

Squaring the Circle

– Innovations and tools of balancing restructuring and cost-saving with longer-term visions of sustainable and high quality public services

Final Report of the CEEP Project

“Exchange of practices between leaders in public services”

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1 INTRODUCTION

Current and future challenges public services are facing

Public services (or services of general interest) provide the critical infrastructure for the functioning of the economy and society. They contribute more than 26% to the EU GDP and employ more than 64 million people, corresponding to around 30% of the workforce in the European Union, in 2014.

Regardless of their ownership, structure or whether they are provided under public service obligations or universal service obligations, public services are key to our economy and in particular to the development of a sustainable future.

However, playing this role has become more difficult since the 2008 crisis: While public services provided a buffer for the sharp decline in employment in the immediate aftermath of the recession in 2008, the last years have seen an accelerated restructuring of public services resulting from austerity and fiscal consolidation measures, mainly (but not always) driven by the worsened state of public finances. This has resulted in unprecedented un-employment (or employment losses) in parts of the public services sector in most EU Member States.¹

Since 2008, the majority of EU member states reported that fiscal consolidation had the major role in public services restructuring in recent years. As expected, this was particularly the case for the IMF-EC-ECB (Troika) programme countries - Greece, Cyprus, Ireland, and Portugal. For many other countries, even though the crisis did not hit the national economy so severely, national policy makers have been urged to have a closer look at the expenditure for services too and introduce structural reform programmes that accelerated trends of change that existed already for a longer time.

Already before the outbreak of the economic crisis of 2008–2009, there had already been pressure on the public services to deliver ‘more with less’ along the lines of the philosophy of *New Public Management* (NPM) or similar concepts (e.g. “*Value for Money*”, “*lean state*”) in many Member States. These imply a more market-oriented approach, an increased empowerment of management and more focus on perfor-

¹ This has been documented in many comparative analyses and studies. See in particular the recent Eurofound ERM report that is dedicated to restructuring in the public sector and includes an in-depth and comprehensive analysis of employment trends (Eurofound: *Restructuring in the Public Sector. ERM Report 2014*). Also a joint ILO-EU Commission research project (Vaughan-Whitehead: *Public sector shock: The impact of policy retrenchment in Europe*, 2013) has shed light on the diverse public sector adjustments in the context of the crisis. Finally, the EU Commission’s biannual *Industrial Relations in Europe Report* (European Commission 2013) for the first time focused on the public sector and dedicated a chapter on the consequences of the crisis for public sector industrial relations in all EU Member States that also includes an overview of austerity measures taken during 2008–2012.

mance monitoring. It has often been advocated by international organisations such as the OECD.²

With view on these longer term trends of restructuring and reorganization, the 2014 Eurofound report on restructuring in public services states as producing a wide impact:

Restructuring in the public sector is not only an extremely topical issue but is also a distinctly different phenomenon from restructuring in the private sector: it is carried out for quite different reasons, it has a very different legal basis and institutional context, and it affects a much wider range of interests in society. It is thus highly political and sometimes controversial. (Eurofound: Restructuring in the Public Sector, ERM Report 2014, p. 5)

A key role for effectiveness, efficiency and innovation management

Against this background, effectiveness, efficiency and supporting innovations in particular in human resources management in order to meet multiple challenges is a key task in public services today. This is for example illustrated by surveys amongst leaders in public services, as carried out by CEEP regularly in the context of the “Pulse of Public Services”. The latest survey results, published in March 2015³ asked leaders of public services to rank the three main challenges that impact their services. Respondents considered the answers “Legislation that increases the negative impact of the administrative burden” as one of the main challenges, followed by “pursuit of greater efficiency” and “find the workforce with the appropriate skills”. Also, and despite the return to slight economic growth, the answer “budget cuts” remains high on the list, being mentioned by 40% of the respondents as one of the three main challenges. What is striking however, when comparing the results with earlier editions, is that the challenge of “Pursuit of greater efficiency” tends to be the rising issue for leaders of public services, with 52% of respondents putting this challenge as one of the major ones faced.

Quite similar are results from a larger research project carried out in the context of the EU Commissions 7th Research Framework Programme on “Coordinating for Cohesion in the Public Sector of the Future” (COCOPS). The research involved surveys amongst senior executives in public services in ten EU Member States on the nature of recent public sector reforms and key challenges public services is facing in the future. A key result has been that, apart from variable recourse to cutback measures in different Member States in response to the fiscal crisis, the major challenge is seen in guaran-

² See for example the chapter on public sector efficiency, in OECD 2013: Government at a Glance, Paris.

³ CEEP: Pulse of Public Services, Brussels, March 2015, p. 3. The survey is regularly conducted amongst all members of CEEP throughout Europe. In total, more than 1,100 answers were collected until March 2015 in five editions of the survey.

teering the provision of public services by efficiency gains, innovations in various fields and HR management.⁴

The CEEP project “Exchange of practices between leaders in public services”

In order to support leaders of public services to cope with current and future challenges, CEEP in 2014 launched a new project that was co-financed by the EU Commission and consisted of a series of seminars and training sessions. They were carried out between June 2014 and February 2015 in five different EU countries (UK, Greece, Cyprus, Italy, Portugal) and involved more than 100 top level managers, CEOs and senior executives from different EU Member States (not only the hosting countries of the seminars but also Belgium, France, Germany, Ireland, etc.) and a large variety of public services ranging from local government to public administration and from public utilities to social and care services.

A key purpose of the activity was to go beyond simple sharing of experience and information but to provide a platform of mutual learning and developing of competences. This training and mutual learning was built around three overarching ideas:

- Improving and fostering innovations in management
- Strategic actors as participants
- Learning and drawing conclusion from practical and results-orientated examples and solutions

Thus, the project’s key aim was to gather information about change in Public Services and to mature discussion across Europe to facilitate the practical exchange of real life practices of change management.

And here, despite all country-specific, sectoral and corporate differences, the project was based on a strong joint assessment that was common to all participations. As one of the speakers said during a meeting quoting Charles Darwin ***"Survival is not necessarily for the strongest nor for the most intelligent, but it is for the one who can adapt"***.

The project adopted a strong bottom-up approach, favouring inputs and discussion of practical examples from CEOs and managers of public enterprises. Each seminar was prepared, coordinated and implemented with an enterprise and with the support of CEEP and its external consultants and moderators.

While based on a close and direct cooperation between CEEP and local members and hosting organisations, the seminars also reflected specific interests of the latter, e.g. local government and services (UK), the role of regulators in public services (Greece),

⁴ See: COCOPS (Coordinating for Cohesion in the Public Sector of the Future): Report on Current and Future Trends in Public Sector Reform, available at <http://www.cocops.eu/>.

managing change and the role of HR management in this context in public utilities and network services (Cyprus), implementing innovations in public administration, health, care and social services (Italy) and managing change public transport services in times of increased financial constraints (Portugal).

