



PROVINCIA AUTONOMA DI TRENTO

TRENTINO

FROM REMOTE WORKING TO TRENTINO SMART DISTRICT

Strategic Plan for 2021–2023

Remote working as an opportunity for innovation and
local development

OECD Local Development Forum:
Better strategies for stronger communities

15 June 2022 | Cork, Ireland

Luca Comper – General Director
Autonomous Province of Trento

The autonomy of Trentino

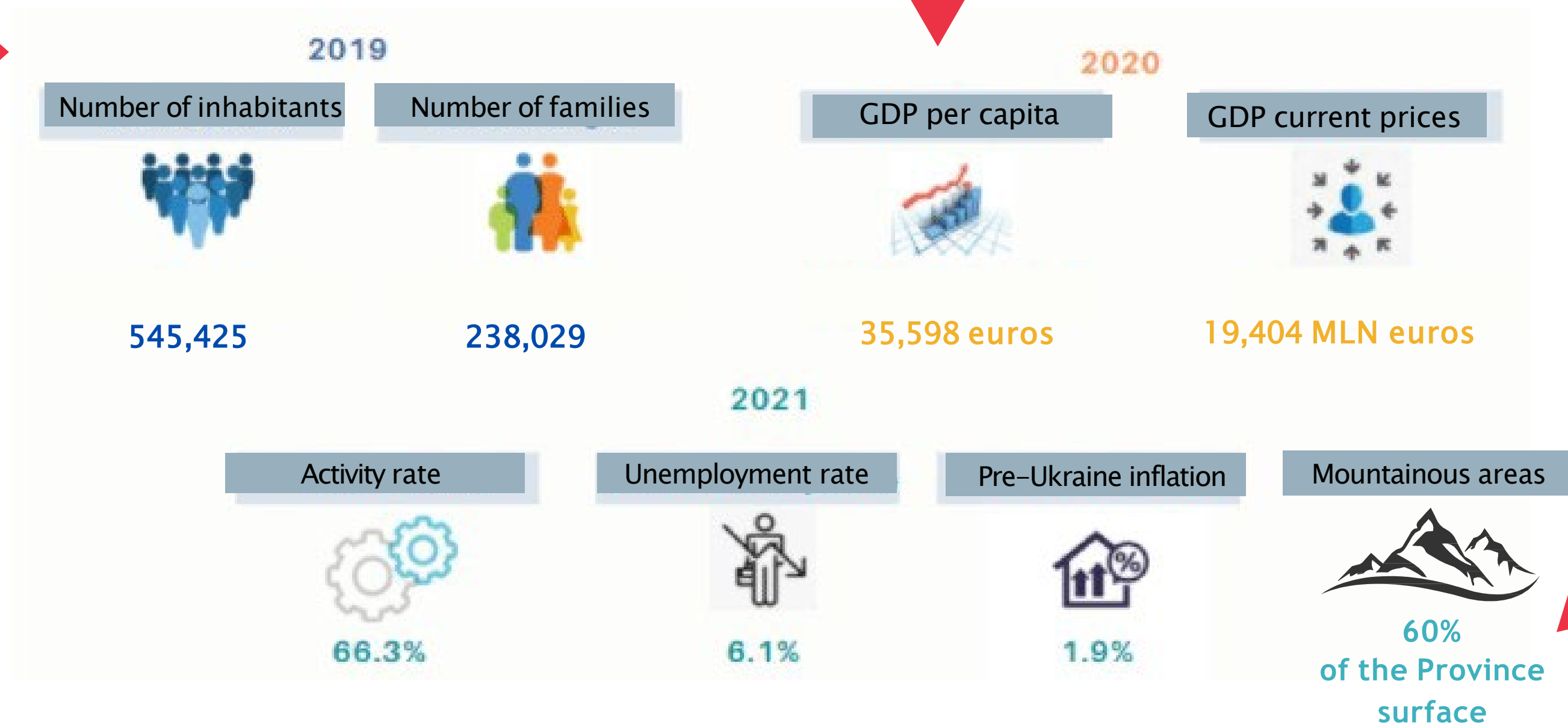
The Autonomous Province of Trento is a local authority in **north-eastern Italy** with a **special legal status** under the national constitution.

In particular, the Statute of autonomy allows it to enjoy **delegated powers** in a number of policy areas, including **management of staff in the public sector**.

Trentino has been a **first mover in adopting remote working**, well ahead of the COVID-19 pandemic and other Italian public administrations.



Socio-economic context



Remote working in Trentino



Public administration is a **driver** for the **development of remote working** in Trentino.

On 31st December 2020 there were **4,966 employees**.



In 2021, among the employees who carry out teleworkable activities, **63.53% worked remotely** (on average from 1 to 3 days per week).



