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PURE COSMOS
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PURE COSMOS Expert Paper 3

The One Stop Shop

As a driving force to SME smart regulation



Generalitat de Catalunya
Government
of Catalonia



Finestreta
Única Empresarial



PURE COSMOS (Public authorities Role Enhancing COmpetitiveness of SMEs) project (2016-2020) brings together two of the big challenges the EU faces: the need to stimulate and support SMEs and the need to reduce the weight of public administration.

The project focuses on the role public authorities can play in enhancing the competitiveness of SMEs by making the business climate more transparent and reliable supporting the needs of SMEs and promoting administrative modernization of public services. Improved governance is expected through IT administrative solutions, regional legislation review, simplifying processes and influencing funding calls for businesses.

Partners

- ❖ Municipality of Genoa (IT) - Lead Partner
- ❖ Municipality of Florence (IT)
- ❖ Hajdú-Bihar County Government (HU)
- ❖ Development Bank of Saxony-Anhalt (DE)
- ❖ Birmingham City Council (UK)
- ❖ Development Agency of Eastern Thessaloniki's Local Authorities (ANATOLIKI SA) (GR)
- ❖ Ústí Region (CZ)
- ❖ Government of Catalonia (ES)



The project has been co-financed by the European Union European Regional Development Fund (ERDF) and made possible by the INTERREG EUROPE Programme.

For further information about the PURE COSMOS project please visit:
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The One Stop Shop as a driving force to SME smart regulation

by Generalitat de Catalunya

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CONTEXT

Catalonia has seven and half millions of people, and three hundred sixteen thousand people working as employees for the different Catalan public administrations.

The Catalan Government has long focused on SME strategy because almost ninety-five per cent of our companies have less than 10 workers and more than fifty per cent of them are self-employed.

In Catalonia, there are three levels of public administration involved on the regulation on the economic activity: General State Administration, Regional administration (Generalitat or Government of Catalonia) and Local government.

Specific incidence level management on business:



Their responsibilities can be summarized as follows:

1. The state administration is responsible for the taxation and the setting-up of the companies. Therefore, the Regional administration cannot have any impact on these set of procedures.
2. Once the company has been set up, depending on the specific economic activity to be carried out, it must legalize his activity. This legalization is under the regional administration competence.

3. Finally, the legalization of the physical establishment where the activity is carried out is under the Local administration competence.

THE ONE STOP SHOP IN CATALONIA

In this context, over the last years, one of the most important priorities for the Catalan Government has been fostering a new approach to the interaction between enterprises and public administration based on two principles:

- trusting entrepreneurs
- and making the economic activity easier.

Under this approach, business is at the centre stage of the public policies and not the other way round.

This point of view necessarily implies a huge cultural change within the organization to overcome the approach of the traditional public administration, also transformation of the legal framework, which must incorporate the principles of a smart regulation, and a wide technological change, where the current resources to provide services do not fulfil the current requirements.



The implementation of the One Stop Shop (OSS) has been the driving force of the new approach.

To make this new approach possible, the Catalan Government has taken the following actions:

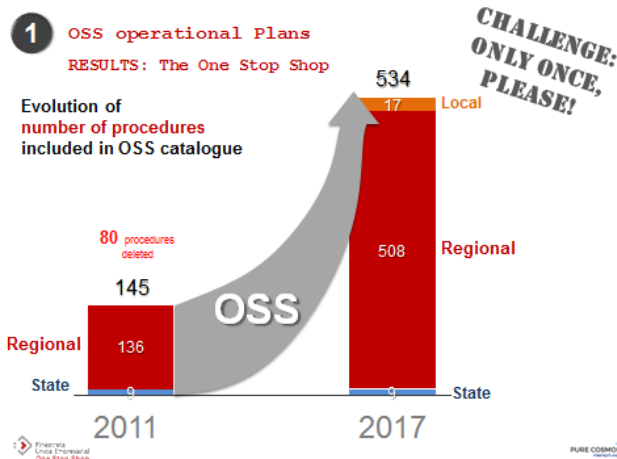
- First of all, it has approved two **OSS operational Plans** to boost the new relationship approach.
- **Secondly, has approved a new legal framework.**

But the key aspect is:
it requires a strong leadership to succeed.

The approval of the just mentioned plans has allowed the Implementation of the Entrepreneurs One Stop Shop (OSS) Physical or virtual space where the entrepreneurs can make all the steps necessary to develop their activity, throughout the life cycle of their company and regardless which Administration is responsible.

The characteristics of the OSS are:

1. **Integration of services and unified processing of all procedures:** required by companies throughout their life cycle, from all level of administration. Before the OSS enterprises must do a gymkhana through all the responsible units.
2. **Multi-channel:** the online channel is prioritized, but entrepreneurs can choose others.
3. **Speed and efficiency:** less administrative costs for businesses as it is not necessary to wait for any answer and they can begin their business as soon as the communication is made.
4. **Networking:** collaborative service provision model.