The following table is illustrating the key topics of interest that were addressed by the five seminars:

Five European seminars with more than 100 leaders in public services	
London	<i>How to cope with limited financial resources in healthcare, public administration and the education sector</i>
Athens	<i>The management of change in Public Services and the role of regulators in public services</i>
Nicosia	<i>Restructuring to improve productivity and efficiency</i>
Rome	<i>Innovation in the management of social services and in administrations - steps forward</i>
Lisbon	<i>Developing Synergies and Managing Change within Public Services in times of Financial Constraints</i>

Apart from the key features highlighted above that characterises all seminars irrespective of the specific focus, one further aspect has to be highlighted: A common spirit and interest of both ‘learners’ - participants and ‘teachers’ – speakers was to make a step beyond the narrative of “*Doing more with less*”. This means that the main interest was not to exchange on gloomy pictures and realities in public services but to learn how key actors and practitioners have made progress and successfully implemented change processes covering a wide range of topics and challenges. As the following parts will show, these range from fostering measures in local housing that also contribute to social cohesion and integration in communities that even before the 2008 crisis have suffered significantly from unemployment and social deprivation, to issues related to privatization of large public enterprises in the energy or transport sector. Here, it was fascinating to bring together leaders involved in such different experience and learn that there are a number of joint interests and common understandings.

Another learning effect of the seminars, which will be considered by CEEP when developing future activities in supporting members by similar activities of training and exchange, was that changes in public services across Europe do not just result from clearly identifiable external or internal drivers, but are also specific in nature of the concrete situational context. They can range from and/or involve effects of the economic and financial turmoil, the need to adapt because of new regulations at national

or European level to the simple reason of improving the quality of the services provided to the citizens or improve the image and attractiveness of the respective service amongst students and junior workers.

Against this need to consider the specific situation and respect also the interests, concerns and motivations of key actors involved in the management of change processes, the following sections of this report do not intend to teach the reader about how to proceed in similar situations or even to explain the best methods. It is clear that the worst thing to do when it comes to change is to come with a one-size-fits-all approach. The examples and ideas developed underneath are mainly put on paper as a source of inspiration to the numerous readers that would be interested in getting inspiration from other enterprises not only from the same sectors.

The examples and experiences that are documented hereafter stemming from the "Exchange of practices between leaders of public services" project not at all were gathered in order to provide an all-embracing overview of innovative practices and solutions to the various challenges at stake. As documented in previous CEEP reports and in activities by CEEPs national member organisations, there is much more out there, providing important sources of learning and inspiration. It is neither possible nor was it intended to provide a "complete toolbox". The following sections are rather a first attempt to gather and present a limited number of experiences in a way that goes beyond the usual documentation of 'best practice' by extracting key themes in a more in-depth way:

- Pro-active approaches of managing restructuring in public services
- Innovative approaches of financing public services
- Changing mindsets and fostering innovation in public services
- New ways of involving employees, users and stakeholders

The following sections of this report are structured along these four key themes and in the conclusions some general findings and recommendations emerging from the project are highlighted.

2 PRO-ACTIVE APPROACHES OF MANAGING RESTRUCTURING IN PUBLIC SERVICES

Restructuring today is a continuous feature of corporate development and change, not only in situations of financial constraints and crisis but also reflecting the need to adapt, improve efficiency and search for a better provision of services. However, the concrete background and drivers of restructuring results in uncertainties amongst staff and this may in turn have a negative effect not only on working environments but also on the quality of the services provided.

Thus measures taken by the management to address uncertainties about the future and to turn fears and concerns in the context of change process into confidence and even the spirit of a fresh start should be regarded as an integral element of managing change in public services.

Vienna Energy and the integration of *Vienna District Heating (Fernwärme Wien GmbH)* and its workforce of 1,200 in into the company 2013 is an example of such an approach that includes a number of learning effects that are highly relevant also for other contexts.

In the context of the integration that affected 1,500 employees at Vienna Energy and a workforce of 1,200 at Vienna District Heating an extensive and comprehensive communication strategy that targeted not only employee interest representations but the whole workforce in both enterprises already at an early stage of the process was a crucial factor of success. The objectives were:

- address uncertainty about and fear of change
- bring all internal target groups on board
- develop identification with Vienna District Heating / Vienna networks
- create understanding for and encourage involvement in joint future
- prevent rumours

Key elements of this strategy of communication were empathy (the personal impact and

24 STUNDEN
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Im März wurden alle Führungskraft des Energiebereichs bei einer Versammlung über den Projektstatus informiert.

fleißig

ARBEITSWELTEN

Umbruch im Zeichen gemeinsamer Stärke

Das Geschäft mit der Energie verlangt nach Strukturen, die dem dynamischen Markt Rechnung tragen. Um das zu schaffen, wird der Energiebereich der Wiener Stadtwerke neu aufgestellt. Die Stärkung des Unternehmens steht ganz klar im Vordergrund.

„Wir liefern nicht nur Energie, sondern verstehen uns als umfassender Dienstleister“, sagt Wien Energie- und Wien Energie Fernwärme-Geschäftsführer Robert Grünits über das notwendige Selbstverständnis, das ein Unternehmen wie Wien Energie an den Tag legen muss, „wir müssen den Kundinnen und Kunden helfen, die jeweils bestmögliche und umweltfreundliche Lösung zu erhalten.“

» Die Umgründung bringt neue Perspektiven für das Unternehmen.

Marc Hall

Große Energieanbieter stehen im Jahr 2013 vor mehreren Herausforderungen. Zum einen wird immer deutlicher, dass die viel beschwertere Energiewende kein Schlagwort bleiben darf, sondern die Strukturen daran angepasst werden müssen. Zum anderen darf sich Wien in der gleichlichen Lage schätzen, zu den wachsenden Metropolen Europas zu zählen. Das stellt jedoch auch Energieversorger vor neue Aufgaben. Letztlich hängt nicht nur unser aller Lebensqualität von

einem gut organisierten Energiebereich ab – auch die Güte eines jeden Wirtschaftstandorts ist davon betroffen. Wiener Stadtwerke-Nachstandsführer Marc Hall: „Ganz wichtig ist für mich, dass wir diese Umgründung als offensives Konzept verstehen.“ Ziel sei es immer schon gewesen, die Wiener Stadtwerke vom Verwalter zum Innovator zu machen, gibt sich der gesamte Vorstand ehrgeizig.

Perspektiven schaffen

Die zentralen Neuerungen der Umgründung sind die Zusammenführung von Fernwärme und Wien Energie und die Zusammenfassung aller Netzbereiche zu einem Unternehmen. Das soll mehr Effizienz gewährleisten. Geschäftsführer Peter Weisheit: „Gemeinsam können wir sowohl bei der Wartung als auch beim Ausbau der Netze mehr leisten.“ Neue Produktrollen fördert und Services ausgebaut werden.

„Ist auf Wettbewerb?“ so nennt es Marc Hall: „Die Umgründung bedeutet verbesserte Bedingungen und damit eine echte Entwicklungsperspektive für das gesamte Unternehmen.“



SIND DIE ARBEITSPLÄTZE SICHER?

