

## **EPSA 2017: Een blik achter de schermen.** *Harrie Scholtens, EPSA2017 Project Leader*





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## European Institute of Public Administration

- Leading centre on European integration and public management.
- Established in 1981 Headquarters in Maastricht.
- International staff of 80 full time employees.
- Training of +/- 12.000 civil servants each year + implementation of projects.
- Management of the European Public Sector Award since 2009.







The EPSA brings together the **best, most innovative and efficient performers** from the European public sector. By highlighting **exemplary models** of innovative public performance, the award serves as a **catalyst** for continued progress in addressing Europe's most pressing concerns.

**Vision**: To create an arena in which Europe's public sector institutions can **<u>excel</u>** and become an exemplar for the rest of the world.

- Target:EPSA targets all sectors of public<br/>administration, with an emphasis on<br/>specific themes;
- Scope: EPSA awards projects which have proven their success by tangible results and impact;
- **Focus**: EPSA focuses on recognition and dissemination of good practice.





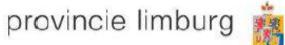


### **Institutional and Co-financing partners**















### The EPSA 2017 Theme





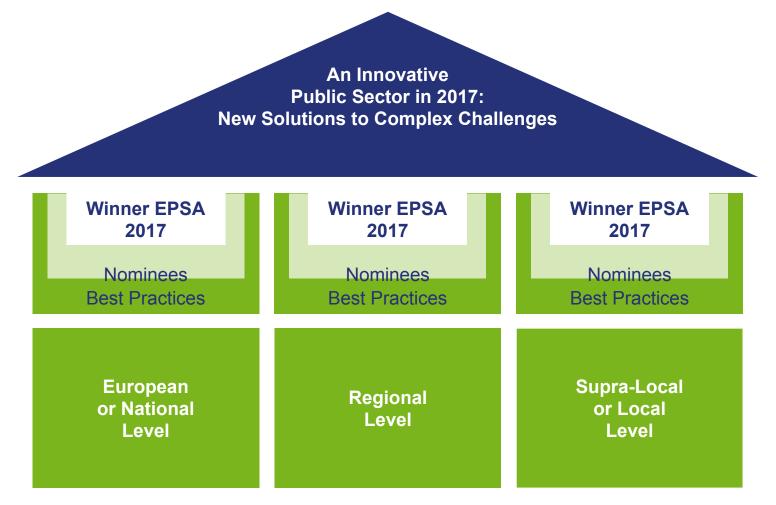
## An Innovative Public Sector in 2017 New Solutions to Complex Challenges





### **Award Categories**









### The roadmap



February Official launch of the EPSA 2017	13 February – 1 May Submission of online applications	March / April Information Days throughout Europe
EIPA EPA 2017	22 May - 2 June Online Evaluation	22-23 June Consensus Meeting
July-September Onsite visits to shortlisted projects	26 September Jury Meeting: Final selection	20-22 November Final Award Ceremony in Maastricht (NL)





#### STEP 1: Individual online evaluation

By each evaluator, in isolation and remotely based. Each project will be evaluated by 3 impartial evaluators. Date: May 2017

#### **STEP 2: Consensus meeting**

To reach a commonly agreed list of ranked projects per category, including the best practice certificate recipients; and to agree on top-ranked shortlisted projects for onsite visits. Date: June 2017

#### **STEP 3: Onsite validation visits**

To shortlisted projects for validation and verification purposes. Period: July to mid-September 2017

#### **STEP 4: Jury meeting**

To select and decide on the EPSA 2017 nominees and winners. Date: September 2017

The EPSA / EIPA team will report on the outcome based on the 3 previous steps.





The EPSA 2017 team provides a provisional ranking list based on the total scores.

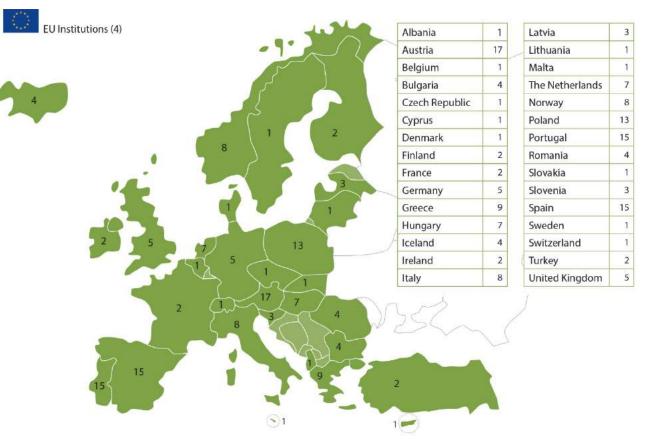




### **EPSA 2017 results in brief**



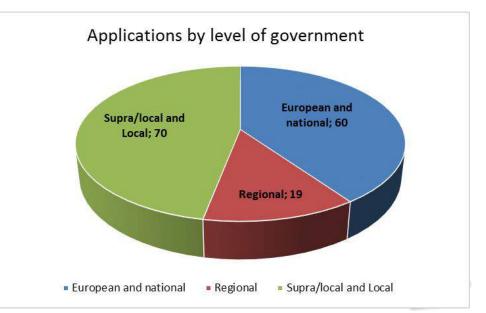
- In total, 260 European public organisations from 31 different countries have registered on the EPSA online system
- Total submissions: 150 submitted projects (149 eligible) from 30 countries and EU institutions/bodies/agencies





### **EPSA 2017 results in brief**

- **European/National level:** 60 applications (5 evaluators).
- Regional level: 19 applications (4 evaluators)
- Supra-local/Local level: 70 applications (6 evaluators).
- 34 Best Practice Certificate recipients from 18 European countries and 3
  European institutions/bodies/agencies have been identified
- 16 come from the supra-local and local level, 5 from the Regional level and 13 from the European and national level





