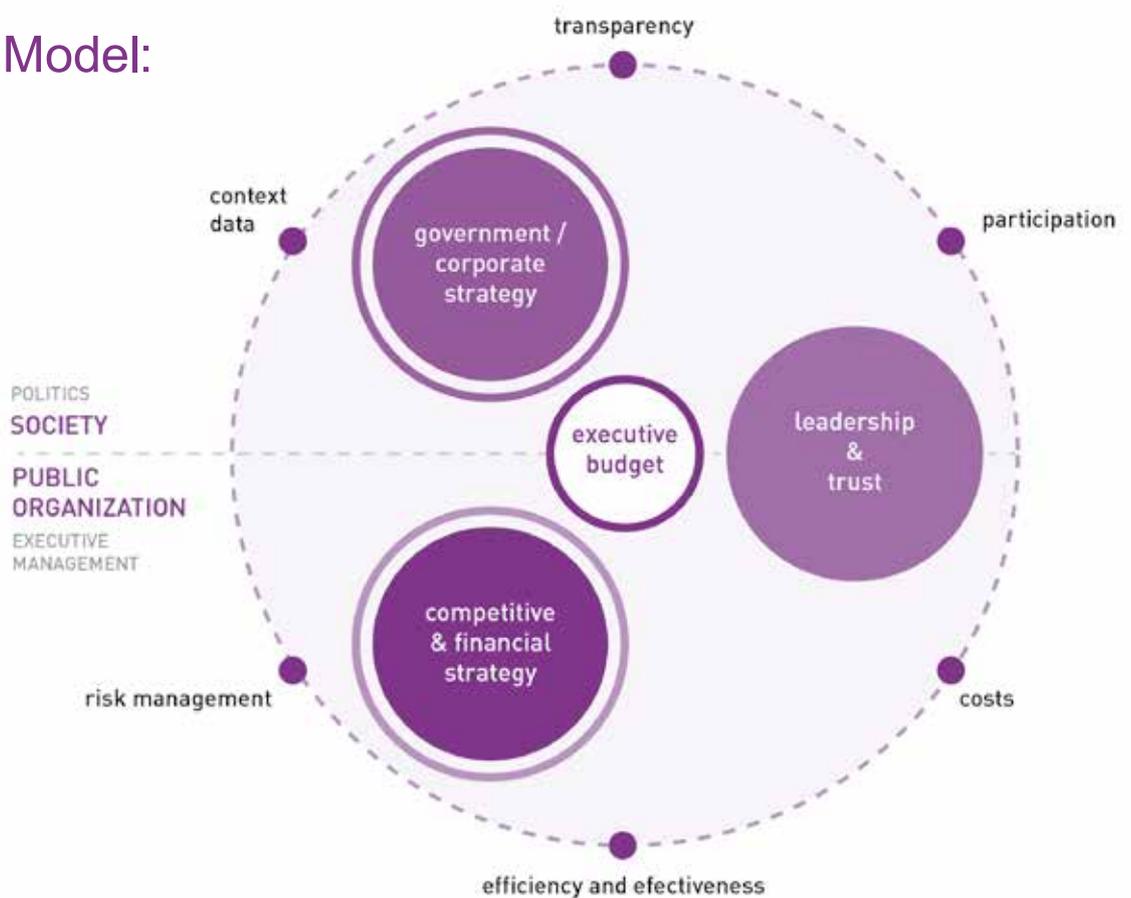


# The 'Politics & Management Deal': Enhancing Public (Financial) Governance and Management in European Cities

Athens (GR), 7-8 March 2016

## The PMD Model:



# Introduction

## Target group

This new high-level executive course is addressed to senior public officials, managers and executives / CEOs, members of the board, management teams and executive committees from city and supra-local governments, their politicians and associations which represents these actors as well as to state officials (from Ministries) who deal with cities in their respective countries. These principal corporate responsible and leaders, who are managing the public funds, design and examine strategies with their politicians for (financial) management and accountability in their public authorities and enterprises, are key players in their organisation and need to 'lead by example' while being knowledgeable and acquainted with as well as capable to use innovative, future and sustain concepts, tools and practices.

