
Regional Action Plan of PURE COSMOS project

Business Management Office
Business and Knowledge Ministry



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1. EXECUTIVE SUMMARY

Our organization has a special interest in supporting efficient public policies that contribute to the development of companies, promote entrepreneurial vocations, facilitate the relationship between the Company and the Administration and, in general, move towards simplification and elimination of Barriers to business activity.

All of these have a highly positive impact on companies at different levels. On the one hand, the company saves time and resources. At the same time, the reduction of charges and the simplification of administrative processes allow the Administration to focus its efforts on what companies consider more important.

Promoting changes in the relationship between businesses and government that facilitates economic activity has been a priority for the Government of Catalonia. This new relationship model is based on confidence in entrepreneurs and is focused on reducing administrative burdens and bureaucracy.

The innovative administrative organization provided by the OSS, is a change of direction in which the company- should be placed in the spotlight of public policy and not vice versa. The OSS offers transversal services, to meet the needs of companies, regardless of the government authorities that legally have the competition. This approach breaks the traditional schemes of work oriented to the vertical responsibilities that each government authority has.

The OSS project involves a major cultural change within the organisation, and takes time to implement fully. At this moment, thanks to OSS Operational Plans, we have OSS model consolidated, and the companies know this administrative service.

The Government of Catalonia wants to continue advancing and, within the new plan, proposes following PROJECTS:

- Give the information only once: coordination between regional and local administrations will allow entrepreneurs to provide all the information about their activity in a single step.
- Includes the public financial services in the OSS model: normally when the companies begin their activity need to know the administrative procedures and needs funding resources to open the business. It's possible offer complete information about all the topics? And share the information?



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2. GENERAL INFORMATION

Project: PURE COSMOS

Partner organisation:

Business Management Office.

Business and Knowledge Ministry.

Government of Catalonia.

Partner organisation(s) concerned: ---

Country: Spain

NUTS2 region: ---

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3. POLICY CONTEXT

3.1 The Action Plan aims to impact

- Investment for Growth and Jobs programme
- European Territorial Cooperation programme
- Other regional development policy instrument

3.2 Name and reference of the policy instrument addressed

- OSS Operational Plan (2015-2017)
- OSS Operational Plan (2019-2021) **NEW!**



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Is the policy instrument still relevant? Specifically, the policy that you said you would improve?

Our policy instrument are the “OSS Operational Plans” those Plans included a huge number of technological, juridical, organizational and communicative actions, all of them necessities to make possible all the municipalities of Catalonia (947) are adopting this way of relationship with enterprises. The Operational Plan Government approval implies a commitment for all the stakeholders to implement the actions included in a period of time. So, every three months we give account in a Commission of the actions evolution.

So, as the OSS operational Plan 2015-2017 has finished we need to develop a new one, and in this new one our enrolment in PURE COSMOS project has become essential to define some of the actions included.

So, our Policy instrument is still an Operational Plan, but as the former has finished we need to elaborate and approve a new one.

How the policy instrument has been improved / changed (i.e. launch new calls? Change in the governance of the policy instrument?)

The elaboration process of a new plan (2019-2021) has done in a collaborative way with all the stakeholders. As the Catalan OSS is a user centred policy, we share with our users the finished actions results and discuss together the new lines of working. So, we use the feed-back obtained in the meetings, working sessions, round tables,... to design a first draft list of actions. Once we have had a first version of “OSS Operational Plan 2019-2021” we start an iterative process of revision by the stakeholders in order to obtain the necessary consensus and at of that process the Government approves the Plan.

So, related to the influence of PURE COSMOS in the OSS Operational Plan 2019-2021, as we have said, this project has been useful to implement our strategy of only once data and also to include transversal financing services into the OSS.



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The change in our policy instrument is officially approved by our Regional Government

The Catalan OSS has been possibly through “One Stop Shop operational Plans” approved by the Government of Catalonia. The first operational Plan was from 2011 to 2014 and the second from 2015 to 2017. So in April of 2018 we close the second Plan and give account of the results and during those months we have been working in the new “One Stop Shop Operational Plan 2019-2021” the Government has approved in 8th of January 2019.

