



RAISING THE GAME OF PUBLIC-SERVICE DELIVERY

TOWARD A MORE
SUSTAINABLE FUTURE

*College of Europe
Student Case Studies
Final Report 2012*



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The opinions expressed in the case studies are those of the individual student teams and do not necessarily reflect the views of Accenture, the College of Europe, the Lisbon Council, the Government Executive Innovation Circle or any of their associates.

THE EUROPEAN CENTRE FOR GOVERNMENT TRANSFORMATION¹

The 21st century is a time of unprecedented challenges – and great opportunities.

The European Centre for Government Transformation strives to shape a high performing and innovative public sector, enabling the delivery of sustainable, modern and quality public services. It provides a unique and multi-stakeholder platform for constructive dialogue, exchange of best practices and formulation of innovative solutions. This network of frontline practitioners, change agents and thought leaders will be complemented by ground-breaking research and analyses in an effort to shape and inform policy developments and the government of the future – a transformation in the way governments do business.

Founded in 2009 as a European research centre and practitioner-driven community, the European Centre for Government Transformation is dedicated to providing pragmatic and actionable solutions designed to help government agencies and other public-service organisations improve the social, economic and health outcomes of the people they serve through delivery of increased and improved public services. It is a new kind of idea and solution hub that recognises the interdisciplinary nature of state transformation and public sector modernisation. Its three founding partners – Accenture, the College of Europe and the Lisbon Council – bring a broad range of experiences and knowledge to this fast-growing community, contributing expertise and guidance to the debates and ensuring broad dissemination for the ideas developed in these fora.



Jean-Claude Juncker, prime minister of Luxembourg and president of the Eurogroup, addresses The 2011 Government of the Future Summit

1. Formerly known as The Government of the Future Centre

ACTIVITIES TO DATE

Annual European Summit for Government Transformation²

Thematic high-level roundtables on

- Patient-centred healthcare*
 - Sustainable public finances*
 - Employment and skills*
 - Public procurement*
 - Collaborative border management*
 - Digital government*
 - Sustainable employment*
-

Executive briefings on key themes, such as employment and public procurement

Research studies Driving Public Entrepreneurship: Government as a Catalyst for Innovation and Growth in Europe, published in collaboration with Oxford Economics.

2. Formerly known as The Government of the Future Summit

COLLEGE OF EUROPE STUDENT CASE STUDIES: INTRODUCTION

Tomorrow's Leaders Evaluate Today's Challenges

In 2011-2012, 16 students from the College of Europe were competitively selected to take part in a project on state transformation. They were divided into four teams of four students. Working together with Accenture, the staff and faculty of the College of Europe, and the Lisbon Council, each team was asked to evaluate the challenges of a state agency – the French Ministry of Interior in Paris; SESCAM, a public healthcare provider integrated in the Spanish National Healthcare system in Castilla-La Mancha; the German Federal Employment Agency based in Nürnberg and Mobile Brussels, the Ministry of the Brussels Region's department in charge of mobility. Each team visited the agency they were evaluating twice to learn about the particular challenges the agency faced.

In completing this project, the students were coached by a team of top transformation managers at Accenture, the global management consulting, technology services and outsourcing company, as well as by the Government Executive Innovation Circle, a European Centre for Government Transformation-based community committed to developing and implementing solutions for high-level state transformation challenges. Members of the Government Executive Innovation Circle met with the students in Brussels in February 2012 and later agreed to evaluate the case studies, awarding prizes to the best. The case studies were presented in Brussels in June 2012 at The 2012 European Summit for Government Transformation to a top level VIP audience, including Helle Thorning-Schmidt, prime minister of Denmark and head of the European Union's rotating presidency.

GOVERNMENT EXECUTIVE INNOVATION CIRCLE

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*Former Commissioner for Consumer Affairs,
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FOREWORD

By Meglena Kuneva

Chair, Government Executive

Innovation Circle

Former Commissioner for Consumer
Affairs, European Commission

The crisis is hitting Europe hard – particularly the next generation. In November 2011, for the first time on record, the number of young people without a job in Greece outnumbered those in work. Sadly, the employment situation does not look rosier for youth in many other member states, where millions of talented, highly skilled and enthusiastic young Europeans cannot find a good position that matches their competencies and potential. The uncertainty in getting a job generates understandable discouragement among youth and holds the risk of creating a lost generation, with substantial long-term social consequences.