For the implementation of remote working, the Autonomous Province of Trento is promoting the following **pilot projects**:

- **Novelty project** (to stimulate the ability to generate innovation from the bottom up, currently involving about 50 selected employees of various provincial offices);
- **Specific training** on the **skills needed by remote workers**, with a focus on digital
- Study for a **renovation of public office spaces**

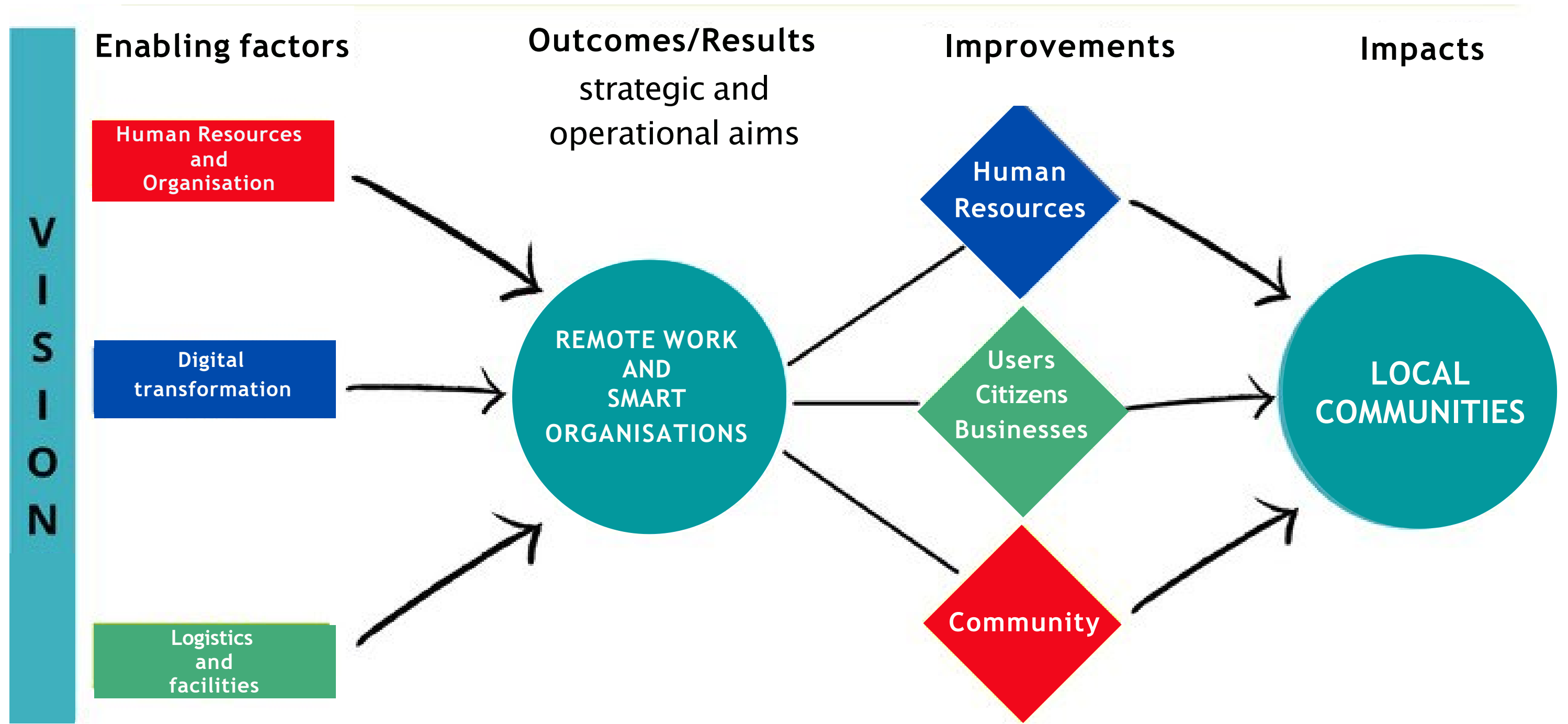
The **OECD Trento Center for local development** supported the Autonomous Province of Trento with data and analysis for the design of its strategy on remote working.



