SF 6: Targeted management of climate protection & sustainability in the city administration with modern tools for management and planning

Fr	B	C	NY	S	T	Total
8			8	0	4	20

Beispiel:
Tokyo Vision 2020 comprises objectives and measures designed in a way that is similar to a balanced scorecard ({Tokyo 2012 #48}).
NYC's sustainability development is very much based on strategic planning documents and their associated key data ({PlaNYC 2012 #49}).

Freiburg is currently developing a management model for municipal sustainability. The sustainability compass is likewise based on the model of the balanced scorecard, but aims, however, at optimising existing governance structures in the interests of sustainable development ({Klie 2013 #50}).
Once implemented, the sustainability compass should be transferable to other municipalities

1. Differentiated description of the key field

Modern management systems applied to sustainable urban development can help cities to interlink objectives, measures and success in an overall system.

In addition, concrete measures can be prioritised, measured and evaluated, thereby bringing about more efficient sustainability management.

Design options could be:
- Definition of indicators, establishment of performance measurement system for sustainability or climate protection; what is important is that sustainability indicators are based on the objectives for sustainable development. Equal consideration is given to ecology, the economy and social issues. Unique characteristics are assigned to each area.

- The „balanced scorecard" is a concept that measures, documents and controls the activities in terms of their vision and strategy. In contrast to corporate mission statements other fuzzy formulations, the „balanced scorecard" – which goes back to the studies of Robert S. Kaplan and David P. Norton at Harvard University in the early 1990s – tries to make the achievement of strategic objectives measurable and to make them feasible by deriving them from measures.

- Evidence-based strategy planning: This method starts with a needs analysis; then long-term goals are developed to identify solutions to the challenges. The strategy is based on empirical evidence and aims at results ({World Bank Insitute 2012 #52}).

Local authorities can provide an integrated approach to municipal management for climate protection and sustainability with a sustainability compass. This allows for the pre-evaluation of planned measures with regard to the expected impact on the sustainable development of the city. The pioneering cities in Switzerland are using it. Since 2006, for example, the city of Bern has been reviewing planned activities with regard to their impact on sustainable urban development ({Klie 2013 #50}).
For more information see ({Rat der nachhaltigen Entwicklung 2011 #22} pp. 32–35).

2. Reference to sustainability:

By appraising sustainability measures, quantative information can be collected regarding how effective the measures are, thus ensuring better sustainability management. The regular collection of indicators enables a city to systematically pursue a sustainability strategy, derive and monitor concrete measures and direct the budget towards sustainability goals.

Risks if ignored:
An absence of a strategic approach when defining measures and non-existent evaluation and monitoring, leading to „flying blind" in local sustainable development.

3. Relevance to industrial sectors?

Mobility:	Medium
Energy:	Medium
Production & logistics:	Medium
Security:	Medium
ICT:	Medium
Water infrastructure:	Medium
Buildings:	Medium
Governance:	High

Brief description of the high level of importance:
The success of the measures taken can be assessed by strategically designing, evaluating and quantifying them. This enables the strategic management of a city's sustainable development to take place.

4. Impact (positive & negative)

• Modern management systems applied to sustainable urban development can help cities to link objectives, measures and success together in an overall system. In addition, concrete measures can be prioritised, measured and evaluated.
• Analysis, monitoring and target monitoring

5. Implementation measures:

1) Information about which management systems are useful (depending on structure and process organisation)
2) Decision by city council
3) Active change management:
Creation of appropriate structures in the city administration and beyond
4) Training of employees
5) Regular evaluation of the overall system

6. Actors: Who can shape things?

The decision to introduce and implement an appropriate management approach must be taken at the political level. This is supported by existing reference models, e.g. in Freiburg.
The city administration: This is the lead agency responsible for the adaptation, implementation and continuous improvement of the system
Specifically: Sustainability Division, Unit or Office of Sustainability. For successful implementation, cross-sectional units or cross-divisional structures are necessary.

Statistical Office & local research centres: They furnish a lot of data which form the decision-making basis.

Political sphere, citizens, businesses and city administration: They adopt higher-ranking objectives

7. Prerequisites:

Readiness for change: The introduction of a management system for sustainable development means new structures and processes – especially in the city administration. These must be desired from a central point (the mayor, departmental head) and support by the citizens. In the run-up to the introduction, therefore, there must be an internal dialogue to assess or generate the readiness of the relevant people.
Time: Any conversion takes several years.
Technical: Systems have to be mature and work

8. Obstacles/barriers:

- Resistance at various levels (management, political sphere)
- Time factor regarding change management & training
- Technical problems

9. Indicators:

- Do the existing indicator system & measurement tools cover the areas of ecology, the economy, social affairs as well as the resilience of the city system (y/n)?
- Are data regarding this regularly collected? ? (y/n)
- Are measures decided on with regard to development goals of the city? (y/n)
- Are new measures assessed with regard to their impact on the sustainable development of the city?
- Are ongoing measures regularly analysed for their efficiency? (y/n)
- Are the data and results regularly communicated in a report? (y/n)

- Do established sustainability goals or spheres of action already exist (y/n)?
- Is a double-entry budget already being implemented in the city? (y/n)?
- Is the budget oriented towards the financial sustainability goals?
- Annual expenditures for the individual sustainability goals

Further indicators:
The city's budget, cost of future projects

10. Special features/remarks:

Further reading: {Boone 2010 #51}, {World Bank Insitute 2012 #52}, {FONA 2012 #53}, {Klie 2013 #50} and {Gesellschaft für Energie und Klimaschutz Schlweswig-Holstein GmbH 2012 #54}.