

URBAN LAB INDICATORS, IMPLEMENTATION AND MONITORING

The Mannheim Governance System

DAS MODELL MANNHEIM

ZIELE FÜR EINE MODERNE
GROSSSTADT

MANNHEIM CITY ADMINISTRATION MAKING PROGRESS TOGETHER – MOTIVATION FOR AND URGENCY OF STRATEGIC ACTION

Three Fundamental Experiences:

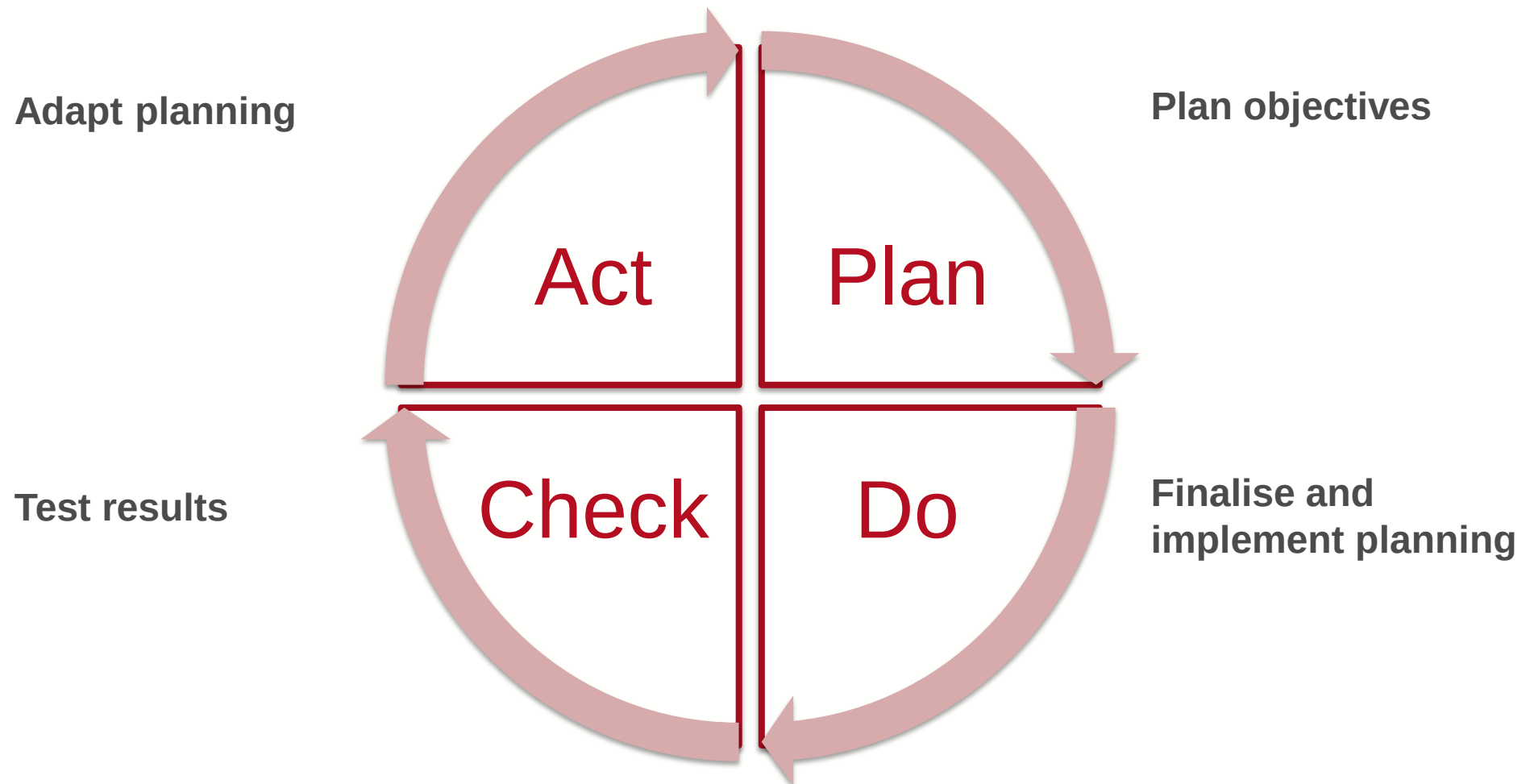
- Hardly any evaluation – much done, but not enough looking into the results of action
- Integrative action takes place too infrequently
- The job of shaping has disappeared behind the philosophy of service provision