**EPSA 2017 Conference and Award Ceremony** 20-22 November 2017, Maastricht (NL)





 Awarding the EPSA 2017 Best Practice Certificates at the Town Hall of Maastricht

- Presentation of the 12 nominated projects in parallel workshops
- Interactive Session in the form of the EPSA-CAFE
- Around 100 participants from governments and public administrations

- Plenary session
- Award Ceremony at the Limburg
  Provincial Government House







### **Some Impressions Day 1**









### Some Impressions Day 2









### **Some Impressions Day 3**









### And the Winners are:.....





### The EPSA 2017 Team





Harry Scholtens (NL) EPSA 2017 Project Leader; Supra-Local and Local category leader; EIPA Expert



Michael Burnett (UK) EPSA 2017 Theme Leader; European and National category leader; EIPA Expert



Julia Bosse (DE) EPSA 2017 Project Officer; Regional category leader; EIPA Research Assistant



Claude Rongione (IT) EPSA 2017 Information Officer



Jolanda Peters (NL) EPSA 2017 Project Assistant





### EPSA 2017 helpdesk





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# Vensters voor Bedrijfsvoering







Ministerie van Binnenlandse Zaken en Koninkrijksrelaties

## Waarom Vensters ?

verbeteropgave bedrijfsvoering

leren van anderen

behoefte aan integraal overzicht bedrijfsvoering

## Uitdagingen

Data: beperkt en verkokerd

Geen integraal beeld

Gebrek aan eigenaarschap

Krimp van budget

### **Vensters** aanpak

Kwaliteit data verbeteren

Betrouwbare indicatoren voor management

Meervoudige inzichten

Gemeenschappelijke taal en begrippenstelsel

(ALL)

Gebruiksvriendelijk dashboard, gerichte vergelijkingen

Duiding van informatie suggesties voor interventies

# Community



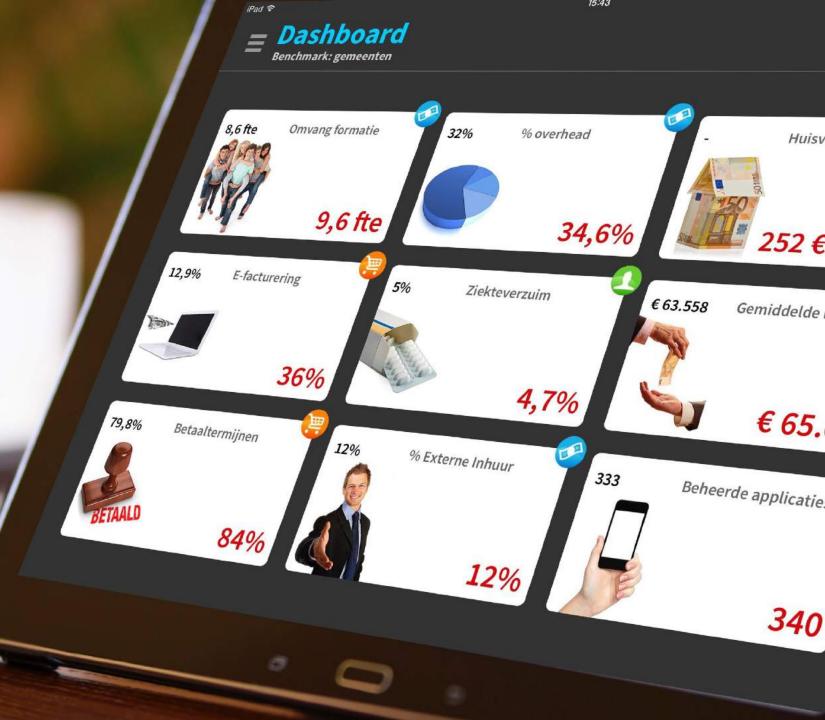


**12 Provincies** 





## Hoe werkt de Venstersapp?



Resultaten voor individuele organisaties



## Strategische leerkringen



# Informatie-stand aardisatie



## **Collectieve resultaten**

- » Meer informatie over de sectoren
- » Standardisatie van concepten



# Vensters voor Bedrijfsvoering







Ministerie van Binnenlandse Zaken en Koninkrijksrelaties

## European Public Sector Ward - EPSA 2017 An Innovative Public Sector in 2017: New Solutions to Complex Challenges

**Overview van trends/patronen van vernieuwing en** innovatie binnen de publieke sector in Europa and betekenisvolle EPSA-inzendingen

### Michael Burnett (UK), EIPA Expert, Theme Leader, **EPSA 2017**



Showcasing and Rewarding European Public Excellence



- UK Chartered Accountant 30+ years working in/with public sector/done business in 25+ European countries
- Public sector expert Deloitte and Touche/KPMG (14 years)
- Seconded National Expert, DG Enterprise
- EIPA expert public sector financial management, performance management, service reform (13 years)
- Expert Adviser, European Cities Economic and Financial Governance Group 2014-2016
- EPSA Theme Leader/Expert Adviser 2009-2017
- Co-author/editor, EPSA publications 2009-2017, "PPP A Decision-Maker's Guide", Competitive Dialogue and Negotiated Procedures - A Practical Guide"







- Economic uncertainty/lack of growth
- Uncertainty about future banking sector/Eurozone stability
- Public finance constraints
- Unparalled levels of migration/pressure on external borders
- Terrorism/challenge to functioning of Schengen
- External security threat (including cyber-security threat)
- Demographic change
- Climate change
- Disruptive technologies
- Reduced confidence/trust in institutions (including government) to meet above challenges







- Significant evidence of creative responses at all levels of government to the continuing crisis
- Different types of response appropriate to different levels of government
- Overarching trends:
  - Potential for the transformative effect of digitalisation of services
  - Deepening of stakeholder engagement in service design
  - Need for a multi-dimensional approach to the integration of migrants
  - A range of actions to promote trust in government







- Avoiding complacency in areas of strength
- Further evidence of the added value for citizens of actions at EU level
- Further actions at national level which give practical effect to European policies
- A step change in approaches to public sector performance management
- Continuing attention to social inclusion/broadening of scope
- Continuing recognition that government is about making choices and setting priorities