“Youth unemployment in countries with ageing populations is a warning sign for the future.”

Youth unemployment in countries with ageing populations is a warning sign for the future. We need to go beyond budget consolidation and rethink the way our societies are organised, the services we provide to our citizens and how these fresh strategies can create new, sustainable jobs. As a former European commissioner for consumer affairs, I am intrigued by user-driven innovation, which has the potential to revamp the way citizens and consumers interact with public service providers. Indeed, I am convinced in this new age of social media and collaborative innovation, citizens can – and should – help to co-create public services, making them more tailor-made and uniquely suited to their expectations and needs.

Given that the public sector accounts for more than 50 per cent of the economy in many European countries, real change and progress can be achieved by making public services more citizen-centric. In that sense, governments are no longer seen as top-down service providers but instead as facilitators – platforms where diverse stakeholders interact to create more responsive and modern services. I am delighted to chair the Government Executive Innovation Circle, the advisory body of the European Centre for Government Transformation, which serves as a hub for innovative and future-oriented senior civil servants from European Union (EU) member states. These leaders have a mandate to modernise their public agencies and conduct long-term reflections on what the public services of tomorrow might require. It’s been a pleasure to be involved with such an avant-garde group of inspirational leaders, and I have enjoyed learning about their insights and experiences over the years.

The unique blend between experienced civil servants and next-generation leaders is what makes the European Centre for Government Transformation so special. I want to applaud the College of Europe students who took part in this year’s case study exercise and congratulate them on their excellent work. Their enthusiasm is most welcome in these difficult economic times, and is an inspiration to all of us to use the current crisis as an opportunity to embrace modernity and meet future challenges.

FOREWORD

By Professor Jörg Monar

Director of Political and Administrative Studies, College of Europe



Public services are not just “serving” us as citizens – they form much of the fabric that keeps us together, as a society and as a state. Our individual dependency on public services and our expectations with regards to the level of their provision may vary. Yet we all expect them to be there for us at some stage or another – and in most cases even on a daily basis. If public services fail us, the consequences for our individual lives can be serious; and if this happens on a larger scale, the survival of governments and the stability of our societies can be at stake.

In Europe it has actually become difficult to distinguish between public services and the state: What, after all, would be left of our states if all public services were abolished? No one in Europe is seriously suggesting their abolishment, but in a time of unprecedented crisis for public finances, public services are clearly under pressure. Unsustainable government debt levels – not only in Greece – have led to a growing realisation among European citizens that the image of public services delivering everything to anyone in near unlimited quantity, which some politicians have cultivated in the past, was and is nothing but a dangerous chimera.

However, there is now a risk in many European countries to pass from one extreme to the other: After decades of indulgent expansion there are now those advocating indiscriminate downsizing – with potentially devastating effects both on the quality of public services and on past investments made by taxpayers. Instead, reforms aimed at more efficient services within a tighter budgetary framework are needed. This requires innovative thinking about needs identification,

“In Europe it has actually become difficult to distinguish between public services and the state”.

user targeting, prioritisation, and use of modern technologies for communication and delivery – and all of this with a full valorisation of the huge expertise available within public administrations.

The public service innovation training project, whose results are presented in this publication, has been guided by a constructive reform rationale. The generous support of Accenture and the Lisbon Council has made it possible for 16 students of the Political and Administrative Studies Programme of the College of Europe to work on four real life public service reform projects in four European countries. The College, which has been preparing young Europeans for leadership functions since 1949, is most grateful for this unique opportunity. But we are also proud of our students who worked on their projects under enormous time pressure on top of their very demanding study programmes. They have shown, we believe, all the potential of young creative thinking in Europe – and we hope that their findings will be used.



FOREWORD

By Bernard le Masson

Global Managing Director, Health and Public Service Management Consulting, Accenture

The students from the College of Europe have once again shown excellent insight and innovative thinking in addressing this year's State Transformation Case Studies. As Europe battles with unprecedented economic, fiscal and social challenges, we look to the young leaders of tomorrow to design pioneering solutions to generate not only incremental improvements, but sustainable economic renewal.

Against a background of turbulence, Europe is now faced with a great opportunity. By focusing on the demands and needs of citizens, governments can re-build trust, re-model public services, and renew state structures. The European Centre for Government Transformation has provided a series of opportunities for discussion and debate around some of the key policy questions facing Europe today. The Summit, Government Executive Roundtables and more specifically the State Transformation Case Studies have enabled in-depth analysis of the issues surrounding ensuring people can stay in work, keeping populations healthy, reforming public administration and keeping people on the move in a green future.

