



**SUSTAINABILITY AND
STRATEGIC PLANNING**

CHRISTIAN HÜBEL

AGENDA

- Role of cities and managing city administration
- The Mannheim Model
- International charters and their Implementation
- Mission Statement Process
- Public Value in Municipal Enterprises
- Common Good Economy

ROLE OF CITIES AND MANAGING CITY ADMINISTRATION



The 19th century was a century of Empires.
 The 20th century was a century of Nation States.
 The 21th century will be a century of Cities.

(WEBB, W.)

GLOBALIZATION

0.5%

of the earth's surface
is urbanised

54%

of the world's population
is urban (2014)

80%

of global economic output
comes from urban areas

© PHILIPP RODE, LSE CITIES AND GLOBAL COMMISSION ON THE ECONOMY AND CLIMATE 2014.

CHALLENGES OF THE VUCA-WORLD

V

- **Volatility**
- Fast change without a clear predictable trend or pattern

U

- **Uncertainty**
- Frequently disruptive changes; past is not a predictor of the future

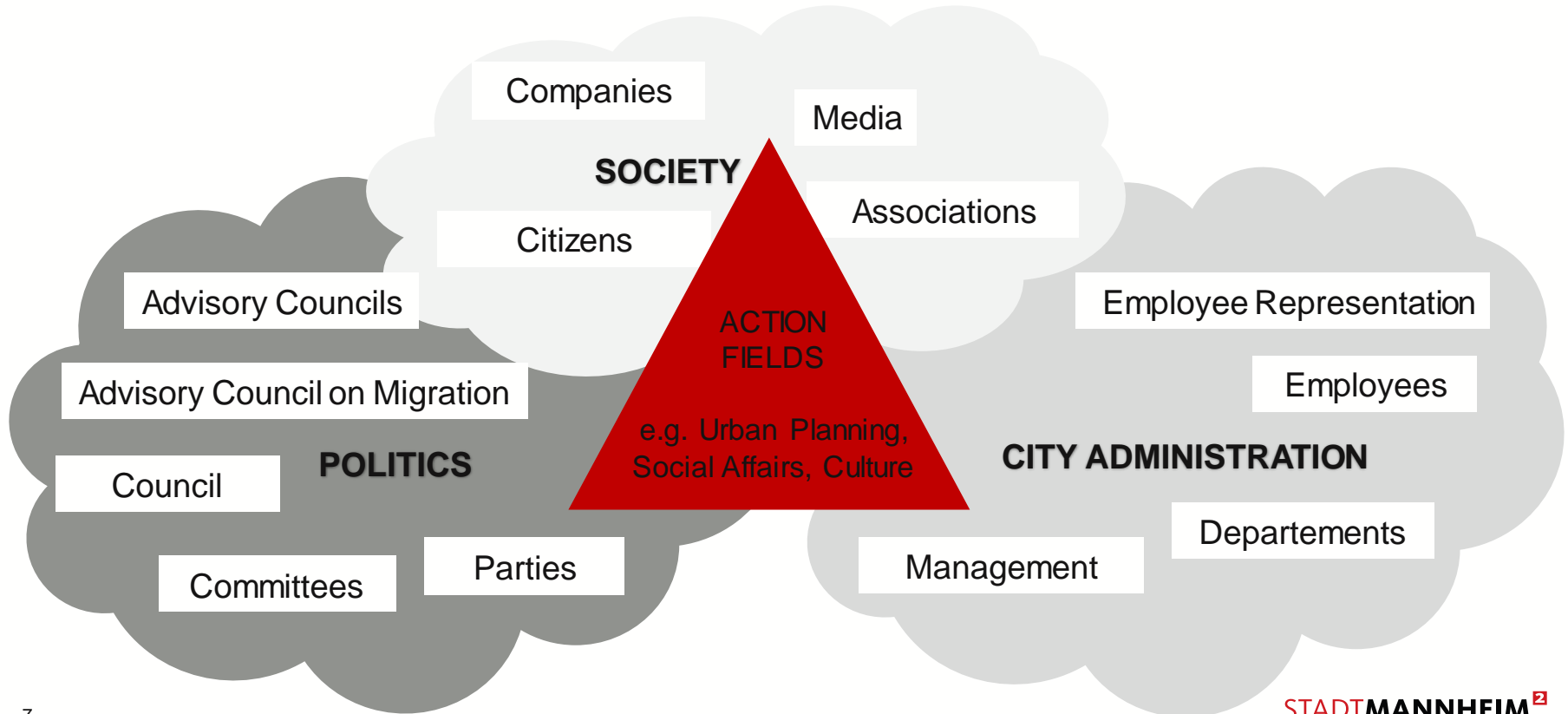
C

- **Complexity**
- Multiple, interdependent causes

A

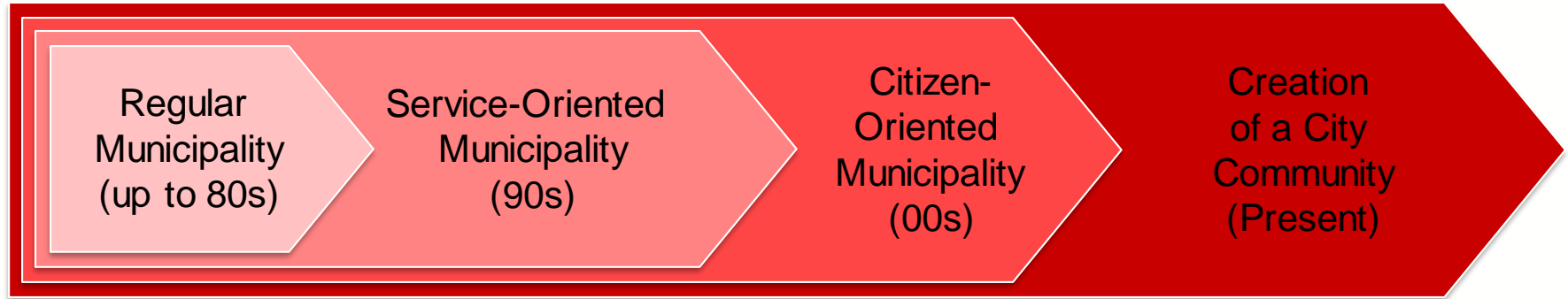
- **Ambiguity**
- Little clarity about what is `real` or `true`