www.oecd-ilibrary.org/industry-and-services/the-future-of-remote-work_35f78ced-e

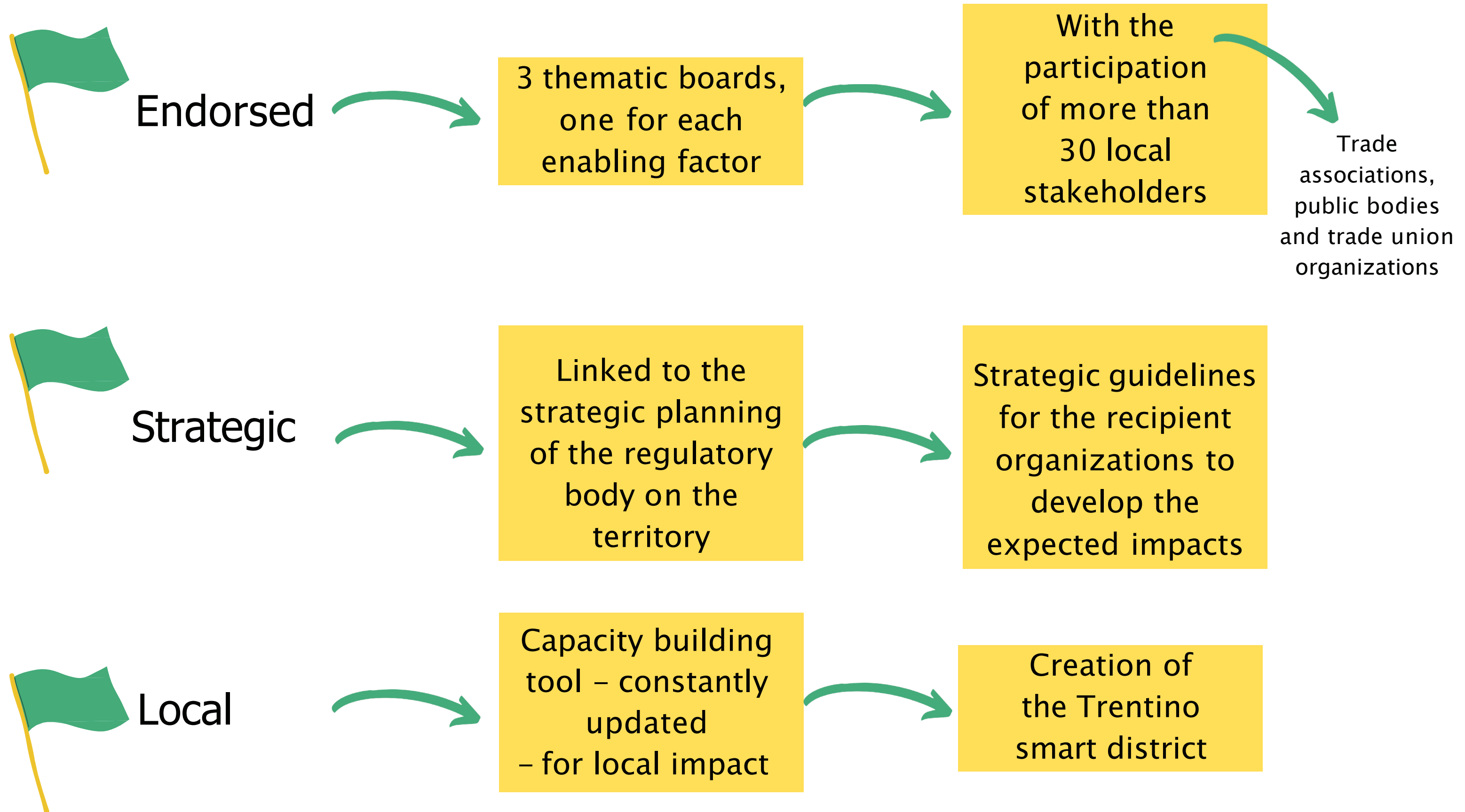


Main idea





Characteristics of the Plan



The three enabling factors on which we act



Human Resources
and
Organisation



Digital
transformation



Logistics
and
facilities

with essential criteria of minimum assessment and when fully operational

These are the **levers** to activate to
achieve outcomes in terms of remoting
work and smarter organisations



