# City Council of Madrid Quality Plan 2015-2019

**Mid-Term Results** 

City Council of Madrid,

a commitment to QUALITY +





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## City Council of Madrid Quality Plan 2015-2019

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Knowledge

Management

#### Introduction

Making Madrid a quality city in which to live, work and visit, and offering excellent municipal services is the priority for the Government of the City of Madrid.

#### A quality city is one

- ✓ which takes citizenship, solidarity and inclusiveness as a reference;
- ✓ which has the priority of enabling the development of people and the improvement of group well-being by being approachable, cohesive and liveable;
- ✓ and one that has a Public Administration whose ultimate aim is to move closer to citizens, to advance towards excellence in the prevision of public services, to incorporate information communication technology and to implement an increasingly more efficient, transparent and open management culture, in which citizen participation plays a role in decision making and there is a true correlation between what users expect and what the municipal institution provides.

For this reason, the City Council of Madrid has launched and developed a series of management projects, strategies and systems, all of which fall under the umbrella of the comprehensive tool, the City Council of Madrid Quality Plan, the definition, actions, responsibilities objectives and indicators of which for the 2015 -2019 period are outlined in this document.





#### City Council of Madrid Quality Plan

#### This is the common framework of

reference that guides and unites, with action criteria based on continuous improvement, it includes all the initiatives from the different areas within the municipal organisation that are developed with regards quality, improvement and innovation to boost the municipal services and achieve citizen satisfaction.

## It outlines the grounds, steps and

**Criteria** that should guide all municipal administrative units to achieve excellence in the provision of public services, as well as achieving efficient, transparent and open public management whilst bearing in mind that...





Quality is a cultural change that advances decidedly in Public Administrations Measuring quality requires knowing citizens' perception by means of consultation and participation spaces

Knowing what citizens need and expect is the first step towards quality

Quality is the result of the commitment and active participation of everyone in the organisation

Quality requires effort from everyone in order to exceed citizens' expectations

Quality must be incorporated into everybody's normal way of working

Quality represents a shared interest: creating value

Quality must be a priority within the management system, just as the budget is

The management must promote and lead the change of values, stressing, from the offset, their commitment to quality

Quality is a change from reactive ways of working when faced with problems, to a new model focused on anticipation, innovation and implication

According to the OECD, the conditions that characterise the good performance of public organisations are: a strong orientation towards citizens, a participative leadership, an innovative work style and staff involvement





#### Background to the 2015-2019 Quality Plan

#### 2003 - 2007

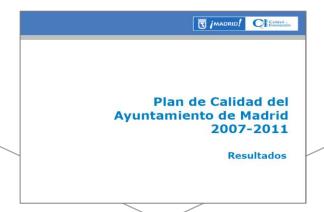
In accordance with the commitment to the citizens of Madrid, from 2003 a series of quality projects **started** to be designed, approved and launched. In addition the City Council of Madrid Quality Plan started to be written (in 2006) and **edited** (in 2007), and the results of each of the **16 projects** implemented (activities developed and data of their initial indicators)

were gathered and published.



#### 2007 - 2011

Projects launched in the previous stage were **consolidated** and a **new project**: the Operative Government Plan was defined and launched. When it ended in 2011, the **results** achieved were gathered and published.







#### 2011 - 2015

The objective remained to **continue rolling out** approved quality projects and a **new project** was defined and launched: Open Government. This was composed of 3 different lines of action: Transparency,

Open Data and Citizen Participation. The degree of knowledge of the Quality Plan was evaluated (46%) as well as the main projects that made it up.



#### 2015-2019 Quality Plan

A new edition of the Quality Plan is made which does not just update the general content and that regarding the 16 projects included in the previous version, but rather it also gathers the projects incorporated from then. A new project is added (Clear Communication) and, for the first time, a forecast of the results that are desired for each of the projects is made. In addition, a common objective is established to increase the knowledge that all areas of the City Council have of these projects.





## **Objectives**

The general objective of the City Council of Madrid's Quality Plan is to guarantee the quality of the services provided to citizens and their continuous improvement, achieving citizens satisfaction and an increasingly more effective, efficient, participative and transparent public management.

#### Its specific objectives are:

- To enable citizens to access municipal services and all the information regarding these.
- To provide quality public services, guaranteeing their suitability to the needs and expectations of those that use them and of society in general.
- To efficiently and effectively manage municipal services in an agile, participative and transparent way, continuously improving and reporting back to citizens.
- To achieve the entire organisation's commitment to quality, participation and transparency.

In addition to these generic objectives of the Quality Plan as a comprehensive instrument, for each Quality Plan individually considered objectives are established which, with their development and implementation, aim to achieve a system which enables the results achieved to be assessed by means of indicators with their respective goals.





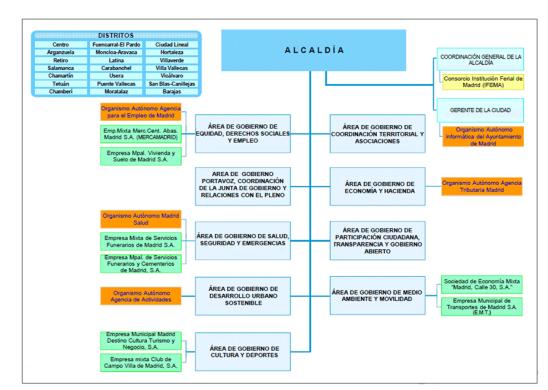
## Competencies

Being aware of the importance of having a quality coordination and promotion department within the organisation, in 2003 the City Council of Madrid created a department to promote the advance towards quality, the Directorate-General of Quality and Citizen Services, which since 2015 has been called the Directorate-General of Transparency and Citizen Services.

The different Decrees on competencies passed since then have attributed the competencies of **creating, coordinating and disseminating the City Council of Madrid's Quality Plan,** to said Directorate-General, as well as competencies in coordination, promotion, guidance and technical support, organisation and management, prior reports, etc. of many of the projects that make it up.

It cannot be forgotten, however, that the implementation of the projects that make up the Quality Plan, are on the whole the responsibility of each and every Unit of the City Council.

Finally, it must be noted that the Directorate-General promotes the use of quality tools (improvement groups, SWOT analysis, brainstorming, agile tools, etc. ) and it provides the technical support necessary to all the Units that so request.





## Bases and Principles of the Quality Plan

The bases and principles of all quality systems and, consequently, of the City Council of Madrid Quality Plan are:

#### 1. Citizen Focus

Quality of services is reached when citizens are satisfied, thus their needs must not be responded to in any way, but rather in line with the expectations that they have when they request the provision of a service.

Need/ - Perception = Citizen
Expectation satisfaction

#### 2. Management Commitment (Leadership)

Quality requires continuous promotion from the management, which must act as a true driver that promotes the change of values; must display their commitment with quality; must participate in the definition of the quality objectives, both general and specific ones, as well as their monitoring and evaluation.

Quality management is a requirement for everyone at the City Council of Madrid, ensuring that group actions have the same objective.

#### 3. Staff Implication and Active Participation

Quality involves participating and trusting in the capacity of people, both on an individual and group or team level, and feeling satisfaction with a job well done. Instruments to raise staff awareness and involve them in the continuous improvement process: 

training, as a tool for change, 
communication, 
dissemination of positive experiences, 
participation, 
team work, 
a favourable organizational atmosphere, 
assuming responsibility, collaborating in decision making and autonomy.



## 4. Effective, Efficient and Responsible Management

#### Quality requires

- effective management, meaning that proposed objectives are reached. The City Council's general objective is, by means of its management, to produce a positive impact on the target population. Its specific objectives are to provide essential services, ensure general interest, equitable distribution, protect the weakest, to be a fair arbitrator in the logical differences that arise in society, etc.
- efficient management, with the least effort possible: less time, less material and human resources, with quality proposals, etc. The necessary public resources must be administrated.
- economically, socially and environmentally responsible management.

#### **5. Continuous Improvement**

Quality involves and enables for things to be increasingly better and for better results to be obtained sustainably. For this, continuous improvements must be implemented.

Continuous improvement: should be viewed as a continuous and regular activity; Should be based on the PDCA cycle or the Deming cycle and its 4 steps: Plan, Do), Check and Act; requires measurement (that which is not measured cannot be improved) and the continuous control of the appropriate development of work processes.

According to the OECD, the conditions that characterise the good performance of public organisations are:

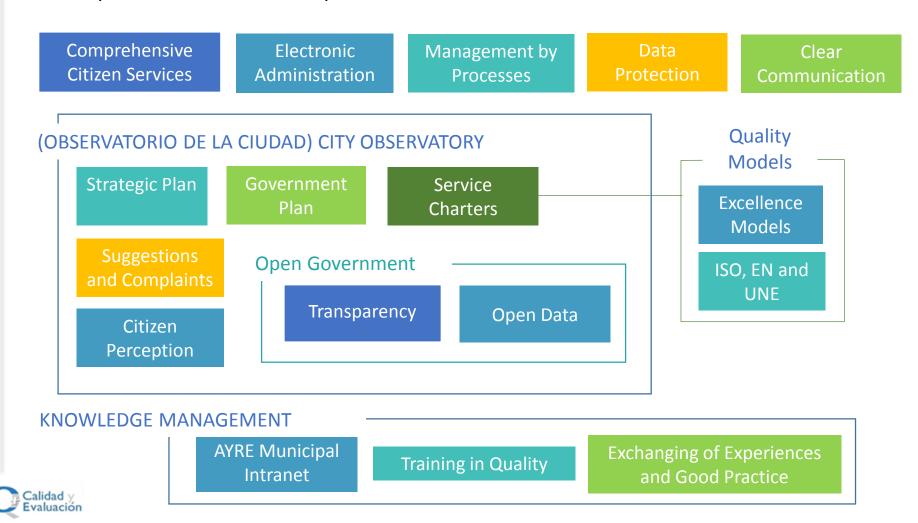
- ✓ a strong orientation towards citizens
- ✓ participative leadership
- ✓ an innovative work style
- ✓ staff implication





#### Content

The following Quality Projects, instruments, actions and measures that are adopted to boost the improvement of the organisation and the services provided, achieving citizen satisfaction and an increasingly more effective and efficient, participative and transparent public management make up the City Council of Madrid Quality Plan.



## **Content -> Quality Projects**

These projects will now all be described, including: ■ their regulatory standards, ■ objectives,

- recipients,
- advantages,
- responsibilities,
- description,
- most relevant

indicator data

■ goals/ results
of the 2015-2019 term
(data from 20 June 2017).

All the Quality Projects are associated to the same Strategic Axis:

A DEMOCRATIC, TRANSPARENT AND EFFICIENT GOVERNMENT

And to the Strategic Objective:

To rationally, fairly and transparently manage the City Council of Madrid.

#### Eje Estratégico:

UN GOBIERNO DEMOCRÁTICO, TRANSPARENTE Y EFICAZ

#### Objetivos Estratégicos asociados al Eje Estratégico:

Incluir la participación ciudadana en la toma de decisiones

Alcanzar la autonomía financiera y diseñar una gestión de los recursos sostenible y equitativa

Gestionar de forma racional, justa y transparente el Ayuntamiento de Madrid

Integrar la perspectiva de género en la política y en la acción municipal

Garantizar el cumplimiento de las obligaciones internacionales y europeas en Derechos Humanos, impulsando un enfoque transversal en todo el ámbito de actuación del Ayuntamiento de Madrid





## Comprehensive Citizen Services



**In-Person, Telephone and Internet Channels** 







**Citizen Services Offices (OACs)** 

**Telephone 010** 

Web portal madrid.es



Social media



Mobile app.

**Information and** # services: registration, appointments, citizen participation, suggestions and complaints, warnings, etc.

Mayoral Decree of 17 January 2005, which regulates the Citizen Services of the City Council of Madrid

Decree of 14 June 2012 of the Delegate of the Government Department of Finance and Public Administration, which approves the Instruction regarding the City Council of Madrid's participation on social media.

Objectives

Recipients

Advantages

Responsibilities

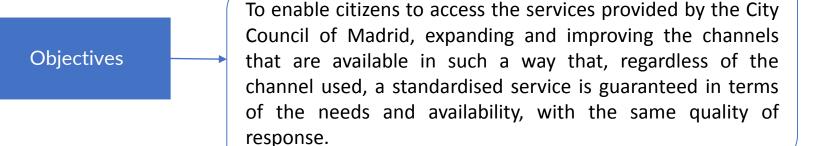
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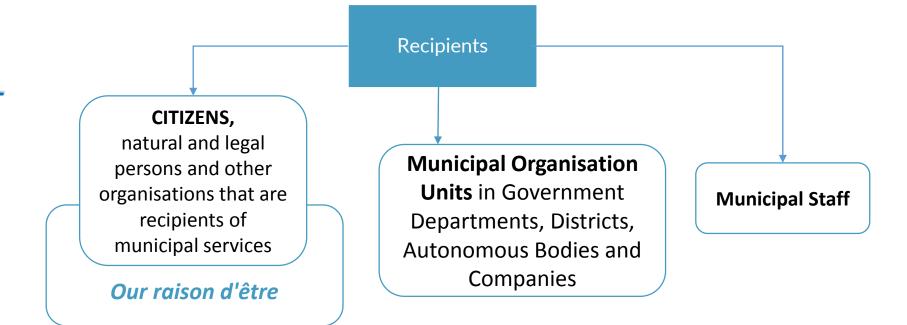
Indicator Data

Goals / Results 2015-2019













Advantages

Bringing the City Council of Madrid closer to citizens

Responsibilities

The <u>DGTyAC</u> (<u>Directorate-General of Transparency and Citizens Services</u>),
Under-Directorate of Citizens Services is responsible for <u>promoting</u>, <u>directing</u>, <u>coordinating</u>, <u>planning and supervising</u> the services, policies and actions related to citizen services from the City Council of Madrid. Likewise, it <u>manages</u> the telephone 010, the OACs and madrid.es, it determines the catalogue of Línea Madrid and it undertakes periodic evaluations

Each unit of the City Council is responsible for the information provided and the services and processes via the different services channels















It provides complete, valid and up-to-date information about the City Council of Madrid and services, arrangements and procedures, by means of the different channels

It prevents citizens having to move unnecessarily to request information and undertake municipal dealings

It adapts the Municipal Organisation to the growing needs and demands of the users of the services channels, giving final responses in all cases

It consolidates the City Council of Madrid as an approachable, agile and efficient Administration

It provides a comprehensive and standardised corporate image that identifies the City Council of Madrid's Citizen Services







Comprehensive Citizen Services through the Línea Madrid online platform involves: • Unique responses • Common manager of content • Integration of corporate applications • unique CRM • Long opening hours • Appointments and waiting time management • Multi-purpose staff • Dealings via a single body • Continuous training • Corporate identity • Accessibility • Commitment to quality: Service

Charter and Excellence Model • Satisfaction evaluation

#### **In-Person, Telephone and Internet Channels**



#### **In-person channels** → **Citizen Services**

Offices 23 + 3 auxiliary offices Accessibility Open from 8:30 am to 5:00 pm (Fridays and August until 2:00 pm)

Appointments Services in other languages as well as Spanish: English, French and others depending on the Office

Sign language in all Offices

Digitalisation of documentation
presented in offices and for the City
Council of Madrid

#### **Telephone channel** → **Telephone 010**

Single telephone line for services, calls charged at a local rate ■ 24 x 7 x 365 ■ Services in languages including Spanish, English and French

Accessible for people with hearing difficulties









#### Internet channel -> madrid.es web portal

Institutional portal of the City Council of Madrid ■ Single platform for managing content ■ Virtual assistant ■ Usability and accessibility: accessible web pursuant to the accessibility standard (WAI / W3C) ■ Electronic office and electronic registration (see Electronic Administration project)











The in-person, telephone and internet channels offer:

#### 1. Information:

regarding everything related to the City Council (organisation, services it provides, dependencies, regulations, etc.), ■ the city of Madrid (facilities, cultural agenda, events, infrastructure, transport, etc.) and dependencies of other administrations and basic, nonmunicipal administrative

**2. Administrative services**: related to the census (registering, deregistering, modifications, confirmation and certification, etc.), taxes and fees (payment, duplicate invoices, direct debits), culture (registration, direct debits and payment of workshops), citizen participation (citizen proposals and queries), mobility (SER (Regulated Parking Service), APR (Priority Residence Parking) fines, etc.), social services (Madridmayor elderly citizens card, tele-service, refugee assistance census, etc.), public roads and the environment (warnings and requests- bins, cleaning of painting, reparation of street furniture, etc.)

