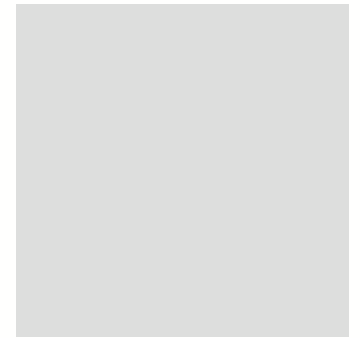
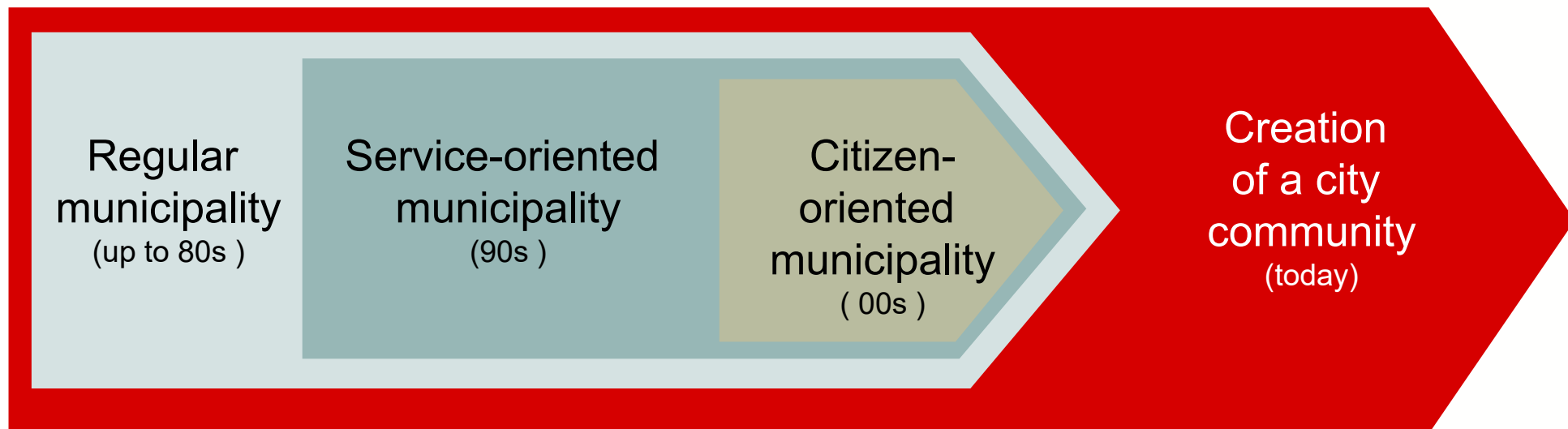