### **Creative solutions in EPSA 2017 – 3**

- Continuation of trends from earlier EPSA editions:
  - Participatory budgeting
  - Citizen consultation
  - Importance of recognising staff as stakeholders
  - Promotion of economic growth
  - Recognition of the particular needs of remote/geographically dispersed regions
  - Creative approaches to policing
  - Public servants with the energy to volunteer





### Vensters – the Netherlands goo.gl/QLwmab – p67 🚴 EIP

- Cross-service project to develop performance management tools comprehensive balanced scorecard approach to both internal management/corporate health and public service delivery
- Co-operation very widely supported by stakeholders across the public sector in the Netherlands at sub-national level with plans to extend to national level and open to others to join
- Promotes change in partners by facilitated self-improvement
- Avoids many common mistakes of approaches to benchmarking and performance management
- Project has delivered concrete results
- Comparative data easily accessible to partners
- Capable of benefitting other contexts where performance management has been overused or underused





### **Co-operation Fund – European Institutions** goo.gl/QLwmab p64

- Complex EU-wide project to digitalise trademark and design registration - development of/integration of ICT applications
- Initial project completed and now being extended to new applications/more MS
- Relevant to core areas of European policy Internal Market/Digital Single Market, SME support
- Practical example of benefits from co-operation/stakeholder co-creation between the EU, Member States and external stakeholders
- Transformational in creating trust between stakeholders (and thus trust in government) from a low base
- Direct practical benefit of the EU working for citizens easier registration of IP and enforcement of breaches



### Sea Traffic Management – Sweden goo.gl/QLwmab p69



- Complex digitalisation project to improve information sharing in maritime transport - development of/integration of ICT applications with EU-wide stakeholder co-operation (both public/private sector)
- Major contribution to European integration/relevant to other European policies e.g. Internal Market, maritime safety, emissions reduction
- EU concept showcase for European leadership globally
- Potential for economic growth by export of systems/services
- Practical example of benefits from co-operation between the EU, Member States and external stakeholders
- Potential direct EU benefit for citizens in lower prices for goods
- Concepts/benefits developed/being validated in an intensive pilot and detailed implementation plan for all phases to 2030



- Implements 2011 law by complex digitalisation of traditionally paper-based systems in the justice sector where digitalisation is variable across the EU
- Wide consultation with all stakeholders across all of Spain in the judicial system and other relevant branches of government
- Has delivered concrete results since 2015 in the complex politics of Spain and with continuing cross-party support
- Key benefit of improved access to justice for citizens
- Supports Spain's contribution to the EU's E-Justice agenda
- Capable of use in other contexts where criminal justice is decentralised
- Process in place to support extension of applications and to attract other stakeholders by demonstration of benefits





### Crime Reduction Toolkit – United Kingdom goo.gl/QLwmab p70



- Ground-breaking project to assess what works better in crime reduction - detailed analysis of effect of different interventions
- Example of evidence-based decision-making idea transferable to other contexts even if interventions which work there are different
- Developed by UK College of Policing with key stakeholders
- Contributes to better public sector budgeting by better resource targeting/underpins concept of need for priorities
- Capable of reducing pressures on public finances (cost of crime)
- Enhances trust in government content openly available/able to link to resource allocation/improved quality of services to citizens
- Contributes to social inclusion greater impact in high crime/socially disadvantaged communities
- User-friendly easy to navigate





# Police Camera Evidence – United Kingdom goo.gl/QLwmab p97



- Project from UK College of Policing control test of impact of use of body-worn video cameras by police officers in London - scope for use in other contexts/results openly shared
- Resulted in less unjustified complaints about police actions
- Enhances trust in government greater transparency about police actions/increased police accountability/increased public support for legitimacy of police actions
- Example of importance of supporting public servants in their role reducing risk of false complaints/resultant stress
- Improves use of public sector resources less time wasted in dealing with false complaints against police
- Potential crime reduction impact better evidence for prosecutions/police more confident to stop/search when justified



## Maps of Healthcare Needs in Poland – Poland goo.gl/QLwmab p68



- Ministry of Health project to map health care needs across the country and current state of provision for those needs
- Detailed analysis by region/disease type evidence base for health policy/implementation
- Improves public sector budgeting (important given cost pressures) and better spend targeting (prevention and service provision)
- Can contribute over time to better infrastructure investment decisions to meet priority needs
- Transferable to other contexts especially useful where health care provision is planned/delivered sub-nationally
- Enhances trust in government better quality data/data openly available/resource allocation transparency/better services
- Can promote social inclusion equality of access to health care



## Promoting Innovation in Public Procurement – Austria goo.gl/QLwmab p58



- Joint project from two ministries to promote innovation in public procurement (Science, Research and Economy and the Austrian Transport, Innovation and Technology)
- Developed with key stakeholders at national/sub-national level
- Example of use of range of tools to promote policy (law, political commitment, implementation support, outcome monitoring etc.)
- Example of continuous improvement in field (public procurement) where country already regarded as being leading edge
- Contributes to EU policy implementation (e.g. emissions/energy use, pre-commercial procurement/innovation partnerships etc.)
- Contributes to social inclusion (i.e. better social/healthcare provision
- Transferable to other policy areas/other procurement priorities)

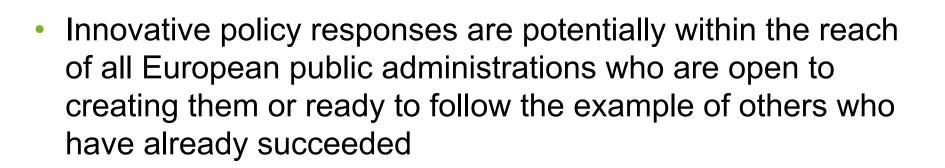




- Need to continue horizon scanning to assess expanding impact of disruptive technologies and respond effectively
- Need to know when adaptive innovation and/or digital transformation/paradigm shift are appropriate
- Need to know how to set priorities for digital transformation
- Need to know how and why digital transformation succeeds or fails
- Need to continue to make budget choices which reflect service priorities
- Need to continue to address the deficit in trust in government











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## Going North in Dortmund -The "nordwärts" Project Harriet Ellwein, City of Dortmund

March, 5th 2018 Lunchbijeenkomst *Ministerie van Binnenlandse Zaken en Koninkrijksrelaties, Den Haag, NL* 







## Agenda







What does "nordwärts" mean and why do we do it?