Appointments: can be made at the municipal services. Confirmation of the appointment via email or SMS and a reminder of the appointment via 010

Registration: documents directed to the City Council and other Public Administrations and consultation of the corresponding municipal dependency. It is a single system (2005) with Offices 47 Registration distributed geographically throughout the city, plus the electronic registry on the electronic office (https://sede.madrid.es). By means of the integration SIR (intercommunication on system of registers between Public Administrations), the digitalisation documentation presented was implemented with the electronic signature



processes



## **In-Person, Telephone and Internet Channels**





3. Appointments

4. Registration

Suggestions and Complaints



	Information	Administration	Appointments	Registration	Suggestions and Complaints
OACs	٧	٧	٧	٧	٧
010	٧	٧	٧	-	٧
madrid.es	٧	٧	٧	٧	٧
Twitter	٧	٧	-	-	٧
Facebook	٧	-	-	-	-





**Strategy:** Bringing the municipal administration closer to citizens, with proactiveness and personalisation of services

					(	ioals May 2019
	2008 (*)	2011	2015	2016		
Services Provided (OACs, 010 and website)	5,917,952	7,057,374	9,080,210	9,573,318	<b>→</b>	
Satisfaction with the Linea Madrid services	8.05	8.17	8.65	8.5	<b>→</b>	7

<sup>\*</sup>This is the first year with comprehensive indicators of the 3 channels





Goals / Results 2015-2019

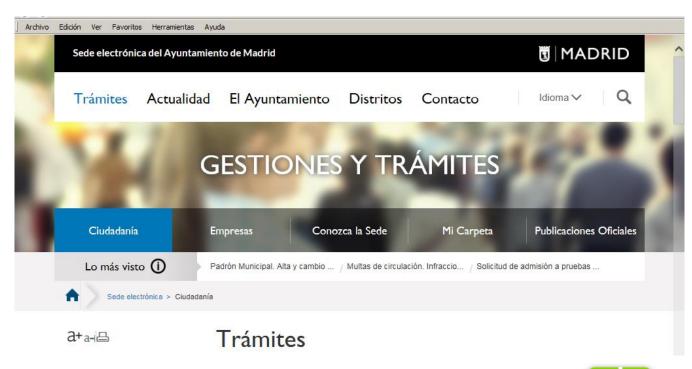
**Strategy:** Bringing the municipal administration closer to citizens, with proactiveness and personalisation of services

Pr	ojects / Updates	Planned start date	Planned end date	
Improvement of the citizen	Boosting the Línea Madrid citizen services network	01/06/2015	30/06/2019	
services network	New waiting time management system in the CSOs: information in real time	01/04/2016	31/03/2019	
Personalisation and	"Ciudadano 360º" (360º Citizens): greater personalisation and proactiveness of citizens services = "mimadrid.es"	01/06/2015	31/03/2019	
proactiveness of services	"Gestor Personal Línea Madrid" (Línea Madrid Personal Manager)	01/11/2015	30/06/2019	





## **Electronic Administration**



https://sede.madrid.es www.madrid.es



- Act 39/2015 of 1 October, on the Common Administrative Procedure of Public Administrations
- Decree of 1 September 2010 of the Delegate of the Government Department of Finance and Public Administration, which creates the Electronic Office and the Electronic Registry of the City Council of Madrid

Objective

Recipients

Advantages

Responsibilities

Description

Indicator Data

Goals / Results 2015-2019







Objective



To boost the electronic workings of the City Council of Madrid by defining, developing and implementing the basic services which the City Council of Madrid's electronic administration should support.

#### CITIZENS,

natural and legal persons and other organisations that are recipients of municipal services

Recipients

**Municipal Organisation Units** in Government Departments, Districts, Autonomous Bodies and Companies

**Other Public Administrations** 

**Municipal Staff** 





#### Responsibilities

Each unit in the City Council is responsible for the information provided and the processes and administration incorporated into the sede electrónica (electronic office)

The <u>DGTyAC</u> (<u>Directorate-General of Transparency and Citizens Services</u>), <u>Under-Directorate of Electronic Administration</u> **defines, coordinates, promotes and manages** the development of the electronic administration and citizens' electronic access to the City Council of Madrid; the processes to simplify and standardise administration; and the implementation of electronic signatures in the City Council of Madrid and in its relations with citizens.

The project is developed **in collaboration** with <u>IAM</u> (the City Council of Madrid'S ICT Agency), which is an autonomous body with regards communication technology and it is responsible for the technological infrastructure.

Advantages

It reinforces the Municipal
Administration's closeness to citizens by
improving the City Council's channels
and services

It improves the exchange of internal information, between the different City Council and external entities, with the other Public Administrations, thus facilitating administrative procedures.

It increases the agility and efficiency when processing procedures.

It makes it more comfortable for users as they can undertake administrative services without the need to physically go to a specific office

It promotes the modernisation of the Municipal Administration, making the most of the opportunities that Information Communication Technologies offer

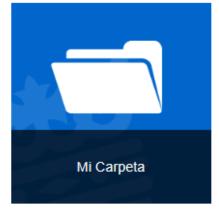


With this project the **citizens' right** to electronically interact with Public Administrations is fulfilled, with full guarantees and legal security. The instruments needed for citizens to exercise this right are the <u>Sede Electrónica</u> (Electronic Office) and the <u>Registro Electrónico</u> (Electronic Register). The correct functioning requires:

The **standardisation** and creation of administrative documents linked to the computerised files that are rendered in the different phases of the administrative process → initiation, instruction, termination

The **computerisation** of administrative procedures, whether re-designing, improving or adapting existing applications, or developing new applications. The prior analysis and **simplification** of the administrative procedures is needed for the correct computerisation.











#### Tramitar



- **1. Sede Electrónica (Electronic office)**: is the electronic means available to citizens whose ownership, processing and administration correspond to the City Council of Madrid in the exercise of its competences. By means of the office, citizens will access the electronic information, services and processes.
- By accessing each process they are informed of the availability of processing this online. In each file, they are informed of the online and inperson processing and the template forms are made available to citizens.
- Processes are classified in two large groups:
   Citizens and Companies, and they are catalogued by themes, needs and groups.
- The City Council of Madrid allows two types of identification and electronic signatures:
   Electronic certificates - User name and password

The City Council's Electronic Office offers citizens a personalised environment which enables them to privately and securely consult their data and undertake various processes and administrations: Mi Carpeta (My Folder). Allows citizens to:

- securely and privately check all individual information regarding the City Council.
- Undertake the specific electronic processes that they wish Carpeta from that personalised

data.







- **2. Registro Electrónico (Electronic Register):** is the electronic channel of the City Council's General Register; it enables the electronic presentation of texts, requests and notifications regarding municipal procedures.
- It can be used instead of physically going to a Registry Office.
- This service is operational 24 hours a day, every day of the year, apart from interruptions that are necessary for technical reasons.
- Access to the service is offered directly from the pages of processes that offer the possibility for them to be processed online.



• Requirements for use: ∘To have an electronic certificate issued by the City Council available. ∘To be registered in the identification system with the username and password offered. ∘There is the possibility of using the temporary electronic signature with a PIN signature. ∘To adhere to the technical requirements specified in the help information that is accessible from each process page.



• The **Register Consultation** service allows for the input entries that have been made on the City Council of Madrid's register via its channels (in-person or electronically) to be consulted. It also offers access to the request presented, documentation and proof or receipt of the entry.









En línea



#### Indicator Data

	2007	2011	2015	
Percentage of people that send completed forms to public administrations online		2013: 38% 2014: 47%		
Availability of online services (municipal administration that can be processed online)		87	379	
Use of electronic register (since 2011)		3,106	15,020	
Electronic management of procedures ( administrative procedures or processes that can be completed by telematic means)	85	888	1,007	
Processes undertaken on the madrid.es web portal	1,447,631	1,216,225	2,018,545	
Payments processed on the madrid.es web portal	327,680	864,594	1,153,415	



Goals / Results 2015-2019

**Strategy:** Bringing the municipal administration closer to citizens, with proactiveness and personalisation of services

**Strategy:** Transparency, open government, opening of data and re-use

Actions	Planned start date	Planned end date	End date	May 2017	
Telematic Declaration of Responsibility (DR) Agencia de Actividades (Autonomous Activities Body)	23/11/2015	31/03/2017	Pending publication or the website		
Progressive implementation of urban procedures with electronic files Directorate-General of Urban Planning and Management	01/10/2015	31/12/2019	Ongoing		
SRGSA (Citizen Accessible Multi-channel Registration and Management of Warnings System)	01/10/2015	31/03/2019	Ongoing		
Digital transformation of the administration	01/10/2016	31/03/2019	Ongo	ing	

New electronic office, new registry, internal file manager, electronic notifications, citizen folder and company folder, etc. Approval of a plan to adapt the tools to the new administrative procedure standards.





# Observatorio de la Ciudad (City Observatory)



Organic Regulation on Citizen Participation

- Creation of the City Observatory: July 2006
- Mayoral Decree of 7 December 2015 which regulates the working of the City Observatory







An **information**, **transparency and participation** instrument that is made available for citizens with a two-fold purpose: **external**; to disseminate the evaluation, transparency and participation results, communicating municipal administration and the quality level of services provided by the City Council; **internal**; to promote and boost the evaluation of municipal administration and the effectiveness of the principles of transparency and participation; providing the municipal organisation with the information needed to plan and manage.

Thus in order to respond to citizens rights to be informed of municipal processes, the City Observatory gathers the information resulting from the following systems: ■

Strategic Plan ■ Government Plan

- Budgets Evaluation
- Service Charters Citizen

  Perception Suggestions and

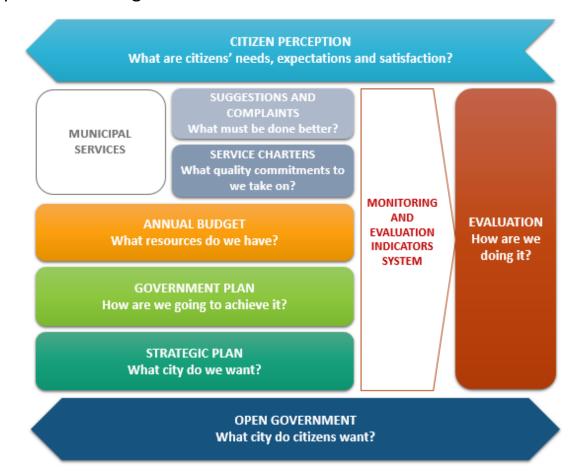
  Complaints Open Government;

  and this is available to citizens

  through via the web page

  madrid.es and the Transparency

  Portal.



## Strategic Plan

#### Observatorio

#### Strategic Plan

COHESIVE AND LIVEABLE CITY

APPROACHABLE,

AN

#### What City Do We Want?

CITY

PEOPLE-CENTRED

INCLUSIVE

SUPPORTIVE AND

#### Strategic Map

#### To promote the cohesion and territorial re-balance

- To regenerate and recover urban space and heritage
- To establish urban ecology policies that improve the quality of life and sustainability in the city
- To develop an efficient and sustainable mobility policy
- To develop urban action strategies to fight Climate Change
- To ensure an approach based on general interest

#### To guarantee social equality, recognising the diversity of the population of Madrid

- •To fight against poverty and social exclusion
- To guarantee access to adequate housing
- •To promote an active, healthy city
- To provide an efficient, coordinated response to emergency situations
- To make Madrid a city with a secure environment to live, work and visit, where citizens are integrated and co-responsible in maintaining that security
- To promote Madrid as a city against violence, in favour of peace and that promotes solidarity and international cooperation for development
- To promote citizens' access to culture as a common asset and as a production space
- To guarantee the right to equality between men and women in a city that is free from gender violence
- To promote the comprehensive development of boys, girls, teenagers and young people in the city, fighting against inequality and boosting their autonomy and visibility

#### To develop strategic lines to change the economic model

**EMPLOYMENT** 

QUALITY

WITH

**ECONOMY** 

SUSTAINABLE

- To promote sectors aimed at sustainable economic development
- To support the social economy, freelancers' work and small businesses
- To promote stable, decent and fair work
- To improve Madrid's position among the large global cities
- To promote innovation in the city of Madrid for its development

#### Objectives

Recipients

Advantages

Responsibilities

Description

Indicator Data

Goals / Results 2015-2019

#### A DEMOCRATIC, TRANSPARENT AND EFFICIENT GOVERNMENT

To include citizen participation in decision making

To achieve financial autonomy and to design a sustainable and fair management of resources

•To rationally, fairly and transparently manage the local administration.

To integrate the perspective of gender within municipal policies and action.

•To guarantee compliance with the international and European Human Rights obligations, boosting a cross-sectional approach in all action areas of the City Council of Madrid.

Mayoral Ordinance of 7 December 2015 which regulates the working of the City Observatory

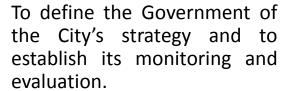




#### Objective

Recipients





Every new Term, the Government Team defines the city that it wants, the objectives of its term and the indicators for its monitoring and evaluation.

#### CITIZENS,

natural and legal persons and other organisations that are recipients of municipal services

**Municipal Staff** 

Units in Government
Departments, Districts,
Autonomous Bodies and
Companies

Other Public Administrations

Advantages



- It unifies and standardises municipal actions, aiming them at specific goals and objectives.
- It encourages an efficient public management at the service of citizens.
- It enables for it to be clearly known what to expect from the City Council as well as how to evaluate this.