“The insight provided by the student teams forms part of a comprehensive framework of practical policy recommendations.”

Throughout the past year, the student teams have worked with leading public service agencies across Europe: Mobile Brussels, the Ministry

of the Brussels Region's department in charge of mobility; the German Federal Employment Agency in Nürnberg; the French Ministry of Interior in Paris; and SESCAM, a public healthcare provider in Castilla-La Mancha, Spain. The teams have produced some truly excellent work in analysing the challenges faced by these agencies, creating benchmarks for best practice against peer agencies across Europe and in developing robust, practical policy recommendations.

We are extremely grateful to all the clients and their teams involved in the case studies for providing considerable support to the students and for giving access to key people and resources within their agencies.

The insight provided by the student teams forms part of a comprehensive framework of practical policy recommendations emanating from the European Centre for Government Transformation. It is now up to governments across Europe to rise to the challenge. By acting decisively to adapt to the new reality, and by accepting that a new way of thinking is required to navigate the unique hurdles we currently face, European public servants can pave the path to a sustainable future.

By continuing to highlight these insights and recommendations, the European Centre for Government Transformation will play a key role in enabling governments to enact genuine state transformation, and to deliver the sustainable, high-quality public services of the future.

FOREWORD

By Ann Mettler

Executive Director, The Lisbon Council

Helping unemployed people find a job – and keep it; improving the delivery and quality of public services to citizens; implementing a high-quality breast screening programme despite budget constraints; creating a smart and green mobility plan for a very densely populated city: these are the pressing challenges faced by four specific public administrations, which are analysed in this report. Although each agency is unique, many of the questions they are confronted with are also relevant to peer organisations throughout Europe.

In the context of the current economic crisis, which has resulted in a formidable effort to consolidate budgets and reign in excessively high levels of public debt, many departments in the public sector have to deal with two apparently incompatible objectives. On the one hand, they intuitively understand that they must deliver good, modern and tailor-made services to citizens, who are demanding a more personalised relationship with the state, more interaction and better outcomes. On the other hand, public agencies face unprecedented budget constraints. In other words, the costs of – and demands on – the welfare state are rising, while public resources are limited.

How to square the circle and reconcile balanced and future-oriented public accounts with high-quality public services? In just 60 years, Europe has built up a unique system, where a social market economy is meant to serve and foster an inclusive society in which the citizens can expect a high level of social security. Against this backdrop, the current crisis is



“We believe public servants of all types can benefit from the insights and recommendations offered by the next generation.”

perhaps an invitation to think out of the box, an opportunity to embrace change and modern developments. For sure, frontrunners in the public sector have already embarked on the information and communications technology race, tapping into the grand potential of the digital age to speed up procedures, reduce costs and reach out to the young generation of citizens who expect to interact with their governments online. These entrepreneurial civil servants have also implemented non-technological innovation, developed creative management programmes and experimented with new processes. They are the frontrunners of a promising transformation of the public sector.

We believe public servants of all types can benefit from the insights and recommendations offered by the next generation of European leaders on the ensuing pages. The analyses undertaken by four teams of College of Europe students in the framework of the European Centre for Government Transformation offer innovative solutions to contemporary challenges. They show the way forward, and we are grateful for their insights and active participation in the case study programme.





CASE STUDIES

*Safeguarding the Achievements
of State Reform*

*Implementing a High Quality
Breast Cancer Screening Programme*

*Sustainable Employment as a Driver
of Economic and Social Inclusion*

Building a Smart Mobility Plan



CASE STUDY

STATE REFORM

CLIENT

French Ministry of Interior, Paris, France

OBJECTIVE

Safeguarding the Achievements of State Reform

TEAM

Lina Bunis (Sweden), Louise Day (United Kingdom), Marie Eichholtzer (France), Nefeli Lefkopoulou (Greece)



“The change revolves around three objectives: improving the quality of services delivered to citizens, reducing public spending, and continuously modernising public services.”

EXECUTIVE SUMMARY

France is no exception to the growing trend of public administration modernisation to meet increased demands for public services, with the Révision Générale des Politiques Publiques (RGPP) introduced in 2007. The change revolves around three objectives: improving the quality of services delivered to citizens, reducing public spending, and continuously modernising public services while valuing the work and initiatives of operative employees.