CITY STRATEGY,  
TARGETS AND  
FINANCIAL  
MANAGEMENT

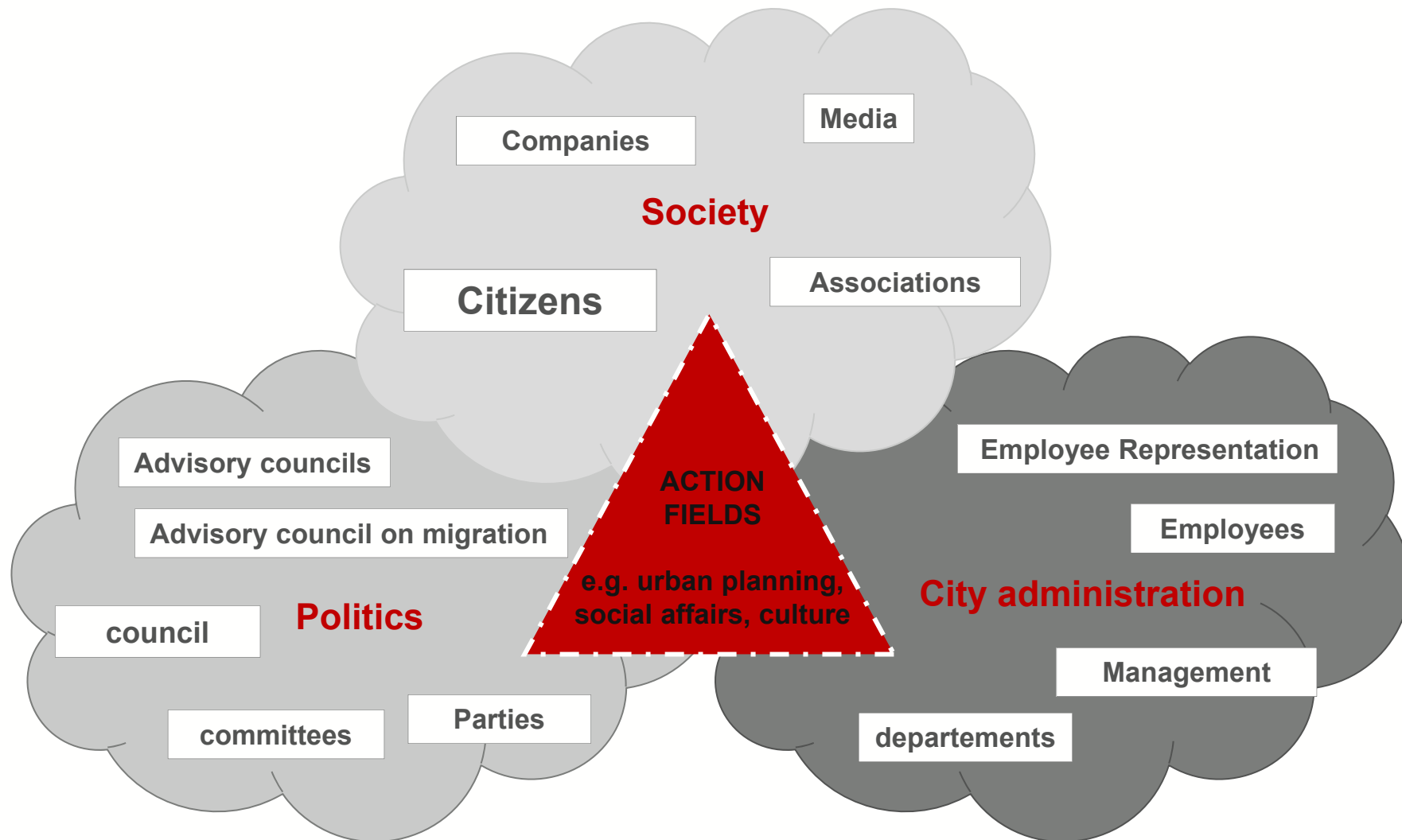


# THE CENTRAL OBJECTIVE OF THE CITY STRATEGY IS THE CREATION OF A CITY COMMUNITY – INTEGRATION OF THE FORMER PRINCIPLES OF CONTROL



- Setting of political priorities instead of “everything is important”
- Structure of organisation and culture of implementation as opposed to merely managerial and economic efficiency
- At the core of the strategy there is a “political citizen” rather than a “consumer of public services”

# COMPLEXITY OF COMMUNAL CONTROL

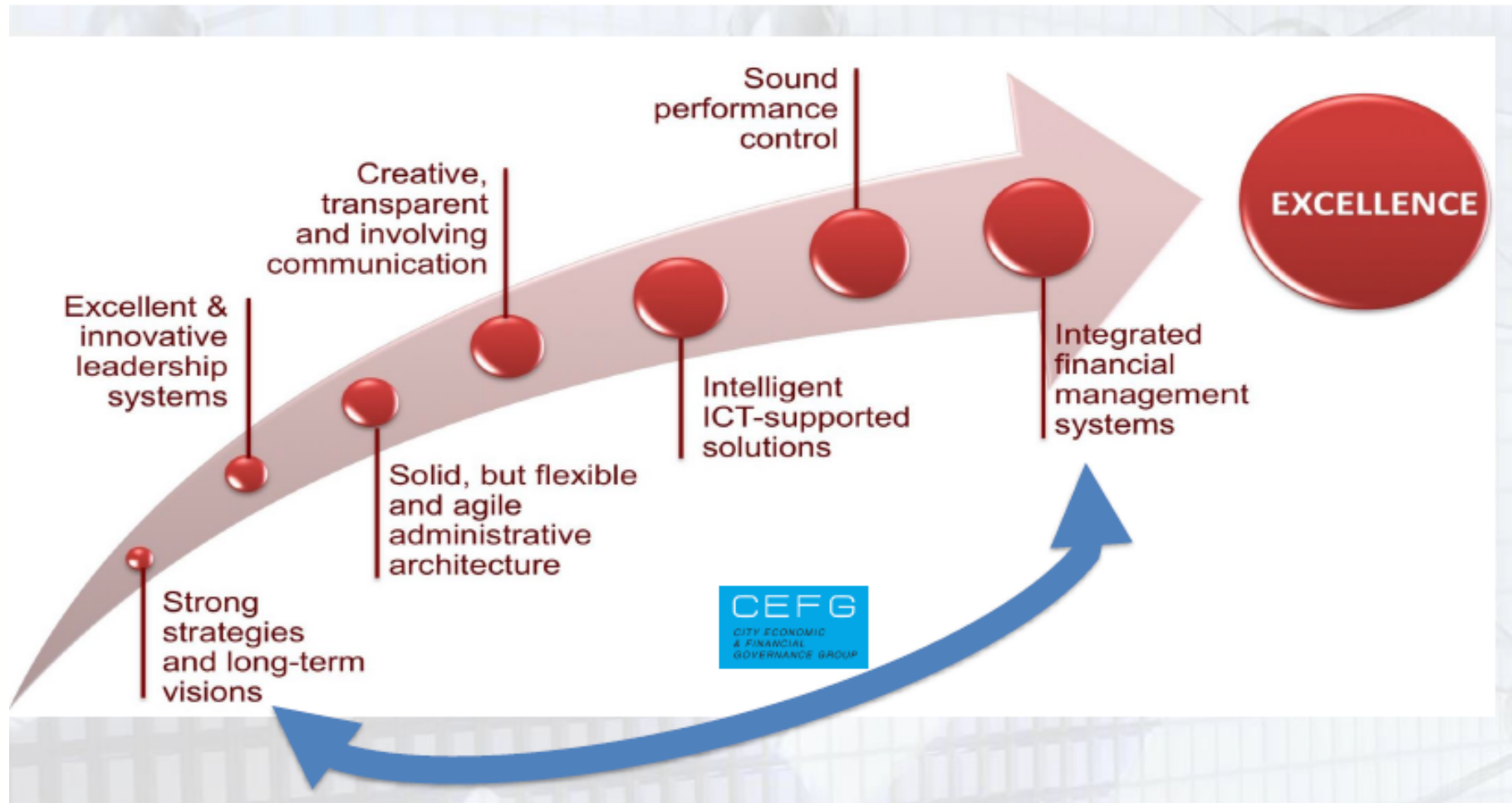


# Strategic Planning and the VUCA-World

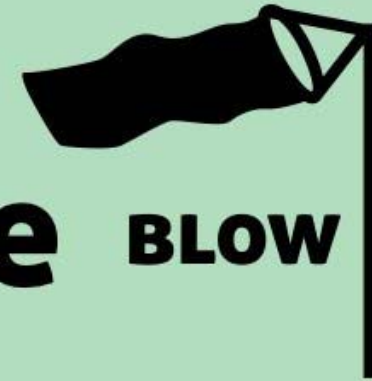
(Prof. Kegelman)