Plus

- Increasing demands on local councils combined with more difficult financial situation
- It's not enough to take reactive fiscal measures

SWOT Analysis → Development of overall strategy → Governance concept

EVALUATION OF ACTION USING PDCA

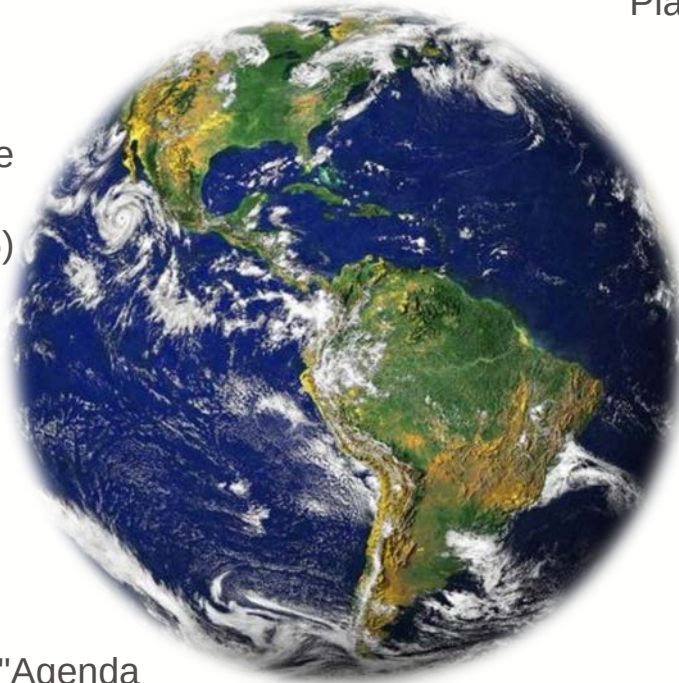


CHARTERS FOR MAKING THE WORLD A BETTER PLACE

EU Charter for
Equality of Women
and Men in Local Life

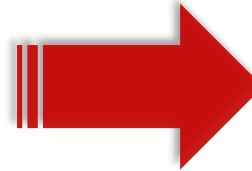
Mannheim 2020
Climate Protection
Plan, Covenant of
Mayors

Barcelona
Declaration "The
City and the
Disabled" (1995)



Aalborg Charter "Agenda
21" – Charter of European
Cities & Towns Towards
Sustainability (2011)

