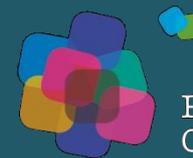


Governance Models for Justice and Safety in a Diverse Community

InNODS

International Institute of Innovation in
Organizational Development and Society

Pº Virgen del Puerto 29, 6ºB, 28005 Madrid, Spain
E-mail: innods@innods.net
<http://www.innods.net>



Public **Safety**
Community **Program**



An opportunity to create a new model of public management for a diverse society

The present challenges of an increasingly complex, diverse and informed society requires public services more and more adapted to its different needs so that all its members have access to the same rights.

The nature of a diverse society gives us the possibility of providing universal services which include all, without any prior preconceptions, bias or cultural or social prejudices, which may have negative repercussions on public safety and justice.

A diverse society is a common and universal value and resource allowing us to progress in terms of the efficiency and efficacy of our services on the basis of shared models among entities, cities and countries in an increasingly interconnected, interdependent world which requires mutual understanding and collaboration.

A diverse society gives us the opportunity to turn fields such as public safety and justice into driving forces for governance, development and social integration at local, national and international level.

Starting point

Within the present global crisis, times are tough at the moment for public administrations, finding it difficult to maintain many services established during better times.

The financial scarcities of public administrations makes it both absolutely necessary and particularly opportune to organise and rationalise services on the basis of common criteria allowing us to optimise resources and improve public levels of satisfaction.

**New needs,
new
opportunities
on public
services**

The limits of traditional public service models from the view of new governance models

1. In response to new problems, former bureaucratic models tend to ramify and multiply services which end up terribly fragmented, atomised and distant from each other.
2. They act in “silos” or “closed compartments” to which only the citizens with good personal resources and skills have access, leaving aside those most needy individuals and groups with complex problems.
3. The proliferation of small, more and more specialised agencies leads to a chaotic “cosmos” or labyrinth of isolated resources and services in a given territory, with obvious limits when it comes to confronting problems in an integral manner.
4. These problems, present in all community-services systems, make them very rigid and low on cost-efficiency and effectiveness, and becomes specially evident when dealing with highly complex, diverse, and changing societies.

The challenge: to overcome old models



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Opportunities for new public safety paradigms in the light of the global crisis

Most international analysts agree that the current global economic crisis is the first global crisis in History. Problems in one city or country affect us all and solutions must come from us all. This grants us a series of opportunities to revise current public service models and drive new integral management systems on the ground, bringing current public safety and governance paradigms as opportunities and bases to allow us to improve public satisfaction by adapting services to social diversity while also reducing costs.

By combining leading current international models in various fields, public administrations may be placed at the heart of innovation. This would also have an impact on international achievement and success, contributing to improve the prestige of the administration, its professionals, and the city itself.

Taking part in the Programme will also enable the municipality or region to advance in terms of institutional collaboration at international level and allow for a valuable exchange of experiences gained from the work on parallel projects.

An international R&D&I programme on Safety and Territorial Governance

In order to make all this possible, we are inviting institutions from various cities and regions in different countries focusing each one on a particular issue and neighbourhood or district to address it with an approach based on shared criteria based in the new paradigms on public safety and governance in a diverse society.

As references of shared criteria, we may base ourselves on the results of the *International Congress on Public Safety in a Diverse Society*, during which a series of *International Guidelines on Public Safety and Governance* were agreed on. These Guidelines were the result of an integrating process of several years analysing current challenges in different countries as well as innovative and good practices responding to these challenges. Over 700 experts, professionals and citizens from over 20 countries actively took part in the process. Thus, based on this common framework based on global approaches, we will be able to compare, collaborate, and improve our results by working together in parallel projects, and at the same time in complementary fields.

Institutions being invited on the Programme – which already participated in previous projects - come from cities such as New York, Cicero (Illinois), Pasadena (California), Belem (Brazil), Berlin (Germany), Barcelona, Madrid, and Navarra (Spain).

Our vision:

A management model centred on the relationship between citizen and community

The future is moving towards a public management system centred on the relation between the citizen and his or her community. Several examples of what are considered successful cases and good practices at international level demonstrate this.

This is why we need to analyse and organise formal and informal resources, classifying them on the basis of local territorial governance models using tools such as:

- Collaborative networks between public administrations (local, regional and national), private administrations and citizens' participation;
- Inter-institutional co-ordination teams;
- Collaborative leaders and integral managers

The procedure: Land planning of community services

(1) The structures:

A 180° turn to structures:

→ Local community at the top of organizational charts

Organizing services from the territory:

- First of all, defining general integral services centred in the community
- Branching specialised services at broader territorial levels
- Finally, placing political-level management in resources planning and supply

