both the provision of public services and its own internal operations.

And, all of this, under the ambition of becoming a **true smart city**, in which the postulates of the current Smart Cities have evolved significantly to put the potential of connected and digital cities at the service of citizens..





Challenges sheet

Below is the set of Challenges sheet that have been identified for the configuration of the Early Demand Map associated with the challenges for the transformation of Local Public Administration.



1

Citizenship-oriented e-government



Justification of the need/challenge

The survey conducted by the National Institute of Statistics on equipment and use of information and communication technologies in households in 2019 indicates that **only 57.6% of the Spanish population aged between 16 and 74 years old have contacted or interacted with public administrations or services via the Internet** in the last 12 months for private reasons.

Global
challenge
associated

Advance in the
digitalization of the
administration and the
city

Priority

LOW

MEDIUM

HIGH

Deadline

SHORT

MEDIUM

LONG

Expected impact



Local Government



Business fabric



Citizenship



In this context, the **digital transformation of the different Delegations and Areas of València City Council** should offer very significant opportunities for the improvement of public services and their adaptation to the specific needs of citizens, especially in a context such as the current one in which the **COVID-19** has led to the need for **most administrative procedures to be carried out in a non-face-to-face manner**.

In this regard, it should be noted that the City Council's **e-administration efforts date** back to long before the pandemic. Specifically, **in 2016 it began a complete overhaul of its electronic system to gradually digitalise** many of the procedures that until then were almost all face-to-face. Now, in 2021, **the electronic office has grown in terms of users, visits, procedures carried out over the Internet, etc.** and it is necessary to continue strengthening it.

Strategic line

Urban and
metropolitan
governance

Field of
Missions

Full digitalization +
Improvement of public
capacities

Unmet public needs



Digital identity

Improvement and simplification of identification mechanisms

Simplification of access to procedures from the electronic office



Interoperability

Improvement of interoperability between Public Administrations and between the different Areas of the City Council of València



New digital
services

Use of digital social networks for the delivery of public services in certain areas through these technologies.

Facilitation of online procedures through means used by citizenship in their day to day, such as telephone and bank card



Sensitization

Involvement of Citizenship in the use of electronic administration, with information campaigns and personalized training



2

Progress towards an open, transparent and participatory administration



Priority

LOW MEDIUM HIGH

Deadline

SHORT MEDIUM LONG

Expected impact



Local Government



Business fabric



Citizenship



Justification of the need/challenge

Citizens are increasingly demanding that public administrations respond effectively and swiftly to their needs, and that they do so in a more transparent, accountable and participatory manner. The best way for citizens to trust their institutions is, therefore, for government action to be open to civil society and for public administrations to redouble their willingness to listen to an increasingly committed, informed, empowered and digital citizenry, demanding of public authorities and demanding spaces for personal development. In this respect, the principles of open government, and especially the collaboration between Local Administrations and citizens, social organisations and companies, take on special relevance. In this context, and in line with the commitment made in recent years, this challenge aims to advance and innovate towards a new model of citizen participation based on the precepts of open government and which allows the demands of the multiplicity of actors to be adequately managed, identifying new tools and channels for participation through the use of digital technologies and tools and thus encouraging citizen participation in the design, monitoring and evaluation of public policies.

Global challenge associated

Advance in the digitalization of the administration and the city

Strategic line

Urban and metropolitan governance

Field of Missions

Full digitalization + Improvement of public capacities

Unmet public needs



New spaces for participation

Reinforcement of the current participation spaces of the València City Council, as well as the transparency portal



Barriers to participation

Development of systems and tools that identify citizenship with the least possible data entry

Development of system and tools that allow citizen participation functionalities such as electronic voting, debates, initiatives transfer of incidents, participatory budgets, collaborative legislation, etc.

Development of system and tools that allow the traceability of the participatory actions carried out, through alert systems, incentives, etc.