UNESCO
Declaration on
Cultural Diversity

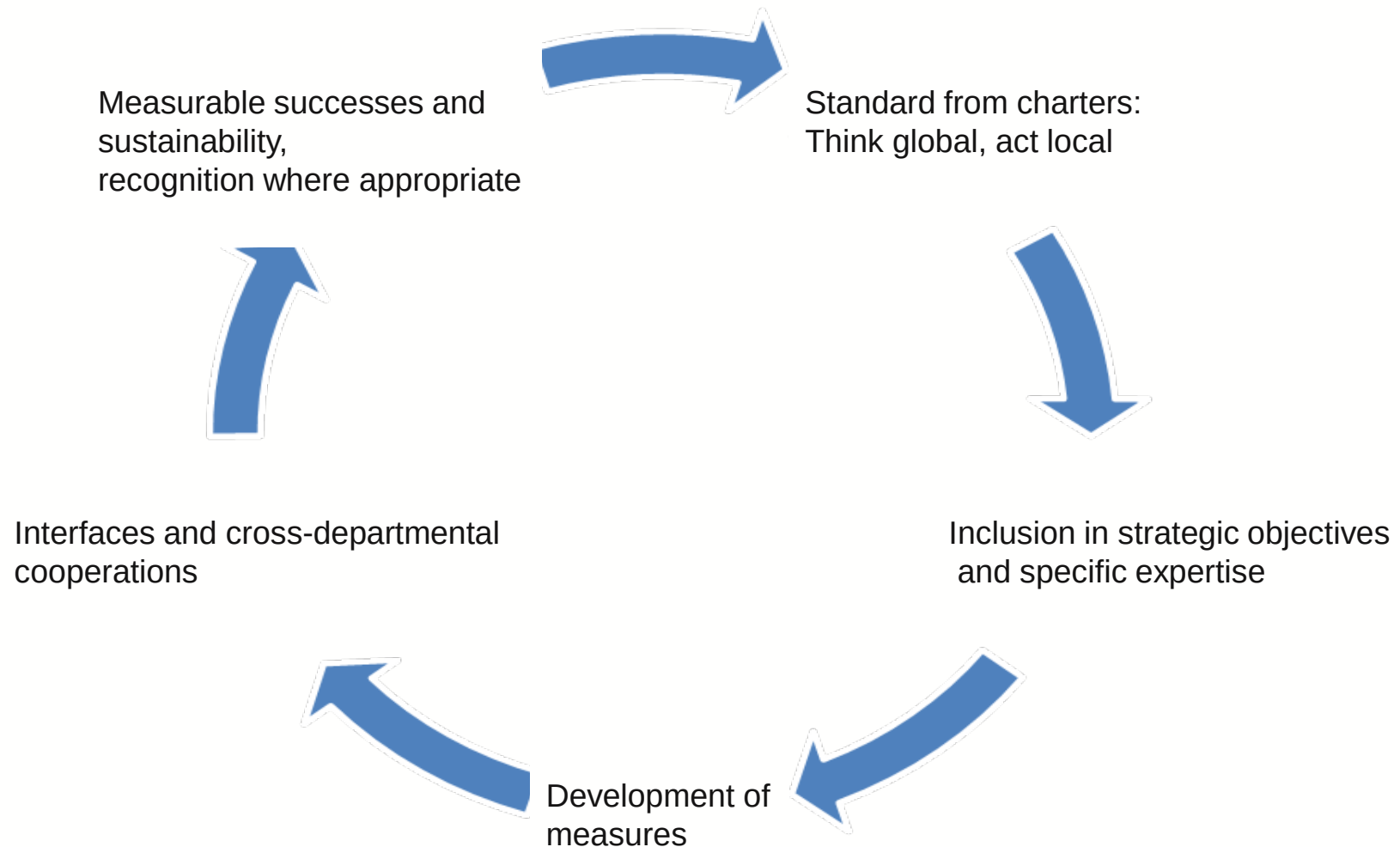


CHARTER MANAGEMENT – MONITORING

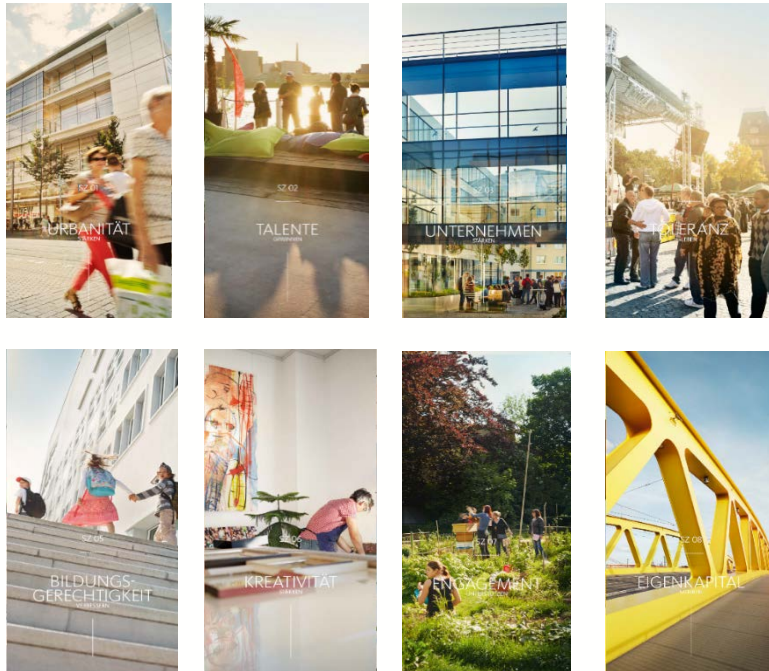
Extract from the charter management plan (agenda 21)

Maßnahmen	Umsetzung						
	2010	2011	2012	2013	2014	2015	2016
Büro Agenda 21 als Schnittstelle zwischen Verwaltung und Bürgerschaft mit Querschnittsaufgaben[1]	Umgesetzt	umgesetzt	umgesetzt	umgesetzt	umgesetzt	umgesetzt	umgesetzt
Strategisches Ziel Nr. 7: Engagement unterstützen (auch eingebettet in den Fachbereich Rat, Beteiligung und Wahlen)	umgesetzt	umgesetzt	umgesetzt	umgesetzt	umgesetzt	umgesetzt	umgesetzt
Bürgerforum Mannheim als lokaler Part und Beitrag zum Bürgerforum des Bundespräsidenten	umgesetzt	umgesetzt					
Unterstützung der Bezirksbeiräte (Reform, Optimierung, Stärkung)	umgesetzt	umgesetzt	umgesetzt	umgesetzt	umgesetzt	umgesetzt	umgesetzt
Stadtteilorientierung der Verwaltung (ehemals CHANGE ² -Projekt, heute verstetigt)	umgesetzt	umgesetzt	umgesetzt	umgesetzt	umgesetzt	umgesetzt	umgesetzt
Kinderbeauftragte mit Querschnittsaufgabe; Themenfelder: Vertretung von Kinderinteressen, Partizipation von Kindern und Jugendlichen und kindgerechte Stadtgestaltung	umgesetzt	umgesetzt	umgesetzt	umgesetzt	umgesetzt	umgesetzt	umgesetzt