"nordwärts" project structure and development of sub-projects



Sub-project examples – chances and challenges



"nordwärts" communication and marketing strategy



Reflexion - preliminary results



Transferability



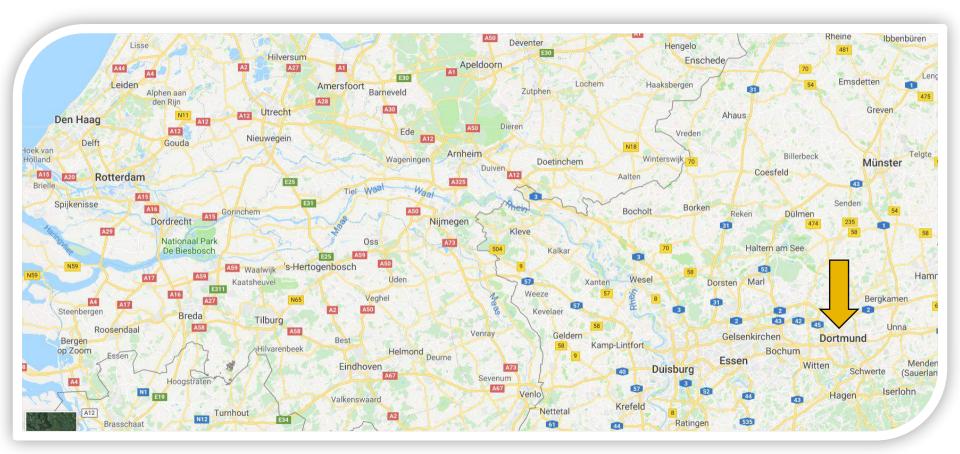


## Chapter 1 What does "nordwärts" mean and why we do it?







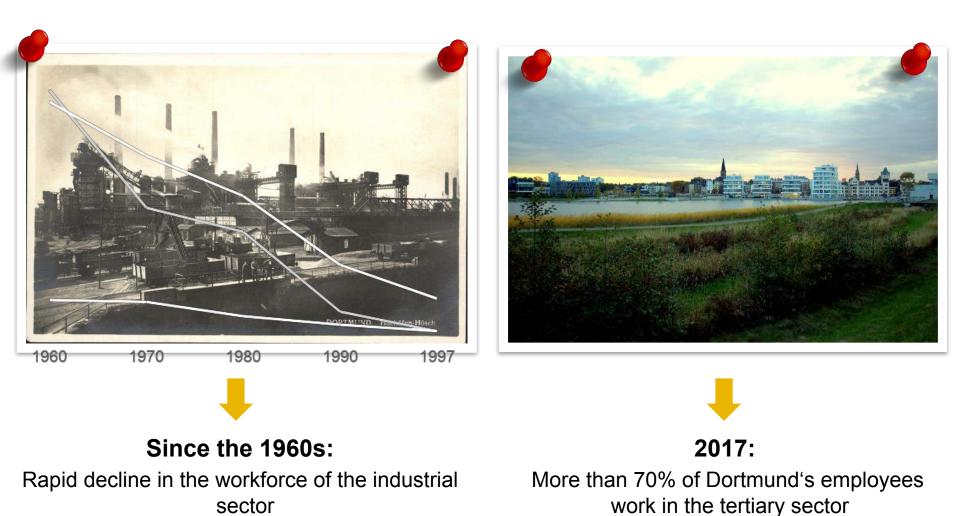




## Dortmund – the End of an Era





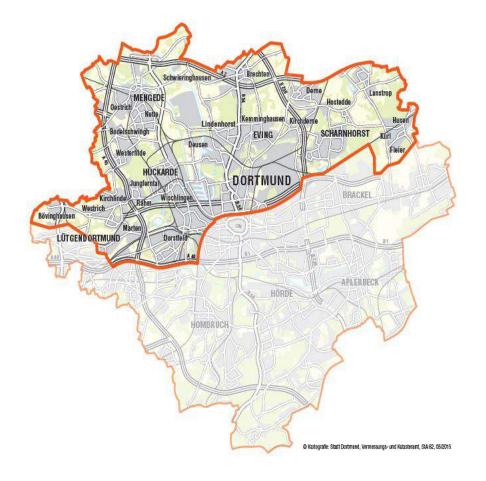




## "nordwärts" accounts for...

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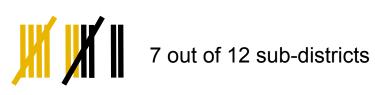




