

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
administration, with an emphasis on
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.





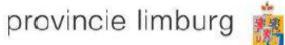


Institutional and Co-financing partners















The EPSA 2017 Theme





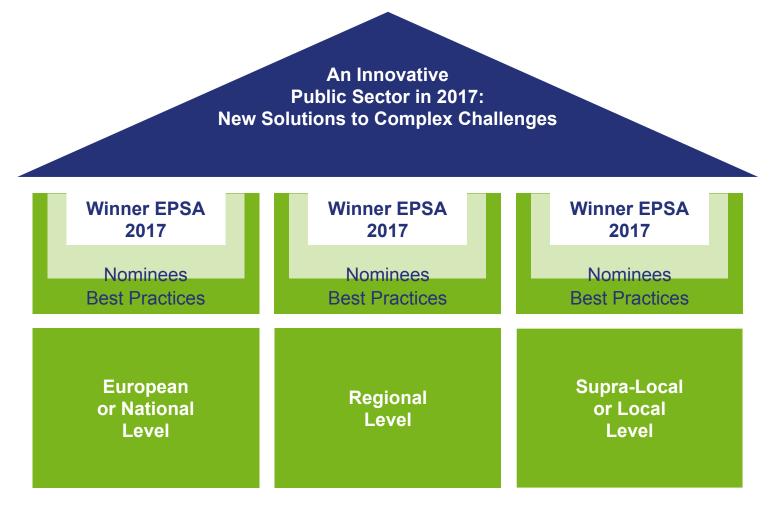
An Innovative Public Sector in 2017 New Solutions to Complex Challenges





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.

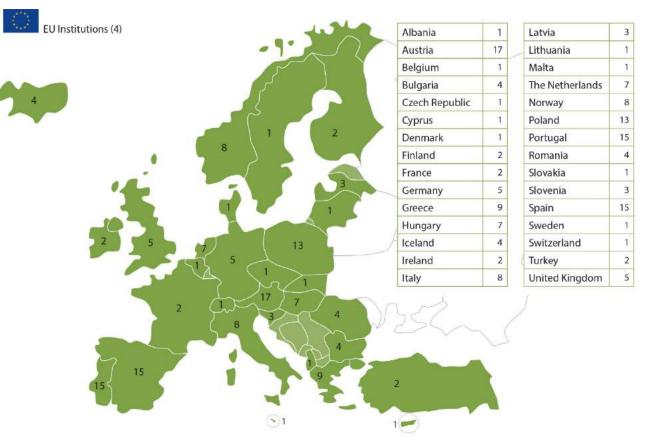




EPSA 2017 results in brief



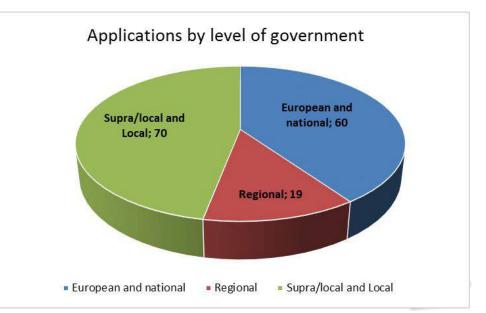
- In total, 260 European public organisations from 31 different countries have registered on the EPSA online system
- Total submissions: 150 submitted projects (149 eligible) from 30 countries and EU institutions/bodies/agencies





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





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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