4. CATALAN OSS AS POLICY INSTRUMENT

4.1 Background

SMEs are at the center stage of Catalonian public policy, as 90% of Catalan enterprises have less than 10 workers and more than 50% of them are self-employees. One of the main problems to SMEs competitiveness is the amount of administrative cost and procedures.

In this sense, Catalonia has developed two Operational Plans addressed to Entrepreneurs (One Stop Shop Plan 2011-2014 and 2015 – 2017). The third Plan covers 2019-2021 and has been approved in in 8th of January 2019.

Those plans impulse a new relationship between entrepreneurs and Administration that facilitates the economic activity and deposits the confidence in the business people through two instruments:

1. **Rationalization and simplification of the public Administration procedures** in order to get rid of unnecessary administrative burdens, in such a way that the public intervention is not made before the start of the economic activity, but later on. In fact, this prior public intervention should be limited only to the cases where health, safety or environment can be affected by the economic activity.
2. The second tool was **the Implementation of the One Stop Shop (OSS)** as a reference point for entrepreneurs, corporations and intermediaries in dealing with the public administration. This point incorporates all procedures and services that they have to make to run the business throughout its lifecycle, regardless of the public



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Administration level involved. In Catalonia, there are three levels of public administration: State administration, responsible for taxation and setting-up of the companies; Regional administration, competent of the set of legalization procedures related to the economic activity and Local administration, competent of the legalization of the physical establishment where the activity is carried.

The innovation that the OSS project introduces is the orientation of the administration actions to the satisfaction of the needs of companies. The services provided by the OSS are transversal, regardless of the government authorities that legally have the competition. Therefore, was very important to implement the One Stop Shop in all of the public administration, includes the municipalities.

In Catalonia there are 947 municipalities. Local Deputations (Barcelona, Tarragona, Lleida and Girona) and Municipalities associations, such as Associació Catalana de Municipis or Federació de Municipis de Catalunya have been working together with OGE in order to make possible the integration of municipalities to the OSS project. And at that moment, 916 municipalities have joined the OSS project.

4.2 Challenges

As we have told in the application form, our challenges for this policy instrument are:

1. Making entrepreneurs aware of the new services available in order to use them.
2. Focusing in standardization process in order to ensure all entrepreneurs have same conditions all over the territory.
3. Increasing the use of the OSS services.
4. Implementing of new services at OSS.

During the OSS operational Plan 2015-2017 the Government of Catalonia has achieved part of the objectives set out of the Application Form. In this sense, the new Regional Action Plan will focus to implement of new services at OSS: To make possible the application of the "only once" principle and offers a transversal financing services in Catalan OSS.

4.3 Learning experience

The PURE COSMOS project has allowed us to evaluate our policy instrument and identify different lines of improvement through the following actions:



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PEER REVIEW

The peer review was held in Barcelona on 04 and 05 of April 2017 with both business organizations and local administrations representatives.

At that meeting the participants have been discussed about the following questions:

- a) How can we improve the digital services the One Stop Shop platform offers to entrepreneurs? What kind of new services must be included?
- b) How can we improve entrepreneurs 'knowledge of OSS services?
- c) How can coordinate regional and Local Administration to allow the entrepreneur to communicate in a single step all the information of his activity?
- d) How can assure service standardization all over the territory?

During the exchange of experience the participants with European experts recommended a list of action points and next steps that now we have been included in this new OSS Operational Plan.

Annex 1: The One Stop Shop Conclusions – Peer Review Barcelona 4th and 5th of April 2017.

STUDY VISITS

We have participated in different study visits. During the study visits of PURE COSMOS, the Government of Catalonia has learned about:

- Other good practices related to the One Stop Shop.
 - a. PURE COSMOS Good practice 6: Government Windows. Hajdú-Bihar County, Hungary.
 - b. PURE COSMOS Good practice 8: One stop Shop. Florence.
- The one stop shop for funding program information from Magdeburg.
 - a. PURE COSMOS Good practice 21: Models for Sme funding in a Regional Development Bank.
- The Growth Hub service and the services to assessment to make the business plan from Birmingham.
 - a. PURE COSMOS Good practice 28: Growth Hub – One Stop Shop for Business.



