Modernisation

in Madrid City Council

2003-2007
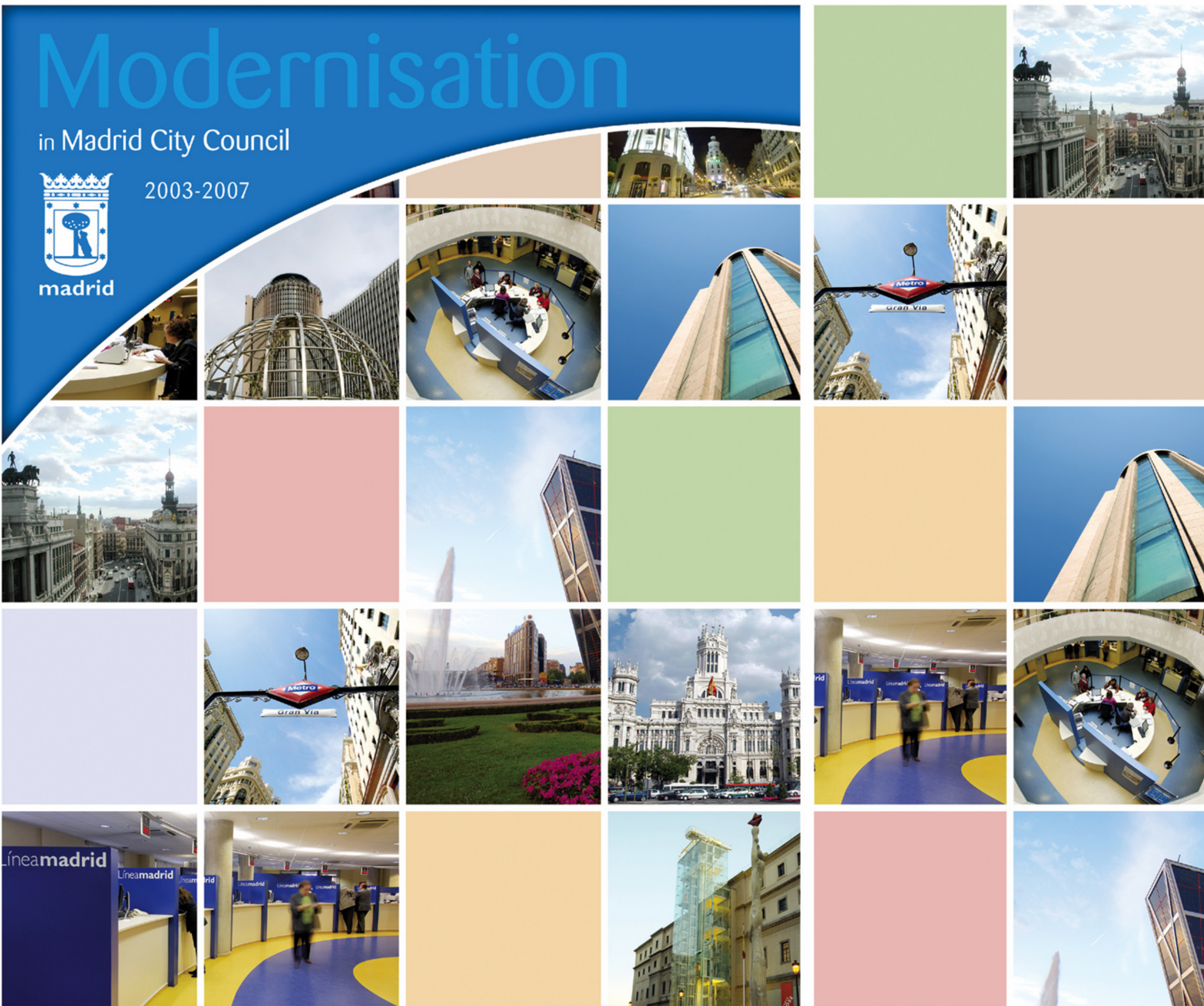
madrid

General Coordination of Modernisation
and Public Administration

DEPARTMENT OF PUBLIC FINANCE
AND PUBLIC ADMINISTRATION

Contents

A more transparent, accessible and efficient Administration, in close contact with the public

As we approach the end of the term entrusted to us by the people of Madrid, from the City Council we would like, through this publication, to present you with the main results we have achieved in the area of innovation, modernisation and quality over the course of these four years.

Here we describe **the twenty-six most representative actions** the City Council has embarked upon. These are directed at bringing to municipal services **a new Management Culture** which will further reinforce their standards of effectiveness, efficiency and quality. Sharing the same final objective, they have all been structured through **five main approaches: the Citizens' Advice Bureau, Integrated Management and Information Systems, Technological Innovation and electronic administration, Service Quality and Assessment, and Knowledge Management.**

With these moves we have aimed to provide a new focus for our action and for the **management of municipal administration** to make it **more transparent, accessible and within reach of the general public.** These are values which residents demand and which we committed ourselves to promoting right from the start, when we set out on this project four years ago now.