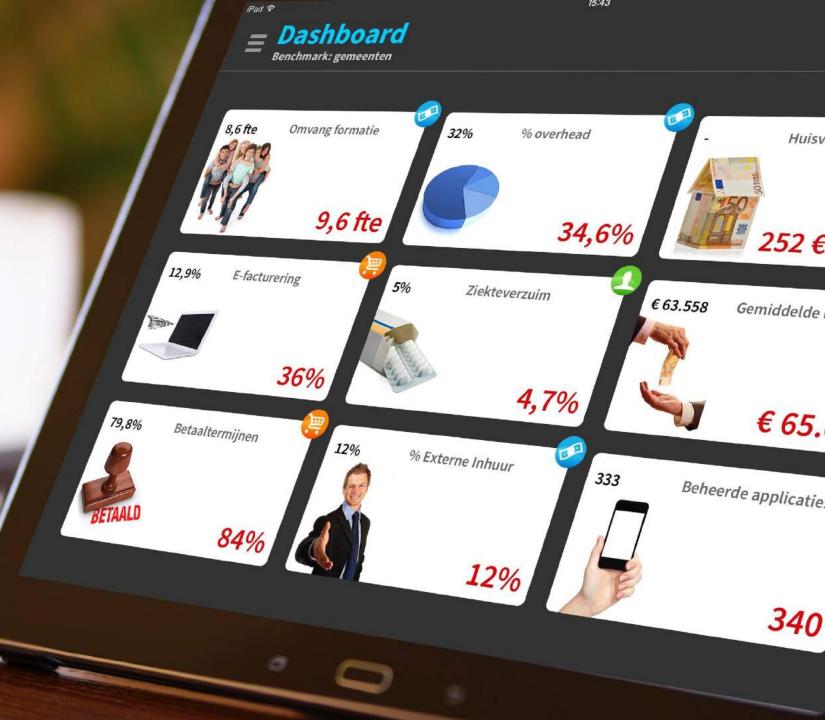


12 Provincies





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)

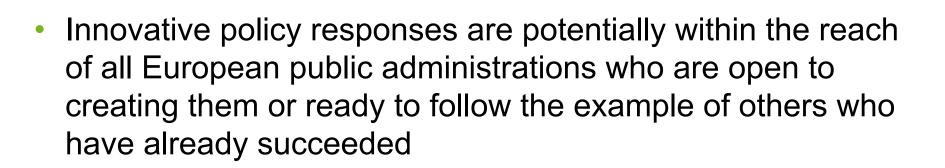




- Need to continue horizon scanning to assess expanding impact of disruptive technologies and respond effectively
- Need to know when adaptive innovation and/or digital transformation/paradigm shift are appropriate
- Need to know how to set priorities for digital transformation
- Need to know how and 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



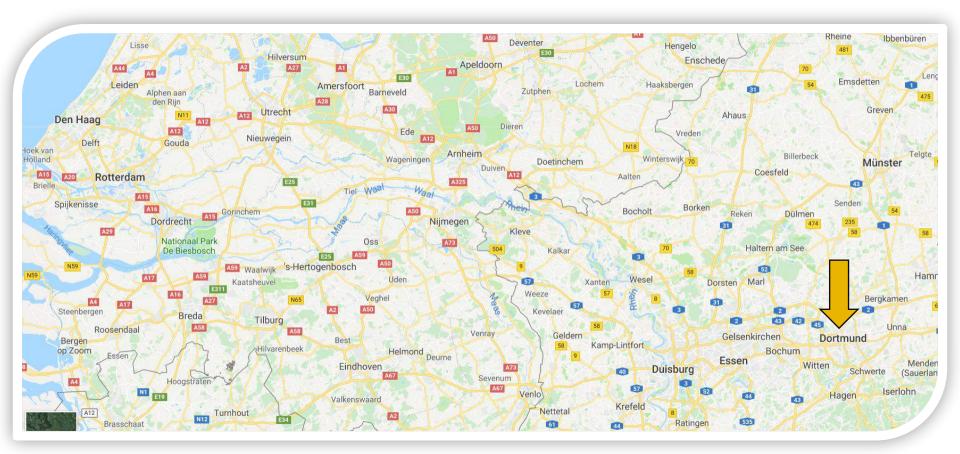


Chapter 1 What does "nordwärts" mean and why we do it?







