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

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

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Introduction – Michael Burnett @eipapubman

- UK Chartered Accountant - 30+ years working in/with public sector/done business in 25+ European countries

- Public sector expert Deloitte and Touche/KPMG (14 years)

- Seconded National Expert, DG Enterprise

- EIPA expert public sector financial management, performance management, service reform (13 years)

- Expert Adviser, European Cities Economic and Financial Governance Group 2014-2016

- EPSA Theme Leader/Expert Adviser 2009-2017

- Co-author/editor, EPSA publications 2009-2017, "PPP - A Decision-Maker's Guide", Competitive Dialogue and Negotiated Procedures - A Practical Guide"

Challenging times

- Economic uncertainty/lack of growth

- Uncertainty about future banking sector/Eurozone stability

- Public finance constraints

- Unparalled levels of migration/pressure on external borders

- Terrorism/challenge to functioning of Schengen

- External security threat (including cyber-security threat)

- Demographic change

- Climate change

- Disruptive technologies

- Reduced confidence/trust in institutions (including government) to meet above challenges

- Significant evidence of creative responses at all levels of government to the continuing crisis

- Different types of response appropriate to different levels of government

- Overarching trends:

  - Potential for the transformative effect of digitalisation of services

  - Deepening of stakeholder engagement in service design

  - Need for a multi-dimensional approach to the integration of migrants

  - A range of actions to promote trust in government

Creative solutions in EPSA 2017 – 2

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

- Continuation of trends from earlier EPSA editions:

  - Participatory budgeting

  - Citizen consultation

  - Importance of recognising staff as stakeholders

  - Promotion of economic growth

  - Recognition of the particular needs of remote/geographically dispersed regions

  - Creative approaches to policing

  - Public servants with the energy to volunteer

- Cross-service project to develop performance management tools - comprehensive balanced scorecard approach to both internal management/corporate health and public service delivery

- Co-operation very widely supported by stakeholders across the public sector in the Netherlands at sub-national level with plans to extend to national level and open to others to join

- Promotes change in partners by facilitated self-improvement

- Avoids many common mistakes of approaches to benchmarking and performance management

- Project has delivered concrete results

- Comparative data easily accessible to partners

- Capable of benefitting other contexts where performance management has been overused or underused

- Complex EU-wide project to digitalise trademark and design registration - development of/integration of ICT applications

- Initial project completed and now being extended to new applications/more MS

- Relevant to core areas of European policy - Internal Market/Digital Single Market, SME support

- Practical example of benefits from co-operation/stakeholder co-creation between the EU, Member States and external stakeholders

- Transformational in creating trust between stakeholders (and thus trust in government) from a low base

- Direct practical benefit of the EU working for citizens - easier registration of IP and enforcement of breaches

- Complex digitalisation project to improve information sharing in maritime transport - development of/integration of ICT applications with EU-wide stakeholder co-operation (both public/private sector)

- Major contribution to European integration/relevant to other European policies e.g. Internal Market, maritime safety, emissions reduction

- EU concept - showcase for European leadership globally

- Potential for economic growth by export of systems/services

- Practical example of benefits from co-operation between the EU, Member States and external stakeholders

- Potential direct EU benefit for citizens in lower prices for goods

- Concepts/benefits developed/being validated in an intensive pilot and detailed implementation plan for all phases to 2030

- Implements 2011 law by complex digitalisation of traditionally paper-based systems in the justice sector where digitalisation is variable across the EU

- Wide consultation with all stakeholders across all of Spain in the judicial system and other relevant branches of government

- Has delivered concrete results since 2015 in the complex politics of Spain and with continuing cross-party support

- Key benefit of improved access to justice for citizens

- Supports Spain's contribution to the EU's E-Justice agenda

- Capable of use in other contexts where criminal justice is decentralised

- Process in place to support extension of applications and to attract other stakeholders by demonstration of benefits

- Ground-breaking project to assess what works better in crime reduction - detailed analysis of effect of different interventions

- Example of evidence-based decision-making - idea transferable to other contexts even if interventions which work there are different

- Developed by UK College of Policing with key stakeholders

- Contributes to better public sector budgeting by better resource targeting/underpins concept of need for priorities

- Capable of reducing pressures on public finances (cost of crime)

- Enhances trust in government - content openly available/able to link to resource allocation/improved quality of services to citizens

- Contributes to social inclusion - greater impact in high crime/socially disadvantaged communities

- User-friendly - easy to navigate

- Project from UK College of Policing - control test of impact of use of body-worn video cameras by police officers in London - scope for use in other contexts/results openly shared

- Resulted in less unjustified complaints about police actions

- Enhances trust in government - greater transparency about police actions/increased police accountability/increased public support for legitimacy of police actions

- Example of importance of supporting public servants in their role - reducing risk of false complaints/resultant stress

- Improves use of public sector resources - less time wasted in dealing with false complaints against police

- Potential crime reduction impact - better evidence for prosecutions/police more confident to stop/search when justified

EIPA

- Ministry of Health project to map health care needs across the country and current state of provision for those needs

- Detailed analysis by region/disease type - evidence base for health policy/implementation

- Improves public sector budgeting (important given cost pressures) and better spend targeting (prevention and service provision)

- Can contribute over time to better infrastructure investment decisions to meet priority needs

- Transferable to other contexts - especially useful where health care provision is planned/delivered sub-nationally

- Enhances trust in government - better quality data/data openly available/resource allocation transparency/better services

- Can promote social inclusion - equality of access to health care

- Joint project from two ministries to promote innovation in public procurement (Science, Research and Economy and the Austrian Transport, Innovation and Technology)

- Developed with key stakeholders at national/sub-national level

- Example of use of range of tools to promote policy (law, political commitment, implementation support, outcome monitoring etc.)

- Example of continuous improvement in field (public procurement) where country already regarded as being leading edge

- Contributes to EU policy implementation (e.g. emissions/energy use, pre-commercial procurement/innovation partnerships etc.)

- Contributes to social inclusion (i.e. better social/healthcare provision)

- Transferable to other policy areas/other procurement priorities)

Looking forward

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

- Innovative policy responses are potentially within the reach of all European public administrations who are open to creating them or ready to follow the example of others who have already succeeded

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