## Description

In 2012, the 600 economically top cities generated 60% of the global GDP. In Europe, roughly 70% of the GDP is produced in metropolitan regions. And there is no change in trend in sight. In fact, in times of crisis, it is the local level which is hit first by the loss of jobs, closure or departure of companies and other socio-economic effects. As a consequence, every local territory is searching for a formula which creates growth, added value jobs and sustainable development. Cities' success and prosperity depends now-a-days on how they are managed. The role of the public sector within this scenario must not be underestimated. Considering its vast role, it is fair to say that a well-functioning (local) public sector is the cornerstone for (local) prosperity and growth. Correspondingly, excellent (local) public governance and management are 'the' determinant factors in any scenario of growth and/or recovery. This includes the development of holistic and sustainable strategies, solid, but at the same time flexible organisational structures as well as reformed and harmonised public sector financial systems.

Thus, to make it possible in a scenario of an everyday increasingly challenging and complex environment, a win-win deal/agreement between politics and management is a must, a deal to be reached in the 'organisation keystone zone', the zone in between the corporate/politics and executive boards and teams. The 'Politics and Management Deal (PMD)' model or approach, becomes a comprehensive and structured system that embraces a wide range of tools and concepts including the whole of government and its administration, from management to finance, from definition to execution strategy, from alignment to innovative and creative orientation, from results oriented trends and practices to resonant and emotional leadership, towards citizen trust and services as well as quality, growth and sustainability by all ways and means.

## Learning methodology

This two-day top-level activity will combine 'theory' with real practices from across Europe in a comprehensive way. At the end of the executive education programme each participants will be equipped with the concept, (formal) processes and tools of the Politics & Management Deal (PMD) approach as well as its methodology to define and design a transparent, professional, accountable and sustain model in the participants' own public organisations. Participants will thus be acquainted with different elements of the PMD and learn how to achieve its 'own deal' as well as to ultimately make it a reality for all stakeholders (politicians, top management, civil servants etc.). All thematic issues (the 'knowledge') will be introduced progressively and illustrated, i.e. each supported, by well selected (best) practice(s) or business case (the 'how to do') from EIPA's resource platform (e.g. EPSA, etc.) showcasing both the positive and strong elements of the case but also highlighting the possible bottle-necks or obstacles faced during the successful implementation. The provision of a 'box' of best practices with their success criteria ('...the making of...') will guide and inspire the local executives in the respective subsequent delivery.

## Objectives

This executive and practice-oriented course aims to provide participants with a sound overview of the PMD approach and methodology supported by hands-on practices and stewardship from the different European city cultures. Participants will acquire the knowledge, capacities and skills to design public strategies, align them with political priorities as well as to embed them to the available financial resources (budgets) and establish sound performance and management/control systems which improve transparency, accountability and intergenerational equity.

# Programme

| topics / sessions  | time (hrs) | no. of cases |
|--|------------|--------------|
| <b>MONDAY 7 MARCH 2016 – 09.00 - 16.30</b>   |            |              |
| <b>1. The institution and public corporation, their values and culture</b> <ul style="list-style-type: none"> <li>• The key areas of an organisation and its space of 'agreement/ 'deals' between politics and management</li> <li>• The responsibility of a legal 'person', incl. transparency, its legal framework and delivery</li> <li>• The management of public organisations in Europe and its 'competitive' environment</li> </ul> | 2          | 1            |
| <b>2. The 'Politics &amp; Management Deal' framework</b> <ul style="list-style-type: none"> <li>• Beyond (sole) alignment and measurement of Robert Kaplan</li> <li>• Beyond (sole) resonant leadership according to Richard Boyatzis</li> <li>• Linking strategy and management with monetary allocation and financial planning</li> <li>• Participation processes according to the PMD approach</li> </ul>                               | 1,5        | 2            |
| <b>3. Financial planning, accounting and sustainability</b>  | 1,5        | 2            |
| <b>TUESDAY 8 MARCH 2016 – 09.00 - 16.30</b>  |            |              |
| <b>4. Government and competitive strategies</b><br>Strategic maps, linking perspectives and objectives   | 2          | 2            |
| <b>5. The 'Executive Budget'</b>   | 2          | idem         |
| <b>6. Understanding the 'big picture'</b><br>How to start, to set up the organisation and to use the tools   | 1          | idem         |

## THE EXECUTIVE TRAINERS

**Jordi Joly**, J.Joly L Advising  
**Alexander Heichlinger**, EIPA Barcelona

Their detailed CV is presented on the next page



# The Executive Trainers

## JORDI JOLY



He has an Executive Master in Business Administration (EMBA) by the ESADE Business School and a degree in Political Sciences and Master in Public Administration. In addition, he obtained executive education in Public Finance Management (PFM) by the JFK School of Government,

Harvard, and advanced operating accounting at the EMI Business School, Barcelona.

