An Innovative Public Sector in 2017
New Solutions to Complex Challenges

EIPA
EPSA 2017

Edited by
Julia Bosse
Michael Burnett
Claude Rongione
Harrie Scholtens

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Opening words

By Mr. Jaak Aab,
Minister of Public Administration of the Republic of Estonia

We live in a world of constant changes. Decision making in public administration is influenced by many factors – demographic change, climate change, constraints of public finances, demand for better public services and bigger social benefits or technological transformation are just some of them. Many public administrations have come to the point where there is no easy solution to the problems, and moving on means structural reforms. We have to make decisions about whether a public administration has to continue to deliver services itself directly, should delegate them to the private sector or simply no longer take responsibility for them. The development of technology is much faster today than it was yesterday. People demand better public services that are digitalised, personal and user-friendly at the same time. It is a major challenge for public administration to keep up with the pace. In order to do that we need to be innovative and open to new ideas.

It is a duty of a public administration to seek opportunities to optimise and modernise its processes and also be aware of the changing needs of its citizens. One way of innovation in public service is to develop new e-services that are available to citizens 24-hours a day. In Estonia, we have paid a lot of attention to that kind of developments. Estonia believes that Europe must exploit the benefits of the technological progress that is resulting in constant change for citizens, businesses and governments. One of the priorities of the Estonian Presidency of the Council of the European Union is a digital Europe and free movement of data. In this field we are focusing on:

• Developing cross-border e-commerce and e-services for the benefit of consumers, producers and businesses.

• Ensuring modern and secure electronic communications available everywhere across Europe as well as creating a favourable environment for new innovative services.

• Advancing cross-border digital public services to facilitate everyday life.

E-services are not something that concerns only people with excellent knowledge of ICT or only young people. There is a demand for e-services in every group of society. But in order to design modern e-services and make information management at the state level and within EU a success we have to make sure that our information systems are designed to be flexible, secure and serve the purpose of collecting data only once and making it available for re-use.

At the same time we cannot forget that there will always be public services that demand a direct contact between a public servant and citizens. Those services have to be developed in innovative ways as well. In designing public services we have to demonstrate empathy with, and listen to, our clients - the people. What are their needs and expectations?

The theme of EPSA 2017 '**An Innovative Public Sector in 2017 – New Solutions to Complex Challenges**' supports the aims of the Estonian Presidency. There were 150 applications from 30 European countries and four EU institutions, agencies and bodies submitted for the award this year. The high number of applications shows that there is innovation everywhere. Many countries have chosen to support fresh ideas for solving contemporary problems. The twelve finalists running for the three EPSA awards come from eight European countries and one EU agency. There are projects that have created new e-solutions to make the lives of people easier. But there are also projects that concentrate on people-to-people connections and communication to solve complex problems. They have found innovative solutions to challenges such as integration policies, environmental protection and the protection of elderly people, digitising processes within one

country or across the EU, performance management and providing high-quality public services. They cover a cross-section of topics that are on the table of all European public administrations today.

Innovation and collaboration are the keywords in modern public administration. EPSA promotes both of them by bringing together the best, most innovative and efficient performers from the European public sector. The projects in this publication are an inspiration to new solutions in all the European countries. The opportunity to learn from others is a great privilege.

Foreword

*By Prof. Dr. Marga Pröhl, Director-General
of the European Institute of Public Administration (EIPA)*

Together with the EPSA 2017 we celebrate this year also a special anniversary as it has been ten years since this prestigious European award scheme was launched under the lead of the Bertelsmann Foundation together with the European Grouping of Public Administration (EGPA) and the University of Administrative Sciences of Speyer in cooperation with Germany, Austria and Switzerland.

I had the pleasure of being involved in this first round of the EPSA back then and believed in its big potential right from the start. Learning from best practices across Europe for modernising one's own public institutions and processes is essential. Since then the EPSA has come a long way to the Europe-wide and internationally recognised award scheme it is nowadays. The overall mission 'Assessing yourself and learning from the best' has, however, not changed throughout the years. Since its beginning, EPSA has been the only Europe-wide public sector award that is open to all levels of public administrations.

This is why I am particularly proud that EIPA became the institutional home of EPSA in 2009 and has since then carried out this important award scheme every two years, with the support of the European Commission and various Member States. Since 2009, EIPA and EPSA thus brought together more than 1200 innovative practices from administrations across Europe, which serve as inspiration and good examples to others. EPSA's impressive success is also thanks to its sophisticated, impartial and independent evaluation methodology and the fact that this award scheme recognises implemented practices that have proven their success by tangible results and impact.

Apart from being made available via EIPA's publications and training courses, the EPSA best practices and proven solutions were used and analysed in manifold academic publications, guiding documents for the public sector such as the European Commission's handbook for *Quality of Public Administration – A Toolbox for Practitioners* and its extensions, reports on innovation by the European Commission or the *OECD's Observatory of Public Sector Innovation (OPSI)* and some of its publications.

Therefore, I am very pleased that the EPSA 2017 attracted again a wide range of submissions coming from 30 different European countries and EU institutions and agencies. Under the overarching theme **'An Innovative Public Sector in 2017 – New Solutions to Complex Challenges'** EPSA recognised the volatile, uncertain, complex and ambiguous environment public authorities are confronted with across all levels and invited them to present their bold solutions to current challenges.

As in previous editions, we also saw this time a strong presence of local and supra-local level institutions with 70 submitted practices, followed by the European and national level with 60 projects and the regional level with 19 projects. In all three administrative categories, convincing winners and strong nominees were identified by the high-level EPSA 2017 Jury members based on the previous evaluation steps.

To conclude, I would like to warmly thank the 10 institutional and financial partners of the EPSA 2017 Steering Committee (the European Commission, Austria, Hungary, Italy, Luxembourg, the Netherlands, Norway and Sweden as well as the City of Maastricht and the Province of Limburg) for having provided the EPSA 2017 Team with valuable advice and support. Moreover, I would like to extend my thanks to the European Commission, and in particular to the Directorate-General for Employment, Social Affairs and Inclusion. Last, but not least, I am indebted to the whole EPSA 2017 Team at EIPA for their high level of commitment to the EPSA as one of EIPA's flagship initiatives.

I wish you an insightful and inspiring read.

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General introduction

As stated in the foreword by EIPA's Director-General, this sixth edition of the European Public Sector Award – EPSA 2017 – also marks the tenth anniversary of this successful award scheme. Started in 2007 by the Bertelsmann Foundation together with the European Grouping of Public Administration (EGPA) and the University of Administrative Sciences of Speyer, EIPA has become EPSA's proud institutional home since 2009 and has since then – together with its partners – helped the scheme thrive and build a reputation in Europe and beyond. Since then EPSA is the only biennial award that is open to all public sector organisations across Europe from all administrative levels and that brings together the best, most innovative and efficient performers. In these 10 years more than 1200 working solutions have been gathered by EIPA/EPSA which represent a wealth of ideas for European public administrations.

EPSA 2017 enriches this pool of examples. Under the overarching theme '**An Innovative Public Sector in 2017 – New Solutions to Complex Challenges**', and with the institutional and financial support of ten official partners, this year's edition sought to showcase and reward those cases submitted by public administrations which demonstrated an innovative approach to public service delivery and policy-making in view of the increasingly complex and often multi-dimensional challenges faced by the public sector in Europe. These challenges come at a time of an increasingly rapid pace of change, requiring public sector bodies to address both immediate needs and issues with important future consequences, and to effectively prioritise actions. The solutions found have also contributed to the enhancement of trust in the ability of public sector entities to address issues which matter to their citizens.

EPSA 2017 thus aimed to reward public innovative solutions in administrations that show how the public sector is responding effectively to major challenges and is performing efficiently.

For this EPSA edition, public administrations could submit their projects under **three different administrative categories**, i.e. European / National, Regional or Supra-Local / Local.

In total, **150 innovative solutions** (149 eligible projects) to current and complex challenges our societies are facing were received from public administrations across **30 different European countries** and from **several EU institutions and agencies**. 70 projects were submitted in the Supra-Local / Local category, 19 in the Regional category and 60 in the European / National category.

Contributions ranged from areas such as migration and integration, social welfare and employment policies, e-health, justice, entrepreneurship and social innovation, security, open government and transparency as well as environmental policy to climate change. The top submitters were Austria, Portugal, Spain, and Poland respectively.

The variety of projects presented demonstrates the wealth of concrete and practical solutions different public authorities developed across Europe. EPSA 2017, and this publication, gives an overview of these practical working solutions and aims to provide a source of new ideas for Europe's public sector (and beyond).

Dissemination and sharing of best practices is at the heart of the EPSA as its aim is showcasing and awarding outstanding public sector practice all over Europe and making this valuable experience transparent, available and usable. All applicants thus form part of the **European Network of public sector excellence**. In this important learning area, proven solutions are showcased, exchanged and used for mutual learning experience. Many of these solutions also feed into EIPA's capacity building activities offered to public administrations all over Europe.

Aim and structure of the publication

This publication is divided into two parts: **EPSA 2017 Trends and Practices**, which analyses EPSA 2017 nominees, best practices and best practice elements

of some projects which have characteristics which deserve recognition and which may be of interest to other public administrations, and the **Best Practices Catalogue**, which contains statistical results of the EPSA 2017, a description of the EPSA evaluation and assessment methodology and, more importantly, the edited executive summaries of the nominees and best practices classified by administrative category.

EPSA 2017 Trends and Practices

In this part of the publication, the strengths and key points of selected EPSA 2017 projects are highlighted to give the reader an overview of the richness of submissions and emerging trends in public sector re-organisation and reform. It is divided into a contextual introduction highlighting the current challenges for Europe's public sector and a chapter for each administrative category (European / National, Regional and Supra-Local / Local) with their respective key messages. It concludes with the general findings across all three administrative categories and an outlook on future trends and developments for public organisations.

In analysing these applications, it should be noted that EPSA is a competition in which participation is voluntary, so that EIPA makes no claim that the process represents a comprehensive survey of the reach of public service reform across the EU. Nevertheless, the proven solutions highlighted in this part contain many valuable aspects for various public

authorities in their quest of re-organising public services, decision making and public institutions.

Moreover, this section is not intended to be a detailed assessment of the entries which were nominees or were awarded Best Practice Certificates and nor does it necessarily include all of the strengths of those applicants, or any limitations that they may have. It is thus not intended as a comprehensive assessment of the reasons why applicants were or were not successful in achieving the status of nominees or Best Practice Certificate recipients.

Best Practices Catalogue

The catalogue starts with the general EPSA 2017 statistics, followed by a description of the EPSA evaluation and assessment methodology – the heart of this independent and unbiased award scheme. This description explains to the reader how the best practices, nominees and award winners were identified in four distinctive steps. This is followed by the executive summaries of the nominees and best practice projects classified by administrative category. These summaries give readers both a quick overview of each case, and also the contact details of the project leaders and the organisations which submitted the application so that contact can easily be established for encouraging mutual learning. Specific statistical information for each of the three administrative categories is given at the beginning of each category.

Applications by country

Albania	1	Latvia	3
Austria	17	Lithuania	1
Belgium	1	Malta	1
Bulgaria	4	The Netherlands	7
Czech Republic	1	Norway	8
Cyprus	1	Poland	13
Denmark	1	Portugal	15
Finland	2	Romania	4
France	2	Slovakia	1
Germany	5	Slovenia	3
Greece	9	Spain	15
Hungary	7	Sweden	1
Iceland	4	Switzerland	1
Ireland	2	Turkey	2
Italy	8	United Kingdom	5

EU Institutions (4)
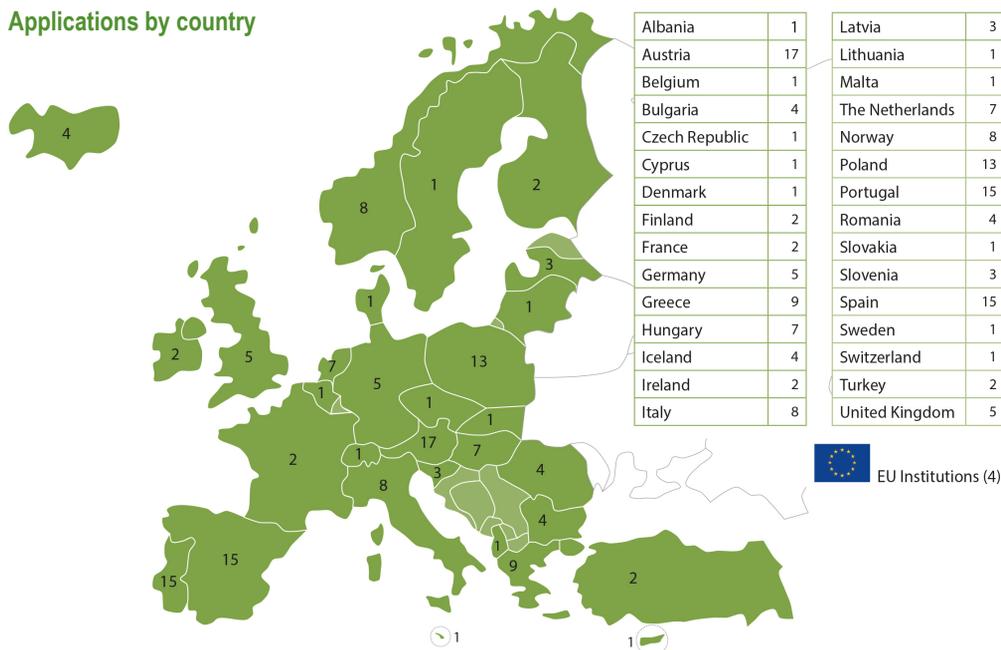
Part 1: EPSA 2017 Trends and Practices

1. EPSA 2017 and the public sector landscape

1.1 Public sector challenges over time – *plus ça change*

In 2013 the European Commission's Expert Group on Public Sector Innovation noted that[1] 'In the midst of a fragile economic recovery across the European continent and stressed public finances, many governments are faced with long-term issues such as ageing societies, mounting social security and healthcare costs, high youth unemployment and an outdated public service infrastructure that lags behind the needs of modern citizens and businesses. The ICT-driven explosion of new business models, geographical dispersion of production and social media are also challenging the way governments operate and, above all, how they are perceived'.

EIPA had also noted a similar scale of challenges in our analysis of trends in public administration arising from EPSA 2013[2] which concluded that 'There remain difficult choices ahead for European public administrations to stabilise public finances while continuing to deliver the services which increasing numbers of citizens need more than ever as a result of the economic crisis. And trends over time which exacerbate those pressures, such as an ageing population, a diminishing working population and increasing competitive pressures from outside Europe, are unlikely to be reversed in the medium term.'

In response to these challenges EIPA noted that there was a need to:
- Continue harnessing creative policy responses to the management of rising health and social spending pressures on public budgets arising, for example, from the ageing population, changes in household composition, difficulties in some cases in reducing levels of welfare dependency and service pressures arising from increases in migration.

- Further promote in parallel both economic growth and fiscal consolidation as core components of a sustainable route out of the economic crisis by developing policy responses to positive factors which promote business innovation and growth (e.g. public sector seed financing, financial instruments to leverage private investment into innovation, tax incentives, education and training geared to innovation, creating collaborative clusters etc. and effective policy responses to negative factors which discourage enterprise (e.g. business regulation, rigid labour markets, restrictive bankruptcy laws, cultural attitudes to bankruptcy etc.).

- Further exploit the potential use of ICT for widening and deepening the use of transparency in, and thus accountability for, decisions made by European public administrations, for example the provision of information about public contracts and analysis of public expenditure. This could have the effect of enhancing the trust in government which is needed to gain acceptance for difficult decisions about public expenditure and services by enhancing citizens' ability to judge whether optimal decisions have been made and thus to gain greater acceptance for the costs incurred by the state in providing public services.

Meanwhile at the time of EPSA 2015 EIPA observed[3] multiple challenges such as historically low levels of growth, increasing competitive pressures from

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[1] European Commission Expert Group on Public Sector Innovation, 2013, Powering European Public Sector Innovation: Towards a New Architecture, European Commission, Directorate-General for Research and Innovation.
https://ec.europa.eu/research/innovation-union/pdf/psi_eg.pdf

[2] Bosse, J.; Burnett, M.; Heichlinger, A.; Rongione, C. and H. Scholtens, 2013, eds., Weathering the Storm: Creative EPSA Solutions in a Time of Crisis, EIPA, NL.
https://issuu.com/eipa-epsa/docs/weathering_the_storm_creative_epsa_/22

[3] Bosse, J.; Burnett, M.; Møller Nielsen, S.; Rongione, C. and H. Scholtens, 2015, eds., The Public Sector as Partner for a Better Society, EIPA, NL. https://epsa2017.eu/files/site/EPSA2015_Publication_updated.pdf

outside Europe, constraints in public finances, pressures on demand for both services and social benefits (for example, in the demand for affordable social housing and the consequences of high unemployment - partly driven by economic circumstances) as a means of enhancing equality of opportunity and social inclusion at a time of economic uncertainty and lack of confidence in both the ability and legitimacy of public entities at all levels to address the challenges.

It was also noted that the nature of the responses to these challenges included, within the continuing context of the need for sound public finance:

- Continuing effective engagement by government with stakeholders consistent with the increasing role of the public sector as a facilitator and enabler and not merely as a service deliverer and based on greater co-creation with staff and external stakeholders for public sector innovation and a trend towards a participatory society and citizen empowerment.

- Consideration of new service delivery approaches, including building on the role of ICT as well-established tool to deliver efficient services to bridge the digital divide and promote digital inclusion, access to common data sources based on standard definitions to ensure a common infor-mation base for decision making and recognition that effective innovation could be based on intelligent adaptation from other contexts.

- Further innovative knowledge management and new leadership approaches in the context that broadly based political support is needed for initiatives to be sustainable.

1.2 Current challenges

In 2017 EIPA has observed that public administrations across Europe are still faced with these challenges and in the past two years new challenges, often of a horizontal and complex nature, have become more prominent and challenge economic and social stability and social cohesion in the EU. These include

continuing uncertainty about the future stability of the banking sector and the stability of the Eurozone, historically unprecedented levels of migration from outside of Europe's external borders, the increased threat of terrorism and its challenge to functioning of Schengen (and thus one of the core principles of the EU - free movement of people), security (including maintenance of cyber security and threats to the EU's external security) and increasing awareness of the impact of climate change.

Most of these challenges are not susceptible to rapid resolution at a time of a crisis of European and national identity and the rise of political insurgency (anti-state and anti-politics) demanding easy to implement solutions. And their resolution is made more difficult by challenges to the idea that there can be 'one version of the truth' (even if there is debate over the consequences) and distrust of 'experts', both of which challenge the idea of evidence-based policy-making.

Put simply, public administrations are faced by a 'perfect storm', though not all public administrations will be faced by all of these challenges. Many, however, will be faced by the broadly applicable consequences of them, such as, for example, the need to redefine their role in world of global markets, to be more focused in setting priorities[4] (i.e. moving from the politics of 'and' to the politics of 'or' and to consider what the European Commission has called 'creative decommissioning'), to manage the 'hollow state' at a time of delegation/marketisation of service delivery, to balance decentralisation with affordability and address the combined challenge of budget constraints, limitations on managerial and other human resources to address issues and continuing rising/difficult to control demand for services/social benefits.

The context of these challenges is the need to balance the attention given to the urgent (needing solutions now) and the important (where 'muddling through' now renders challenges more difficult to resolve in the future), adapting to the age of instant/permanent communication and diversity/multiplicity of social media information sources and to the rapid evolution of disruptive technologies.

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[4] The need for priorities is emphasised by the focus of a recent study by Kane G. C., D. Palmer et al., 2015, Strategy, Not Technology, Drives Digital Transformation, MIT Sloan Management Review and Deloitte University Press. https://dupress.deloitte.com/content/dam/dup-us-en/articles/digital-transformation-strategy-digitally-mature/15-MIT-DD-Strategy_small.pdf

As the UK New Local Government Network puts it[5] 'Too often, governments have preferred to kick the can further down the road rather than take the genuinely bold steps required to resolve these big challenges more often than not for fear of the electoral consequences. Housing and social care are cases in point where the steps needed to resolve the problems in these areas have been long been identified by independent inquiries and experts only to be ignored or watered down beyond recognition by governments.'

The scale of the challenges, and the need for public sector entities to address them with innovative solutions, is highlighted in the conclusions recently drawn by OECD who noted that[6] 'Complexity is a core feature of most policy issues today, yet governments are ill equipped to deal with complex problems. Increasing automation of jobs creates new challenges to both the education and welfare system. Ensuring a high-quality, active life for an ageing population puts pressure on the labour market, but also requires new ways of providing medical and social care. Wicked problems such as climate change, obesity, radicalisation, income inequality and poverty – where causes and effects are blurred and no clear solution exists – have become rife. No single public sector organisation – from a solitary city to the central government – can tackle these issues alone'.

1.3 Responses to continuing challenges

In this context, EPSA 2017 anticipates the opportunity for the public sector in Europe for different types of innovative responses at a time of acceleration of the pace of technological changes, such as:

- Enhancing trust in government by demonstrating competence in delivering better results for stakeholders, to be achieved by addressing the societal challenges which have the highest priority for stakeholders and/or serious and complex issues faced by the public sector, through new policy approaches, better service design, more effective and transparent means of monitoring outcomes and more effective engagement with stakeholders.

- Introducing structural changes which improve the sustainability of successful outcomes such as the modernisation of governance and leadership within an organisation, embedding openness to innovation, introducing new processes for engaging staff and other stakeholders in service design, breaking down silos, embedding a culture of transparency and openness both internally and with external stakeholders and enhancing the ability of the entity to recruit and retain sufficient numbers of appropriately diverse skilled personnel.

- Demonstrating results through digital transformation in the design and delivery of services to optimise the use of resources at a time of serious financial constraint and making effective use of disruptive technologies.

- Achieving results arising from strategic changes to service methods (e.g. from direct to delegated service delivery, between different types of delegated service delivery, public-public cooperation (including shared services), cooperation between the public sector and civil society or public-private partnerships for new or upgraded infrastructure.

- Using effective innovative and inclusive approaches to budgeting resulting in effective prioritisation of economic growth and social inclusion.

- Demonstrating innovative approaches to operational and financial management, including in particular in circumstances where high levels of performance have been achieved from very limited resources.

- Widening transparency in reporting of outcomes about processes and outcomes and thus the accountability of public sector entities to their stakeholders.

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[5] Lent A. and J. Studdert, 2017, A change making vision for local government, New Local Government Network. An NLGN Think Piece, New Local Government Network.
    http://www.nlgn.org.uk/public/wp-content/uploads/A-Changemaking-Vision-of-Local-Government.pdf
[6] OECD, 2017, Systems Approaches to Public Sector Challenges: Working with Change, OECD Publishing, Paris.
    http://dx.doi.org/10.1787/9789264279865-en

- Demonstrating effective and innovative responses to particularly challenging circumstances such as, for example, to address very poor past levels of service and/or critical service failures, cross-cutting issues which require coordinated internal responses and/or network-based responses by different entities or in response to unexpected events outside of the control of the public sector entity such as high levels of migration or natural phenomena.

- Using imaginative approaches to cooperation between public sector entities across national borders, between different levels of government within a country and/or between different entities at the same level of government, after an assessment that in the circumstances cooperation is the appropriate means to optimise outcomes for stakeholders.

OECD has recently drawn attention to the importance of trust in government, noting[7] that 'Confidence in public institutions is low, and the perception that public policies favour select interest groups has increased sharply. Shorter economic cycles, technological change and disruptive innovation have led to calls to reforms in national labour markets and social protection systems, while climate change, tax evasion and terrorism demand concerted global action. Political polarisation and citizens' distrust in public institutions make the success of reforms more unpredictable. Strengthening the integrity of government institutions as well as elected officials, establishing an ongoing dialogue with citizens through open and participative policy-making processes, and enhancing government's capacity to choose the most appropriate policies among various options - all are key to reconnect governments with their citizenry and foster more inclusive and sustainable growth.'

In summary, in the context of digital transformation as a tool for innovation, OECD has defined the challenge very clearly[8] i.e. that what is needed 'is not to introduce digital technologies into public administrations (digitisation); it is more transformative: to integrate the use of digital technologies into public sector modernisation efforts (digital government)'.

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[7] OECD, 2017, Government at a Glance 2017, OECD Publishing, Paris. http://dx.doi.org/10.1787/gov_glance-2017-en

[8] OECD, 2016, Digital Government Strategies for Transforming Public Services in the Welfare Areas, OECD Publishing, Paris. http://www.oecd.org/gov/digital-government/Digital-Government-Strategies-Welfare-Service.pdf

2. European / National Category

2.1 Introduction

A total of 60 eligible projects from 24 different European countries and from the European Institutions were submitted to the EPSA 2017 European /National category. From these applications four nominees (including the category winner) and nine additional Best Practice Certificate recipients were identified through the evaluation process.

