



Government of the Future Centre

Building a Better Future in an Age of Transformation

College of Europe Student Case Studies: Final Report 2010

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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 High-Level Public Service Network or any of their associates.

The Government of the Future Centre

A world-class research centre and practitioner-driven community dedicated to providing pragmatic and actionable solutions to government agencies and raising the quality and availability of services for citizens

The 21st century is a time of unprecedented challenge – and great opportunity. The Government of the Future Centre 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 is 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 world-class research centre and practitioner-driven community, the Government of the Future Centre 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 ideas and solutions 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, backed by strong research capabilities, to this fast-growing public service community. The partnership will develop insights across disciplines (such as health, education, etc.) as well as crosscutting, horizontal themes (such as operational innovation, government 2.0, etc.) that form an integral part of the modernisation agenda for most governments today. The objective is to continually refresh this knowledge through a network of leaders and experts, contributing expertise and guidance to the debates and ensuring broad dissemination for the ideas developed in these fora.

College of Europe Student Case Studies

Tomorrow's Leaders Evaluate Today's Challenges

In 2009-2010, twenty students from the College of Europe were competitively selected to take part in a pilot project on state transformation. They were divided into four teams of five 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 – Hospital Clinic in Barcelona; Pôle emploi in Paris; Dublin City Council and Altinn, Norway's cutting-edge web portal, run by the Brønnøysund Register Centre in Oslo. Each team visited the agency they were evaluating twice to learn about the particular challenges the agency faced.

As they pursued this project, the students were coached by a team of top transformation managers at Accenture as well as by the **High-Level Public Service Network**, a Government of the Future Centre-based community committed to developing and implementing solutions to state transformation challenges. Members of the High-Level Public Service Network met with the students in Brussels in March 2010, and later evaluated the case studies, awarding prizes to the best of them. The case studies were presented to a top level VIP audience in Brussels in June 2010 at the first annual **Government of the Future Summit**.

High-Level Public Service Network

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Meglana Kuneva

*Former Commissioner for Consumer Affairs,
European Commission*

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Foreword

by Meglena Kuneva

*Chair, High-Level Public Service Network, Government of the Future Centre
Former Commissioner for Consumer Affairs, European Commission*

Europe is at a crossroads. The profound economic crisis that we are living through serves as a welcome, and indeed long overdue, invitation to policy makers and government leaders to reflect on the role of the state – a state that has perhaps overstretched itself in its effort to meet rising expectations and demands, a state that must transform itself to fit the framework conditions of the 21st century. Against this backdrop, we urgently need a Europe-wide debate on better governance and democratic empowerment, as well as more citizen-centric and consumer-oriented public services.

As a former European commissioner for consumer affairs, I had the privilege to experience firsthand the transformative power that users and consumers yield, be it in the form of providing valuable input and feedback on products and services, or helping to drive forward innovation and quality. Above all, however, user-centric public services are an important sign of respect for citizens, who are of course not only the ultimate users but also the financial backbone of the state apparatus. This realisation calls for a number of actions, first and foremost perhaps a greater understanding of performance within the public sector but also of the long-term sustainability of the system itself. What are needed are comparative benchmarks of good governance for specific sectors – be it in the area of health and education, or transport and eldercare. Such a Europe-wide comparative benchmark would go a long way to paving the way for any future deliberation on the EU's internal market, which continues to be unnecessarily fragmented and incomplete.

It is my hope that in my capacity as Chair of the High-Level Public Service Network, the key advisory body of the Government of the Future Centre, I will be able to facilitate a fruitful, forward-looking and solution-oriented dialogue on the future of the state, on better governance and more democracy. Along with my fellow network members, I am excited about working with College of Europe students, who in many ways present the next generation of leaders – leaders who will face unprecedented challenges but also incredible opportunities to improve the lives of citizens by providing more and better public services.

**As a former European
commissioner for consumer affairs,
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that users and consumers yield.**

Foreword

by Professor Jörg Monar

Director of European Political and Administrative Studies, College of Europe

The massive expansion of public services in Europe during the last century has made many citizens in Europe take their existence for granted. Public services are expected to be as readily – and in many cases as plentifully – available as the water which flows if one opens a tap. This is both unsustainable and degrading: Unsustainable because under the impact of mounting public debts, the recent financial crisis and ageing populations, public services will inevitably become the object of hard political choices. And degrading because it has turned what should be a noble function – serving the public good and citizens in need – into a commodity which is routinely consumed rather than properly valued, with a corresponding decrease in the self-esteem and motivation of many of the millions of people providing these services. The response to the challenge of making public services both more sustainable and more valued must be reform and innovation – not only to make public services more efficient in the use of scarcer public funds, but also to enable them to be more responsive to the rapidly evolving needs of citizens.