The <u>DGTyAC</u> (<u>Directorate-General of Transparency and Citizens Service</u>), <u>Under-Directorate</u> of <u>Quality and Evaluation</u>, coordinates and boosts the definition of the municipal strategy and its monitoring and final evaluation, establishing the corresponding methodology.

The establishing of the strategy corresponds to the municipal Government Team for each term.

Each <u>municipal unit</u> is <u>responsible</u> for identifying its objectives and strategic indicators and for achieving these.

The Strategic Plan is the instrument for the designing, monitoring and evaluation of the municipal **Strategy** established by the Government of the City for each term.

In order to clearly and succinctly communicate to citizens the vision that the municipal government has for the City of Madrid, the strategy is represented graphically by means of the **Strategic Map** in which the objectives and strategic indicators are grouped in axes.



City Council of Madrid's Strategic Maps

- **2003 2007** 
  - 2007-2011
    - **2011-2015**



### **STRATEGIC MAP 2015-2019**

CITY

PEOPLE-CENTRED

SUPPORTIVE

- To promote the cohesion and territorial re-balance
- To regenerate and recover urban space and heritage
- To establish urban ecology policies that improve the quality of life and sustainability in the city
- To develop an efficient and sustainable mobility policy
- To develop urban action strategies to fight Climate Change
- To ensure an approach based on general interest

- To guarantee social equality, recognising th diversity of the population of Madrid
- TO have against poverty and social exclusion
- To guarantee access to adequate housing
- •To promote an active, healthy city
- To provide an efficient, coordinated response temergency situations
- To make Madrid a city with a secure environment to live, work and visit, where citizens are integrated and co-responsible in maintaining that security
- •To promote Madrid as a city against violence, in favour of peace and that promotes solidarity and international cooperation for development
- •To promote citizens' access to culture as a common asset and as a production space
- To guarantee the right to equality between mer and women in a city that is free from gender violence
- To promote the comprehensive development of boys, girls, teenagers and young people in the city, fighting against inequality and boosting their autonomy and visibility

- To develop strategic lines to change the economic model
- To promote sectors aimed at sustainable economic development
- To support the social economy, freelancers' work and small businesses
- To promote stable, decent and fair work
- To improve Madrid's position among the large global cities
- To promote innovation in the city of Madrid for its development

#### A DEMOCRATIC, TRANSPARENT AND EFFICIENT GOVERNMENT

- To include citizen participation in decision making
- •To achieve financial autonomy and to design a sustainable and fair management of resources
  - •To integrate the personative of sender within municipal policies and action
- To guarantee compliance with the international and European Human Rights obligations, boosting a cross-sectional approach in all action areas of the City Council of Madrid.

### STRATEGIC AXES

- An approachable, cohesive and liveable city
- A supportive and inclusive people-centred city
- A sustainable economy with quality employment
- A democratic, transparent and efficient government

These axes structure the City of Madrid's Strategic Map, incorporating a total of 27 STRATEGIC OBJECTIVES.

The **3 vertical axes** are made up of the strategic objectives aimed at achieving results for the city and its inhabitants: the first is focused on public space and urban ecology; the second on solidarity and social rights; and the third is geared towards sustainable economic development and quality employment

These 3 axes are underpinned by a fourth **horizontal axis** which provides support to achieve the objectives included in the prior axes: citizen participation, financial autonomy, fair management, gender perspective and the compliance with international Human Rights obligations.





## Indicator Data

	Map 2003 - 2007	Map 2007-2011	Map 2011-2015	Map 2015-2019	
Axes	4	4	5	4	
Strategic Objectives	28	33	27	27	
Strategic Indicators	66	76	99		





# **Government Plan**



Mayoral Decree of 7 December 2015 which regulates the working of the City Observatory

# **Observatorio**

Objectives

Recipients

**Advantages** 

Responsibilities

Description

Indicator Data

Goals / Results 2015-2019





Objective



To plan and establish the monitoring and evaluation of the actions to be developed throughout the term, to respond to the strategy established by the Government of the City.

Strategic Plan

Government Plan

What city do we want?

How are we going to achieve that?

Recipients



natural and legal persons and other organisations that

CITIZENS,

are recipients of municipal services

Municipal Organisation Units in Government Departments, Districts, Autonomous Bodies and

**Companies** 

Municipal Staff

Advantages



It enables for the actions that the City Council is going to carry out to be clearly known, as well as who is responsible for these, their phases and evaluation instruments

It allows for accountability to citizens and the municipal organisation itself

It acts as a planning, evaluation and accountability to citizens instrument with regard to the results achieved

It encourages an efficient public management at the service of citizens.



**MADRID** 

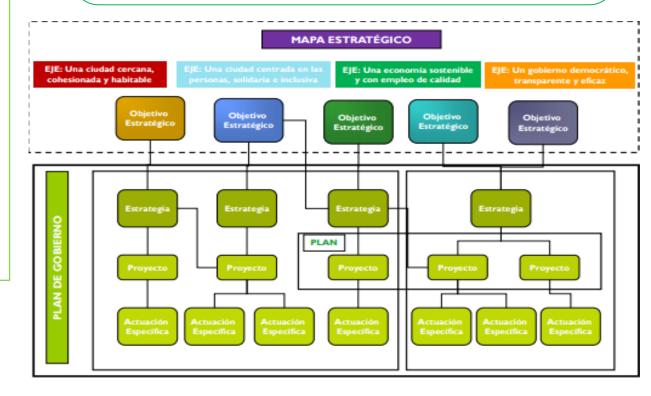
Responsibilities

The DGTyAC (Directorate-General of Transparency and Citizens Service),
Under-Directorate of
Quality and Evaluation, is responsible for promoting, coordinating and supervising the Government Plan.

Each municipal unit is responsible for establishing and complying with the actions that correspond to its competences pursuant to the determined time frames and targets.



The **Government Plan** outlines the initiatives that that Government of the City establishes in each term, with the aim of spreading the established strategy and acting as a planning, evaluation and accountability to citizens instrument with regard to the results achieved.





The Government Plan develops the objectives that make up the Strategic Map through a hierarchical system with various levels:

- <u>Strategies</u>: medium-term proposed aims that contribute to achieving the strategic objectives.
- <u>Projects</u>: structural elements of a group of actions that respond to a common and specific aim; they are aimed at achieving one or various strategies.
- <u>Actions</u>: nuclear element of a system, they are the base for the monitoring and evaluation of the Government Plan -> actions to be undertaken to make the strategic objective a reality.



Plan de Gobierno

The Government Plan is available to be monitored and evaluated on the same application as the Strategic Plan. It can be accessed from the Observatorio de la Ciudad (City Observatory) website on madrid.es

Its monitoring can be undertaken by means of phases/benchmarks whose start and end dates are planned a priori establishing a weight (%) for each of these in the attainment of the action; or by means of indicators for those with a target determined at the end of the term

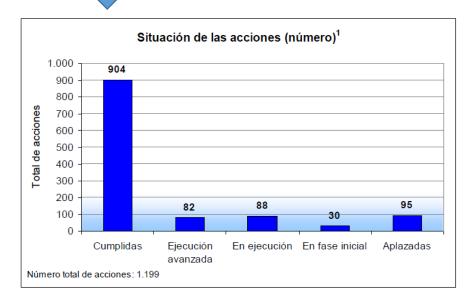
During the term the extent to which the Government Plan actions are being undertaken is evaluated and at the end a **final report** is drawn up which identifies the completed actions, actions in the process of completion (advanced > 75%, ongoing 20-75%, initial phase < 20%) and postponed actions.





Indicator						
Data	Government Plan 2007-2011	Government Plan 2011-2015	Government Plan 2015-2019			
Action Areas	19	18	15			
Operative Actions/ Strategies	125	108	87			
Actions	2,156	1,199	812			
Situation			Ongoing			
Situation			Ongoing			



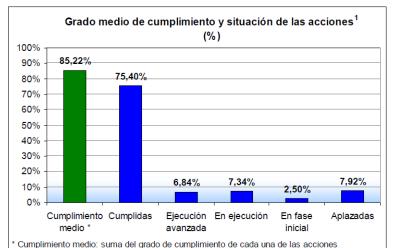












incluidas en el Programa Operativo de Gobiemo dividido por el número total de acciones

Goals / Results 2015-2019

Planned start date

Planned end date

Creation of City of Madrid Government Plan 2015-2019

Monitoring and evaluation of the City of Madrid Government Plan 2015-2019

30/06/2017

30/03/2019





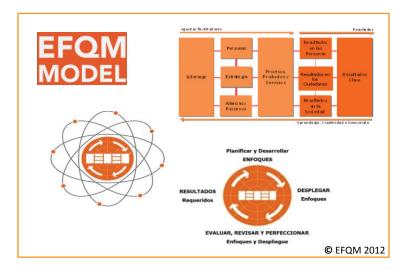
# **Quality Models**

The City Council of Madrid implemented the most used Quality Models in the context of European Public Administrations:

Citizen's Charters
Excellence Models
and ISO, EN and UNE
Standards















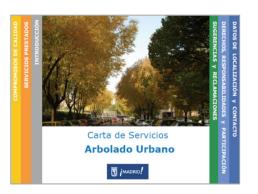


# Citizen's Charters

"Las Cartas de Servicios, como instrumentos de mejora continua de los servicios, son documentos por medio de los cuales las organizaciones públicas informan sobre los compromisos de calidad de los servicios que gestionan y prestan, en respuesta a las necesidades y expectativas de ciudadanos y usuarios y a la demanda de transparencia en la actividad pública"

Marco común sobre las Cartas de Servicios en las Administraciones públicas españolas Red Interadministrativa de Calidad en los Servicios Públicos





- Agreement of the City of Madrid Government Meeting of 25 June 2009, which regulates the City Council of Madrid's Citizen's Charter System
- Mayoral Decree of 7 December 2015 which regulates the working of the City Observatory

# **□**bservatorio

Objective

Recipients

Advantages

Drivers and Responsible Parties

Description

Indicator Data

2015-2019 Term Targets





# Objective

- ✓ To act as a driver of change and improvement within the organisation, municipal management and in terms of the quality of the services provided.
- ✓ To evaluate the quality of municipal management by means of the
  establishment of management indicators and quality standards.

The **PURPOSES** of the Service Charters are:

To improve the quality of the services provided, as well as the organisation and municipal management To establish the framework in which the evaluation and improvement of provided services will be developed, in line with the principle of service for citizens.

The Service Charters have a double aspect:

External: the Citizen's Charters enable the Administration to be closer to citizens given that they require greater transparency with regard to decision making and the participation in the development of the Charters, encouraging citizens to exercise their rights and enabling them to compare what they expect with what they actually receive.

Internal: the Citizen's Charters are a quality management tool that encourage ■ the continuous improvement of services by means of monitoring the degree of compliance with the commitments made and the improvements implemented and ■ the coordination and collaboration among units that provide services.



DRID

## Recipients

# CITIZENS,

natural and legal persons and other organisations that are recipients of municipal services

# Municipal Organisation Units in

Government
Departments,
Districts,
Autonomous Bodies
and Companies

**Municipal Staff** 

# Drivers and Responsible Parties

The <u>coordination and promotion</u> of the Citizen's Charter system corresponds to the DGTyAC (Directorate-General of Transparency and Citizens Service), Under-Directorate of Quality and Evaluation, which provides technical <u>support</u> and guidance to the municipal units that draw up and approve the Citizen's Charters, and creates the report prior to the approval and the annual system monitoring report

## City of Madrid Government Meeting

Responsible Party: ■ Governing body responsible for the services that are object of the Charter.

- Coordinator of the Citizen's Charter: person responsible for its management, with direct knowledge of the services and commitments included within, responsible for its creation and, once approved, its continuous monitoring and evaluation.
- Writing and Management Group: the work team created to draw up and undertake the monitoring and evaluation of the Citizen's Charter.

Repeal: City of Madrid Government Meeting





# Advantages



It expands the knowledge that citizens have about municipal services and the quality levels with which the Organisation undertakes to provide these.

It increases value added to the City Council of Madrid's units, in the sense that the Charters are a communication instrument for citizens. It develops a responsive and receptive Municipal Administration, which guarantees the highest quality of the services provided.

It increases citizen participation in the improvement of management and municipal services.

It makes objective information available to effectively evaluate the quality of the services provided.

It encourages municipal employees' commitment to a culture geared towards citizens and continuous improvement.

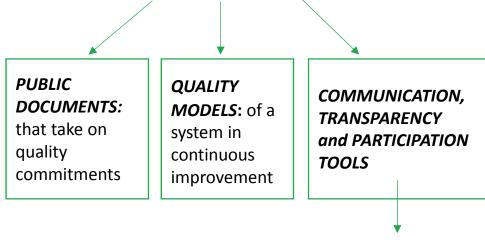






The Citizen's Charters are public documents; an instrument to identify, monitor and evaluate the quality commitments with which municipal services are provided, in order for their continuous improvement.

In order to be a Quality System, the Citizen's Charters are:





That inform citizens about the services that are provided and how they are provided

In a clear, simple way that is understandable for citizens, the Citizen's Charters CONTAIN:

- The institutional **commitment** to **quality** and the purpose of the Charter.
- The identifying data of the governing body and the unit that provides the services within the Charter.
- The rights that citizens have in relation to the services in the Charter and their responsibilities.
- The mechanisms and means of citizen **participation**, among which the "Suggestions and Complaints System" can be highlighted.
- An updated reference of the regulatory standards regarding the provisions and services included in the Charter.
- The **services** that are object of the Charter, specifying if they are free of charge of if they are subject to public fees or costs.
- The quality levels with which the governing body undertakes to provide these services.
- The location and contact details of the governing body and the dependencies where services are provided, the means of access and, if the case may be, the means of transport.



The Citizen's Charters can be **CLASSIFIED** in terms of two criteria:

**A. NATURE OF THE SERVICES**: according to the content of each Charter, they are classified by municipal Action Areas, municipal policy fields of action and the provision of services from the City Council of Madrid to citizens:

- Social Cohesion and Social Services Culture
- Sport Economic and Technological

Development ■ Employment ■ Public Spaces ■

Environment ■ Mobility and Transport ■

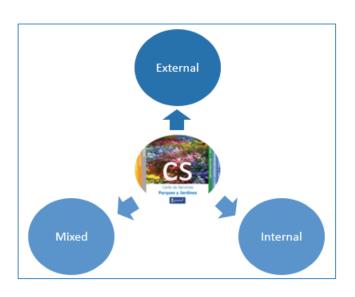
Relation with Citizens ■ Health ■ Security and

Emergencies ■ Tourism ■ Urbanism ■ Housing

City Administration

### **B. RECIPIENTS**:

- **1. External**: those citizens that are recipients of the services within the Charter.
- **2. Internal**: those City Council units and/or staff in which the recipients of the Charter are found (example: Citizen's Charter on Health Activities for the Prevention and Protection of Occupational Health).
- **3. Mixed**: those in which the recipients of the services in the Charter are both citizens and City Council units and/or staff.