45,7% of the city area



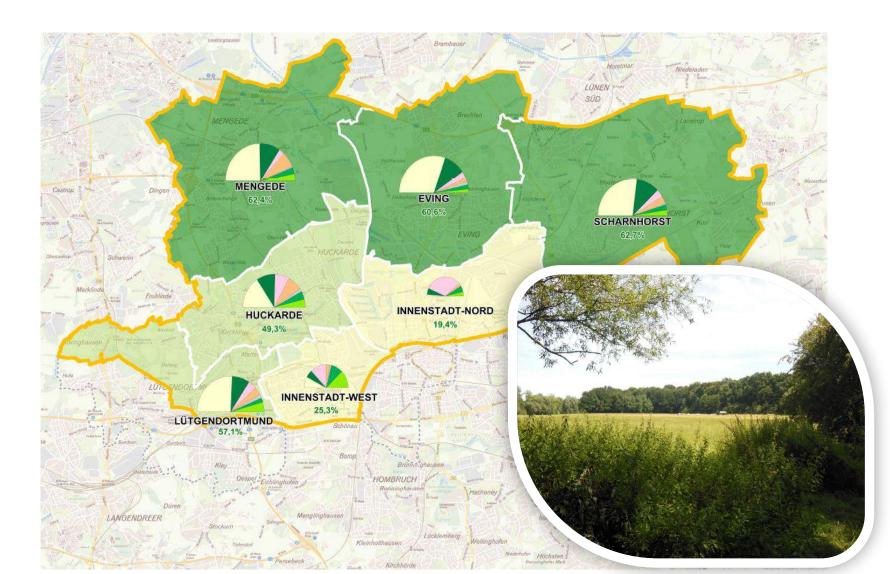
42% of the city's 600.000 inhabitants





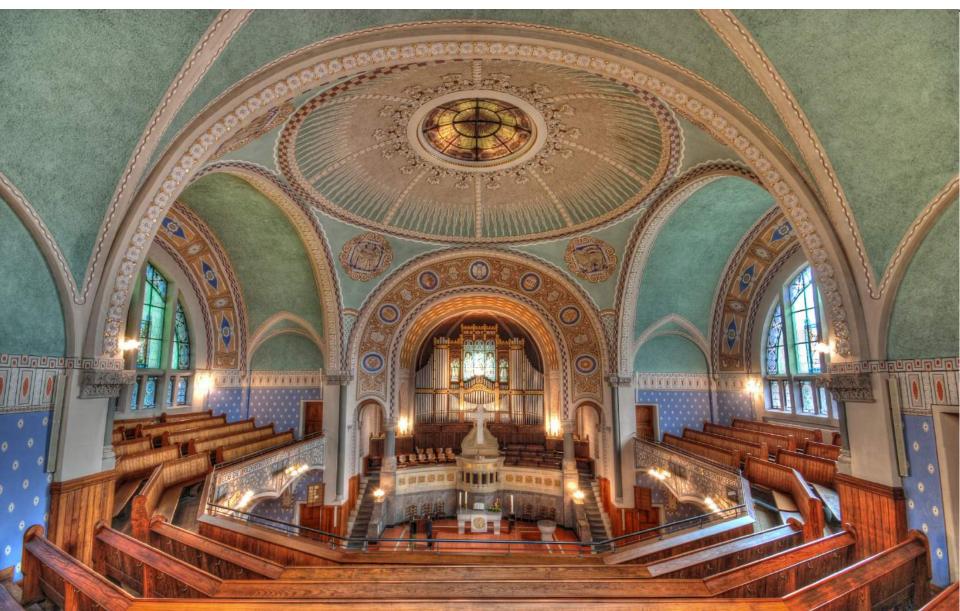
**Potentials** 











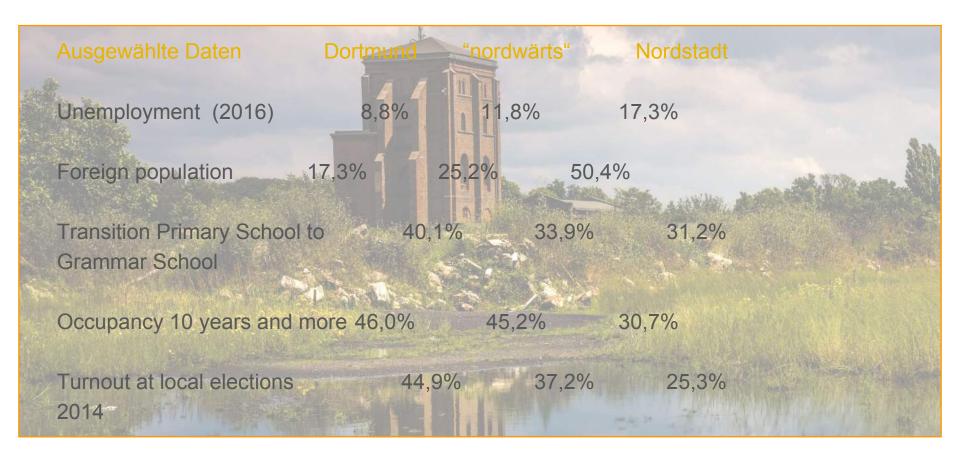


















"nordwärts" is a 10-year-project designed to emphasize the strengths of Dortmund's northern districts and to bring its hidden treasures to light.



- Function as an Innovation Lab
- Give impulses through Beacons
- Harmonize living standards
- Encourage Investments