These projects highlighted the creativity of public administrations at European and national level in addressing the challenges mentioned above, in particular by submitting projects which demonstrate innovative responses to complex challenges by:
- Promoting trust in the competence and integrity of public administrations.
- Improving the quality of performance management by public administrations.
- Enabling public administrations to reduce costs and/or generate income.
- Improving the quality of services to citizens, in particular through the effective use of digitalisation
- Improving the quality of public sector budgeting as a tool for the more effective allocation of resources.
- Demonstrating commitment to, and benefits from, stakeholder engagement in the formulation and implementation of policy.
- Promoting economic growth at European and/or national level.
- Enabling the effective implementation of key EU policies.

In many cases, and in particular the nominees, projects submitted demonstrated more than one of these characteristics observed from an overall analysis of the themes emerging from the EPSA 2017 European / National Category.

The remainder of this chapter highlights the key elements of the most innovative projects submitted, focusing on the projects which are European / National Category EPSA 2017 nominees and Best Practice Certificate recipients but including some projects which, though not overall being awarded a Best Practice Certificate, demonstrated characteristics which merit recognition.

2.2 Analysis of nominees

Introduction

The EPSA 2017 European / National Category was characterised by four projects as nominees which were of exceptionally high quality and all demonstrated several of the characteristics for innovative responses to complex challenges noted above.

In particular, all four nominee projects:
- Are based on a significant degree of digitalisation, and in three cases are based on the **use of digital transformation to improve the quality of services to citizens**.
- Have contributed significantly to the **improvement of trust in government** through competence in delivery of results.
- Have **demonstrated a high degree of responsiveness to stakeholders**, which in at least three cases could be characterised as co-creation, and underlining that stakeholder engagement is a resource-intensive process which needs to be undertaken with due consideration of the benefits and costs.
- Have avoided the option of top-down implementation of solutions by adopting an approach aiming to **persuade their stakeholders of the benefits** and, more generally, have chosen the means of implementation after giving due consideration to alternatives.

They may also all be characterised as having high-level and wide-ranging political support, addressing strategically high priority needs of the submitting entities, having a low risk of not being sustainable, having ICT applications which are very user-friendly, having well-developed and credible implementation plans and having given due consideration to key future developments which might have implications for the aims of the project.

In addition, at least three of the cases (Digital Justice, The Co-operation Fund and Sea Traffic Management) are directly relevant to key areas of EU policy and have demonstrated the potential for cost reduction to the applicant and their stakeholders.

While social inclusion was not the primary or explicit objective of any of the nominees, all had the potential to promote different aspects of social inclusion, for example, by improving access to justice (**Digital Justice**), reducing costs for small and medium-sized enterprises (SMEs) (**The Cooperation Fund**), reducing costs of goods for consumers (**Sea Traffic Management**) and highlighting the extent of use of social considerations in procurement decisions (**Vensters**).

The nominees are analysed here in more detail in order of their EPSA project submission number.

Digital Justice
Digital Justice, submitted by the Spanish Ministry of Justice, is a project to digitise the administration of justice in Spain across all Autonomous Communities by ensuring that all communication in judicial processes is carried out by electronic means and all records are transmitted and stored electronically. It implements a 2011 law by complex **digitalisation of traditionally paper-based systems in the justice sector** where digitalisation is variable across the EU. The project has delivered concrete results since 2015 by implementation of ICT applications with continuing cross-party support within Spain's complex political landscape.

It has been based on wide consultation with all stakeholders across all of Spain in the judicial system and other relevant branches of government - it is also well prepared for the extension of the system applications and **to attract other stakeholders by demonstration of benefits**, in particular cost reductions and by improved processing of judicial cases, thereby **improving trust in the competence of government**.

The project also supports **Spain's contribution to the EU's European e-Justice initiative agenda**, by aiming to promote the use of information and communication technologies in the area of justice to improve citizens' access to justice and the effectiveness of case management.

The Cooperation Fund
The Cooperation Fund, submitted by the European Union Intellectual Property Office (EUIPO), has digitised and standardised the registration of trade marks and designs at national and EU level across the EU, improved transparency about trade marks and designs and facilitated the enforcement of actions against infringements of trade mark and design intellectual property rights.

It is a complex **EU-wide project to digitalise trade-mark and design registration** which has achieved its original objectives by developing and integrating ICT applications in all the national Intellectual Property Offices within the EU. It has so far implemented more than 350 applications and is currently being extended to new applications and to implementing the initial suite of applications in more Member States.

The achievement of these objectives has contributed **to the growth of trust of the competence and responsiveness to citizens by government** at all levels within the EU because of the benefits for them.

It is a **practical example of the benefits from cooperation and stakeholder co-creation between the EU, Member States and external stakeholders**. It has thus been transformational in creating trust between stakeholders (and thus **trust in government**) from a low base.

It is **directly relevant to core areas of European policy** - the Internal Market, the Digital Single Market and support for SMEs and has shown the direct practical benefit of the EU working for citizens - easier registration of Intellectual Property Rights and of enforcement of breaches of their use.

Vensters
Vensters, submitted by ICTU, KING Municipalities and the Dutch Ministry of the Interior and Kingdom Relations is a suite of performance management tools which allow public authorities to measure their internal management capability and their service delivery performance across a wide range of services against other public bodies which are in the stakeholder network. It is a cross-service project to develop performance management tools using a comprehensive balanced scorecard approach to both internal management/corporate health and public service delivery with data being shared between partners in the network, requiring a significant degree of mutual trust.

The project makes a **significant contribution to the methodology of public sector performance management** by consciously acting to avoid many of the commonly arising failings of performance management systems and of benchmarking, such as excessive top-down imposition of actions arising from performance outcomes, failure to define the indicators sufficiently precisely to make the comparison meaningful, the absence of a process for validating the accuracy of data submitted, the idea that there is only one way to interpret the reasons for performance outcomes and the failure to give due attention to performance trends i.e. performance over time.

Its applications are well developed, with comparative data being easily accessible to the wide network of partners across the public sector in the Netherlands at sub-national level who have opted to finance the project because they are **persuaded as stakeholders of the benefits**. The partnership is open to others to join and has plans to extend to national level.

The core concept of the project is to promote change in partner organisations by facilitated self-improvement, and is thus capable of benefitting other contexts where performance management has been overused or underused.

Sea Traffic Management – Connecting the Business Value of the Maritime Industry

Sea Traffic Management is a project managed by the Swedish Maritime Administration to improve and standardise information-sharing processes related to maritime transport in Europe, with the aim of reducing costs (e.g. by optimising ship routing and port use), improving maritime safety (e.g. by reducing the risk of collisions) and reducing noxious emissions from unnecessary use of fuel.

It is a **complex digitalisation project to improve information sharing in maritime transport** - requiring development of/integration of ICT applications with **extensive EU-wide stakeholder cooperation** (both between the EU and Member States and between public and private sector stakeholders).

The project is capable of making a major contribution to European integration and is directly relevant to European policies such as the Internal Market, maritime safety and environmental policy through the reduction of emissions from maritime transport.

It also has the potential for the EU to demonstrate a direct benefit for citizens as lower maritime transport costs are likely to lead to lower prices for goods for consumers. Such direct benefits can contribute to **trust in government**.

As a concept developed in the EU it is also is a practical example of a domain in which the EU is capable of showing global leadership and, potentially, given the development of the systems within the EU, of providing competitive advantage for EU-based industries, thus **promoting economic growth** by export of systems and services sustained by the upskilling of processes necessary for the successful implementation of the project.

The key concepts have been developed and potential benefits identified in the Mona Lisa 2.0 project financed by the European Commission - they are currently being validated in an intensive pilot forming part of a detailed implementation plan for all phases to 2030.

2.3 Analysis of Best Practice Certificate recipients

Introduction

Best Practice Certificate recipients in the EPSA 2017 European and National Category were also of high quality - in the initial independent evaluation none scored less than 86% of the score of the lowest scoring nominee. All have demonstrated more than one of the characteristics of innovative responses to complex challenges noted above.

The Best Practice Certificate recipients are analysed here in more detail in order of their EPSA project submission number.

Federal Occupational Health Management

This project of the Federal Office of Personnel in Switzerland has acted to better coordinate HR policy and its implementation across Switzerland's Federal Government by the creation of a Federal Occupational Health Management function to anticipate and respond to the health and safety of its employees, including by preventive actions, thus implementing its legal obligations to staff.

It is an example of a project which will both **enable the public sector to reduce costs** by controlling the staff health care costs of the Federal Government and, by taking better care of the physical and psychological

health of staff, will enhance the attractiveness of employment in the Federal Government. This will make it easier, at a time when the public sector is generally facing skill shortages arising from an ageing workforce, to retain staff and thus to maintain the **quality of services to citizens**.

The project has horizontal application across the public sector because it is based on the recognition that staff are stakeholders in an enterprise and that the pressures of change in the public sector environment leads to additional stress on staff health at all levels of government.

Court Audio Record Labelling System TIX

This project of the Court Administration in Latvia has acted to improve the effectiveness of the operation of the court system, improving the way in which audio recording is used by facilitating subject-based retrieval of records of court proceedings.

Thus it is an example of a project which **improves the quality of services to citizens through digitalisation** in the justice sector and has the **potential to reduce costs** through staffing reductions. It also has the effect of improving the transparency of court proceedings, thus **promoting trust in the competence and integrity of a public administration**.

It has the clear potential to be used in other functions of public sector entities wherever there is a need to optimise retrieval of specific information from complex or lengthy records.

The project also supports **Latvia's contribution to the EU's European e-Justice initiative agenda**, by promoting the use of information and communication technologies in the area of justice through their use in case management.

Standard Business Reporting

This project of Logius, the digital government service of the Dutch Ministry of the Interior and Kingdom Relations has facilitated exchanges of financial information between government and enterprises such as tax returns, statistical returns and financial accounts using standardised data definitions, processes and technologies based on open data standards.

By simplifying the burdens for enterprises **it improves the quality of services to citizens through the effective use of digitalisation** and, in its

implementation, it has **demonstrated commitment to, and benefits from, stakeholder engagement in the formulation and implementation of policy**. It is based on cross-government cooperation between several ministries and agencies and also cooperation with business through Chambers of Commerce.

It has the potential to **reduce costs for the central government** as well as reducing costs to, and administrative burdens on, businesses which could arise from diversity of the form and means of data exchange. Since this is likely to be of particular benefit to SMEs, the project in this respect also promotes social inclusion.

It is a project of horizontal relevance to other services and other territorial entities wherever there are data exchanges between entities within the public sector and between the public sector and third parties, both enterprises and citizens.

Crime Reduction Toolkit

This project of the UK College of Policing has developed a crime reduction toolkit for decision makers and operational professionals using best available evidence on what interventions are more or less likely to work in crime reduction.

By using an evidence-based approach to crime reduction it **promotes trust in the competence and integrity of public administrations** by addressing a strategically high priority objective of the UK government, in a way which is innovative in scale and in its use of a methodology which has not previously been attempted. It is based on cooperative working between stakeholders in the Police OnLine Knowledge Area who are key to the delivery of crime reduction strategies, thus **demonstrating commitment to, and benefits from, stakeholder engagement in the formulation and implementation of policy**.

It is a tool which can be used both to **improve the quality of public sector budgeting and also to improve the quality of services to citizens** through using the toolkit to better inform the allocation of resources at a time when stakeholders have faced resource constraints over an extended period of time and, over time **enabling the costs of crime to be reduced**.

The knowledge in the crime reduction toolkit is freely available and easy to navigate and thus has a high

level of transferability. Insofar as it helps to build safer communities, it is likely to particularly benefit those communities which are socially disadvantaged, thereby contributing to promotion of social inclusion.

Skills Panorama

This project of CEDEFOP (the European Centre for the Development of Vocational Training), based on an initiative of the European Commission, has created an open platform for mapping of the availability of, and demand for, skills in labour markets across the EU.

By providing detailed labour market data analysis for countries and sectors and for skill themes such as matching available skills to labour market skill needs it makes an active contribution to promoting economic growth at European and national level. It thus enables the **effective implementation of key EU policies** of promoting growth, promoting cohesion across the EU, addressing the social exclusion that can arise from unemployment and underpinning free movement of people as one of the four key freedoms of the EU Internal Market.

Furthermore, as the Skills Panorama platform is openly available, the project also **promotes trust in the competence and integrity of public administrations** to address key societal challenges, in particular by enhancing confidence in the belief of citizens that EU interventions can bring added value.

Maps of Healthcare Needs in Poland

This project of the Ministry of Health in Poland maps health care needs across the country and the current state of provision for those needs, thus contributing to **improving the quality of public sector budgeting** and, by enabling more effective targeting of resources, to **improving the quality of services to citizens**, in a service which, generally, is facing significant resource pressures arising from the availability of more treatment options due to advances in medical technology and from demographic change. The project could also be a mechanism for promoting social inclusion by providing the necessary basis for decisions which promote equality of access to health care. Effective health care planning and efficient use of health care resources is an issue of horizontal relevance as a means of **reducing costs which are unnecessary**, particularly in federal or other partly decentralised states and in other contexts where health care provision is planned and delivered sub-nationally.

Since the information is made openly available and decision making processes arising from the information are transparent, i.e. citizens can assess how far budget and service decisions are based on evidence of identified needs, the project also has the effect of **promoting trust in the competence and integrity of public administrations**.

Smart Specialisation Platform

This project of the European Commission's Joint Research Centre, with political support from the European Parliament, the European Council and the Committee of the Regions, provides practical assistance to public administrations in better targeting, and thus improved effectiveness of, their territorial innovation strategies as well as helping them to meet their *ex ante* conditionality obligations for European Structural and Investment Funds (ESIF). This assistance includes both the design and implementation of strategies, based on written materials and online tools as well as interactive workshops, such as peer-to-peer exchange workshops.

The project is consistent with several of the observed characteristics of innovative responses to new challenges such as **improving the quality of public sector budgeting** by better targeting of resources and **enabling the effective implementation of key EU policies**, such as regional and cohesion policy and **promoting economic growth at European and national level** through promoting innovation.

The project also addresses one of the main commonly occurring failings in approaches to innovation i.e. the failure to prioritise, which often leads to inability to realise the benefits of innovation effectively because of insufficient dedication of time resources and also **demonstrates commitment to, and benefits from, stakeholder engagement in the formulation and implementation of policy**.

Since the Smart Specialisation Platform is openly accessible the project also **promotes trust in the competence and integrity of public administrations** to address their key policy objectives.

Bulgarian Counter-Undervaluation Methodology

A project of the Bulgarian National Customs Agency to counter the practice of evasion of customs duties by undervaluation of imports, **thus generating income for the government** and promoting trust in government by showing that serious action is being taken against a form of tax evasion, which,

by encouraging the idea that payment of taxes is voluntary and not a civic duty, undermines the core concept of government as a means of ensuring social cohesion by sharing responsibilities and benefits.

The project is also **essential to the effective functioning of a key EU policy** i.e. the EU Customs Union and thus the EU's Internal Market, since the functioning of a borderless Internal Market would be undermined unless common rules apply and are implemented at its external borders, irrespective of where they are (including, in the context of the UK's application to withdraw from the EU, in an area of particular current relevance the EU i.e. the border between Northern Ireland and the Republic of Ireland).

Promoting Innovation in Public Procurement
This project of the Austrian Federal Ministry of Science, Research and Economy (BMWFW) and the Austrian Federal Ministry for Transport, Innovation and Technology (BMVIT) has mobilised government expenditure to promote innovation in public procurement to **improve the quality of services to citizens**. It has political support based on the national 'Strategy for Research, Technology and Innovation' and the explicit inclusion within Federal Procurement Law of innovation in 2013 as an objective of procurement. The practical implementation has been based on the availability of implementation support at central government level to underpin awareness raising, training, funding for pilot schemes and access to an on-line platform, including the opportunity for stakeholders with service needs to publish their needs and invite solutions from providers.

It has been developed in cooperation with a wide range of relevant stakeholders, such as other central government departments and agencies, sub-national entities and operating entities in, for example, the transport and energy sectors. It has been based on the realistic expectation that changing the culture of public procurement takes time and that investment is required at central government level to stimulate downstream benefits.

The project enables Austria to contribute to the **effective implementation of key EU policies** i.e. environmental policies to the extent that it promotes innovation in energy efficient building design and reduction of emissions and in the domain of public procurement where innovation through pre-

commercial procurement and, now more explicitly set out in the 2014 Public Procurement Directives, by the option to use in public procurement of innovation-based capability and award criteria and performance conditions. In other relevant areas where competence primarily rests at national level, such as road safety and the quality of health and social care, it has **improved the quality of services to citizens through the effective use of digitalisation**.

2.4 Analysis of innovative characteristics of other selected projects

Introduction
The majority of elements of innovative responses to complex challenges identified in the European and national applications sector have derived, as might be expected, from schemes which were recognised by being designated as nominees or through the award of Best Practice Certificates. However, the following representative elements of best practice were identified amongst applicants who did not, overall, qualify for Best Practice Certificates. They have been included in the report both to ensure that the lessons of these projects are not lost simply because the projects did not happen to be prize winners and also to recognise what the projects referred to have achieved.

These schemes included a number of horizontal initiatives, again listed in EPSA project submission number order, such as:

- **Slovenian Government Cloud**, an innovative project to create the infrastructure in which **government services to citizens can be delivered digitally** and, insofar as services to businesses are digitally accessible outside the country, creating the potential for increasing Slovenia's attractiveness as a destination for foreign direct investment.

- **Universal Project Manager**, a Lithuanian project to professionalise the management of European Social Fund resources, thus promoting the **effective implementation of a key EU policy** i.e. cohesion policy and increase Lithuania's absorption rate of EU Funds. It also creates a framework within Lithuania can better assure compliance with EU *ex ante* conditionality rules for ESIF.

- **Participatory Budgeting Portugal**, a project to give citizens the right directly to make decisions

about budget allocations in certain areas of the state budget, thus **improving the quality of public sector budgeting though more effective resource allocation** and **promoting trust in government** by helping to gain acceptance for decisions made and by demonstrating the added value of public expenditure after several years of austerity.

- **WEBGIS**, the monitoring and managing portal for the post-earthquake reconstruction office in the Italian city of L'Aquila which ensures that all citizens are regularly updated on the progress of all aspects of the reconstruction of buildings within the old town, thus **promoting trust in government** through a transparent approach.

Elements of innovative solutions demonstrated by **service-specific projects** (again in EPSA project submission number) included:

- **Integrity Management**, a project to minimise the risk of corruption within the Directorate-General for Social Affairs and Child Protection in Hungary by the creation of a specialist integrity management unit to address all aspects of the formulation and implementation of its anti-corruption strategy. This contributes to the government's anti-corruption commitment and acts to **promote trust in government**.

- **National Bank Account Register**, an Austrian project which has created a central register of all bank accounts to which the judicial and tax authorities have access. It thus has the potential to **generate income for the government** and **promote trust in government** by showing that serious action is being taken against to minimise the extent of tax evasion. It also helps Austria to fulfil its obligationsunder the EU Anti-Money Laundering Directive, and so also supports the **effective implementation of a key EU policy**.

- **The Information System 'My School'**, a Greek government project to digitalise educational administration and thus improve the availability of information supporting decision making in the education sector. This has the potential to **improve the quality of education services through the effective use of digitalisation** and, at a time when Greece continues to face severe resource constraints, **to improve the effectiveness of resource allocation** in a key service for citizens.

3. Regional Category

3.1 Introduction

A total of 19 projects from 10 different European countries were submitted to the Regional category. As a result, four nominees (including the regional winner) and one additional Best Practice were identified through the sophisticated 4-step evaluation process.

In terms of sectors, nearly half of the submissions fall into the area of 'information society and digitalisation', which shows that digitalisation and e-government are horizontal aspects and are an integral element of numerous projects. More than 40% of all submissions also have 'public administration, modernisation and reform' as an overarching theme, which is not surprising as modernisation and reform processes are at the heart of the EPSA. Regarding specific thematic areas, the projects submitted are quite diverse, with 21% of projects being classified under 'health', 16% under 'education' and 'recreation, culture and religion'. These are followed by environmental affairs, economic development, public order and safety, justice, social protection, science, research and innovation, etc. Thus, innovative solutions were submitted across all sectors.

In the following, the regional EPSA 2017 Best Practices and best practice elements will be highlighted. They are clustered according to four key messages identified in the case analysis.
- Societal and social needs effectively addressed at the regional (and local) level.
- Small is beautiful: Creative and effective low-cost solutions.
- Innovation through paradigm shifts and mentality change.
- Going digital: Digitalisation, inter-operability of systems and standardisation of processes.

In general, many cases showed (a combination of) elements of good practice and a smart adaptation and implementation of proven working solutions in complex situations. In some cases, these practices were not first-time implementations, but highly relevant and new in the context they were applied to. The adaptation of working solutions to concrete contexts and the sound implementation of existing methods for improvements in multi-dimensional new situations hold very valuable lessons for other administrations facing similar problems. Learning from these cases is crucial for the public sector.

3.2 Case analyses

Societal and social needs effectively addressed at the regional (and local) level

As regards current challenges European societies are facing, social cohesion, especially the integration of migrants and marginalised groups, is evidently high on the agenda. This is even more the case after the increased influx of refugees experienced by various European countries in 2015 (and the ongoing pressure on countries continuing to be the first destiny of refugees and migrants via the Mediterranean such as Greece and Italy). Against this background, EPSA 2017 particularly invited projects tackling the integration of migrants and marginalised groups. Not surprisingly, several projects followed this call in the regional category.

Open.Heart Project

This project submitted by the Ombudsoffice for Children and Youths Salzburg deals with an issue of high political importance: the integration of unaccompanied minor refugees and unaccompanied refugees up to the age of 21 years. By offering a multi-dimensional mentoring scheme for these young refugees, which brings together local citizens as mentors and young refugees as mentees, it is an ambitious response to unmet needs of a very specific target group. This mentoring scheme provides valuable and necessary 1-to-1 relationships for the youngsters, providing psychological support, family connections and better access to Austrian culture, including a sense of belonging. This additional safety and continuity also enables the youngsters to better participate in social life and truly integrate into society. This scheme demonstrably facilitates integration and successfully complements professional support

given to refugees as confirmed by an external project evaluation of the University of Salzburg (2015-2016) and the internal project evaluation.

Even if mentoring schemes for unaccompanied minor refugees were offered before by NGOs in some other Austrian Länder, the Ombudsoffice for Children and Youths in Salzburg was the first public sector organisation in Austria to implement such a scheme.

Furthermore, this project benefits from a high level of professional support (6-module preparatory training programme for mentors, additional coaching sessions and follow-up of relations, etc.) and a professional project set-up (e.g. including the external evaluation by the University of Salzburg).

A completely new element of this project for Austria is the implementation of an alternative model of foster care for the young refugees (living together with host families) as they are excluded from common foster care schemes available to Austrian children. Even if this scheme is run by SOS Kinderdorf Clearinghouse Salzburg, it was initiated and enabled by the Ombudsoffice for Children and Youths together with the relevant politicians and regional administrative departments.

Consequently, this project gives proof of the readiness (in terms of reacting to an urgent and new situation), responsiveness and flexibility of the Ombudsoffice, which is not always found in a public administration. In addition, it is an excellent example of evidence-based policy as it builds on previous projects and works in close cooperation with the University of Salzburg for the independent evaluation of the initial phase of the project. The close collaboration with stakeholders (families involved, young refugees, accommodation providers, support workers, local politicians and relevant networks), the learning culture and commitment to continuous improvement demonstrated by this project through the continuous evaluation of training as well as ongoing reflection sessions with the young refugees can serve as an example for other public administrations.

Deaf Help
With this project the Warmian-Mazurian Voivodeship Office created an emergency call application for deaf people. This application works with easily understandable and easy to grasp images and GPS coordinates and allows quick help in the case of an emergency. It is downloadable via the Google Play Store. Even if similar applications already exist in other contexts across Europe, it is highly relevant for the community of deaf people as it meets the basic need of security. In addition, it is a simple, cheap and at the same time very effective tool, which makes it easily transferable to other contexts. In fact, this application and communication via pictures in the case of an emergency could also serve for more generalised use beyond the deaf community, for example for foreigners having little knowledge of any of the languages provided by the national 112 emergency help desks.