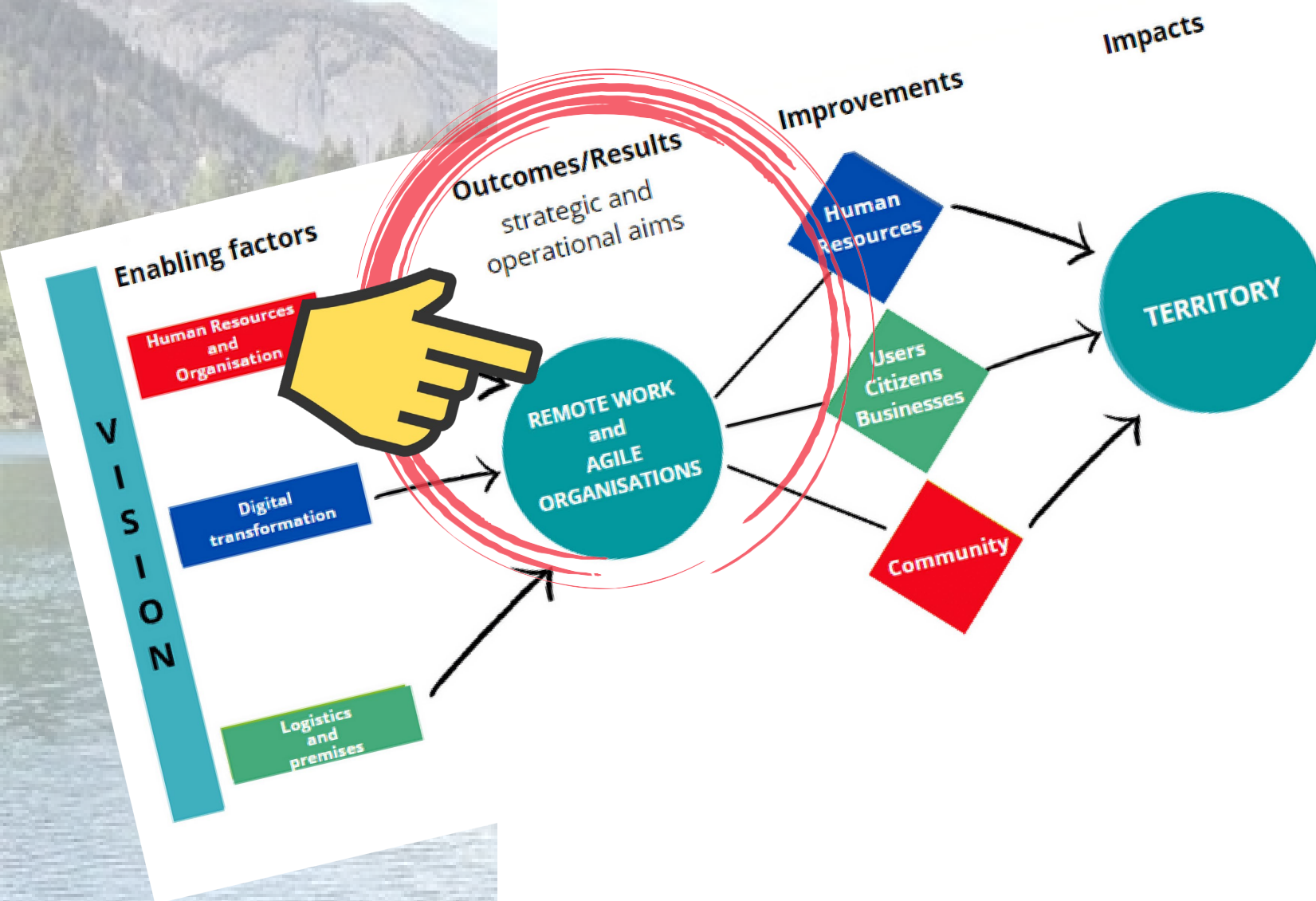
For each **ENABLING FACTOR**:

- More than **70 standards** (from minimum to ideal ones) for the **diffusion of a quality remote working** with a control checklist
- **Best practices and pilot projects "ready to use"** for each enabling factor

OUTCOMES/RESULTS

for the organisations (Public Administrations and businesses)

REMOTE WORK as research for a **virtuous balance** between presence in the office and remote work aimed at **improving all services** offered, without the imposition of a minimum quota, but with free negotiation between employer and employee/worker



PRODUCT INNOVATION: guaranteeing **liquid services** that are **free from space and time**, always **available**, instantaneous and fluid.



PROCESS INNOVATION: RE-ENGINEERING according to a **customer-oriented perspective**