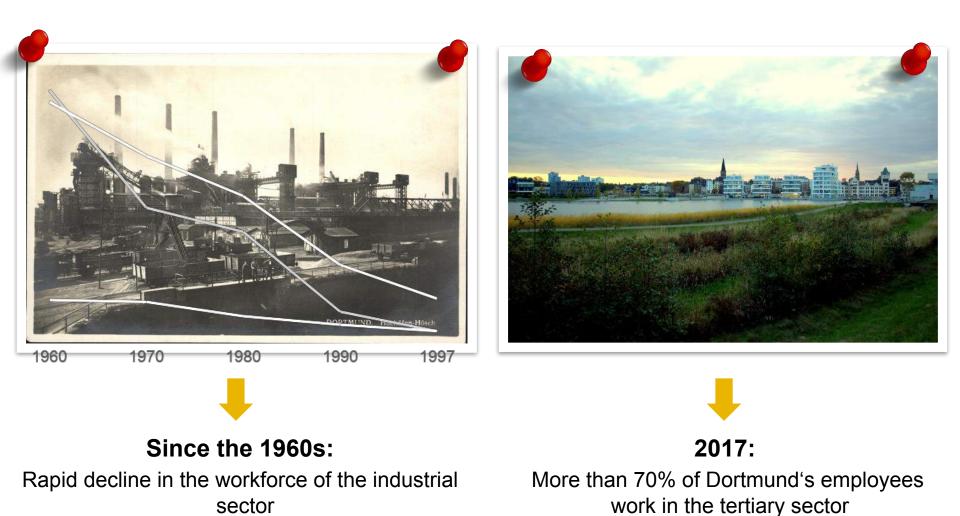




Dortmund – the End of an Era





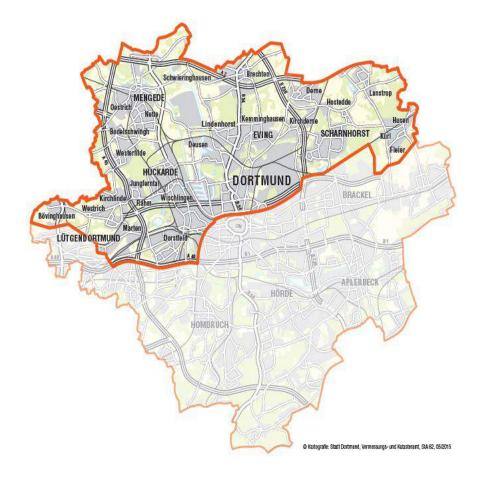




"nordwärts" accounts for...