There is a risk that public service reform is seen primarily as an exercise in downsizing. Rather than indiscriminately cutting services to fit them into a tighter budgetary framework – which could be disproportionately destructive – the objective should be to provide better targeted services in innovative ways and with more efficient means. Investing in the development of leadership skills capable of navigating this key transition is vital for the future of European societies.

The competitive public service innovation training project, whose results are presented in this publication, constitutes such an investment. Thanks to the generous support of Accenture and the Lisbon Council, 20 selected students were given the opportunity to work – in multinational groups of five – on four concrete public service reform projects in four different European countries. They had to complete their projects under huge time pressure on top of the very demanding study assignments of the College, had to face service providers and beneficiaries instead of professors and books and had to cope with all the cultural, administrative and linguistic diversity challenges such a truly cross-border project entails.

The College of Europe, which has been preparing young Europeans for leadership functions since 1949, is grateful for this unique opportunity. We think the project results – which are presented in the following pages – perfectly fit the European Political and Administrative Studies Programme's declared mission to contribute to "good governance" through its teaching. This has been an investment in the future of good governance in Europe – and we are proud of the work of our students.





Foreword

by Antoine Brugidou

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

I am delighted that Accenture is partnering with the College of Europe and the Lisbon Council to establish the Government of the Future Centre and honoured that we have had the opportunity to work with tomorrow's leaders – the students from the College of Europe – to undertake a series of state transformation case studies in relation to four European public service organisations, and to benefit from the students' enthusiasm and fresh ideas. I would like to congratulate the students for their tremendous efforts and creativity, which they have provided on top of their already very demanding course work and studies at the College.

The establishment of the Government of the Future Centre, and the state transformation case studies which the students have undertaken, is very timely. As the eurozone slowly recovers from the economic crisis, many governments find themselves faced with similar challenges in its aftermath – a mountain of public debt, rising unemployment, significant strain on social and human services and rising citizen expectations. While governments face an uphill task of repairing their economies, the crisis also presents a unique opportunity – to transform and modernise public service organisations and deliver high-quality public services, the goal of course being to improve the social, economic and health outcomes of the people they serve.

Our endeavour with the student case studies is to start exploring some of these challenges – be it innovations in job-creation as part of sustainable cities, matching skills and jobs as part of a virtual labour market,

understanding the challenges to Europe's healthcare systems or looking at how to transform the relationship between citizens and the state. As many of these challenges and opportunities are shared across Europe, the aim of the Government of the Future Centre is to build "Centres of Excellence" in particular domains such as improving healthcare, boosting employment and better connecting citizens and government. These activities will be supported by a network of thought leaders and leading practitioners, who will share their practical insights and best practices.

Foreword

by Paul Hofheinz

President, The Lisbon Council

The Chinese word for crisis is composed of two characters: one means “problem” and the other sometimes means “opportunity.”

That’s the spirit I see flowing through these four excellent case studies. Europe – and the world – are indeed at a crisis point: one where the handy shibboleths of yesterday cease to provide ready answers for tomorrow. But this moment is also fraught with possibility unlike any other. People are living longer, healthier lives, the result of vast improvements in public health on a global scale (even if the improvements have further to go still). Our social systems, despite some evident shortcomings, are more deeply developed than ever before. And technology has brought us all much closer together. Indeed, we now have a unique chance of managing the world in a much smarter, better way, drawing on the deep social and technological advances of recent years, and moving more quickly to integrate much of what we already know into our daily lives.

But who will perform this most urgent task? We will, we say. But so will the leaders of tomorrow, and it is to them that we turned for inspiration in this groundbreaking study on the challenges and opportunities of state transformation. We wanted to know, what do young, intelligent, vibrant minds see when confronted with the challenges we face? What solutions are obvious to them that might not be so obvious to us? And how can we work with them – facilitating an inter-generational exchange of knowledge and experience – in ways that will help bring prosperity closer to a wider, broader range of people, and set the platform for a better, more citizen-centric world of tomorrow.

The answers the students came up with are inspiring – better skills and jobs matching, more integrated healthcare, improved communication between citizen and state and a “hub” to promote and encourage green businesses. It has been a privilege to work on this project over the course of the last year, and I cannot thank the students of the College of Europe enough for sharing so much time and wisdom with us. It can be a better world, but it is up to us to build it. That’s the message they are sending; and it’s the message I want to leave with you as well.



