

Innova.To

10.000 public employees, 10.000 potential innovators

City of Torino (Italy)

Accepting the challenge proposed by the European Commission initiative Smart Cities & Communities, Torino Municipality intends to be an “intelligent city”.

To give birth to an “intelligent city” it is essential to create a smart community, using the most important leverage of innovation: human capital to propose solutions to problems and needs which are not finding a solution.

It is more than an administrative project, it represents a cultural shift.

Public Administrations are directly involved in this “*smart city* context”: favoring a diffused culture finalized to co-project the city development policies is *Torino Smart City*’s main goal.

This helps City of Torino to support, facilitate and valuing innovative processes and ideas and transforming them into news services, products, and solutions permitting at the same time social and economic advantages: can the 10.000 Turin Municipality employees be considered as 10.000 potential innovators in an era of human resources costs and development cuts?

In this contest, two Turin Municipality (TM) officers (M. Fatibene and F. Barbiero) have proposed *Innova.To*, a competition open to all TM employees, but not the directors, with the intent to stimulate and develop innovative projects able to contribute to improve the Administration performances, reducing wastes and/or valuing resources.

Several aims have been pursued:

- boosting the adoption of tools activating participation and knowledge sharing according to the collaborative organization model;
- promoting synergies between different administrative levels in order to create relevant interventions;
- reducing deployment and management costs by means of a clear and punctual financial and economic evaluation;
- process change in organizations using mainly available resources and reducing bureaucratic biases;
- support interventions’ planning in an integrated vision of goals to be achieved, defining a clear architecture of services and processes interoperability.

The call for proposals has identified projects characteristics and goals: service quality improvement, goods/services acquisition costs rationalization, energetic optimization, internal procedures optimization and bureaucratic impact reduction, increase in data and in digital tools management inside the Local Body. Proposals had also to respect criteria and conditions such as: not representing an increase in costs (or activating external financial resources), being adequate in technical/organizational terms, having a short/medium term

perspective, being finalized to obtain concrete and accountable results, involving only internal employees of the Local Body, being environmental friendly.

All employees interested have been allowed to present a proposal. Proposers could be an individual or a group of no more than 3 people with a strict rule of «one proposer one idea» in order to guarantee that a single employee could concentrate on just one proposal.

No public budget has been allocated. The only costs incurred have been related to internal staff involved in the design and implementation process.

The online platform has allowed anonymous participation, proposing a predefined form, guaranteeing the possibility to include also attachments to integrate the descriptive part.

In order to incentivize participation, several private sponsors have offered goods and services (electric bikes, smartphones, online subscriptions to newspapers, car and bike sharing subscriptions): 60 awards for a total equivalent amount of 12.000 euros.

The call for proposal has been published on April 15th 2014 (deadline May 29th 2014).

The platform have had more than 4.000 contacts, 111 single users subscribed, 82 employees as a single or in group proposed a project, producing 71 total project proposals.

Proposals have been related to service quality improvement (19), new services (7), environmental friendly projects (7), organizational development (16), employees welfare (5), informatics (3), and operative efficiency (14).

The final evaluation and decision on awards deserving proposals has been made by a committee including the General Manager, the Innovation and the Human Resources Commissioners, the Human Resources Director, the Smart Cities sector manager, and two external members from the Economics Faculty and the Engineering Faculty of Turin University (this last member being also the president of I3P, the incubator of Turin Polytechnic).

Torino Municipality then has started organizing meetings in order to implement the first 10 awarded projects. Project proposers have been involved in the meetings and they are participating in the innovation implementation.

City of Torino is committed to redesign a new edition of Innova.To to be launched in the next months of this year. The objective is to bring Innova.To to become a periodic competition to trigger innovation inside the Public Administration.