The LIFE CYCLE of the Citizen's Charters is made up of all the activities that are undertaken from their beginning and approval:

The creation and approval constitutes a rigorous, systematic and demanding process that does not end with the approval of the Charter: the Service Charters are living documents that should be continuously monitored, updated and evaluated.

The Charters are approved by the Government Meeting after a report by the DGTyAC (Directorate-General of Transparency and Citizens Service).

### Citizen's Charter creation process





The **monitoring** of the Service Charters involves the continuous verification of the indicators established to measure the compliance of the commitments taken on, in a way that if negative variances of these indicators occur, the opportune corrective measures are adopted. The continuous monitoring of the approved actions for improvement is also undertaken.







The **evaluation** of the Service Charters, by means of the Evaluation Report, shows both the validity of the content of the Charter, the degree of compliance with the commitments and quality standards and the extent to which the improvement actions have been implemented.

When the year ends and the corresponding data is collected, in the first term of the following year all of the Charters approved before 30 June the previous year are evaluated.

The **updating** of the Service Charters should be permanent, adapting to the changes that occur. The governing body is responsible for this and the Charter Coordinator will inform the DGTyAC of the changes and subsequent actions to be taken, both in the text of the Charter and in an informative leaflet. The DGTyAC publishes the relevant changes on the Observatorio de la Ciudad (City Observatory) application, the municipal website and the municipal intranet AYRE, with the Charter thus being updated with its approval date, date of last evaluation and update date.

The **certification** of the Service Charter, pursuant to Standard UNE 93200 foresees the undertaking of "mysterious shopper" inspections that validate the service provision from the citizens' perspective and the external auditing of the compliance of the Standard's requirements, obtaining the corresponding certificate with a validity of three years. Since 2014 the City Council has had certificates for the Service Charter System and its Service Charters

Certificado

Cartas de servicios

(those that have more than one year's validity and, at least, one evaluation undertaken).





## Indicator Data

Goals / Results 2015-2019

**Strategy:** Quality and continuous improvement in the provision of services and management systems.

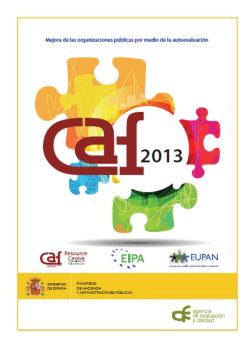
Actions: PROMOTING THE SERVICE CHARTER SYSTEM. Reinforcement of the implementation of Service Charters in all units with a direct impact on citizens and the city.

Associated indicators
Goal May
2019

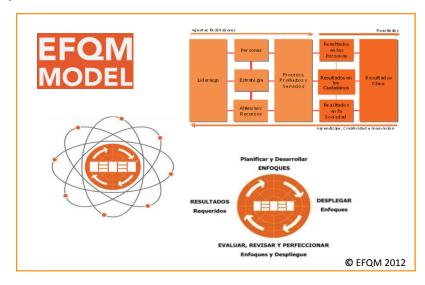
	2007	2011	2015	2016		
Approved Service Charters	16	39	59		<b>→</b>	77
Service Charters approved in the term	2003-2007 15	2007-2011 23	2011-2015 18		<b>→</b>	18
Valid Service Charters	16	39	56		-	
Evaluated/evaluable Service Charters	11 / 11	38 / 38	50 / 50		<b>→</b>	65
Certified Service Charters (since 2014)			35		<b>→</b>	60
Commitments	> 300	440	494		<b>→</b>	
Degree of compliance	93.85	87.29	80.73		<b>→</b>	90% (*)
Implemented Areas of Improvement (since 2012)			157		<b>→</b>	



# CAF and EFQM Excellence Models



To improve public organisations by means of self-evaluation



Self-evaluation

Improvement Plan Recognition and Certification



Objective

Recipients

Advantages

Drivers and Responsible Parties

Description

Indicator Data

2015-2019 Term Targets





# **Objectives**

To continuously advance towards complete quality.

To identify the strengths and areas for improvement, whose development will allow for improving the quality of the services provided and citizens' satisfaction, creating and implementing an Improvement Plan.

To provide a reference model regarding excellence in management which enables for the comparison with the best organisations.

To know the relative position of the unit in relation to other equivalent organisations.

Recipients

**CITIZENS**: all the recipients of municipal services

Municipal Organisation Units, in Government Departments, Districts, Autonomous Agencies and Municipal Companies.

To enable a progressive advancement, bearing in mind each unit's possibilities, towards a horizon of complete quality.





To promote self-evaluation on the basis of facts, which enables actions for improvement that should be undertaken to be specified.

Advantages

To obtain recognition in relation the the level of quality reached







The entities in Spain authorised to certify pursuant to the Excellence Models are:



### **Directorate-General of Public Governance**

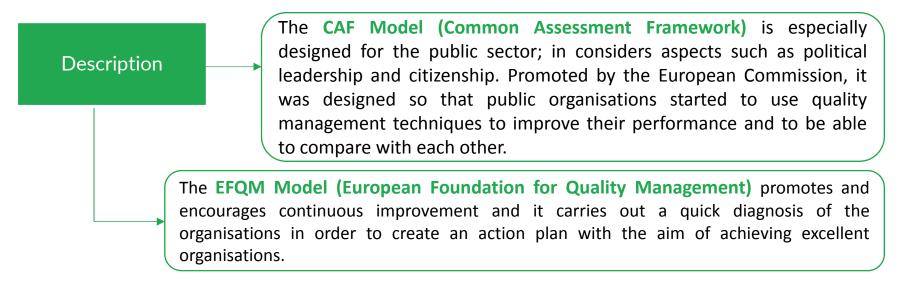
For the CAF Model: It holds the post of official CAF correspondent in Spain and the Spanish representation in the European Public Administration Network (EUPAN), the European Institute of Public Administration (EIPA) and the Innovative Public Services Group (IPSG)



For the EFQM Model: The Club Excelencia en Gestión is Spain's representation in the European Foundation for Quality Management (EFQM)



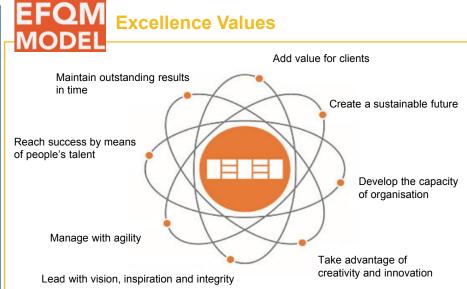




The Excellence Models are made up of 3 elements:

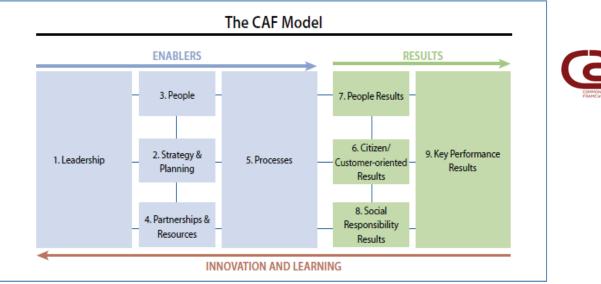
**1. Fundamental concepts:** basic principles / values that make up the essential foundations for any organisation to be able to achieve sustained excellence.



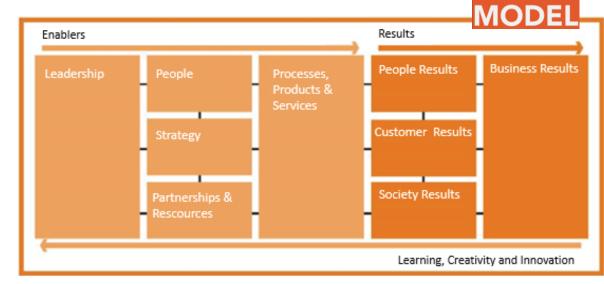




2. Structure- Agent Criteria and Results: The CAF and EFQM Models enable for the cause-effect relations that exist between the what the organisation does (management) and what it achieves (results) to be understood.









**3. Outline** in order to analyse performance and measure the maturity of the management of an organisation.

The CAF Model uses the **PDCA Cyle** or cycle of continuous improvement; in order to detect improvement possibilities, all activities should be divided into the following actions:



(P)lan

(D)evelop the planning

(C)ontrol the development of that planned and the attainment of the planned objectives

(A) nalyse the results obtained and modify the future plans for improvement

The EFQM Model uses **RADAR logic**, according to which, all organisations need:

RESULTS
Required

EVALUATE, REVIEW AND PERFECT
Approaches and deployment

To determine the **RESULTS** aimed at as part of the its strategy

To plan and develop a set of APPROACHES to deliver the required results now and in the future

To DEPLOY the approaches in a systematic way to ensure implementation

To ASSESS and REFINE the deployed approaches based on monitoring and analysis of the results achieved and ongoing learning



# The Excellence Models **process** involves :

Self-evaluation Improvement Plan Recognition and Certification

### **Self-evaluation**

involves an exam and global, systematic and periodical diagnosis of the organisation's activities and results using CAF or EFQM as a reference model.

### The Improvement Plan

is compiled of the details of the implementation of the improvements to be undertaken and the way these will be communicated.

The municipal units can voluntarily access the respective internal or external agencies in order to obtain the recognition and the different certifications.

The CAF Model certification lasts for three years, and the EFQM Model, two.





Indicator Data

Goals / Results 2015-2019

**Strategy:** Quality and continuous improvement in the provision of services and management systems.

Actions: IMPLEMENTATION OF QUALITY MODELS: CAF and EFQM. To continue implementing CAF and EFQM quality management systems in municipal units.

Associated indicators
Goal May
2019

	2007	2011	2015			
Units that use the CAF or EFQM Models	2	7	7		<b>→</b>	9
Units with improvement plans derived from the use of CAF or EFQM Models	2	7	7		<b>→</b>	9





# Indicator Data

Unit	Models usage start date	Certification Date of last granting (validity)
Madrid Salud (Health, Safety and Emergencies Government Department)	2011	CAF 500+ 16 February 2015 (3 years)
Línea Madrid (Citizen Participation, Transparency and Open Government Government Department)	2010	EFQM 500+ 23 March 2015 (3 years)
CIFSE (Comprehensive Safety and Emergencies Training Centre) (Health, Safety and Emergencies Government Department)	2009	EFQM 300+ 14 May 2014 (3 years)
Mobility Agents (Environment and Mobility Government Department)	2009	CAF 400+ 15 September 2016 (3 years)
SAMUR- Civil Protection (Health, Safety and Emergencies Government Department)	2009	EFQM 500+ 30 July 2014 (2 years)
Municipal Police (Health, Safety and Emergencies Government Department)	2006	EFQM 400+ 5 December 2013 (3 years)
Agencia para el Empleo (Employment Agency) (Equality, Social Rights and Employment Government Department)	2006	EFQM 400+ 26 November 2015 (3 years)





# ISO, EN and UNE Standards



ISO Standards: technical, international standards
 written and approved by the International Organization for Standardization (ISO).



**EN Standards:** technical, European standards approved by the **European Committee for Standardization** (CEN), an agency that promotes the technical standardisation in Europe.



**UNE Standards:** technical standards created by the **Spanish Association for Standardization** (UNE\*), the standardisation agency in Spain; the Spanish agency in the European Committee for Standardization (CEN), and the International Organization for Standardization (ISO).

UNE EN Standards: Official Spanish version of the European Standards
UNE EN ISO Standards: Standards that incorporate the processes of the three
agencies (ISO, CEN and UNE) into one single standard.

Objective

Recipients

Advantages

Drivers and Responsible Parties

Description

Indicator Data

2015-2019 Term Targets

(\*) In 2017 the Spanish Association for Standardization and Certification (AENOR), founded in 1986, split into two agencies: the Spanish Association for Standardization (UNE), which undertakes standardization and cooperation tasks, and AENOR, a business entity, that works in the fields of evaluating conformity and other related issues.

# Objectives

To incorporate quality management by means of a system that is globally known and accepted: Standardization.

To identify, improve and ensure work processes, using the expectations and needs of the recipients of services as a reference.

To have a certification, granted by an independent, accredited entity, that acknowledges that the management system implemented adheres to all the conditions of the ISO Standards.

# Recipients

Municipal Organisation Units,

in Government
Departments,
Districts,
Autonomous
Bodies and
Municipal
Companies.

and legal persons and other organizations that are recipients of municipal services







## Advantages

To facilitate the identification and improvement of work processes.

To improve the prestige of the certified unit, both internally and externally.

To objectify responsibilities, measure work and take decisions based on data and not simple subjective perceptions.

To incorporate a new work dynamic: analysis of citizen satisfaction; creation of improvement plans; control by means of external audits, etc.

To guarantee quality against third parties insofar as ensuring that the certified unit has the capacity to adhere to the established requirements.

# Drivers and Responsible Parties

RESPONSIBLE
PARTY: Each
municipal unit
that decides to
implement them

### DRIVER:

DGTyAC
(DirectorateGeneral of
Transparency and
Citizens Service)

The Directorate-General of Transparency and Citizens Service, Under-Directorate of Quality and Evaluation, is responsible for **gathering** and disseminating information about what units of the City Council of Madrid have implemented the ISO Standards and gained the corresponding certification.

### **Standardization Agency**













A **Standard** is a document established by consensus and approved by a recognised body that grants a common framework for its repeated use, rules, guidelines and characteristics of the activities or results, aimed at achieving the ultimate degree of order in a given context.

The documents are voluntary for those organisations that are interested in the applicability, as such any municipal unit can opt to foster an internationally recognised quality management model.

Standardization is the activity that aims to establish, in the face of real or potential problems, provisions aimed at common and repeated uses, with the aim of obtaining an optimal level of order in a given context, which may be technological, political or economical.

### Primarily used standards in the City Council:

- Quality -> UNE EN ISO 9001 on Quality
   Management Systems
- Environmental -> UNE EN ISO 14001 on Environmental Management Systems • UNE EN ISO 50001 on Energy Management Systems
- Others UNE 93200 on Service Charters
   EMAS: voluntary European Union regulation that acknowledges the organisations that have implemented an Environmental Management System UNE 14785 on tourism offices UNE 170001-2 on universal access and 139803 on web accessibility





The **process** of the use of standards entails:

Audits Corrective Actions Plan

The audits consist of a physical visit from the evaluation agency to the municipal unit in which it is verified and confirmed that the processes and requirements established in the corresponding standards have been adhered to. At the end an *Audit Report* is drawn up which states all the observations and nonconformities that the assessors have detected.

The Corrective Actions Plan is a document written by the municipal unit in response to the Audit Report. This states the specific actions that the unit will implement to resolve the non-conformities that the assessors detected.