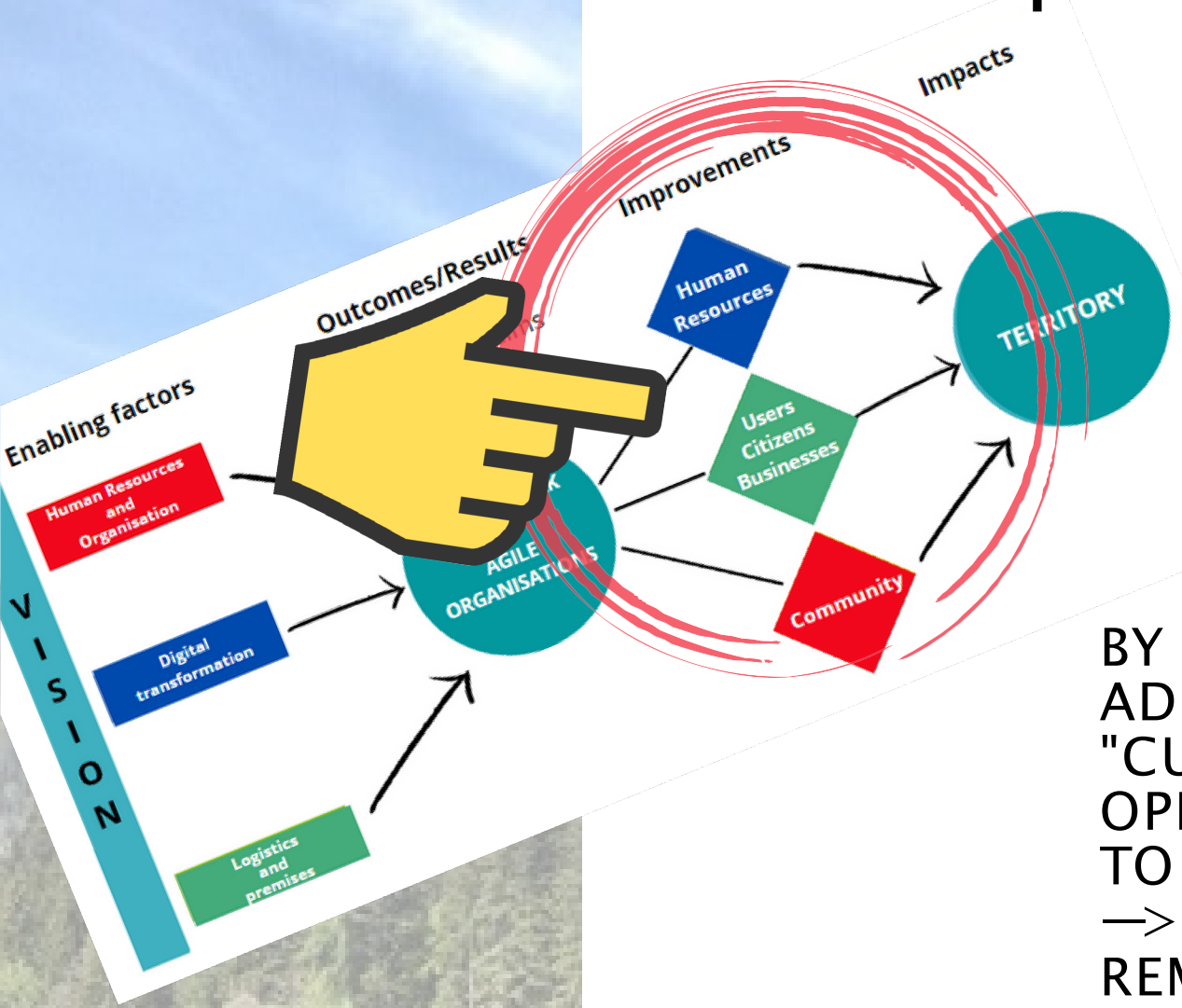


INNOVATION OF ROLES: reskilling and upskilling



An opportunity to increase the competitiveness of organizations

Main improvements



Improve the services offered to citizens

BY REVISITING THE PUBLIC ADMINISTRATION'S APPROACHES TO ITS "CUSTOMERS" AND INCREASING THE OPPORTUNITIES FOR CITIZENS TO RELATE TO OFFICES
 → E.G. **EXTENSION OF SERVICE HOURS**, **REMOTE COUNTER**, **PRESENCE OF EMPLOYEES IN THE AREA**, ALSO PAYING ATTENTION TO THEIR WELL-BEING