New participation tools

Development of systems and tools that allow the dynamization of citizen forums/initiatives through the classification of topics, semantic detection and weighting of votes according to user profile

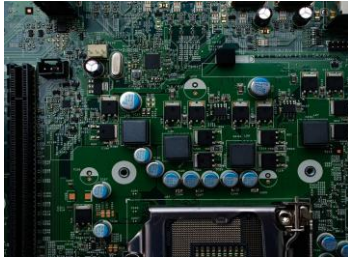
Development of systems and tools that allow digitizing communication with Citizenship, for example, through video calls

Development of systems and tools that offer continuous and real-time monitoring of the status of the procedures and interactions carried out



3

Automation and robotization of internal administrative processes



Priority

LOW

MEDIUM

HIGH

Deadline

SHORT

MEDIUM

LONG

Expected impact



Local Government



Business fabric



Citizenship



Justification of the need/challenge

Public administration is characterised by **long, repetitive and, in many cases, complex processes** when it comes to carrying out many of the tasks within its remit. This situation means that **civil servants waste a large amount of their working day doing repetitive and tedious tasks**, that could be speeded up **using digital technologies**. Furthermore, as a general rule, there is a **lack of coordination at the information level between the different Departments**, which, together with **frequent changes in the applicable regulations**, leads to **inefficiency in internal public operations** which, on many occasions, prevents the development of truly valuable services for citizens.

In this context, this challenge aims to advance in the **development of a set of innovative measures** that seek to **improve the quality, quantity and efficiency of the services and processes of management and processing of the City Council of València**, through the use of **intelligent automation technologies such as robotisation or Artificial Intelligence**. The focus will be, among other processes, on the **digitisation and improvement of automation in the processing of contracting files and in the management of grants and subsidies**.

Global challenge associated

Advance in the digitalization of the administration and the city

Strategic line

Urban and metropolitan governance

Field of Missions

Full digitalization + Improvement of public capacities

Unmet public needs



RPA- Robotic Process Automation

Carrying out a mapping and analysis of the internal procedures of the València City Council more easily automatable through RPA solutions

Transfer of administrative tasks that do not add value and are repetitive to algorithms and automated processes – Public debureaucratization

Incorporation of reusable components for data processing, documents, images, videos, audios, etc.

Progress in the interoperability of platforms between administrations, in addition to simplification and homogenization of procedures between them.

Reduction of processing times in tasks and savings in development and operation costs

Development of new innovative upskilling and reskilling solutions in the transition from the execution of tasks with little added value and to functions with high added value



4

Moving towards a digital and intelligent workplace



Priority

LOW

MEDIUM

HIGH

Deadline

SHORT

MEDIUM

LONG

Expected impact



Local Government



Business fabric



Citizenship



Justification of the need/challenge

The **COVID-19** crisis has further highlighted the **need for collaborative and mobile solutions in public employees' workplaces**.

To this end, it is essential to undertake **transformative projects** that leave behind the working tools of the last century and **allow the implementation of new-generation jobs** that address **both technological advances** and the **development of the digital skills** needed by public employees.

This transformation will make it possible to **improve the productivity** of these people, orienting these jobs towards aspects such as **mobile working or the use of collaborative tools**.

Global challenge associated

Advance in the digitalization of the administration and the city

Strategic line

Urban and metropolitan governance

Field of Missions

Full digitalization + Improvement of public capacities

Unmet public needs



Labor productivity

Introduction of tools and technologies to promote productivity

Introduction of tools and technologies to carry out an effective control of the fulfillment of the working day and the results



Collaborative work

Introduction of new tools and technologies for collaborative and networking



Teleworking

Guarantee of state-of-the-art connectivity and development of solutions to be able to work remotely



Mobile workplace

Introduction of tools and technologies that allow to have the same solutions and functionalities of the fixed job in situations of mobility (example, digital tools for the Local Police)