M

Once the certification has been issued, and for those that have a validity greater than one year, the assessment agency will undertake an **Annual Monitoring Audit** of the unit to check that it has implemented the Corrective Actions Plan.

The **certification** is the process through which an assessment agency gives a written guarantee that a product, process or service adheres to the requirements specified in a standard. Each certification is valid for three years. The certifications are granted for a term of 3 years, but they are annually renewed.





Data

	2007	2011	2015	
Certifications with:	2	14	38	
<ul><li>Quality Standards</li></ul>	2	6	7	
<ul><li>Environmental Standards</li></ul>	-	6	11	
<ul><li>Other Standards</li></ul>	-	2	20	

City Council of Madrid System and Services Charters Standard UNE 93200	Consumption Inspection Service Instituto Municipal de Consumo (Municipal Consumption Institute) Standard UNE EN ISO 9001	Madrid Salud (Madrid Health Autonomous Body) Standard UNE EN ISO 14001			
SAMUR- Civil Protection Standard UNE EN ISO 9001 - 14001 and EMAS	Public Health Laboratory Madrid Salud (Madrid Health Autonomous Body) Standard UNE EN ISO / IEC 17025I ENAC 215_LE 1915	Air quality Standard UNE EN ISO 9001 - 14001 and EMAS			
Comprehensive Safety and Emergencies Training Centre (CIFSE) Standard UNE EN ISO 9001	Valdemingómez Technological Park Las Dehesas Treatment Plant Standard UNE EN ISO 14001 and EMAS	Línea Madrid online platform: www.madrid.es and electronic office Standard UNE 139803			
Tourism offices Standard UNE 14785 and 170001-2	Municipal Police Standard UNE EN ISO 14001 Standard ISO 50001	Palacio de Cibeles Standard UNE EN ISO 14001 and EMAS			
EMT (Municipal Transport Company) Standard UNE EN ISO 9001- 14001	Agencia Tributaria Madrid (Madrid Tax Agency) Standard UNE EN ISO 14001 and 50001	Public Libraries Standard UNE EN ISO 50001			



# Citizen Perception



- Decree of 21 December 2011 of the Delegate of the Government Department of Finance and Public Administration which approves the Instruction and Guidance Criterion for the Undertaking of Satisfaction Surveys with Municipal Services.
- Mayoral Decree of 7 December 2015 which regulates the working of the City Observatory

# **Observatorio**

Objective

Recipients

Advantages

Responsibilities

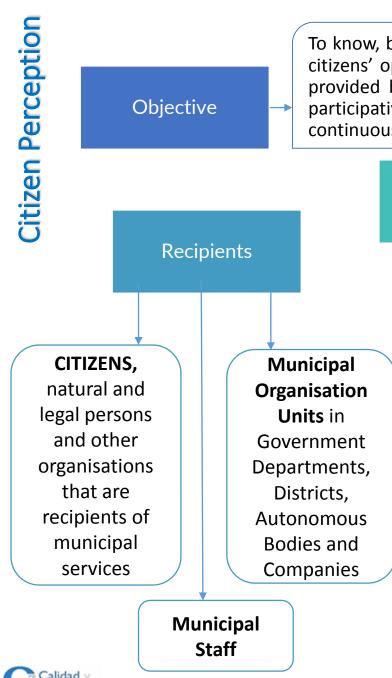
Description

Indicator Data

Goals / Results 2015-2019







To know, by means of studies carried out by different City Council units, citizens' opinion, expectations, needs and satisfaction with the services provided by the City Council, with the aim of promoting a receptive, participative municipal management policy that is in a process of continuous improvement.

# Advantages

- ✓ It allows the use of a participation element that collects the level of public satisfaction with the services
- ✓ It shows the process in the improvements of the public services that citizens prefer
- ✓ It provides an average to assess the quality of life in the city as perceived by its inhabitants
- ✓ It standardises the different municipal units in order to know and evaluate citizens' perception of municipal services
- ✓ It enables for the investigations that are being undertaken in this regard to be known, providing useful information for the improvement of management and the adaptation of services to the priorities and preferences of citizens and users
- It optimizes the development of future studies, preventing duplicates and offering a research guide
- ✓ It provides a catalogue which enables for data to be consulted quickly and fully.

### Responsibilities

Description

The DGTyAC (Directorate-General of Transparency and Citizens Service), Under-Directorate of Quality and Evaluation coordinates and promotes the project, it establishes the criteria necessary to standardise the methodology and technical quality and it provides technical support and guidance to the City Council of Madrid to undertake this

- The <u>DGTyAC</u>, <u>Under-Directorate of</u>

  <u>Quality and Evaluation</u> <u>carries out</u> the general opinion study about the municipal management and services, this is known as the General Survey of Lifestyle and Satisfaction with the Public Services in the City of Madrid
- The <u>municipal units</u> are responsible for creating and sending the documentation regarding sectoral studies to the Observatorio de la Ciudad (City Observatory)

The Citizen Perception system is made up of the undertaking of **studies** promoted by the different municipal bodies, in the field of their competences, **aimed at** finding out citizens' needs, evaluating citizen satisfaction of the services and gaining information to diagnose the situation, whilst also promoting citizen participation. These studies are undertaken with the end objective of gathering information that enables for municipal services and actions to be improved.

All of these are integrated within the Banco de Estudios de Percepción Ciudadana (citizen perception study bank) which can be accessed via madrid.es/observatoriodelaciudad.

For each study the following is published:



the technical file

the survey

the results report





There are two types of studies that make up the Banco de Estudios de Percepción Ciudadana:

1. General opinion study about the municipal management and services: aimed at finding out the perception that citizens have in general with regard to municipal policies, their valuation of if there are enough municipal resources and equipment and their satisfaction with the services on the whole provided by the City Council (whether users of the services or not).

2. Sectoral studies: these are studies that the different municipal bodies promote, in the field of their competences, aimed at discovering citizens' needs, evaluating the satisfaction that users of the services have, and gathering information that enables for municipal services and actions to be improved. There are 3 types of these surveys: • User satisfaction studies • Studies to analyse the situation and needs • Citizens queries.

General Survey of Lifestyle and Satisfaction with the Public Services in the City of

Madrid ■ A survey for people aged 16+ that have lived in Madrid for at least 6 months. ■ The sample of surveyed people depends on its general (2,500 people) or district (8,500 people) nature. ■ This is undertaken by means of a questionnaire carried out personally at the person's home and collected electronically. ■ In recent editions a comparison has been made with other European and Spanish cities.

#### **Editions**

2006 - 2007 - 2008 - 2009 2012 - 2014 - 2016 - 2017 Initially Spain undertook this annually, in 2010 the decision was made to undertake it every two years, but it returned to its annual nature in 2016.



The sectoral studies are classified as:

User satisfaction studies: aimed at evaluating users' satisfaction with specific municipal services, activities or actions. They are undertaken by following a rigorous methodology in terms of the procedure of sample design, information gathering and exploitation of results, focused on detection opportunities for improvement. Many are created annually by different municipal services.



Criterios de orientación para la realización de Encuestas de satisfacción del Ayuntamiento de Madrid

Metodología aprobada por decreto de 21 de diciembre de 2011 del Delegado del Área de Gobierno de Hacienda y Administración Pública.

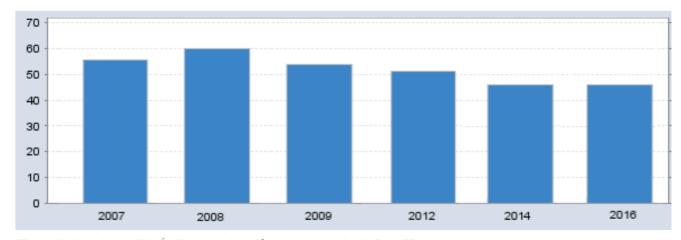
Situation and needs analysis studies: they aim to analyse the needs of potential service users or to establish a diagnosis of the situation which enables for a more suitable approach to municipal actions. They are studies that are based on data gathered via quantitative and qualitative techniques, obtaining primary data or extracting it from secondary sources. The Barómetro Economía de (Economy Barometer) and the Barómetro de Empleo (Employment Barometer) can be highlighted within the City Council.





#### Indicator Data

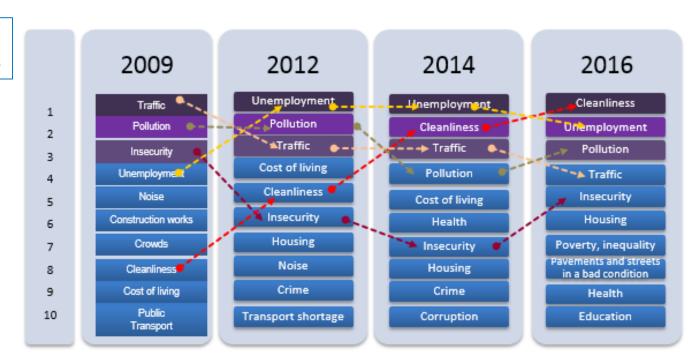
Citizen satisfaction with the City Council of Madrid management



Tipo y Unidad de medida: Índice de valoración en una escala de 0 a 100.

		2007	2008	2009	2012	2014	2016
N	Madrid	55,70	60	53,80	51,30	48,70	53,90

Evolution of the city's main problems

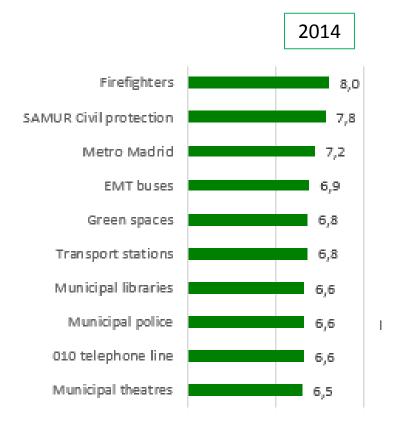


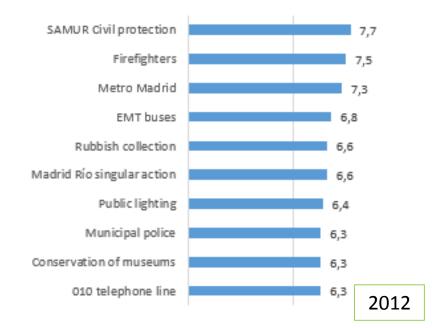


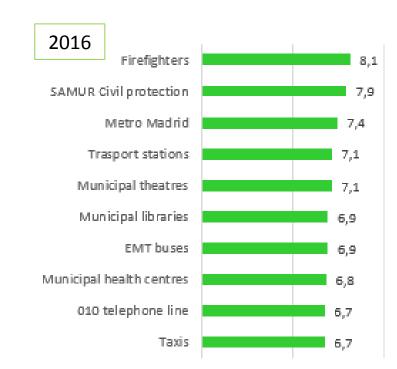


Satisfaction with public services

Evaluation given (10 highest evaluated services)









Sector studies published in the Banco de Estudios de Percepción Ciudadana study bank

		2003-2007	2007-2011	2011-2015	
1	Social cohesion and Social services	10	34	36	
2	Culture	-	6	9	
3	Sport	1	10	19	
4	Economic and Technological Development	9	17	16	
5	Employment	1	1	9	
6	Open public spaces	-	-	-	
7	Environment	2	2	2	
8	Mobility and transport	-	5	4	
9	Relationship with citizens	23	27	20	
10	Health	6	49	36	
11	Safety and emergencies	6	6	9	
12	Tourism	-	1	1	
13	Urbanism	4	8	2	
14	Housing	2	4	-	
15	City Administration	2	2	-	
	TOTAL	64	175	163	





Goals / Results 2015-2019 **Strategy:** To rationally, fairly and transparently manage the City Council of Madrid.

**Actions:** Promoting opinion and citizen perception studies

Phases / Benchmarks		Planned start date	Planned end date	End date	May 2017
Undertaking of the General Survey of	2016	01/04/2016	01/04/2016	18/11/2016	<b>✓</b>
Lifestyle and Satisfaction with the Public Services in the City of Madrid	2017	01/09/2017	02/12/2017	Ongo	oing
Services in the sit, or maana	2018	01/09/2018	02/12/2018	Ongo	oing

	2003-2007	2007-2011	2011-2015	
General study carried out	2	3	2	
Studies obtained from the General Study	2	5	21	
Sector studies published in the study bank	64	175	163	



# Suggestions + Complaints





Sugerencias y reclamaciones

Mayoral Decree of 17 January 2005, which regulates the Citizen Services of the City Council of Madrid

Mayoral Decree of 7 December 2015 which regulates the working of the City Observatory

Special Commission of Suggestions and Complaints Act 57/2003 of 16 December, on Local Government Modernisation Measures





Objective

Recipients

Advantages

Responsibilities

Description

Indicator Data

Goals / Results 2015-2019

#### Objective

To improve the municipal services offered

To discover citizens' needs and demands with the subsequent enriching and adjusting in the renovation of public policies.

To detect where malfunctioning and deficiencies occur in the services that are provided

Recipients

To bring the Administration closer to citizens by establishing a communication mechanism, with reciprocal feedback.

To adjust the public policies and services to citizens' preferences and expectations.

To contribute to promoting citizen proximity, participation and control.

#### CITIZENS,

natural and legal persons and other organisations that are recipients of municipal services

Municipal
Organisation
Departments in
Government
Departments,
Districts,
Autonomous Bodies
and Companies

Suggestions and Complaints Commission Plenary Session





#### Advantages

It develops a culture for citizen participation that expands their vision and intervention in municipal matters

It enables for citizens' opinions about the services provided to be known, adjusting public policies to citizens' preferences and requests.

It identifies the areas for improvement and the aspects of the Municipal Administration that, in the citizens' opinion, are not working properly

It encourages communication between citizens and the Municipal Organisation, guaranteeing citizens a quick, personalised and appropriate response to their requests

It promotes the image of an approachable Municipal Administration that listens to the needs and expectations of citizens and is open to improve those aspects that these citizens consider necessary

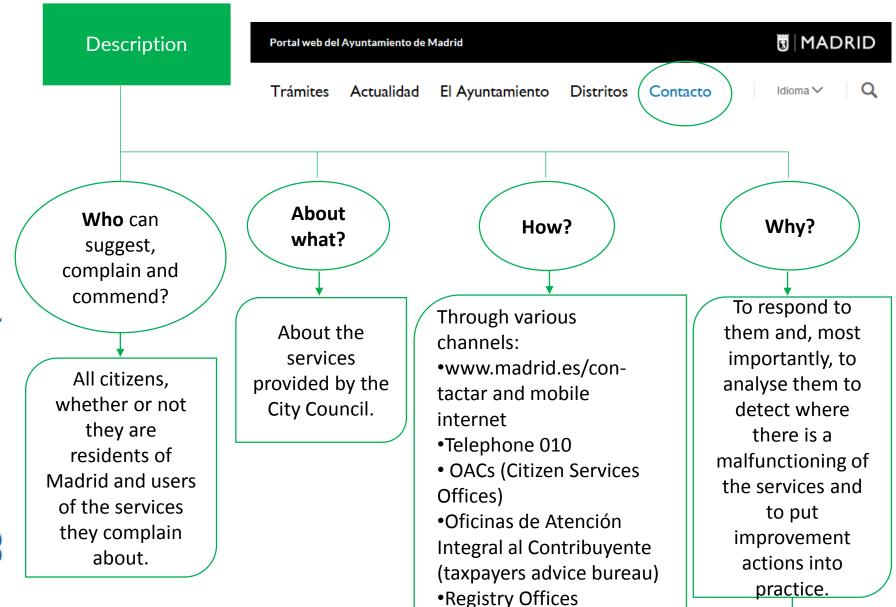
#### Responsibilities

The DGTyAC (Directorate-General of Transparency and Citizens Service), Under-Directorate of Suggestions and Complaints, as a supervisory unit, is responsible for coordinating, evaluating and monitoring the Suggestions and Complaints (general and tax), statistical exploitation and resolving incidences; as a receiving unit, upon receipt, the redirection to the units that are responsible for the services that are object of the Suggestions and Complaints for them to be processed and answered.