# Seven Steps Leading to (Local) Public Management Excellence



When the  
**WINDS OF CHANGE** **BLOW**



**■ ■** some  
**■ ■ ■** PEOPLE  
**■ ■** BUILD  
**■ ■ ■ ■** **WALLS**  
**■ ■**



**AND OTHERS BUILD**  
**WINDMILLS**

Silvia Rosenthal Tolisano- @langwitches

CHINESE PROVERB



# GOOD GOVERNANCE





# MOVING THE MUNICIPALITY OF MANNHEIM FORWARD TOGETHER – THE MOTIVATION BEHIND AND PRIORITIES OF STRATEGIC ACTION

Three key experiences and motivations:

- Results do not count.
- Integrative action does not happen.
- Political mission is lost behind the philosophy of service provision.

Furthermore:

- Increasing demands on municipalities during fiscal squeeze.
- Reactive fiscal action is not enough.

# OBJECTIVES OF ADMINISTRATIVE MODERNISATION CALLED „CHANGE“ IN 2008 – 2013

- Development of a citizen- and business-friendly city administration model (citizen and customer orientation).
- Introduction of flexible and objective-oriented overall administrative management, i.e., alignment of offices with management objectives and supporting of the overall strategy → move from a structure-based to an effect-oriented approach – “focus on creating and shaping and not on administration”.
- Decentralisation of specialist and resource responsibility.
- Increase in the quality and effectiveness of administrative actions and consideration of staff-related matters.
  - Greater staff satisfaction
  - Modern management structures
  - Increase in motivation and commitment

# OBJECTIVES OF ADMINISTRATIVE MODERNISATION CALLED „CHANGE“ IN 2008 – 2013

- Future image: We want to be one of Germany's most modern city administrations.
  - We have clearly defined objectives. We want to know what we achieve, measure results and impacts and be able to stand up to the competition.
  - We are systematically developing our organisation, our processes and our instruments. We systematically foster and encourage our staff and managers.
  - We are faced with change on a daily basis. We are willing to adapt and change and are continually looking for even better solutions.



## Results: Joint targets

### *Before* CHANGE<sup>2</sup>



- No joint targets
- Chief officers create targets
- Low role of finance and budget targets
- No prioritisation – everything is important



- A Strategy with 7 (later 8) strategic goals
- Management targets are derived from the strategy
- Target agreements on the basis of management targets
- Linking the budget with the management target system

### *With* CHANGE<sup>2</sup>



## Results: Management

### *Before* CHANGE<sup>2</sup>



- Guidance is not seen as own qualification
- No common understanding of leadership
- No conclusive concept for the promotion and further qualification of executives
- Trend: „The best clerk becomes sometime a boss“



- Guidelines for guidance, communication and cooperation as a basic code of conduct
- Strategical requirement profile for executives
- New management understanding as a basis for precise training offers (e.g. Coaching)

### *With* CHANGE<sup>2</sup>





## Results: Kommunikation und Zusammenarbeit (I)

### *Before* CHANGE<sup>2</sup>



- Communication and cooperation depend on the respective executive
- Discussions of the Lord Mayor are focused on information
- There are already some obliging elements , e.g. annual employee appraisals



- New and regulated communication structures
- E.g. „Dialogue with the Lord Mayor“ - 30 randomly chosen employees were invited to discuss topics in a relaxed atmosphere
- Similar procedure with Councillors and Executives
- Target agreements at management level are introduced

### *With* CHANGE<sup>2</sup>



## Results: Participation and local democracy

### *Before* CHANGE<sup>2</sup>



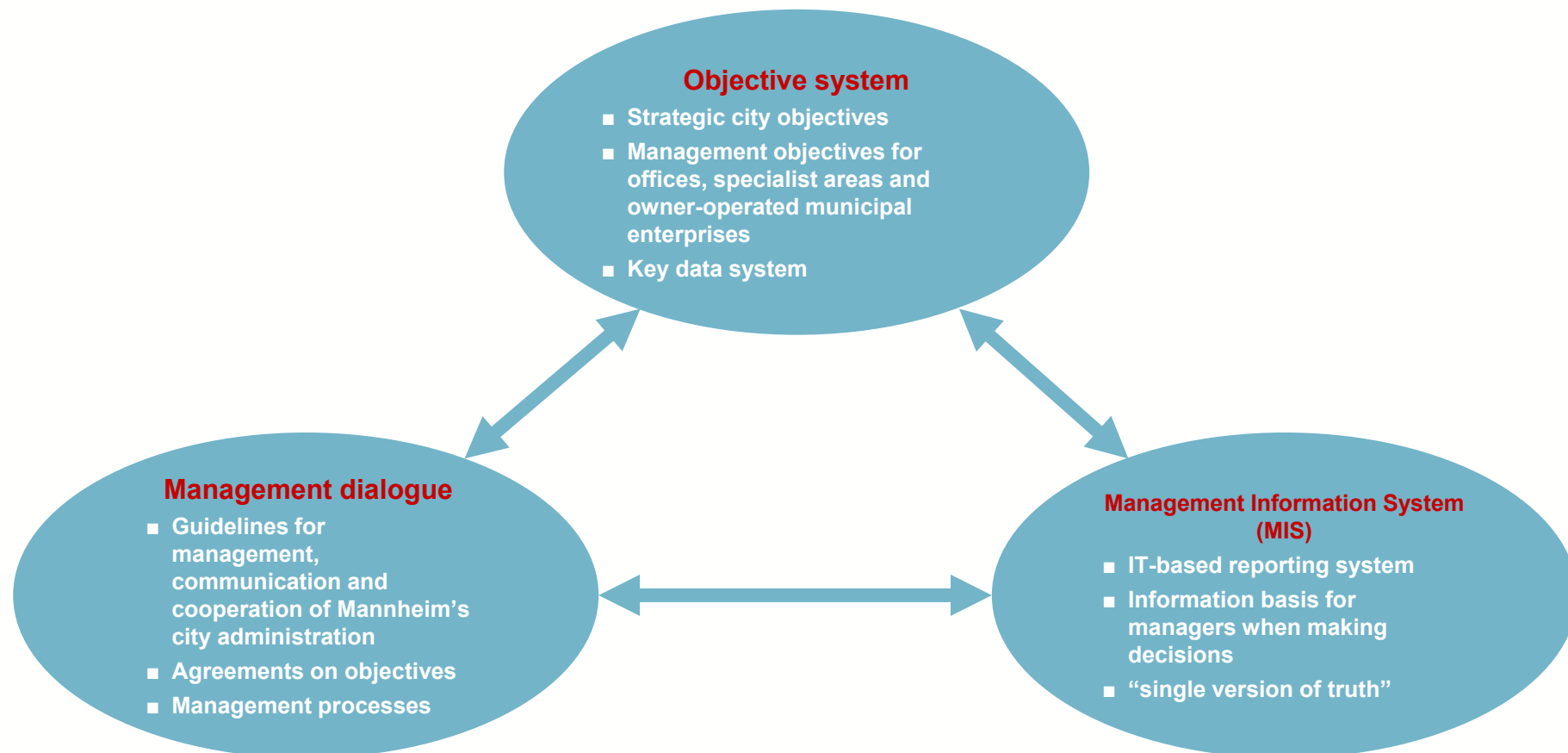
- Partnerships between citizens, politics and administration have a long tradition
- No uniform structure / Obliging standards
- No agreed understanding of how to deal with citizen participation