The objectives are being targeted by three key instruments:

- **Label Marianne**, which applies to all service agencies (not just the prefectures) and contains objectives to attain a culture of excellent service quality for the citizen
- **Qualipref** is a certification instrument with 28 service commitments, of which quality user reception, high quality services and high performance are crucial
- **Lean** is an instrument to help improve processes relevant to service delivery and target operative employees

In order to ensure that the service quality and efficiency benefits of these instruments endure, our recommendations are divided into priority areas. The areas allow the Interior Ministry to enhance in innovative ways what they have already put in place in terms of communication, governance, organisation and incentives.

Step 1: Consolidating the basics

The high priority areas of action are divided into communication and governance. In terms of communication, a robust framework is needed to allow the flow of information to all levels of the hierarchy, as well as ensure optimum understanding and ownership of the reform. To maximise the exchange of best practices and review at central level, our first recommendation is the development of an internet-based “Knowledge Centre” complemented by physical exchanges between prefectures. Increased dialogue and flow of information from citizens and the service level can be facilitated through more accessible and anonymised suggestion boxes and e-consultation. To prevent misconceptions at the operative level, we recommend information days and incorporating suggestions from the frontline.

Good governance will ensure that the instruments work together in an optimum way. Our recommendations highlight the importance of leadership at the highest level to act as an impetus throughout. Innovative solutions to ensure coherence between individuals in charge of the instruments at prefecture level should be spread on a nationwide basis – ensuring regular meetings of core performance and quality leaders, operational level meetings, regional coordination meetings, and Ministerial level meetings. Finally, we emphasise the unique role of the Contrôleur de Gestion to ensure excellence by liaising with operative employees to achieve a more quality-oriented way of thinking and transmit feedback to central level.

Step 2: Maintaining the momentum

Once these recommendations have been implemented, it is crucial to focus on organisation and incentives to maintain the momentum. Organisation requires pre-determined and robust selection criteria for performance, as well as quality leaders to ensure individuals are motivated and qualified for the role. Implementation of a clear feedback process would ensure that indicators are responsive to the realities on the ground. Incentives should be both financial/non-financial, by integrating Qualipref objectives into individual performance targets. Prefectures can also ensure social recognition of innovation and excellence through certification (of préfetures and individuals) as well as the publication of achievements. The introduction of friendly critics through the inter-préfeture exchange would provide a framework to ensure the recognition of achievements and social control, as well as a non-invasive opportunity to improve the instruments.

Step 3: Refining the reforms

Further challenges exist in the final consolidation of reform, and this is related to adapting the measures to specialised services such as monitoring legality. Unlike productive services such as ID cards, these services require a more sensitive and nuanced approach.



CASE STUDY

HEALTH

CLIENT

SESCAM, Castilla-La Mancha, Spain

OBJECTIVE

Implementing a High Quality Breast Cancer Screening Programme

TEAM

*Andrés Bellmont Roldan (Spain),
Outi Nieminen (Finland), Svenja Ossmann
(Germany), Ilenia Ventroni (Italy)*



EXECUTIVE SUMMARY

At a time when Spain is experiencing a severe economic crisis with government debt at 77 per cent of its GDP, and Castilla-La Mancha's GDP retracting to -3.2 per cent, health service provision has become challenging and costly. Healthcare providers struggle to maintain high-quality service delivery to decrease the mortality rate while reducing costs.

The objective of our analysis has been to improve the breast cancer screening programme of our client, the Consejería de Sanidad y Asuntos Sociales, the health provider of the Castilla-La Mancha region in Spain. The economic crisis requires cost reductions, while our goal is to improve the screening programme under these budget constraints. Thus, we took a holistic approach, aiming to strengthen the current screening

“The economic crisis requires cost reductions, while our goal is to improve the breast cancer screening programme under these budget constraints.”

programme and enable earlier breast cancer detection, thereby helping to reduce the mortality rate in the long run.

Our recommendations relied on benchmarking, a cost-benefit analysis and observations of the current screening process to provide a business case to our client. We compared five different countries – Finland, Germany, Ireland, Italy and Spain – to find valuable suggestions to raise the quality of the current screening process while maintaining cost efficiencies. The areas of improvement identified in Castilla-La Mancha focus mainly on the need for automation, the retargeting of an elaborate transportation system, the need for better communication strategies, equal distribution of the service throughout the provinces and a general need to decrease costs. Based on these observations, we have concentrated on three areas: communication, human resources and transportation. They rely on two main principles: self-empowerment and patient-centred care. This means that the patient, aware of preventative actions and health threats, is an integral part of her own care, able to seek medical advice and care as soon as needed, as well as helping to tailor treatments to suit her needs.