COMPLEXITY OF MUNICIPAL STRATEGIC PLANNING



DEVELOPMENT OF MUNICIPAL OBJECTIVES

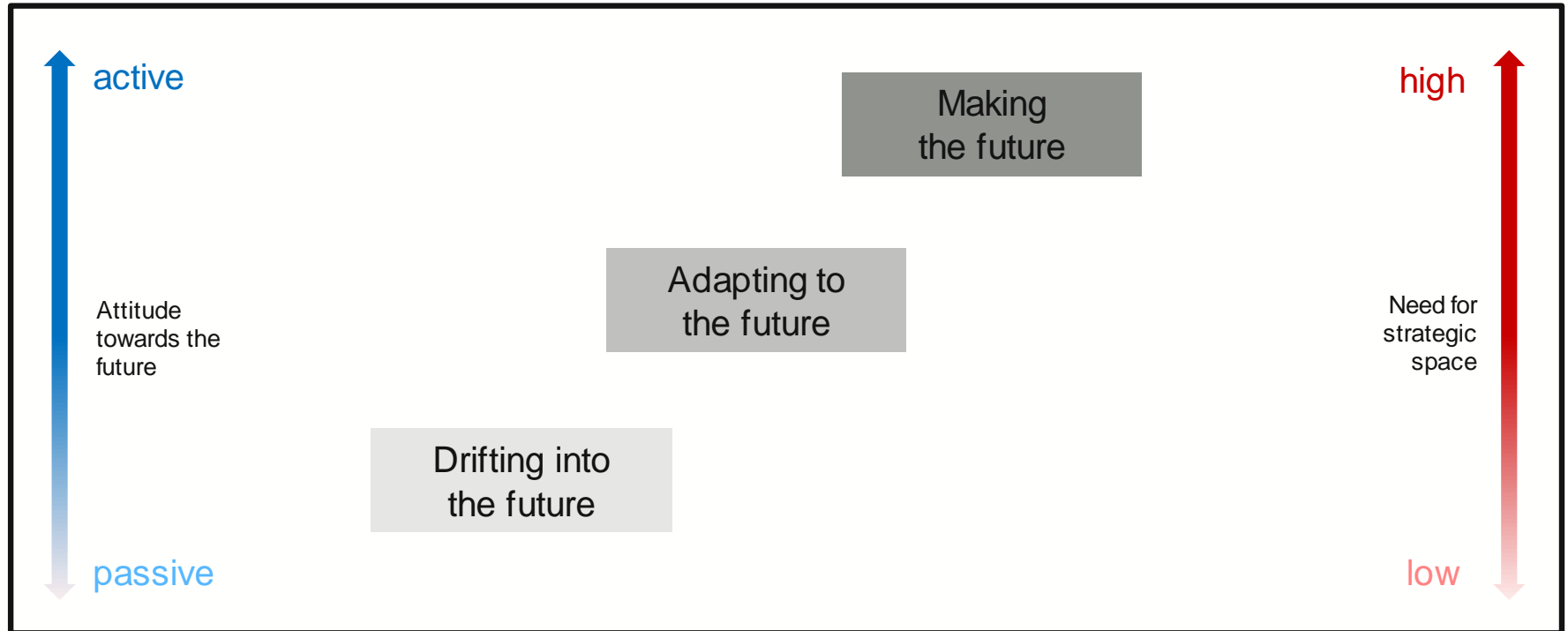
The shaping of the urban society is the central goal of the strategy. Approaches from the past are integrated.



Central components in the shaping of the urban society are:

- Setting of political priorities instead of “everything is important”
- Structure of organization 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”

MARKET TAKER OR MARKET MAKER



THE MANNHEIM MODEL



MOVING THE MUNICIPALITY OF MANNHEIM FORWARD TOGETHER

The motivation behind and priorities of strategic action

Mayor Dr. Kurz:

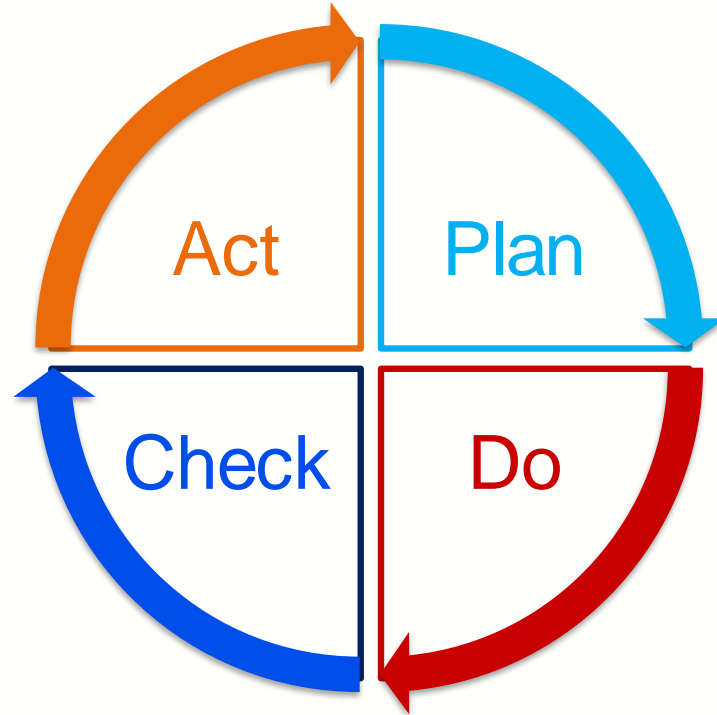
“Three key experiences and motivations:

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

Furthermore:

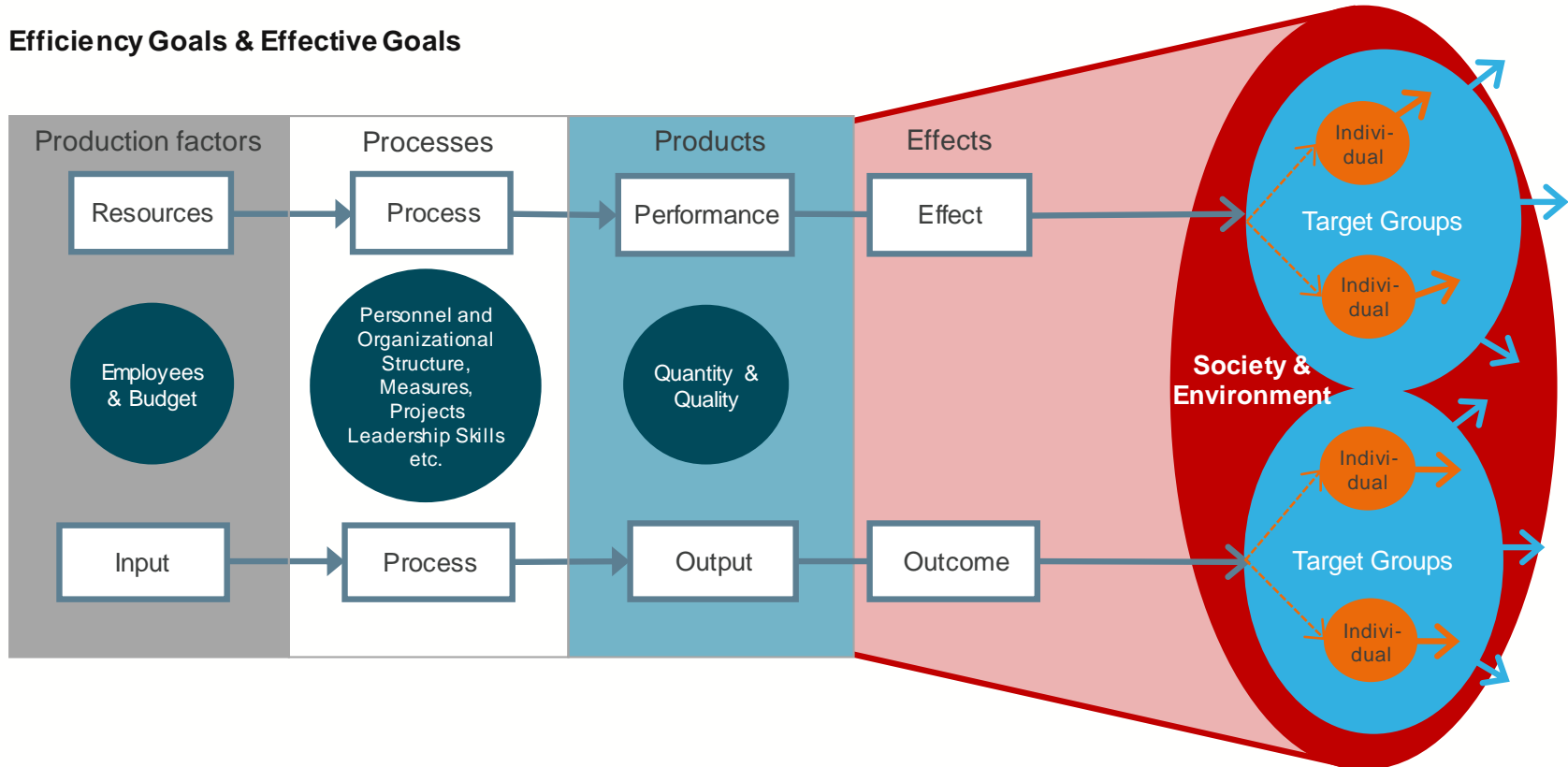
- Increasing demands on municipalities during fiscal squeeze.
- Reactive fiscal action is not enough.