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- WEFO and PPIMS electronic system (it is not the same kind of service that we offer to SME's in our OSS system, but it has some common points).
 - a. PURE COSMOS Good practice 39: Use of a client facing system – WEFO Online

LOCAL STAKEHOLDER GROUPS MEETINGS

During the different stakeholders groups meeting, we have been explaining the results obtained from the last action plan and we had the opportunity to have the stakeholders' feedback about how to improve the OSS services in a continuous way.

IMPORT WORKSHOPS

After the study visits, in September 2018, we invited the Development Bank of Saxony-Anhalt to an **import Workshop in Barcelona** with representatives of the most important units responsible for funding services in Catalonia. It was a really fruitful meeting because those representatives taken in the idea of working together to share all the services they individually offer to the enterprises and find together a way of doing a collective and transversal offering.

Apart from the import workshop executed by us, in October, we have been invited to the **import Workshop** of Florence.

During this import workshop we learned about the solution of Tuscany Region about the only once data. As we have done this finding quite late, we didn't have time to organize a new import workshop in Barcelona and invite our stakeholders.

But Tuscany Region are defining a same kind of service that we want to explore in this new Action Plan, and we think we can work together because Tuscany OSS has some common points with Catalan system.



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The exchange of experience within PURE COSMOS has directly contributed to the change of the Catalan OSS strategy in two fields:

- Being useful to implement our strategy of only once data because we have find that the OSS of Tuscany Region, where the Municipality of Florence is integrated has already developed a similar thing for a bunch of procedures that we can study and learn some aspects.

- Making us aware of the possibility of including transversal financing services in our OSS. As there are different units responsible for those services we can implement the same methodology we have used for the activity legalization procedures and include all the services of subventions, borrowings, bank guarantees,...



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5. ACTION ONLY ONCE DATA

5.1 Relevance to the project

In Pure Cosmos project there is another OSS project carried on by Municipality of Florence. In October they invited us to participate in an import workshop to share the results and the methodology of both projects.

That session given us the opportunity of knowing the Tuscany region technological solution has developed to integrate all the municipalities of that region. The work me made together raised different common interests, such as, the challenge of asking the enterprises only once for his data. In that sense, Tuscany region has already implemented a solution for a bunch of procedures that we can obtain inspiration to design solution the Catalan OSS project has to implement. During the last two years we have been looking for good practices in that field and working with our stakeholders and customers by doing design-thinking sessions in order to co-design the best way to make real the only once principle.

Bearing in mind that we have already done the previous phases:

- simplify the administrative procedures,
- change the legal framework,
- create a transversal organizational structure,
- and developed the technological tools;

At that moment, we have all the elements to do the only once project kick-off.

5.2 Description

To make possible the application of the "only once" principle to obtain data from the company, we need to overcome the processing through pdf forms and move towards processing with data, in order to facilitate the electronic processing and promote the use of the new private area of the company and the functionality of the unified procedure. Specifically, the actions that we will carry out will be:

- Define and build the unique data catalogue of concepts related to economic activity. Our idea is to apply it with a pilot test with a bunch of procedures to review the model and make the necessary changes. Once the model is validated, we will apply it progressively to all the processes of the catalogue.
- Define and build the technological solution that makes possible the unique identifier of the establishment, since in this way we can interoperate between the different units responsible data related to an establishment.



- Define the technical and functional solution of the processing with data, test the solution in a pilot procedure and adapt the private area of company to incorporate the functionality of processing with data.
- Finally, we will plan the reconfiguration of all procedures in the OSS catalogue to enable data processing when we have overcome the previous actions.

To make possible the implementation of the technological solution is necessary to change the “Administrative Simplification Law (16/2015)”.

In the same direction that to simplify and created a new administrative relationship model with the companies, it was necessary to create the Law 16/2015. Now it’s necessary to adapt the legal framework in order to allow the unified processing that is going make possible the only once data.