CHARTER MANAGEMENT: SUSTAINABILITY MONITORING AT A COMMUNITY LEVEL



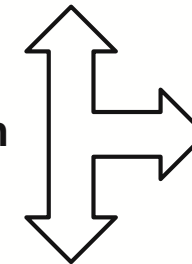
ROLE MODEL "MANNHEIM 2030" AND AGENDA 2030



Overall strategy
Top indicators

Departmental target systems
Performance indicators **Impact indicators**

Comparing
Mannheim with
Agenda 2030



SDG
Global indicators

National sustainability strategy
Indicators

State sustainability strategies

Indicators (e.g. BaWü sustainability)

Local council sustainability strategies

Indicators (e.g. Mannheim!)

**Objective:
Mission
Statement and
Indicator Set
Mannheim
2030**

1 KEINE
ARMUT

Ending poverty in all its forms and everywhere.

Strategic target	No.	Name	Unit of measure	2011	2012	2013	2014	2015	2016
1	05	Guaranteed minimum rate	Percent	9.9	10.0	10.3	10.8	11.0	10.9
5	04	SGB II rate of people unfit for work and claiming benefit under 15 years	Percent	17.7	18	19.1	20.8	20.8	20.6

4 HOCHWERTIGE
BILDUNG

Guaranteeing inclusive, fair and high-quality education and promoting opportunities for lifelong learning for all.