EVALUATION OF ACTION USING PDCA



RESSOURCES, PROCESSES, PERFORMANCE AND EFFECTS

Efficiency Goals & Effective Goals



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.

KEY ISSUES FOR DEPARTMENTAL HEADS AND MANAGEMENT OBJECTIVES OF THE SPECIALIST AREAS BASED ON THE EIGHT STRATEGIC CITY OBJECTIVES

EXAMPLE

Strategic objectives of the city Mannheim

"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.'"

Excerpt from objective system

To strengthen urbanity	To attract, develop and retain talents at an above-average level	To increase the number of enterprises and (qualified) jobs in Mannheim	To maintain social tolerance	To increase the educational success of the children, young people and adults living in Mannheim	To successfully implement the central projects "Cultural capital 2020" and master plan "Creative economy"	To strengthen civil engagement and cooperation	To increase the equity
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Department III

No	Key issues	Responsibility for implementation at office level
1	Every child has a qualified school-leaver's certificate	SA 51, SA 40, SA 50

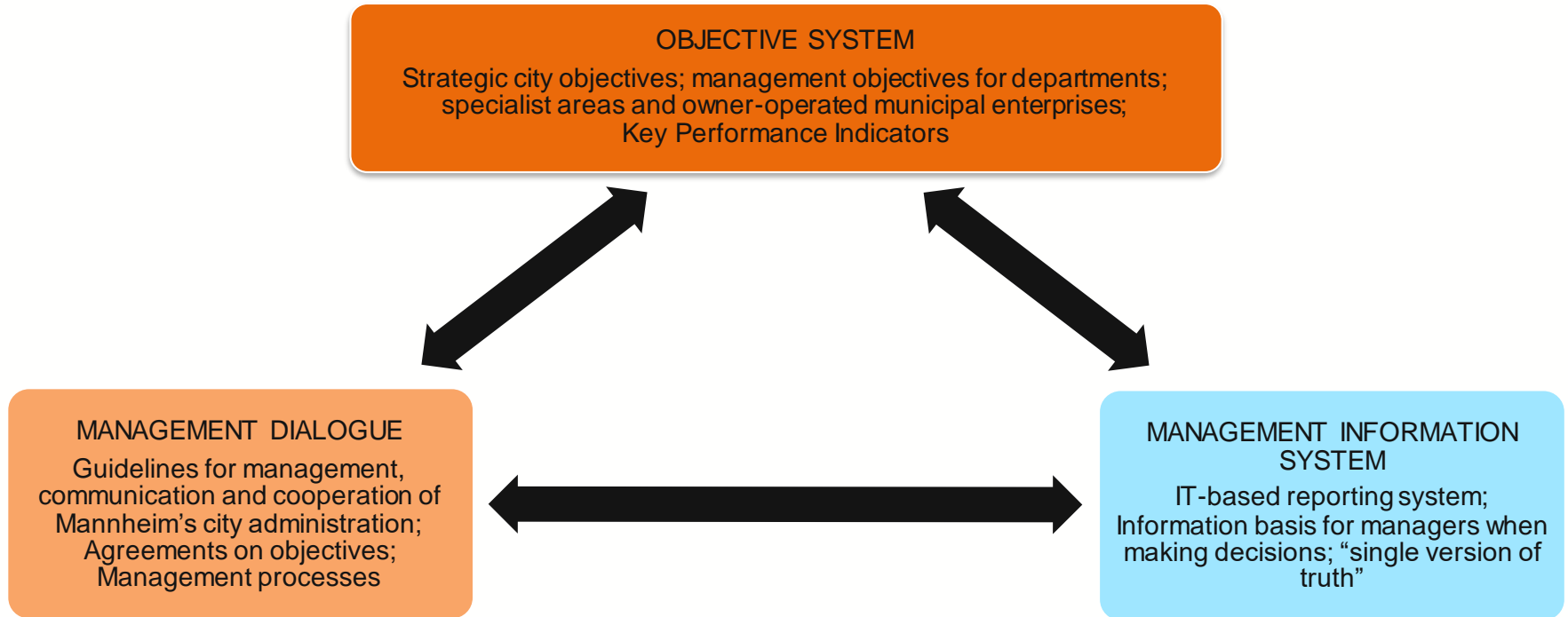
Specialist area 51

Specialist area 40

Specialist area 50

No	Management objectives	Key data	Target value	Measure	Resp.
2	Every child has a sufficient command of German upon starting school to enable him or her to understand what is being taught	Number of children who start school with sufficient language skills (ESU)	69% (target value 2011)	Language learning measures for all children with language needs in child care	...
3	Increase the educational opportunities available to the children and young people living in Mannheim through the development of all-day schools	Number of pupils who have to repeat a year based on school type	6.4% (target value 2011 for intermediate secondary schools)	Consultation of schools in relation to all-day schooling concepts	...
7	Enable/increase participation in social and cultural life	Number of Mannheim citizens for whom participation in social and cultural life has been made possible thanks to SA 50 and JC.	67,000 (target value 2011)	Negotiate guidelines on discounts/free places/entry for those on benefits with the city's cultural institutions	...

ACHIEVING MORE TOGETHER



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
 - 2017: 327.664
 - CO₂-Emissions
 - 2015: 76 %
 - Centrality rating
 - 2017: 154,5 %
 - Share of the sampled population, that is content with living 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
 - 2017: 28.744
 - Educational migration balance
 - 2017: 9,5 %