„Es wird im Rahmen der Umgründung des Energiebereichs keine Jobabbau geben“, stellt Vorstandsvorsitzender Marc Hall in Tagungsinterview fest. Dass eine solche grundlegende Neuerung der Struktur in der Unternehmenskultur spürbar sind, ist dennoch selbstverständlich. Marc Hall: „Wir streben ja eine Stärkung des Unternehmens an. Das ist mit neuen Aufgaben, mit der Entwicklung neuer, hochwertiger Services und mehr Kundenorientierung verbunden.“ Marc Hall stellt dies als Herausforderung für alle Mitarbeiterinnen und Mitarbeiter des Energiebereichs. Das bedeutet für die Zukunft auch viele neue, höchst spezialisierte Tätigkeitsbereiche im Unternehmen.

SO GEHT ES WEITER

Die Lösung heißt horizontale Bündelung. Der Energiebereich wird bei Wien Energie zusammengefasst, die Wiener Netze entstehen als unabhängige Betriebsunternehmen. Der erste Schritt ist die Schaffung der anhaltenden Rahmenbedingungen, die mit der rechtskonformen Umgründung noch in diesem Jahr erfolgt. Parallel dazu beginnt die Planung für die neuen Wiener Netze und Wien Energie, um bis 2017 die erforderliche Organisation umsetzen zu können.

Schon jetzt definierte Rahmenbedingungen sind:

- Es gibt keine Jobkürzungen.
- Alle Unternehmensbereiche bleiben bestehen, werden ausgebaut.
- Die künftige Struktur des Energiebereichs wird schon jetzt bei der Umsetzung des Smart Campus berücksichtigt.

circumstances were taken seriously by the management), high transparency, clarity and involvement not only of the communication and HR department but the involvement of the top management as key actors in the process. Furthermore, the management focused on the explanation of the clear need of the merger in regard to individual employment perspectives as well as the benefits and short-term success in the context of the merger for employees. It is important to note that all employees were treated in the same way irrespective of the type of work contract that they had. Even more significantly, firing was avoided by increasing in-house services in the first instance. The number of personnel will eventually decrease when people get retired. This HR strategy created an atmosphere of trust during the merging of the two companies.

The process was supported by all internal channels of communication at Vienna Energy (intranet, newsletter, Info screens, “*Teamgeist*” employee magazine) and a number of information events and workshops at all levels accompanied the process.

In order to illustrate the seriousness of the management commitment to an open and clear communication process and to show that concerns of individual employees were taken seriously the active involvement of CEOs and top-level management was particularly important. Here, for example a “*Future-Dialogue*” event with 120 managers, board members and CEOs was reported as particularly important.

With view on highlighting the positive impacts of the merger also from the point of view of individual employees, various sources of information and communication elaborated concrete examples and documented specific cases that illustrated added-value, so-called “*feel good stories*” and interviews with employees that directly addressed individual concerns and had a positive effect on the perception of the process within the workforce.

The success of the communication strategy also resulted from a changed role and involvement of internal communication managers. In order to plan, develop and elaborate the best possible approach, at the beginning of the process, more than 20 management representatives that were involved in internal communication processes were brought together in a communication workshop and contributed actively to the internal communication strategy relating to the integration process. Based on the method of “*world café*”, the communication workshop in particular addressed four issues:

- Positive aspects of the integration
- Negative aspects of the integration
- Information obtained via media channels
- Suggested improvements for management communication

The involvement of the top management and a wide investment in communication are some aspects to be highlighted in the Vienna Energy case.

A further example of a pro-active approach related with communication comes from Portugal. Productivity and efficiency has also been the key objective of the example of the **Ports of Sines and the Algarve Authority** in Southern Portugal. Here, future competitiveness of the ports as an important hub of transport at the crossroads between the Mediterranean/Middle East/North of Africa, South America, Africa, North America/Panama Canal and North of Europe resulted in the need to increase the fluidity of cargoes, reduce administrative costs and created integrated chains across different modes of transport. Aiming at establishing a better link between rail, road and port transport and logistics, the Ports of Sines management and the Algarve Authority developed an innovative tool, the “Port Logistic Single Window” as a key component of integrating different administrative and technical (IT) systems into one comprehensive logistics component.



By this system, the Sines ports increased administrative efficiency and the productivity of the ports significantly by integrating around a dozen different functions, actors involved in one single system. By a standardised, simplified and harmonized way of information and communication in electronic format along the transport chain and the different administrative steps, the whole process was streamlined and made more efficient and highly competitive in comparison to competing ports. Furthermore, by integrating the system with other electronic management systems (e.g. “Automatic Identification System”, “Port Single Card”) the ports logistics were further increased. The changes also improved the services to users, optimized operational resources, made processes more efficient and reduced the time of ships staying in the port and thus reduced costs.

For this tool and related activities the Ports of Sines and the Algarve Authority has won several national and international prizes for innovative and intelligent application of GIS (“Geographic Information Systems”) technologies.

The new Ports of Sines and Algarve Authority implemented the Port Logistic Single Window, which integrated different administrative and technical systems, increasing efficiency and productivity in the ports of the South of Portugal.

Tools and practices to learn from

- Managing change and communication should be a top-priority
- There is a need for comprehensive, open and trustful information of employees in order to prevent rumours, misunderstandings, uncertainty and create cooperation and confidence
- Internal management workshops to develop a suitable communication and information strategy should be carried out
- Information technology and innovations by intelligent applications can have a strong effect on the competitiveness and efficiency of services and administration

3 INNOVATIVE APPROACHES OF FINANCING PUBLIC SERVICES

The 2008 crisis has dramatically increased the financial pressure on public services, in particular in those countries of course, that were under fiscal consolidation programmes such as Ireland, Greece, Portugal or Cyprus. However, also in other countries, austerity has had a severe impact on public services and in the way they are delivered. Here, the UK is an example of a country that experienced long before 2008 already various waves and phases of restructuring, cost-cutting programmes, etc. Since the crisis this general environment of austerity however has become even more widespread and tense. Since 2010, over 630,000 public sector jobs have disappeared at a time when the demands on the sector have actually increased.

While many Local Authorities which have been unable to “tough it out”, have had to outsource service provision, other public services organisations are facing the threat of being fully or partially privatized, often at a pace determined by political agendas and not at a pace which would make any transition realistically manageable.

In particular in response to fiscal and financial constraints the focus of many Western governments is very single-minded: to reduce public expenditure in order to reduce financial deficits, resulting in severe cuts in public services.

An innovative and inspiring example of how high quality results could be achieved by budgets that under normal conditions would result in a worsened service, is the case of the **Scape Group**, a local authority owned specialist, headquartered in Nottingham offering a full national procurement framework, consultancy and design solutions for building local authorities projects.