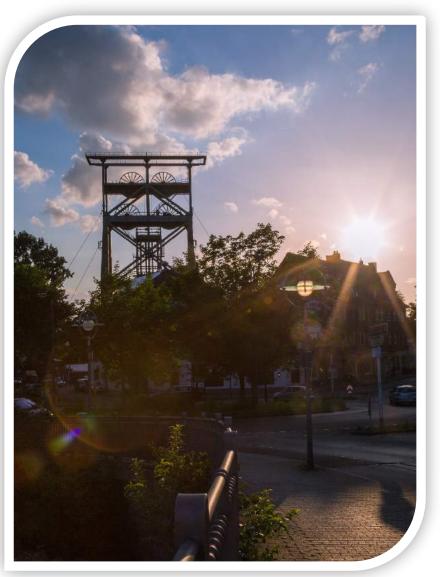






# Chapter 2

"nordwärts" project structure and development of sub-projects

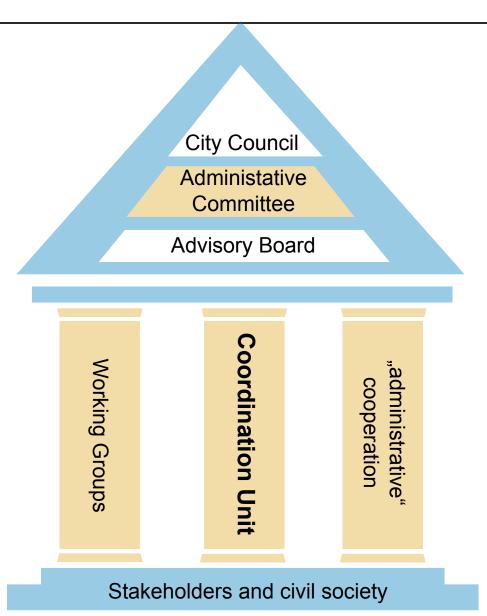




## "nordwärts" Project Structure





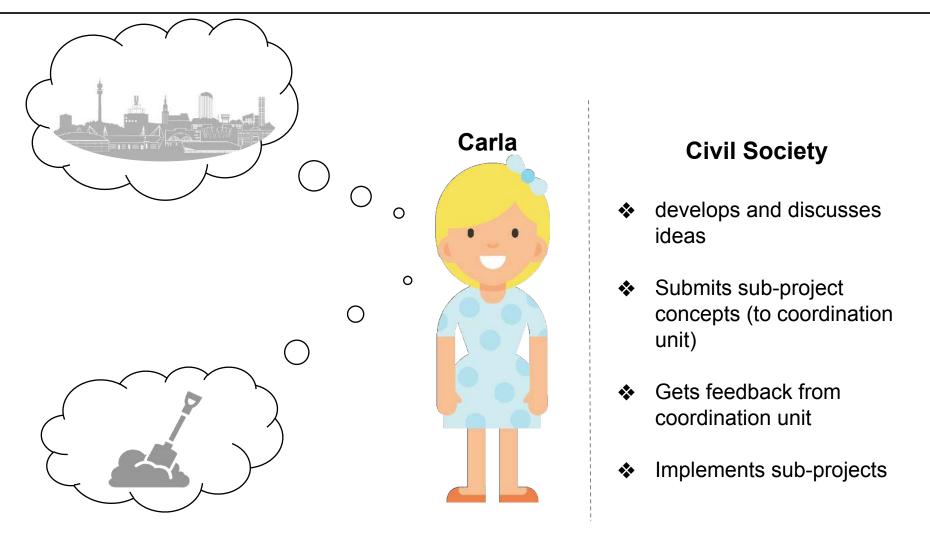




## Role of the Civil Society







## nord warts Roles of the Municipal Administration

\*

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Ellen





### **Operative level**

- Initiates sub-projects
- Votes for the further procedure of sub-project concepts
- Implements sub-projects
- Supports communication process



### **Coordination Unit**

- Collects ideas and sub-project concepts
- Organizes decision (making) process
- Initiates and supports sub-projects
- Moderates sub-project processes
- Acts as leader and partner in project consortia
- Offers a marketing platform for sub-projects

### **Executive level**

 Makes final decision on sub-project concepts to be submitted to the council









### **Advisory Board**

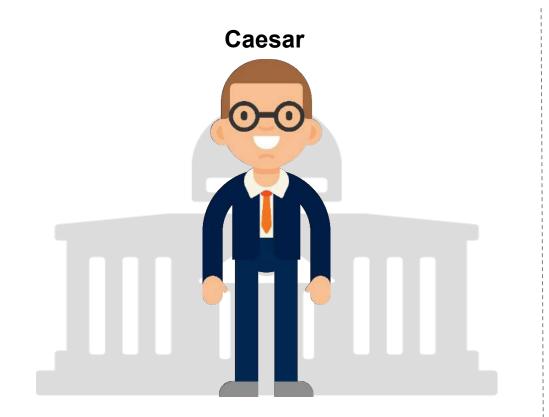
- Initiates sub-projects
- Votes for the further procedure of submitted sub-project concepts
- Provides contact persons for various issues
- Mobilizes (non-) monetary ressources
- Networking



## Role of the the City Council







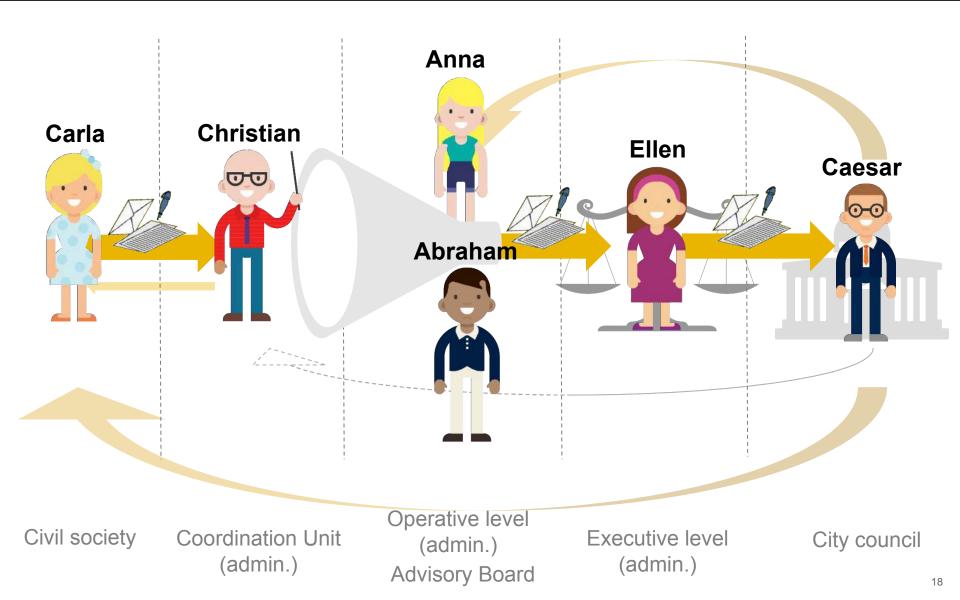
## **City Council**

- Makes final decisions on...
  - ... general "nordwärts" policy/strategies
  - sub-project concepts
    (feasibility check, development and implementation)
- Submit sub-project concepts













## Chapter 3

Sub Project examples – chances and challenges











# Starting Position: Ranger has passed away, building is vacant and needs to be restorated



Citizens, NGOs and local politicians plead for the public use of the building



Administration develops a restoration-concept



Coordination Unit brings all the interested parties to the table to collectively develop a concept for the further use of the building