Improvements in communication strategy, with clear and accessible information in communication campaigns, can help incentivise participation in breast cancer screenings. Also, awareness campaigns can be directed to much younger women than normally targeted, using new technology and social networks with marginal cost implications. In this context, women should be involved as much as they can in their own health. Early detection is crucial for breast cancer; educating the future screening population is a strong tool for participation and effective outcomes.

Improvements in human resource management

can provide stronger technical training and minimise the amount of manual administrative tasks through automation to focus on direct patient care. This can help reduce stress and fear related to lack of knowledge of the screening process, thus providing tailored care. Creating a safe, professional and welcoming environment in the breast cancer units can increase participation in the long run, reducing mortality.

Improvements in transportation are necessary because the current system of hospitals, pick-up buses and mobile units is highly complex.

Three alternative scenarios have been suggested, to ease the transition from a system where women are picked up at home to one where they are encouraged to participate actively. Considering the anxiety related to time spent travelling to a screening facility, a system was built where no woman should spend more than one hour and a half travelling to her screening. Moreover, an optimisation in the use of mobile units that bring facilities nearer to women is recommended. Self-empowerment will be a necessary condition to incentivise women to participate in the screening programme.

These three recommendations are a coherent plan for our client, shaped around a new concept: Screening is not only a service to be provided, but should also be a part of women’s daily life. It should also aim to achieve a high level of tailored patient care. Therefore, we believe that involving women in the screening process and making screening more accessible is key not only to achieving a higher quality service, but also to reducing costs, inefficiencies – and ultimately, the mortality rate from breast cancer in the region.



CASE STUDY

SUSTAINABLE EMPLOYMENT

CLIENT

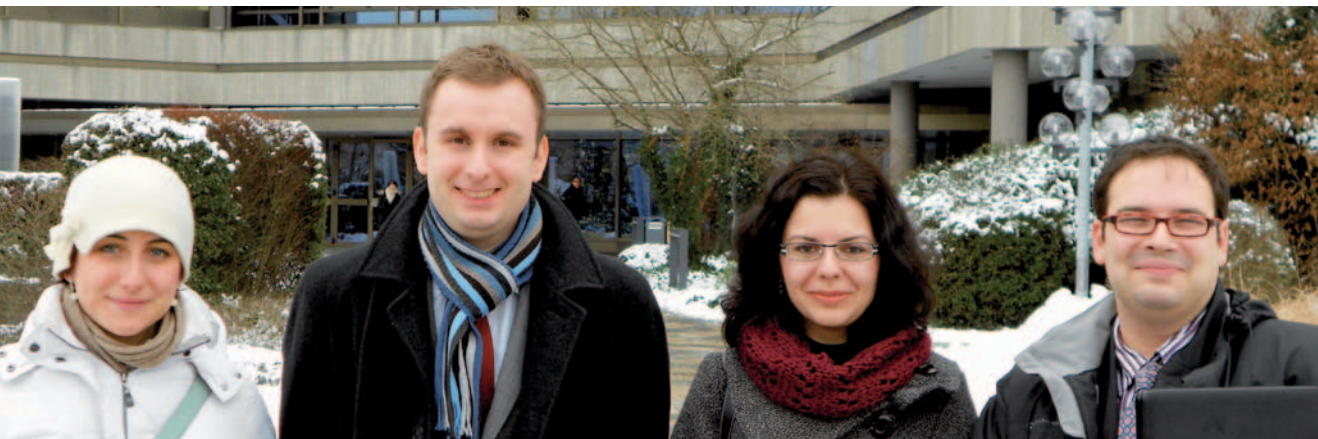
German Federal Employment Agency,
Nürnberg, Germany

OBJECTIVE

*Sustainable Employment as a Driver
of Economic and Social Inclusion*

TEAM

*Cristina Bobu (Romania), Adrián Martínez
Pacín (Spain), Thomas Thaler (Austria),
Ilaria Volpe (Italy)*



*“We have been asked to
imagine the best way in which
a public employment agency
could lead the most successful
interplay between actors in the
labour market.”*

EXECUTIVE SUMMARY

Germany recently undertook major reforms of its labour market to increase participation and flexibility, which led to even lower unemployment rates than before the economic crisis. This has also been possible due to the work-first approach, aiming to quickly reintegrate the unemployed in the labour market and use flexible contracts.