A third project which was not awarded a Best Practice Certificate for its overall achievements, but still displays some characteristics of best practice with regard to the integration of migrants and refugees is the project **'Animated videos for underage refugees for self-help during post-traumatic stress disorder'**, submitted by the Youth and Family Welfare Office of Vienna. In this case, several videos (available in German, Arabic and Farsi) were created as a new information tool for young refugees suffering from post-traumatic stress disorders. These videos, which are available on YouTube, are an anonymous source of information for a topic which is often a taboo in some of the countries of origin of the refugees. It is thus a channel of initial practical and moral support on a confidential basis. This project is a small-scale, but unique and clearly cost-effective initiative, which reaches in an easy way an extremely vulnerable target group.

Small is beautiful: Creative and effective low-cost solutions
Interestingly, several of the regional EPSA 2017 projects proved that effective solutions can be delivered even in small-scale initiatives and with only low budgets and/or little human resources. Harnessing the benefits of digitalisation, especially in dissemination, reaching out to the target group or creation of content, plays an important role in the cases submitted.

For instance, the highly relevant application in the Best Practice project 'Deaf Help' mentioned above was realised with only €3000 paid for the programming of the application and the internal resources of the employees at the Voivodeship Office. Another example is the project **'WienBot – A Chatbot for the City of Vienna'** in which the City of Vienna uses low-cost Facebook technology

(wit.ai) to provide a virtual assistant for the 200 most frequently accessed contents of their city website. Since this software is free, there were no additional costs involved (the programming was done in-house). Even if virtual assistants are well-known and very user-centred, they are still rare in the practice of public administrations. This test tool is thus very innovative and an interesting option for many other administrations for their wider accessibility and communication strategies.

The project 'Animated videos for underage refugees for self-help during post-traumatic stress disorder', mentioned above is also cost-effective, as the videos were created by employees using an extremely low-cost software (only €250). This unorthodox approach of leveraging the personal creative abilities of the team (notably one person driving the initiative) signals that each civil servant can contribute effectively in responding to urgent needs by delivering creatively innovative services. Ideally, such initiatives then receive professional and institutional support to help them scale-up and enhance their reach.

Innovation through paradigm shifts and mentality change
The case **'A root and branch reformation of an organisation's business model'** submitted by the Directorate of Transport and Communications (DTC) of the Region of Crete is a clear case of a holistic reform and re-organisation project. With this project, the DTC achieved a 180 degree change: turning from an authority with one of the worst reputations in Crete to a modern and client-oriented public sector institution.

Faced with many operational challenges such as poor performance against targets, understaffing, high levels of customer dissatisfaction and preferential treatment, long waiting lines and high volumes of non-digital paper records, the Directorate decided to embark on an all-encompassing reform process in order to meet these urgent challenges and evolve into an exemplary public sector office. The three values of service quality, transparency and efficiency were at the heart of the whole modernisation project and can be found in the re-organisation of processes, civil servant–citizen interaction and also in workplace re-organisation (complete physical restructuring of the office space with a bright office space with glass walls to reflect transparency, ergonomic working places, etc.). Guided by these values, four action lines were implemented: paper record digitalisation of more

than 100,000 driving licence files (4 million pages), business process re-engineering with the involvement of all relevant stakeholders, procedure simplification and standardisation and the development of intelligent IT applications.

Considering the huge challenge of upgrading bureaucratic processes from the 1960s to the standards and demands of the 21st century, the results achieved are impressive: average waiting times of roughly 1,5 hours standing in a queue were drastically reduced to around 17 minutes (virtual queue) and even 7 minutes in the case of pre-booked appointments, execution time has reduced from around 30 minutes to 12 to 15 minutes thanks to the help of modern technology for front-end services and back-end processes (optimisation of customer workflow, introduction of performance metrics and real time operational status on daily transactions to assist decision making, etc.).

This ambitious project is characterised by a strong pro-active attitude as it is a pioneer case in Greek public administration with real bottom-up innovation coming from the regional level. It has thus raised a lot of interest at regional and also at national level and, in a centralised country like Greece, this bottom-up innovation is truly radical.

Moreover, the project was professionally implemented with a sound methodology by applying various best practices and working solutions in a bold and effective manner (e.g. user-centred design for involving employees and end users in the change processes, agile software development methodology or communication, digitalisation). In addition, the workplace re-organisation around the different needs and tasks to be performed in the authority holds valuable insights for other public administrations. In summary, this is a timely, relevant and transformational project addressing the specific and real needs of simplification and modernisation of processes of the regional government, coupled with wide stakeholder involvement, a smart use of technological opportunities and concrete outcomes. Thus it is highly relevant for other public sector bodies in Greece and beyond.

In fact, many of the change projects submitted can also be considered projects including a mentality change or paradigm shift of the respective public authorities. One could argue that this change of perspective is actually needed at the start of any

kind of change process or innovation project. For instance, the Catalan project 'One Stop Shop (OSS)' (see below) underwent important and impressive cultural changes from an administrative focus to user-centredness and from an authorisations-based culture to a trust-based culture building on ex-post controls in the case of low risk activities. More than 70% of all economic activities within Catalonia benefit from this simplification, which facilitated the launch of new business ventures. It thus fundamentally changed the relationship between businesses and government in order to facilitate economic activity.

Similarly, the 'Open.Heart' project mentioned above, bringing public authorities, civil society and the target group (in this case unaccompanied minor refugees) together for jointly developing a solution, instead of imposing solutions top down, can be considered a paradigm shift for public administration in Austria.

Going digital: Digitalisation, inter-operability of systems and standardisation of processes

As stated in the beginning, nearly 50% of the submissions fall into the area of 'information society and digitalisation'. Many of these cases are based on the standardisation of rules and procedures as well as central storage of data (for instance pooling in one central platform) and the sophisticated inter-operability of systems for better back-end management (and thus also front-end delivery), increased user-friendliness and even data-driven policy. Interestingly, this standardisation does not always result in centralised management, but can also rely on co-responsibility of other organisations involved, which will make the entities concerned well placed to address the implications of the potentially wider use in future of distributed data.

Another group of cases focuses on empowering citizens and involving them in decision making processes, which in turn has a positive impact on transparency in, and thus legitimacy, of the public sector.

All of the examples submitted use digital technologies as a powerful tool for more effective, efficient and transparent processes and outcomes.

One Stop Shop (OSS)

The OSS platform developed by the Ministry of Business and Knowledge of the Regional Government of Catalonia is part of the wider Catalan initiative for

administrative simplification and the reduction of bureaucratic burdens to facilitate economic activity, which started in 2011. The OSS is a single entry point aimed at reducing administrative burdens and bureaucracy for entrepreneurs and businesses, both at the start-up phase and throughout the entire company lifecycle.

Even if OSS solutions are quite common across Europe, this project is distinctive in various aspects:

• It is based on a paradigm shift from administrative focus to user-centredness and from an authorisations-based culture to a trust-based culture (see above).

• In line with this mentality change, it contains a guided search tool for business procedures and secondly, the integrated reporting function for business to notify the public administration about obstacles encountered. The guided search tool is truly geared towards businesses' needs as companies only need to select their field of activity and reply to a set of questions in order to be informed about all legal and administrative steps to undertake in order to conclude the selected activity. Traditionally, public administrations would provide all forms and information on their website but not guide users through the various steps, assuming that companies know themselves which processes to complete.

• The administrative architecture of the project implies an inter-departmental transfer of competences, since the Business Management Office of the Regional Government is entitled to authorise certain activities on behalf of other departments.

This project is an excellent case of administrative simplification and standardisation, showing additionally a strong awareness for measuring results. For instance, 80 procedures have been eliminated and 739 reviewed and improved. Moreover, this OSS impressively brings together a total of 524 multi-channel services spanning three levels of government (local, regional and national). It covers 97% of all Catalan municipalities (915) and 12 municipalities are currently working on connecting to the OSS. While in 2014 only 37% of administrative files were processed in electronic format, this number rose significantly to 72% in 2016.

Consequently, the Catalan OSS is a complex cross-administrative project, which provides tangible service improvements to businesses by simplifying access to most administrative procedures. It holds valuable lessons for other public authorities when undertaking legal, technological and cultural change.

Low Emission Zone Antwerp

This fully automated Low Emission Zone, which automatically checks all vehicles with more than two wheels, is the first one of its kind in Europe and was submitted by Informatie Vlaanderen. It was activated on 1 February 2017 through linking the complex and different information sources across the local, the regional and the federal level in Belgium. This required connecting the databases or platforms of six different administrative bodies (the City of Antwerp, the Environment Department and the Information Agency of Flanders (Informatie Vlaanderen), the Federal Ministry of the Economy, the Federal Ministry of the Interior and the Federal Ministry of Mobility).

With this systemic and massive integration of databases that gather a huge volume of data (approximately 12 million vehicle movements were registered in the first two months of the entry into force), this project is an effective learning tool for other public administrations in terms of cross-administrative cooperation and managing technical complexities and cultural change. In addition, this case is exemplary in view of its stringent and meticulous observation of data protection (for instance by involving the Privacy Commission and Flemish Data Protection Authority). It is even more the case since data protection issues are often not fully explained or taken into account - without such action there is the risk that citizens may question the legitimate aims of the project or similar projects.

Most importantly, the initiative is an excellent case of data-driven policy. By combining different datasets, new connections can be made and new data generated, e.g. the number of polluting cars still in use/driving around or the impact of the LEZ on the renewal of the Belgian fleet of cars. Thus, proper empirical data (instead of studies or statistical examples) can be used to inform future environmental management decisions and policy processes.

Various other submissions contain specific elements of noteworthy practice regarding digitalisation, the inter-operability of systems or standardisation of data and processes. For instance, the two projects **'Mein Berlin'** submitted by the Senate Chancellery of Berlin and **'Open Region Project'** submitted by the Žilina Self-Governing Region focus on enabling and empowering citizens to take part in the local and regional decision making processes, to increase transparency and openness of public administration and thus also strengthen public trust and their legitimacy.

The case **'RIAC Portal – Re-engineering of Public Administration Services in the Regional Government of the Azores'** describes the creation of an integrated online citizen support network (RIAC Citizen Shop, citizen portal, presence on social media and toll-free contact number). This project makes use of technology and existing practices to offer relevant solutions to the needs of a highly dispersed population in an outermost region (covering nine islands). Additionally, it is a good example for the inter-operability of different systems.

In terms of the inter-operability of information systems and standardisation, several cases were also submitted by the Regional Government of Catalonia: **'Government of Catalonia's Corporate Geographic Information System'**, **'New Model of Open Data as a Service'**, **'Health and Social Services Electronic Records Integration in Catalonia'** and **'TAIS – Grants and Subsidies Processor'**. The latter is an interesting case as it puts the grant management cycle at the centre by developing a simplification tool, which covers the whole grant management of the Regional Government of Catalonia. This is a very relevant action for allocating resources efficiently and effectively, and thus crucial for transparency and the fight against corruption. Furthermore, the Catalan corporate GIS system is a good example of combining different elements of good practice in a complex setting (the entire administration). Apart from successfully connecting different systems and databases, this project demonstrates how to overcome bureaucratic silos by pooling data from 15 different ministries.

4. Supra-Local / Local Category

4.1 Introduction

The Supra-Local / Local level of government can be characterised as the level closest to the citizen. This year 70 projects from 18 countries submitted to EPSA 2017 were received in this category. It shows again how important the Supra-Local / Local level is in the relationship of the public sector with citizens through the practical implementation of policies and the finding of practical solutions for urgent problems. In many projects, we can see that they are focusing on issues such as (im)migration, social inclusion and environmental problems. Digitalisation, and broader digital transformation, can often be the solution. Furthermore, different ways of working are also used as a tool to tackle the kind of issues mentioned above. Examples are: bottom-up working, co-creation and citizen involvement. All kinds of combinations could be identified in the applications submitted under this category, and it very interesting to see how Supra-Local / Local governments have used a diversity of solutions to achieve their objectives in different areas.

In addition to these service-specific topics, in many projects cultural change (in the sense of organisation culture) is crucial, since this often has to change for a project to reach its goals.

In this context, it is also worth stressing that leadership is an aspect which is mentioned in a large number of projects. Innovative working and using innovative solutions for complex challenges need a stimulating leadership based on trust in the organisation.

4.2 Case analyses

Talents for Austria, a project submitted by the City of Trofaiach and the Institute for Talent Development, shows one of the most important complex challenges for public administration today i.e. migration/integration, which features in several of the best evaluated projects in EPSA 2017 at sub-national level. Accepting migration as a reality, they were searching for methods to do something with the talents of the unaccompanied minor refugees. Of course, this is important for the development of the refugees in their new home country, but it also recognises the importance of this approach for the host country itself. The focus in this project is education. This covers not merely language knowledge, but also knowledge of the customs, lifestyles and culture of the host country. This is combined with job training and placements in the fields like construction, gastronomy in local small and medium-sized enterprises. The talents of the refugees can be used much more effectively if they have good competence in German.

Talents for Austria combines three core areas in terms of successful integration (primary care, education, job placement) under one roof. It has shown good results in terms of quality of processes and quantitative results.

StartWien – Getting a head start in Vienna
This project was submitted by the City of Vienna, Austria.

In the application form it says: 'Vienna is a city of immigration. And immigration requires integration'. This project has as a goal the integration of immigrants into Vienna, and is, like the project: 'Talents for Austria', another migration project.

The aim of StartWien Refugees is 'integration from day one'. Refugees can attend up to five StartWien information modules: education, healthcare, housing, social affairs, and living together. 'Vienna Charter Talks' are held in refugee accommodation to discuss topics such as democracy, rule of law, human rights, basic rights, women's rights and children rights. The talks are moderated in the mother tongues.

StartWien has reached about 87% of new migrants. Municipal Department 35 – Immigration and Citizenship informed them about the project when it presented them with their first residence permit. Since the start of the project more than 35,000 language vouchers have been redeemed.

This is a project which fits within the trends which can be seen in the important topics in local government during this EPSA edition.

ACCESS-Toulouse: Alliance for Children's Citizenship and Education based on Social diversity towards Success

Submitted by Toulouse City Council, France, social inclusion is a key aspect of this project. Toulouse City Council has a good reputation in France in the field of education, since the municipal decision of June 2001 to create in each municipal school a centre for education through leisure (CLAE) in each school.

This organisation aims at giving to each child of the pre-primary and primary schools (from age 2 to 11) the opportunity of complementing the school time with education through leisure. The project is based on Article 28 of the Convention on the Rights of the Child of 1989.

The four signatories are the municipality as lead partner, the Ministry for Education, the Ministry for Youth and the Child Benefits Fund.

In practice it shows how a strong cooperation between parents and professionals can be developed to give children the best preparation for the future as possible. In that way the chance for a good and prosperous future is higher.

ACCESS-Toulouse includes new working arrangements for staff and research to ensure continuous improvement. Likewise, the relationships with the unions have been improved and the number and length of strikes with local causes has decreased. The result is an improvement of user satisfaction, four new services designed since 2015, especially for children, an increase of citizen and stakeholders' involvement, improvement of access and social equity and enhancement of transparency and accountability and trust in government.

Nordwärts

This project, submitted by the City of Dortmund in Germany, is an example of how to work in an interactive way and in co-creation for the development of a City Region.

The North-Western part of the city, blighted by economic decline, has developed a joint plan with its rural hinterland to address the challenges arising from the decline of the coal and steel industry. This was a response to both the economic problems for this part of the city and the challenge of social and economic cohesion for the whole city i.e. to ensure that the gap in economic development between this part of Dortmund and the rest of the city did not become too wide.

Through co-creation, interactive policies, communication through modern media, citizen engagement and a strong project organisation (administrative and political) the decline has now started to be reversed. It is a 10-year project, supported both by civil society and politically, which ensures that it is sustainable.

The whole city of Dortmund is involved in achieving common goals, co-budgeting by stakeholders (on top of municipal and EU Funds), and innovative participatory management. Project steering via a transparent monitoring system has since May 2015 led to substantial results: e.g. around 5,700 people have taken up active roles, 110 participation/information events, 2000 ideas, 260 projects dedicated to local improvement.

The Wasps – Employment Opportunity for Persons with disabilities

Submitted by the Municipality of Hafnarfjordur in Iceland. This is a good example of a social inclusion project, in which disabled people who have recently graduated from secondary or higher education studies are helped with employment opportunities and education that can help them prepare a future in the labour market.

The project directly empowers its participants to be fully engaged in society through employment while providing education in topics such as financial literacy, health literacy, future employment opportunities and rights of persons with disabilities, thus strengthening their self-image, enhancing their self-confidence, and improving their quality of life.

From eGovernment to eGovernance in the Metropolitan Area of Bari

For many years one of the goals of governments has been to make more use of digital solutions. The purpose is often to improve the level of service and to make it easier for citizens to access government services. It was called e-Government. Nowadays it is more and more transformed into e-Governance i.e. not just how a citizen can access government services but also how they interact with government to have input to decision making.

This project, submitted by the Municipality of Bari in Italy is an excellent example of this transformation.

Robby the Rat

This project, submitted by the City of Breda in the Netherlands, has several dimensions i.e. climate change, climate adaptation, water security, water use awareness, sustainable water management, co-creation, education, communication, research, electronic tracers, QR-codes, public data, use of an open data platform and smart data.

In other words, it aims to embed awareness of climate change and the consequences for a city such as Breda and for the Netherlands. This awareness is increased by making use of modern techniques to stimulate especially the younger people to be aware of the climate developments. This is a very original project in an environment where, because of the deep experience of water management in the Netherlands, it would be very easy to be complacent and thus fail to recognise the need for continuing adaptation in a domain crucial for the physical survival of the state.

The Sarpsborg Model

Sarpsborg Municipality in Norway submitted this project with an emphasis on the impact of mental health conditions of citizens.

Increasingly, abuse problems are being recognised to be caused by mental health conditions. In many cases, action is retrospective. Sarpsborg Municipality is of the opinion that retrospective action is too late. Preventive action is much more effective. Their model is developed with a view to applying preventive action.

The model addresses mothers who are pregnant or have infants and simultaneously suffer from substance abuse problems or have mental health conditions. The measures are as follows:
• Participation in a mother and child group.
• The mothers are interviewed about their own childhood and own attachment.
• Participation in a Circle of Security course for parents.
• Individual therapeutic sessions for mothers.
• Systematic guidance for the mothers.

Asker WelfareLab

This project from Norway, submitted by the Asker Municipality, is based on the idea that 'NO decision ABOUT me should be taken WITHOUT me'.

The *leitmotif* for the project totally changes the dynamics of service delivery, based on the concept of a 'Welfare Lab'.

The first phase of the project had come up with a new concept for service delivery. The second phase was to test and seek to validate the concept. The core change, to make action-centred on input from the citizens and municipal case workers, makes all relevant municipal services, together with external cooperation partners, work as 'investors' in the life of the citizens in the programme. Face-to-face with the citizen, all relevant resources are pooled across municipal and external partners, and they all invest together.

This project is thus a good example of change to a citizen-focused approach to service delivery.

Gardens of Cascais

The Cascais Municipality in Portugal understands the importance of community gardens as spaces for socialising, leisure and learning. This project is about the availability of gardens on municipal land which are made available for citizens for the practice of horticulture.

The goal is to promote local sustainable agriculture as well as healthy food habits and also to implement innovative green spaces that respond to the real needs of the population.

It is an innovative idea with the use of existing material and knowledge in a new manner.

Paid in Waste *(Pago em Lixo)*

This project, an innovative approach to stimulate the separation of waste, was submitted by the Campolide Parish Council *(Junta Freguesia Campolide)* in Portugal. The municipality created a local currency (Lixo) which is handed out to citizens in exchange for their previously separated household waste. The currency can be spent at the approximately 70 participating local businesses. Those businesses can also spend it locally or exchange it later for Euros.

The system was designed to raise awareness about the environment and the impact of adopting recycling habits.

Alba Iulia Smart City 2018

Alba Iulia Municipality in Romania describes the project with the words: 'Alba Iulia - The city where

the future was born'. These words are a key part of the project 'Alba Iulia Smart City 2018'. This unique pilot project is meant to transform Alba Iulia municipality into the first city in Romania where integrated smart city solutions will be implemented, starting in 2018. This indicates that Alba Iulia is a city that will make use of the leading edge thinking and practices techniques for its further development.

Home Refurbishment Programme
This project was submitted by the Barcelona Provincial Council, Social Welfare Department in Spain.

Through its Area of Service for Citizens, Barcelona Provincial Council helps ensure welfare, quality of life and social cohesion in all the municipalities of Barcelona Province through services covering the entire life-cycle of citizens.

Among the services for the elderly, priority is given to those that help people live with greater independence in their own homes. This is done by guaranteeing minimum levels of accessibility, safety, hygiene, habitability and energy efficiency. This is carried out by refurbishment work in the homes of the most vulnerable elderly people.

The aim is to meet the challenge of an ageing population and increasing situations of dependency through a programme that enables people to live for longer in their own homes, thus improving their well-being by maintaining their own spaces and networks of relationships, while delaying the need for institutionalisation.

Destination Barcelona
This project submitted by the Barcelona Provincial Council in Spain is a result of the combination of two factors i.e. the growth of tourism in the Barcelona Region and the overwhelming success of the City of Barcelona as a tourist destination. The second factor increases the necessity to show that not only the city is worth visiting, but also the region, with the aim of ensuring more balanced tourism and less consequences of unplanned growth based on limited resources concentrated in certain neighbourhoods.

The general objective of Destination Barcelona is to take advantage of the current tourism dynamic as an asset for local economic development so that the social, economic and environmental impact of the growth of tourism takes into account a regional balance.

This all translates at an operational level into two main working areas, namely cooperation agreements and policy coordination.

Senior Citizen Liaison Team (SCLT), submitted by the Senior Citizen Liaison Team – Avon and Somerset Constabulary, United Kingdom.
The SCLT – Avon and Somerset Constabulary submitted this project focusing on older adults who are often the most vulnerable people in our communities and are frequently targeted by heartless criminals who seek to exploit the inherent fragilities associated with older age.

The SCLT was created to address the issue of financial harm to older adults in all its guises, from fraud and doorstep crime to loan-sharking and distraction burglary. The team, which is 100% volunteer-resourced, provides a suite of bespoke safeguarding services, designed to protect the vulnerable, elder community from financial abuse wherever encountered.

The team reach out to the senior community with their Public Presentation Team (PPT) by giving crime prevention presentations to thousands of older adults at community locations.

Police, camera, evidence: London's cluster randomised controlled trial of Body Worn Video
In the UK, EU and the US, police use of Body Worn Video (BWV) had been increasing, but despite the growing popularity of BWV there is much to be learnt regarding its effectiveness. The project, submitted by the College of Policing, tested the implementation of BWV in UK's largest police force, the Metropolitan Police Service via a cluster randomised controlled trial.

The projects showed that acts of aggression against officers decreased drastically, as did complaints about the work of the officers. There is now of course some visual evidence of what really happened. Thus officers felt they had more protection from unjustified complaints and that it also helps them to justify stop and search which may, for example, be justified if they suspect that the person stopped is in possession illegally of a knife.

Model of 'Service Provider Government Office'
This project was submitted by the Jász-Nagykun-Szolnok County in Hungary and, although not rewarded with a Best Practice Certificate, merits

recognition because it shows what it means to change a culture within an organisation. It is very easy to write down in a policy that a governmental organisation has to work from a customer-friendly view, but the implementation is often the critical factor.

The project shows what work has to be done to get results. The culture change makes a continuous training of civil servants necessary, including the leaders of organisations. It is good to see that this organisation made the change in thinking with the help of a lot of stakeholders, who showed the current level of expectations of a well-functioning entity.

5. An Innovative Public Sector in 2017 New Solutions to Complex Challenges – Conclusions and Recommendations

5.1 Overview

As noted above, the period since the previous EPSA research report in 2015 has been characterised both by the continuation (and in many respects deepening) of pressures on public administrations existing at that time and by the emergence of new challenges, often of a horizontal and complex nature.

However, in response to these complex challenges we can observe the following overarching trends in the positive and innovative responses of the nominees and Best Practice Certificate recipients (as well as other projects which merit recognition for selective features which they demonstrate) i.e. the use in new domains of digitalisation of services to make them more accessible to citizens, a strong focus on multi-stakeholder engagement and co-creation in design and implementation of policies, the determination to sustain and enhance trust in the competence and integrity of government at all levels and the extension to migrants of social inclusion as a response to historically unprecedented levels of migration from outside of Europe's external borders. The common factors also present in many successful applications in EPSA 2017 are a combination of effective leadership, political support and recognition of the importance of ensuring that projects once launched are financially and operationally sustainable over time.

5.2 Key messages

The overarching trends referred to above in respect of digitalisation, multi-stakeholder engagement, sustaining and enhancing trust in government and the extension of social inclusion to migrants have shown:

- The potential for the transformative effect of digitalisation of services, represented in many projects, including in areas which have had variable application in the past but are of high priority to citizens such as the administration of justice, education and healthcare. This can be the means of reshaping the capability of an entire entity (as in the case of a Slovenian project) or a department of an entity (as in the case of a government department in Crete), including those associated with poor past service levels or in circumstances of severe financial constraint. In this trend towards digitalisation no particular trend was detected towards the delegation of services as the preferred service delivery mechanism.