Council decides the restoration of the building based on the restoration-concept



## Example (conflict management): Zechensiedlung Oberdorstfeld

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# Starting Position: Former miners' colony. Now protected monument. Mostly private property

Local initiative A supports monument protection and wants to inform on and promote the memory of industrial history ("nordwärts" sub project)

*Local initiative B* puts forward the constraints of monument protection

Local monument admistration only sees protection aspects without consideration of social backgrounds

"nordwärts" acts as a mediator and seeks for an integrated approach

- Upgrading of environment
- Smart solutions, development of a smart city pilot



Example (Financial support): Boulevard der Kinderrechte

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- Project idea of SPD youth organization: promote children's rights
- 10 stations, connected by footprints
- "nordwärts" tasks: coordination, organization,networking, mobilizing of ressources, promotion
- Sponsoring by foundations and local stakeholders
- Mixed financing: Stadt Dortmund 56 %, housing association, sponsoring and contribution of foundations 21%



# Die Kinderrechte







## **Chapter 4**

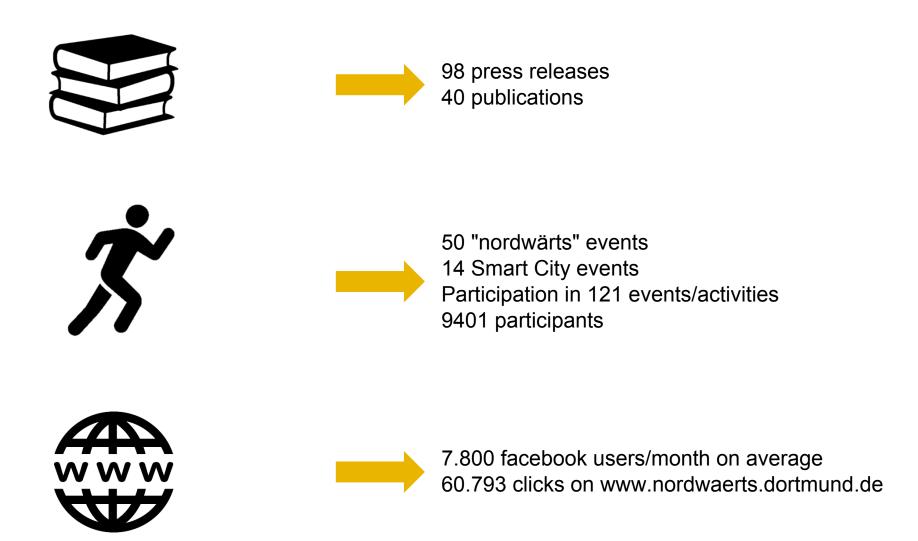
Communication and marketing









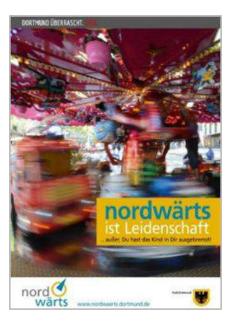


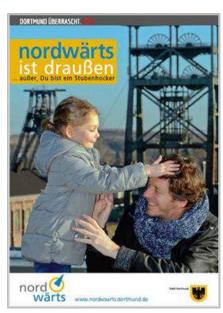


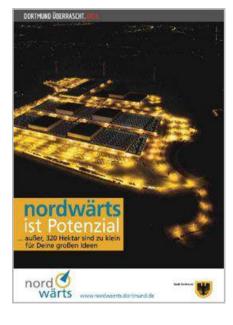


### Multimedia campaign

(posters, postcards, advertisements, internet, social media)











## "nordwärts" Presentation

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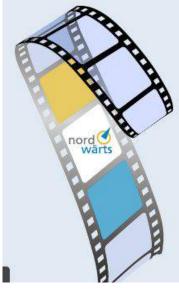
### "nordwärts" im Blick

### "nordwärts" offiziell

Ullrich Sierau Oberbürgermeister der Stadt Dortmund

Prof. Dr. Marga Pröhl Generaldirektorin des Europäischen Instituts für öffentliche Verwaltung (EPA), Maastricht

Ubbo de Boer Vorstand des Kuratoriums "nordwärts"



#### "nordwärts" von außen

#### "nordwärts" - Neues Denken in der Planung

Prof. Dr. Ing. Klaus Selle Lehstuhl für Planungstheorie und Stadtentwicklung, Fakultät Architektur RWTH Aachen und Mitglied des "nordwärts"-Kuratoriums

"nordwärts" – ein Betelligungsprojekt aus europäischer Sicht Philippe Narval Geschäftbirer Europäisches Forum Abbach, Wien

Smarte Technik Im Quartier – Tradition und Innovation bei "nordwärts" Hildegard Müller Vostand Netz & Infrastruktur, innogy SE, Essen

#### "nordwärts" von innen

Helke Regener meine Heimat zuhr, Dortmunds größter Anbieter von Stadttouren und -führungen

Dr. Detlef von Elsenau Schulleiter des Heinrich-Heine Gymnaziums der Stadt Dortmund, Dortmund-Nette