- Citizen participation becomes a strategic goal of the city
- A new department called „Council, Participation, Elections“ is founded
- Impetus for informal participation procedures
- New guidelines called „People’s Town Mannheim“

### *With* CHANGE<sup>2</sup>

# EFFECT-ORIENTED MANAGEMENT BASED ON OBJECTIVES, OBJECTIVE AGREEMENTS AND A MANAGEMENT INFORMATION SYSTEM





# THE OVERALL STRATEGY IS BASED ON THE CITY OF MANNHEIM'S UNIQUE FEATURES

- Metropolis but not a megacity
- Cultural diversity
- Various educational successes in the city's districts
- City of culture and home to the creative and music industry
- Lesser population growth in Mannheim compared to the surrounding region
- Strong sense of belonging in the community
- Modern business and industry location

# A CENTRAL OBJECTIVE AND EIGHT STRATEGIC OBJECTIVES

Central objective: “Mannheim as Germany’s most compact metropolis continues to grow and evolve as a multifarious, tolerant and colourful city. Mannheim sees itself as a unique city of active residents and, as such, as a ‘city of citizens.’”

1. Mannheim strikes an excellent balance between ecological and social needs in an urban setting; it offers the advantages of a metropolis over a compact area without the negative aspects associated with mayor cities.

3. Mannheim is able to attract an above-average number of companies and entrepreneurs.

5. Mannheim is an example of educational justice in Germany.

7. Mannheim’s citizens demonstrate an above-average sense of civil pride and receive an above-average level of support from their city.



2. Mannheim stands out as a city full of talent and educational opportunities and is attracting an ever growing number of people.

4. Mannheim is an example of social tolerance in a metropolis setting.

6. Mannheim is one the most culturally important cities and hotspots for creative business and is highly rated in this regard.

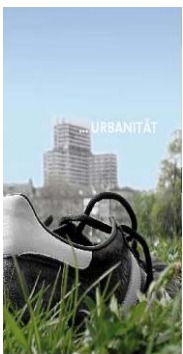
8. Mannheim’s municipal equity is increased.

## Objective 1:

### To strengthen urbanity

*Mannheim strikes an excellent balance between ecological and social needs in an urban setting; it offers the advantages of a metropolis over a compact area without the negative aspects associated with megacities.*

- Examples of parameters/indicators:
  - **Population of the city of Mannheim**
    - 2016: 336.368
  - **CO<sub>2</sub>-Emissions**
    - 2014: 77%
  - **Centrality rating**
    - 2016: 152
  - **Share of the sampled population, that is contented to live in Mannheim**
    - 2017: 93 %



## Objective 2:

### To attract, develop and retain talents at an above-average level

*Mannheim stands out as a city full of talent and educational opportunities and is attracting an ever growing number of people.*

- Examples of parameters/indicators:
  - **Share of employees subject to social insurance with an academic degree working in Mannheim**
    - 2017: 20,2 %
  - **Number of students enrolled in Mannheim's Universities**
    - 2016 : 28.003
  - **Educational migration balance**
    - 2016: 5,0 %



### Objective 3:

#### To increase the number of enterprises and (qualified) jobs in Mannheim

*Mannheim is able to attract an above-average number of companies and entrepreneurs.*

- Examples of parameters/indicators:
  - Number of business foundations per 1.000 inhabitants
    - 2016: 7,7
  - Number of employees subject to social insurance contributions
    - 2017: 183.371



### Objective 4:

#### To maintain social tolerance

*Mannheim is an example of social tolerance in a metropolis setting.*

- Examples of parameters/indicators :
  - Turnout of non-German EU-citizens in municipal elections
    - 2014: 6,1 %