Strategic target	No.	Name	Unit of measure	2011	2012	2013	2014	2015	2016
2	03	Number of students at Mannheim higher education facilities	Students	25,115	27,207	28,014	28,648	28,786	
5	03	Number of all-day nursery places	Percent	38.2	38.9	43.7	46.7	49.7	51.7
5	05	Number of children without speech difficulties at start of schooling	Percent	79.8	79.7	83.1	81.8	80.8	81.3
5	06	School child daycare rate	Percent	47.1	49.0	55.3	58.9	61.0	61.7
5	07	Advanced secondary school transition rate	Percent	46	47.5	49.7	49.4	51.15	48.1
5	09	Proportion of pupils leaving general education with <u>advanced level</u> certificate	Percent	29.3	48.0	27.6	30.4	30.0	30.2

IMPACT LEVELS OF THE SGD "FIGHTING POVERTY"



A. Measure with impact at the local level

- Promotion and direct/indirect funding of jobs
- Local employment market programme
- Parenting assistance



B. Local authority measure with indirect global impact

- Awarding contracts/Fairtrade/ILO employment standards



C. Measure with direct global impact

- Bilateral development projects, e.g. Kilis city

Objective 1:

Strengthening urbanity

With its environmentally and socially balanced urban picture, Mannheim offers the advantages of a metropolis in a compact space without the negative characteristics usually associated with cities.

- Examples of measures/indicators:
 - **Population with right of residence**
 - 2016: 336,368
 - **CO₂ emissions**
 - 2014: 77 %
 - **Centrality indicators**
 - 2016: 152
 - **Share of respondents satisfied with living in Mannheim**
 - 2017: 93 %



Objective 2:

Attracting talent

Mannheim is establishing itself as a city of talent and education, attracting more and more people.

- Examples of measures/indicators:
 - **Share of employed people paying social security contributions and with an higher education qualification in the Mannheim employment area:**
 - 2016: 19.7 %
 - **Number of students at Mannheim higher education facilities:**
 - 2015: 28,786
 - **Education net migration:**
 - 2016: 5 %



Objective 3:

Strengthening business

Mannheim attracts a higher than average number of businesses and business founders who contribute to Mannheim's innovative drive and the city supports the businesses in their economic development.

- Examples of measures/indicators:
 - Number of new businesses founded per 1000 inhabitants
 - 2016: 7.7
 - Employed people paying social security contributions in the Mannheim employment area:
 - 2016: 180,055

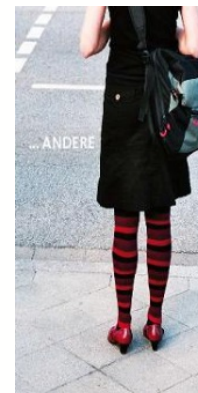


Objective 4:

Living in tolerance

Mannheim is an example for living together in harmony in urban centres.

- Examples of measures/indicators:
 - Electoral turnout of non-German EU citizens in Mannheim local elections:
 - 2014: 6.1%



TOP INDICATOR REQUIREMENTS

1	Relevance and ease of understanding	The indicators meet the need. The indicators are suitable for making clear socially relevant results of administrative action in accordance with strategic objectives. It is easy to understand which aspect of the strategic objective the indicator shows.
2	Justification	A justification is given for each indicator as to why it is in the list of top indicators.
3	Up-to-date and timely	The indicators are up-to-date and are published in a timely manner. The actual values are entered into the reporting system promptly after publication. Ideally, the indicators are no older than 12 months.
4	Clarity and accessibility	The data are presented in a way that is clear and easy to understand. The top indicators are published with useful meta data in a fact sheet about each indicator.
5	Accuracy and reliability	The indicators reflect reality with sufficient accuracy and reliability.
6	Ability to evaluate development trends	The indicators must be suitable for evaluating development trends or the attainment of objectives.
7	Comparability over time	The indicators are consistent over time and are available over a sufficient time period.
8	Comparability with other cities	The indicators permit consisting comparison with other cities.