Case study

Dealing with tomorrow's challenges for Europe's healthcare systems

Client:

Barcelona Hospital Clinic

Objective:

*Towards more integrated, long-term health care:
Could NEXES be a model for Europe?*

Team:

Cécile Nourigat (France)

Nicholas Sandars (United Kingdom)

João Alves Soares da Silva (Portugal)

Alban van der Straten Waillet (Belgium)

Rikke Wetendorff Nørgaard (Denmark)

Europe's healthcare systems are facing a crisis.

The 65+ population ratio in Europe is predicted to rise by more than 50% by 2050. The prevalence of chronic diseases (such as cardiovascular, chronic obstructive pulmonary disease and diabetes) is also on the increase: they are the most frequent cause of death and/or disability worldwide.

Europe's health systems therefore need to treat patients who live for longer and whose diseases are long term. This will place a tremendous economic burden on governments, private employers and individual consumers. Healthcare professionals will also constantly be overstretched.

A broad consensus of opinion has formed around dealing with this challenge through a so-called 'Integrated Care' model. Under the scenario, healthcare providers focus more on patients' needs than on the resolution of one particular disease, i.e., they move away from episodic treatment towards a longer-term approach. Information and Communications Technologies (ICT) is recognised as a major enabler to practicing Integrated Care effectively.

Europe has seen large amounts of research launched to develop and test ICT-enabled Integrated Care models. The EU has been an important source of funding. The research has provided evidence that Integrated Care improves clinical outcomes and cuts costs. Despite this, it seems to be difficult to deploy pilot projects with a proven track record of success at a more widespread level: across health authorities, regions, countries and across borders.



Europe's healthcare systems are facing a crisis. The 65+ population ratio in Europe is predicted to rise by more than 50% by 2050.

In this study, we identify the key factors constraining the wider deployment of successful Integrated Care projects and make recommendations for overcoming them. The critical constraint is the large number of different ways in which healthcare is delivered across Europe (fragmentation). The other challenges identified are the inability for technical systems and standard medical procedures to interact with each other across internal and external borders (interoperability); lack of clarity over who pays for what and how (financial); which legal provisions would apply to healthcare administered across different jurisdictions (legal); and a large range of challenges relating to organisational change and change management (organisational).

In our report, we use Nexes – a Barcelona-based project to manage chronic disease using ICT-enabled Integrated Care methods – as a case study to illustrate these challenges and an example of an approach to overcoming them. We found the Nexes system to be more advanced than comparable projects, as individual parts of the integrated model had already been successfully tested at pilot level. Nexes also places strong emphasis on the principles and objectives of integrated care, but uses a deliberate light touch on processes for achieving them. This makes it particularly appropriate for use in Europe's fragmented healthcare systems.

The report recommends approaches to resolving each of the five areas of constraint: fragmentation, interoperability, financial, legal and organisational. We highlight the timeframe which combinations of actors within healthcare systems would need to collaborate to achieve success. On interoperability, technical constraints can be reduced by the widespread use of modular, open ICT systems and increased efforts in agreeing European-wide standardised medical definitions (semantics). Legally, medium- to long-term legislative action is needed to ensure the roles and responsibilities of healthcare professionals are re-defined (particularly for nurses), and that patients' medical data is uniformly protected. Financially, we recommend new business models, such as the foundation of innovative R&D businesses within healthcare structures. Organisationally, we suggest an insistence on agreeing changes by involving actors from across the healthcare disciplines and making use of champions to implement change at local levels.

Download the full report at
<http://www.lisboncouncil.net/governmentoffuture/casestudy/barcelona>



Case study

Matching skills and jobs

Client:

Pôle emploi, the public employment agency of France

Objective:

To recommend a growth strategy

Team:

*Karolina Krzystek (Poland)
Riccardo Mezzasalma (Italian)
Anne-Sophie Michel (French)
Roxanne Rua (French)
Hanna Svae (Danish)*

Pôle emploi, the French public employment agency, was created on 19 December 2008, following the merger of ANPE (Agence nationale pour l'emploi) and the network of ASSEDICs (Associations pour l'emploi dans l'industrie et le commerce), formerly the employment intermediary and unemployment benefits provider, respectively. Today, Pôle emploi employs 48,000 people and one of its main missions is to establish contacts between job seekers and enterprises on the French labour market in order to ensure the filling of the greatest possible number of vacancies.