A fascinating simple example of innovative approaches achieving efficiency savings has been the case of public building works in Bedford in Bedfordshire East England. Here the county authorities faced the problem of having committed to carry out building works for public schools being worth of £86million but at the same time having only a budget of £51 million.

What initially looked impossible (“*Squaring the Circle*”!) eventually became possible on the basis of an innovative and holistic procurement approach that was built on the principle of a public-private partnership approach to capital governance that delivers the expected value on time and on budget, i.e. sufficient pupil spaces of good quality



that provides excellent teaching and learning space for pupils to be the best they can be.

Based on a strong commitment to service quality, efficiency and the need to change the way things are done as well as a strong high level political support of all stakeholders involved, the county of Bedford in partnership with Scape, presented a business model of providing an integrated service combining design, procurement and delivery/building works services and at the same time building a delivery team that followed a holistic medium term approach. Based on this astonishing simple approach it was not only possible to implement the building commitments on time and at a budget that saved £35million but also to develop an approach that became a “flagship partnership”, recognized nationally and internationally as great practice.

A key factor of success of this experience according to key actors involved was the establishment of a “strategic triangle” that consists of three elements – public legitimacy and support, public value and organisational capacity.

Innovative ways of public-private partnerships certainly will become more important in the current economic climate of budget constraints and fiscal austerity. At the same time, also the utilisation of new sources of financing can be a way to co-finance services, infrastructure investments and other public service activities, in particular at local and regional level.

Another innovative approach of financing public services is the integration of the road and the railway infrastructures into **Portugal Infrastructures** (*Infraestruturas de Portugal*). Until now there was an increase of expenses and also a complex situation with some public-private concessionaires. The activity of the two companies was based on a negative dividend. The user was not an important funding source. The future funding solution considers that the road surplus will compensate the railway deficit. Again, costs will be reduced due to an economy of scale principle. The concession of the services and the exploration of the infrastructures by communication companies, among other solutions, may contribute to a revenue increase. In five years a valuation of assets is expected, not only because of the reduction of expenses, but also due to a revenues increase. So, as one presenter in the Lisbon CEEP-workshop suggested: “do not bet everything in cost reduction”.

This assessment has also been confirmed by leaders from public services in Germany or the Netherlands: In contrast to the countries mentioned above, in these countries a stricter budget control and measures to reduce costs by new models of financing public services already were implemented during the last two decades.

The county of Bedford in partnership with Scape presented a business model of providing an integrated service. It was not only possible to implement the building commitments on time and save money but also to develop an approach that became a “flagship partnership”



In Germany for example, as reported by the **Bavarian local authorities' employer organisation** (*Kommunaler Arbeitgeberverband Bayern*, KAV) many local companies (like in public transport, local facilities) that formerly were part of the public administration funding were privatised into public limited companies (GmbH) but remained in public ownership and control (with the local authorities still being the major shareholder). The KAV in Bavaria that represents more than 2,600 corporate member organisations with around 385,000 employees in local authorities, municipalities and other local and regional authorities as well as nearly 900 companies (legal entities) of both public and private ownership in fields such as healthcare and social services, local saving banks, waste management, facilities and local transport. All of these local services have experienced significant restructuring and reorganisation during the last two decades, including privatisation and changes from public to private ownership.



However, from the perspective of the local authorities employers' organisation privatisation per se is nothing but a mere legal act. Much more important according to the KAV is whether or not restructuring or privatisation is good for the services provided and would be able to find adequate solutions for major challenges. And here, the task to increase cost efficiency and relieve public budgets brings other important challenges: Guaranteeing acceptable prices for consumers/clients/patients, providing safe and good quality services and reacting to new social needs and important tasks (ageing of the population, population growth, increased mobility, need to focus more on skills development, improve the attractiveness of public service jobs, good working conditions and labour relations, decrease sickness rates, etc.).

Whatever the best response to various challenges, according to the KAV in Bavaria – that also represents local authorities in Bavaria in collective bargaining with the trade unions - the role of employee representations and trade unions in a successful management of change and restructuring is very important. This does not only mean that the social partners at an early stage should engage in consultation and negotiations about the best possible solutions in regard to reorganisation and restructuring. With view on stable and motivating working conditions and labour relations, there also should be no deterioration of pay and other working conditions as a result of privatisation.

A similar example is illustrated by the reorganisation of water provision in the Netherlands and the case of **Dunea**: The company has a workforce of 550 employees and produces and distributes drinking water to 1.2 million consumers in The Hague area. Dunea was established in 1989 through a merger between several local water companies. Besides the management of three large drinking water treatment facilities Dunea manages 4,500 kilometres of distribution mains and 2200 hectares of



dune-areas. Dunea has been established in the context of a larger restructuring of the drinking water service providers when the government reorganised the approx. 150 local water providers into ten larger providers and transferred them from public into private ownership. However, reflecting the notion that drinking water service provision is a (social) service of general interest the privatisation resulted in the establishment of private water service business that still is publicly owned, i.e. only local governments are allowed as shareholders (who for example take the decision on any price adjustments). This form of restructuring and change has proved to be very successful: Dunea not only has been able to maintain and even increase the provision of a superior water quality to a stable and average price but also has been highly efficient – the costs lag behind inflation every year and the consumer satisfaction as well as the image of the company is very high and positive. Against this the Dunea example according to the managing director implies some important lessons learned: Water services should not be unbundled but work better when the service provider is responsible and accountable “*from source to tap*”. Furthermore, rather than focusing on formal ownership aspects it is more important to address issues such as transparency, consumer and quality orientation and stakeholder involvement (e.g. employee representatives in managing boards) as well as public control. In order to set the incentives right and foster innovations in this kind of privately organised but publicly owned services, benchmarking can be an effective substitute for market competition forces.

Dunea is the result of the merge of local water companies. It has not only been able to increase the provision of a superior water quality to a stable and average price but also has been highly efficient – the costs lag behind inflation every year and the consumer satisfaction as well.

Tools and practices to learn from

- It is important that political actors at local level actively support the search for solutions and innovations and explore all the opportunities
- “Strategic triangles” which build on public value and new forms of public partnerships with new types of private companies that offer integrated services can increase efficiency significantly
- If implemented in a good manner, privatisation is only a legal and formal act – in fact, it could be good for the business as well as for the workers. Good practices to learn from illustrate that improvements of service efficiency and quality go hand in hand with good working conditions of employees as well as social dialogue and active involvement of employees.
- A quite successful form of improving efficiency, quality as well as reducing public financial commitments of public services at local level has been to transfer public companies and entities into private businesses while still maintaining public ownership and control.

4 CHANGING MIND-SETS AND FOSTERING INNOVATION IN PUBLIC SERVICES

As highlighted already in the previous section, public services all over Europe are facing increased pressure on costs and have to act in an environment that tends to look for short-term solutions in order to reduce public expenditure or reduce financial deficits. In order to avoid further downward spirals in service provision and quality and also being capable to respond to new needs and demands in our societies, there is a strong need to be innovative and to implement positive long-term organisation-wide innovative in the design and implementation of public services.