He is a former Chief Executive Officer (CEO) for Economy, Finance and Business Development at the Barcelona City Council and Director General of the public owned company, Barcelona Activa (2011-2015). The Barcelona City Council is an organisation with more than 12.000 employees and a consolidated budget of 2.5 billion Euros, including capital expenditure for 400 million Euros. His work in the City Government covered successfully the creation and establishment of the link between management functions and strategic orientation, positioning the institution into a sound, solid and strong as well as sustain financial administration acknowledged according to reports of Standard & Poor's, Moody's and Fitch.

During this period, he was founder of the European City Economic & Financial Governance (CEFG) Group, a high-level strategic partnership between Barcelona, Dublin, Hamburg, the City of London, Milan and Vienna that aims towards a different way of doing politics. The CEFG is managed by EIPA and receives support by the European Commission – Eurostat.

Before joining the city government, he was the Consulting Director at Palladium EMEA, a Boston based consultancy group that applies Kaplan's orientation, alignment and scorecards. His tasks included on a daily basis the application and matching of the 'Politics and Management Deal' model with the Kaplan approach via advising and supporting private and public organisations in its strategy formulation, improving finance and performance management.

From 2003 to 2011, he was Deputy Mayor of Economy and Finance of the City of Sant Cugat del Vallès (Barcelona), medium size municipality with just below 100.000 inhabitants. His position inside the City Hall was as an elected member with executive responsibility. Sant Cugat was recognised in the thematic category 'Leadership and Management for Change' the first EPSA award (and best practice label) in 2009.

## ALEXANDER HEICHLINGER



He is Senior Faculty Member at EIPA Barcelona, and Manager of the European Public Sector Award (EPSA) in 2009, 2011 and 2013.

With over 20 years of training and advisory experience, he has led and delivered numerous assignments for

public sector organisations from across Europe (carried out in all EU countries –except Cyprus- and beyond), as well as for the European institutions and other international organisations, e.g. resource reference in the 2012 edition of the UN Public Service Award Day; Member of the Steering Committee of the Council of Europe's Programme Best Practices on Regeneration of the European coastal towns (2012); Jury Member of the Living Labs Global Showcase Award (2010); Member of the EC Steering Committee on Assessment of ACB interventions and future needs in the context of the European Social Fund (2010); and Deputy Head of the European eGovernment Awards scheme (2001-2005), EC DG Information Society.

He led the 'City excellence network/cloud' with seven medium-sized cities, i.e. Bilbao, Birmingham, Mannheim, Milan, Tampere, Tallinn and Trondheim and co-authored the result of this work in the publication on In Search of Local Public Management Excellence - Seven Journeys to Success' (2012-2013) which outlines a 'seven step model' leading to public excellence.

Currently, he co-chairs the European City Economic & Financial Governance (CEFG) Group, which has produced as its first tangible output a joint standardised financial statement and financial KPIs report of six major cities, unique in the European context.

He has published twelve books in his fields of interest and expertise and received the Dubai Public Excellence Award in 2012 for his merits.

# General Information

## Programme

The programme will commence on Monday at 09.00 and will finish on Tuesday at 16.30.

## Seminar venue

Hotel Divani Palace Acropolis  
Parthenonos 19-25  
11742 Athens, Greece  
Tel. +302 1 09280100  
www.divanis.com

## Working language

The seminar will be conducted in English.

## Fee

EIPA Members\* fee: €900  
Regular fee: €1000

The participation fee includes documentation, two lunches, one reception/dinner and refreshments. Accommodation and travel costs are at the expense of the participants or their administration.

Please tick the relevant box in the registration form when registering for a seminar or training course. Note that reductions cannot be accumulated. For more information, please visit EIPA's website: <http://seminar.eipa.eu> (FAQ - special discounts).

\*EIPA Members can take advantage of a reduced fee; this is available to all civil servants working for one of EIPA's member countries (i.e. AT, BE, BG, CY, CZ, DK, FI, FR, DE, GR, HU, IE, IT, LT, LU, MT, NL, NO, PL, PT, ES, SE, UK), and civil servants working for an EU institution, body or agency.