We have identified more than five hundred different procedures necessary to legalize all kind of activities.

Too many, isn't it?

Obviously, a specific corporation has not to apply for all of them, just for those related to its field.

The methodology of implementation of procedures in the One Stop Shop catalogue had, as a first step, the elimination of non-added value procedures and processes; 80 of them been removed.

Some other procedures could not be eliminated. In this case they have been rationalized and simplified to achieve a minimum administrative intervention, that is to say, it has been changed the authorization regime for responsible statement or communication regime, and requirements for enterprises have been cut down.

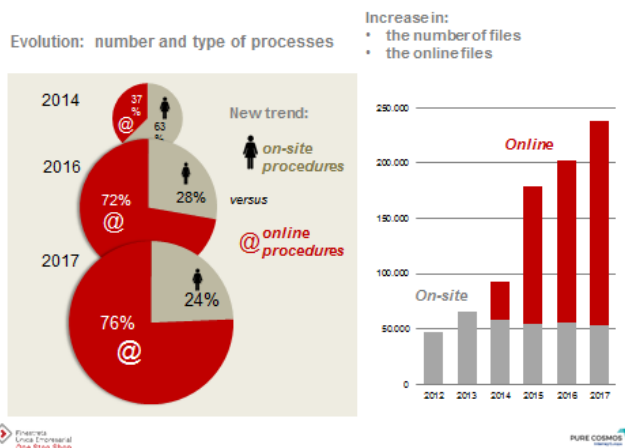
In spite of all the hardworking done; it is still possible to improve the procedure regulation in different areas, such as the environmental or sanitary ones, even more.

This new model of relationship has been consolidating, and there has been a shift in the channel used in the relationship.

And also to introduce the "only once" concept.

As the graph shows, in 2014 only 37% of administrative files were processed in electronic way.

However, in 2017 the electronic channel is used in a 76% of the cases.



Also the number of files managed by the OSS has been multiplied by more than 5 times.

The BMO is working to guarantee that the companies only once provide the Administration with the information related to its activity and that the different public organisms can access to and use it as many times as they need.

THE STAKEHOLDERS

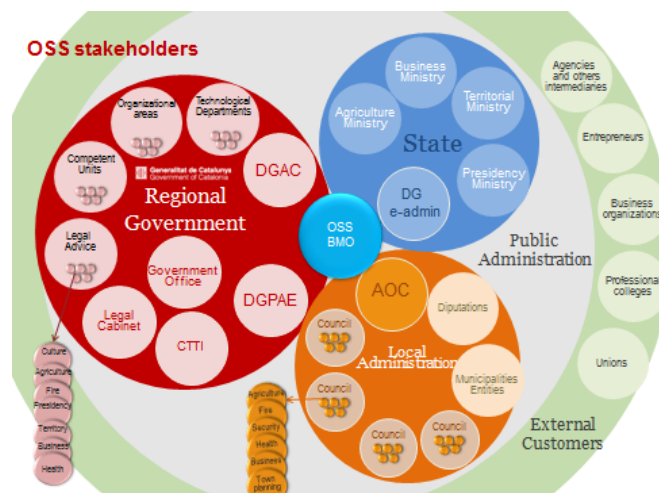
The Business Management Office (BMO) is the unit, into the Government of Catalonia, who fosters the implementation of the OSS and coordinates all the stakeholders.

To make this cultural change real, the BMO has been working with lots of stakeholders in different levels of administration:

- At the **Regional Government**: there are all the responsible units for activity legalization in every regional ministry (related to health, environment, transportation...), legal units, IT units, organization units, and so on.

- A similar structure is reproduced at the **State level**, with different ministries responsible for the taxation and the setting-up of the enterprise.

- At **local level**, there are nine hundred forty seven municipalities and each one have their own units responsible for the economic activity legalization. Also, there are Local Deputations and Municipalities associations, which have been the key to make possible the integration of municipalities to the OSS project doing actions among municipality workers and also dissemination actions in order to make entrepreneurs aware of the OSS services.



- But our main partner at local level has been **(AOC)** the Public Digital Agency of Catalonia that promotes the digital transformation of the Catalan authorities by developing free digital solutions for municipalities to offer through electronic channels the necessary procedures to start an economic activity.

- Last but not least, the **customers**: the enterprises and entrepreneurs. The Government of Catalonia has been working with them and with the most representative business organizations at the beginning and during the execution of the project:

identifying procedures most relevant that need simplifying, designing Canal Empresa (the electronic business channel), making new laws and decrees, doing working sessions, round tables, and so on.