Our client, the German Federal Employment Agency or Bundesagentur für Arbeit (BA), a federal public agency, is the biggest actor on the German labour market. In its structures, social partners independently make all political decisions. Mainly responsible for job placements and training, it is in charge of public unemployment insurance and transferring unemployment benefits to jobseekers.

In many respects, our client is regarded as the best practice in Europe concerning national public employment agencies.

The success story of Germany regarding unemployment made it necessary to address a side effect of the work-first approach: the unsustainability of employment, with people getting in and out of social security benefits. The objective of our project has been to improve sustainable employment in Germany, understood as the number of people who hold a job for at least six months.

We have been asked by our client to think outside the box and imagine the best way in which a public employment agency could lead the most successful interplay between actors in the labour market. We brought together prior knowledge and research with ideas and good practices from other countries and sectors, coming up with eight high-level policy proposals. The client selected the three most in line with their agenda: Childcare for All, Life Coaching and Mentoring, and Career-Building Training.

Our first policy proposal, **Childcare for All**, addresses the lack of childcare for small children, an important impediment to the sustainable employment of lone working parents. Under this proposal, childcare facilities and supplementary services for children should be created, with a particular role for small and medium enterprises (SMEs). The Bundesagentur für Arbeit will play a leading role in a three-step road map to catalyse, facilitate and encourage the interplay between SMEs, public authorities and individuals (e.g., employers, employees, child carers and parents):

1. The joint creation of childcare centres by networks of SMEs
2. The provision of supplementary services for a better work/life balance of working parents
3. The creation of a system of childcare vouchers to affect the supply side

Our second policy proposal, **Life Coaching and Mentoring**, aims to foster sustainable employment through counselling and coaching. The goal is to monitor and follow-up with the

former unemployed after the contract is signed for his/her full integration within the new company. Life coaching counselling is centred on personal well-being and empowerment of the employees, while mentoring programs build on the idea of peer learning between the mentor and the mentee. These services will constitute the foundation for two public programmes – a general programme of mentoring schemes and an enhanced programme based on life coaching – with the common purpose of providing support and monitoring for new employees in German companies.

Our third policy proposal, **Career-Building Training**, addresses current challenges of employment sustainability for low-skilled and older workers. Additional training measures are needed for up-skilling these categories in employment, through continued training. While they have more training opportunities in larger companies, these areas are traditionally neglected in SMEs and micro-enterprises. WeGebAU is a programme, among others, that is already in place to answer these needs. Our proposal focuses on eliminating current obstacles for an increased use of WeGebAU, based on benchmarks. It also highlights further development of early warning systems against redundancy, based on current instruments such as the Labour Market Monitor (Arbeitsmarktmonitor).

In all our policy proposals, we aim to enhance sustainable employment, while taking into account future prospects for Germany.

These proposals, focused on working parents' needs, on integrating workers within companies, and on skills and employability, will be key to achieving a sustainable labour market and an inclusive society that can meet current and future challenges of the world economy.



CASE STUDY

SMART MOBILITY

CLIENT
Mobile Brussels

OBJECTIVE
Building a Smart Mobility Plan

TEAM
George Bouboulis (Greece), Franziska Diesing (Germany), Tala Khrais (Jordan), Arda Kuran (Turkey)



EXECUTIVE SUMMARY

The mobility situation in Brussels is ripe for change. The decades-long support for a car-based mobility model has created congestion, pollution and unsustainable living conditions. A shift towards a more balanced distribution of the modal share between “motorised private transport” (mainly cars), public transport, and “physically-active” transport (cycling and walking) is necessary to ensure sustainable daily mobility in the Brussels Capital Region.

The use of public transport has seen 83 per cent growth between 1998 and 2008, and is thus nearly saturated today. This is the reason why the Ministry for Mobility has developed a comprehensive cycling plan (Plan Vélo), aiming to increase the “cycling share” – the percentage of all daily trips covered by bicycle – from the current

“This report emphasises that cycling is an integral part of an overall mobility strategy towards sustainable and healthy mobility in Brussels.”