The DGTyAC informs the Special Suggestions and Complaints commission and the Plenary Session of the development of the system.

Each municipal unit whose services are object of a suggestion, complaint or commendation is responsible for processing and responding to this. In the field of taxation, this responsibility lies with the DGTyAC, Under-Directorate of Suggestions and Complaints.





Municipal dependencies (via post or electronically)





# Suggestions + Complaints &

#### Description

1. General Suggestions + Complaints: refers to all the services provided by City Council the Madrid, apart from the tax services and those provided by municipal companies.

2. Tax Suggestions + Complaints: refers to the tax services provided by the City Council. In this case, although the Agencia Tributaria Madrid (Madrid Tax Agency) is responsible for the services that are object of the Suggestions + Complaints, it is not responsible for processing and responding to this, but rather the Under-Directorate of Suggestions and Complaints, dependant of the DGTyAC is.

#### Sugiera o reclame

Municipal Companies Suggestions + Complaints: it is compulsory for municipal companies to make a Suggestions + Complaints system available to service users, although they do not process these pursuant to the general procedure, nor with the same ΙT application. Municipal companies also draw up annual management reports of the Suggestions + Complaints, which come together with the general and tax reports are are presented to the Special **Suggestions and Complaints** Commission and the Plenary Session.

#### Contacto

The Suggestions + Complaints and Commendations are classified according to the issues they deal with. These issues correspond to the municipal Action Areas: culture, sport, public spaces, health, tourism, etc. All of these are separated into the sub-issues, concerning the specific public services of the Action Area.

General **Suggestions** establish Complaints the reasons as a second analysis criteria. referring the to different quality attributes of facilities, services: the equipment, staff, response capacity, reliability, etc.





#### Indicator Data

	2007		2011	2015	
General Suggestions + Complaints	26,374		37,675	53,696	
Tax Suggestions + Complaints	2,694		3,898	4,968	
Municipal Companies Suggestions + Complaints	18,088		13,317	13,919	
TOTAL	47,716	_	54,890	72,583	









Estado de tramitación





"			Field	2007	2011		2015	
ons			Social cohesion		0.00			
ati	1	Social Cohesion	Social services	1.20	2.93		3.93	
Commendations		and Social Services	Education and youth	1.02	0.44			
m	2	Culture		2.53	2.94		5.01	
or	3	Sport		5.24	7.04		5.95	
	4	Economic and Techn	ological Development	0.59	0.37		0.70	
Complaints &	5	Employment		0.02	0.25		0.13	
int	6	Public spaces	Public spaces		9.42		21.40	
pla		Trees. Gree	n areas. Cleanliness. Water	13.31	23.13		21.40	
om	7	Environment		15.51	23.13		6.99	
	8	Mobility and transport		36.07	31.87		37.31	
IS +	9	Citizen relationship		2.32	2.67		3.75	
ior	10	Health		1.51	1.24		1.75	
Suggestions +	11	Safety and emergencies		4.46	5.41		3.15	
<b>88</b>	12	Tourism		0.07	0.23		0.05	
Sı	13	Urbanism		2.82	2.88		2.34	
	14	Housing		4.67	0.94		0.23	
	45	City Administration		8.52	7.76		7.20	
	15	Internationalisation		0	0.01		7.30	

#### Indicator Data

General Suggestions + Complaints	2007	2011	2015	
Received	26,374	37,675	53,696	
Answered	21,942	35,078	43,347	
% answered / received	83.20%	93.1%	80.73%	
Average response time	31	29	38	
Archived without response	3,693	1,693	3,412	
General Suggestions + Complaints processed in 20 calendar days		29.06%	23.27%	
General Suggestions + Complaints processed in 45 calendar days		67.1%	48.27%	

Goals May 2019

Suggestions
+ Complaints
response
time:

35 calendar days





Goals / Results 2015-2019 **Strategy:** Transparency, open government, opening of data and re-utilisation

**Actions:** Improve the Suggestions and Complaints System

Phases / Benchmarks	Planned start date	Planned end date
Design and referral of the weekly monitoring report to the Government Meeting	01/06/2015	30/09/2015
Publication of the Suggestions and Complaints information on the Open Data Portal	01/03/2016	30/05/2016
Design and referral of the periodic monitoring report to the Suggestions and Complaints Commission	01/09/2016	30/09/2016
Definition of the requirements of the new Suggestions and Complaints management information system within the intelligent Madrid MiNT project	01/11/2016	31/01/2017
Implementation of new Suggestions and Complaints management information system within the intelligent Madrid MiNT project	01/01/2017	30/06/2017





# **Open Government**

The Open Government has the objective for people to collaborate in the creation and improvement of public services and in the strengthening of transparency and accountability. It is based on 3 pillars:

## **Transparency**

#### **Transparency**

Obtain any kind of information regarding the City Council of Madrid

## **Citizen Participation**

#### **Participation**

Decide what the city of Madrid that you want should be like

### **Open Data**

#### **Open Data**

All the data from the City Council is yours.

#### Gobierno abierto



Transparencia

Accede a la información pública municipal



Participación

La ciudad que quieres será la ciudad que quieras



Datos abiertos

Accede al portal de datos abiertos municipal



# Transparency





- Ordinance of Transparency of the City of Madrid passed by the Agreement of 27 July 2017 of the Plenary Session of the City Council of Madrid.
- Agreement of 2 July 2015 of the Government Meeting which determines the publication of the agendas of the Regional Ministers with governmental responsibilities.

#### **Observatorio**

**Objectives** 

Recipients

Advantages

Responsibilities

Description

Indicator Data

Goals / Results 2015-2019

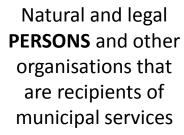




#### Objectives

To make the information regarding the City Council available to everyone in compliance with the current obligations of active publicity, and enabling the right to access public information to be exercised by anyone. This guarantees a more informed, more responsible and united society, capable of demanding appropriate accountability and a more efficient and innovative Administration.

Recipients



Municipal Organisation Units in

Government
Departments,
Districts,
Autonomous Bodies
and Companies

Other Public Administrations

**Municipal Staff** 

What is transparency?

Check the implementation of the City Council's transparency obligations







#### Responsibilities

The <u>DGTyAC</u> (<u>Directorate-General of Transparency and Citizens Services</u>), <u>Under-Directorate of Transparency</u>, <u>defines</u>, <u>plans and coordinates</u> the City Council's actions regarding transparency (active publicity and right to public information), <u>manages</u> the Transparency Portal and provides <u>legal and technical guidance</u> in this matter to all units of the City Council.

Each unit within the City Council is responsible for the preparation, supplying, quality and updating of the information published on the Transparency Portal regarding their services. Likewise, they are in charge of processing and resolving the requests received to access public information (competency in accordance with the information requested).

#### Advantages



- People can form their own objective opinion about the City Council of Madrid and its management
- It enables people and social organisations to enforce their rights
- It increases the quality of policy decision processes
- It increases the efficiency of the municipal organisation, enabling correct accountability
- It prevents corruption
- It makes the trust in governmental processes grow
- It increases the efficiency of the municipal organisation and therefore its competitiveness, legitimising the actions of those that manage it





The City Council of Madrid's

Transparency Portal was launched at the end of 2012 when Act 19/2013, of 9

December, on transparency, access to public information and good governance, was still a project. Since then, and now with a clear regulatory framework, the Transparency Ordinance, the Portal is consolidated as an ideal space to make all municipal information available to citizens.

Furthermore, the Transparency Portal contains information regarding the competences of the City Council of Madrid, organisational structure, dependant public bodies and municipal mercantile companies per Government Department and, if appropriate, the founding or statutory regulations that govern their working where applicable.

The active publicity obligations outlined in the Transparency Ordinance consider the publication of information with regard to the following content blocks: Institutional and corporative information Plans and programmes

- Legally relevant information
- Economic, budgetary and statistical information
   Human resources
- Information regarding citizen services and participation ■ Environmental information
  - Urban information Mobility





The OTCM (City of Madrid's Transparency Ordinance) anticipates the creation of a catalogue in which the bodies or municipal units responsible for the preparation, supplying, quality and updating of each of the content and information of the active publicity obligations are identified.

This catalogue, approved by *Decree of the Delegate of the Government Department of Citizen Participation, Transparency and Open Government on 3 March 2017,* outlines the following information:

- Type of information: headings of groups in the OTCM
- Article of the OTMC: section and paragraph
- Generic concept: concept below which it is published in the Transparency Portal
- Content: description according to the obligation gathered in the OTCM
- Superior organisational structure: superior body or administrative unit responsible for the content.
- Content controller: body or administrative unit responsible for the preparing, supplying, quality and updating of the information.
- Updating frequency: content review frequency.
- Observations for publication: additional information regarding the publication.
- On the Transparency Portal the file can be downloaded as an Excel file.





The **request to access to information** via the Transparency Portal process guarantees the right to access citizen information gathered in the international scope as a inherent and essential fundamental right for the freedom of expression

Any natural or legal person can request access to the public information.

as the content or documents, regardless of their format or media, held by the Administrations and other entities obliged by the transparency laws and that have been put together or acquired when exercising their roles. A large amount of this information is already published on the Transparency Portal.

The information request process is made up of the following:

- 1. Information request: this can be made online via the Transparency Portal or in-person in the Citizen Services Offices. This should contain the identification, name, surname and address of the applicant. If they do not wish to provide this data, they must always give an email address, which will be sufficient unless stated otherwise.
- 2. Resolution: the application will be resolved by the person responsible for the relevant body or entity, depending on the information requested. The resolution and communication of this will be undertaken in the maximum term of one month.
- 3. Communication: notification of the request will be sent to the applicant and interested third parties that have intervened in the process, the appeals and claims against the resolution will be contained within this.





#### Indicator Data

	2008	2009	2010	2012	2014	2017
Madrid's score in the City Council's Transparency Index (ITA)	76.9	91.3	91.3	96.3	92.5	100

	2007	2008	2009	2012	2014	2016
Citizen perception of the transparency of the municipal government - Gral survey					23.10%	38.4%

	2014	2015	2016
Transparency Portal usage data (since 2014)	40,117	55,999	128,818
Overall evaluation of the Portal (since 2017)			
Public information access requests			723
Resolved cases	The access	sing public	651
Estimated percentage of public information access requests		process was ecember 2015	68.6
Average response time to public information access requests		2011	
Percentage of public information access requests resolved in the time frame			67
Overall evaluation of the access to public information (since 2017)			

<sup>\*</sup>Data until 30 April 2017, after this it will be measured with a new means of calculation. The data on resolving in the time frame is calculated regarding the resolution date. In terms of the percentage of estimates, it must be considered that those not estimated are largely not admitted, it is not that they are rejected.

Goals / Results 2015-2019

Strategy: Transparency, open government, opening of data and re-use

**Project:** Transparency

Actions	Planned start date	Planned end date
Passing of Transparency Ordinance	01/07/2015	15/09/2016
Creation of a lobbies register	01/09/2016	31/07/2017
Boosting and improvement of the Transparency Portal	01/07/2015	31/03/2019
Publication of the regional ministers, managers and temporary cabinet staff agendas	01/07/2015	31/12/2017
Transparency and improvement within public information access requests	01/09/2015	31/03/2019







# **Open Data**



- Act 37/2007 of 16 November on the re-use of public sector information (modified by Act 18/2015, of 9 July)
- Agreement of the Government Meeting of 14 January 2010 that establishes the criteria of the reusing of documents from the management of content system published on the municipal website <u>www.madrid.es</u>
- Directive 2003/98/EC of European Parliament and Council of 17 November 2003, on the re-use of public sector information

#### **Observatorio**

Objectives

Recipients

Advantages

Responsibilities

Description

Indicator Data

Goals / Results 2015-2019





#### Objectives

- ✓ To promote the access to municipal government data and to encourage the development of creative tools to attract and serve the people of Madrid
- √ To serve interested individuals and companies so they can use public information
- ✓ To provide greater transparency to all Public Administrations
- √ To increase the coordination and exchange of information within the City Council

Recipients



Natural and legal **PERSONS** and other organisations that are recipients of municipal services

**Municipal Organisation Units** in Government Departments, Districts, Autonomous Bodies and Companies

**Other Public Administrations** 

**Municipal Staff** 



Portal de datos abiertos





#### Advantages

It enables for the data and the information that the City Council has to be published so that it can be re-used throughout the the world, without access, copyright or patent restrictions or other control mechanisms.

It creates trust in the municipal Administration because it displays the work that is undertaken in its units and how the public resources are managed and invested

It helps general economic development and the generation of new sectors and services for people

It increases the internal quality of information

#### Responsibilities

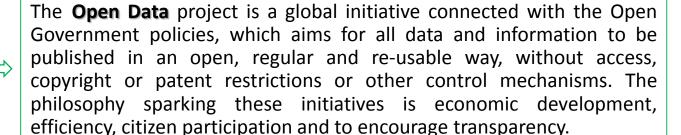
The <u>DGTyAC</u> (<u>Directorate-General of Transparency and Citizens Services</u>), <u>Under-Directorate of Transparency</u>, is responsible for **boosting and coordinating** the publication of data on the Open Data Portal and for **ensuring** that the information published is exact, precise and complete and that it is periodically updated so that it can be used by interested parties

Each <u>municipal unit</u> is **responsible for publishing** the data that it manages and is responsible for on the Open Data Portal, and for maintaining it updated at all times

Access to the Open Data Portal and the use of the information this contains are the sole responsibility of the person or organisation that uses it.







The City Council of Madrid's **Open Data Portal** (launched in March 2014 and currently regulated in the *Transparency Ordinance*) is dedicated to promoting the access to municipal government data and encouraging the development of creative tools to attract and serve the people of Madrid.

datos abiertos ¿Qué estás buscando?