THE OSS TOOLS

CANAL EMPRESA

Also it has developed an electronic Portal, The ‘Canal Empresa’ website is designed to help entrepreneurs, and enterprises with their relationship with the three level of administration.

canalempresa.gencat.cat
The official business one stop shop website

since 2013

more than **650.000** electronic procedures have been made

49.547 Accounts set up in the private area

2.600.000 Web visits

18.000.000 Page views

The ‘Canal Empresa’ concept is based on three main ideas: ‘With just one click companies find everything they need,’ ‘we answer your questions’ and ‘we put ourselves in the place of entrepreneurs and employers’.

With those aims Canal Empresa has become the primary portal for relations between government and business. On that slide you have some data about it.

From 2013 Business Channel has been visited over 2 million and half times, with 18 million of pages consulted, and almost 50 thousand registered users, and over 650,000 electronic procedures carried out during the year.

SEARCH GUIDED PROCEDURES TOOL

One of the innovations of the ‘Canal Empresa’ is the Search guided procedures tool, a free online tool that provides information about the procedures to be followed for any activity, regardless of whether this process is the responsibility of the local, regional or national government.

The Guided Search Tool

Companies and entrepreneurs are not experts in administrative procedures
They know their activity and ask the administration:
What I have to do to legalize my situation and my business?

Selecció de tràmits * Tràmit obligatori

- Empreses individuals autònomes, Empreses individuals autònomes * Departament d'Empresa i Ocupació Tràmit gratuït Tràmit obligatori
- Sol·licitud informació preu en matèria d'horaris, Sol·licitud * Ajuntament Àrea municipal de gestió de les activitats i botiflers, Tràmit: El que estableix l'ordenança fiscal, Departament d'Empresa i Ocupació Tràmit gratuït Tràmit obligatori
- Comunicació preu d'obres, Comunicació preu d'obres * Àrea municipal de gestió de les activitats i botiflers, Tràmit: La taxa establerta l'ordenança fiscal, Departament d'Empresa i Ocupació Tràmit gratuït Tràmit obligatori
- Comunicació d'obres de servei de treball, Comunicació d'obres de servei de treball (obra de reparació) * Departament d'Empresa i Ocupació Tràmit gratuït Tràmit obligatori
- Declaració Responsable per a establiments hotelers, Inscrició establiments hotelers * Departament d'Empresa i Ocupació Tràmit gratuït Tràmit obligatori
- Presentació de la declaració responsable per a instal·lacions elèctriques de baixa tensió, Preu de en servei Subsector General de Seguretat Industrial, Tràmit: 10.00K, Departament d'Empresa i Ocupació Tràmit gratuït Tràmit obligatori

It is based on a series of questions and answers that help to define and inform about the procedures, the order in which they have to be carried out, requirements, documents needed and forms and fees.

The rationalization of administrative procedures has enabled businesses to carry them out in a way that is simple, easy to understand and transparent, using an electronic channel.

THE ADMINISTRATIVE SIMPLIFICATION LAW

Finally, the legalization of the physical establishment where the activity is carried out is under the Local administration competence.

The procedures identified in this field are related to Safety and Health standards, to environment, to urban use, and so on.

These procedures are few in number (17), but they have a high impact on the economic activity, since they are transversal procedures that may affect any economic activity.

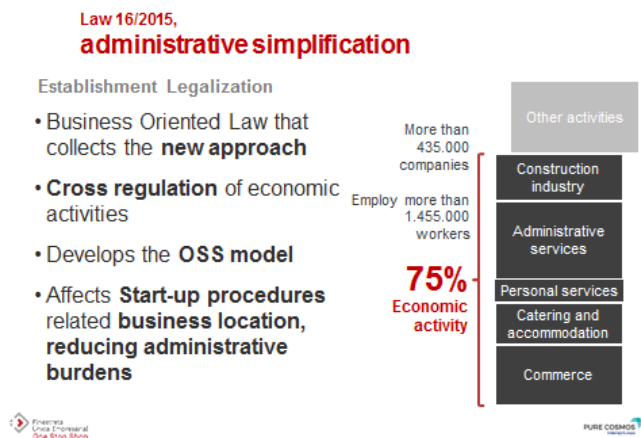
In Catalonia there are nine hundred and forty-seven municipalities, they used to have a different legal framework applying to the start-up of an establishment, based on city ordinances where, in general, they used to apply regimes of license intervention and not of communication.

Also develops the OSS model introducing the obligation for all administrations to join the project.

The law **regulates the start-up procedures** (and subsequent changes) **related to business location establishing** communication and responsible statement as intervention regimes that must apply to the entire territory.

These regimes apply for a set of activities with no or low risk (commerce, administrative services, personal services, catering and accommodation, construction industry, storage, and so on) depending on the compliance with a list of objective parameters.