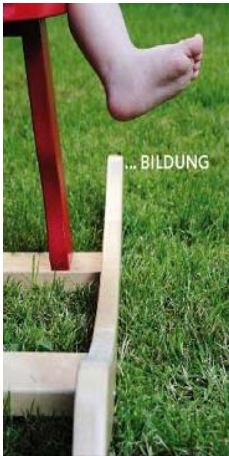


## Objective 5:

### To increase the educational success of the children, young people and adults living in Mannheim

*Mannheim is an example of educational justice in Germany.*

- Examples of parameters/indicators:
  - Share of three-year-old and older children until school enrolment in all-day care
    - 2016: 95 %
  - Share of children without a backlog in language development at school enrolment
    - 2016: 81,3 %



## Objective 6:

### To successfully implement the central projects “Cultural capital 2025” and master plan “Creative economy”

*Mannheim is one the most culturally important cities and hotspots for creative business and is highly rated in this regard.*

- Examples of parameters/indicators:
  - number of employees subject to social insurance contributions in the creative industries
    - 2017: 3.901
  - Share of the sampled population that is rather or very satisfied with the cultural facilities in their city
    - 2017: 95 %





## Objective 7:

### To strengthen civil engagement and cooperation

*Mannheim's citizens demonstrate an above-average sense of civil pride and receive an above-average level of support from their city.*

- Examples of parameters/indicators:
  - Percentage of residents volunteering
    - 2017: 35 %
  - Turnout in municipal elections
    - 2014: 38.7 %



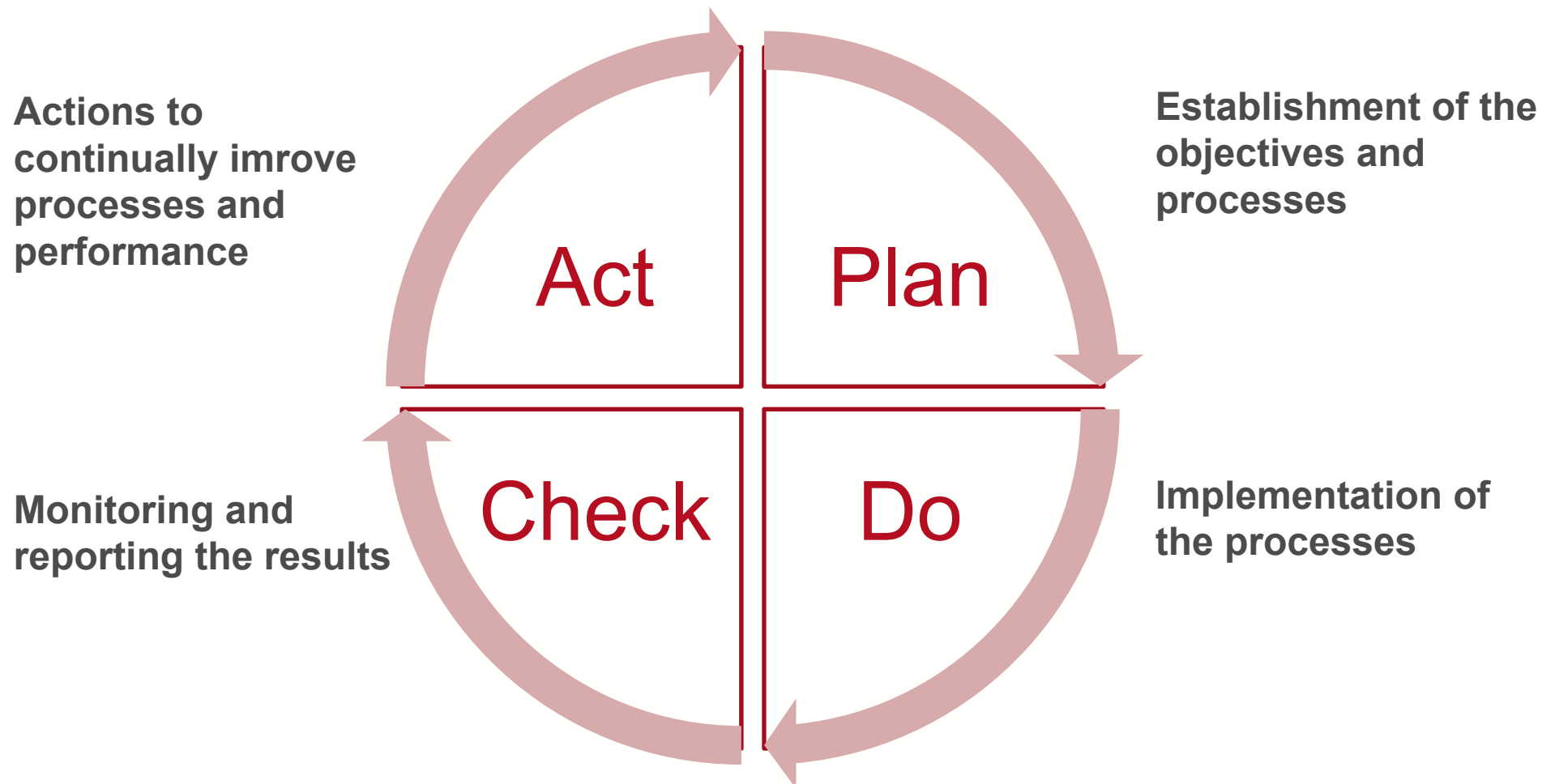
## Objective 8:

### To increase the equity

*Mannheim's municipal equity is increased.*

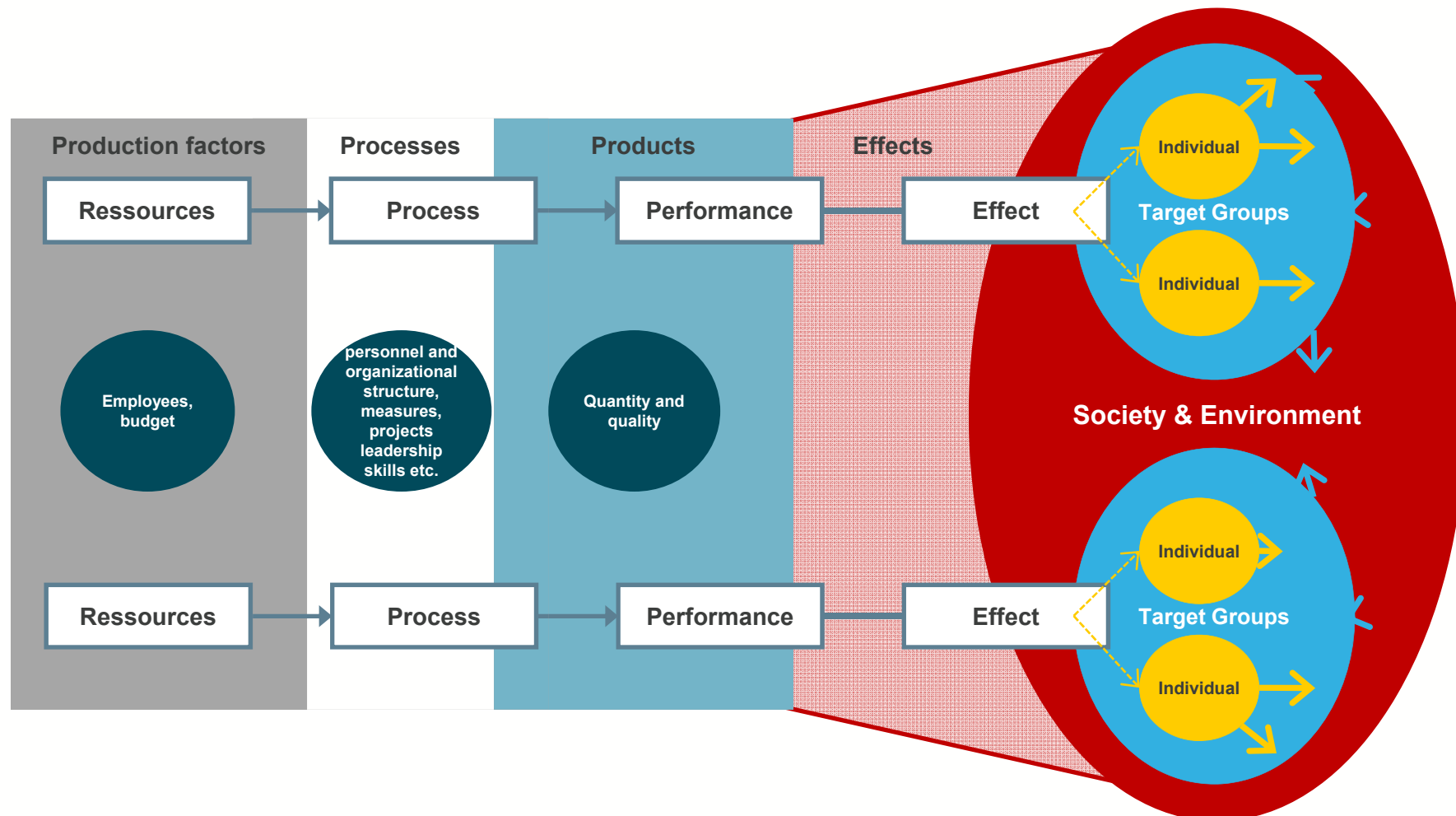
- Examples of parameters/indicators:
  - Dept level
    - 2016: 551 Mio. €