Enhance digital skills

BY OPTIMIZING THE DIGITIZATION OF THE TERRITORY ALSO THROUGH **CONTAMINATION BETWEEN PUBLIC AND PRIVATE SECTORS**



Boost local development

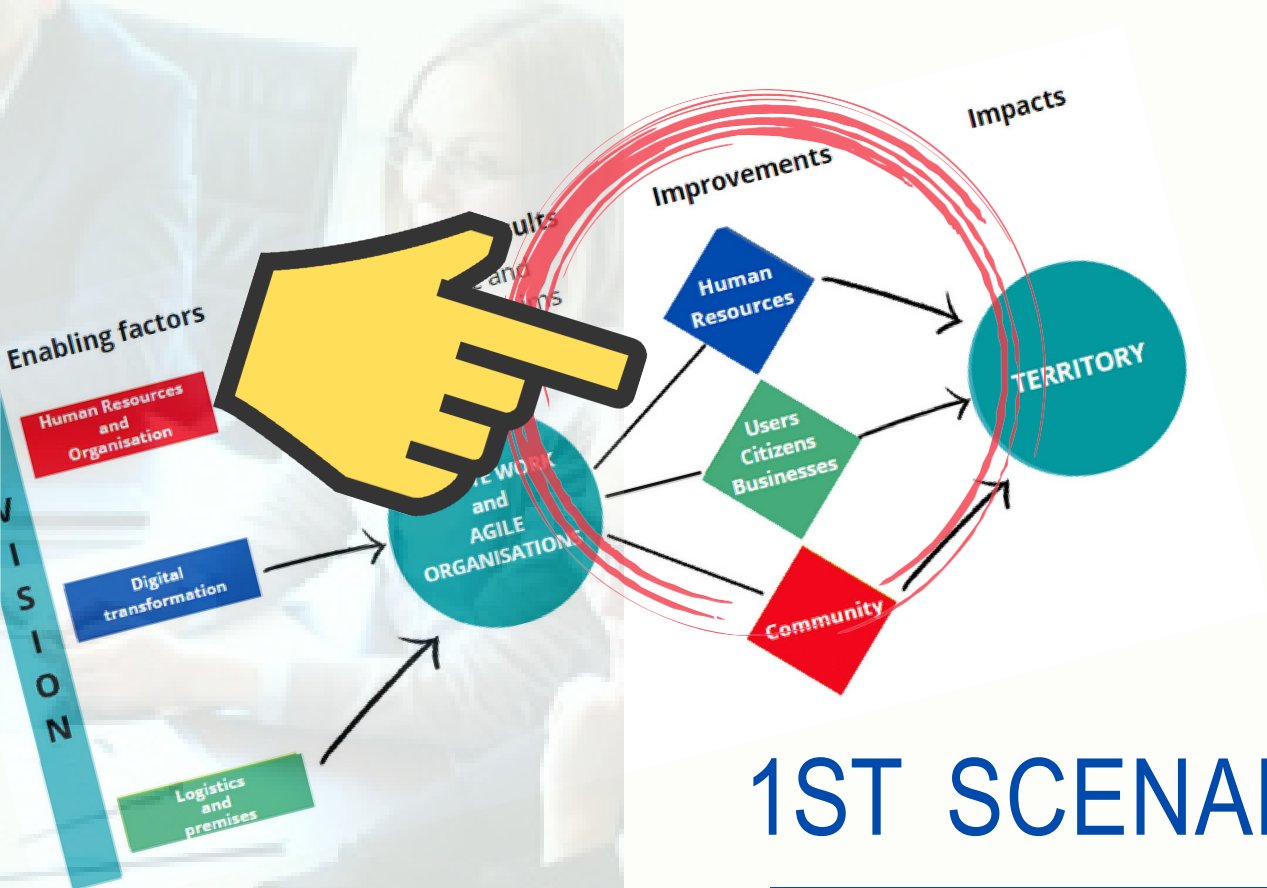
BY STRENGTHENING THE ADDED VALUE OF TRENTINO, INCREASING THE ATTRACTIVENESS OF THE ENTIRE TERRITORY, INCLUDING THAT OF THE MOUNTAINS.
 → E.G. **PROMOTION AND DISSEMINATION OF EXCELLENT EXPERIENCES** IN TERMS OF ORGANIZATION, TECHNOLOGY AND DIGITAL TRANSFORMATION



Save resources

BY REDUCING THE RUNNING **COSTS OF PROPERTY MANAGEMENT**, HEATING AND INDIVIDUAL WORKSTATIONS

Aim in figures of the Strategic Plan



Processing common standards

1ST SCENARIO

42,000
REM. WORKERS

ABOUT 18%
OF THE
EMPLOYED
CITIZENS

ABOUT 35%
OF THE TARGET
PROFILES

240,000
120,000
53,000 PUBLIC SECTOR
67,000 PRIVAT SECTOR

2ND SCENARIO

50.000
REM. WORKERS

ABOUT 21%
OF THE
EMPLOYED
CITIZENS

ABOUT 42%
OF THE TARGET
PROFILES

EMPLOYED CITIZENS IN TRENTINO

TARGET PROFILES FOR REMOTE WORK
(MANAGERS, EMPLOYEES, SELF-EMPLOYED, ENTREPRENEURS)