→ Operative projection



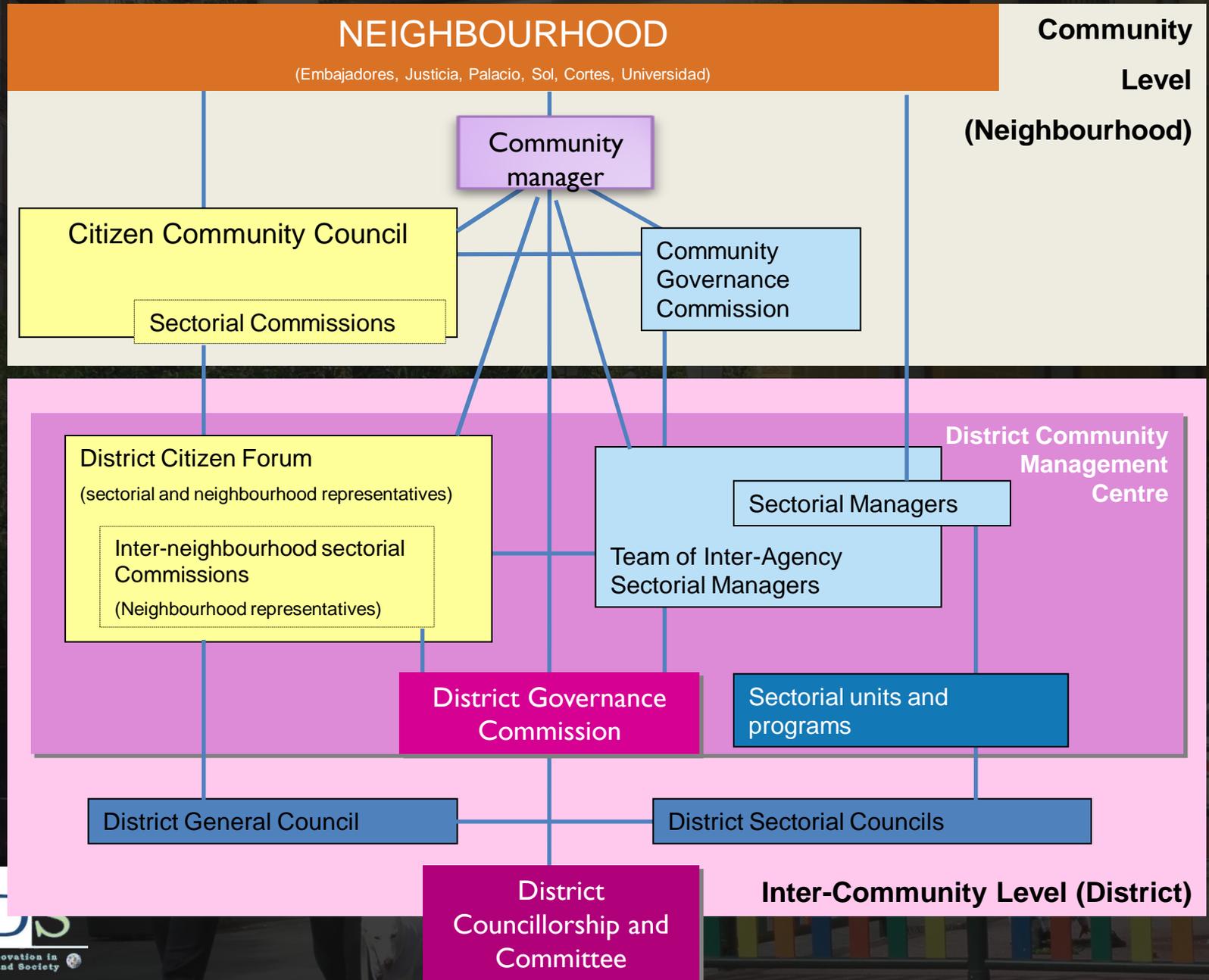
→ Tactic programation



→ Strategic planning

Rationalizing and simplifying structures, optimizing services, improving cost-efficiency... by placing citizen satisfaction at the center of our work.

An example – Organization charts of the Integral Community Management System for Madrid CD