- The deepening of stakeholder engagement, including between different units of central government, between different levels of government and between the public sector and private/third sector and citizens and going beyond consultation to co-creation (as in the case of the EUIPO's Cooperation Fund project and Sea Traffic Management). This is an important dimension of the fact that service transformation is not merely a function of the digitalisation of services but part of a cultural shift in public administrations. It also emphasises that change need not necessarily derive from digital transformation and also that digital transformation is not an end in itself but a means to an end. The value of successful stakeholder engagement, also shown by several projects, includes a recognition that successful stakeholder engagement, once established, can be transformational in its effect and can create a dynamic process of continuing engagement in the adaptation and extension and thus the sustainability of initiatives, while continuing to recognise the resource and time implications of such an approach.

- The need for a multi-dimensional approach to integration of migrants (shown in particular in Austria), including language skills, education, training, employment (including placements), accommodation/family placements, social support (including via mentoring and psychological help) and deepening migrants' awareness of the host culture.

- The range of different practical actions which, without in some cases their explicitly being the main aim of the actions or their being undertaken in the context of a trust recovery plan, will act to promote trust in the competence and integrity of public sector entities, including, for example, easier access to justice and greater transparency in judicial processes (as in Spain and Latvia), addressing tax evasion (as in Bulgaria and Austria), in using cooperative approaches where they are more effective than competition between parallel systems (as with The Cooperation Fund) and transparency of data used for decision making in the allocation of budgetary resources in key domains such as health (as in Poland), promotion of research and innovation (at EU level) and in the allocation of grants (in Catalonia).

In addition to these overarching trends referred to above, and the key conclusions already highlighted above in the category chapters, the responses to the complex challenges shown in projects submitted to EPSA 2017 at all levels of government and across the EU show:

- A continuation of trends shown in earlier EPSA editions, with projects in EPSA 2017 which widen the reach of participatory budgeting (as in Portugal) and other broader engagement of citizens with policy-making at national and sub-national level (as in Berlin), which show creative approaches to policing (as in the United Kingdom), which demonstrate the energy sometimes shown within the public sector of officials in reaching out beyond their statutory functions (as in the United Kingdom), which show the importance of recognising employees as stakeholders in public sector entities (as in Switzerland), which actively promote economic growth, for example in areas such as tourism (as in the Province of Barcelona) and which recognise the particular needs of remote/geographically dispersed regions (as in the Azores).

- Examples of the absence of complacency in public sector entities aiming for further improvement in contexts where the public sector has been creative over time such as water management in the Netherlands and the use of public procurement to pursue strategic objectives in Austria. In both of these cases the driver is linked to the need to respond to changed circumstances (in these two cases, respectively, the impact

of climate change and the addition of innovation as a strategic objective in the European Public Procurement Directives).

- Several high quality projects submitted by the European Institutions (noted in the European and National chapter), recognised by achievement of nominee and Best Practice Certificate status, and reflected both in the design and practical application of actions, showing the added value of action at EU level in addressing at a practical level issues of importance to the well-being of citizens, including the economic well-being citizens gain from improved employment prospects or ease of registration and protection of intellectual property rights.

- The importance of other projects which promote the effective implementation of European policies in a range of policy domains such as areas fundamental to the effective functioning of the EU such as the Internal Market and the Customs Union and giving practical effect to core EU principles such as free movement of people and measures which address money laundering (as in Austria), *ex ante* conditionality in ESIF (as in Lithuania), and promote maritime safety (Sea Traffic Management) and e-Justice (as noted above, in Spain and Latvia).

- A step change in approaches to performance management (as with Vensters in the Netherlands) taking account of both the accessibility of data generated by monitoring and its use in improving performance, and address commonly arising flaws in the application of performance manage-

ment régimes, a change which reflects the evolution in this field from the often-used approach of New Public Management towards what has been termed Meta-Governance.

- Continuing attention to the pursuit and enhancement of social inclusion in spite of continuing financial constraints. This includes for women, for groups disadvantaged by physical disability or age-related mobility restrictions or for those facing barriers to entry into the labour market and by attempts to promote economic regeneration of areas in decline. It has also, as noted above, been extended to migrants and refugees, and, in at least three projects, to addressing mental health issues as a recognition of a problem which is increasingly becoming recognised as being of importance in

an age of rapid change, lifestyle stress at different lifecycle stages (shown in Austria, France and Norway) and digitalisation. Amongst the best evaluated EPSA 2017 projects social inclusion is more explicitly the aim of several projects in the Regional and Supra-Local / Local category, though some of the projects in the European / National category are likely to have the indirect effect of promoting social inclusion, because they are likely to be of particular though not exclusive benefit to disadvantaged groups (in the case of crime reduction in the United Kingdom or the more effective management of ESIF in Lithuania) and to SMEs (by reducing administrative burdens and costs as in the Netherlands and registration and protection of Intellectual Property Rights in The Cooperation Fund).

- A recognition that government is about making choices and setting priorities, reflected in projects associated with healthcare needs in Poland, educational administration in Greece and priorities for promoting economic growth through funding of innovation both in Austria and at EU level, even though the choices still to be made for European public administrations are difficult when they need to stabilise public finances while continuing to deliver the services which increasing numbers of citizens need more than ever as a result of continuing economic uncertainty.

5.3 Summary

EPSA 2017, in summary, provides continuing evidence that public sector entities have shown considerable resilience and creativity in making innovative responses to complex challenges, though the future decade is likely to be as challenging as the past decade with a faster pace of change. And, though adaptive innovation will always be an important dimension of service improvement, it will be more important than ever that horizon scanning for future changes brought about by disruptive technologies forms part of their culture, shortening as it does the public sector planning horizon. The use of robots for services as diverse as social care and waste collection, the use of artificial intelligence in healthcare and the management of infrastructure using intelligent sensors and drones are three of many examples which are challenging or are likely to challenge existing service delivery methods.

In this sense the task of balancing delivery now with judgements about when to use new methods of service delivery is essential but will be challenging because of the need to demonstrate results from the effective management of digital transformation in the design, commissioning and execution of service transformation.

But it is well documented that by no means all digital transformation projects realise the expected benefits, and also that the key to success for public sector entities is access to the skills, often new skills, needed to ensure success.

Public bodies will, in particular, need to understand:
- What external providers can offer to bring about digital transformation.

- How to design a digital transformation programme, including an assessment of the current scope for digital transformation in a public sector entity and how quickly such a programme can be implemented and to ensure that digital transformation within an organisation is not captured by external providers.

- How to prioritise digital transformation projects for implementation, i.e. not just knowing how to innovate but also to demonstrate that they are innovating to meet the highest priority needs of their stakeholders) and to address the risks of initiative fatigue by avoiding initiative overload.

- How and why digital transformation projects succeed or fail, to ensure that the concept of digitalisation in an organisation is not discredited by failed projects and to ensure that there is capacity transfer to the public sector in managing the service over time without external support.

Decisions about digital transformation will not, however, be the only issues for public sector bodies to consider. Apart from the growing need to address issues of physical and cyber security, policy responses will also be needed to the management of rising health and social spending pressures on public budgets arising, for example, from the ageing population, changes in household composition, difficulties in some cases in reducing levels of welfare dependency and the need to address inter-generational equity.

All of this is taking place in a context where, as noted in earlier EPSA editions, public sector entities

need to further promote in parallel both economic growth and fiscal consolidation as core components of a sustainable route out of continuing economic uncertainty and to further enhance trust in government by continuing to develop policy responses which:

- Ensure that there is a close link in the budget process between the allocation of budget resources and service priorities based on cooperative working between finance and service professionals as the basis for politically-sponsored decision making.

- Enhance positive factors which promote business innovation and growth (e.g. public sector seed financing, financial instruments to leverage private investment into innovation, tax incentives, education and training geared to innovation, creating collaborative clusters etc.).

- Minimise negative factors which discourage enterprise (e.g. unnecessary business regulation, rigid labour markets, restrictive bankruptcy laws, cultural attitudes to bankruptcy etc.).

In addition there will continue to be a need to:
- Recognise that there may be unintended consequences of policies promoting important aims of the public sector, particularly where they may impact on trust in government such as, for example, if acceptance of the need for low emission zones like those, for example, in Germany, France, the United Kingdom and, in the context of EPSA 2017, Antwerp, were to be undermined by the perception that their primary aim was revenue raising and that they may raise questions about personal privacy and where pressures for open access to data may undermine the trust inherent in stakeholder partnerships such as Vensters.

- Anticipate future developments, as have some of the EPSA 2017 nominees, for example Sea Traffic Management regarding the implications of vessels with no human presence and Vensters regarding the implications of future developments in distributed data.

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Part 2: Best Practices Catalogue

General statistics
The assessment and evaluation methodology

General statistics*

In total we have received 149 projects from **30 European countries** and **4 European Institutions / Agencies / Bodies.** The statistics below show the number of applications by country, the sectors covered, the distribution per administrative category, the size of the submitting organisations and the distribution of Best Practice Certificates by country. We also show the applications by country and the distribution per administrative category specifically for EU-funded projects.

Applications by country

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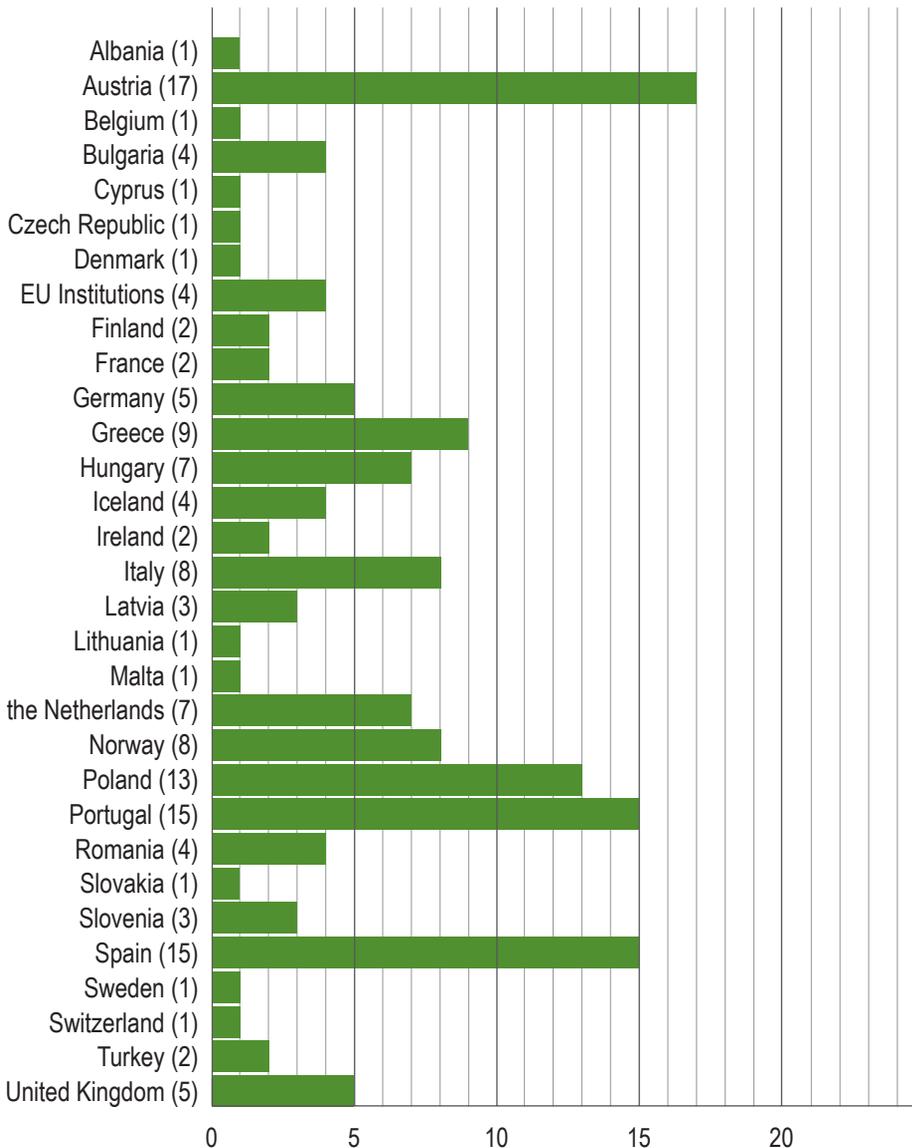
* All statistics presented refer to the eligible applications.

Sectors covered by all applications[*]

1	Public administration, modernisation and reform	56%
2	Information society and digitalisation	24%
3	Education	21%
4	Health	15%
5	Employment and labour-related affairs	14%
6	Social protection	14%
7	Public order and safety, justice and human rights	13%
8	Science, research, innovation	13%
9	Environmental protection, climate change and agriculture	12%
10	Economic affairs	10%
11	Recreation, culture and religion	9%
12	Taxation, customs, finances	7%
13	Transport and infrastructure	7%
14	External relations	6%
15	Other...	7%

* This table shows the share of applications having been submitted under each of the given sectors. Please note that one application may fall under various sectors.

Applications by administrative category

European / National Level (60)

Regional Level (19)

Supra-Local / Local Level (70)

Applications by size of organisation

- 1-25 (13)
- 25-50 (6)
- 50-100 (12)
- 100-500 (47)
- 500-5000 (48)
- >5000 (23)
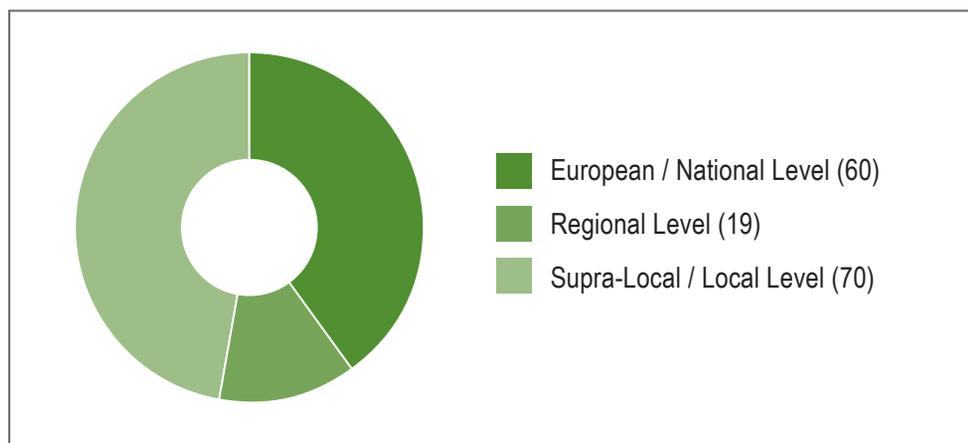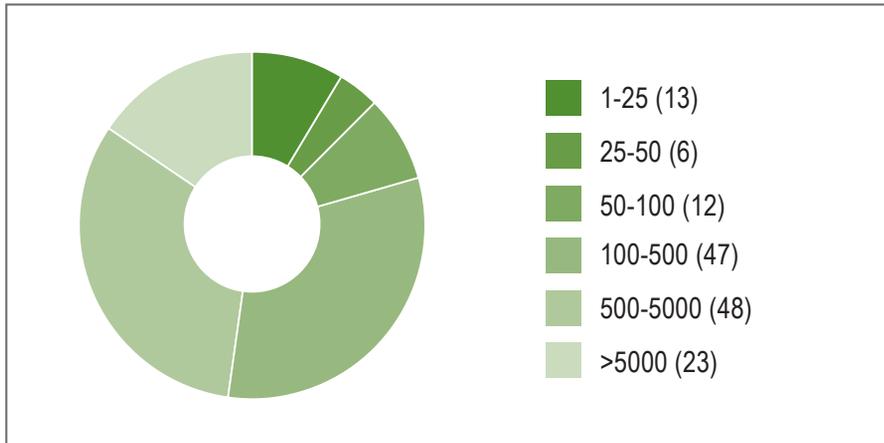
Best Practice Certificates (BPC) by country (34 of 149)

Country	Value
Austria (4)	4
Belgium (1)	1
Bulgaria (1)	1
EU Institutions (3)	3
France (1)	1
Germany (1)	1
Greece (1)	1
Iceland (1)	1
Italy (1)	1
Latvia (1)	1
the Netherlands (3)	3
Norway (2)	2
Poland (2)	2
Portugal (2)	2
Romania (1)	1
Spain (4)	4
Sweden (1)	1
Switzerland (1)	1
United Kingdom (3)	3

EU-funded applications by country

Albania	1
Austria	2
Bulgaria	1
Cyprus	1
Czech Republic	1
EU Institutions	1
Greece	2
Hungary	3
Iceland	1
Italy	1
Malta	1
Poland	5
Portugal	7
Romania	1
Slovenia	1
Spain	2
Sweden	1
United Kingdom	1
Total	**33**

EU-funded applications by administrative category

- European / National Level (17)
- Regional Level (4)
- Supra-Local / Local Level (12)

The assessment and evaluation methodology: impartial, independent and effective

The EPSA 2017 Best Practices, Nominees and Winners were identified according to a sophisticated four-step evaluation methodology. Generally, all submitted projects were first checked against the eligibility criteria laid down in the Terms of Reference of the 'Call for applications'. If these were met, a registration number was allocated to the project and it would be subject to the evaluation process and assessment against the seven evaluation criteria.

The seven evaluation criteria

1. Innovation	i.e. the novelty of the solution, the degree to which the case shows a leap of creativity in the practice of public administration and demonstrates a different approach which goes beyond what was previously applied.
2. Stakeholder involvement	i.e. the case shows evidence of stakeholder involvement, e.g. evidence of citizen, business and civil society cooperation and/or response to consultation, evidence of political support, evidence of intelligent engagement with stakeholders that can influence the design and production of services and of intelligent partnership and governance models.
3. Relevance of actions taken	i.e. the particular needs and constraints of the context, the core needs of target groups and final beneficiaries and how the actions address their real needs.
4. Impact/results	i.e. the realisation of planned objectives and activities by the illustration of proven evidence of benefits, visible impact and tangible results, (which may be based on demonstrably high levels of achievement or the achievement of significant improvements from a low base).
5. Sustainability	i.e. the case shows or describes elements which allow it to be sustained beyond an initial period of the realisation of its objectives and of its activities, including considerations of financial sustainability.
6. Transferability and learning capacity	i.e. the case has potential value and lessons which are relevant to other entities because it provides the potential for successful replication in other contexts (different Member States and levels of government) and stimulates a learning, innovation and self-improvement culture within the entity.
7. Social Inclusion	i.e. the case provides evidence of consideration and application of diversity issues, including - but not restricted to - gender, age, disability and geographical location.

The EPSA motto is 'bringing together the best, most efficient and effective performers' from the European public sector. If a project claimed to be 'innovative, efficient, etc.', it needed to have accumulative positive and proven evidence regarding these seven criteria.

The evaluation process

Graphical illustration of the EPSA 2017 evaluation and selection methodology and process

STEP 1: Individual online evaluation

By each evaluator, in isolation and remotely based. Each project will be evaluated by 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

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

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.

In the **first step,** a set number of projects within a concrete award category was allocated to each evaluator based on their professional background and sector (a mix of academia, the practice field and the private sector), nationality (evaluators were not allowed not assess projects from their country of origin or employment) and gender. Each project was assessed online, independently and exclusively, by different experts. The evaluators did not know each other, or how the other evaluators had assessed the respective project.

During the **Consensus Meeting (Step 2)**, all evaluators came together to review and discuss the first available provisional ranking based on their individual scorings and possible discrepancies. Furthermore, they unanimously decided on the Best Practice Certificate Recipients and on the top short-listed projects in each award category for the onsite visits.

The information of the evaluation steps 1 and 2 is now offered to applicants in the form of the *Evaluation Summary Notes* or feedback letters to highlight to them the strengths or weaknesses of the respective project and to guide them towards possible paths for improvement.

The **third step – the onsite visits –** served to validate and verify the results and recommendations of the previous two evaluation steps, i.e. to spot-check whether the content of the application form of the project corresponded to the 'reality'; to find the answers to the un-answered questions raised by the evaluators, to detect possible inconsistencies and to gather additional or missing information and data. EIPA representatives did not re(assess) the projects!

The **fourth and final step** consisted of the **Jury Meeting**, where three jurors (high-ranking stakeholders and/or political personalities, separate from the evaluators) decided on the nominees and the award winners in each category based on the short-listed projects of the on-site visits.

The EPSA 2017 Award Categories

All levels of public administration were rewarded since the theme aimed to be inclusive. Therefore, EPSA 2017 presented awards in three different categories based on the level of administration:

Category 1: Projects/cases submitted by organisations from the **European / National Level**.
Category 2: Projects/cases submitted by organisations from the **Regional Level**.
Category 3: Projects/cases submitted by organisations from the **Supra-Local / Local Level**.

Besides the three above-mentioned awards, **Best Practice Certificates (BPCs)** were presented to a number of top-ranked projects in each category.

European / National Level

Statistics
Project executive summaries

Statistics

Out of a total of 149 projects received, **60 projects** came from the **European / National Level**. In the statistics below you can see the number of applications by country, the sectors covered, the size of the submitting organisations and the distribution of Best Practice Certificates by country.

## Applications by country
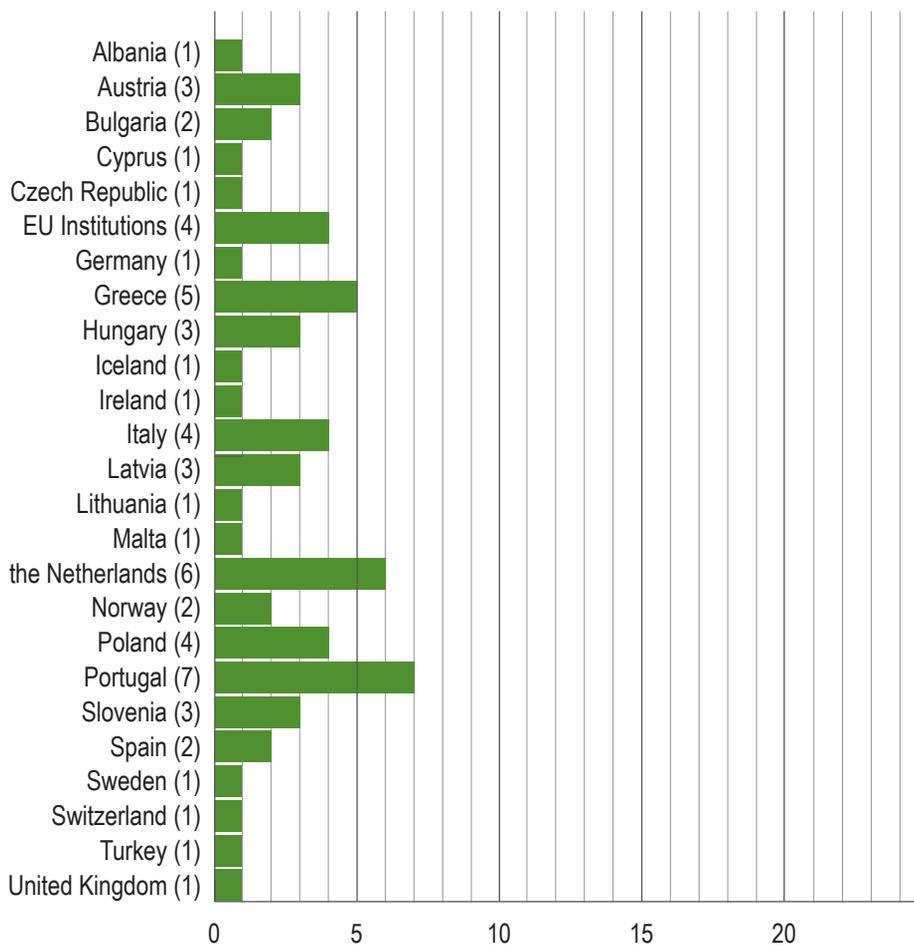
Sectors covered by all applications*

1	Public administration, modernisation and reform	58%
2	Information society and digitalisation	23%
3	Education	20%
4	Public order and safety, justice and human rights	15%
5	Science, research, innovation	13%
6	Social protection	10%
7	Environmental protection, climate change and agriculture	10%
8	Employment and labour-related affairs	10%
9	Taxation, customs, finances	8%
10	Economic affairs	8%
11	Recreation, culture and religion	7%
12	External relations	7%
13	Health	5%
14	Transport and infrastructure	3%
15	Other...	7%

* This table shows the share of applications having been submitted under each of the given sectors. Please note that one application may fall under various sectors.