TOP INDICATOR REQUIREMENTS

9	Regularity	Annual values are determined as a basis from which to create time series so that development trends can be evaluated.
10	Stability	It is expected that the indicators will also be available over the coming 5 years.
11	Effort	There must be a reasonable relationship between the usefulness of the indicators and the effort involved in determining them. The indicators are taken from regular publications or existing municipal data, as far as possible.
12	Solid methodology and suitable statistical procedure	Solid methodology requires suitable tools and procedures. Classifications and definitions are used consistently. Suitable statistical procedure – from collection to validation of the data – for example in surveys, forms the basis for statistics.
13	Number	5 to 7 central top indicators are ideally selected for every strategic objective.
14	Independence	Indicators are selected with no particular subject interest.
15	Quality assurance	The indicators are regularly evaluated and validated with the goal of continuous improvement.
16	Meta data/Fact sheets	A fact sheet containing meta data is published for every top indicator.

Strategic Goal 1

SDG		Indicator	Goal direction	2012	2013	2014	2015	2016	2017	2018
	1_01	Average rent per square meter	→	6.26		6.71		6.71		7.71
	1_02	Children without Speech Difficulties	↗	79.7	83.1	81.8	81.8	81.3	81.6	
	1_03	Percentage of students who drop out of secondary school before attaining a diploma	↘	8.0	6.3	8.0	7.0	7.9	9.7	
	1_04	Percentage of unplaced applicants in the vocational training market	↘	0.4	0.8	0.5	0.7	0.4	0.5	0.4
	1_05	Unemployment Rate	↘	6.1	6.0	6.1	6.0	5.7	5.4	4.9
	1_06	Minimum Welfare Ratio	↘	10.0	10.3	10.8	11.0	10.9	10.7	10.4
	1_07	Percentage of employees receiving welfare payments in complement to their own income	↘	2.2	2.2	2.4	2.4	2.5	2.6	2.4

Strategic Goal 2

SDG		Indicator	Goal direction	2012	2013	2014	2015	2016	2017	2018
	2_01	Percentage of interviewed persons who engage in exercise on a weekly basis	↗							
	2_02	Satisfaction with Green Space	↗	86			81		84	82.1
	2_03	Satisfaction with Public Facilities	↗	83			80			79
	2_04	Obese Children	↘	10.3	9.5	10.1	9.4	10.6	9.9	10.1
	2_05	Children with motor disabilities	↘		30.8	33.7	30.0	31.0	32.3	28.8
	2_06	SGB II rate under 15	↘	18.0	19.1	20.8	20.8	20.4	19.9	19.7
	2_07	Nursing home usage by those over 75	↘							
	2_08	Percentage of Mannheimers who feel safe in the city.	↗	88			74			
	2_09	Crime in public spaces per 1000 people	↘	23.4	24.1	22.6	24.9	27.3	24.6	21.2
	2_10	Violent crime per 1000 people	↘	4.1	3.8	3.4	3.5	4.1	3.7	3.6

Strategic Goal 3

SDG		Indicator	Goal direction	2012	2013	2014	2015	2016	2017	2018
	3_01	Secondary school dropouts with a migrant background	↘							
	3_02	Percentage of surveyed persons who were satisfied with cultural facilities such as concert venues, theaters, museums, and libraries	↗	93.9		91	91.1		95	92.6
	3_03	Percentage of those surveyed who utilized cultural offerings	↗							
	3_04	Percentage of people who do not want homosexuals as neighbors	↘							
	3_05	Full time employment rate of women	↗							
	3_06	Percentage of people who replied to the survey saying they were content with the successful integration of migrants into the city	↗							
	3_07	Percentage of people who responded that they felt they could trust their cohorts in Mannheim	↗	82			78			81
	3_08	Percentage of surveyed persons who responded that they were satisfied with co-existence in the city	↗			79.1	82.3		81	85.7