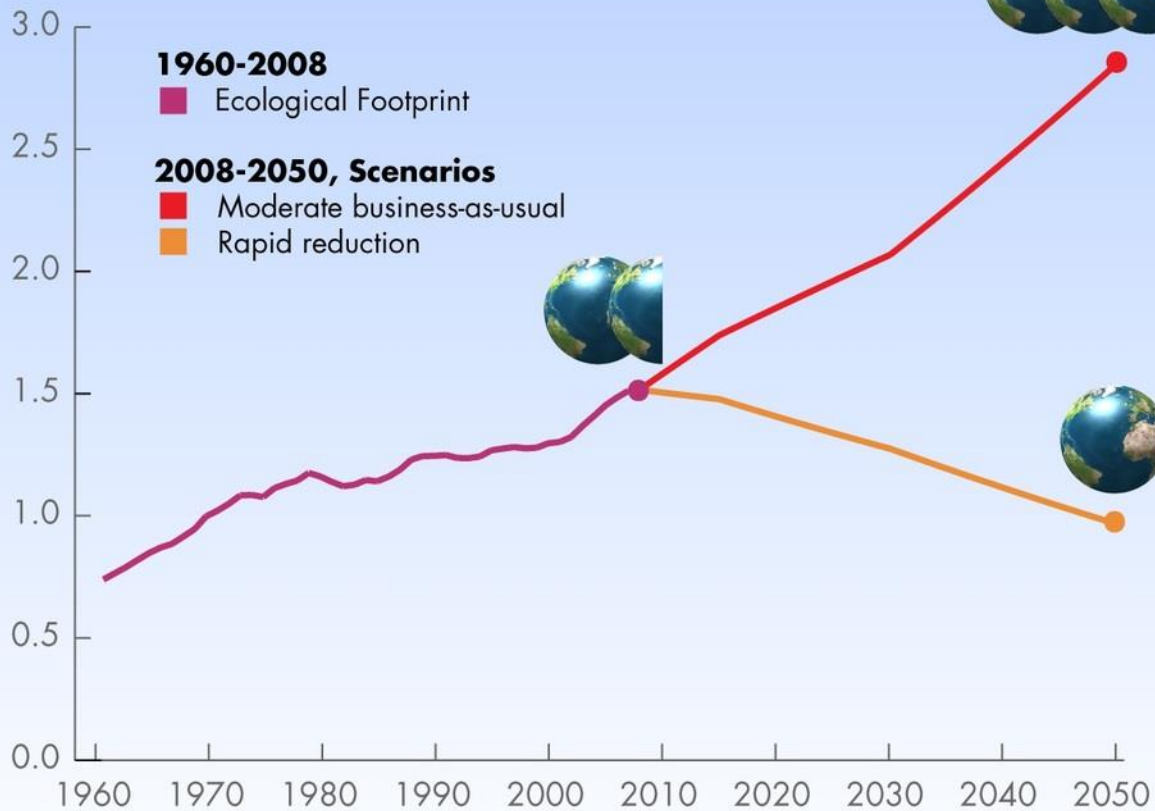
MANNHEIM GOVERNANCE MODEL



MANNHEIM MODEL AWARDED WITH THE GERMAN SUSTAINABILITY AWARD



INTERNATIONAL CHARTERS AND THEIR IMPLEMENTATION



y-axis: number of planet earths, x-axis: years

Global Footprint Network

OBSTACLES OF IMPLEMENTING CHARTERS

Global Implementation

- Conflict of national interests and global goals
- Less need of change in some countries
- Tension of financial and private interests vs. global responsibility
- Problems in harmonizing data
- Signing charters is often just a declaration of intent
- National plans of implementing charters have mostly an appellative character
- Conflict of resources

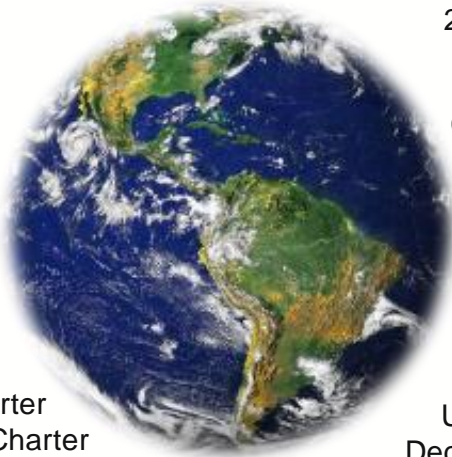
Local Implementation

- Perceived conflicts of objectives (global – local)
- Global commitments in general are very abstract
- Transformation of global commitments into local actions has often be made by the municipality itself
- National plans of implementing charters are mostly appellative in character
- Local staff members for charters are mostly lone wolves
- Conflict of resources

FROM GLOBAL TO LOCAL

Barcelona
Declaration
"The City and
the Disabled"
(1995)

Aalborg Charter
"Agenda 21" – Charter
of European Cities &
Towns Towards
Sustainability (1994)



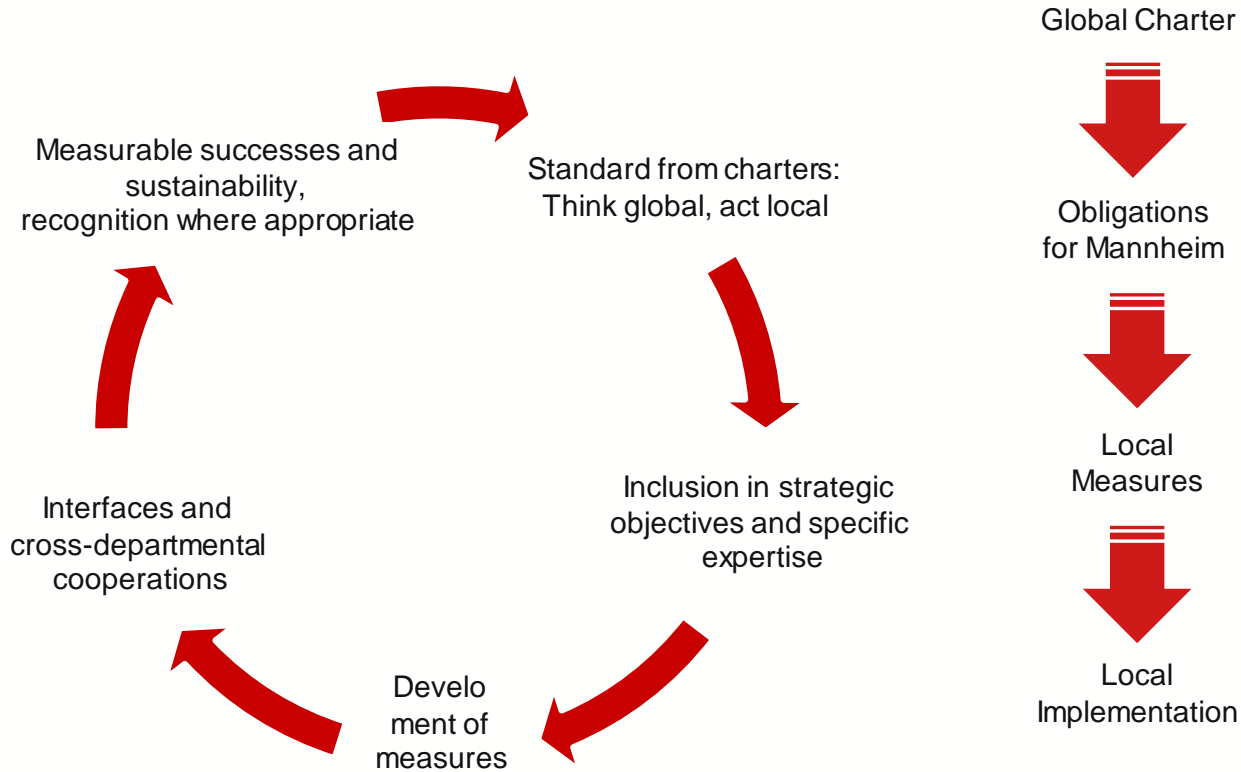
EU Charter for
Equality of
Women and Men
in Local Life

Mannheim
2020 Climate
Protection
Plan,
Covenant of
Mayors

UNESCO
Declaration on
Cultural
Diversity



CHARTA MANAGEMENT: SUSTAINABILITY MONITORING AT A COMMUNITY LEVEL



SUSTAINABLE DEVELOPMENT GOALS



EXAMPLES



Ending poverty in all its forms and everywhere.

Strategic target	Name	Unit of measure	2011	2012	2013	2014	2015	2016
1	Guaranteed minimum rate	Percent	9.9	10.0	10.3	10.8	11.0	10.9
1	SGB II rate of people unfit for work and claiming benefit under 15 years	Percent	17.7	18	19.1	20.8	20.8	20.6



Guaranteeing inclusive, fair and high-quality education and promoting opportunities for lifelong learning for all.