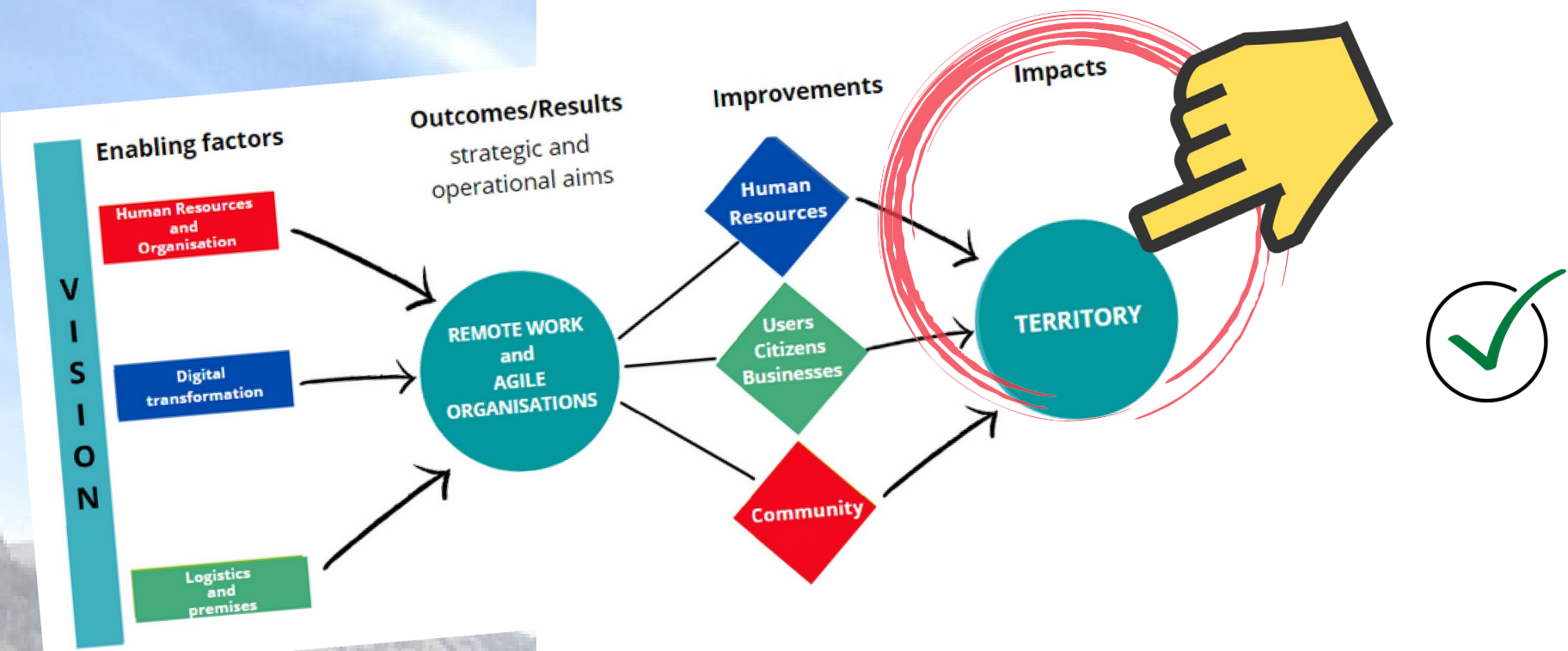
3RD SCENARIO

70.000
REM. WORKERS

ABOUT 30%
OF THE
EMPLOYED
CITIZENS

ABOUT 58%
OF THE TARGET
PROFILES

Aims and priorities - TERRITORY



In accordance with the objectives of the 2030 AGENDA

- ENVIRONMENTAL SUSTAINABILITY**
 - downsizing of traffic volumes due to lower commuting
 - greater livability in urban centers and peripheral areas
 - real estate redevelopment and energy regeneration

- WELFARE SUSTAINABILITY**
 - strengthening of the reconciliation of work and family life
 - gender equality and equal access to work
 - enhanced territorial cohesion

- PRODUCTION SUSTAINABILITY**
 - greater productivity linked to the digitalization of processes
 - incentive for local economic activities
 - attractiveness for new talents
 - increase of workation
 - new forms of tourist attraction

- INSTITUTIONAL SUSTAINABILITY**
 - qualitative and quantitative increase of the services provided
 - expansion of services provided in the peripheral areas

TRENTINO SMART DISTRICT'S ECOSYSTEM

PUBLIC SECTOR

Autonomous Province of Trento and its in-house providers

School sector

Municipalities

Provincial Authority for Health Services

Autonomous Region Trentino Alto-Adige/Südtirol

Provincial Council

University of Trento

PRIVATE SECTOR

FOR-PROFIT companies

NON-PROFIT organisations

The smart district

Participatory method both in the drafting phase of the Plan and in its implementation