Strategic Goal 4

SDG		Indicator	Goal direction	2012	2013	2014	2015	2016	2017	2018
	4_01	Voter turnout in municipal and mayoral election								
		Local Council	↗			38.7				49.8 (2019)
		Mayor (first ballot)	↗				30.7			
	4_02	Percentage of people surveyed who are satisfied with civic participation, as currently taking place in Mannheim	↗			57.1	48.9		53	57.1
	4_03	Percentage of those surveyed who answered that they trusted the City Council	↗							
	4_04	Percent of those surveyed that believed they were provided with sufficient information about the actions of the city administration	↗							
	4_05	Percentage of surveyed people who state they are volunteers	↗	34.3		35.8	30		35	32.3
	4_06	Percentage of respondents stating that they have been involved in an association in the last 12 months	↗			45.7	40		36	42.9

Strategic Goal 5

SDG		Indicator	Goal direction	2012	2013	2014	2015	2016	2017	2018
	5_01	Number of users of "Shared Mobility" (Next-Bike, Stadtmobil etc.) and number of loans in a calendar year	↗							
	5_02	Proportion of online users among all users of the five main urban services provided on the Citizens' Portal	↗							
	5_03	Percentage of respondents who agree or do not contest with the statement: "If you turn to the city administration in Mannheim, you will be helped quickly and easily"	↗	58			54			60
	5_04	Percentage of enterprises surveyed that are very happy or satisfied with the supply of skilled labour	↗	46		46		53		68
	5_05	Percentage of persons employed at requirement levels 3 ("Complex specialist activities") and 4 ("Highly complex activities")	↗	30.8	31.1	31.3	30.9	30.9	31.2	31.2
	5_06	Percentage of students potentially staying in Mannheim after their studies	↗	62		61		59		58

		Indicator	Goal direction	2012	2013	2014	2015	2016	2017	2018
	6_01	Car ownership per thousand residents	↘	454	459	457	451	459	462	468
	6_02	Annual total of the cars recorded at the automatic counting points	↘							
	6_03	Annual mean values of the concentration of nitrogen dioxide (NO ₂) in µg/m ³								
		Friedrichsring	↘	51	48	48	47	46	47	45
		Mannheim Nord	↘	28	26	27	28	26	24	26
	6_04	Annual mean values of the concentration of particulate matter (PM ₁₀) in µg/m ³								
		Friedrichsring	↘	26	26	25	25	22	22	22
		Mannheim Nord	↘	19	19	18	19	16	17	17
	6_05	Percentage of people, who when surveyed, responded that they were satisfied with public transport in Mannheim	↗	84			82			83
	6_06	Annual sum of passengers in public transport	↗							
	6_07	Total number of trees in the city	↗							
	6_08	Share of unsealed areas	↗							
	6_09	Carbon dioxide emissions (CO ₂) in tonnes per inhabitant	↘			11.5	11.1	11.3		
	6_10	Percentage of electricity derived from renewable energy sources	↗							
	6_11	Household waste per capita in Kilograms	↘	412	411	402	390	399	395	391

Strategic Goal 7

		Indicator	Goal direction	2012	2013	2014	2015	2016	2017	2018
	7_01	Percentage of people surveyed who said they purchased food from regional sources on a regular basis	↗							
	7_02	Percentage of people surveyed who claimed they bought products through fair trade regular	↗							
	7_03	Municipal expenditure for fair trade products in ratio to total expenditure	↗							
	7_04	Positive answers to the question: „When you think of your country as a member of the EU, do the advantages outweigh the disadvantages, or do the advantages and disadvantages outweigh the disadvantages?	↗							
	7_05	Expenditure spent on community and city measures dedicated to developing international cooperation	↗							

MAYOR DR. PETER KURZ PRESENTS THE VOLUNTARY LOCAL REVIEW