Strategic target	Name	Unit of measure	2011	2012	2013	2014	2015	2016
1	Number of students at Mannheim higher education facilities	Students	25,115	27,207	28,014	28,648	28,786	
1	Number of all-day nursery places	Percent	38.2	38.9	43.7	46.7	49.7	51.7
1	Number of children without speech difficulties at start of schooling	Percent	79.8	79.7	83.1	81.8	80.8	81.3
1	School child daycare rate	Percent	47.1	49.0	55.3	58.9	61.0	61.7
1	Advanced secondary school transition rate	Percent	46	47.5	49.7	49.4	51.15	48.1

THREE LEVELS OF EFFECTS OF THE SDGS



C. MEASURES OF THE LOCAL AUTHORITY WITH LOCAL EFFECTS

- Financial support of jobs
- Local labor market program
- Education help

B. MEASURES OF THE LOCAL AUTHORITY WITH INDIRECT GLOBAL EFFECTS

- Procurement procedure
- Fair trade
- ILO-working standards

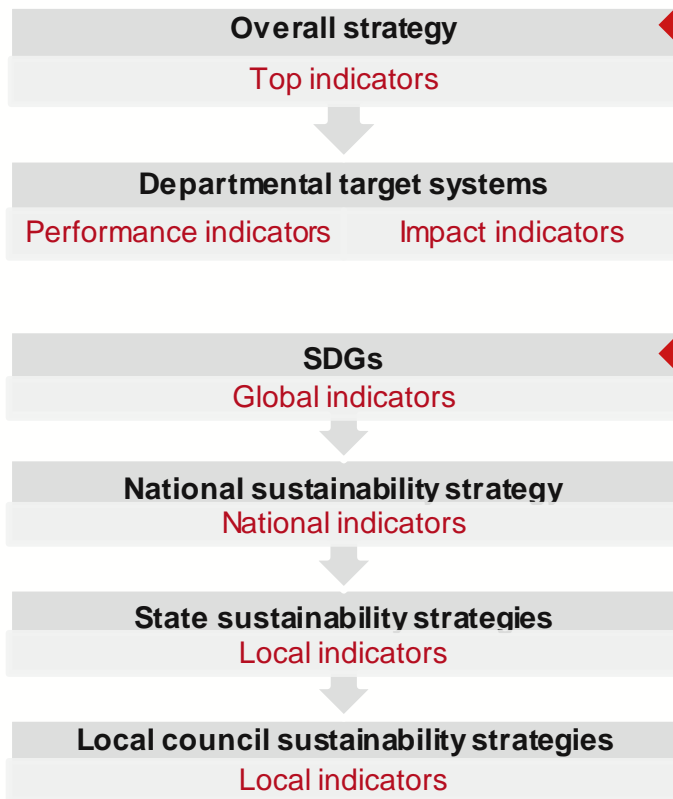
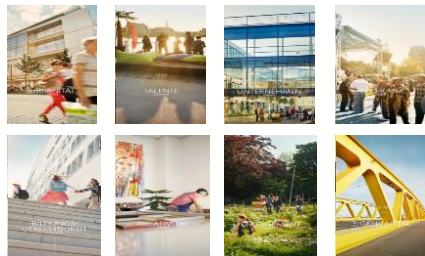
A. MEASURES OF THE LOCAL AUTHORITY WITH DIRECT GLOBAL EFFECTS

- Bilateral development projects (for example Kilis City)

MISSION STATEMENT PROCESS

For further information visit [https://www.mannheim.de/sites/default/files/2019-03/Mission Statement Mannheim 2030_13.03.2019_English_WebFile.pdf](https://www.mannheim.de/sites/default/files/2019-03/Mission%20Statement%20Mannheim%202030_13.03.2019_English_WebFile.pdf)

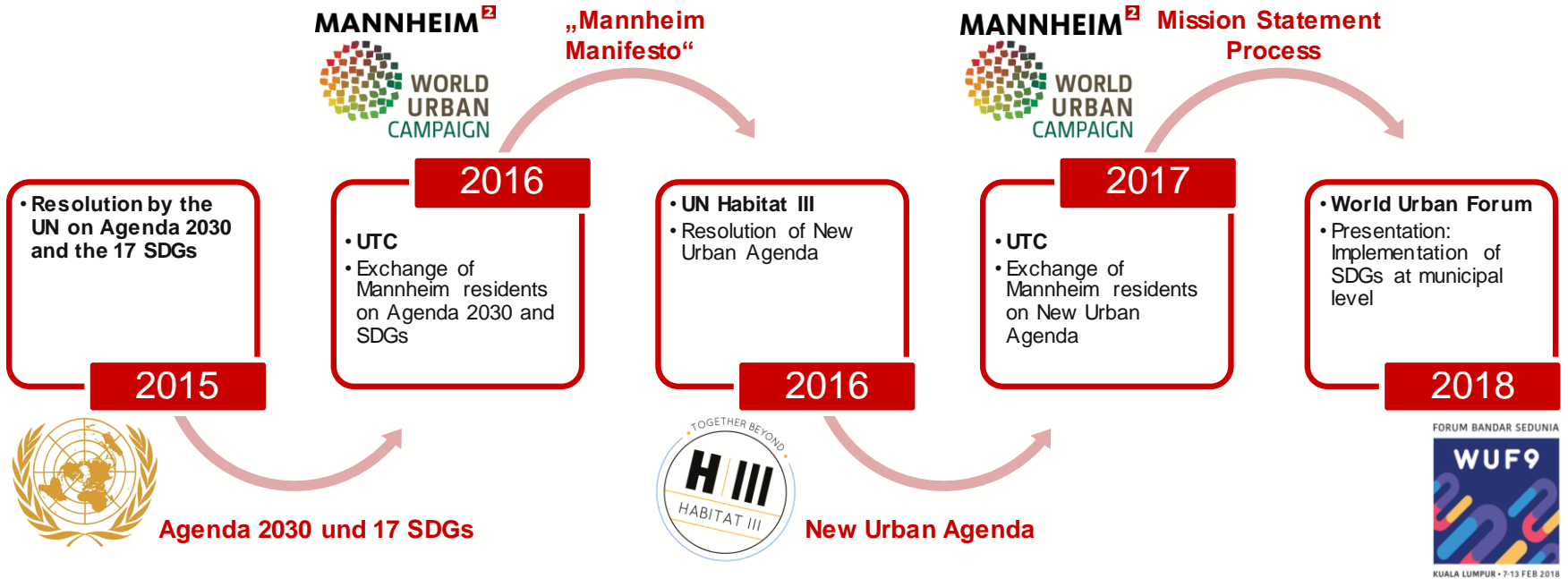
ROLE MODEL "MANNHEIM 2030" AND AGENDA 2030