Applications by size of organisation

- 1-25 (4)
- 25-50 (1)
- 50-100 (6)
- 100-500 (24)
- 500-5000 (17)
- >5000 (8)

Best Practice Certificates (BPC) by country (13 of 60)

Austria (1)
Bulgaria (1)
EU Institutions (3)
Latvia (1)
the Netherlands (2)
Poland (1)
Spain (1)
Sweden (1)
Switzerland (1)
United Kingdom (1)

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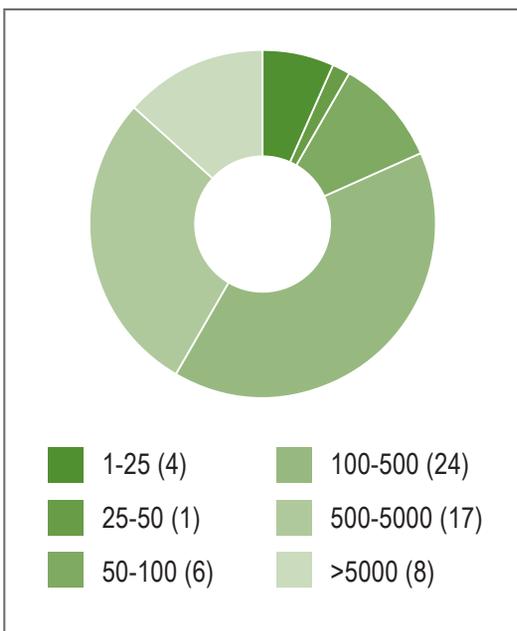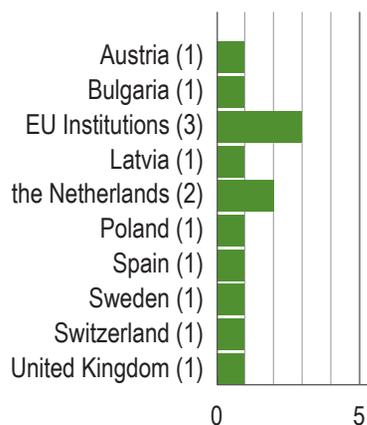
Promoting Innovation in Public Procurement

Submitted by the Austrian Federal Ministry of Science, Research and Economy (BMWFW) and the Austrian Federal Ministry for Transport, Innovation and Technology (BMVIT)

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Size of organisation
500-5000; people involved: 6-10

Type of sector
Public administration, modernisation and reform

Key words of project
Public sector innovation, demand-side innovation policy, public procurement, innovation procurement, market consultation, open innovation, participation, empowerment

In September 2012, the Austrian Federal Government adopted the Austrian Action Plan on Public Procurement Promoting Innovation (PPPI). Its aim in exploiting the large procurement volumes (about €40 billion per year in Austria) is two-fold: to encourage industry to deliver innovative goods and services on the one hand (thus increasing economic growth and employment), and to supply public authorities and citizens with advanced and (eco)efficient goods and services on the other hand (leading to a more efficient and more modern public administration).

The PPPI Action Plan is well embedded. First, the Action Plan is linked to the 'Austrian Strategy for Research, Technology and Innovation'. Second, its formulation is the result of a participatory PPPI Strategy Process, involving all relevant Austrian stakeholders (>90). Third, its content and realisation is politically legitimised by government decision. The responsibility for the PPPI initiative lies cooperatively with the Federal Ministry of Science, Research and Economy (BMWFW) and the Federal Ministry for Transport, Innovation and Technology (BMVIT).

The PPPI Action Plan contains a project plan with a mix of measures. The corresponding milestones have so far been achieved as follows:

- **Strategic dimension** ('soft law'): Political commitment to the introduction of innovation procurement in public entities and dedication of budgets (for pilots, services etc.); integration of innovation needs of public procurers in existing programmes.
- **Operative dimension** (state aid & procurement): Establishment of a PPPI service network consisting of the central PPPI Service Centre, PPPI centres of competence and PPPI contact points.
- **Legislative dimension** ('hard law'): Amending the Federal Procurement Law to include innovation as an explicit objective.
- **Impact dimension**: Establishment of PPPI monitoring and benchmark systems.

The PPPI Service Centre as a cornerstone of the PPPI initiative and its service network (www.ioeb.at) provides a whole bundle of services to public authorities in Austria such as tailored support in strategic and operative issues regarding PPPI, specific incentives stimulating PPPI, training & development as well as PPPI events. Furthermore, it initiates PPPI pilot projects via PPPI project competitions and it has established a PPPI online platform (www.innovationspartnerschaft.at) in order to enable a dialogue between public procurers and innovative companies.

The PPPI initiative leads to a win-win situation, because all governmental levels and many stakeholders are involved in a structured manner, synergy effects can be lifted by cooperation, little 'fresh money' costs, no new institutions are created and the entire project is accompanied scientifically. These factors and the achievements of the PPPI initiative so far have been recognised at EU and OECD level, resulting in the fact that the Austrian PPPI initiative is seen as a role model for the use of public procurement as a driver of innovation.

Bulgarian Counter-Undervaluation Methodology

Submitted by the Bulgarian National Customs Agency

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Size of organisation
500-5000; people involved: >15

Type of sector
Economic affairs; Public administration,
modernisation and reform; Taxation,
customs, finances

Key words of project
Methodology, counter-undervaluation,
customs value, risk indicators, customs
clearance

Goods are undervalued in order to reduce the duty payable. To provide protection against these threats without unduly interfering with legitimate trade requires well-designed, innovative procedures. All too often, cumbersome procedures built on outdated methods continue to be used in many countries, managing both to jeopardise revenue and to impose significant burdens on the honest trader.

In order to counter the ever-increasing threat of undervaluation, the National customs agency set out on a project that had to both detect undervaluation indicators and provide reasonable doubt during the customs clearance of the goods – in order to legally and justifiably reject the declared low value. That project came to be the Bulgarian counter-undervaluation methodology i.e. 'Methodology for detection of undervaluation indicators and for provision of reasonable doubt during the customs clearance of undervalued goods.'

The approach for detecting indicators of undervalued goods is based on: Title II, Art. 29 in accordance with Art. 32 & 33 of the Community Customs Code (CCC): in determining the customs value under Art. 29, there shall be added to the price actually paid or payable for the imported goods (...) the value, of the materials incorporated in the imported goods.

Our first task was to find an irrefutable raw materials price source in order to formulate an operational solution based on the above CCC articles. The IMF official webpage was used as such a source - where monthly reports and analysis of the prices of raw materials traded on the stock exchanges are published (Commodity Market Monthly). In order to refine the approach, and with the help and support of the Bulgarian industrial association, all major national guilds/ organisations of textile, clothing and shoe producers were approached. On their part, the specialised producers provided us with data on the share of raw materials in the prime cost of the intermediate product and based on that in the prime cost of the final product. The latter provided solution for devising lower threshold values (not based on statistics).

Utilising the above approach and data from the CIS resulted in detection of over 70 economic operators - consignees of goods cleared for free circulation with greatly under-declared values. In order to counter similar cases of undervaluation, national risk profiles were set up to include the detected economic operators but also certain tariff codes. The most immediate result of all of the above was the massive decrease of 'suspected' operators - from over 70 to just 5.

A further boost to the approach was given by the fact that the European anti-fraud office (OLAF) has evaluated our methodology and disseminated it to all 27 MS as a 'good practice and innovation in the fight against undervaluation'. It is worth mentioning that the Bulgarian approach does not include statistics (which are very difficult to defend during judicial appeal) but rather builds upon the foundation that it is not possible for a complete good to cost lower than a kilogram of its raw source material.

Federal Occupational Health Management

Submitted by the Swiss Federal Office of Personnel

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Size of organisation
>5000; people involved: >15

Type of sector
Public administration, modernisation,
institutional affairs, reform

Key words of project
Federal Occupational Health Management

Employees make a key contribution to the success of public services. Their health and ability to perform effectively are directly affected by the parameters within which they work, and the physical and mental burdens placed on them are increasing.

For this reason, among others, the Federal Office of Personnel (FOPER) decided to establish a Federal Occupational Health Management (FOHM) function, which would
• meet the statutory requirements in every respect;
• be organised in an exemplary and cost-conscious way;
• involve all relevant players;
• help to control health costs;
• strengthen the motivation and health of employees, as well as their confidence in their employer;
• contribute to the positive image of the Federal Administration in the eyes of the public and the labour market.

The FOPER set up and developed the FOHM function together with the various departments, administrative units (AUs) and social partners.

The FOHM function is now up and running as an efficient instrument with formal certification from the Federal Coordination Commission for Occupational Safety (FCOS). As well as being broadly based, it is supported by the entire Federal Administration and fulfils all regulatory requirements without exception. The FOHM function is overseen by a central specialist unit for occupational health management in the FCOS, which manages and coordinates the task areas of occupational medical assistance, occupational safety and health protection, health promotion and occupational case management.

For the operation of the FOHM function, the sheer size of the Federal Administration (37,000 employees) and the large number of AUs require clear internal structures, processes and responsibilities to be defined, and very careful attention paid to internal communication and the training of staff. To this end, one contact person for occupational safety and health protection (COPOSH) and one Health Officer (HO) were defined for each AU, provided with the corresponding instructions, and trained in the execution of their role in a targeted and consistent way through seminars stretching over several days.

In parallel to this development, the spectrum of training on health themes was broadened through the Federal Administration Training Centre (FATC) with a view to raising the awareness of the workforce as a whole regarding this theme. With the assistance of health statistics drawn up by each administrative unit, and based on the criteria for the operation of the FOHM function, the steering group of each administrative unit can illustrate the success of the measures taken and the need for further activities in a health report, drawn up on the basis of FOPER guidelines and then submitted to management.

With the FOHM function now firmly established, the Federal Administration can profile itself more strongly as an exemplary employer in the eyes of the political establishment, the private sector and the Swiss people. It pays attention to the issue of employee health, creates healthy parameters, and supports health-promoting working conditions. This in turn enables it to preserve the health, performance and motivation of employees, while at the same time reducing health costs.

Digital Justice

Submitted by the Spanish Ministry of Justice

★ ★ ★ ★ *Nominee*

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Size of organisation
>5000; people involved > 15

Type of sector
Public order and safety, justice and human rights

Key words of project
Digital Justice, electronic judicial file, Electronic Justice Administration, interoperability, electronic communications, accessible Justice, electronic case management system

The Digital Justice Program provides electronic case management of legal affairs submitted to Courts, as well as the implementation of new working methodologies that improve the efficiency of the legal processes.

The technological solution includes a set of components that, thanks to its interoperability with the **Minerva Procedural Management System**, allows the Judicial Bodies under the Ministry of Justice jurisdiction to electronically manage data and electronic judicial documents. Communications (claims, pleadings, notifications and administrative files) and the operations of signing, viewing and consulting documents are entirely electronic, eliminating the use of paper in the process and granting greater guarantees to all legal acts.

The designed model generates documentation directly in electronic format, allows to add new digital information, such as the recordings of trials and information sent by professionals, and incorporates a system to exploit the stored documentation with the necessary security guarantees, facilitating control and follow-up of issues.

Results
- Electronic procedural communications have been extended and consolidated, significantly reducing entry and exit of paper documents in the Judicial Offices, which is a key element in the implementation of the Electronic Judicial File. The Judicial Bodies present notifications electronically as well as the following groups of legal professionals: legal services of Public Administrations, Lawyers, Solicitors, Social Graduates, Attorney General, State Security Forces and Bodies, public and private Health Centres, penitentiary institutions, citizenship, legal entities, etc. Since 1 January 2016, more than 127 million electronic communication acts have been exchanged.

- Between 22 February 2016 and 25 September 2017 the electronic processing of legal proceedings has been implemented in 100% of the Provincial Courts and Superior Courts of Justice, as well as in 88% of the single Judicial Bodies under the Ministry of Justice jurisdiction (578 of 659). Regarding Central Organs, Digital Justice has been implemented in the Labour Chamber of the Spanish Supreme Court. To complete its implementation, until June 2018 the solution will be deployed in 30 judicial parties, the rest of Chambers of the Spanish Supreme Court and the in the Spanish National Court.

Currently, more than 78% of pleadings are presented electronically, more than 10 million documents have been digitally signed and 6,1 million consultations and downloads of documents and proceedings have been electronically carried out. Also, work is being done on the provision of mobile workplaces so that Judges, Lawyers of the Justice Administration and Prosecutors can access the Electronic Judicial File with all its functionalities, including electronic signature, from any location and at any time with the necessary security guarantees.

Skills Panorama

Submitted by Cedefop – European Centre for the Development of Vocational Training

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Size of organisation
100-500; people involved: 1-5

Type of sector
Education; Employment and labour-related affairs

Key words of project
Skills, skills mismatch, labour market, employment, informed policy-making, user experience

The Skills Panorama is a unique online platform that offers a single entry point to information on labour markets and skill needs in the EU. It aims to inform decisions on education, training and employment. The Skills Panorama is an initiative of the European Commission. Because of its expertise and extensive research and analysis on labour market and skill needs, Cedefop (the European Centre for the Development of Vocational Training) was tasked with its development.

Policy-makers are the primary target group but the site also attracts researchers as well as employment and guidance counsellors. With its focus on trends in the labour market, jobs and skills, the Skills Panorama can also interest a wider public.

Innovativeness lies at the core of the platform. Its key innovative feature is blending data, articles and short briefs in an interactive, user-friendly and visually engaging website, making information on labour markets and trends in jobs and skills more accessible. The Skills Panorama meaningfully combines and synthesises a wealth of sources. Indicators and data are presented in over 2000 'dashboards' offering insights on trends in occupations, sectors, or countries in the EU. Some dashboards also focus on policy themes, such as future jobs or skills mismatch.

To meet different user needs, along with quantitative data, the Skills Panorama offers high-quality information in a variety of formats:

- analytical highlights, offering short analyses on key topics and trends in skill needs;
- blog articles by skills and labour market experts;
- useful resources, news and events.

User needs drive the Skills Panorama development and design. Our aim is to offer an intuitive and interactive experience based on clear, reliable, open and relevant information. To this end, the site evolves constantly, by improving user experience and offering unique analyses and products, such as the European skills index.

Our success is attested by our user satisfaction rates (three in four users find what they are looking for, and out of these, 92% are satisfied or very satisfied). The Skills Panorama also inspires stakeholders in Member States and non-EU countries to provide similar services.

SKILLS PANORAMA
Inspiring choices on skills and jobs in Europe

Smart Specialisation Platform

Submitted by the Joint Research Centre, European Commission

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Size of organisation
500-5000; people involved: >15

Type of sector
Economic affairs; External relations; Public administration, modernisation and reform; Science, research, innovation

Key words of project
Regional development, innovation, participatory policy-making, evidence-based policy-making

Public administrations at regional and national level in Europe must deal with a conundrum of expectations and realities in times of turbulent economic and technological change and the pressing need to address societal challenges with limited resources. The European Commission has a powerful instrument to tackle these challenges: the Cohesion Policy supporting regional development in cooperation with regional administrations.

To make the implementation of this policy more effective, the European Commission established the Smart Specialisation Platform in 2011. A team of around 25 applied researchers based at the European Commission's Joint Research Centre in Seville has supported a new approach towards public administration support called 'smart specialisation', helping regional and national administrations to prioritise their efforts in making their local economies more innovative. Our project has contributed to the design and implementation of participatory innovation strategies that address local challenges across Europe. These strategies provide a transparent justification for choosing economic domains to concentrate funding.

In the past six years, we have provided hands-on guidance, methodologies and analyses to build administrative capacity to set priorities for public investments, using three novel approaches:

1. Participatory methods that bring together policy-makers and administrators facing similar challenges to discuss their strategies, intervention logics and instruments. We involved local, national and European stakeholders and experts in more than 120 interactive events. Our platform was conceived as 'an innovation meant to trigger innovation' by focusing on community-building and mutual learning across all sectors.

2. Support inter-regional collaboration by disseminating information through comprehensive open data tools. We developed a participatory online platform to collect relevant information on all public investment priorities across the EU to support innovative projects. Together with policy-makers in regional and national administrations, we have collected this data in a crowd-sourced way. As a result, more than 20 new innovation partnerships were launched.

3. Dissemination of good practices. Most administrations are eager to effectively prioritise actions, yet often lack examples to learn from. Our project has become a knowledge hub on innovation policy design, based on the experience of providing binding feedback to improve more than 180 local development strategies linked to investments worth more than €35 billion through the EU's Cohesion Policy.

Political endorsements from the EP, the European Council and the CoR have repeatedly confirmed the value of our support for improving EU investments for local development. Inside the EC, our work has triggered new joint initiatives and dialogues across several DGs that coordinate three project portfolios covering more than 80 regions through the involvement of over 120 stakeholders. By streamlining our participatory methods across organisations and encouraging a more transparent justification for public investments, we have brought policy-making closer to citizens and local stakeholders. Positive media coverage underscores how our approach to local development has enhanced collaboration between businesses and the public sector, with significant potential for creating jobs.

The Cooperation Fund

Submitted by the European Union Intellectual Property Office (EUIPO)

★ ★ ★ ★ *Nominee*

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Size of organisation
500-5000; people involved: >15

Type of sector
Public administration, modernisation and
reform

Key words of project
Intellectual property, IP modernisation,
IP harmonisation, IP enforcement

Every business should be able to access trade mark and design rights, and in the EU, this can be done either at national or European level. In the EU Member States, national intellectual property offices register trade mark and design rights valid in that particular member state. At European level, the decentralised agency of the EU, the European Union Intellectual Property Office (EUIPO) administers unitary protection for businesses looking to secure their trade mark and design rights across the EU. This parallel system is a critical aspect of the intellectual property (IP) system, enabling businesses to obtain the right protection for their needs.

In 2010, some IP National offices had fully electronic systems, making it easy to apply online for a trade mark or design. Some did not, resulting in delays and barriers for many businesses to secure IP rights. The IP offices and main User Associations of the EU therefore began to work together on a unique venture to improve the IP system in the EU, known as the Cooperation Fund.

The Fund was financed entirely by EUIPO, with a budget of €50 million. In five years, it developed, built and implemented tools and services geared towards helping users secure their IP rights in the EU, and helping EU IP offices to go online – saving time and money for their users, particularly SMEs, which represent 99% of all EU businesses.

The Cooperation Fund was collaborative at its very core, building tools and services not just for users and IP offices, but with them. Through a project-based structure, it leveraged the expertise of EU national office experts, IP professionals and businesses to build a series of advanced tools, services and solutions that covered every aspect of the IP life cycle; from the initial search process, through to application and registration; management and also – crucially – enforcement of IP rights.

The Cooperation Fund touched every single EU IP office, with more than 300 people across the EU working to achieve its aims – national office experts based in their own Member States, EUIPO staff, businesses and IP professionals. A maximum of around 165 integrations of the tools and services was foreseen. But in the end, over 370 integrations had taken place with, on average, €1.88 million invested in each IP National Office. The IT tools developed were transferable from one IP Office to another. Each tool was entirely free to use, and reflected a different aspect of the IP process. To increase accessibility, they were all gathered through one common portal.

Five years down the road, for the first time, trade marks and designs can be filed electronically all over the EU. It has never been quicker and easier to file a trade mark or a design, through reliable and user-friendly technology. Powerful databases containing over 40 million global trade marks and 10 million global designs are at the reach of anyone who wants to use them. Businesses and enforcers are connected through a single platform to help in the fight against counterfeiting.

Court Audio Record Labelling System TIX

Submitted by the Court Administration of the Republic of Latvia

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Size of organisation
50-100; people involved: >15

Type of sector
Information society and digitalisation; Public administration, modernisation and reform; Public order and safety, justice and human rights

Key words of project
Court audio record labelling system

TIX is a court session audio recording solution, enabling to conveniently prepare clear and interactive court session protocol in PDF format with linked text and audio data.

TIX eases audio recording of court sessions, combining the written information with the audio record in one interactive protocol of PDF format, corresponding with the standard of the industry. The protocol of PDF format consists of the general information of the court session, audio record of the court session and course of the court session, organised pursuant to statements or issues to be adjudicated that are linked with the place in audio record. Preparation of the protocol does not require a lot of time, because the recorder must record only the issues to be adjudicated. Full information on the course of the court session is provided by audio record. While, the place of interest in the audio record is to be found fast in the interactive protocol by pressing on the relevant issue to be adjudicated.
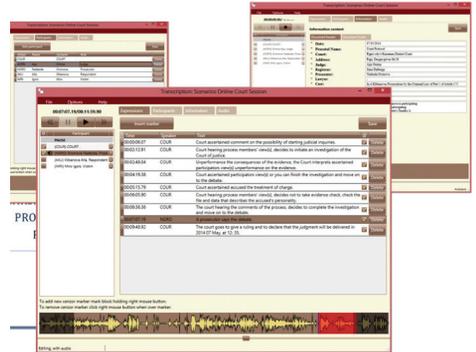
Format of the protocol (PDF file) is perfectly suitable for alignment and distribution. Already before signing the protocol contains a full audio record, which serves itself as a testimony of the course of the court session and enables to ascertain on the compliance of the written with the said on the day of alignment. PDF file is suitable for both, signing with an electronic signature as well as printing and physical signing. The protocol is to be conveniently distributed electronically, because it contains all information in one file, which can be viewed through free software Adobe Reader (de-facto standard of the industry for work with PDF).

TIX court session audio recording solution is provided to improve the work with traditional court session recording options:
- Written protocol either contains only the summary of the said or preparation thereof is time-consuming. Besides, the written protocol does not guarantee that the written corresponds with the said. In order, the written protocol would be considered as binding, the involved parties need to coordinate and sign them.
- Audio records contain full course of the court session, but alone they are difficult to be used. Everyone, who has had to find the interested topic discussed in the audio record of the court session, understands that it requires a lot of efforts. Besides, audio records do not contain general information on the session (a list of participants of court sessions, information on the matter and other general information of the court session), unless it is discussed right during the court session itself.
- Use of the written protocol together with audio records solve only a part of issues and cause few new ones. It is still complicated to find the interested part in the audio record and there is an issue appearing on how to distribute two files, without losing the mutual relation thereof, if more than one protocol is to be processed at the same time.

Standard Business Reporting

Submitted by Logius

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Size of organisation
100-500; people involved: >15

Type of sector
Information society and digitalisation;
Public administration, modernisation and
reform

Key words of project
Lowering administrative burden, creating
transparency and accountability, cross-
domain standardisation, define once

Before the introduction of the digital reporting framework Standard Business Reporting (SBR), companies were asked by various government agencies to deliver the same information in multiple ways. For the same data definitions, different data sets were used. This created for businesses a situation of unnecessary administrative burden, extra costs and frustration. For government agencies, it created a situation of not fully transparent, reliable or comparable data. For society, it resulted in a situation where tax money was spent on time-consuming, manual administrative processes instead of the core activities of the government. The Dutch government has implemented SBR in close cooperation with private stakeholders.

When starting, different principles were formulated that SBR would have to address on a higher level: the contribution to reduce administrative burden; the close cooperation between government and business; the realisation of reliable, comparable (financial) data; the adoption of technology to facilitate regulatory compliance; the possibility to re-use information to stimulate economic growth.

SBR is innovative because of the combination of three key principles:
1. Standardise on data definitions, processes and technologies throughout the information chain, cross-domain.
2. Cooperate between the public and private sector in a public private governance.
3. Adapt processes, laws and reporting frameworks if necessary in order to maximise efficiency.

SBR is not a product or a service, but a methodology in which all stakeholders determine a common set of standards, preferably open standards. That's a new, proven and innovative concept. SBR does not prescribe any software, but merely agrees on standards (standards level playing field).

SBR now accommodates the exchange and processing of tax filings and financial reports on a large scale in the Netherlands. For the Netherlands, SBR is a cross-domain method and used by: The **Tax Administration** for about 40 information chains (with 17,000 intermediaries, working for all businesses (1.5 million) in The Netherlands; The **Chamber of Commerce** for the annual report that organisations (mandatory for 900,000 organisations) had to deliver to them (often via one of the 17,000 intermediaries); **Statistics Netherlands** for statistical information from entrepreneurs; **Education Executive Agency** (Ministry of Education) for the annual report from elementary school to university: 1667 in total; **Intra governmental**: all 11 ministries will use SBR for all financial systems concerning their yearly budget and the overall State budget; **Banks**: four major banks use SBR with their business clients for credit reports; **Housing corporations** will use SBR for sending their annual reports (and more) to their regulator.

The established growth in the use of SBR shows its success: a growing number of information chains using SBR (from 23 in 2015 to 47 in 2016), a growing number of SBR messages (from 8 million in 2014 to almost 30 million in 2016) next to an actual reduction of administrative burden, more financial transparency and higher quality of data.

