



International EPSA 2011 Knowledge-Transfer Conference

Cities of Excellence in the Public Sector: The Innovation Front with their New Practices and Formulas

Bilbao (ES), 4-5 June 2012



Introduction

The **European Public Sector Award (EPSA)** (www.epsa2011.eu) – having recently completed its third edition – brings together the best, most innovative and efficient performers from all levels of the European public sector. The objective of EPSA – as a unique European learning platform for public administration – is to identify and make these valuable experiences transparent, available and usable. The award categories promote awareness of the key dimensions of public value; in doing so, the EPSA encourages governments to modernise their administrative structures and practices, and address the essential themes – of which there were three in 2011 – of administrative reform to shape Europe for 2020. In this context, the EPSA, which is hosted and managed by the European Institute of Public Administration (EIPA), has successfully generated valuable knowledge from the last two editions, in the form of an electronic database containing almost **600 fully structured, completed and thoroughly assessed case studies**, across a total of seven topical thematic areas. These are vital results which not only can be utilised to the benefit of public administrations, but will also stimulate transmission of best practice knowledge amongst all (local) governments of Europe.

The sharing of good practices in general, and from the EPSA experiences in particular, not only aims to minimise the wastage of resources in public sector organisations operating in the current “cold economic climate” and the wastage of time spent “re-inventing the wheel”, but also ensures the extraction of lessons learned in several domains, and a better understanding of the respective trends; this thereby provides a mechanism to match the demand with the supply.

Important to note is that almost 40% of the EPSA 2011 applications (as in 2009) – 274 in total – were submitted by local authorities; this again confirms that innovation, transformation and changing administrative routines is often found at this level – closest to citizens and businesses.



To this end, the **City of Bilbao** (www.bilbao.net) is an outstanding example and is in fact often called the “Urban Revolution” – for example the 25 flagships counted over the last 25 years, including the famous Guggenheim Museum and its subsequent effects. It has thus received international recognition for its holistic and integrated approach to urban transformation and development. Despite the current global economic crisis, which has led to a widespread increase in public deficit and borrowing, Bilbao was the only large municipality in Spain to be debt-free (zero-debt budgeting since April 2011); its economic situation can thus be considered as extremely favourable. Bilbao has based its regeneration on the changeover from its industrial past to an economy based on the tertiary sector. This transformation has been achieved through support for emerging sectors with a high

level of R&D&I. To this end, it has designed and implemented a strategy which links the municipality budget directly to strategic objectives and core operations, as well as being based on an economy in which productivity, creativity, new technologies, innovation, emerging clusters and international networks prevail.

The City of Bilbao is a local government and administration which puts an emphasis on the power of innovation to transform the public sector and its services for the benefit of its entire territory; its endeavour towards “excellence” has been recognised and in 2011 the City was awarded the EPSA Winner Trophy in the thematic category “Smart Public Service Delivery in a Cold Economic Climate”.

It is for these reasons, among others, that the European Institute of Public Administration (EIPA) has joined forces with the City of Bilbao. Consequently this International Knowledge-Transfer Event on “Cities of Excellence in the Public Sector” will be organised in this location to present, share, award and inspire the EPSA good practices from local levels across Europe. This event is sponsored by the City of Bilbao.

Objectives

Transfer of the knowledge, know-how and practices obtained from the EPSA represents the core of the scheme. The many good practices rewarded by EPSA offer and contribute to a faster adoption process by other public administrations. Thus, promoting the exchange of the EPSA 2011 best practices is a valuable mechanism to ensure maximum benefit of lessons learned across Europe. This EPSA transfer event will focus on the promotion of accurate information in the location – Bilbao – where an outstanding project has been implemented; it will also provide an opportunity for the exchange of experiences between other “champions” who have already successfully achieved tangible results, as well as those who are in the process of working on this.

In this context, the conference will aim towards and emphasise local administrative achievements – “excellences” – in the various forms and on several sectorial policy areas.