# CONTINUAL IMPROVEMENT WITH THE PDCA-CYCLE



# RESSOURCES, PROCESSES, PERFORMANCE AND EFFECTS

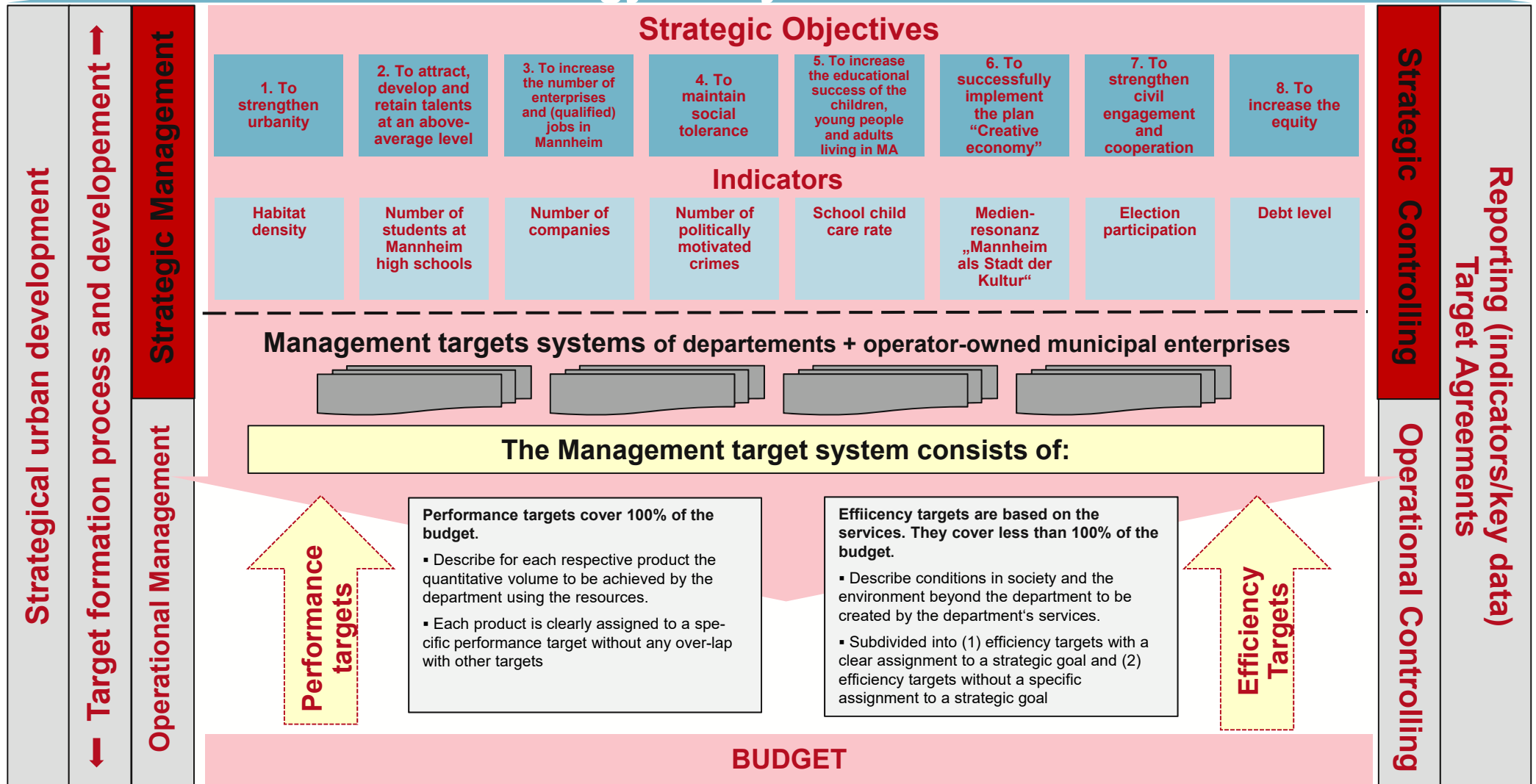
EFFICIENCY GOALS & EFFECTIVE GOALS





MANNHEIM AS GERMANY'S MOST COMPACT METROPOLIS CONTINUES TO GROW AND EVOLVE AS A MULTIFARIOUS, TOLERANT AND COLOURFUL CITY. MANNHEIM SEES ITSELF AS A UNIQUE CITY OF ACTIVE RESIDENTS AND, AS SUCH, AS A 'CITY OF CITIZENS.'

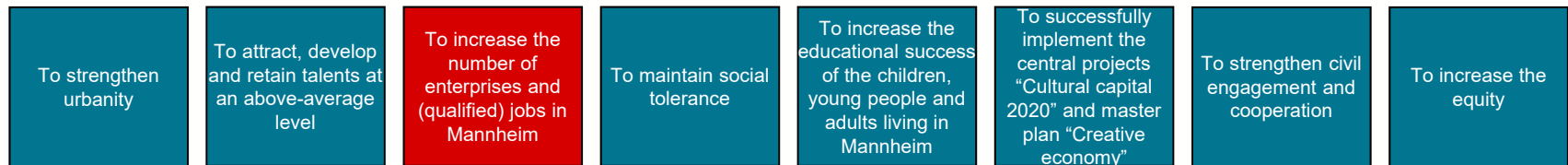
# Strategy – City of Mannheim



# CROSS-FIELD SUPPORT OF STRATEGY

EXAMPLE

Strategic objectives of the city Mannheim



Department I

No	Key issues	Responsibility for implementation at office level
2	Creation of location benefits	SA 37, SA 33, office 22