5

Data as a new public infrastructure in València



Priority

LOW

MEDIUM

HIGH

Deadline

SHORT

MEDIUM

LONG

Expected impact



Local Government



Business fabric



Citizenship



Justification of the need/challenge

The amount of data generated by businesses, public administrations and citizens is growing exponentially year on year. The volume of data generated worldwide in 2018 was estimated at 33 zettabytes and is estimated to be 175 zettabytes by 2025. The way it is processed is also changing. Today, **80% of data processing and analysis is done in large data centres** using technologies for massive data processing or supercomputing. By 2025, this proportion is expected to be reversed, opening a great opportunity for **European companies to develop the necessary tools to increase control over their own data, in line with the "European Data Strategy"** recently adopted by the European Commission.

Most of its potential is yet to be exploited, both in Europe and in Spain. The reasons why the full potential of data is not being realised are varied, but the following stand out: **the lack of an adequate regulatory framework** that offers certainty as to the use that all agents can make of these data; **the lack of adequate cooperation frameworks for sharing data between sectors and between these and the Public Administrations**; and **the lack of transparency in the regulation of property rights in this area**.

Global challenge associated

Advance in the digitalization of the administration and the city

Strategic line

Urban and metropolitan governance + Inclusive and sustainable economic development

Field of Missions

Full digitalization + Improvement of public capacities

Unmet public needs



Public data infrastructure and big data

Introduction of new tools and technologies based on Big Data to analyze behaviors and sociodemographic situations of Citizenship to anticipate their needs and personalize services

Assurance of the perspective of technohumanism and data ethics in all data management and exploitation processes

Promotion of prospective knowledge of society and the city



Data quality

Use of innovative analysis tools and methodologies to know the state of the data in the València City Council

Advances in the interoperability of data sets, achieving real semantic interoperability



Open Data and data economics

Maximizing the potential of the City Council as data generators – development of a roadmap for the progressive publication of open data

Leveraging open data as a lever for generating internal data analytics dynamics

Connecting the available open data supply with the demand to ensure its reuse by both external agents

Harnessing the potential of data to generate better products and services for citizenship and as a source of income



6

Total elimination of the digital divide



Priority

LOW MEDIUM **HIGH**

Deadline

SHORT MEDIUM LONG

Expected impact



Local Government



Business fabric



Citizenship



Justification of the need/challenge

Today, our society is increasingly interconnected and having **access to the digital sphere is an indispensable necessity** for our daily lives. Technological development has changed the way we learn, the way we access the labour market, the way we consume and the way we inform ourselves. Digitalisation and the development of basic digital skills are therefore indispensable.

However, the **digital divide** is currently **one of the main causes of accelerating inequality and widening social gaps**. This concept has evolved over time, and in addition to the concept of **access to new information and communication technologies, the acquisition of digital skills and the good use of ICTs have also been added**. Concepts that are related to variables such as origin, educational level, age, gender or economic situation and that generate profiles that are more vulnerable to the digital divide, which are, precisely, the ones to which **the Valencian Digital Agenda** and, more specifically, **the General Direction for the Fight against the Digital Divide of the Generalitat Valenciana** pay most attention.

In this context, this challenge aims to use the **PPI to eliminate digital divides** that may prevent progress in the digital transformation of the economy and urban life.

Global
challenge
associated

Advance in the
digitalization of the
administration and the
city

Strategic line

Urban and metropolitan
governance + Inclusive
and sustainable econom
development

Field of
Missions

Full digitalization +
Improvement of public
capacities + Reduction
of inequalities

Unmet public needs



Programmes
against the digital
divide

Development of new programs and innovative tools to combat the digital divide of the elderly

Development of new approaches to combating the digital divide from the perspective of soft transition for people with access difficulties

Development of new programs and innovative training tools for the internal civil service of the City Council in digital matters



Easy
governance

Introduction of new technological and digital systems and tools that are easily accessible and interactively used for any citizen



7

Cybersecurity



Priority

LOW

MEDIUM

HIGH

Deadline

SHORT

MEDIUM

LONG

Expected impact



Local Government



Business fabric



Citizenship



Justification of the need/challenge

The **digital transformation process** opens up enormous opportunities for socio-economic development, but at the same time, **incorporates threats and risks related to digital security on two fronts**: the damage caused by **cyber incidents** per se, and the **undermining of trust in the use of digital technologies**, which can affect their adoption by economic actors and citizens. In this sense, the main challenge is to help the process of digitalisation and hyperconnectivity to bring about a socio-economic transformation in terms of productivity and employment, which requires a **secure and trustworthy digital environment**.