3 per cent to 6-10 percent until 2015 and to 20 per cent in 2018. This report focuses on how to achieve this goal; however, it does not claim that cycling is the “silver bullet” that will solve all transport-related issues in the region. Instead, it emphasises that cycling is an integral part of an overall mobility strategy towards sustainable and healthy mobility in Brussels.

This study draws inspiration from successful cycling cities in Europe and beyond to create custom-made recommendations for Brussels that take into account the region’s unique challenges.

1. The study analyses existing policies and the region’s particularities, conducted through interviews, literature reviews and firsthand experiences of cycling in Brussels. All existing policies and future recommendations must consider the specific distribution of political competences in the region – mainly two Ministries with overlapping competences and 19 municipalities responsible for policy implementation.
2. More specifically, it examines 12 “best practice” cycling cities, chosen on the criteria of having achieved a considerable increase in cycling share following successful implementation of cycling policy measures.

These measures are collected in a Benchmarking Board (in the form of an interactive Microsoft Excel tool) to highlight the common denominators of successful bicycle policies:

- Infrastructure, which aims to increase cycling’s connectivity with other modes of transport (“intermodality”), such as a complete network of visible bicycle lanes and bicycle parking at all key destinations.
- A competitive advantage for cycling over motorised private transport, such as the extensive use of 30 km/h zones and free contra-flow bicycle traffic.
- Internal communication within authorities and external public promotion.

- Management models where all relevant political, administrative and private actors are involved from the start, and responsible authorities on all administrative levels are designated.

The cities reviewed in this study have implemented most or all of these measures on a wide scale, and therefore achieved a significant modal shift. Some of the above measures, especially those granting competitive advantages to cycling, require vast political consent and are likely to meet initial resistance, which can then be reversed once implementation generates success as proven in the example of several cities. Another challenge is the need for significant funds to implement large infrastructure investments.

3. This study culminates with the screening of these measures on their applicability to Brussels and the selection of the most effective approach to establish cycling as a full-fledged means of transport in the region.

Our principal recommendation is not to focus on the whole Brussels Capital Region at once, which would be very costly both financially and politically, but to designate a smaller pilot area where the above-enumerated measures can be implemented simultaneously. Criteria for the identification of promising areas are two-fold. Public authorities must demonstrate political engagement and make real commitments to implementation, and the population needs to be inclined to cycle.

A pilot area provides opportunities to generate best practices of successful cycling policies within Brussels, which can then be promoted on a regional level, as success breeds success.

ACKNOWLEDGMENTS

The European Centre for Government Transformation would like to thank:

Gabriel Bellenger, Giacomo Buonpane, Sonia Castela, Gaurav Gujral, Arnaud Bossy, Roel Derhaeg, Rebeca Marciel, Markus Schwarz, Johan Vanbibrant, Bernard le Masson and Patrick Oliver of Accenture, Professor Michele Chang, Rector Paul Demaret, Camille Kelbel, Professor Jörg Monar and Alexandra Paul of the College of Europe; Paul Hofheinz, Stéphanie Lepczynski, Ann Mettler and Sylwia Stępień of the Lisbon Council; and most of all the students of Political and Administrative Studies at the College of Europe, Maria Skłodowska-Curie Promotion (2011-2012), who have participated in the project.

Photography by *Bernard Foubert*.

ABOUT ACCENTURE

Accenture is a global management consulting, technology services and outsourcing company, with more than 246,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$25.5 billion for the fiscal year ended Aug. 31, 2011. Its home page is www.accenture.com.



ABOUT THE COLLEGE OF EUROPE

The College of Europe, founded in 1949 and based in Bruges, Belgium and Natolin, Poland, was the first and is one of the most reputed institutes of European postgraduate studies, which prepares annually up to 400 students from over 50 countries to work and live in an international environment. The European Political and Administrative Studies programme offers a wide range of courses on the functioning and policies of the European Union. Its home page is www.coleurope.eu.



College of Europe
Collège d'Europe

ABOUT THE LISBON COUNCIL

The Lisbon Council is a Brussels-based think tank and policy network committed to making a positive contribution by engaging political leaders and the public-at-large in a constructive exchange about the economic and social challenges of the 21st century. Incorporated in Belgium as an independent, non-profit and non-partisan association, the Lisbon Council is among Europe's most authoritative and thoughtful voices on economic modernisation and social renewal. Its home page is www.lisboncouncil.net.