This new technological model need that the organizational structures change the way of working and the new regulation is going to guarantee this change in all 947 municipalities.

We are already working on it with a Task Force with representatives of the different administration levels and with Local representatives to do possible this new legal framework.

5.3 Nature of the action

ONLY ONCE DATA		scope	Responsible unit
B1.1 Standardize Data			
<i>To reuse the administrative data of the companies, before you need to promote a standardization of the data set and define the way to make possible a common database of the same economic activity or establishment with the responsible units. Additionally, we must provide to the establishment of a unique identifier in order to enable all procedures related to the same establishment. This identifier must serve as a reference code for the administrations involved into catalogue of their procedures. In the same way we need to in the face of the Non-existence of harmonization and consensus in the postal addresses used in these procedures.</i>			
Actions			
	Identify good practices	O	OGE + PURE COSMOS partners
B1.1.1	Define and build the unique data catalogue of concepts related to economic activity		
a)	Pilot application in the catalogue of attributes of the software (TEI)	T O	OGE + responsible unit + IT agency
b)	Identification of objects (location, establishment, installation, ...)	T O	OGE + responsible unit + IT agency
c)	Complete definition of the attributes of each object	T O	OGE + responsible unit + IT agency
d)	Build of the catalogue and associated web services	T O	OGE + IT agency
B3.1 Integration systems			
<i>It’s necessary to integrate the different technological platforms and information systems in order to achieve a more efficient Administration, reducing response times and only require Information and documents of the companies when they are not really available. In this regard, it is necessary to design and build certain technological elements that make it possible to integrate the</i>			



corporate tools, federation of folders, and work together etc.

Actions					
B3.1.1	Build the directory of companies and establishments				
a)	Update the database of Canal Empresa website	T	O		OGE
b)	Define the technology model and build the directory	T	O		OGE + responsible unit + IT agency
c)	Define the access protocols in the directory of the different registries related to the economic activities	T	O		OGE + responsible unit + IT agency
d)	Planning the integration of the different registers in the directory	T	O		OGE + responsible unit + IT agency
e)	Identify and execute the initial data loads in the directory	T	O		OGE + responsible unit + IT agency

B3.2 Federation of folders

Actions					
B3.2.2	Integrate the business folders of Generalitat within the private area of Canal Empresa website				
a)	Define the priority of folders (not GSIT/PICA) to integrate into the private area of Canal Empresa	T	O		OGE + General Directorate for Modernization of the public administration
b)	Define de calendar of action a)	T	O		OGE + General Directorate for Modernization of the public administration
B3.2.3	Integrate the municipalities folders with corporative solution and own solutions				
a)	Define the access protocols to integrate the municipalities folders (e-TRAM corporative solution)	T	O		OGE + IT agency + AOC Consortium
b)	Define the access protocols to integrate the municipalities folders (own solutions). Transversal and standard protocol	T	O		OGE + IT agency + AOC Consortium + Activities Working Group
c)	Identify a pilot action	T	O		OGE + IT agency + AOC Consortium

B3.3 Unified processing

Actions					
B3.3.1	Unified processing: 1+1+1+1=1				
a)	Include the unified procedure into the new private area of the Canal Empresa website	T	O		OGE + General Directorate for Modernization of the public administration
b)	Include the unified procedure as a facilitating procedure for the relationship of companies with the Administration in legal framework	F			OGE + Legal Cabinet
c)	Adapt the guided search tool to offer the new unified processing	T			OGE + IT agency

F = legal framework scope

T = technological scope

O = organizational scope

5.4 Stakeholders involved



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The stakeholders who are daily helping us to carry out the implementation plan of the OSS, whether from the legal or technological framework are:

- General Directorate for Modernization of the public administration, who defines the transversal requirements of the digital solutions and forms the burden reductions for the whole Government of Catalonia.
- ITC Agency: develops the digital solutions the OSS needs.
- AOC Consortium: This Consortium has been OSS main partner by developing free digital solutions for municipalities. With those solutions municipalities can offer through electronic channels the necessary procedures to start an economic activity.
- Legal Cabinet: They advise us on the legal changes necessary to make possible the technological changes that we want to promote.
- Activities Working Group: formed by the technical members of the local administration. Their tasks are defined on the operational project OSS, in order to set the calendar and promote the use and knowledge of the services offered stop shop for businesses and in this case, to detect the problems to implement these changes in local administration.