Our workshops with leaders from different public services with a broad variety of national backgrounds have shown a great interest in the elaboration, testing and dissemination of tools and measures to develop innovation among existing staff, in HR management as well as with view on the delivery of services itself.

Again, in the UK there has been an inspiring example. Here, in a quite unique way, local government authorities themselves have initiated practices to foster innovation as the example of the **North East Regional Employers Organisation (NEREO) “Service Improvement Programme”** illustrates.

Reflecting the need to foster innovation in service delivery in order to respond to both financial and non-financial challenges, NEREO has developed a robust programme consisting of training materials, and tools and techniques in order to ensure effective knowledge transfer as, *“without this, there can be no self-sufficiency and, therefore, no continuous improvement or sustainable performance improvement.”* (quoted from the paper *“The NEREO Service Improvement Approach”*).



NEREO currently is a leading organisation for driving and championing innovation in public service delivery, and provides a comprehensive programme of support to local authorities and public service organisations throughout the UK. By driving the cultural adoption of innovation in public service design and delivery, Nereo has assisted organisations in implementing radical innovative solutions at often zero cost as a number of practical examples illustrates (see textbox with the example the Newcastle City Council).

The NEREO approach is based on the strong belief, that innovation is not the exclusive domain of the private sector, but can flourish in the public services given the right circumstances. A further key assumption is that any service improvement delivery model should start with the examination of service provision from the customer’s point of view

Frontline local government employees delivering services to local communities on a daily basis have the intimate knowledge that can help make those services as innovative and effective as possible. Furthermore, the application of technology and innovation can free up staff time and effort which increases capacity, allowing the organisation to deliver more, save money and create new jobs.

The greatest challenge is the lack of appetite from the leadership for radical innovation, lack of enthusiasm and lack of investment in systems to fully exploit the clear benefits of workforce led innovation in frontline services. In the most successful examples, the culture of the local authority can be found to drive innovation by embracing ideas, providing time, and prioritising capacity and capability building, for the development of ideas and rewards or otherwise encouraging innovation. Barriers to innovation could easily be overcome in adopting small changes to embrace and to engrain a culture of innovation at all levels of the organisation. While resistance to change is a normal occurrence, it is critical that organisations develop the desire, ability and authority to implement a culture of innovation. The success of implementing innovative services is reliant upon the active participation of management and employees alike.

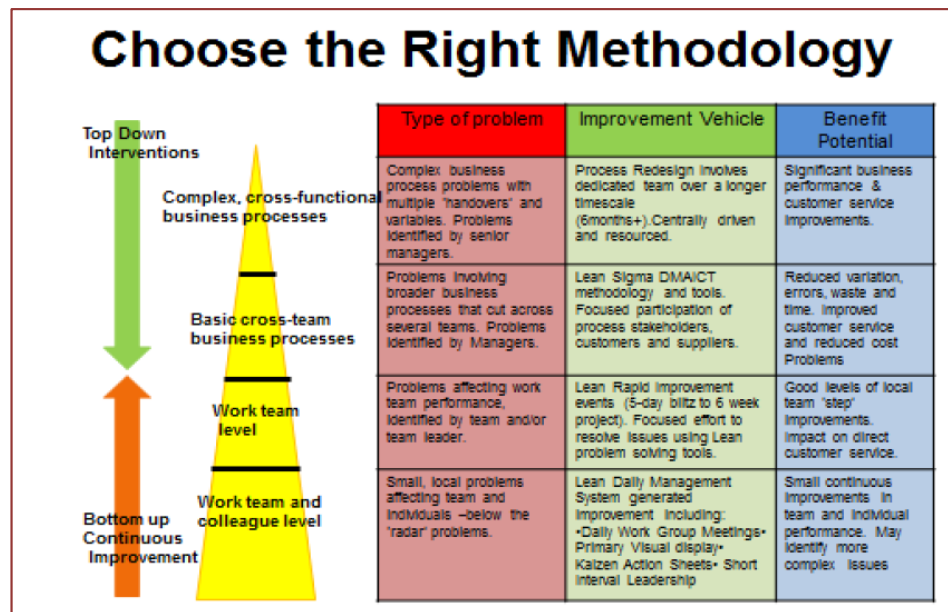
In addition to the motivation to accept innovative solutions and thinking, organisations also need the ability and skills to implement it. Desire alone is not enough to make the required cultural or procedural changes. The ability to change may hinge upon learning different managerial styles, conflict resolution or interpersonal skills.

Development of these skills may require training programs, seminars or the introduction of a support system for both management and the workforce. *All members of the organisation essentially need to*

learn new behaviours and have to change their mind-sets.

In order for organisations to create an environment favourable towards employee involvement in innovation, senior management must adopt behaviours and proce-

NEREO has developed a robust programme consisting of training materials, and tools and techniques in order to ensure effective knowledge transfer



dures that allow this change to occur. If an employee approaches management with input, for example, management must attend to and act upon this information. When management actively welcomes employee input in such a manner, the work force becomes more willing to express their opinions and participate in creating innovative solutions for the organisation.

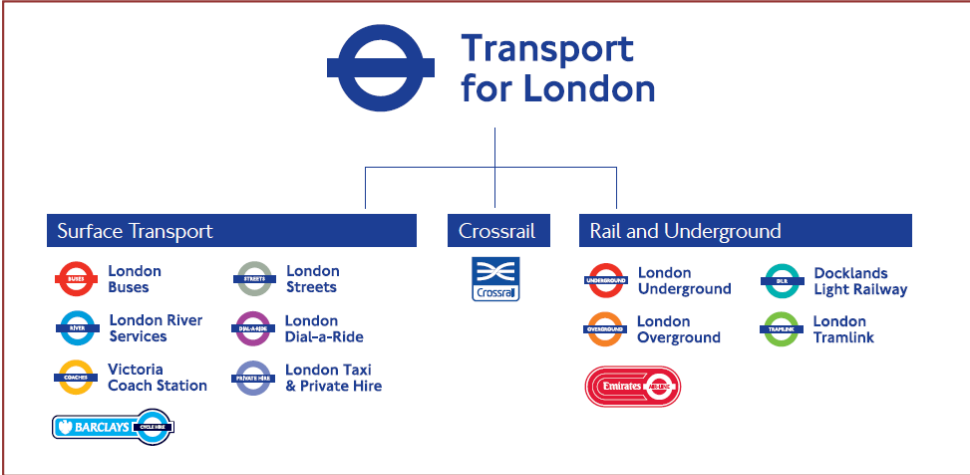
The need of innovative services increases even more with austerity measures set to tighten even further. Therefore driving a culture of innovation at all levels of the organisation and building management and frontline capacity and capability will enable public service providers to:

- review and challenge what they are delivering and how they are delivering it.
- continuously monitor and understand the users’ needs and maintain a competitive edge by improving the users’ quality of experience.
- achieve best value for money.
- ensure that the workforce continues to grow and develop professionally and find new ways to harness the collective capacity of their staff.