On the other hand, one of the critical elements in **implementing a cybersecurity culture and strengthening cybersecurity capabilities** is related to **raising awareness of the risks associated with digitalisation**. For this reason, this challenge aims to make the **staff of València City Council aware, responsible and active in the fight against technological risks**, thus ensuring the security of infrastructures, communications and digital services provided by public administrations. And all this in **close collaboration with the private sector**, as demonstrated by **Telefónica's recent opening of an IoT and Smart City cybersecurity centre in the city**.

Global challenge associated

Advance in the digitalization of the administration and the city

Strategic line

Urban and metropolitan governance + Inclusive and sustainable economic development

Field of Missions

Full digitalization + Improvement of public capacities

Unmet public needs



Awareness and training

Promotion of the culture of cybersecurity among the entire staff of the València City Council at all levels

Training of the White Hat to make use of this staff in the administration



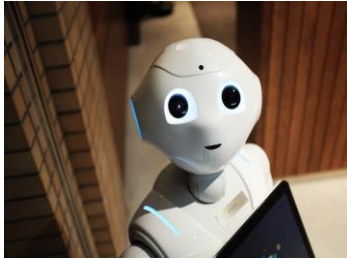
Boosting cybersecurity

Development of new innovative solutions aimed at ensuring cybersecurity in essential public services



8

València GovTech, a reference for public technological innovation



Priority

LOW

MEDIUM

HIGH

Deadline

SHORT

MEDIUM

LONG

Expected impact



Local Government



Business fabric



Citizenship



Justification of the need/challenge

In addition to all the aforementioned challenges, the **Valencian Public Sector** aspires to continue consolidating its position as a **benchmark agent in terms of public technological innovation**. Therefore, in addition to promoting all the digitalisation processes described above, it also aims to incorporate the most pioneering solutions in technological areas such as **artificial intelligence, blockchain and Big Data**, not as an end in themselves, but with citizens and the generation of real public value in mind.

As a reference element for this challenge, we must take into account the priorities and lines of action of the **Digital Agenda of the Comunitat Valenciana**, as the main instrument for promoting the development of the digital society in the region. Thus, this strategic plan advocates, among others, to continue advancing in the development of Smart Cities or in promoting technological innovation as a key element for the improvement of public management at local level.

Thus, this challenge includes, therefore, the search, through Public Procurement of Innovation, for **new innovative solutions that allow València City Council to continue advancing in its innovation strategy**.

Global
challenge
associated

Advance in the
digitalization of the
administration and the
city

Strategic line

Urban and metropolitan
governance + Inclusive
and sustainable economy
development

Field of
Missions

Full digitalization +
Improvement of public
capacities

Unmet public needs

Development of new systems and services of digital accreditation of citizenship and companies based on biometrics, image, etc.

Promotion of the development of mobile apps for the main public services offered to citizenship through a Marketplace of mobile apps

Development of new technological solutions to improve the citizenship user experience – chatbots and intelligent virtual assistants

Development of an open space for collaboration where to experiment with public services with citizens and companies around the main emerging technologies in the form of laboratories of public technological innovation

Development of new public cloud infrastructure services

Advances in the digitalization of the city – València Smart City, real-time data collection systems, new IoT platforms, etc.

Advances in Digital Twins

Development of a second ring in the Smart City Platform to incorporate the data that exists about València around the world or that other agents of the city have



Technological
public innovation