Office 22  
Tax office

Specialist area 33  
Citizen services

Specialist area 37  
Fire service and catastrophe protection

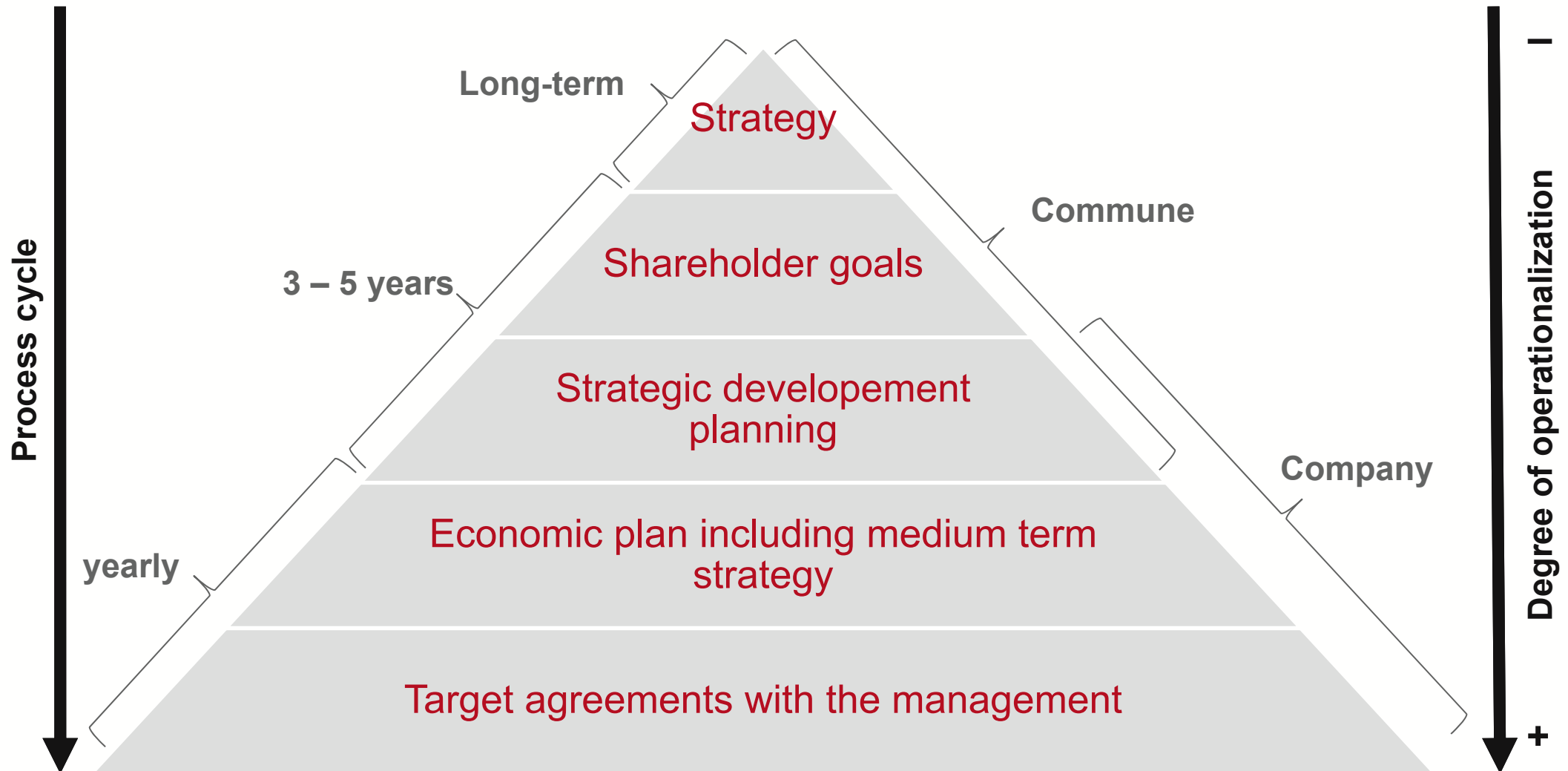
No	Management targets	Key data	Targ. value	Measure
1	Increase e-service for companies	Number of digital notifications		Introduction of digital tax notifications
		E-mail account user rate		Increase in e-mail correspondence
3	Enhance awareness of benefits of the "major customer service" of the aliens authority	Number of major customers with foreign applicants with whom there is direct contact in relation to the total number of major customers.		Intensify exchange on business promotion and contact major customers personally.
2	Further development of comprehensive risk management for companies re. company insurance	Number of companies who use the consultation service in relation to commercial building applications		Coordination on creation of brochure (faults)
		Average number of defects at each fire prevention assessment compared to the number of buildings from key data 1		Extend holistic fire protection/hazard prevention/risk minimisation through comprehensive advice services for companies. Development and implementation of a marketing concept to advertise the benefits of the location.

Excerpt from management target systems

## LINKING THE BUDGET WITH THE MANAGEMENT TARGETS: USING THE DEPARTMENT OF SECURITY AND PUBLIC ORDER AS AN EXAMPLE

Performance Target 1	Measures to defend against risks for public security and order have been implemented.						
No.	Product		Target 2014/ €	Actual Value 2014/ €	Target 2015/ €	Target 2016/ €	Target 2017/ €
1.12.20-01-02	Treatment of matters to the danger defence	Income	758.764	683.860	758.999	765.309	766.306
		Expenses	-3.599.936	-3.754.556	-3.528.795	-4.244.360	-4.322.663
		<b>Total</b>	<b>-2.841.172</b>	<b>-3.070.696</b>	<b>-2.769.796</b>	<b>-3.479.050</b>	<b>-3.556.357</b>
Erläuterung:	Removal of disturbances of the public order, Protection of the public before dangerous influence on the health, Danger defence for the public and for affected ill, Security of demonstration participants and the population, major events, etc.						
No	Performance Target Indicators		Target 2014	Actual Value 2014	Target 2015	Target 2016	Target 2017
1	Number of fieldwork hours of the Municipal Supervision Service (KOD)		24.000	24.255	24.000	28.000	28.000
a)	Number of fieldwork hours of the KOD Foot Patrol Service		Is raised in 2015	wird ab 2015 erhoben	-	21.000	21.000
b)	Number of fieldwork hours of the KOD Hotspot Patrol Service (e.g. City Patrol)		Is raised in 2015	wird ab 2015 erhoben	-	7.000	7.000
2	Proportion of public assemblies (demonstration processions, rallies) and information stands that are monitored, where necessary regulated, and escorted among all public assemblies (processions, rallies) and information stands in Mannheim		Is raised in 2015	1.130/1.130 =100%	-	1.200/1.200 =100%	1.200/1.200 = 100%
3	Number of major events that are monitored, wherever necessary regulated and escorted		Is raised in 2015	123	-	130	130
4	Number of orders issued by the police in Mannheim (violent offenders in sport, commitment of people with mental health issues, violence in the immediate social environment etc.)		Is raised in 2015	387	-	400	400
5	Proportion of the inspected old-age and nursing homes in Mannheim among all Mannheim old-age and nursing homes		Is raised in 2015	32/45 =71%	-	45/45 =100%	45/45 =100%

# STRATEGIC TARGETS IN INVESTMENT CONTROL



# GOOD GOVERNANCE?

## Effective and efficient?

- Management by objectives ✓

## Transparent?

- Budget plan with all financial issues, management goals and indicators ✓
- Open data platform ✓

## Participatory?

- Participatory budget ✓
- about 30 participatory involvements of the public per year ✓

## Inclusive?

- Migrants advisory board ✓
- Charta management ✓

...



# THANK YOU

City of Mannheim  
Lord Mayor's Office  
Strategic Unit  
Town Hall E5, 68159 Mannheim, Germany  
Tel: +49 621 293 6660