Vensters

Submitted by ICTU, KING Municipalities and the Dutch Ministry of the Interior and Kingdom Relations

★ ★ ★ ★ *Nominee*

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Size of organisation
100-500; people involved: >15

Type of sector
Public administration, modernisation and
reform

Key words of project
Good public management, public service,
public value

What is Vensters?
'Vensters' is an instrument that allows municipalities, provinces and water boards to gain an overview of the performance and functioning of their management. The instrument also allows them to compare their performance with other public organisations. Vensters is a diagnostic and learning instrument. It helps managers to have meaningful conversations about ambitions, choices and improvements.

Since its launch, the number of participants has risen to over one hundred public organisations. This number is expected to increase further in the coming years, since business management and public service have become a key factor in the way local government is performing these days.

Co-creation
In 2013 Vensters was established and funded with the support of the Dutch Ministry of the Interior and Kingdom Relations. From the very beginning, it has been a project from and for public organisations such as municipalities, water boards and provinces. Individual organisations and the relevant public associations have been and are closely involved in development and implementation. Currently the project is funded only by contributions from its participants.

How it works
The instrument looks at the performance of public organisations from different perspectives or through different Windows (*Vensters*). A fact-finding survey maps the performance of management or services based on objective performance indicators. This research focuses for example on the costs of absenteeism, overhead, ICT costs, energy consumption, social return, service digitisation, service efficiency at the front desk, etc. On the other hand, there is an experience survey that provides insight into goals, business maturity, balance between key choices (like standardisation vs. flexibility) and internal customer satisfaction or satisfaction with the service.

Vensters also seeks to refresh the way in which performance management or performance comparison works, trying to increase the value. For example, by increasing transparency, stimulating accountability and innovative reporting:

- **Transparency**: Vensters provides government organisations with numbers as a starting point for conversation. Everyone gets an insight of each other's results, there are no divisions between government layers. With this, Vensters promotes transparency within and between government layers.
- **Not normative**: Vensters does not judge or give meaning to KPI's. It's up to the participants to judge whether they are content with their performance or not. In so-called '*duidingsgesprekken*' (explication conversations), Vensters' advisors help the senior management to reflect on the KPI's, their coherency and reflect about their own performance.
- **User-friendly App**: Rather than producing extensive reports, Vensters presents the data as a user-friendly dashboard in an interactive app, which they can use on a daily basis. The user friendliness of the tool enables top management to use it without the assistance of supporting civil servants.

Maps of Healthcare Needs

Submitted by the Ministry of Health of the Republic of Poland

EU Funded

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500-5000; people involved: >15

Type of sector
Health

Key words of project
Maps of healthcare needs, healthcare mapping

Polish government authorities, providers and patients complained that there is no system-wide approach to healthcare provision. As major drawbacks of the system, they have been regularly pointing out the lack of reliable and up-to-date information on how certain areas operate and the fact that decisions regarding these areas were made without the thorough analysis of needs and capabilities. To address these concerns the Department of Analyses and Strategy of the Polish Ministry of Health decided to develop Maps of Healthcare Needs aiming to analyse the current state of the Polish healthcare system and define future needs.

Maps of Healthcare Needs are primarily based on the data of the National Health Fund, an institution that oversees the financing of all state-provided medical services in Poland. Several other sources of information were also utilised e.g., Central Statistical Office data and several disease-specific registries. Collected data was separated into 32 groups of diseases and analyses were performed for each group separately.

Healthcare Needs Maps are being created by the team of analysts from the Ministry of Health and separately contracted medical experts. Such cooperation of people with statistical knowledge and people with medical expertise was indispensable if the maps were to provide reliable and useful information. The medical community is one of the main groups (alongside administrative officials and patients) who benefit from the Maps existence. That is why for every group of diseases several consultation panels were organised, where analysts from the Ministry and employed medical experts met with the most prominent representatives of the medical community within respective field. Suggestions from these representatives were meticulously discussed and, if feasible, implemented.

The joint effort of the administration and medical community resulted in the creation of region and disease specific documents. In case of every disease group 16 Maps were published (one per voivodship) and general conclusions from these Maps were incorporated into a single document with conclusions and recommendations. Every document comprised the analysis of hospital, ambulatory, primary care and a plethora of structure, process and outcome indicators. These indicators vary from basic ones, like the number of hospitalisations, to elaborate quality measures, like risk-adjusted delivery structures in case of obstetric map. All indicators were analysed on the regional and provider level, so that comparisons could be made not only between voivodships, but also between individual hospitals and ambulatories.

Even though Maps are a young creation that should be constantly improved, its novelty and significance is not to be ignored, as healthcare mapping and needs forecasting is to have a direct impact on hospital funding, infrastructure investments, and future policies.

EPSA2017087

Sea Traffic Management – Connecting the Business Value of the Maritime Industry

Submitted by the Swedish Maritime Administration

★ ★ ★ ★ *Nominee*

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500-5000; people involved: >15

Type of sector
Environmental protection, climate change and agriculture; Information society and digitalisation; Transport and infrastructure

Key words of project
Sea Traffic Management, safety, efficiency, environment, e-navigation

Sea Traffic Management (STM) is a concept with open services based on standardised maritime information sharing. STM is co-funded by the EU since 2010 in three consecutive projects involving 14 EU partner countries and Norway. In the current STM Validation project, the involved EU-countries are Austria, Cyprus, Denmark, Finland, Germany, Ireland, Italy, the Netherlands, Portugal, Spain, Sweden and the United Kingdom. STM has taken input and inspiration from the Air Traffic Management work conducted under the SESAR umbrella.

The maritime industry has traditionally been a conservative industry with many independent actors. Sharing information used to imply a competitive disadvantage. However, other transport industries have realised that if all actors start sharing data, all will be winners.

STM services assist all actors across the maritime industry:
1. **Voyage Management** services will provide support for individual ships in both the planning process and during a voyage, including route planning, route exchange, and route optimisation services including avoiding environmentally sensitive areas.
2. **Flow Management** services will support both onshore organisations and ships in optimising overall traffic flow through areas of dense traffic and areas with particular navigational challenges.
3. **Port Collaborative Decision Making** services will increase the efficiency of port calls for all stakeholders through improved information sharing, situational awareness, optimised processes, and collaborative decision-making during port calls.
4. **System-Wide Information Management will facilitate** data sharing using a common information environment and structure. This ensures the interoperability of STM and other services.

STM services help ships take the most fuel-efficient routes. Studies have indicated a potential 12% fuel savings in one area. Every percentage point is worth €1 billion per year across Europe. Half the value derives from reduced costs for ship-owners and the other half from societal savings due to reduced emissions. Further fuel savings come from port call synchronisation avoiding unnecessary anchoring: one example indicates saving 4.1% of the total fuel cost for all ships by anchoring ships over the last 230 nautical miles with a potential to triple and arriving just-in-time.

Other ports later in the ship's schedule and all hinterland actors would benefit from getting accurate news on delays and actual arrival times. Instead of having every company involved in the maritime transport chain building their own predictive software and processes, STM could provide common services available to all actors involved.

Information sharing will also reduce the number of collisions and groundings by more than 60%, leading to obvious savings for ship-owners and insurance companies. Moreover, a decrease in the number of collisions and groundings also means a reduction of the public cost for decontamination.

Crime Reduction Toolkit

Submitted by the UK College of Policing

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Size of organisation
500-5000; people involved: 1-5

Type of sector
Information society and digitalisation; Public administration, modernisation and reform; Public order and safety, justice and human rights; Science, research, innovation

Key words of project
Crime, crime reduction, evidence

The Crime Reduction Toolkit has been created by the College of Policing. The College of Policing was established in 2012 as the professional body for all those working in policing and is part of a new network of What Works Centres established by the UK Government. The role of the What Works Centres is to improve outcomes for citizens by enabling decision making, at every level, to be based on the best available research evidence. Developed in partnership with a consortium of eight universities, led by University College London, the Crime Reduction Toolkit is one of the College's central products and was launched in 2015. It is an online tool which provides easy access to the best available research evidence on the effectiveness, or not, of interventions to reduce crime.

The content of the toolkit was drawn from a mapping exercise carried out by the College's consortium of academic partners, which identified 300 systematic reviews covering a wide range of interventions. A systematic review summarises the research evidence from a number of studies on a particular topic and uses strict criteria to exclude studies that do not fit certain quality and methodological requirements. Some systematic reviews include meta-analyses which use statistical tests to estimate the overall effect of an intervention by combining data from multiple studies. Only interventions that have been subject to a systematic review have been included in the Crime Reduction Toolkit. Fifty interventions are currently included in the toolkit with more being added as the evidence base increases.

The Toolkit can be used by crime reduction practitioners and decision-makers to help them to understand what works well (and what doesn't work) according to the best available evidence. It allows them to assess different interventions in terms of their impact on reducing crime and the strength of the evidence. Toolkit users can also clearly see if there is any information on how and where interventions work best and whether the research includes any information on implementation and economic cost. Clicking on the intervention title provides a summary of the findings, any noteworthy issues relating to the intervention, and access to the references for further reading.

The Toolkit has embodied the purposes and functions of the What Works Centres, which have a remit to:
- generate evidence of what works in a defined policy area;
- transmit evidence to specific user groups in a user-friendly format; and
- encourage the adoption and intelligent use of evidence, and contributions to the evidence base.

The Crime Reduction Toolkit is the world first at presenting all of the systematic review evidence on crime reduction interventions. It provides a wide range of crime reduction interventions in one central repository, allowing users to search by keyword, impact on crime or by victim, offender, location, property crime and violence crime.

Regional Level

Statistics
Project executive summaries

Statistics

Out of a total of 149 projects received, **19 projects** came from the **Regional Level**. In the statistics below you can see the number of applications by country, the sectors covered, the size of the submitting organisations and the distribution of Best Practice Certificates by country.

## Applications by country
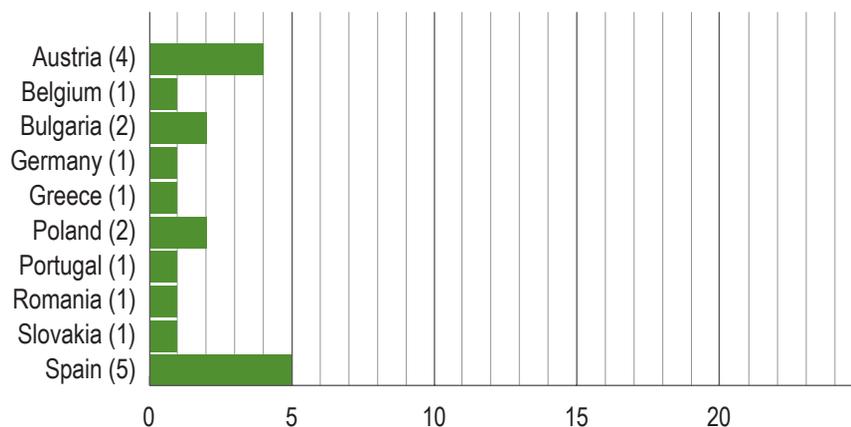
Sectors covered by all applications*

1	Information society and digitalisation	47%
2	Public administration, modernisation and reform	42%
3	Health	21%
4	Education	16%
5	Recreation, culture and religion	16%
6	Environmental protection, climate change and agriculture	11%
7	Economic affairs	11%
8	Public order and safety, justice and human rights	11%
9	Social protection	11%
10	Science, research, innovation	5%
11	Taxation, customs, finances	5%
12	Transport and infrastructure	5%
15	Other...	11%

*   This table shows the share of applications having been submitted under each of the given sectors. Please note that one application may fall under various sectors.

Applications by size of organisation

- 1-25 (2)
- 25-50 (1)
- 50-100 (2)
- 100-500 (6)
- 500-5000 (4)
- >5000 (4)

Best Practice Certificates (BPC) by country (5 of 19)

Austria (1)
Belgium (1)
Greece (1)
Poland (1)
Spain (1)

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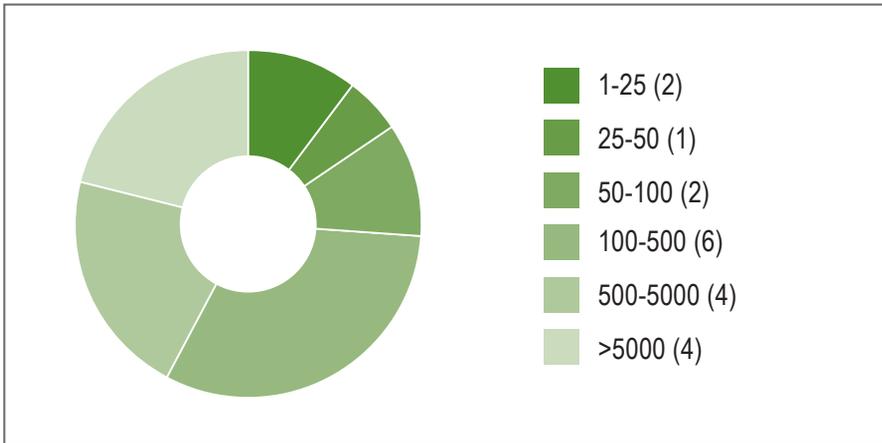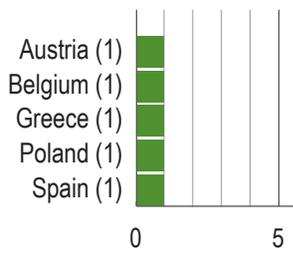
Open.Heart Project

Submitted by the Ombudsoffice for Children and Youths Salzburg

★ ★ ★ ★ *Nominee*

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Size of organisation
1-25; people involved: 1-5

Type of sector
Social affairs; Migration and integration
policies

Key words of project
Social inclusion, mentoring, young people,
refugees, social networks, foster care,
equal opportunities

The Open.Heart project was developed by the *Kinder- und Jugendanwaltschaft Salzburg* – the regional government's body for child and youth advocacy – in 2015 as a response to the unmet needs of young refugees living in Salzburg. Despite being under the age of 18, unaccompanied asylum seeking children are unable to access the same level of support granted to Austrian born children. The support for these young people stems from governmental funds allocated to (adult and child) asylum seekers rather than being taken from general funds allocated to child and youth welfare. As a result young people are structurally excluded from opportunities available to their Austrian peers, for example they are excluded from accessing foster care.

The *Kinder- und Jugendanwaltschaft Salzburg* – whilst continuing to fight this two-tier system – tried to address some of the consequences of these issues by establishing the 'Open.Heart' project. The individual care and support available to young refugees is limited as a result of the differential treatment described above and with this project the *Kinder- und Jugendanwaltschaft* aims to enable young people to access additional support in their daily lives. As previous research has shown, social networks are central for young refugees to enhance their resilience and general wellbeing. Researchers have repeatedly pointed out the importance of informal supporters for refugees' ability to settle in their new environment.

The Open.Heart project prepares volunteers to become mentors for young unaccompanied refugees. Also, the *Kinder- und Jugendanwaltschaft* has successfully fought for a model of foster care which is closely interlinked with the mentoring project. Mentors can be individual people as well as groups of people, such as families or friends. They receive training regarding important issues affecting the young people's lives. Six modules cover the asylum system and state support available to young refugees, experiences of trauma and intercultural communication. The project team also holds long conversations with both young people and mentors in order to address expectations and wishes for the mentorship.

After having been 'matched' mentors and mentees meet on a regular basis – mentors are expected to be able to meet the young person at least once a week over a longer period of time. The project team continues to provide support to those involved, organising regular 'rounds of reflection' for mentors and mentees and providing one-on-one support when needed. Furthermore the project offers ongoing training – for example on interfaith dialogue. Lastly, if mentors are able to offer living space, the mentee and mentor can decide to move on to a supported foster care arrangement.

From its beginnings the 'Open.Heart' project has been accompanied by an evaluation team based at the University of Salzburg. The first results show that the project not only benefits young people, but is also experienced as highly rewarding by mentors. Our ongoing evaluation has shown that both sides are able to learn through and with each other. The project has thus been shown to make a vital contribution to processes of integration and social inclusion.

Low Emission Zone Antwerp

Submitted by Informatie Vlaanderen

★ ★ ★ ★ *Nominee*

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Size of organisation
100-500; people involved: >15

Type of sector
Environmental protection, climate change
and agriculture; Health; Information
society and digitalisation; Transport and
infrastructure

Key words of project
Low Emission Zone, air pollution, data
exchange, automated, reuse, privacy,
standards, MAGDA, authentic data sources,
social corrections, smart city

To improve air quality and public health by eliminating polluting vehicles, one of the first fully-automated Low Emission Zones (LEZs) in Europe was successfully activated on 1 February 2017 in the city of Antwerp.

A close collaboration was realised between the local level (Antwerp), Flemish level (Environment Department, OMG) and *Informatie Vlaanderen*, and federal level (Crossroads Bank for Enterprises (KBO), National Registry of Natural Persons (RR) and the database of registered vehicles (DIV)).

In a 24/7 accessible application, the public can check whether their vehicle is allowed into the LEZ, and purchase a necessary permit.

The existing camera network was reused and extended to register number plates of vehicles entering the LEZ and for further police and security purposes (as part of Antwerp's smart city infrastructure).

Through web services offered by *Informatie Vlaanderen's* MAGDA platform, these number plates are checked against the DIV database. Next, the technical specifications of the car are compared to the access criteria for entering the LEZ (determined and stored by OMG), alongside a list of vehicles that have installed an approved soot filter or are considered exceptions (e.g. handicap-adapted vehicles, …).

The list of to be penalised vehicles and their information is sent to Antwerp, where a final visual check between photo and matching data is executed. After this final verification, the name and address of the owner of the non-conforming vehicle are obtained from the RR or KBO databases in order to send a financial penalty.

Data transfers between sources and partners make use of the MAGDA platform, using international and European standard data formats. MAGDA ensures the privacy of citizens and guarantees no third party access to data, conforming to European, Belgian and Flemish privacy laws. MAGDA also limits the amount of data transferred to partners in the LEZ consortium; e.g. OMG has no access to data about ownership or whereabouts of vehicles, and Antwerp has no access to data about ownership and location of vehicles abiding the LEZ rules.

The complexity of this project lies in the volume of transferred data (>300,000 vehicles daily enter the LEZ) combined with achieving a flawless cooperation between different levels of government. Furthermore, the system was designed to be reusable for other cities and the LEZ web services reusable for other projects, to optimise investments and funding.

LEZ in Antwerp has succeeded in ticking all the boxes.

A Root and Branch Reformation of an Organisation's Business Model

Submitted by the Region of Crete

★ ★ ★ ★ *Nominee*

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Size of organisation
500-5000; people involved: >15

Type of sector
Information society and digitalisation; Public administration, modernisation and reform

Key words of project
Digital transformation, Business Process Reengineering, Efficiency, Innovative Services, Intelligent Systems, Transparency, Collaboration, Customer-centered approach

The Region of Crete, in a challenging endeavour to reform the services provided by the Directorate of Transport and Communications (DTC), developed a Strategic Plan that outlines the main steps towards the utilisation of an organisational change management process. This comprehensive approach has been steered by a set of solid work ethics: Quality of Service, Transparency and Efficiency. Key enablers of this project, such as regional leadership, civil servants, strategic partners and citizens, were effectively empowered. Through their involvement, a value-added cooperation paradigm was formed.

A systematic analysis revealed the following pillars of action, which are necessary for a holistic organisational improvement:

a. **People-focused Working Environment.** Organisational innovation involved changes in the working environment, the operational model and the customer service culture. A people-focused workplace with reception desks, ergonomic working stations and a transparent public service environment was created.

b. **Information and Knowledge Management**. The digitisation of the physical record archive was carried out through a Social Inclusion Programme of the Greek Employment Organisation involving long-term unemployed persons. A highly motivated team digitised 100.000 folders (roughly 4 million pages). The digital record was digitally signed and fully validated with respect to the original paper record through quality and quantity controls. The digital archive is now a vital part of DTC's automated processes.

c. **Standardisation and Business Process Reengineering (BPR)**. BPR involves process mapping, procedure simplification, process redesign, process automation and KPIs measurements. The standardisation process includes new application forms and work instructions and the generation of dynamic QR codes for a seamless incorporation in the new processes.

d. **Innovative e-Government ICT applications**. In order to facilitate digital service delivery and citizen service mechanisms, new innovative IT applications were developed by ICS-FORTH, our EPSA2017 partner organisation, involving the Human-Computer Interaction (HCI) Laboratory of the Institute of Computer Science (ICS), of the Foundation for Research and Technology – Hellas (FORTH). The developed IT solution consists of several services and applications that address major operational problems, such as poor levels of service, lack of trust and transparency issues.

The overall approach adopted for this project was based on user-centered design, empowered by concepts of participatory design and coupled with agile software development. The currently available applications and services range from a new web portal available for PC and mobile devices over interactive touch screen information systems in the waiting area, e-services for citizens or an appointment service to smart queues for citizens without booked appointments. Moreover, essential and modern administrative and back-office applications such as business intelligence systems, citizen management and physical record tracking and assignment systems were introduced. It has been demonstrated through this case study that the implementation of **radical and rigorous horizontal solutions** in public sector organisations is feasible. It can result in the transformation of the Greek public sector into being **more flexible, efficient** and therefore **competitive**.

One Stop Shop in Catalonia

Submitted by the Regional Government of Catalonia, Ministry of Business and Knowledge, Business Management Office

★ ★ ★ ★ *Nominee*

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Size of organisation
50-100; people involved: >15

Type of sector
Economic affairs; Public administration, modernisation and reform

Key words of project
Integration of services, multi-administration, multi-channel, standardisation, speed and efficiency, networking

This new relationship model between businesses and government aimed at facilitating economic activity is based on confidence in entrepreneurs and is focused on reducing administrative burdens and bureaucracy. It is a change of direction in which the company should be placed in the spotlight of public policy and not the other way around. This new approach has involved a **transformation of the legal framework** as well as a **wide technological change**, but above all it is an internal organisational change that causes a **real cultural change of the administration compared to how it is traditionally understood**.

The government has achieved this change of direction through two plans for the implementation of the One Stop Shop, with the following methodology:

1. **Rationalisation and simplification of government procedures** in order to eliminate unnecessary administrative burdens. The project team has eliminated 80 procedures and simplified 68% of those remaining.
2. **Implementation of the One Stop Shop (OSS)** as a reference point for entrepreneurs and corporations when dealing with government bodies, with the following characteristics:
   - Integration of services and unified processing of all procedures required by companies throughout their life cycle, regardless of the government authority responsible: State, regional or local.

- Multi-channel: the online channel is prioritised, but entrepreneurs can choose other channels.
- Standardisation and homogenisation management throughout the region: the same processing for the same activity in all 947 municipal councils in Catalonia.
- 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.
- Networking: collaborative service provision model.

So, Catalonia has now a fully operational One Stop Shop, with 524 procedures included in its catalogue, which provides entrepreneurs and companies with comprehensive multichannel services for all levels of government. This means that processing takes place at a single point, and ensures that procedures are swift and proficient. In order to implement the OSS, it has been necessary to create several technological resources. We can highlight the OSS website, designed to help entrepreneurs with their administrative procedures, regardless of the government body responsible. The website includes an innovative online tool based on a series of questions that help to define and inform about the necessary procedures, the order in which they have to be carried out, requirements, documents needed, forms and fees. This large scope project affects all authorities responsible for the legalisation of activities as well as authorities with transversal responsibilities on IT issues or technical regulations of the different levels of government. This has been made possible thanks to the approval by the Parliament of Catalonia of Law 16/2015 on Administrative Simplification that covers three key issues: 1) Minimal administrative involvement in business start-ups. 2) The OSS model to be implemented in Catalonia. 3) The information system to remove obstacles to access to business. These procedures apply to a set of activities with no or low risk that account for 75% of all economic activity and benefit 435.000 companies/corporations and almost 1.5 million workers.

Deaf Help

Submitted by the Warmian-Mazurian Voivodeship Office

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Size of organisation
100-500; people involved: 1-5

Type of sector
Health

Key words of project
Deaf help, emergency, emergency notification

There is no doubt that in recent years Poland has taken an important step towards fully integrating people with hearing impairment. This is a milestone for the adoption of the Sign Language Act and other forms of communication, the main goal of which is to provide an adequate level of support for people with hearing impairment and to help overcome barriers to communication with public institutions, emergency services and health care institutions. This law is also the first widely accepted legal act in Poland, which explicitly emphasises the law of the deaf and hard of hearing to communicate through freely chosen means of non-verbal communication. At the same time, a new opening for the realisation of the rights of people with disabilities, including deaf people, is a change in the telecommunications law resulting from the new obligations of providing telephone services.