Another essential element is networking. The activity will provide a unique opportunity for participants and experts to meet peers and other decision-makers in the same areas. It will thus support the building of capacities within the administrations attending the event and ultimately create a step further towards a common European administrative space.

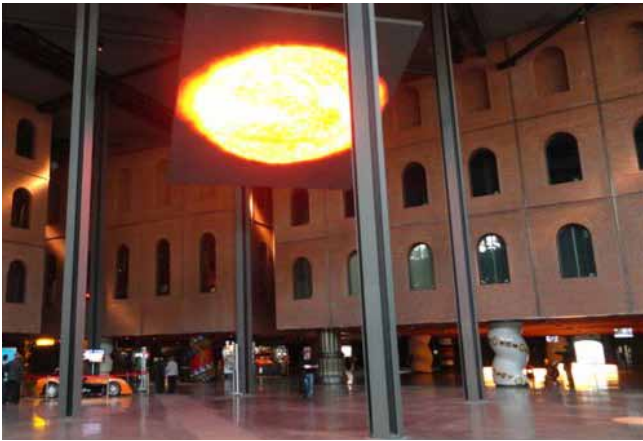
Target group

The event is not only open to the EPSA community and addressed to the European local governments, but also to other public actors aiming to attain “public excellence” with their several approaches and initiatives when reforming and modernising their organisations. Their success in this assignment is critical for the much needed all-inclusive growth, competitiveness and a “smart” future leading to a high standard of living for its citizens.

Learning methodology

The activity will combine a mixture of interactive panel discussions and presentations, on-site inspection and case studies. To this end, participants will receive the full case studies of the presented winner, nominees and best practices of EPSA 2011 (in electronic form). Furthermore, participants will have the opportunity to learn from leading edge public management discussions on various topical thematic areas in the lives of today’s cities. Finally, both academic and practical thematic trends will round up and boost the learning effect and opportunities.

Programme



Project leader

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Organisation and registration at EIPA

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Bilbao International at the Bilbao City Hall

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www.bilbao.net

SUNDAY, 3 JUNE 2012

Arrival of participants in the afternoon or evening

Venue: Guggenheim Bilbao Museum

18.15 Guided visiting tour for registered participants

Venue: Gran Hotel Domine Bilbao

20.30 Official welcome cocktail

MONDAY, 4 JUNE 2012

Venue: Alhóndiga Bilbao

09.00 Registration and delivery of the seminar kit

09.30 **Official opening and welcome of the participants**
Iñaki Azkuna (ES), Mayor of Bilbao
Marga Pröhl (DE), Director-General, European Institute of
Public Administration, Maastricht (NL)

Innovation Challenges on the Public Practice Front: The Local Approach

10.00 **Opening panel: The "Nuts and Bolts" of Attaining Local
Excellence in the Current Cold Economic Climate**

Introductory remarks and chaired by:
Alexander Heichlinger (AT), Manager of the European
Public Sector Award (EPSA); Expert, EIPA Barcelona (ES)

Discussants & speakers:
Andoni Aldekoa de la Torre (ES), Delegated Councillor,
Bilbao City Council
Mark Dwyer (US), Director of Cities Lab, Fundación
Metrópolis, Madrid
Marga Pröhl

11.30 Networking coffee

12.00 **Panel:
Current Innovation Challenges in Managing Cities**

Introductory remarks and chaired by:
Jan Ole Vanebo (NO), Professor of Public Management,
North Trøndlag University, Senior Visiting Fellow at EIPA,
Trondheim

Discussants & speakers:
Raffaella Florio (IT), Director, Italian Network of Strategic
Cities, Florence
Andrea Lanzi (IT), Director for Training, Organization and
Quality Department, Milan City Council

13.30 Joint walking lunch

Programme



Cities of Excellence in the Public Sector

15.00 **Panel: New Approaches and Practices to Strategic Budgeting and Service Review - Three Initiatives, One result!**

Introductory remarks and chaired by:

Michael Burnett (UK), Expert & EPSA Theme Leader, EIPA Maastricht

Political Management based on Economic Stringency and Strategic Budgets – EPSA 2011 Winner