Stadt Dortmund Amt für Angelegenheiten des Oberbürgermeisters und des Rates



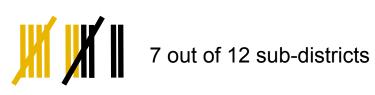




45,7% of the city area



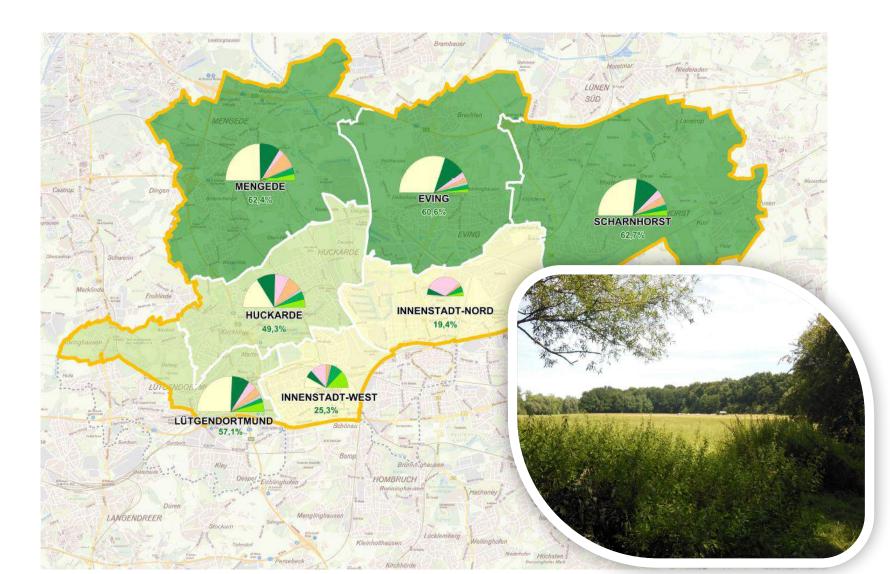
42% of the city's 600.000 inhabitants





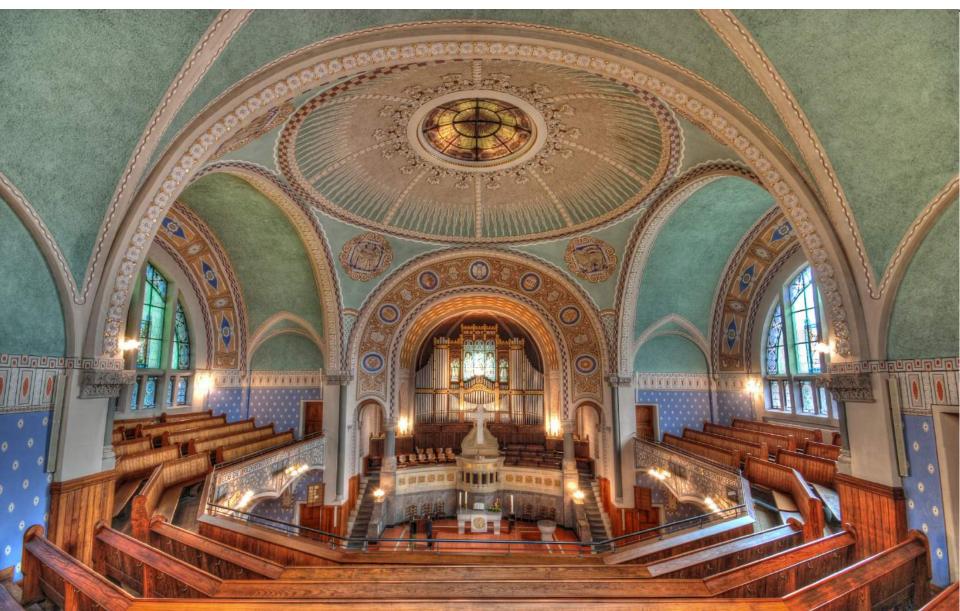
Potentials











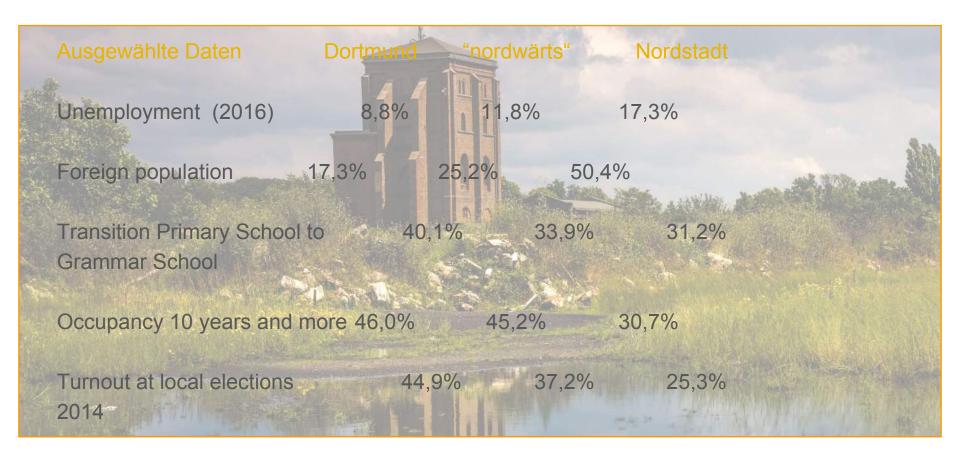


















"nordwärts" is a 10-year-project designed to emphasize the strengths of Dortmund's northern districts and to bring its hidden treasures to light.