Despite various legal solutions, the social situation of people with hearing impairment should be assessed as still very unfavourable. The area which requires a great commitment of government, local governments and social partners is education of the deaf and hard of hearing, in particular the introduction of real opportunities for learning in Polish and learning Polish as a second language. The discussion on sign language law eliminates the need for legislative changes as well as changes in the practical application of this law, as well as the reasons for its low implementation.

The Warmian-Mazurian Voivodeship Office in Olsztyn has bent over this problem and – in cooperation with representatives of the Deaf – prepared a solution. In May 2015, a dedicated SMS gateway was launched. After registering in the Emergency Call Center, the person receives a number to which he/she can send a text message (SMS) in the event of an emergency. The registration form includes, among others, home address, medical conditions, contact details of the caregiver. Just after launching the solution, the reality proved to be much more demanding. Most of deaf people, especially in emergency, stressful situations, cannot or are unable to write a message understandable for the operator. Another 'brain storm' brought an effective solution. And so Deaf Help was developed for mobile devices. The principle of operation is very simple and consists in encoding the alarm message with clear pictograms. Several categories of events were selected in cooperation with the services and dedicated pictures were assigned to them: fire, accident, thief, diabetes, etc. It was decided that the selected categories of events are due to the type and number of necessary emergency services. These categories make it easier for the Emergency Call Center operator to decide which services should be informed about the event. Deaf Help takes a few seconds and it comes down to: category -> subcategory -> address -> comment -> send (e.g. fire, house, address from form, 2nd floor). Technical solutions are just one element of the agreement. The Deaf as part of the training, visit the Emergency Call Center, get acquainted with the functioning of the medical dispatcher and learn to give first aid. Emergency Call Center and representatives of the deaf community also work on a paper version of the 'communicator', in which members of the rescue teams and other emergency services will be equipped. This solution is intended to facilitate communication at the scene of the event.

Supra-Local / Local Level

Statistics
Project executive summaries

Statistics

Out of a total of 149 projects received, **70 projects** came from the **Supra-Local / Local Level**. In the statistics below you can see the number of applications by country, the sectors covered, the size of the submitting organisations and the distribution of Best Practice Certificates by country.

Applications by country
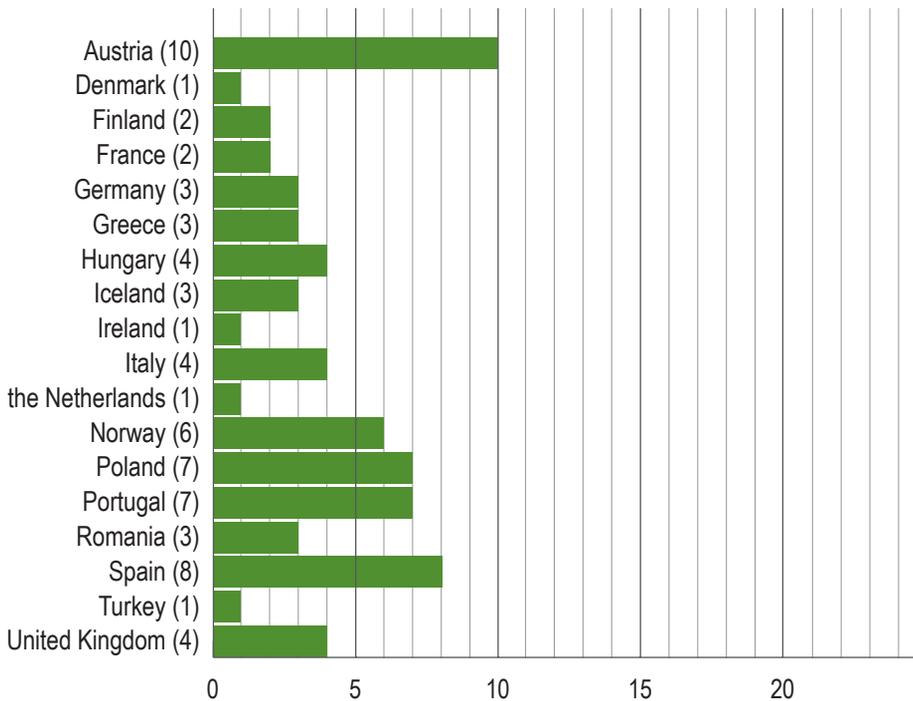
Sectors covered by all applications[*]

1	Public administration, modernisation and reform	57%
2	Education	24%
3	Health	23%
4	Employment and labour-related affairs	21%
5	Information society and digitalisation	19%
6	Social protection	19%
7	Science, research, innovation	16%
8	Environmental protection, climate change and agriculture	14%
9	Public order and safety, justice and human rights	13%
10	Economic affairs	11%
11	Transport and infrastructure	11%
12	Recreation, culture and religion	9%
13	External relations	7%
14	Taxation, customs, finances	7%
15	Other...	7%

* This table shows the share of applications having been submitted under each of the given sectors. Please note that one application may fall under various sectors.

Applications by size of organisation

- 1-25 (7)
- 25-50 (4)
- 50-100 (4)
- 100-500 (17)
- 500-5000 (27)
- >5000 (11)

Best Practice Certificates (BPC) by country (16 of 70)

Austria (2)
France (1)
Germany (1)
Iceland (1)
Italy (1)
the Netherlands (1)
Norway (2)
Portugal (2)
Romania (1)
Spain (2)
United Kingdom (2)

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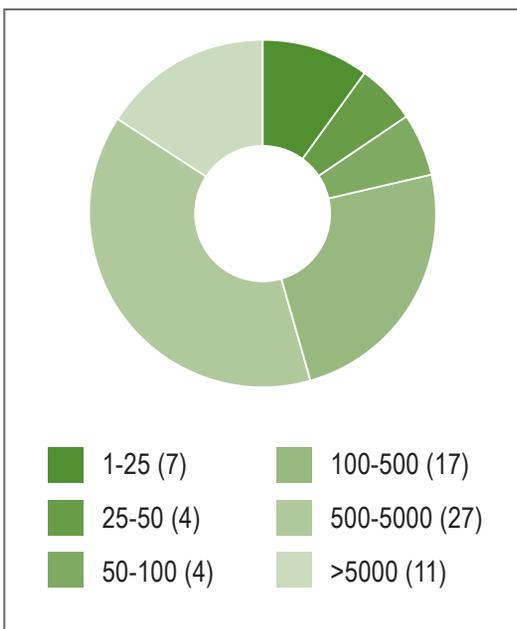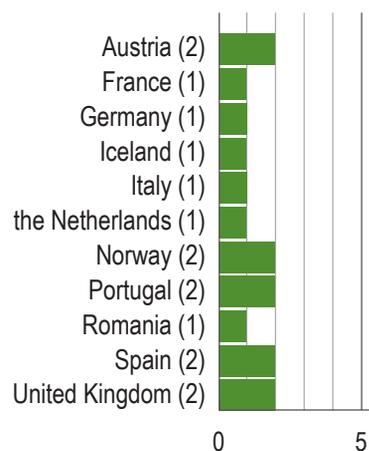
Talents for Austria

Submitted by the City of Trofaiach and the Institute for Talent Development

★ ★ ★ ★ *Nominee*

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Size of organisation
100-500; people involved: 1-5

Type of sector
Education; Employment and labour-related
affairs; Public order and safety, justice and
human rights

Key words of project
Unaccompanied Minor Refugees,
integration, school for young refugees,
education, values, employment

Due to demographic trends and low birth rates in the past years, Austria faces a striking lack of apprentices and skilled workers. At the same time, a steady stream of refugees comes into the country, among them talented and motivated unaccompanied minors. In 2015, the city of Trofaiach and the Institute for Talent Development joined forces and founded the project Talents for Austria, to provide the missing link between the Austrian job market and migrants reaching the country, through the following model: Boarding School – Education – Job Training – Job Placement – External Job Support.

Talents for Austria combines primary care, education, job training and job placement for unaccompanied minor refugees (UMR). The focus areas of this model project, which is the only one of its kind in Austria, are linguistic competences (German), basic education (Mathematics, Social Studies and Science), knowledge of customs, lifestyles and culture (values), as well as a specialist job training (for construction, gastronomy, local and regional small and medium-sized enterprises) and job placement. In two Talent for Austria schools in Styria (Trofaiach, Niklasdorf) 75 UMRs are currently being trained and complete the programme with an official internationally renowned German language certificate (OESD; level A2 or B1). One colleague is acting as job integration coach, providing support for employers and new employees during all steps of the recruitment process and beyond the start of work, should any questions or uncertainties arise.

Since the Institute provides housing, education and job training all under one roof, the UMRs learn Austrian culture and values in all settings (accommodation, school, workplace). Thus, we provide a perspective for a self-determined and independent life in Austria. The young refugees are completely integrated (language, values/culture, work), which allows them to become valuable members of our society. The specialist job training they receive significantly increases their chances of starting an apprenticeship and entering the job market. As apprentices, the UMRs contribute to the Austrian social system. At the same time, Austrian companies can fill vacant apprenticeship positions and respond to the shortage of skilled workers.

This approach provides a solution in times of big migratory movements and a growing shortage of apprentices and skilled workers due to demographic decline. Usually, only one third of the persons entitled to asylum have found a job after 5 years. Thus, our project is a simple calculation: the federal state 'saves' €10,000 per refugee per year, if he/she is not receiving needs-based guaranteed minimum income (*Mindestsicherung*). If two thirds of our 75 students (50 persons) enter the job market, we save the state approx. €2.5 million over the next 5 years. As of September 2017, 11 of our students have started an apprenticeship (0 drop-outs), 8 more have a preliminary apprenticeship contract and will be able to begin as soon as their asylum application has been granted. 6 are attending secondary schools and we have 10 further companies that want to hire our students once their asylum application has been decided on.

StartWien – Getting a head start in Vienna

Submitted by the City of Vienna

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60; people involved: < 25

Type of sector
Administration, integration, diversity

Key words of project
Immigration, asylum, integration, social inclusion, participation

Vienna is a city of immigration. Immigration requires integration, which needs commitment by both the host society and the immigrants. While we expect new migrants to adapt to their new country as quickly as possible, the host society needs to provide them with useful and prompt information about their new living environment.

StartWien was the first project in Austria providing a systematic approach to integration starting directly with the new migrants' arrival. It supports migrants in adjusting to their new living environment in Vienna providing prompt orientation as well as clear and competent information in their mother tongues.

The service is tailored to the individual needs of the following persons:
1. Third-country nationals who are older than 14 years of age and come to Austria as family members of Austrian or third-country nationals and are obliged to prove their A2 level German language skills within two years of their arrival in Austria (since 2008).
2. EEA nationals and their third-country family members who hold a certain type of residence permit (confirmation of registration) and are not obliged to learn German (since 2011).
3. Asylum seekers, persons eligible for asylum and persons with subsidiary protection status (since 2015).

In cooperation with the immigration office migrants are informed about various support offers such as:
1. Start Coaching Sessions which are offered in 26 different languages and aim at understanding the most important first steps towards living in Vienna. Migrants are also supported in finding a suitable German language course.
2. The Vienna Education Booklet which contains three language vouchers in the amount of €300 for third-country nationals and €150 for EEA nationals. They can be used to pay for classes offered by certified German language course providers if there are stamps on the back confirming the participation in information modules.
3. Information Modules in different languages, providing information about various topics such as education, housing, living together, working environment, questions regarding residence permits, profession, recognition of qualifications, self-employment, business start-ups and many more.

For refugees StartWien provides support in the framework of primary care as well as information modules which are tailored to their individual needs. During so called 'Vienna Charta Talks' refugees are informed about topics such as democracy, rule of law, human rights, basic rights, women's and children rights. They help refugees understand what the Viennese consider essential for good neighbourly relations and which rules are particularly important.

Since the start of the project, StartWien has reached about 87% of new migrants and 60,500 people have participated in 2,700 information modules.

Nordwärts

Submitted by the City of Dortmund

★ ★ ★ ★ *Nominee*

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Size of organisation
>5000; people involved: 6-10

Type of sector
Economic affairs; Education; Housing and community amenities; Public order and safety, justice and human rights; Recreation, culture and religion

Key words of project
Multi-level-governance, empowerment, social innovation, dismantling silos, co-creation, co-financing, evaluation and monitoring, budgeting for citizens' projects, urban development

The Nordwärts project is a 10-year structure project. In this project, based on the involvement and commitment of civil society, a development strategy is being devised for the northern districts of the city of Dortmund. Citizens, stakeholders, politics and the city's administration have joined up to discuss ideas and to cultivate needs-oriented projects which are suitable for developing the local area covered by the Nordwärts project for the good of the whole city. The strengths of the administration and the whole of the city's civil society are being brought together to give the project area innovative impetus. The project has ensured that many people participate in the main Nordwärts project, and in the development of innovative and transferable sub-projects. Both familiar and new forces within the stakeholder landscape have been brought together and areas of work and topics which had previously not been combined with each other have now been linked up to make use of as many synergies as possible.

The project strengthens how people identify with their own neighbourhoods, develops and re-develops available space to be future-proof and sustainable, safeguards jobs and creates new ones by attracting companies to locate here. The skills and expertise of the scientific institutions, the business community and the local people are integrated in the process and new sustainable multi-level governance structures, which break down 'silos', are being put into practice. Citizens and stakeholders are actively informed and included in the idea-finding and project development processes or receive support to develop their own projects. The methodologically diverse public relations work and strategic marketing attract people's attention to the project and the processes of project development. Public awareness of the overall project is intensified by bundling activities and by providing centrally organised proactive communication about the results and progress of the process steps.

An Advisory Committee made up of members of civil society accompanies the process, provides administrative support and is a permanent participation platform for civil society. It is thus the superordinate strategic project advisory body. Working on a voluntary basis, it advises the city authorities and the political decision-makers on all the strategic questions regarding the project. The process experience gained during this project enables people to initiate further positive, sustainable developments and to set up new structures in civil society. Long-lasting interdisciplinary cooperation allow more and more networks to emerge, harnessing non-monetary resources and skills for determining and implementing the project. The overall project is managed on the basis of a transparent mix of external and internal management structures, and is carried out on the basis of a jointly developed monitoring and evaluation system so it is performance-oriented, highly innovative and forward looking.

Knowledge transfer between actors is guaranteed and makes the overall process transparent. Coordination processes are speeded up enabling decisions to be made quickly. Instruments and procedures are developed and refined together. The structure, controls and transparency of the project mean it is a model for future-proof, innovative and transferable municipal process management.

Home Refurbishment Programme

Submitted by the Barcelona Provincial Council, Social Welfare Department

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Size of organisation
100-500; people involved: 6-10

Type of sector
Housing and community amenities; Social protection

Key words of project
Accessibility, personal autonomy, social inclusion, ageing population challenge, public-private cooperation, multidisciplinary approach, ICT

The Barcelona Provincial Council is an intermediate local authority with the aim to ensure the provision of municipal services and to support the work of local government. With around 5.5 million inhabitants, the province of Barcelona is divided into 311, mainly small and medium-sized, municipalities. Through its Area of Service for Citizens, Barcelona Provincial Council helps ensure welfare, quality of life and social cohesion at the local level. Among the services for the elderly, priority is given to those that help people live with greater independence in their own homes.

The purpose of the Home Refurbishment Programme in the Barcelona province (except for the city of Barcelona itself) is to guarantee minimum levels of accessibility, safety, hygiene, habitability and energy efficiency by carrying out refurbishment work in the homes of the most vulnerable elderly people.

The aim is to meet the challenge of an ageing population and increasing situations of dependency through a programme that enables people to live for longer in their own homes, thus improving their well-being by maintaining their own spaces and networks of relationships, while delaying the need for institutionalisation. Through a network of local agents involved in the programme, non-structural work and home repairs, mainly in the bathroom or the kitchen, are carried out and technical aids installed so beneficiaries can enjoy greater functional autonomy and quality of life at home.

The programme targets local authorities in the Barcelona area. Currently, 174 local councils participate in the programme (66% of all councils in the Barcelona area), which carry out 2,000 refurbishments a year. The applicants are people aged over 65, proposed by the municipal social services, who are in situations of fragility due to age, health, lack of personal autonomy, disability, dependence, vulnerability due to living alone or with another elderly person, or with financial difficulties. They also include people aged under 65 with special needs in terms of physical or mental ability to carry out activities of daily living at home.

An operational governance model has been created to manage relations between the different actors, which has helped scale interventions to improve accessibility and personal autonomy throughout the municipalities in the Barcelona province, reaching a large number of small and medium-sized municipalities.

The Barcelona Provincial Council is the institution that promotes, coordinates, manages and finances the programme, by contracting a company specialising in functional adaptation of homes, which is responsible for managing the intervention projects. The interventions are executed by building companies contracted by this corporation. Local authorities, as the authorities closest to the public, participate by identifying target beneficiaries and homes for the programme and by co-funding the work. Beneficiaries participate by assessing the programme, which has helped to adapt and improve the interventions. Third sector social organisations specialising in care for vulnerable elderly people and those with disabilities also work with Barcelona Provincial Council by designing and publicising the programme among their users and referring potential beneficiaries to participating local councils.

Destination Barcelona

Submitted by the Barcelona Provincial Council

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Size of organisation
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Type of sector
Economic affairs; Public administration, modernisation and reform; Recreation, culture and religion

Key words of project
Multilevel governance, sustainable tourism, territorial balance, deconcentration

The Destination Barcelona project came about as a result of the tourism policies of the last 20 years that have favoured a process of extending tourism across the region as part of a strategy of territorial rebalancing and socioeconomic development and the influence of the overwhelming success of the city of Barcelona as a tourist destination.

Given this scenario, Destination Barcelona is tackling two main challenges: how to regionally decentralise tourism from the city of Barcelona and consider Barcelona as a destination that goes beyond the administrative limits of the city, and how to articulate a competitive tourism offering beyond the city of Barcelona yet which takes advantage of the values of the Barcelona brand.

The general objective is to take advantage of the current tourism dynamic as an asset for local economic development so that the social, economic and environmental impact of the growth of tourism takes into account regional balance, the redistribution of the wealth generated, the carrying capacity, the creation of jobs and the sustainability of the model itself. The aim is to establish a win-win situation: with the city of Barcelona seeing its tourism offering diversified and increased, and the province of Barcelona improving its tourist positioning through its association with a consolidated brand that is recognised worldwide. This translates into two main working areas:

1. The institutional collaboration between Barcelona Provincial Council, Barcelona Municipal Council and the Turisme de Barcelona Consortium in the fields of promotion, product creation, tourist information and the creation of tourist intelligence that have facilitated a framework of collaboration to progressively align strategies, promotional actions and destination management.
2. The institutional collaboration between Barcelona Provincial Council and local authorities in the province to promote and stimulate regional tourism and hence improve the tourism offering and position it in both national and international markets.

The main innovative aspects of the project are how the cooperative model has allowed public policies to be aligned in a sector with very diverse competences between local and regional administrations, the decentralisation of urban tourism towards the hinterlands, and the consolidation of a regional relationship model to develop tourism aligned with common objectives. The Destination Barcelona model has the potential for being reproduced by other local or second-tier European regional authorities with responsibilities for tourism or in urban tourism destinations in Europe.

Some results show the joint development of statistics and surveys on tourist supply and demand, the creation of a joint Observatory, joint and complementary promotional actions, the inclusion of county-related products on the Barcelona marketing platform, the Barcelona is Much More web portal and the merger of the two Barcelona Convention Bureau, the creation of innovative tourism products, strategic plans for marketing and the economic feasibility of municipal tourism resources and the signage for tourist itineraries. In terms of communications, the creation of the *Barcelona és Molt Més* slogan (Barcelona is Much More) and its associated campaigns and the creation of regional brands that are also associated with the Barcelona brand: Barcelona Coast, Barcelona Landscapes and Barcelona Pyrenees.

ACCESS-Toulouse: Alliance for Children's Citizenship and Education based on Social diversity towards Success

Submitted by the Toulouse City Council

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Size of organisation
>5000; people involved: >15

Type of sector
Education

Key words of project
Education, citizenship, social diversity

The Toulouse City Council (TCC) is a recognised municipality in France in the field of education, since municipal decision of June 2001 of creating in each municipal school one leisure and educative centre associated to the school (CLAE).

A national 'School Refoundation Act' of 2013 has extended by law in each municipality several aspects of Toulouse experience. This law includes the requirement of setting up a four-stakeholder agreement on a local educational policy, called *Projet Educatif de Territoire*.

A large number of municipalities implemented this law by signing the contract and receiving the promised grants. However, the in March 2014 elected TCC took the opportunity to take education in hand again and to restructure its own policy with the aim of an alliance for children's citizenship and education based on social diversity towards success in Toulouse (ACCESS T).

ACCESS T is a comprehensive project of a renewed municipal leadership in the field of education.

The key factors embodying ACCESS T

1. A key decision taken about the beneficiaries of the education policy, i.e. all children and young people from 2 to 18. It installed the ambition of dealing with the education on a novel view. ACCESS T is promoting education by considering the children through environmental family factors, development needs and parenting capacities. It concerns adults and children.

2. The choice of dealing with education on a broad approach considering it as an element of life and not separating the school time from the extracurricular, leisure time and holidays. The formal and informal education methods and holders are considered as contributors to the education of children, and the parents are part of the educational ecosystem.

3. This approach would concern every child whatever its origin in the wide sense of the term. Following that principle, the education is displayed in the whole area of the municipality and offering the same services regarding the situation of the child and not its address.

4. The involvement of all concerned stakeholders, children included, in a participative way and the commitment of all to prepare official contracts and the implementation of the project in order to create an alliance, embodied in an educational Parliament.

5. The willingness of entering the digital era. This ambition leads to the revision of any process and to the incorporation of ACCESS T in the smart city development.

The Wasps – Employment Opportunity for Persons with Disabilities

Submitted by the Municipality of Hafnarfjordur

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Size of organisation
500-5000; people involved: >15

Type of sector
Education; Employment and labour-related
affairs; Social protection

Key words of project
Social inclusion, persons with disabilities,
innovation, employment, education, training

In Iceland within the Wasps project, persons with disabilities are given employment and education opportunities. This is done with the aim of preparing them for a future in the labour market. The Icelandic Parliament set the goal that by the end of 2016 at least 85% of persons with disabilities were employed or had access to daily activities or were enrolled within appropriate education facility. The Association of Municipalities in the capital area published a report stating that employment and daily activities for persons with disabilities were being fully utilised. Resulting from this report there was a need to increase measures for those individuals graduating from secondary or higher level education. The aim was to secure a more streamlined transition from education to future employment opportunities.

The project is in essence an employment opportunity for persons with disabilities consisting of three main features:
- Going to a place of work 3-4 times a week for four hours a day with support.
- Innovation to create new businesses suitable for persons with disabilities.
- Introduction and discussion of self-development and general life lessons.

The places of work were chosen with the interests and capabilities of the participants in mind. The emphasis was put on helping them nurture their entrepreneurial spirits through various projects. In those projects they would design, create, and sell their own products to the public. Communication to the public is conducted via press releases from the Municipality of Hafnarfjordur and as well as via a Communications Manager. This manager was chosen from within the group. His role is to update the groups' Facebook page as well as collaborating with a local newspaper on stories about their activities.

The Municipality of Hafnarfjordur in collaboration with the Iceland Directorate of Labour funded the pilot project in 2015. From 2016 the project has been entirely funded by the Municipality of Hafnarfjordur.

The project directly empowers its participants to take part in society through employment. It also provides education regarding topics such as financial literacy, health literacy, future employment opportunities and rights of persons with disabilities. This is done with the aim of strengthening their self-image, enhancing their self-confidence, and improving their quality of life.

As the pilot project came to an end a survey was conducted, concluding that participants were overall positive with the project. Participants were excited going to work in the morning and found the education and support regarding future employment was an integral part of the program's success. Similar stories were told by the participants' families, saying that the program would be beneficial going forward. These results, along with information gathered at staff meetings, were used to further develop the project towards a sustainable future.

From eGovernment to eGovernance in the Metropolitan Area of Bari

Submitted by the Municipality of Bari

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Type of sector
Information society and digitalisation; Public administration, modernisation and reform

Key words of project
eGovernment, Smart City, Internet of things, big data, open data, on-demand public services, Information society, digitalisation

This case presents an eGovernment framework for application cooperation of Public Administrations in the Metropolitan Area of the City of Bari, able to supply new added-value services tailored to citizens' and business needs and useful for the monitoring of the urban context. The idea is to develop a network across the Municipalities of the Metropolitan Area of Bari in order to share standards, technological infrastructures and digital services as the basic requirements for the public services realisation and for the analysis of territorial dynamics by processing and modelling huge amount of data in a distributed and heterogeneous content environment.