5.5 Timeframe

2019-2021

5.6 Indicative costs

The economic impact of this Regional Plan will be the cost of the development of the technological solutions that are necessary to enable the electronic processing and the exchange of data.

However, these tools will be driven by the resources available to the Business and Knowledge Ministry, and taking into account the corporate tools already available, and the technological evolution of these.

The budget foreseen to develop these technological tools is of 250.000 euros/year.

5.7 Indicative funding sources



The resources will be available in the budget of the Business and Knowledge Ministry. Government of Catalonia.



6. ACTION TRANSVERSAL FINANCING SERVICES IN CATALAN OSS

6.1 Relevance to the project

We have identified a good practice implemented by the Development Bank of Saxony-Anhalt they offer an OSS for financing services in setting up businesses.

Until now, the Catalanian OSS system only includes the activity legalization procedures, not the financing services. But, the different meetings we have with Saxony-Anhalt team make us aware of the possibility of include this kind of services in our OSS, in order to increase the services to enterprises and entrepreneurs.

In September we invited the Development Bank of Saxony- Anhalt to an import Workshop with representatives of the most important units responsible for funding services in Catalonia (ACCIÓ, the Catalan Institute of Finance, Avalis and Avançsa).

It was a really fruitful meeting because the Catalan representatives take in the idea of working together to share all the services they individually offer to the enterprises and find together a way of doing a collective and transversal offering.

The conclusions drawn from this workshop are that there are possibilities for improvement in the coordination and management of financing by the different administrations and units responsible for public funding services and products in Catalonia. In addition, this makes sense to launch this new line of inter-administrative coordination to facilitate access to companies.

So at that moment, we have already create a working group to incorporate funding services in the OSS, as the need of financing is one of the most important worries of the entrepreneurs.

6.2 Description

The companies reclaim to have quite access to public financial programs at any time, during their life cycle, in an agile and unified way.

If the Administration would answer about it, it necessary creates a cooperative structure with responsible units. To resolve it in Catalonia, given that Catalan One Stop Shop already exists, one of the lines of the new Operational Action Plan (2019-2021) has incorporated this new service for the companies, identifying all available sources of financing, and giving the information about them in Catalan OSS.

Of course, to carry out this action, all the units with any responsibility for financial services must work together, in a collaborative way.



It is in this sense that, bearing in mind that both ACTION and the ICF (Institut Català de les Finances) and Avançsa are the main reference points in advising and managing the different lines of public financing, we must be able to work together to identify the services and products which can be offered through the OSS and that will enable companies to access it easily.

Specifically, the actions that we will carry out will be:

- Identify the services can be provided from the OSS and analyse the feasibility of offering them.
- Define the services that the OSS system can be provided, standardizing the procedures, and offer the services and products simpler and agile than now. It's necessary to analyse the best way to integrate the information systems. At the same time, the different products must be included in the guided financing search, to help companies.
- Implement the services in the OSS, according to the levels of service provision with the responsible units. It's necessary to define the management tasks and first of all, would be perfect to do a pilot test to test the service before extend it.