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

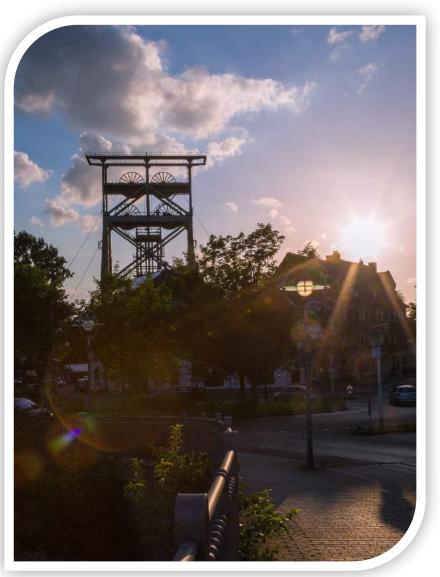






Chapter 2

"nordwärts" project structure and development of sub-projects

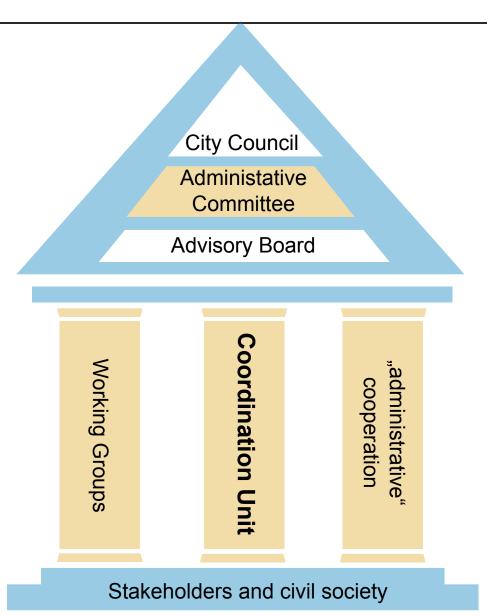




"nordwärts" Project Structure





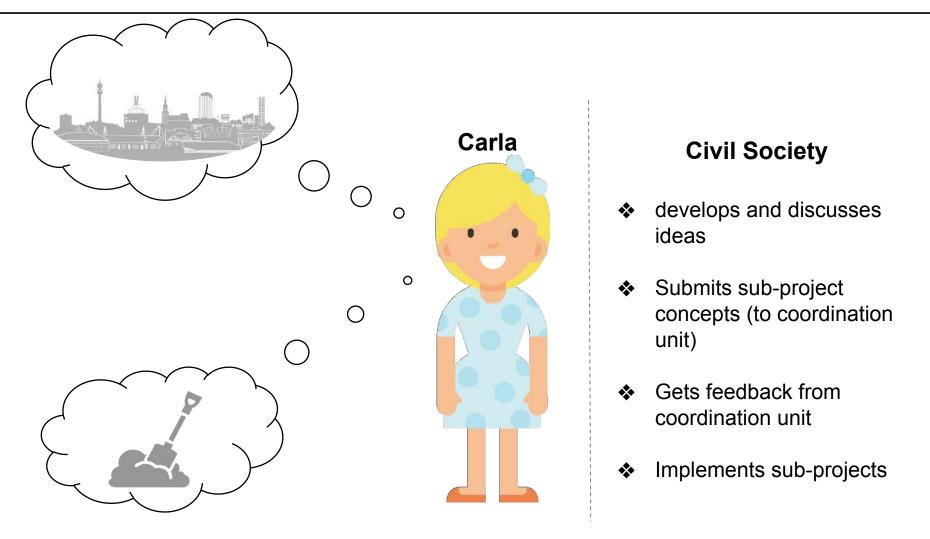




Role of the Civil Society







nord warts Roles of the Municipal Administration

*

Stadt Dortmund Amt für Angelegenheiten des Oberbürgermeisters und des Rates

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

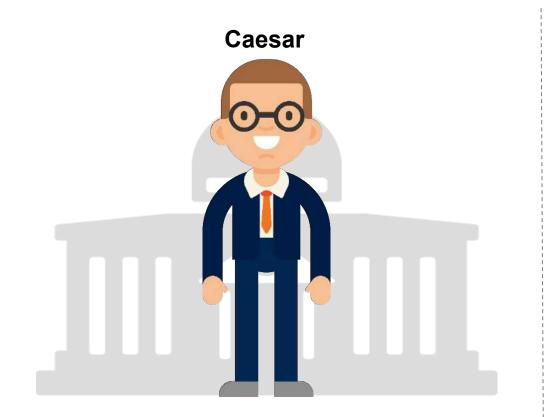
- Initiates sub-projects
- Votes for the further procedure of submitted sub-project concepts
- Provides contact persons for various issues
- Mobilizes (non-) monetary ressources
- Networking