Pôle emploi is faced with multiple challenges, such as a rising unemployment rate due to the economic crisis and internal transformation challenges linked with the merger. According to recent Eurostat statistics, the unemployment rate in France has grown constantly since June 2008, reaching 10.1% in March 2010. In addition to this, Pôle emploi needs to tackle the mismatch between the number of registered job seekers and collected job offers.

The comparative study of the various measures developed by European public employment agencies has convinced us of the crucial role that the EU has to play in disseminating knowledge and encouraging the exchange of best practices.





As of May 2010, the number of job offers made available on Pôle emploi's website amounted to less than 10% of registered job seekers. It is therefore crucial for Pôle emploi to increase the services offered to client enterprises in order to: 1) collect more vacancies and thus help rebalance the gap between offer and demand on the French labour market, and 2) help companies find job seekers in sectors where many vacancies remain structurally unfilled.

Our research concentrated on Pôle emploi's service offer to small- and medium-sized enterprises, which have more limited human resource capabilities than larger firms and thus require a more targeted service offer. The study is intended to contribute to designing a strategy that would allow Pôle emploi to expand its existing service offer and to create a whole range of innovative services to better answer the expectations of its client enterprises.

To achieve this goal, we first conducted a thorough study of the range of services currently offered by Pôle emploi and analysed the needs and expectations of client enterprises. Following this first phase, where we mainly focused on Pôle emploi, we broadened the scope of analysis to examine the services offered by other public employment agencies in Europe and by private agencies in France. The first conclusions drawn from this benchmarking exercise were tested by means of interviews conducted with a range of stakeholders.

On the basis of our findings, we recommend that Pôle emploi establishes an integrated approach towards the needs of client enterprises and develops its service offer throughout the whole human resource management cycle, including in the pre-recruitment and post-recruitment phases. Depending on the volume of resources available, we propose two alternative approaches to implement those recommendations.

The first approach aims at further developing some of Pôle emploi's recent initiatives and at complementing them by a number of measures which would ensure the continuous improvement and deepening of Pôle emploi's current service offer. While job seekers would remain the primary clients, this approach would allow Pôle emploi's service offer to better suit the needs of its client enterprises, among others through the development of post-recruitment follow-up services, the simplification of administrative procedures for the employment of short-term contract workers, and the enhancement of sectoral and regional cooperation between enterprises, professional organisations and labour-market institutions in order to promote sustainable employability.

The second implementation scenario is based on a comprehensive reform strategy aimed at deepening as well as widening Pôle emploi's service offer to enterprises. Pôle emploi could develop a whole range of innovative services covering the entirety of the human resource management cycle by creating an online idea bank on healthy working environments, offering an index to assess employees' ability to perform their duties, developing a scheduling tool for temporary work services and providing enterprises in difficulty with specialised personal consultants.

Finally, the comparative study of the various measures developed by European public employment agencies in order to improve their service offer to enterprises has convinced us of the crucial role that the EU has to play in disseminating knowledge and in encouraging the exchange of best practices among those agencies.

Download the full report at
<http://www.lisboncouncil.net/governmentoffuture/casestudy/poleemploi>

Case study

Sustainable cities: Creating the growth and jobs of tomorrow



Client:

Dublin City Council


Objective:

*Stimulate green business in the local economy
and brand Dublin as a magnet for innovative
environmental businesses worldwide*

Team:

*Max Bentinck (Netherlands)
Aislinn Lucheroni (Ireland/Italy)
Barbara Simonič (Slovenia)
Aleksandra Tomczak (Poland)
Cecilia Zappalà (Italy)*





**This hub should have a clear green focus
which is specific enough to foster green
business in particular and wide enough
to allow a necessary variety of projects
for innovative synergies to take place.**

Dublin City Council is the largest administrative local authority in Ireland. It plays an important role nationally, as Dublin is Ireland's economic engine.

In the context of the economic crisis, Dublin City Council wants to stimulate the greening of the Irish economy on a local level and within its competences. Key government policy documents have identified the so-called "green economy" as a way for Ireland to recover growth following a major economic recession – a strategy that has also been followed worldwide and on the EU level. In that context, Dublin City Council asked us to look into international best practices in the area of fostering green entrepreneurship. The recent development of the green business phenomenon requires new patterns of thinking and working and Dublin City Council would also like to foster creativity and innovation.

In particular, Dublin City Council asked us to focus on the idea of 'hubs,' which it believes has strong potential for supporting green entrepreneurship. 'Hubs' have already been successfully established in many cities across the world and in Europe, including in Amsterdam, Brussels and London. They provide a physical working space for entrepreneurs and are characterized by a strong community and networking dimension, as well as by a high degree of flexibility in terms of entry criteria and the use of office space.