The NEREO example is not only a showcase of how to foster innovation in service delivery and develop innovation potentials within workforces. It also illustrates that public services pro-actively are initiating innovation and changes within their organisations in order to cope with both external and internal challenges.

Inter-modality and synergies in order to increase efficiency, service quality as well as operational cost efficiency and the anticipation of huge future needs in public urban transport was the major reason of a reorganisation process within **Transport for London**. The Metropolitan region of London with its more than 8 million residents, 30 million visitors

per year and 28.7 journeys per day (75 per cent of all UK rail journeys start or end in London or the South East), is forecasted to grow by over 1 million residents by 2021 and is predicted that trips made by public transport will increase by 30%.



This trend is a huge challenge for running London Transport with its 270 underground and more than 80 overground stations and nearly 20,000 bus stops. The specific challenge for the company is that while the population and the number of travellers are expected to grow significantly, there is also a political pressure to keep fares constant and there is a strong pressure to increase productivity and efficiency. One key measure that was carried out after 2010 was the streamlining and integration of different support service structures that existed in parallel for rail & underground, surface transport and corporate functions. By reduction parallel structures and administrative duplications London Transport expects savings of approximately £180 million over four years.

Maximising the back office also involved changes in corporate and administrative culture and processes. And here, according to some surveys, both employees as well as users are reported to show an overwhelming positive reaction to the changes: it is reported that there has been an improvement in the performance and service, the workforce feels that employees are now more integrated and that collaboration, functions and communication channels are now clearer for the individual employee. Note that these changes are not made without protests, namely led by trade unions.

The metropolitan area of Lisbon is following the example of London (or Paris). Its goal is to promote intermodality. In Lisbon, **Transportes de Lisboa** was formed in 2015 as the new company operating in the metropolitan area. In fact it is the result of the fusion of three companies: *Carris* (bus and trams), *Metro* (metropolitan) and *Transtêjo Group* (boats).

One of the challenges of the crisis and the decrease of the economic activity and employment is to retain users. The fusion of the companies will provide more efficiency which will assure the decrease of the operational expenses and bring more responsibility to the capacity of increasing the revenues. The economy of scale principle will be applied to several aspects.

According to the company representative, the “*subconcession is a business model that allows efficiencies by reducing the costs of operation and by increasing in demand*”. The new company bases its functioning in a clear division between the grantor and the concessionaire. The grantor provides the definition of the service and of the service price and makes the supervision, while the concessionaire provides the service and the remuneration agreed. The Transport for London and the STIF in Paris was used as benchmarking. Note that the *Transportes de Lisboa* slogan is “*Together we are closer*”, but in practice there is an important challenge for these three companies to learn to work together after decades apart. With view on this, the new ‘label’ intends to stress the ambition ‘*to create synergies and manage the change in the public services during the crisis.*’



A radical break from traditional practices and an approach to do things in a way that is different from the past in order to address current and future challenges and service needs, was driven by an initiative that has inspired the Flemish Government in Belgium. Here the **Dinobusters' Initiative**, which name already tells us a lot about its intentions, aims at a radical rethinking of traditional practices within the civil service in order to make government able to adapt to new environments and needs.

By learning from initiatives to modernise public administration and government (e.g. in the Netherlands), the Dinobusters project has adopted an approach to implement changes that is strongly people-centred:

"First of all it is important to find people who think the same. Most of the times a lot of employees are willing to enhance the way they work. It is good to talk about it and try to get the challenge clear. Sometime you need to collect some proof with facts and figures in order to make it a project. It is also important to give the right examples by yourself. Say what you do, do what you say, say what you think and see what happens around you. It are simple rules to make everything much more easy."⁵

The Dinobusters Initiative is very much about spotting problems in governmental entities and quite simple ways to achieve improvements via communication, bringing together key actors and open ways of thinking. Here, the initiative that has advised the Flemish government also learned from good practice in other countries.

In the Netherlands for example, a network of civil servants have established the initiative of "slimmer network" and the "Kafka Brigade". Key problems and barriers for innovation within public administration by the Dutch colleagues have been termed "do-tanks", i.e. bringing together all stakeholders, including civil servants and citizens to figure out what went wrong in responding adequately to new needs and problems and formulate practical solutions that can be implemented very quickly. Other examples of how public administration can be modernised in an efficient way with moderate financial costs are related to supporting skills development. Such an innovative project was launched by the Flemish Government and called "Radar". This is a marketplace where everybody can publish jobs and temporary tasks. Everybody in government can register to tell about his or her talent and be a candidate to fulfil a job. No contracts or formal papers are needed to start. So it happened



The Dinobusters' initiative tries to change public administration and the civil service from within by simple and people-centred activities in order to make them more adaptable and flexible

⁵ Quote taken from the "Dinobusters Magazine", available at: http://issuu.com/elkewambacq/docs/dinobusters_magazine_english

that a civil servant working for public affairs is making a small movie for the welfare department. Everybody can temporarily stand by or exchange knowledge in different organisations.

Tools and practices to learn from

- It is important that innovation and change is desired not only by the top management and leaders of public services but also by employees - therefore reasons for innovation must be presented and the success of implementing innovative services is reliant upon the active participation of management and employees
- Companies that emerge from merging and restructuring should aim to develop a new corporate identity and culture
- Depending on the expected outcomes, a change of mindsets and the development of new practices, roles and contents in public services can take different forms (training, skills development, performance assessments, experimental projects)

5 NEW WAYS OF INVOLVING EMPLOYEES, USERS AND STAKEHOLDERS

Change is always difficult, so the involvement of the different actors concerned by it is an important challenge. We must be aware that to obtain cooperation and thus reach success we need to count on managers but also on employees, on users but also on other stakeholders. During the CEEP workshops several innovative cases showed how the participation of all actors can be a hard task but with sustainable results.

GEBALIS, a public enterprise responsible for the management of around 23,000 flats of social housing in the Lisbon Municipality has developed a remarkable initiative and approach that perfectly reflects the broader mission of the enterprise which is to combine urban development, social integration, environmental education and professional development of a multicultural population in fragile and difficult social and economic circumstances. A large number of the population has been experiencing processes of relocation resulting from unemployment and a loss of income and has difficulties adapting to new living and public spaces.



The “*We take care of our garden*” (*Nós tratamos do nosso jardim*) project was implemented after GEBALIS launched a tender for the maintenance and keeping up of public spaces in the Eastern part of the Municipality social housing neighbourhood.

The project had the following objectives: Reduce the degree of vandalism in public spaces as well as inside the buildings, reduce the quite excessive water consumption in common areas and increase the sense of belonging to a common living area and space as well as social cohesion. A further aim of the project was to foster an active involvement of residents in the maintenance and care of the neighborhood and improve the relationship between the local population and public institutions. Finally, the project encouraged the identification with the local area and a common spirit of people from different social and cultural backgrounds.