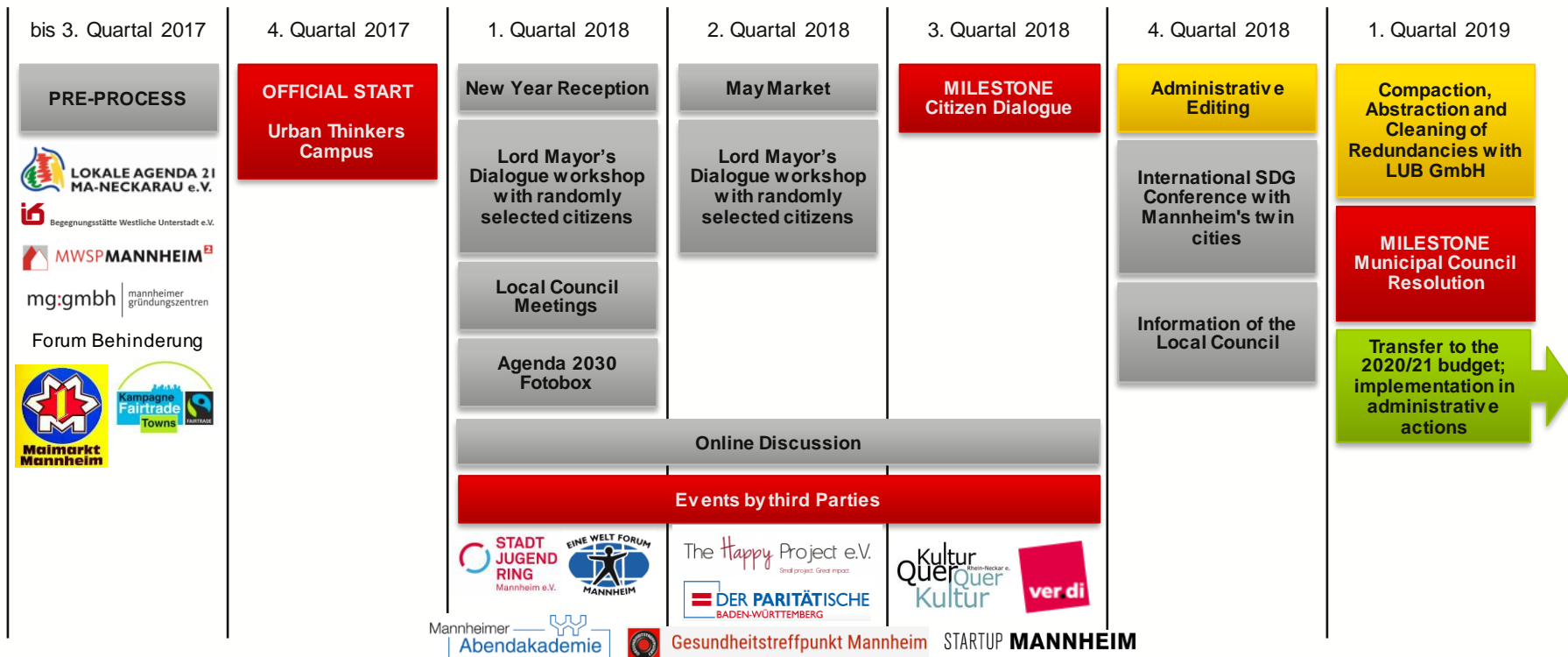
Comparing
Mannheim specific goals
with Agenda 2030



INTERTWINING GLOBAL AND LOCAL PROCESSES



TIMETABLE





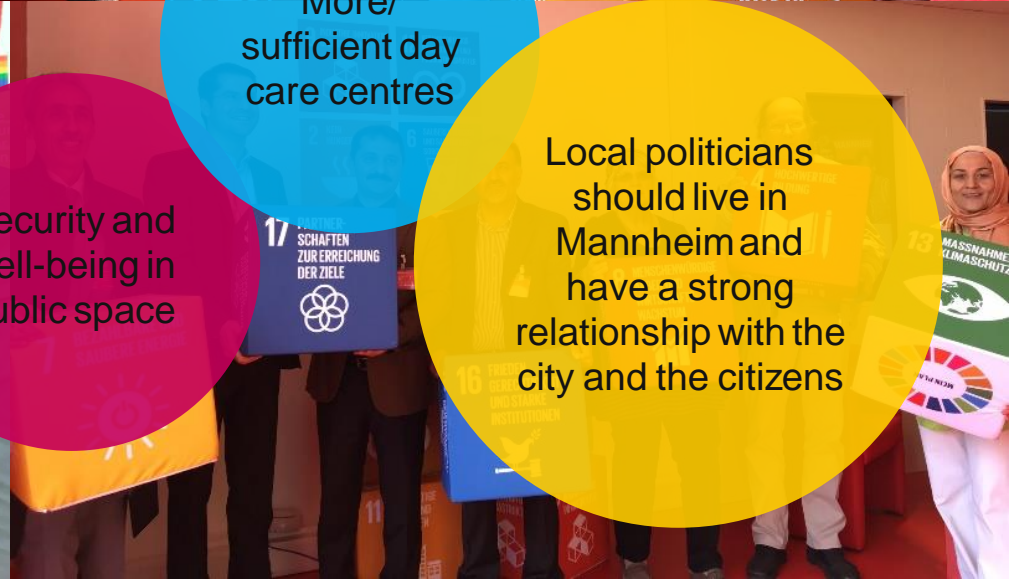
MAY MARKET



Security and well-being in public space

More/ sufficient day care centres

Local politicians should live in Mannheim and have a strong relationship with the city and the citizens





EVENTS BY THIRD PARTIES

Peaceful and inclusive society, together against racism

Provide affordable housing

Prevent precarious employment conditions, equal pay for work of equal value, esteem social professions



DIALOG WITH CITIZENS

Equality and
fairness in
development
policy

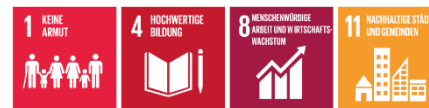
New criteria
for economic
development

Equal educational
opportunities for all

FUTURE TOPICS AND STRATEGIC GOALS

SOCIAL AND CULTURAL PARTICIPATION, SOCIAL INTERACTION AND LIFELONG LEARNING

Mannheim guarantees educational justice and prevents poverty. The social and cultural participation of all people of Mannheim is guaranteed.



HEALTH, WELL-BEING AND DEMOGRAPHIC CHANGE

Mannheim offers an exemplary urban quality of life with a high degree of security as the basis for a healthy, happy life for people of all ages and thus attracts more people.



EQUALITY, DIVERSITY AND INTEGRATION

Mannheim is characterised by an urban society based on solidarity and is a model for living together in metropolises. The people of Mannheim recognise the equal rights of diverse human identities and lifestyles.



DEMOCRACY, COMMITMENT AND PARTICIPATION

Mannheim is characterised by a strong city society and good administrative behaviour. The people of Mannheim are above-average committed to using the opportunities to participate in the development of their city in democratic and transparent processes.



FUTURE TOPICS AND STRATEGIC GOALS

DIGITISATION, INNOVATION AND FUTURE-PROOF VALUE CREATION

As a digital and innovative metropolis, Mannheim creates the conditions for companies of all sizes to realize diverse and future-proof value creation and to attract talents and skilled workers.



CLIMATE, ENVIRONMENT AND ALTERNATIVE MOBILITY

Mannheim is a climate-friendly - perspective climate-neutral - and resilient city that is a model for environmentally conscious living and acting.



INTERNATIONAL COOPERATION, GLOBAL RESPONSIBILITY AND CONSUMPTION

Mannheim is a role model for international cooperation between cities. Local development policy and responsible consumption contribute to global justice and sustainable international politics.



PUBLIC VALUE IN MUNICIPAL ENTERPRISES

PUBLIC VALUE

Financial Value → Financial Interest

Public Value → Public Interest

STRATEGIC TARGETS IN INVESTMENT CONTROL



STRATEGIC DEVELOPMENT PLANNING

Goals of companies – examples

Strategic Goal „Tolerance“ – Mannheim Graveyard

Every citizen is able to be buried according to his religious specifications.

Strategic Goal „Tolerance“ – National Theater Mannheim

The program and repertoire reflects diversity and dynamics of the city society.

Strategic Goal „Urbanity“ - Waste Management Mannheim

The waste is disposed of or recycled in an environmentally friendly and customer-oriented manner.