This study analyses the local, national and European context, benchmarks European best practices related to 'hubs' and looks at similar Dublin-based initiatives. The report concludes that Dublin City Council could foster green business development on a local level through facilitating the establishment of a green hub. The report recommends that this hub should have a clear green focus which is specific enough to foster green business in particular and wide enough to allow a necessary variety of projects for innovative synergies to take place. The report recommends that, in order to leverage the economic potential, business components of the hub should be given particular emphasis. The report identifies options for financing and management structures of a possible hub. Although there are numerous advantages of a purely entrepreneur-driven working hub, government support could be helpful given the crisis context.

Growth from economic crisis requires new ways of thinking. The report explores hubs as a way for Dublin to unleash the kind of innovation that lays the foundation for a lasting recovery.

Download the full report at
<http://www.lisboncouncil.net/governmentoffuture/casestudy/dublin>

Case study

Bringing citizens closer to the state: e-government and e-governance

Client:

Brønnøysund Register Centre (BRC), operator of Altinn, Norway's cutting-edge web portal

Objective:

Could Altinn serve as a platform for improving e-government throughout Europe?

Team:

*Kristof Claesen (Belgium)
David Kaverud (Sweden)
Jasmijn Lodder (Netherlands)
Roxane Schwandt (Luxembourg)
Veronica Vecchio (Italy)*

Public administrations in the 21st century have increasingly turned to the Internet in efforts to manage their relations with the private sector and reduce administrative burdens. However, e-governance in Europe still faces considerable challenges. After significant investments in appropriate technological infrastructures, the focus has gradually shifted towards use-centred solutions, creating a "single point of access" for both businesses and public authorities.

Our client, the Brønnøysund Register Centre (BRC), operates Altinn, a Norwegian web portal that holds one of the best track records in Europe for improving communication and reducing bureaucracy for businesses and government. Altinn is unique in that it offers a one-stop-shop solution, assembling all forms and documents needed for electronic dialogue, and that it is based on extensive back-office cooperation between different government agencies. This makes Altinn technologically and organizationally innovative: a best practice for public administrations across Europe.





Our task was to investigate whether the Altinn solution could also serve e-governance objectives outside of Norway. For this, we researched possibilities in different European Union Member States, as well as on the EU-level itself.

We first divided the EU Member States into five categories based on a set of e-governance benchmarks and chose two countries – representative for their respective categories – for in-depth research. Our recommendations for these case studies are:

- *Belgium: An all-encompassing approach is not likely to be successful. Instead, Altinn could initially be applied to the services offered by a particular department. As such, the benefits of the system will be demonstrated, possibly serving as a stepping-stone for further development. Interest in Altinn has been shown and the main focus should thus be on raising awareness of Altinn and getting the right people to know the system.*
- *Hungary: Start an open dialogue with Hungarian authorities and stress the advantages of an advanced e-governance system as well as the organisational solution of Altinn. Currently, the main barrier to e-governance development is the lack of ICT infrastructure. Nevertheless, businesses have been prone to use existing services and are therefore likely to welcome an Altinn solution.*

Secondly, we found that the one-stop-shop solution as well as the inter-agency cooperation of Altinn could be highly beneficial in the application procedures for EU funding, especially for SMEs:

- *EU-level: Create a one-stop-shop solution that guides applicants automatically to the fund they need and standardise the application forms. Create a step-wise screening process modelled on the new European Personnel Selection Office system, where the system tells applicants at what point which information needs to be provided. Altinn will allow for the different departments involved in EU funding to work together under one portal, thus improving allocation, monitoring, and evaluation. In the European Commission, the Secretariat General, due to its central position, would be best suited for handling the implementation. Political support is best achieved by getting an “issue champion” in the College of Commissioners.*

Download the full report at
<http://www.lisboncouncil.net/governmentoffuture/casestudy/altinn>

After significant investments in appropriate technological infrastructures, the focus has gradually shifted towards use-centred solutions, creating a “single point of access” for both businesses and public authorities.

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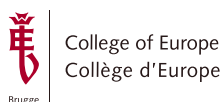
About Accenture

Accenture is a global management consulting, technology services and outsourcing company. 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. With more than 181,000 people serving clients in more than 120 countries, the company generated net revenues of US\$21.58 billion for the fiscal year ended 31 August 2009. 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.



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 Europe's economic and social future. 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.





www.lisboncouncil.net/governmentoffuture