This integrated approach in itself is quite innovative already and even more remarkable was the success of the project: There was a significant reduction in vandalism and the improper use of water was reduced by 15%. Public green space improved significantly not to the least because of an active involvement of people from the local community and neighbourhood.

The “*we take care of our garden*” project had an impact on the local population (users from the perspective of GEBALIS) and could also serve as a best practice for other

areas of public services and not only housing:

- The quality of life and housing changed in a positive way
- The persistent culture of disbelief and discouragement of the local population changed into a new spirit of feeling responsible for something (the common local living area and public spaces)
- The project increased and improved the relationships between different population groups and between the residents and public administration/institutions
- A key factor of the success was the active involvement and participation of the local residents (users/clients) in the design and implementation of measures
- In particular young residents turned out to be a major vehicle of change and motion in the neighborhood
- Further factors of success were the high flexibility and adaptability of the project in accordance with emerging requirements that however did not result in a deviation from the overall integrative approach of combining different objectives



In contrast to the innovative example of GEBALIS, also ‘traditional’ and established service providers have changed the way to view their users. This strongly has been the case for example in Vienna and changes that have been implemented in the **MA 48** (*Municipal Department 48, Magistratsabteilung 48*) that is responsible for waste management, street cleaning and the public vehicle fleet. Employing around 3,500 workers of which 3,000 are engaged in operational tasks, the MA 48 has introduced a number of measures in the field of quality control, risk management and complaints management and consumer relations that very positively have contributed to the positive image and the high consumer satisfaction of the services provided. These changes have resulted mainly from a change of viewing citizens not as an object but as users. Interestingly, this not only has improved the image of the municipal department and administration but also contributed positively to labour relations and workers satisfaction.



Another and quite different case illustrates the key role of HR and communication in the context of reorganisation processes: In Cyprus, the **Electric Authority of Cyprus**, EAC in 2012 and 2013 had to carry out a comprehensive streamlining of the whole organisation in order to reduce operating costs significantly.

This included the reduction of two business areas and one corporate unit resulting in a

reduction of the workforce by more than 13% (321 permanent posts), including a number of senior and medium management posts. While the reduction of the workforce was based at least partly on a newly designed targeted retirement scheme and implemented by avoiding redundancies, also the running labour costs were reduced furthermore. This included a significant reduction of allowances by 50% and a stronger linkage of payable allowances to economic conditions. Based on these measures, the labour costs were reduced by around 4 million per year.



It is quite remarkable that these significant changes were implemented in an atmosphere of mutual understanding and the active involvement of employee representations/trade unions. Based on a joint agreement, the process was implemented quite smoothly and has enabled EAC to improve both productivity and efficiency. This was not only achieved by cost reduction. An important and new element has also been the establishment of the principle of interchangeability: All posts are considered interchangeable and movable between businesses or corporate units (of course on the basis of consent with the affected employees). Also managerial posts become mobile within the same unit as well as between different services. . Another important element of the HR strategy was the re-training of personnel in new areas of EAC interest such as renewable energy.

In the Electricity Authority of Cyprus, the goal of cost reduction was obtained in an atmosphere of mutual understanding and the active involvement of employee representations/trade unions.

The restructuring of EAC and the aim to reduce operational costs certainly was triggered by the crisis situation 2012-13 and the budgetary measures taken according to the Memorandum of Understanding with the international financial institutions. Similar developments happened in other countries that experienced fiscal control and austerity.

The CEEP series of workshops had also further and different examples of strong initiatives to implement internal change and mobilisation processes within public services. Next we highlight two on the health sector:

One example has been highlighted by ARAN, the employers' organisation representing the public employer in collective bargaining negotiations in Italy: A project in the hospital sector that focussed on **improving the work of senior nurses** in two large Italian hospitals in order to match the increasing new demands this group of professionals is facing, in particular with view on HR management skills and other management tasks. Based on a comprehensive assessment system, it was possible not only to concretise current and new task profiles and identify necessary targeted training measures but the project also involved new elements such as an active involvement of the nurses in the assessment process (that also includes a self-assessment) and thus elements of empowerment and self-responsibility. The project was embedded in a new approach to HR management that acknowledged the key role of senior nurses not only for the



performance of hospital care but also for the motivation of other staff. Thus, aspects such as teambuilding, leadership training and autonomy (against doctors) became important aspects in further training and skills development for senior nurses.

While the Italian example illustrates a change in the professional profile of senior nurses and the stronger acknowledgement of their role for hospital care performance and quality in general, another example that was presented by the **Irish Health Service Executive** (HSE) also illustrates a new approach to employment relations in the health services. The “*Employee Relations Advisory and Assurance Services*” of the HSE provides tools to managers across the health service to ensure that they comply with employment law, follow best practices in HR and employment relations and act in a way of reasonableness and fairness. The activities in this context have two major strands, one focussing on providing legal advice and the other on providing support for employee welfare and wellbeing. With view on the first, the HSE provides employee relations and employment law advice to health service managers and employers, interpreting law so that it is applied in the most appropriate way and advise managers where issues arise. HSE also gives advice to *Departments of Public Expenditure and Reform and Health* on the potential impact that government policy and strategy will have on employment within the health sector. Furthermore the HSE is responsible for receipt and investigation of Protected Disclosures of Information in the Workplace for the health sector (“*whistleblowing*”). These activities are done through a range of measures and working collaboratively with *Departments of Public Expenditure and Reform and Health*.



In the field of employee welfare and wellbeing, HSE has elaborated an “*Employee Wellbeing & Welfare Strategy*” that aims to enable employees to reach and maintain their full potential in the workplace by ensuring mental, physical, emotional and psychological health and wellbeing. This includes health prevention, promotion and rehabilitation.

It should be noted that the more than 20 different policies and procedures that are implemented by the HSE all are based on agreements with the trade unions.

Tools and practices to learn from

- The active involvement of users/stakeholders is a key for improvements – even in difficult environments and circumstances
- If implemented as an integrated approach to foster the quality of the service and customer relations, changes have also positive effects on workers satisfaction and motivation
- Social dialogue, participation of employees, transparency and trust are key aspects of initiating and implementing change processes

6 CONCLUSIONS

Assuming that there is no single route towards greater efficiency and good quality in the delivery of public services, CEEP launched a series of workshops in 2014-2015 aiming to provide an opportunity for their members to share experiences and get inspired with their homologous.

No single route towards greater efficiency and quality public services

There was also a further dimension: The series of workshops also aimed at providing support and opportunities to exchange experiences and opinions to those CEEP members and leaders in public service providers who currently are in the middle of significant processes of change, either triggered by the crisis or due to more fundamental structural challenges and needs to adjust. Here, a major motivation for the project was the need to reflect upon the very fast paced change in the so-called 'Troika' countries reform programmes. In these countries clearly public service leaders are under a strong pressure that too often leaves no room for taking the lead of change and reform at the necessary time.

