

# City Council Innovation Plan



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**Organisation:** City Council of Málaga

**Country:** Spain

**Level of government:** Local government

**Sector:** General public services

**Type:** Organisational Design, Public Service

**Launched in:** 2013

**Overall development time:** 36 month(s)

**Link to the innovation's website**

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# Description

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We have developed and implemented an innovation plan following the guidelines of the "Oslo Manual" on processes, services and outcomes, organisation and marketing. These actions are integrated into the modernisation and quality management of the local government of Málaga. Also, this plan has been developed collaboratively with other public administrations, considering it as a tool in order to involve people in the change management to orientate the user aiming at improving citizens' services.

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## Why the innovation was developed

- Simplification of structures, processes, proceedings, tasks, etc. pursuing an outcome orientation across the organisation.
  - Resource optimisation and management improvement.
  - Promote a good governance culture in the institution.
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## Objectives

Develop staff capacity, Enhance public trust, Enhance transparency, Improve access, Improve effectiveness, Improve efficiency, Improve service quality, Improve user satisfaction, Increase citizen engagement

- Position the Málaga City Council at the forefront of innovation and knowledge.
  - Acquire more knowledge for decision making.
  - Promote training to improve the organisational capacity, and increase the service efficiency.
  - Adapt the innovation to citizen needs.
  - Increase cooperation of City Council departments with other organisations.
  - Develop an integral innovation policy across the organisation.
  - Improve the coordination and collaboration between different actors concerned.
  - Increase the evaluation and monitoring systems through specific appropriate metrics according to different activity areas.
  - Strengthen the joint participation in project developments.
  - Achieve a positive environment for innovation in the organisation.
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## Main beneficiaries

Academia, Businesses, Civil Society, General population, Government bodies, Government staff

- Citizens.
  - Enterprises, universities, social and economic actors.
  - City Council employees.
  - City Council as institution.
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## Existing similar practices

### Quality Action Plan

In my own organisation

City Council of Málaga

The Plan PAC-MIDO (Quality Action Plan for Modernisation, Innovation and Organisational Development), has been defined to manage the organisational development in the City Council.

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### Strategic Management Framework (MEG)

In my own organisation

City Council of Málaga

Define strategic actions to align the work of the rest of the organisation.

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# Results

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## Other improvements

- A collection of operation Guides were written to describe the different activities in the Plan
- 9 Development Groups were constituted to promote the 12 strategic lines defined in the Plan
- 12 Reports were elaborated including the results of a situation analysis for each strategic line
- Identify 12 strategic action lines

# Development

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## Design

The idea was thought of by the Modernisation and Quality department. The Innovation Plan has taken into account the 4 general innovation types according to the Oslo Manual, identifying 3 innovation lines in each one, providing then 12 strategic lines where to work and promote the elaboration of any innovation proposal.

Process Innovation: 1. Task and administrative proceedings simplification, 2. e-government and technological applications, 3. Inter-administration collaboration. Product/service Innovation: 4. Service and activity redefinition, 5. Citizen services , 6. Stakeholders relationships. Organization Innovation:

7. Management Systems, 8. Knowledge Management

9. Innovation Skills and Competencies. Marketing Innovation: 10. Social networks and communication, 11. Open government, 12. Impact Evaluation

Organizational Structure:

Project Management Group. As it has been above mentioned the Council Quality Committee has become the Plan Management Group, been responsible of its progress, management and monitoring. Thus the size and dimension of the Plan has done necessary the creation of a Development Group for every strategic line, responsible for its boost and management.

Development Group. For that reason, the Development Groups were defined to assist the Project Management Group. The innovation management must facilitate the appropriate environment, provide resources and tools, boost the creativity, monitoring and evaluating it on regular basis. The work of the Development Groups is essential to provide that Innovation Groups could do their work, and provide creative and successful Innovation Proposals.

Innovation Group. These are the authentic key actors of the Plan, the members of these groups perform actions to identify innovative ideas for improving the activities and outcomes in the scope of a particular strategic line. There are two types of Innovation Groups, “general” and “specific”.

Design time: 12 month(s)

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## Testing

- Nine development groups were constituted.

Testing time: 7 month(s)

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## Implementation

**Tools used:**

- Collaboration groups.
- Cooperation networks.
- Best practices.
- Benchmarking.
- Training.
- Expert participation.

**Resources used:**

- Consultancy and advice for the development of the plan: EUR 3 500
- Organisation of events to support diffusion and share information: EUR 4 850
- Advice for the 9 innovation groups currently deployed: EUR 54 000
- Managers from the “Quality and Modernisation Department”: One team leader provided 35% of his time. Six more people from this department provided their support
- Staff from the city council also supported the innovation
- Teachers and students from the University of Málaga made contributions and suggestions

Implementation time: 8 month(s)

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## Challenges and solutions

- Achieve a high rate of approved and deployed innovation proposals.
  - Accomplish important improvements in Council activities and services.
  - Raise awareness about Innovation.
  - Improve innovative capacity in the organisation.
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## Partnerships

### University of Malaga

Academics and Research Bodies

We signed a convention with them including the contribution of their expertise.

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### Madrid local government

Other Public Sector

Benchmarking and knowledge sharing.

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### INAP, AEVAL, FEMP

Other Public Sector

These are public national associations who are specialised in quality, innovation and local government.

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## Lessons Learned

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### Lessons Learned

- People usually show an appropriate attitude to participate and contribute with ideas and work.
  - It is important to promote internally creativity and idea generation.
  - It needs a suitable support, management and coordination.
  - Persistence and resilience are fundamental factors.
  - The participation of Council people is essential.
  - It is necessary to count with experts and specialists.
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### Conditions for success

- Leadership.
  - Integration with other change management tools.
  - Being part of the corporate strategy.
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### Other information

Build up value and a new vision to change projects. It gives sensible meaning to the organisation itself.

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