6.3 Nature of the action

TRANSVERSAL FINANCING SERVICES		scope	Responsible unit
D1. Financing more accessible			
<i>Having the information and the right financing at any time, in an agile and unified way, is a main demand of companies.</i>			
D1.1 Identify the financing services that can be provided from the Catalan OSS			
Actions			
a)	Identify good practices	O	OGE + PURE COSMOS partners + responsible unit (Acció/ICF, Avançsa, Avalis)
b)	Identify and catalog actual services and products (ICF, Avançsa, Avalis, Acció ...).	O	OGE + responsible unit
c)	Analyze the feasibility to offer the financial services from the Catalan OSS	O	OGE
D1.2 Define the services that can be provided from the Catalan OSS			
Actions			
a)	Standardize the procedures and processes: standardize the documentation, work with data and not with forms, and request the data one time only.	T O	OGE + responsible unit
b)	Analyze and define the integration way with information systems	T O	OGE + responsible unit + IT agency



c) Include the financing services in the guided search tool	T	O	OGE + responsible unit + IT agency
D1.3 Implement the services into the Catalan OSS			
Actions			
a) Define the levels of service and the management tasks	F	O	OGE + responsible unit
b) Define the pilot action	T	O	OGE + responsible unit + IT agency
c) Evaluate the service and propose the improvements to must be introduced.		O	OGE + responsible unit
d) Join new financing services and products. Continuous improve	T	O	OGE + responsible unit + IT agency
D1.4 Implement the management of all subsidies for companies and professionals			
Actions			
a) Integrate software TEI and TAIS	T		OGE + responsible unit + IT agency
b) Identify the subsidies or help lines to have been implemented		O	OGE + responsible unit
c) Carry out the calendar of implementation approved by the OSS Commission	T	O	OGE + responsible unit + IT agency

F = legal framework scope T = technological scope O = organizational scope

6.4 Stakeholders involved

The stakeholders in that action are:

- Acció – public Agency
- ICF - Institut Català de les Finances
- Avança

All of them offer different public funding products.

- ITC Agency: to help us to integrate all of this services in our OSS catalogue and help us to design the service in our website.

6.5 Timeframe

2019-2021



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6.6 Indicative costs

The economic impact of this Regional Plan will be the cost of the development of the technological solutions.

However, these tools will be driven by the resources available to the Business and Knowledge Ministry, and taking into account the corporate tools already available, and the technological evolution of these, so there is no specific expenditure necessary to implement this new services.

6.7 Indicative funding sources

The resources will be available in the budget of the Business and Knowledge Ministry. Government of Catalonia.



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7. THE RAP MONITORING. EVALUATION OF THE POLICY

7.1 OSS Commissions

The Catalan Government is the responsible administration to approve the OSS Operational Plans.

The Operational Plan Government approval implies a commitment with stakeholders to implement the actions included in a period of time. So approximately, every fourth months we give account in a Commission of the actions evolution.

In a collaborative way with Deputations, business organizations, responsible units of the procedures, ITC Agency,... we define the lines of working and the next steps of the different actions.

7.2 General indicators

All of the years, within the program of Business climate, the Business Management Office collaborates defining questions for surveys to know the real data of the improvement in the reduction of administrative burdens on companies.

In the same way, the Canal Empresa website, offers the possibility to obtain indicators related by:

- Use electronic channel
- Visits made
- Pages consulted
- And the number of procedures performed

These general indicators, the Business Management Office transfers the results of the different indicators during the OSS Commission.

7.3 Specific indicators

In parallel, to evaluate the actions of this RAP, the Government of Catalonia will implement different lines of monitored it:

- Will offer surveys to entrepreneurs to know what opinion they have about the new OSS services: the once only data and the financing services. The business organizations



and the OSS office they will offer these surveys for business by electronic and face to face channels.

The questions will be oriented by:

- To know the type of business : small, medium or great
 - The age of person
 - The sector of economic activity to which it belongs
 - The satisfaction of the OSS service: to find it, the channel of service,...
 - Comments or improvements
- An individual survey associated with OSS procedure: when an entrepreneur will use the electronic channel, in the Canal Empresa website, the entrepreneur will have a survey/evaluation of process when finished it. This survey will be oriented by :
- To know the satisfaction of the OSS service: to find it, the channel of service, ...
 - Comments or improvements

In the same way that general indicators, periodically, in the OSS commission the Government of Catalonia will include these results and comments received so stakeholders know them.

Name of the organisation: Business and Knowledge Ministry. Government of Catalonia

Name and position: Marta Felip i Torres.

General Secretary of Business and Knowledge Ministry.

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