The project stemmed from the interest to gain a more in-depth access to the experience, knowledge and skills of CEEP members and to share this knowledge with other members. Several cases were brought to discussion, trying to learn not only from successful situations but also from pitfalls, obstacle and barriers in regard to change.

This report presented these experiences and important lessons learned and tools around four broader themes and sets of challenges that have emerged as crucial today, irrespective of the specific national background or the type of service concerned: The challenge to anticipate and handle change and restructuring in more proactive way (with all the new restrictions as mentioned above), finding innovative ways of financing high quality public services, changing mind-sets in order to foster innovations, and finally the need to involve key stakeholders, including citizens and users.

Four broader themes of challenges emerging today for public services

Other challenges and tasks were presented during the workshops, like how administrative reforms imposed by the international institutions intended to provide more efficiency are challenging the tradition culture of work, how the European structural funds can serve as a complementary source of financing if applied in an innovative way and on the basis of locally defined needs, or how new legal frameworks can be explored to provide new opportunities.

The examples presented in this report not only illustrate that ‘innovation’ in general and ‘per se’ is a wishful practice but also a crucial precondition to implement changes in a way that combines often contradicting expectations: *“doing more with less”, “doing it in a different way”* and *“combining doing more with less with doing it in a different way”*.

Innovation is a key to address multiple challenges

Already the limited number of cases, examples and exemplary initiatives that were discussed and reflected in the context of this project illustrated strongly that irrespective of the specific national backgrounds, socio-economic situations and specific services concerned (from hospitals to energy, from transport infrastructure to education) show that innovations and new ways to organise and deliver public services have been key elements of address these challenges.

Here, many of the examples presented in the seminars achieved and implemented innovation with quite astonishing simple means and tools. Some key practices and tools that proved efficient and contributive for success have been highlighted in the sections above. A number of general lessons learned should be highlighted here in particular:

Important lessons learned

We learned that in the context of implementing changes in public services communication should be a top-priority for the management. There is a need for comprehensive, open and trustful information of employees in order to prevent rumours, misunderstandings, uncertainty and create cooperation and confidence. Management and leaders in public services – from top to lower levels – are playing a key role in this context.

With view on changes in public services, nearly all examples have shown how important it is that political actors actively support the change processes in public services. Here, “strategic triangles” which build on public value and new forms of public partnerships have been highlighted as an efficient way to carry out change processes in situations of difficult financial resources.

It is also important that innovation and change is desired not only by top management and leaders of public services but also by employees themselves. The active involvement of employees is a further key factor. Several examples show that good practices to learn from illustrate that improvements of service efficiency and quality go hand in hand with good working conditions of employees as well as social dialogue and active involvement of employees.

We also learned that, if implemented as an integrated approach to foster the quality of the service and customer relations, changes have also positive effects on workers satisfaction and motivation

It is not possible to implement innovations from above – we learned that a successful implementation of change projects requires the motivation and understanding of the employees. It also often is linked to changes in mind-sets, a critical review of the ways

things are normally done and can be supported by new forms of communication and stakeholder involvement (for example ‘do-tanks’). We also learned that even in difficult environments and circumstances an active involvement of users/stakeholders is possible and a key for improvements.

Finally, and perhaps most important, we learned that innovations can be trained and in fact have to in order to make them efficient and sustainable. The seminars and the exchange showed that against the constant and – in many countries increasing - pressure to adapt it is more important to look at public services as ‘learning organisations’ at all levels. In this context, tools and practices of benchmarking, peer reviews amongst providers of public services to foster effectiveness and efficiency, new forms of internal as well as external communication and the importance of exploring and testing new tailor made programmes and approaches have been highlighted by many participants of the project.

Finally, the CEEP project may also serve as a start for further support activities provided by CEEP for its members in regard to ‘learning from each other’ in the context of successfully implementing and managing change processes. This could take for example the form of a permanent platform/tool for sharing practices and/or the provision of tailor made support, advice or training for managers of public services.

Beyond this project

7 LIST OF ORGANISATIONS, ENTERPRISES AND INSTITUTIONS INVOLVED IN THE SEMINARS

Organisation	Country
Administração dos Portos de Sines e do Algarve, S.A., APS	Portugal
Aqua Styria, STWF	Austria
ARAN, Healthcare section	Italy
Association of Local Authorities	Lithuania
Association of public and social economy, VÖWG	Austria
Association of social care providers, APSS	Czech Republic
Bulgarian Water Association, BWA	Bulgaria
Bundesverband Öffentliche Dienstleistungen, BVÖD	Germany
CEDD (Centre d'Excellence pour le Développement Durable)	Romania
Conseil Français de l'Energie, CFE	France
Corby Borough Council	United Kingdom
CRE - Commission de régulation de l'énergie	France
Cyprus Employers and Industrialists Federation (OEB)	Cyprus
Cyprus Telecommunication Authority, CYTA	Cyprus
Department for Communities and Local Government	UK
Dunea, Duin & Water	Netherlands
Electricity Authority of Cyprus, EAC	Cyprus
Employers Association of Public Education Institution Leaders, KIMSZ	Hungary
EPOPA, trade union	Cyprus
Ernst & Young LLP	United Kingdom
Estradas de Portugal, S.A., EP	Portugal
European & Corporate Strategy	Belgium
European Commission, Directorate General for Economic and Financial Affairs	Belgium
Fédération nationale des associations gestionnaires au service des personnes handicapées et fragiles, FEGAPEI	France
Federsolidarieta - Confcooperative	Italy
Fondazione Rubes Triva	Italy
Gestão Arrend.Social Bairros Municip. Lisboa, E.M., S.A., GEBALIS	Portugal

Hartmann - RICO a.s.	Czech Republic
Herfordshire County Council	
INBO, Flemish Government	Belgium
Institute of Education and Business Enterprise, IEBE	United Kingdom
Irish Public Health Service, HSE	Ireland
Italian Civil Aviation Authority, ENAC	Italy
Kommunaler Arbeitgeberverband Bayern, KAV	Germany
Liverpool City Council,	United Kingdom
Local Government Economic Services Ltd., LGES	United Kingdom
Metropolitano de Lisboa	Portugal
Ministry of Labour, Welfare and Social Insurance	Cyprus
Ministry of the Public Administration Reform	Italy
National Agency for Regional Health Services, AGENAS	Italy
National Confederation of Hellenic Commerce	Greece
North East Regional Employers' Organisation, NEREO	United Kingdom
Öresundskraft (energy)	Sweden
Public Gas Organisation, DEPA	Greece
REFER	Portugal
Scape	United Kingdom
SEPAIK, trade union	Cyprus
SIDIKEK, trade union	Cyprus
SNCF	France
Transport for London	United Kingdom
Transportes de Lisboa	Portugal
Vienna District Heating GmbH	Austria
Vienna Hospitals	Austria
Vienna Municipality, Magistratsabteilung M48	Austria
Vilnius City municipality	Lithuania
Water Board of Nicosia	Cyprus
Wiltshire Council	United Kingdom