CSR REPORTING

Nachhaltigkeit

17 Nachhaltigkeit bei MVV

- 17 Nachhaltigkeitsstrategie
- 19 Nachhaltigkeitsmanagement
- 21 Wesentlichkeitsanalyse
- 25 Wertschöpfungskette

27 Wesentliche Themen nach GRI

- 27 Systemveränderung
 - 28 Sichere Energieversorgung
 - 29 Sektorkopplung
 - 30 Veränderte Energienachfrage
- 32 Dekarbonisierung und Energiewende
 - 32 Klimaschutz
 - 35 Erneuerbare Energien
 - 39 Energieeffizienz



GBGMANNHEIM²



UNTERNEHMERISCHE GESELLSCHAFTSVERANTWORTUNG ALS ZENTRALE AUFGABE

Saat, Aufzucht und nachhaltige Pflege müssen aufeinander aufbauen. Das Wurzelwerk muss tief greifen können – das ist Grundvoraussetzung für gesundes und nachhaltiges Wachstum. Kurz: die Rahmenbedingungen und die Organisationsstruktur in einer Unternehmensgruppe müssen stimmen.

Die GBG setzt nicht auf Wachstum um jeden Preis. Ihr geht es um eine gesunde und starke Entwicklung. Daher ist das Thema Corporate Social Responsibility (CSR) – unternehmerische Gesellschaftsverantwortung – für die GBG wichtiger Maßstab für jegliches Handeln. Es beschreibt den freiwilligen Beitrag zu einer nachhaltigen Entwicklung, die über gesetzliche Forderungen hinausgeht. Dabei steht nicht nur das verantwortungsbewusste unternehmerische Handeln im Fokus. Vielmehr sollen zusätzliche Aspekte wie Umwelt, Gesellschaft, soziale Gerechtigkeit, Arbeitnehmer sowie relevante Stakeholderbeziehungen langfristig und wirksam in Einklang gebracht werden. In der seit 2011 jährlich veröffentlichten CSR-Berichterstattung werden die einzelnen Beiträge zu einer nachhaltigen Entwicklung im Detail dokumentiert.

Welch hohen Stellenwert CSR bei der GBG einnimmt, zeigt sich neben vielen Aktivitäten auch deutlich in deren Engagement bei European Housing Network (kurz:

UTC 2017 – URBAN LAB SOCIAL ENTREPRENEURSHIP AND PUBLIC WELFARE ECONOMY



Main results/goals

1. Open up joint platforms for Social Entrepreneurship (help already existing for Social Entrepreneurs)
2. Raise public awareness of Social Enterprises
3. Sustainable customer behaviour – raise awareness and incentive systems
4. Subsidies and economic development – which start-ups are supported
5. Fair Trade or localization of products
6. Cooperation between universities and universities of applied sciences (FH) (interdisciplinary approach)
 1. Joint Institute (public welfare economics or social enterprise)
 2. Support provided to student organizations for their Social Entrepreneurship activities

MISSION STATEMENT MANNHEIM 2030

FUTURE TOPIC: DIGITISATION, INNOVATION AND FUTURE-PROOF VALUE CREATION



Corporate social responsibility in the economy

In Mannheim 2030, the economy is also characterized by mutual respect and openness, by equality and diversity. It therefore lives up to its institutional responsibility (Corporate Social Responsibility). The corporate landscape has also become diverse: the image of tradesman and service professions has improved on a lasting basis. Small and medium-sized companies play a significant role in Mannheim and profit from good networking within the Rhine-Neckar metropolitan region. Institutions such as the Mannheim Chamber of Trades and the Rhine Neckar Chamber of Industry and Commerce or the job center support them in topics such as finding specialist employees. This also contributes to Mannheim being a livable location that does not drive specialist workers and managers into the surrounding areas but draws them into the city.

Indicator Examples:

Number of companies publishing public-economy balance sheets

Number of entrepreneurs surveyed for whom sustainability is a major concern

Number of companies publishing sustainability reports

COMMON GOOD ECONOMY

alternative measurement of success



„MORE AND MORE IS NOT ENOUGH - GROWTH MANIA FOR SOCIAL HAPPINESS“



MINISTRY OF HAPPINESS

HOME MINISTERIUM ANGEBOTE AKTIONEN BLOG PODCAST BUCH PRESSE NETZWERK KONTAKT Q

Was können wir verändern?
Wie können wir das Bruttonationalglück steigern?



Ministerium
für Glück
und Wohlbefinden

BEWUSSTSEIN.
REDUKTION.
ZUFRIEDENHEIT.

Eine Initiative für bewusstes
Leben und Glücksbesinnung.