DIALOGUE WITH LOCAL STAKEHOLDERS FOR A PUBLIC-PRIVATE PARTNERSHIP

THE **ACTORS** OF THE DISTRICT CONSTITUTE A **COMMUNITY OF PRACTICE** ON REMOTE WORKING WITH A VIEW TO CAPACITY BUILDING

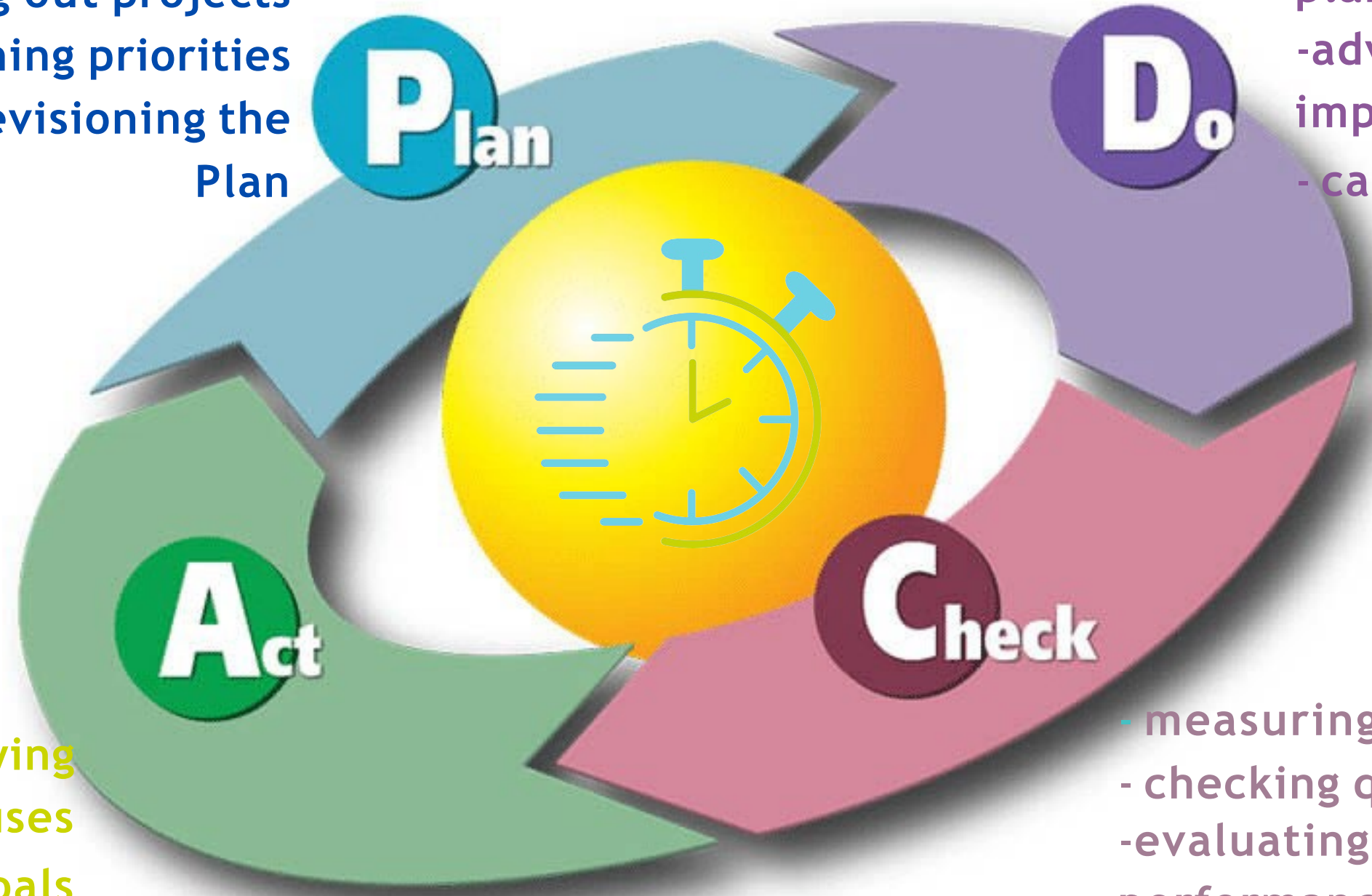
PLAN IMPLEMENTATION

- pointing out projects
- defining priorities
- drafting/revisioning the Plan

Plan

- preparing operational plans
- advising for the implementation of the Plan
- carrying out projects

D_o



- identifying problems and causes
- defining goals
- defining actions

Act

- measuring quality
- checking quality
- evaluating project performance

Check

To sum up...

Approval of the
strategic plan
SEPTEMBER
2021

"From remote work to Trentino smart district"

Rethinking work relationships means
redesign the territories.
Work changes ways of living
for people and communities.

In a "**smart territory**", through
widespread and shared policies,
competitiveness and attractiveness are
increased, with particular attention to **social
cohesion**, dissemination of **knowledge**,
accessibility, **freedom of movement**,
protection of the environment and the
quality of the landscape and citizens' **life**.

Implementation
of the actions
in 2022 and 2023

FIRST OPERATIONAL STEPS IN 2022 FOR THE REALISATION OF TRENTINO SMART DISTRICT

- Set-up of a **Community of practice on remote working**
The Autonomous Province of Trento as **coalition actor** with a view to **capacity building (30 stakeholders between public and private in the area)**
- **Stipulation of agreements** with the trade unions aimed at regulating remote working in the public sector
- **Guidelines on safety in the workplace** shared with local public and private stakeholders
- **Pilot projects on remote work aimed at supporting peripheral areas**
 - *Promotion of **coworking spaces** (with privilege of **peripheral areas** in spaces already equipped with adequate connection and left unused - n.6 spaces in peripheral valleys)*
 - *Promotion of **cohousing experiences** (2 areas with a tendency to depopulate in the peripheral valleys for a total of 9 apartments that host families arriving from all over Italy)*

Thank you for your attention!