Carlos Urgoiti (ES), Director of Budgets and Accountancy, Bilbao City Council

Change²: Achieving More Together – EPSA 2011 Nominee /Finalist

Ulrich Hörning (DE), Head of Administrative Reform, Mannheim City Hall

Birmingham City Council Business Transformation Programme – EPSA 2011 Best Practice Certificate

Elena Martin (UK), CHAMPS2 Team, Birmingham City Council

Voices and opinions from the EPSA evaluators

Mariana Costa Abrantes de Sous (PT), Director, PPP Lusofonia; EPSA 2011 Evaluator, Alges

17.00 **End of the first day**

Venue: Bilbao City Hall

19.00 **Official conference reception and drink**
Iñaki Azkuna

TUESDAY, 5 JUNE 2012

Venue: Alhóndiga Bilbao

Cities of Excellence in the Public Sector

09.30 **Panel: Cross-Sectorial Modernisation Success Stories in Europe's Cities: What to do and how to do it?**

Chaired by:

Claude Rongione (IT), Information Officer EPSA, EIPA Maastricht

ÖkoKauf Wien/EcoBuy Wien – EPSA 2011 Winner

Eva Persy (AT), Head of Sustainable Development / Environment, City Hall of Vienna

e-Tallinn City Services in Mapping, Billing, Contact less Municipal Tickets, Virtual One-Stop-Shop – EPSA 2011 Best Practice Certificate

Allan Alaküla (EE), Head of EU Office, City Administration of Tallinn

Voices and opinions from the EPSA evaluators

Barcelona – A Smart and Digital City Model

Josep Miquel Piqué (ES), Strategic Sectors Director, City Council of Barcelona

11.15 Networking coffee

11.45 **Panel: More Transparency & Citizen Information for Creating Trust and Public Value**

Introductory remarks and chaired by:

Roberto San Salvador del Valle (ES), Vice-chancellor of Communication and Linguistic Policy, Deusto University, Bilbao

eCitizen - Promoting greater Participation in European Cities

Esa Kokkonen (FI), Director, The Baltic Institute of Finland, Tampere

Bilbao – A clear Commitment to Transparency in its Management

Ibone Bengoetxea (ES), Deputy Mayor, City Councillor for Culture & Education, City Hall of Bilbao

12.45 **Announcement of the Comparative Study on "Excellence in Local Public Management" initiated by the City of Bilbao and EIPA**

Alexander Heichlinger

13.00 **Concluding address & Official closure**

Alexander Heichlinger and Ibone Bengoetxea

13.30 **End of the Bilbao-EIPA Knowledge-Transfer Event**

General Information



Organisation

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Information on conference venues

-  **Guggenheim Bilbao Museum**
Avenida Abandoibarra, 2
48001 Bilbao
www.guggenheim-bilbao.es
-  **Gran Hotel Domine Bilbao**
Alameda de Mazarredo, 61
48009 Bilbao
www.hoteles-silken.com/gran-hotel-domine-bilbao
-  **Alhóndiga Bilbao**
Plaza Arriquirbar, 4
48010 Bilbao, Bizkaia
www.alhondigabilbao.com
-  **Bilbao City Hall**
Plaza Ernesto Erkoreka nº1
48007 Bilbao
www.bilbao.net

Hotels

-  **Hotel Ercilla 4 ******
C/ Ercilla 37-39 - 48011 Bilbao
Tel.: +34 94 470 57 05; Fax: +34 94 443 93 35
www.hotelercilla.es
-  **Hotel Sercotel Coliseo 4 ******
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www.hotelcoliseobilbao.com
-  **Hotel Carlton 5*******
Plaza Moyua, 2 - 48009 Bilbao
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www.aranzazu-hoteles.com

Social activities during the conference in Bilbao

- Guided visiting tour for registered participants at the Guggenheim Bilbao Museum followed by a welcome cocktail on the roof terrace of the Gran Hotel Domine, Sunday 3 June.
- Official conference reception in the Bilbao City Hall, where a drink will be offered, Monday 4 June.