SOCIAL PROGRESS INDEX



GERMANY

2018 Social Progress Index
GDP PPP per capita

SCORE/
VALUE
89.21/100
\$44,357

RANK
9/146
15/146

STRENGTH/
WEAKNESS

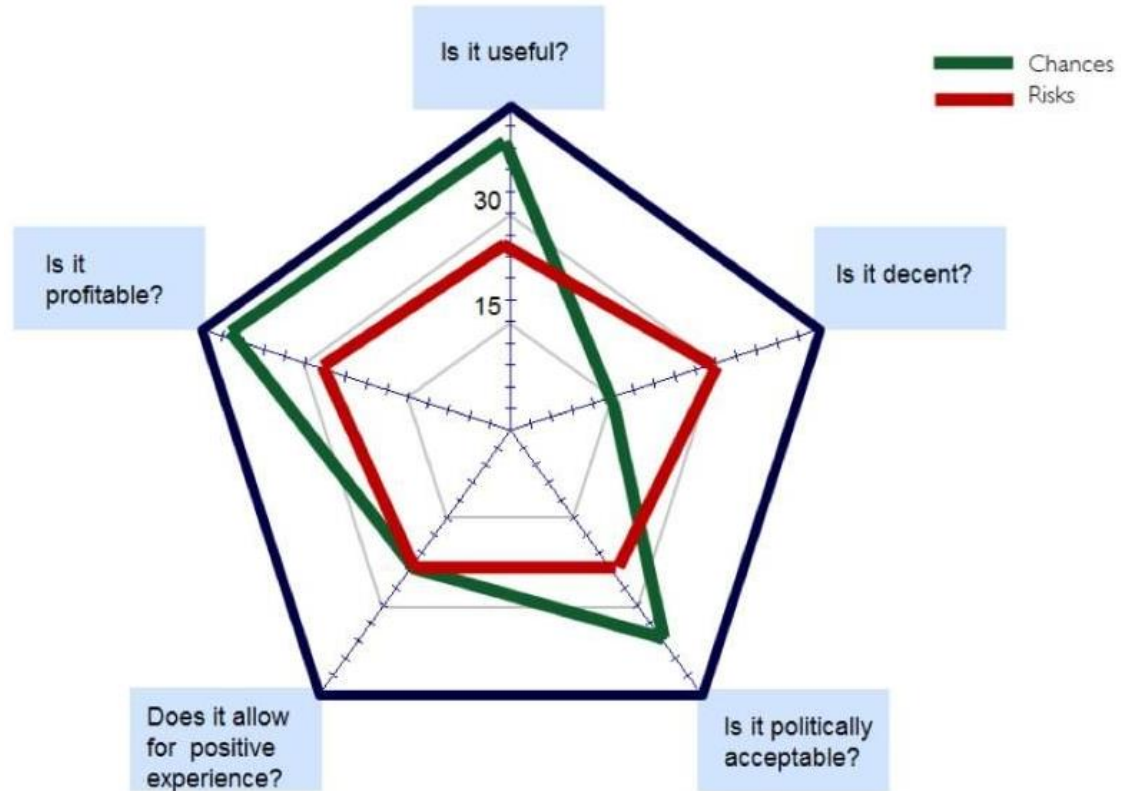
	SCORE/ VALUE	RANK	STRENGTH/ WEAKNESS		SCORE/ VALUE	RANK	STRENGTH/ WEAKNESS		SCORE/ VALUE	RANK	STRENGTH/ WEAKNESS
Basic Human Needs	95.35	14		Foundations of Wellbeing	90.71	13		Opportunity	81.57	4	
Nutrition and Basic Medical Care	98.88	10		Access to Basic Knowledge	95.79	24		Personal Rights	96.85	5	
Undernourishment (% of pop.)	2.50	1		Adult literacy rate ² (% of pop. aged 15+)				Political rights (0=no rights; 4=full rights)	39.00	12	
Maternal mortality rate (deaths/100,000 live births)	8.05	28		Primary school enrollment (% of children)	99.81	12		Freedom of expression (0=no freedom; 1=full freedom)	0.97	6	
Child mortality rate (deaths/1,000 live births)	3.80	20		Secondary school enrollment ² (% of children)	101.06	1		Freedom of religion (0=no freedom; 4=full freedom)	3.79	35	
Child stunting (% of children)	0.97	1		Gender parity in secondary enrollment ² (girls/boys)	0.95	72		Access to justice (0=non-existent; 1=observed)	0.99	4	
Deaths from infectious diseases (deaths/100,000)	16.25	20		Access to quality education (0=unequal; 4=equal)	3.34	30		Property rights for women (0=no right; 5=full rights)	4.82	14	
Water and Sanitation	99.82	13		Access to Information and Communications	91.86	12		Personal Freedom and Choice	89.16	7	
Access to at least basic drinking water (% of pop.)	100.00	1		Mobile telephone subscriptions ² (subscriptions/100 people)	126.31	1		Vulnerable employment (% of employees)	6.00	9	
Access to piped water (% of pop.)	100.00	1		Internet users (% of pop.)	89.65	12		Early marriage (% of women)	0.00	1	
Access to at least basic sanitation facilities (% of pop.)	99.22	26		Participation in online governance (0=low; 1=high)	0.76	26		Satisfied demand for contraception (% of women)	83.00	28	
Rural open defecation (% of pop.)	0.00	1		Access to independent media (% of pop.)	99.50	5		Corruption (0=high; 100=low)	81.00	12	
Shelter	95.54	28		Health and Wellness	83.13	19		Inclusiveness	76.45	10	
Access to electricity (% of pop.)	100.00	1		Life expectancy at 60 (years)	23.68	29		Acceptance of gays and lesbians (0=low; 100=high)	71.76	19	
Quality of electricity supply (1=low; 7=high)	6.18	28		Premature deaths from non-communicable diseases (deaths/100,000)	243.32	34		Discrimination and violence against minorities (0=low; 10=high)	4.90	45	
Household air pollution attributable deaths (deaths/100,000)	0.59	33		Access to essential health services (0=none; 100=full coverage)	79.65	20		Equality of political power by gender (0=unequal power; 4=equal power)	3.42	2	
Personal Safety	87.15	14		Access to quality healthcare (0=unequal; 4=equal)	3.77	8		Equality of political power by socioeconomic position (0=unequal power; 4=equal power)	3.02	15	
Homicide rate ¹ (deaths/100,000)	0.85	19		Environmental Quality	92.05	12		Equality of political power by social group (0=unequal power; 4=equal power)	3.46	8	
Political killings and torture (0=low freedom; 1=high freedom)	0.95	20		Outdoor air pollution attributable deaths (deaths/100,000)	20.22	25		Access to Advanced Education	63.82	11	
Perceived criminality (1=low; 5=high)	2.00	8		Wastewater treatment	99.65	7					
Traffic deaths (deaths/100,000)	5.11	10									

- Overperforming by 1 or more pts.
- Overperforming by less than 1 pt.
- Performing within the expected range
- Underperforming by 1 or more pts.
- Underperforming by less than 1 pt.
- No data available

COMMON GOOD MATRIX

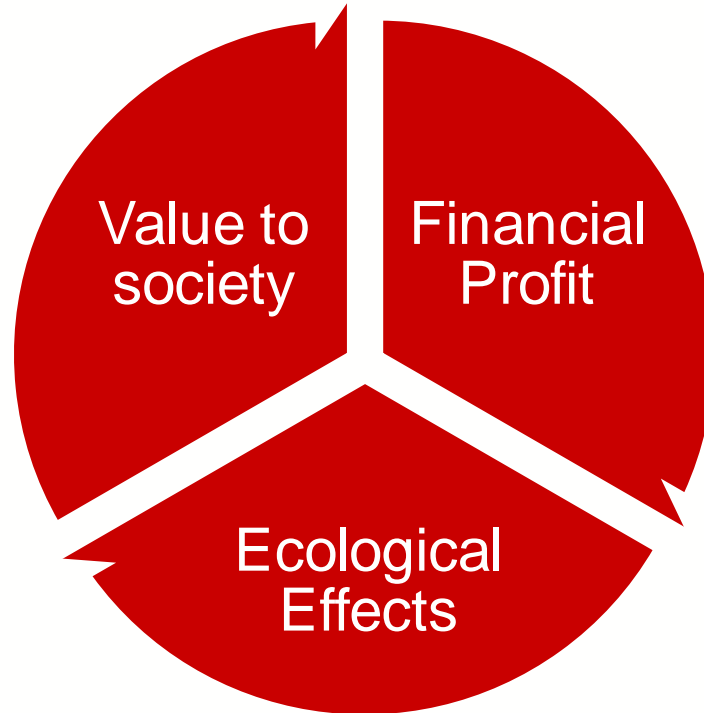
VALUE	HUMAN DIGNITY	SOLIDARITY AND SOCIAL JUSTICE	ENVIRONMENTAL SUSTAINABILITY	TRANSPARENCY AND CO-DETERMINATION
STAKEHOLDER				
A: SUPPLIERS	A1 Human dignity in the supply chain	A2 Solidarity and social justice in the supply chain	A3 Environmental sustainability in the supply chain	A4 Transparency and co-determination in the supply chain
B: OWNERS, EQUITY- AND FINANCIAL SERVICE PROVIDERS	B1 Ethical position in relation to financial resources	B2 Social position in relation to financial resources	B3 Use of funds in relation to the environment	B4 Ownership and co-determination
C: EMPLOYEES	C1 Human dignity in the workplace and working environment	C2 Self-determined working arrangements	C3 Environmentally friendly behaviour of staff	C4 Co-determination and transparency within the organisation
D: CUSTOMERS AND BUSINESS PARTNERS	D1 Ethical customer relations	D2 Cooperation and solidarity with other companies	D3 Impact on the environment of the use and disposal of products and services	D4 Customer participation and product transparency
E: SOCIAL ENVIRONMENT	E1 Purpose of products and services and their effects on society	E2 Contribution to the community	E3 Reduction of environmental impact	E4 Social co-determination and transparency

PUBLIC VALUE SCORECARD



NEW BALANCE SHEETS AND STOCK MEASURES FOR THE FUTURE?

Balance Sheet:



CONCLUSION

- Role of cities in solving or addressing global challenges is rising.
- Good Governance of managing city administrations is active, participative, impact-oriented, and public-value-oriented.
- Public value is rising within administrations and within the private sector.
- **Only together we can build a sustainable future!**

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For further information visit

<https://www.mannheim.de/en/node/81937>