Tu ciudad más cerca

Gracias a nuestra platajorna de datos abiertos podras encontrar todos los datos que necesitas para tu proyecto referentes al Ayuntamiento de Madrid

En portada Acerca de Datos Abiertos Catálogo Colabora

Catálogo > Conjuntos de datos

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Conjuntos de datos

#### Conjuntos de datos

Listado con el catálogo completo de conjuntos de datos que el Ayuntamiento de Madrid pone a disposición de los ciudadanos. Este listado puede descargarlo en formato RDF (DCAT) o CSV. De cada dataset se presenta su sector, la fecha en la que se incorporó al catálogo, su periodicidad, el número de descargas totales y los formatos en los que está disponible.

Se pueden realizar filtros utilizando los elementos que se despilegan en "Fitrar por..." para limitar los resultados a ciertos sectores, formatos y periodicidades, además de ordenar por nombre y fecha de incorporación.

Datasets that the City Council of Madrid has and makes openly available to people are published on this Portal.

They can be downloaded as a number of file types such as CSV, XML, XLS, RDF, etc.

The publication of new datasets regarding the City Council of Madrid's services can be requested from the Open Data Portal.





The information published on the Open Data Portal can be **re-used** for commercial and non-commercial purposes. Re-use is understood as the use of documents held by the City Council of Madrid, providing that said use does not constitute a public administrative activity.

## The general structure of each data file contains:

- Name/ title of the dataset
- Description
- Data of catalogue incorporation
- Last metadata update
- Publication of the data on the portal
- Downloads: files to download and the formats in which they are available
- Sector

Science and technology

Trade

Culture and leisure

Demography

Sport

Economy

Education

**Employment** 

Energy

Finance Industry

Legislation and justice

**Environment** 

Rural environment and fishing

Health

Public sector

Security

Society and well-being

Transport Tourism

Urbanism and infrastructure

Housing



charter

to

Administrations. All the open data initiatives should share the same principles and definitions that are listed in the decalogue. This is a basic point for the inter-operability and efficient use of the synergies carried out by all the agents and users

among

The Open Data Decalogue enables for there

standardisation

Madrid is the first city to adhere to the International Open Data Charter, formally adopted by seventeen governments of countries, states and cities at the Open Government Partnership Summit on Open Data in Mexico in October 2015.



	2014 (*)	2015	2016	
Datasets available on the Open Data Portal	143	209	238	
Datasets downloaded	261,145	793,683	1,834,494	
Downloadable resources on the Portal	585	1064	1450	
Registered re-users		13	40	
Users of the new portal's overall evaluation (since 2017)				
Requests for the publication of new datasets			40	
Average response time to requests for new datasets			3	

<sup>(\*)</sup> Since the Open Data Portal was launched in 2014





Goals / Results 2015-2019

**Strategy:** Transparency, open government, opening of data and reuse

**Actions:** Boosting and improvement of the Open Data Portal

Phases / Milestones	Planned start date	Planned end date	
Definition of the Open Data Boosting Plan	01/01/2017	30/06/2017	
Putting together of the inventory of data from the City Council of Madrid	01/02/2016	30/06/2018	
Encouragement of participation and collaboration initiatives	01/04/2016	31/03/2019	
Launching of the Open Data Boosting Plan: evolution of the portal (catalogue and functions) open data management model	01/07/2017	31/03/2019	

Portal de datos abiertos del Ayuntamiento de Madrid







## **Data Protection**



- Organic Act 15/1999 of 13 December on Personal Data Protection
- Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data

Objectives

Recipients

Advantages

Responsibilities

Description

Indicator Data

Goals / Results 2015-2019





Objectives



To guarantee the confidentiality of the personal information that the City Council has available, ensuring the compliance of the requirements established by the applicable regulations in all municipal actions, and the exercise of the fundamental right to data protection.

Recipients



#### CITIZENS,

natural and legal persons and other organisations that are recipients of municipal services Municipal Organisation Units in Government Departments, Districts, Autonomous Bodies and Companies

**Municipal Staff** 

Advantages



It increases security in the processing of citizens' personal data, being constituted as a quality attribute of the services.

It internalises data protection procedures in the City Council of Madrid's daily administration endeavours, with a minimum impact on the productivity and efficiency of services. It establishes a continuous management of the information in order to protect the information.





#### Responsibilities



Each municipal unit is **responsible** for carrying out the guidelines established regarding data protection by means of the designated agents.

The <u>Spanish Data Protection Agency</u> (<u>AEPD</u>), is the <u>supervisory body</u> with regard to the City Council of Madrid's data protection. It is responsible for verifying that the corresponding regulations are adhered to, with the power to apply sanctions and carry out inspections.

The <u>DGTyAC</u> (<u>Directorate-General of Transparency and Citizens Services</u>), <u>Under-Directorate of Electronic Administration</u>, is responsible for <u>coordinating and boosting</u> the project and for creating, directing and promoting the City Council of Madrid's data protection plan. It establishes and implements the criteria to comply with the data protection regulation and provides <u>guidance</u> to the agents in each municipal unit for its management. It plans and undertakes <u>audits</u> of the legally anticipated security measures in the files and the processing of personal data that is applicable.

#### Description



This project was implement in the year 2005 with the passing of the City Council of Madrid's Data Protection Plan which defines the lines of actions in this regard:

1. Organisational structure: determination of those responsible for the actions -> responsible units (Directorate-General and similar units) and the agents.











#### 2. Training and dissemination: giving courses

- general courses aimed at all municipal employees,
- specialised courses for agents specific courses for certain groups (010 staff, elderly services, etc.) As a main means of dissemination, a <u>space on the AYRE intranet</u> has been created, which gathers all of the information on this matter, with a channel for inquiries regarding the data protection unit.
- 3. Security elements: that are standardised throughout the entire organisation, with a broad vision made up of: ICT Security Elements, Physical Security Elements and Functional Security Elements, including audits.

- **4. Standardisation of procedures:** definition of the procedures for data protection management for their implementation throughout the entire organisational structure. For example: Protected Files Declaration Process, the informative heading of article 5 of Act 15/1999, common for all forms and sheets that gather data and printed sheets for exercising the rights to access, cancel or modify data.
- **5. Approval:** of instructions and all internal regulations necessary and in force in this regard.
- 6. Updating: all the updates in the protection of data from the City Council are being reviewed and updated for their adaptation to the new European regulation and the new future data protection act



#### Indicator Data

	2007	2011	2015	
Files declared to the AEPD		30	395	
File controllers		11	72	
Agents and support staff		19	143	
Audits undertaken		19	13	
Reports issued for queries and resolution of queries raised		182	241	
Analysis of informative headings of forms			131	
Reports about contracts that involve data processing		26	421	
Training actions		11	7	
Instructions		1	0	





Goals / Results 2015-2019 **Strategy:** Transparency, open government, opening of data and re-use

**Actions:** Personal data protection plan.

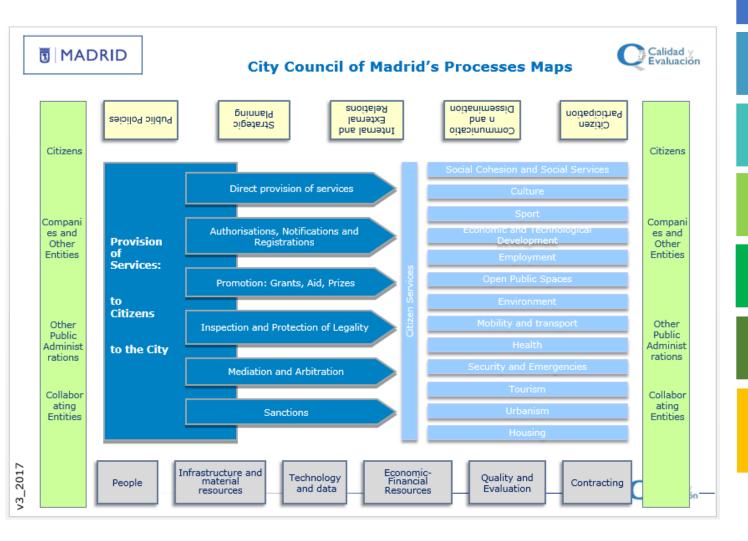


Phases / Milestones	Planned start date	Planned end date				
Security plan	01/01/2017	31/01/2018				
Adaptation to the European Regulation	01/01/2017	30/04/2018				
Adequacy of the file registration	01/10/2016	31/03/2019				
Recruitment reports	01/10/2016	31/03/2019				
Consultancy	01/10/2016	31/03/2019				
Training	01/10/2016	31/03/2019				





# Management by Processes



Objectives

Recipients

Advantages

Responsibilities

Description

Indicator Data

Goals / Results 2015-2019





#### **Objectives**



To organise and manage as a group of mutually related activities, or which interact among each other, transforming input elements (citizens' requests /needs) into results (satisfied needs), with the aim of improving the services provided.

#### Recipients



Municipal Organisation
Units in Government
Departments, Districts,
Autonomous Bodies and
Companies

**Municipal Staff** 

#### CITIZENS,

natural and legal persons and other organisations that are recipients of municipal services

Advantages

- It directs the activities towards the full satisfaction of citizens and their needs.
- It identifies each unit's processes and their inter-relation among each other and with other units.
- It measures the processes through indicators, enabling them to be evaluated and continuously improved.





The DGTyAC (Directorate-General of Transparency and Citizens Services), Under-Directorate of Quality and Evaluation is responsible for promoting the management by processes and their improvement, providing technical support and guidance to the municipal units that so require and for defining the criteria and undertaking studies and analysis of processes in order to simplify and standardise these.

Each municipal <u>unit</u> is **responsible** for adhering to the established processes according to its competences, and for evaluating and identifying areas for improvement so as to guarantee a better services for citizens

This project aims to improve the quality of municipal services. The City Council of Madrid's Processes Map has been put together and updated, developing certain units' management by processes, mainly those that use the following quality models: Service Charters, CAF and EFQM models and ISO, EU and UNE standards.

#### The processes:

- are started from an event that constitutes its input, which could be a citizen's need, requirement, request, complaint, etc.
- A temporal sequence of inter-related activities are deployed.
- There are some limits which are the activities that mark the scope of the process, its beginning and its end.
- They are undertaken by means of a series of processes and with determined resources: human (people), material (economic, facilities, devices, ICT systems, etc.), technical and methods.
- They are undertaken in order to achieve an objective, which is the result or output of the process.



Input

**PROCESS** 

Output



Value added



Various components can be found in all of the processes that are undertaken each day.

What do we do? In other words, the activities that we undertake during the course of the process in order to produce the result.

Who does it? in other words, the human resources, the people that undertake the activities of the processes, with their degree of implication, motivation and competency to do so, a degree of control over the course of the process and feedback that they receive regarding their actions, etc.

What do we do this with? In other words, the material, technological and financial resources that we use to undertake the activities

Why do we do it? Meaning, the objectives of the process, in terms of the desired and achieved results which coincide with the service that we provide.

Who do we do this for? Meaning, the recipients of the process.

**How do we do this?** That is to say, the **procedures** and standards that apply in the undertaking of activities, the course and sequence that these follow



How much time do we invest in this? Meaning, the time that passes between one activity and another, or the time that passes between the beginning and end of an activity.





Depending on the role that the processes play in the general working of the organisation, they are classified into three types:

■ Strategic processes: take place at all the organisation's levels of management and planning and they provide the framework of reference for the operative and support processes.

For example: the strategic planning processes with the establishment of objectives for the entire organisation, those involved in the implementation of quality plans, internal and external communication, in the establishment of budgets, alliances, etc.

- Operative processes: are those that are undertaken in order to produce and offer the services that are provided to citizens. In general, they are the processes that take up the most time for the organisation and that use the most resources. THEY ARE the processes that correspond to the services provided by the unit, and thus they are different for each unit.
- **Support processes**: provide the resources that are necessary in order to undertake the other processes.

For example: the processes involved in computer system, in the management of human resources, economy/finance, administration, ICT and in the maintenance of facilities, etc.

For each of these categories, the **KEY PROCESSES** can be identified which effectively contribute to the organisation's mission and strategy. To a large extent these coincide with the operative processes, but they can also be strategic or support processes.



### Indicator Data

	2007	2011	2015	
Units that have implemented management by processes	16	39	59	
Percentage of updated processes				



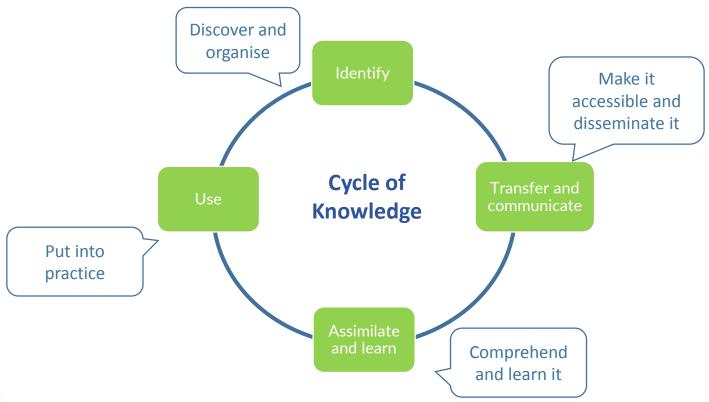




# **Knowledge Management**

Planned and continuous management of processes and activities in order to boost knowledge and increase competitiveness through the better use and creation of individual and group knowledge resources.

- AYRE Municipal Intranet
- Training in Quality
- Exchanging of Experiences and Good Practice







# "AYRE" Municipal Intranet

ayre AYRE AYuntamiento en REd (City Council on the Net)



Councillor Decree of 16 November 2006 on the Management Model of the Municipal Web Portal (munimadrid) and the City Council of Madrid's Intranet (AYRE) Objectives

Recipients

Advantages

Responsibilities

**Description** 

Indicator Data

Goals / Results 2015-2019







### Objectives

To enable internal communication and support management among municipal staff in order to provide citizens with high quality services

To encourage collaboration, learning, management and re-use of knowledge with the aim of increasing overall intelligence

To allow for staff participation in the organisation's management and decision making

Recipients



Municipal staff City
Council and
Autonomous Bodies

Everyone that has access to the Intranet, to personal information and administration, to the open content and the restricted content for those that have permission to access this



#### Municipal units:

Government departments, districts and Autonomous Bodies







Responsibilities

The <u>DGTyAC</u> (<u>Directorate-General</u> of <u>Transparency and Citizens</u> <u>Services</u>), <u>Under-Directorate of</u> <u>Quality and Evaluation</u>, plans, defines, coordinates and undertakes the monitoring of the municipal intranet, exercising the roles of the Ayre unit coordinator.

responsible for the content published on AYRE in their area of responsibility

#### Advantages

It provides a common work area to access administrative services, information, application and other elements that staff need in their jobs.