Role of the the City Council







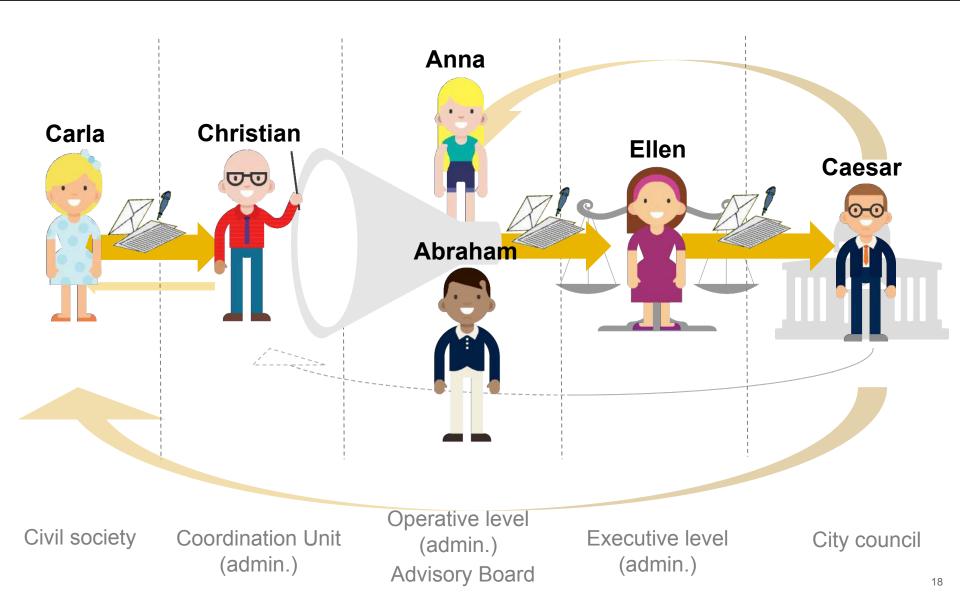
City Council

- 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

Stadt Dortmund Amt für Angelegenheiten des Oberbürgermeisters und des Rates



- 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

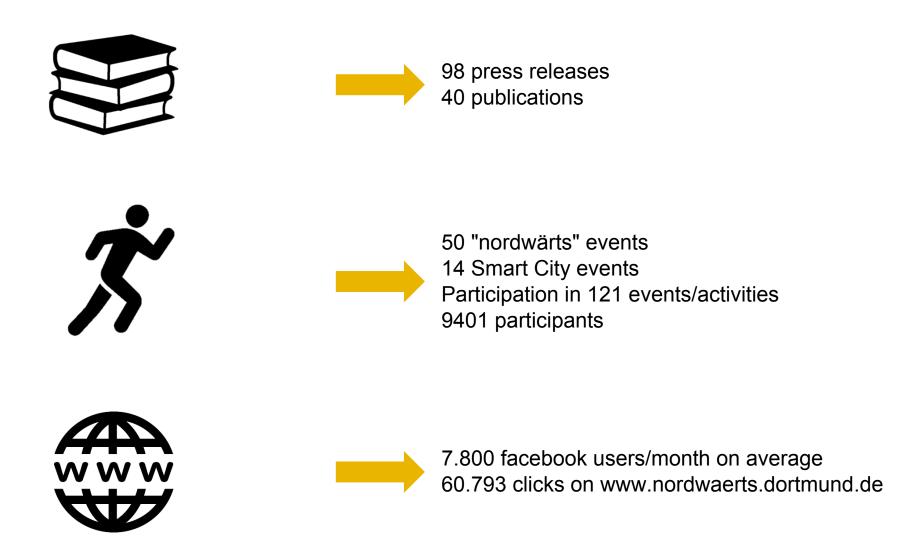
Communication and marketing









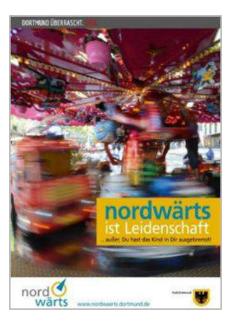


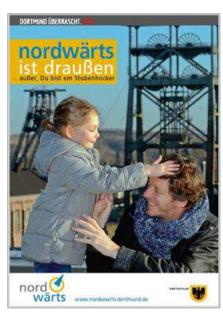


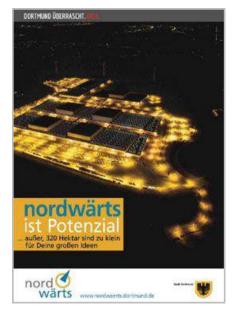


Multimedia campaign

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











"nordwärts" Presentation