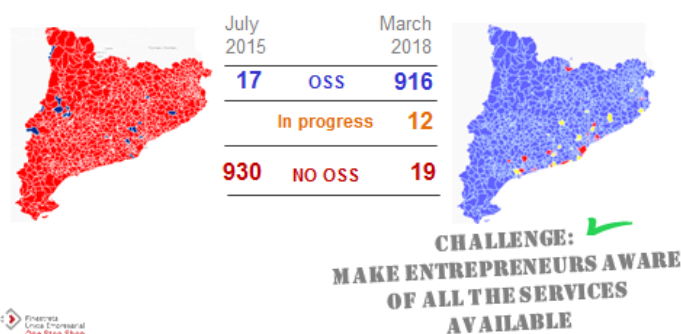
This set of activities reaches the seventy-five per cent of the all economic activity and benefits four hundred and thirty-five thousand companies / corporations and almost one and a half million workers.



So, the heterogeneity of procedures was a big challenge for the OSS project: in **July 2015**, the Parliament of Catalonia approved the **Administrative simplification Law**.

A business-oriented Law, that collects the new approach and introduces a cross regulation of economic activities.

Municipalities supporting OSS (947 city councils)



2 A new legal framework
Law 16/2015, administrative simplification

- Only **17 procedures** related to:
 - safety and Health standards,
 - environment,
 - urban use,
 - the works of the local conditioning
- But **high impact on the SME**
- **Big heterogeneity between municipalities** Each municipality made their decisions based on city ordinances where, in general, they used to apply regimes of license intervention and not of communication.

CHALLENGE: BIG HETEROGENEITY

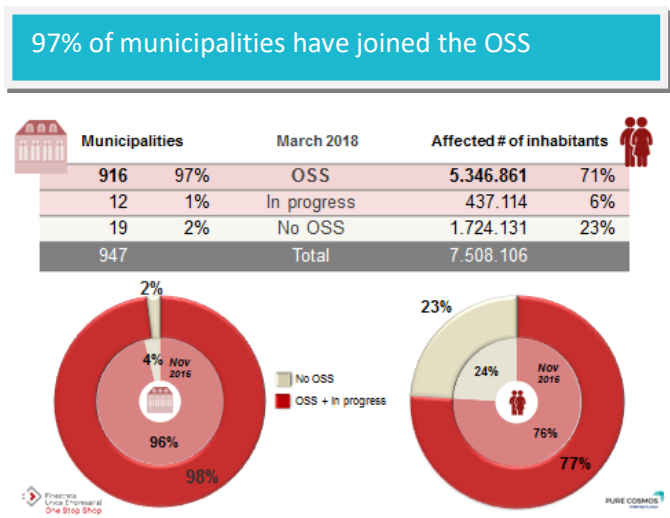
947 city Councils

From the approval of the simplification law till now the number of municipalities which support the OSS has been increasing.

In July 2015, only seventeen municipalities have joined the OSS.

Actually, Government of Catalonia has a fully operational One Stop Shop in nine hundred and fifteen, which is the 97% of his municipalities.

Barcelona municipality is doing the process of adhesion. So as this municipality is the biggest in Catalonia, with 1, 6 million people, the ratio of population covered is 70%.



TRANSFERABILITY

OSS project is perfectly transferable to other European states or regions. The administrative difficulties that companies have to open a business are shared in other countries.

These countries share the same model of intervention in economic activity; they also have different levels of government and a similar legal framework.

Therefore, they can easily apply good practices developed in Catalan OSS.

In fact, this is the objective of the Interreg PURE COSMOS project the BMO has joined last January,

whose aim is to facilitate the transfer to other countries or regions.

To facilitate the transfer to other countries or regions the BMO has identified the main obstacles found during the project and lessons learned.

MAIN OBSTACLES OVERCOME

The integration of the all the administrative procedures in OSS model involve and **affect a large number of actors** in different government authorities.

Modifications to the **regulatory framework** are required to ensure that this simplification have a significant impact on entrepreneurs. The **modification process is long and tedious.**

The need for **new technological platforms** to facilitate new forms of processing that must work properly.

During the implementation, the BMO found some **resistance to change** in the units responsible for the procedures. And it's necessary to have a leadership strong enough.

LESSONS LEARNED

- The importance of clear, strong political leadership.
- Will, perseverance and clear commitment among all actors involved.
- Revision of the legal framework (Law 16/2015, on administrative simplification), which involves obligation to all government authorities involved, especially at the local level.
- Good management of the cultural change involved in the new model of relations with companies.
- Ensuring the viability and strength of the technological project is essential.

WHAT'S NEXT?

So, now, the challenge is making entrepreneurs aware of the new services available for them in order they use these new services instead of turning to the traditional system, make entrepreneurs aware of the **facilities available and** review regulation on environmental, urban planning, health and security, and so on to cut red tape and requirements.



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