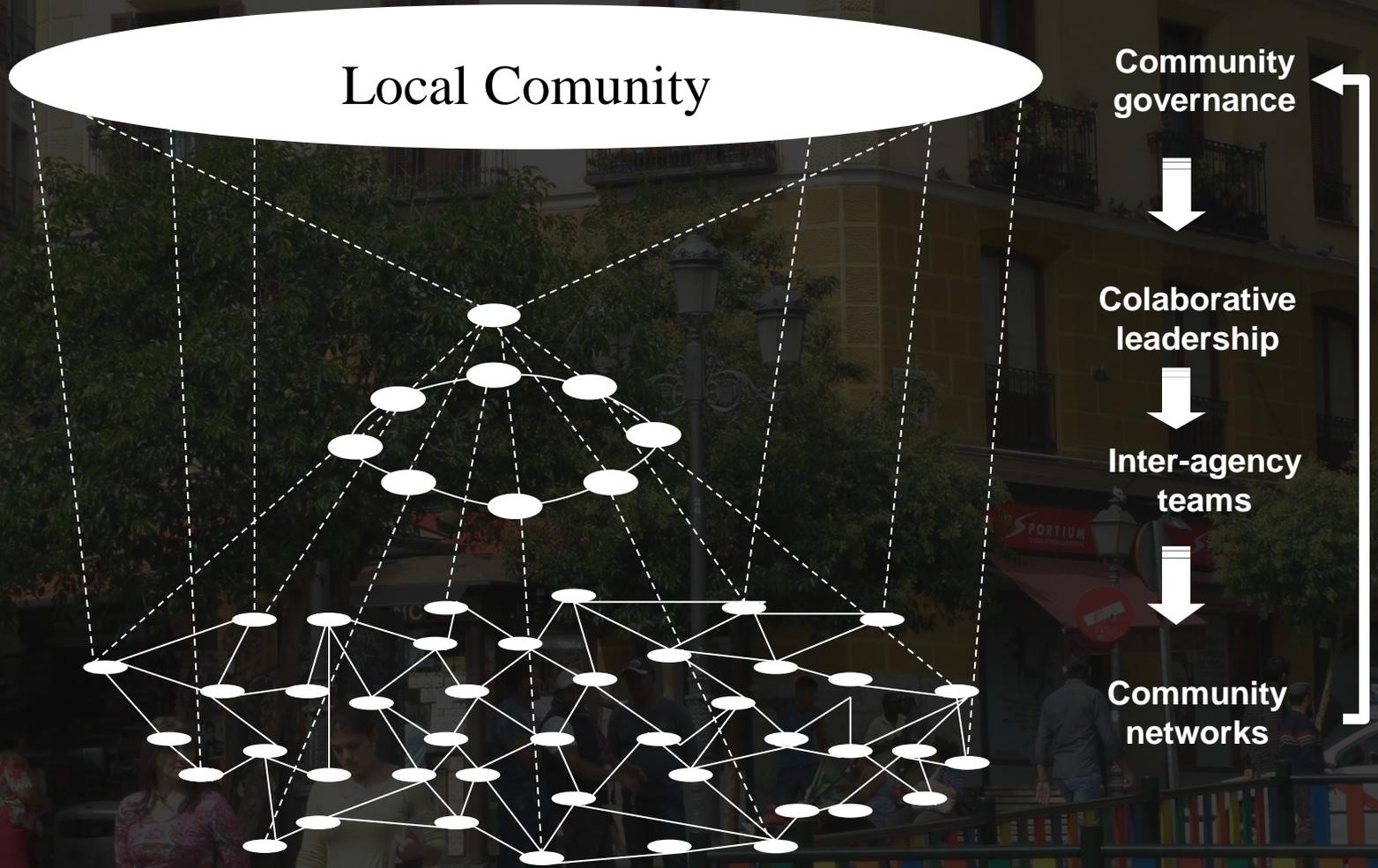
The procedure: Land planning of community services

2. The processes:

Community governance → **Tool for inter- and intra-organizational change**



Example of processes and structures at local community level



A few orientive procedures and instruments for the implementation of integral community governance systems

1. Identification of needs on the territory
2. Map of active territory resources (formal and informal)
3. Elaboration of a plan for classifying and optimising local public services
4. Inter-organisational development:
 - Redefining units and roles , taking the private sector and citizens’ participation into account;
 - Reformulating organisational and co-ordination processes and structures among public and private services and citizens’ participation;
 - Analysing and redefining the roles and positions of each field and entity.
5. Inter-organisational development:
 - Simplifying the complex structures of services and duties;
 - Rationalizing and redefining the roles and positions of duties with regards to the plan;
 - Training in the redefined duties and roles.
6. Planning and management of how to implement the measures (dealing with reticence and aversion to changes).
7. Evaluation and monitoring of public policies and services, establishing instruments to monitor and assess indicators of efficiency, satisfaction, standard of living and change .

OWN AND SHARED RESOURCES

Given that the programme's approach aims to start with a territory's already existing resources, few new resources will be needed. Basically, these will be assistance services in:

- Prior research on needs and problems, services' structures and processes and available resources on the ground.**
- Establishing specific models to improve governance and procedures for inter-sectorial and inter-organisational collaboration, and citizens' participation.**
- Designing an implementation plan for the improvements and assessment during the implementation process.**
- Evaluating and monitoring the plan, its execution and the project's results.**
- Participating and relating with other cities and regions and the potential collaboration in the form of advise on pilot projects.**

The internal staff of each project may be able to carry out all this themselves, or they may work in collaboration with the Programme's network of international experts.

PROVIDING ANSWERS SHOWING RESULTS

As a result, we will obtain a major improvement in services, with the following aspects:

- 1. All public services using proactive methods extended to all, inter-organisational and community development based on pioneering public safety and governance approaches.**
- 2. An integral service which recognises and treats each citizen as a unique individual with their own needs and values.**
- 3. A service which reaches each and every member of the public based on inclusivity and extensiveness, providing answers wholly adapted to the needs and resources of the diverse community.**
- 4. Increased involvement of the private sector and citizens.**
- 5. Improved efficiency and less public spending.**
- 6. Making the most of new technologies in citizens' participation.**
- 7. A service quality assessment and monitoring system based on leading auditing models focused on managing transparency and external communication.**
- 8. Improved levels of citizen and public service workers satisfaction.**
- 9. Showcasing the city or region and positioning it as a foreunner of future service models for and with citizens.**

Some collaborative entities of Public Safety Community Program and InNODs