Stadt Dortmund Amt für Angelegenheiten des Oberbürgermeisters und des Rates





"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

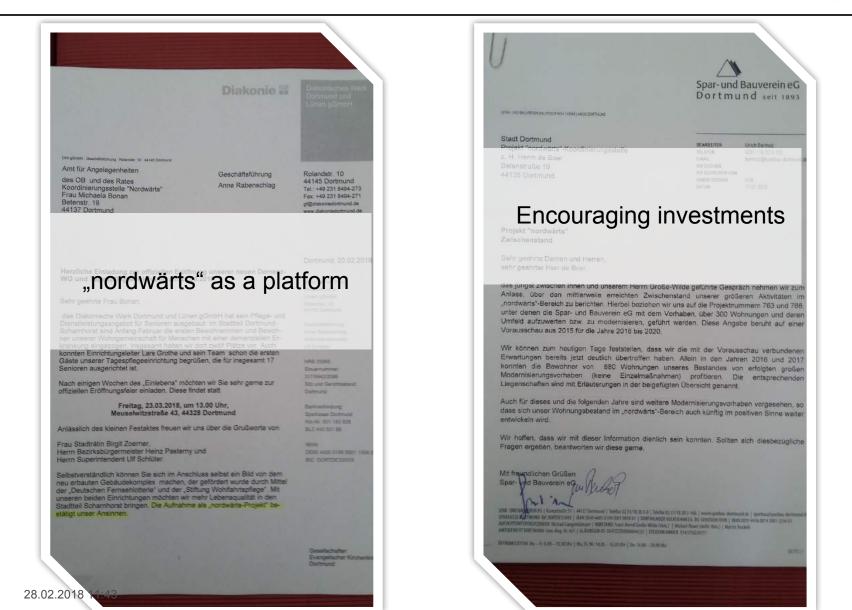
Reflexion and preliminary results





Example 1: "unofficial" reporting







Example 2: Third Party Funds





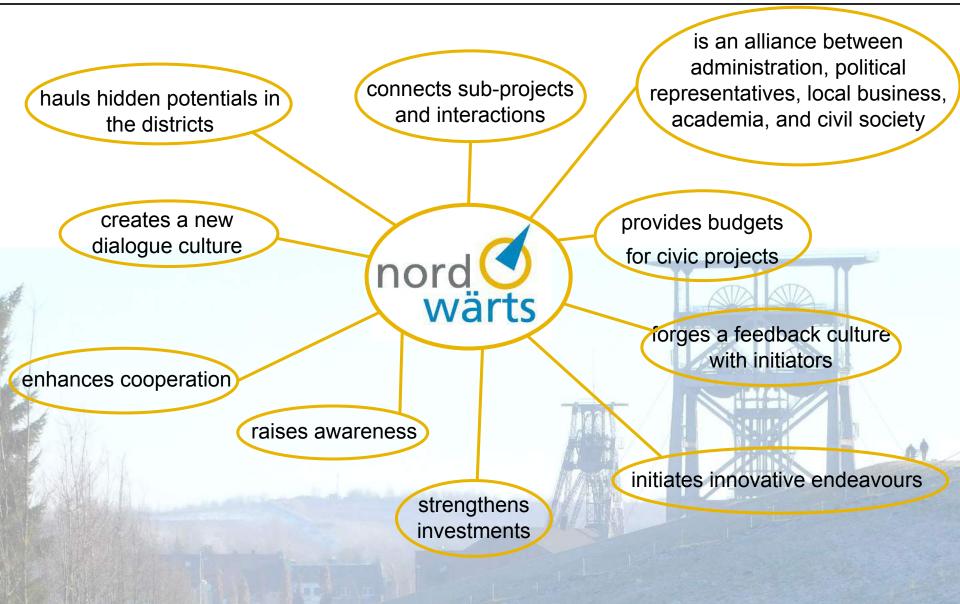




The Benefits of "nordwärts"









Stadt Dortmund Amt für Angelegenheiten des Oberbürgermeisters und des Rates



Chapter 5 Transfer





Transfer...

Stadt Dortmund Amt für Angelegenheiten des Oberbürgermeisters und des Rates



... 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