Ludger Wilde Dezement für Umwelt, Planen und Wohnen, Stadt Dortmund

Anne Rabenschlag Geschäftsführerin Diskonisches Werk in Dortmund und Lünen





## Chapter 5

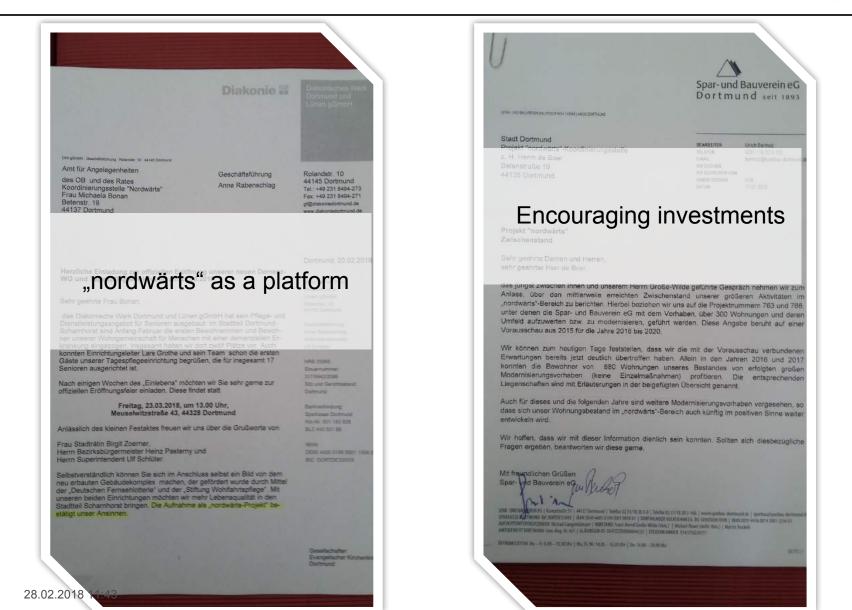
## Reflexion and preliminary results





## Example 1: "unofficial" reporting







## Example 2: Third Party Funds





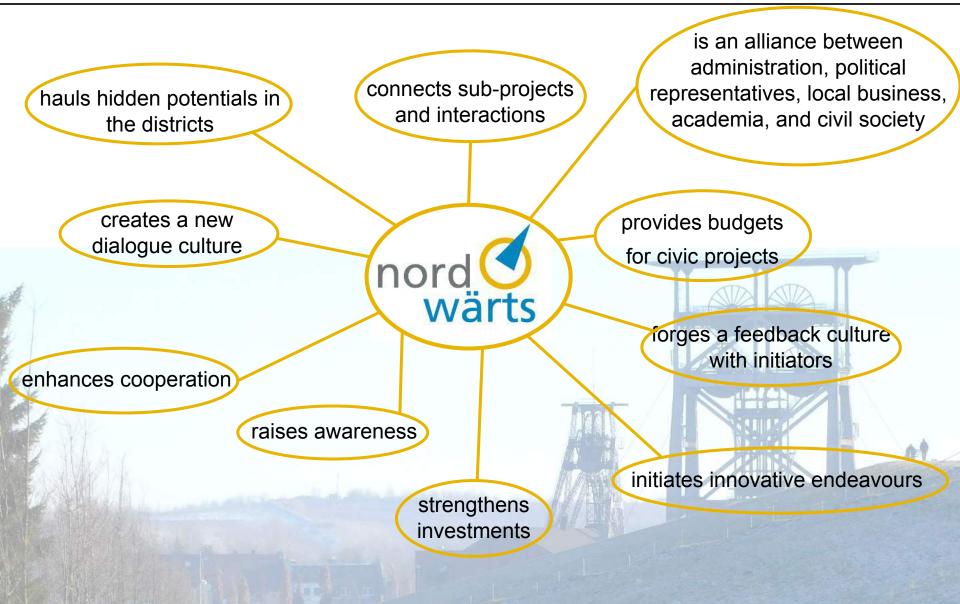




#### The Benefits of "nordwärts"









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## Chapter 5 Transfer





#### Transfer...

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... of the whole "nordwärts"- project to other cities

... of processes to other municipalities

... of sub-projects within the "nordwärts" urban districts

... of sub-projects to the southern urban districts

... of sub-projects to anywhere



#### Thank you very much

Stadt Dortmund Amt für Angelegenheiten des Oberbürgermeisters und des Rates





Harriet Ellwein, Stadt Dortmund, Koordinierungsstelle "nordwärts" hellwein@stadtdo.de www.nordwaerts.dortmund.de

# Verkiezing BESTE 2018 OVERHEIDS ORGANISATIE VAN HETJAAR

# Wat doet de Verkiezing?



# Waar wordt op gelet?

- Onderscheidend vermogen
- Missiegedrevenheid
- Effectiviteit
- Basis aantoonbaar op orde
- Leervermogen
- Veerkracht
- Maatschappelijke betrokkenheid

BESTE 2017 OVERHEIDS ORGANISATIE VAN HET JAAR

# Procedure

- 1. Nomineren
- 2. Inzending
- 3. Selectiecommissie
- 4. Jurybije<mark>enkomst</mark>
- 5. Werkbezoeken
- 6. Ridderzaal

#### Ruimte voor de rivier

- Grote opgave in participatietraject stakeholders
- Enorme betrokkenheid van alle organisaties
- Communicatiemiddelen effectief ingezet
- Internationaal toonaangevend waterproject
- Finalist Verkiezing Beste Overheidsorganisatie van het Jaar 2014

## Jeugdbescherming Regio Amsterdam

- leder kind veilig!

- Werken vanuit de bedoeling

Beste Overheidsorganisatie van het Jaar 2014

#### Avri

- Van afvalinzamelaar naar integraal werkende gebiedsregisseur
- Transitie tot bedrijfsmatige organisatie
  - Social enterprise, grote verantwoordelijkheid naar werknemer
- Voorbeeld voor gedreven duurzame overheidsorganisatie
- Finalist Verkiezing Beste Overheidsorganisatie van het Jaar 2015

# CBS

-

-

- Kort cyclisch innoveren
- Transitie naar high-tech organisatie
  - Trans naar nieuwsorganisatie
  - Beste Overheidsorganisatie van het Jaar 2015

# Veiligheidsregio Rotterdam-Rijnmond

- Van oorsprong conservatieve organisatie met complexe opgave
- Enorm bewust van datagedreven sturing
- Beste Overheidsorganisatie van het Jaar 2016

#### Staatsbosbeheer

- Grote bezuinigingsopdracht
- Volledig andere invulling rol
- Waarde van natuur anders berekenen
- Kostendekkende maatschappelijke onderneming
- Beste Overheidsorganisatie van het Jaar 2017

#### Conclusie

# KEN OF BEN JIJ de overheidsorganisatie van 2018? NOMINEER DEZE DAN!

via www.overheidsawards.nl