## Hotel reservations

EIPA Barcelona will be pleased to make reservations for you at the same hotel where the seminar will take place, and where special rates apply for EIPA participants:

Hotel Divani Palace Acropolis  
Parthenonos 19-25  
11742 Athens, Greece  
Tel. +302 1 09280100  
www.divanis.com

Rates of room with breakfast buffet included:

- Single room: €105
- Double room: €115

(the above rates are also incl. all legal taxes)

Should you wish to make use of this possibility, please indicate the dates of arrival and departure on the registration form as well as the type of room required. Payment is to be made directly and personally to the hotel upon checking out. Please note that if you register after the deadline, hotel reservations cannot be guaranteed.

## Meals

Lunches will be served at the hotel restaurant, and dinner on the first evening will be at a restaurant in town. Should you require a special menu (e.g. vegetarian, diabetic), please inform the Programme Organiser so that this can be arranged.

## Registration

Kindly complete the online registration form which can be found on EIPA's website <http://seminars.eipa.eu> before 22 February 2016.

Your name and address will be part of EIPA's database for our mailing purpose only. If you do not want to be included in our mailing database, please tick the box on the registration form.

## Confirmation

Confirmation of registration will be forwarded to participants on receipt of the completed registration form. Moreover, when it is confirmed that the seminar will take place, the participant will receive a confirmation letter by e-mail from the Programme Organiser, with some other details.

## Payment

Prior payment is a condition for participation. Please indicate the method of payment on the registration form. For cancellations received within 15 days before the activity begins, we will have to charge an administration fee of €150 unless a replacement participant is found.

## Cancellation policy

EIPA reserves the right to cancel the seminar up to two weeks before the starting date. EIPA accepts no responsibility for any costs incurred (travel, hotel, etc.). For EIPA's cancellation policy, please visit our website <http://seminars.eipa.eu> (FAQ - legal notice).

# Registration Form

The 'Politics & Management Deal':  
Enhancing Public (Financial) Governance and Management in European Cities  
Athens (GR), 7-8 March 2016

|                           |                         |     |
|---------------------------|-------------------------|-----|
| Surname: .....            | Title: .....            | M/F |
| First name: .....         |                         |     |
| Organisation: .....       |                         |     |
| Department: .....         | Current position: ..... |     |
| Work address: .....       |                         |     |
| Postal code & Town: ..... | Country: .....          |     |
| Telephone number: .....   | Fax number: .....       |     |
| E-mail address: .....     |                         |     |

## Invoice information

|                           |                              |
|---------------------------|------------------------------|
| Organisation: .....       |                              |
| Fiscal number/NIF: .....  |                              |
| Department: .....         |                              |
| Address: .....            |                              |
| Postal code & Town: ..... | Country: .....               |
| VAT number: .....         | Your reference number: ..... |
| E-mail address: .....     |                              |

## Payment - 1661401

The fee includes participation in the seminar, documentation, two lunches, one dinner and beverages.

- €900** (EIPA Member fee)  
 **€1000** (Regular fee)

## Method of payment

### Bank transfer

Please state the name of the participant and the reference '1661401'. EIPA's Barcelona account number: IBAN: ES27-0182-6035-43-0018000225, BIC: BBVAESMM at the BBVA, Plaça Catalunya 5, 08002 Barcelona (ES)

### Credit card

American Express card     Eurocard/Mastercard     Visa card

Card number: ..... / .....    Expiry date: ..... / .....    Card Validation Code: .....

## Hotel reservation

- Please book the Divani Palace Acropolis Hotel for me
- Single room                                      Date of arrival: .....                                      Date of departure: .....
- Double room                                      Number of nights: .....                                       No hotel reservation required

## Meals

- Vegetarian     Fish allowed     Other dietary requirement: .....

Kindly complete the online registration form at <http://seminars.eipa.eu> before 22 February 2016

Miriam Escola, Programme Organiser, European Institute of Public Administration - Barcelona, c/ Girona, 20, 08010 Barcelona, tel.: +34 93 245 12 06, fax: + 34 93 245 13 12, e-mail: m.escola@eipa.eu, www.eipa.eu



Your name and address will be part of EIPA's database for our mailing purpose only.  
Please tick  if you do not want to be included in our mailing database.