The project aims to improve the municipalities' digital level through the simplification and digitisation of the administrative procedures, mainly following AGID (*Agenzia per l'Italia Digitale*) guidelines and current laws, such as the adoption of the SPID (Italian Public System for the Digital Identity), e-IDAS (Electronic Identity Authentication and Signature), PagoPA (Italian e-payment platform for Public Administration), SPCoop (Public System for Application Cooperation), legally compliant archiving and digital signatures.

This solution describes a framework where the added value is the provisioning and integration of the following modules:
• a citizen-centric eGovernment web platform to supply on-demand services (such as real-time certificate or procedure deliveries emission) and to receive instances from the citizens (for example, Civil Registry, Local Taxes, construction, industry, commerce permits); the platform does not engage citizens in long-winded, time-consuming and frustrating procedures, but offers them the convenience of meeting their needs in one stop, in a single window and in a timely manner (Project 'E-Government Wide Area - Metropolitan Area of Bari', funded by the Operational Program European Regional Development Fund 2007/2013);
• the 'BaRisolve' platform, a problem-solving mobile app to receive warnings and notifications from the users about the territory;
• an Open Data portal to return data and information to the citizenship;
• an innovative platform of urban monitoring (Urban Control Centre), as part of a larger strategy launched in a Bari Smart City context to increase flexibility, interoperability and connectivity of the urban environment, improving governance processes for economic and social development, enhancing communication opportunity with citizens (Project: 'M.U.S.I.C.A. – Urban Monitoring through Innovative Solutions for Agile Cities', also funded by the above-mentioned Operational Program.

The use of the eGovernment web platform, as well as the BaRisolve app and the consumption of public services contribute to feed the Urban Control Centre that, with the information of other integrated heterogeneous data sources (Big Data), analyses and processes data, returning indicators to the policy makers and giving them an in-depth overview of the urban context so that they can take the most appropriate decisions. The UCC provides a monitoring system, able to process information transformation from raw data to analytical and aggregated indicators, facing the challenges of modernisation of local governance, accountability of public sector, digital transformation with new technologies.

Robby the Rat

Submitted by the City of Breda

★ ★ ★ ★ *Nominee*

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Size of organisation
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Type of sector
Education; Environmental protection,
climate change and agriculture; Health;
Information society and digitalisation;
Science, research, innovation

Key words of project
Climate change, climate adaptation, water
security, awareness, sustainable water
management, co-creation, education,
communication, research, electronic
tracers, QR-codes, public data, open data
platform, smart data.

The city of Breda, a medium sized city in the Netherlands, established a programme to become a climate-proof city. Keywords in this programme are liveability, awareness and robustness. We like to highlight two projects that are part of this programme.

The first, a new area in Breda called *Waterakkers* is recently developed. This area is home to a new, large multi-purpose pond where nature and recreation come together. It provides an attractive living environment, but also increases the robustness of our city. As a natural water treatment plant it collects rainwater, purifies it and returns the water to nature. To monitor and control this system, the city of Breda and the regional waterboard Brabantse Delta work together to measure rainfall, water levels and volumes of water. The highly advanced automation system uses innovative techniques like predictive maintenance to keep the system running as effective as possible. All data is made available and visualised in an accessible way on a public website. In the area, there are about 21 QR code points, leading visitors to information on the website about that specific part of the water system. By sharing this information residents and visitors become aware of sustainable water management in their neighbourhood. This increases involvement between citizens, municipality and the regional waterboard: by providing and sharing this kind of information, visitors are able to understand in what way a well-functioning water system contributes to a healthy environment, resulting in a more conscious behaviour and attention for misuse. In the longer term this will save management costs.

The other project we'd like to highlight is the Chippo competition Robby the Rat. This competition is similar to an 'underground balloon competition' and is focussed at primary school children. In this competition, we ask children to flush a small electronic chip (called Chippo) through the toilet. The Chippo's are detected by antennas that are set up in the sewer system, thus following the progress in real-time. Using this track and trace system, we are able to detect and locate any incorrect sewer connections and / or failures in the water system. By involving children in the competition, they become more conscious of water usage by acting as young researchers in a playful way. The competition makes it easy to reach a large target group at relatively low cost and increases awareness amongst our future generations. The most recent development is that the technique is now being used to investigate flow behaviour in risk zones. For example, in the railway-area where trains pass by with hazardous substances. The improved understanding of the water flow supports decisions to turn off/on pumps or close sewers during a disaster. The next development is the use of image recognition for detection of the chippo's. The Robby the Rat programme is a joint venture between the municipality of Breda, the waterboard Brabantse Delta, the primary schools in Breda, business and society.

The Sarpsborg Model

Submitted by the Sarpsborg Municipality

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Size of organisation
500-5000; people involved: 11-15

Type of sector
Health; Social protection

Key words of project
Mental health, intergenerational transmission, early intervention, treatment

Prevention of Intergenerational Transmission - Act Now!

The Sarpsborg Model - a new method developed to prevent the intergenerational transmission of substance abuse problems and mental health conditions.
The method is all about acting now and not waiting for the symptoms to appear. The mental health services in the municipality of Sarpsborg in Norway often saw that children developed the same problems as their parents. In 2013 a new method was developed in order to prevent that the children inherited their parents' problems. These new measures presented treatment and prevention simultaneously. The method is called the Sarpsborg Model. Mental health conditions in the population is one of society's greatest health challenges, thus, preventive measures are essential and may contribute to equalise the social differences in health.

Treatment and prevention from the prenatal stage
The preventive work is started early on from the prenatal stage. The goal in an early, systematic and enduring effort. Children are rarely better off than their parents- this is why we have to work through the parents in order to help the children. Moreover, children have to receive help based on the presence of risk factors, before they express symptoms. The simultaneous measures of treatment and prevention both individually and in the groups, enables the individuals to aid themselves as well as their children.

This is the Sarpsborg Model:
The model addresses mothers who are pregnant or have infants and simultaneously suffer from substance abuse problems or have mental health conditions. The measures are as follows:
• Participation in a mother- child group.
• The mothers are interviewed about their own childhood and own attachment.
• Participation in a Circle of Security course for parents.
• Individual therapeutic sessions for mothers.
• Systematic guidance for the mothers.

A new everyday life
Several specialists are involved in working with the model to ensure the multidisciplinary perspective. They all work to promote a secure attachment between mother and child. After three years with the Sarpsborg Model, there are greater benefits than we could have imagined. They feel more useful now. Not only have the mothers achieved a more secure attachment to their child, but several of them have picked up studies again or started working. In addition to the fact that everyday life is better for these mothers, the Sarpsborg Model also represents a great socioeconomic benefit for society.

Asker WelfareLab

Submitted by the Asker Municipality

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Type of sector
Employment and labour-related affairs;
External relations; Health; Housing and
community amenities; Public administration,
modernisation and reform; Science,
research, innovation; Social protection

Key words of project
Welfare, health, work, housing, living
conditions, conditions for upbringing,
cooperation, co-creation

Asker WelfareLab is a concept for service delivery, solely centered on the citizen, in which all relevant municipal services, together with external partners of collaboration, invest together, aiming to raise the living standards, thereby bettering the quality of life of each individual and family in the program. The municipal part of the investment is closely monitored through a new form of reporting, focusing on the realisation of benefits.

It all started in 2013. Asker municipality was asked to be a part of a project, piloting service design as a method of reshaping the social housing services. The project owner was The Norwegian Centre of Design and Architecture (DOGA), and the project was funded by the Norwegian State HousingBank. LiveWork Studio was engaged as the partner delivering the service design methodology. The citizens with complex housing- and living conditions/situations, expressed that they oftentimes did not get their needs met in a sufficient way. The municipal workers, on their side expressed that they did not get to perform their jobs in an adequately purposeful manner. Based on these insights, the project took a different perspective, and chose to adjust its goals and project plan drastically. The services of the future are to be the citizens' services, where the main rule is to be that 'NO decision ABOUT me is to be made WITHOUT me'. Based on this background, a totally new concept for service delivery was developed, challenging the traditional 'public sector mindset'. Most businesses with a wide variety of product lines are 'silo-based'.

This is also true of the public sector. We know that if we are to obtain lasting results, we will have to work with all the pillars of welfare; work, health, education and housing, simultaneously. The following hypothesis was therefore developed: 'What if the municipality starts thinking like an investor, investing in people, instead of just being a case worker, pushing people and paper around?' With this 'investment thinking' as a starting point, the model for the service concept Asker WelfareLab was developed. In the first phase of the project, the concept was created, based on the following principles: 1. Taking the risk of early investment to get the socioeconomic benefits in the long term. 2. Creating a better experience for the citizen. 3. Planning long-term courses where the municipality is coordinated as one unit. 4. Looking at/considering the citizen as a co-investor, actively contributing to his own future.

Inspired by the investment thinking, a new department was established within the municipality in the fall of 2014, called 'Citizen Square'. This 'spin-off' from the first phase of the project became a small-scale test of some of its principles. Its purpose was to ensure coordination for citizens with complex needs and life situations. Here, citizens with comprehensive needs get a thorough mapping of their life situation, through just one conversation with Citizen Square. They experience having just one case worker across several services, and receive simultaneous and coordinated services. Asker WelfareLab was now entering its second phase of development, involving a broader set of services and participants.

Gardens of Cascais

Submitted by the Cascais Municipality

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Size of organisation
500-5000; people involved: >15

Type of sector
Environmental protection, climate change
and agriculture

Key words of project
Hortas de Cascais

Community gardens are spaces for socialising, leisure and learning, with a strong socio and cultural potential and will increase the quality of life of its users. They are an integral part of the Ecological ecosystem of the county, and are located in parks and green spaces of leisure, bringing a new use to the public space, where different generations can live together.

The Community Gardens of Cascais are implemented in municipality land that is made available to citizens for the practice of horticulture.

These lands, usually inserted in green spaces of leisure, are divided into plots of approximately 35m^2 and equipped with tool shelters, composters and water points.

Participants are selected by order of registration and depending on the proximity of their residence to the locality of the garden. An annual (renewable) contract is signed with the horticulturist of each field. All horticulturists receive training, both practical and theoretical, on sustainable agriculture and on the norms of coexistence in the common spaces of the vegetable gardens.

The use of space requires compliance with the rules established in the Regulation of Community Gardens, the correct use of the resources offered, a healthy coexistence among horticulturists, as well as compliance with the techniques of a sustainable and chemical-free agriculture.

The *hortas de cascais* program now has 4 types of Community gardens / vegetable gardens in the schools / vegetable gardens in the day centres and the garden of the pisão farm (learning and leisure centre) increasing the number of visitors and customers in organic products.

The subsistence agricultural activity materialised in the form of vegetable gardens is an activity that allows an environmental quality improvement, in the urban municipalities to Horticulture becomes more relevant for the maintenance of the soil quality of biodiversity and consequently of the ecological structure. With this project, the municipality of Cascais wants to promote local sustainable agriculture as well as healthy food habits, also implement innovative green spaces that respond to the real needs of the population. They have currently 17 community gardens in Cascais with 299 plots with another 91 being constructed, each plot has approximately 30 to 35 m^2.

There are several entities involved in this project, the Municipality of Cascais, The Company Cascais Ambiente, Local Associations of Citizens, Local Parishes and Social Organisations. With this project, the municipality of Cascais wants to promote local sustainable agriculture as well as healthy food habits, and also to implement innovative green spaces that respond to the real needs of the population.

Paid in Waste *(Pago em Lixo)*

Submitted by the Campolide Parish Council (Junta Freguesia Campolide)

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Size of organisation
50-100; people involved: 6-10

Type of sector
Economic affairs; Education;
Environmental protection, climate change
and agriculture; Public administration,
modernisation and reform

Key words of project
Complementary currency, environmental
education, local economy, social cohesion,
recycling

Pago em Lixo is a project launched by the Campolide Parish Council in 2016, as part of its strategy to drive local sustainable development. Recognising that local authorities have an important role to play in promoting the overall wellbeing of its communities, the Campolide Parish Council implemented *Pago em Lixo* to incentivise residents to adopt positive patterns of behaviour in dealing with household waste, energise the local economy, and strengthen community relations.

To achieve these goals, the Campolide Parish Council created a local currency denominated Lixo (waste) which is handed out to residents in exchange for their previously separated household waste (including paper, glass, plastic and recyclable batteries). The currency can be spent at the approximately 70 participating local businesses, including groceries shops, pharmacies, coffee shops, butchers, bakeries, etc., prompting consumers to invest in the local economy. A local central bank – Campolide Central Bank - was set up by the Parish Council to issue and exchange the local currency. Each unit of the local currency (Lixo, L$) is worth one Euro. Businesses accepting payments in Lixo can also spend it locally or exchange it later for Euros at the Campolide Central Bank.

Pago em Lixo was designed to raise awareness about the environment and the importance of adopting recycling habits. Its appealing features and fresh image are intended to attract resident's attention, allowing the Parish Council to mitigate knowledge gaps and misconceptions about recycling, which are two of the main barriers to adopting sustainable lifestyles. In seeking to understand how the project works, residents receive information about which materials can and can't be recycled, how and where to recycle, and the significance of adopting such habits. Interestingly, the project has provoked much media attention. This surge of interest enabled the Campolide Parish Council to explore media platforms to push environmental and recycling issues on the public agenda at the national level. Another central goal of this project is to transform people's attitudes and behaviours towards waste management. In order to provide people with the necessary conditions and incentives to form good lasting habits, in hope these would also then be transferred into their workplace and public spaces, a local currency was introduced to reward residents who recycle.

The introduction of the local currency is also intended as a mechanism to boost local economy. The amount received by residents in exchange for their separated waste, limited to 20L$ per exchange, can be spent, exclusively, in the participating local businesses, therefore retaining the investment in the community. This scheme encourages people to spend locally and forge new relationships that benefit both the community and the environment.

Finally, the project seeks to bring public administration closer to residents by implicating the latter in the design and implementation of solutions. It prompts participation and its success depends on it. Local economic crisis is a powerful motivator for communities to act in a cooperative fashion. In turn, participation leads into gains for the community. It increases social cohesion and strengthens a sense of belonging, turning into a healthier, more democratic and resilient community.

Alba Iulia Smart City 2018

Submitted by the Municipality of Alba Iulia

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Size of organisation
500-5000; persons involved: >15

Type of sector
Education; Environmental protection, climate change and agriculture; External relations; Health; Information society and digitalisation; Public administration, modernisation and reform; Science, research, innovation; Transport and infrastructure; Taxation, customs, finances; Smart governance

Key words of project
Smart administration, digital, e-governance, innovation, smart city

Alba Iulia - The city where the Future was born

Alba Iulia (Romania) always managed to be a pioneer of things, since the beginning of its existence. In the field of smart city projects, Alba Iulia is being appreciated at national level for the urban development and for the strong and efficient partnerships developed over the years. Until now, not only the partnerships of the municipality of Alba Iulia with companies are innovative in the experience of the municipality, during the years Alba Iulia managed to become the first city in Central and Eastern Europe signing a contract with the World Bank (the WB usually works with governments not with cities) and also in assessing its financial capacities with Moody's Rating Agency, one of the top 3 Rating Agencies in the world. According to the World Bank, Alba Iulia as County Capital ranks first in attracting EU funding/capita, which makes the city attractive and credible for potential partners all over the world.

Alba Iulia Smart City 2018 is an unique pilot project meant to transform Alba Iulia Municipality into the first city in Romania where integrated smart city solutions will be implemented starting with 2018. The partnerships signed with experienced companies, associations, clusters, research institutions, universities or with start-ups create a win-win situation in which all our partners will have the chance to test and to showcase their smart solutions having the city as a testing platform and also as an open market for other town halls, institutions, companies or local/national stakeholders. Since next year Alba Iulia will celebrate 100 years from the Great Unification of Romania (which was signed in Alba Iulia in 1918, 1st of December), our city will become one stage for smart solutions, a 'live exhibition' visited by a thousand of Romanian Mayors and hundreds of thousands of tourists coming in the city (and benefit the solutions for free) during one year.

In this moment, we have 60 signed projects, on 10 verticals of interest, which can be found amongst the recommendations of the European Union. A part of these projects are already implemented and functional, as we can name: 14 projects developed with Orange Romania (Wi-Fi hotspots in key-areas of the city; 15 transport lines equipped with secure Wi-Fi, real-time access to information regarding location, speed and direction; a solution for communicating with residents via Wi-Fi hotspots and the e-alba iulia application; a LoRa WAN infrastructure; a solution for measuring air quality: uRadMonitor; promoting tourism through 250 beacons; a smart management of public lighting; a smart management system for public water distribution; a solution through which residents can announce infrastructure or public service issues – Civic Alert; a digital classroom etc.). We have also partnerships with Microsoft, Siemens (a business-case study on Alba Iulia, already realised and disseminated), with ClujIT Cluster and its partners, with Euro Best Jobs, Industrial Software, Kaufland, Fast Order and White City Code (start-ups), IT Center for Community etc., partnerships which are ready to take off. Our goal is to sign at least 100 projects until the end of this year.

Senior Citizen Liaison Team (SCLT)

Submitted by the Senior Citizen Liaison Team (SCLT) – Avon and Somerset Constabulary

★ ★ ★ ★ *Nominee*

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Size of organisation
1-25; people involved: 11-15

Type of sector
Information society and digitalisation;
Public administration, modernisation and
reform; Public order and safety, justice and
human rights; Social protection

Key words of project
Fraud, safeguarding, police, safety, scams,
crime-prevention, victim-support, ageing

Older adults are often the most vulnerable people in our communities and are frequently targeted by heartless criminals who seek to exploit the inherent fragilities associated with older age. A survey of people aged 65-yers and over, which was conducted by the charity, Age UK, identified that 53% of the people surveyed had either been the victims of fraud, or had been targeted and had failed to be deceived into parting with money. The survey also found that only approximately 5% of fraud-type deception offences against older persons were ever reported to the authorities.

It is with this background of socio-criminal behaviour change, that the Senior Citizen Liaison Team (SCLT) was born in 2009 as a volunteer-enabled initiative of Avon and Somerset Police. With financial harm rising to epidemic proportions and a swiftly ageing population, coupled with falling public sector funding and increasing capacity demands, it became apparent that a swift and innovative solution was required.

The SCLT was created to address the issue of senior financial harm in all its guises, from fraud and doorstep crime to loan-sharking and distraction burglary. The team, which is 100% volunteer resourced (some 20 volunteers), provides a suite of bespoke safeguarding services, designed to protect the vulnerable, elder community from financial abuse wherever encountered.

The team reach out the senior community with their Public Presentation Team (PPT) by giving crime-busting presentations to thousands of seniors at community locations. The PPT offer a catalogue of highly professional presentations which include audio and video content, which enthuse and engage with audiences from across the wide spectrum of society. Furthermore, a Senior Minorities Outreach Team (SMOT) was established to reach citizens who may not have access to support due to language or cultural issues.

To engage with the wider senior community, the team produce a free, quarterly magazine, 'The Senior Siren' which contains crime prevention and victim support information, as well as lifestyle and health advice. The magazine is delivered via a network of volunteers & partner agencies and has become one of the most successful magazines of its kind - now made available to 250,000 readers, nationwide. The team website receives thousands of weekly hits, worldwide.

Coming at a time of shrinking public sector budgets, the SCLT is 100% self-funding. This was achieved by registration as a charity and by applying for grant funding to cover the initial set-up costs. The SCLT remains extremely financially stable into its 8th year of operation and now has reliable funding streams, such as donation income from supplying guest speaker and presentation services at conferences and seminars as well as advertising sales within the Senior Siren magazine. With the early success of reducing doorstep (fraud) crime by over 50% in 2009, the SCLT initiative has since been expanded to now encompass all fraud offences that are targeted at the elder community and the victim-centred approach to educating elders to prevent victimisation has been expanded to 3 police force areas, with a potential population of over 500,000 elder citizens.

Police, camera, evidence: London's cluster randomised controlled trial of Body Worn Video

Submitted by the College of Policing

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Size of organisation
500-5000; people involved: 6-10

Type of sector
Information society and digitalisation; Public administration, modernisation and reform; Public order and safety, justice and human rights; Science, research, innovation

Key words of project
Body worn video, digital, crime, evidence, rct, evaluation

In the UK, EU and the US, police use of Body Worn Video (BWV) had been increasing, but despite the growing popularity of BWV there is much to be learnt regarding its effectiveness. The project tested the implementation of BWV in UK's largest police force, the Metropolitan Police Service (MPS) via a cluster randomised controlled trial (RCT).

The year-long trial explored the impact of BWV on complaints against the police, frequency of stop and search and criminal justice outcomes for violent incidents in ten MPS boroughs. During the trial, 814 officers in 19 teams were assigned to wear cameras and 1,246 officers in 29 teams did not receive cameras. BWV captured 48,281 recordings, totalling 12,212 hours of video, of which 28% were tagged as 'evidential' for potential use to support a prosecution.

The trial explored the impact of BWV on those police interactions with the public which evidence suggests are important for building public confidence and legitimacy in policing. A large range of data sources, including innovative sources, were used to assess the impact. Examples include, officers showing researchers clips they felt best reflected their experience of using the cameras and sentiment analysis of tweets. This work has also led to police practice innovations: using social media to communicate directly with young people; and sharing stop and search footage with community groups. The trial found:

Complaints: BWV can reduce the number of allegations against officers, particularly of oppressive behaviour. Allegations against officers in the trial reduced by a third. Complaints related to interactions with the public also reduced. Whilst there was no survey evidence of a change in the quality and type of interactions, during interviews officers reported instances where BWV changed behaviour and also gave examples of using BWV recording to achieve early resolution of potential complaints. BWV officers also reported a feeling of greater protection from complaints.

Stop and search: There was no overall impact of BWV on the number or type of stop and searches conducted. In addition, surveys showed no difference between officers with and without BWV in their reported use of discretion; compliance with procedures; and self-reported behaviour during a search. However, officers with BWV were less likely than those without BWV to agree they needed stronger justification for their actions. Analysis of interviews suggests officers feel BWV footage can provide support for their justification to search which they did not have previously.

Criminal justice outcomes: BWV did not affect the proportion of arrests for violent crime. When an arrest had occurred, there was a slightly lower proportion of charges for incidents reported by officers in a BWV team. It is not known if BWV leads to the preparation of fewer, but stronger cases without further exploration of later CJ outcomes at court.

The project led to the MPS investing in 22,000 BWV cameras and a roll out across London. The project has also supported evidence-based decision making in other forces nationally and internationally.

Institutional partners

European Commission

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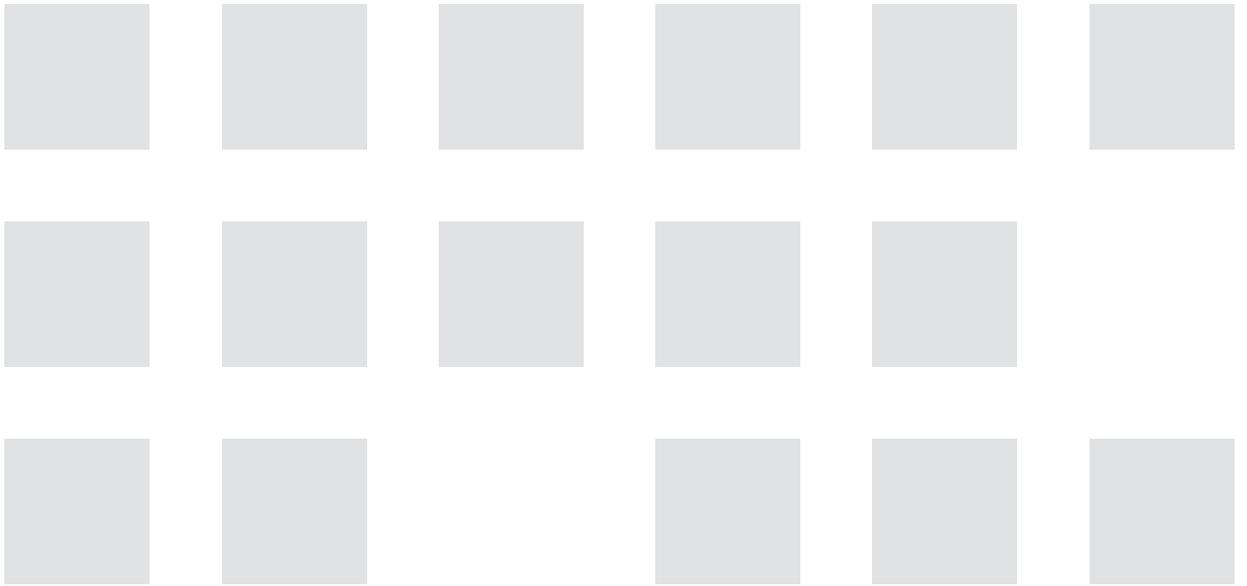
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