We are **grateful for the effort, professionalism and involvement of those who participated in these projects,** without whom this transformation of the City Council would not have been possible: a transformation into the Administration that the residents of Madrid expect of us.

ALBERTO RUÍZ GALLARDÓN
MAYOR OF MADRID

The 21st century represents a major challenge for Public Administration, especially for those that provide services at local level, as they are some of the key people responsible for achieving greater wellbeing for residents.

This more active role in society is due basically to the emergence of a **general public** who are **now more conscious of their rights** and the **need to optimise public resources but without this having a negative effect on the quality** of the services provided or compromising **new management models,** or the opportunities which the **new technologies** offer.

Thus, a new approach has evolved which is the one local administration should be aiming for; one based on **a more efficient management model** which, naturally, responds to the expectations of the residents, passing reforms in legislation and finance which are directed precisely at **tailoring structures and administrative resources to the new tasks demanded by society** at large.

The revised text of the law on Local Public Finance Departments, the *law on Measures for the Modernisation of Local Government,* or the *Capital City Law* are clear examples of this. Local institutions thus have a new framework for action which meets the challenges posed and the new needs of residents.

Within this context, the Madrid City Council has been working for some time on the development of **a new model of city** tailored to the characteristics of *Madrileños* – the people of Madrid – providing their City Council with dynamic mechanisms for decision making, and acquiring an ability for rapid responses in order to react to the changes which take place. Today's social environment requires a **fast–moving and modern administration** which provides an impetus for the progressive adaptation of its units and structures to the transformations taking place in society, adapting to the new requirements by giving its policy and strategy a new orientation.

The modernisation of the Madrid City Council enables it to achieve this necessary **closer contact** with the residents, advancing towards **excellence in public services,** making full use of the possibilities offered by **information and communications technologies (ICTs),** and consequently the introduction of a **management culture which is transparent, open, effective and efficient.**

This ambitious project in the Madrid City Council has been structured and implemented by the office for General Coordination of Modernisation and Public Administration under the Department of Public Finance and Public Administration, which were given the task of undertaking the necessary action to put the municipal authorities at the forefront of the Public Administration departments which are driving **modernisation, quality and innovation** in their management and services.

Juan Bravo Rivera
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María Jesús Fraile Fabra
GENERAL COORDINATOR FOR MODERNISATION AND PUBLIC ADMINISTRATION
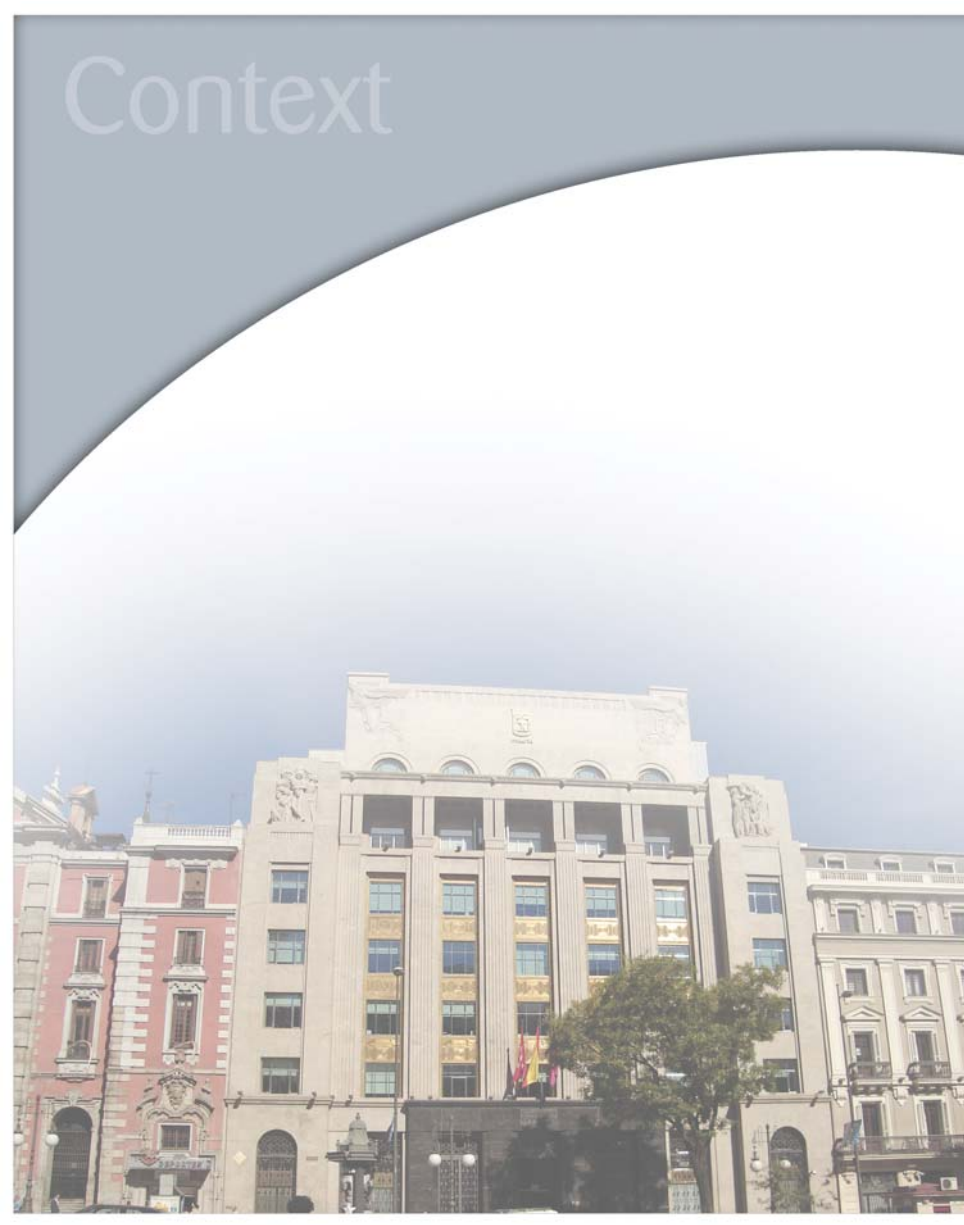
At a time of **transformation in the structures of society and social demands,** when change affects all institutions, Madrid City Council has not divorced itself from the processes which modernise public organisations and has thus defined **a new model for municipal administration** characterised by the following:

· Adapting the services it offers to the real and manifest needs of residents, with the aim of improving their quality of life.

· The ability to communicate effectively with the general public on the basis of accessibility and transparency, both to provide them with their services and to keep them up to date on what Madrid City Council is doing.

· Providing effective, efficient and quality services, taking on the responsibility for their competence through skilfully managed resources.

The process of change must be provided both with major commitment and leadership, as well as the right tools for its development. Thus, improvement of City Council departments must be tackled by setting up specific coordination and planning structures to implement the projects to modernise administration which will make a new Management Culture possible. In Madrid City Council this is the office for **General Coordination of Modernisation and Public Administration,** which handles the following:

· **Promoting the new Corporate Culture** which the City Council aims to achieve, collaborating in the development of a more effective and efficient management, promoting the use of high quality technologies, tools and techniques.

· **Assisting and motivating the rest of the units**, taking responsibility for implementing modernising experiences in all their aspects: quality management, information and assistance to the general public, the use of information technologies, knowledge management, and assessment of public policies etc.

· **Improving the way we relate to the general public**, broadening the channels in order to place Madrid City Council in a vanguard position as a benchmark for fast and easy access to public services.

These tasks entrusted to the General Coordination are undertaken by its different units, with responsibilities which are differentiated for each of the projects and actions which Madrid City Council tackles in the sphere of modernisation and innovation:

· **The Directorate General of Quality and the Citizens' Advice Bureau** handles the design and implementation of Quality, Assessment and Citizens' Advice Bureau projects, as well as the development of Data Protection and municipal Electronic administration.

· **The Directorate General of IT Development** handles planning, analysis and development of information systems, both corporate and sector-based, for the City Council departments.

· The **Madrid City Council Autonomous Computing Unit** drafts and approves the Systems Plans as well as maintaining and running them.

It is the common aim of these units to implement the new Management Culture defined for the City Council departments. To do so they have embarked on a number of actions which are grouped under the headings of the following **five approaches,** defined as strategies in the process of modernising and innovation in Madrid City Council.

a. **All-round Information and Assistance to Residents.**

b. **Integrated management and information systems.**

c. **Technological innovation and electronic administration.**

d. **Service quality and assessment.**

e. **Knowledge management.**

In the pages to follow we describe in detail the **26 actions** taken within the global project undertaken during this term of office which is soon to conclude. These actions shape the later development of each of the strategic approaches. For each case **we indicate the objectives, scope, target audience, drivers, benefits and main achievements.**

None of these actions would make any sense if taken in isolation. It is precisely the combination of all these taken together that was needed to achieve each of the objectives marked out for the **new model of Madrid City Council** we have described.