It is an instrument that supports the City Council of Madrid's strategic objectives



It reinforces the interaction and link between the City Council and the people that make it up.

the effectiveness and efficiency of internal processes



It streamlines the existence of multiple and disperse information circuits



It creates autonomy and coresponsibility of the services with regard to communication and the management of information



It supports staff
with information
and
administrative
services for their
professional
development

The "AYRE" intranet is an integrative and participative portal which encompasses all of the organisation's staff and units.



It is used by 73% of possible users and it is the main channel for internal communication, participation, collaboration and the transferral of knowledge within the organisation

## Information and institutional administration

- Organisation
- Planning
- Corporate identity
- Open Government
- Standards...

For administrative services: Information, processes and applications

- Budgets
- Purchasing
- Security
- Mobility
- Data Protection

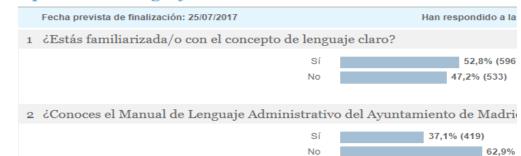
For people: Information, processes and applications

- Social action
- Training
- Presence monitoring
- Provision of posts
- Work relations...

Collaboration, participation and links

- Surveys, forums
- Management of ideas
- "Nos conoces" (get to know us) project, competitions...

#### Opina sobre Lenguaje Claro







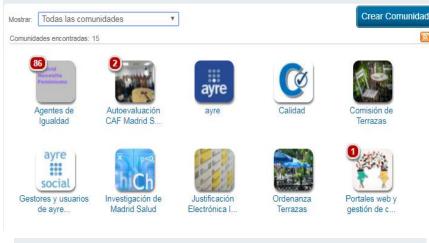
City Council of Madrid's social media that enables information to be exchanged and tasks to be shared among a work team in an effective, simple and private way.

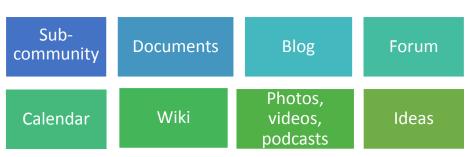
Recipients: Staff at the City Council and its Autonomous Bodies

#### **Objectives**:

- To internally apply the principles of open government (transparency, participation and open knowledge)
- To improve the collaboration and coordination among work teams
- To improve internal communication and participation
- To boost the mutual knowledge among staff, encouraging their dialogue

- Departmental and social project communities. Open and private.
- Professional profiles







#### Autoevaluación CAF Madrid Salud

29 Miembros - 6.087 Visitas 562 Actividades







#### Indicator Data

	2007	2011	2015	
Views*		4,746,843	6,512,102	
Pages viewed / requested on the Intranet**		42,806,894	30,042,644	
Single users on the Intranet*	16,516	19,723	19,735	
AYRE sectoral		10	16	
AYRE social: implemented communities				

<sup>\*</sup>The users metrics are directly related to the potential users (municipal staff) and have fluctuated significantly in recent years





<sup>\*\*</sup>The decrease in page views from 2015 in comparison to previous years is due to a change in the way the auditing tool measures.

Goals / Results 2015-2019

**Strategy:** To develop the leadership of managers and potential of public employees

Actions: AYRE social, implementation of an internal collaborative and participative social media for all employees.

Phases / Milestones	Planned start date	Planned end date
Definition of the AYRE social Strategy and Government model	01/02/2016	30/06/2016
Implemented communities 2017	01/01/2017	31/12/2017
Implemented communities 2018	01/01/2018	31/12/2018









# **Training in Quality**



Resolution of the Director-General of Organisation, Legal Framework and Training, which publicises the City Council of Madrid's Training Plan...

Objectives

Recipients

Advantages

Responsibilities

Description

Indicator Data

Goals / Results 2015-2019





#### **Objectives**

#### Training, a tool for change

This project has a **two-fold objective**; on the one hand, to provide municipal staff with the knowledge, techniques and skills needed to offer quality public services, successfully developing the quality projects implemented in the City Council,

and on the other hand, boosting their individual abilities, creating a leverage effect within the organisational structure of the City Council of Madrid, improving the working environment and increasing the motivation of its professionals.





Municipal Staff

Municipal Organisation
Units in Government
Departments, Districts and
Autonomous Bodies

Responsibilities

The <u>DGTyAC (Directorate-General of Transparency and Citizens Services)</u> coordinates, draws up and undertakes the monitoring of a training plan with regards quality aimed at the entire organisation, in coordination with

the Escuela de Formación (City Council of Madrid's Training School), the municipal unit responsible for planning and executing the training policies for municipal staff. It organises training events, coordinates the management of the training plan and collaborates with different institutions to contribute to the municipal staff training activities.





#### Advantages

To transmit the necessary knowledge in order to deal with the implementation of new quality projects in the City Council of Madrid, involving staff in the process of consolidating the organisation's new management culture.



To adjust the personal and professional profiles of the workers at the City Council of Madrid to the professional and technical profiles required to undertake the actions planned with regard to quality.





To create a shared culture (principles, values, behaviour and attitudes) and a common language throughout the organisation.



To motivate, engage and comprehensively integrate all of the City Council's employees, guaranteeing their implication and participation in the municipal management improvement process.









The training actions that make up the **Training in Quality Plan** are part of the Training Plan for public employees of the City Council of Madrid and its Autonomous Bodies, that is drawn up and managed by the City Council of Madrid's Training School every year. The training actions are directed at staff at all the municipal units with the purpose of them gaining knowledge in the techniques and tools necessary in order to offer quality public services.

The training actions are grouped and managed according to their content and they change according to the training needs of each moment. In most cases they are activities that are open to all municipal staff, but there are some restricted scenarios, for example the activities aimed exclusively at Línea Madrid staff:

Citizen Services: ■ Standardised creation of municipal forms ■ Social media on the Administration 2.0 ■ General Register ■ Appointments ■ Management of activities and events on madrid.es ■ Management of electronic forms ■ Management of SER (Regulated Parking Service) ■ Management of Tarjeta Azul blue transportation cards ■ Webtrends analytics ■ CRM ■ Notification systems ■ Services for disabled citizens ■ Services for immigrant citizens ■ In-person services at Línea Madrid ■ Municipal taxes ■ Sign Language ■ Management and quality of information ■ Positive management of emotions at inperson services ■ Coaching for a quality Línea Madrid service ■ Violence management in the OACs (Citizen Services Offices)

**B** MADRIE

#### COMUNICACIÓN Y ATENCIÓN A LA CIUDADANIA

**CURSOS** 

FORMACIÓN TRANSVERSAL PRESENCIAL

TA-04-2785-V Calidad y Atención a la Ciudadanía



Electronic Administration: Citizens' electronic access to public service SIGSA (Comprehensive Management and Administrative Monitoring System) Administration management on the City Council's electronic office 

Management of electronic forms ■ registration operations for the accreditation, issuing and management of public employee electronic certificates.

**Transparency:** ■ Transparency and open data in municipal management ■ Open Government ■ Municipal transparency regulations ■ Access procedure.

**Data Protection:** ■ Data protection and legislation for municipal staff ■ Data Protection agents

#### **Quality and Evaluation:** ■ Introduction to quality

- CAF and EFQM Excellence Models Service Charter methodology Planning and evaluation instruments Evaluation of plans, programmes and projects Quality management tools
- Organisation and working of improvement groups Evaluation of needs and citizens' satisfaction with the services methodology Quality and citizen services Internal communication as a management strategy in organisations Basic management of content for the Intranet portal The City Council of Madrid's Intranet.

Suggestions and Complaints: ■ Citizen suggestions and complaints ■ Management of the suggestions and complaints on PLATEA (corporate file processing platform) and gathering of business intelligence reports.



Indicator
Data

Data			2007			2011			2015			
				Е		Α	Ε		Α	Е		
	Citizer	Services	2	5		10	23		24	34		
ns	Electronic Administration					2	9		5	13		
tio	Trans	parency							1	3		
Training Actions	Quality ar	d Evaluation	6	22		11	11		15	26		
ainir	Data P	rotection	2	16		2	11		2	7		
Ĕ	Suggestions	and Complaints				1	4		2	3		
	Т	otal	10	43		26	58		51	92		
	Citizer	Services				4.14			4.40			
ctior	Electronic A	Administration				4.05			4.	80		
isfa	Trans	parency							3.99			
Student satisfaction	Quality ar	d Evaluation				4.16			4.10			
tude	Data P	rotection				4.	36		4.	72		
Ś	Suggestions	Suggestions and Complaints			4.18			4.	06			

A: Training Actions // E: editions





# Exchanging of Experiences and Good Practice

Organisation and participation in forums, events, congresses and seminars





ANIVERSARIO
SISTEMA DE CARTAS DE SERVICIOS
AYUNTAMIENTO DE MADRID
2005 - 2015

Corporate member of Organisations





club excelencia en gestión



Red de Entidades Locales por la Transparencia y la Participación Ciudadana

Collaboration with public and private organisations

**Publications** 



Recipients

Advantages

Responsibilities

Description

Indicator Data

Goals / Results 2015-2019





#### Objectives

To share knowledge in the issues that are object of the different projects that make up the Quality Plan, enriching the organisation both in terms of good practice and internal experiences and the experiences of other organisations.

For which we must:

- identify and share good practice and quality experiences;
- acquire methodology than enables for it to be known how good practice was developed, in such as way that any unit could put this into practice, adapting it to their specific circumstances;
- create an innovative Administration that is aware of the changes happening around it and that is capable of adapting to new challenging by applying dynamic solutions.



#### Recipients

**Municipal Staff** 

#### CITIZENS,

natural and legal persons and other organisations that are recipients of municipal services

Other public and private organisations involved in quality issues

## Municipal Organisation

**Units** in

Government

<u>Departments</u>,

Districts,

<u>Autonomous</u>

**Bodies and** 

**Companies** 





#### Advantages

To know the quality actions and initiatives undertaken by other administrative units in the City Council of Madrid or other organisations so that, should it be decided to implement them, they can be adapted to the specific circumstances of the unit that implements them.

To acquire methodology that enables for action plans that have been followed in the implementation of good practice to be specifically and systematically designed in such a way that any unit can put them into practice and adapt them to their particular situation.

To create an innovative Administration that is aware of the changes happening around it and that is capable of adapting to new challenging by applying dynamic solutions.

To increase the motivation of staff in those units which, in light of the results obtained, see that their efforts regarding the improvement of municipal management are rewarded.

Responsibilities



The <u>DGTyAC</u> (<u>Directorate-General of Transparency and Citizens Services</u>) and the units that make it up, in relation to their respective competences, are responsible for <u>promoting</u> and <u>coordinating</u> the activities through which both internal and external exchanging of experiences and good practice is encouraged.







In order to identify and share the good practice and experiences of quality, the City Council of Madrid undertakes the following actions:

Organisation and participation in events, forums, congresses and seminars both internally and externally, nationally and internationally, in matters of quality, citizen services, evaluation, transparency and data protection, etc.







SISTEMA DE CARTAS DE SERVICIOS AYUNTAMIENTO DE MADRID 2005 - 2015



Participation in associations and networks regarding quality and transparency and in the work groups that constitute these.



Red de Entidades Locales por la Transparencia y la Participación Ciudadana

> Public Administrations Excellence Forum





















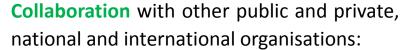






INTERNATIONAL





- State Administration: Ministry of Finance and Civil Service, the Directorate-General of Traffic, Directorate-General for the Cadastre, Fábrica Nacional de Moneda y Timbre, etc.
- Autonomous Regions: Madrid, Castilla y León, Generalitat Valenciana, ...
- City Councils: Alcobendas, Barcelona,
   Calviá, Málaga, ...
- Universities: Complutense, Rey Juan Carlos, Autónoma, Carlos III, Oberta de Catalunya, ...
- Other public organisations: Spanish Federation of Municipalities and Provinces (FEMP), Union of Ibero American Capitals (UCCI)
- and private organisations: Transparency International, Merco Ciudad, etc.







- Inventory of the City Council of Madrid's procedures.
- Electronic Administration
   management manuals
   on the management of electronic certificates,
   administration of procedures and the
   elaboration of electronic forms.
- Service Charter methodology.
- Self-assessment, improvement and certification with CAF and ERQM models methodology.
- Guide for the completion of surveys.
- Methodological guide for the creation and monitoring of a Strategic Map and of the Government Programme.
- Suggestions and Complaints manual.
- Training and informative forms from the Data Protection Service.

LAS CARTAS DE SERVICIOS

Creation of publications which gather work methodology and tools for the quality and improvement of the organisation. These are published on AYRA for the whole organisation to be aware of them. Initially they are all created on paper, but now digital and other formats are used (e.g. videos).





#### Manuales de portales y gestión de contenidos



En esta sección se recogen tutoriales, manuales, instrucciones, recomendaciones y buenas prácticas relacionadas con la gestión de portales y contenidos.





# **Clear Communication**





Commitment to the right to understand

Lenguajes de

especialidad

Objectives

Recipients

Advantages

Responsibilities

Description

Indicator Data

Goals / Results 2015-2019

Area which affects texts, vocabulary and grammar

Lenguaje Visual

Claro

Comunicación CLARA

Combination of texts, images and shapes

Each knowledge area has its own logical traditions

Investigates the mental mechanisms of informative processing

Neurolenguaje





#### Objective



To easily, directly, transparently, simply and efficiently communicate relevant information to citizens.

Because citizens
demand that the
information that they
receive or that is
communicated to them
through any of the
currently available
means is
understandable, direct
and adapted to their
needs.

Easy reading enables for barriers to be overcome with comprehension, learning and participation. The aim is for all municipal staff at the City Council to have a practical tool for using language, which without removing traces of the "subsystem" of local administration language, prevents unnecessary incorrectness and becomes closer to the standard use of the Spanish language, being accessible for citizens.

## **Municipal Organisation**

Units in Government
Departments, Districts,
Autonomous Bodies
and Companies

Recipients



#### CITIZENS,

natural and legal persons and other organisations that are recipients of municipal services

Municipal Staff Other Public Administrations





#### Advantages

#### Responsibilities

The Directorate-General of
Transparency and Citizens Services,
Under-Directorate of Quality and
Evaluation is responsible for
promoting and encouraging the other
municipal units to reformulate their
information within the parameters of
clear communication, by establishing
general criteria and parameters,
guidance and training, etc.

Each municipal unit is responsible for implementing clear language in the information that it uses and transmits to citizens.







- ✓ Effectiveness, impact of the message and accessibility: if clear language is used, the message will be received and understood; the impact will be greater and it will be more accessible.
- ✓ <u>Transparency and credibility</u>: clear communication reduces discretion, it boosts transparency and it reinforces democracy by facilitating access to the information and making it more credible; this encourages the exercise of citizens' rights.
- ✓ <u>Generation of trust:</u> the compliance of citizen obligations is a direct consequence of trust in institutions being generated.
- ✓ <u>Security in the face of ambiguity:</u> there is security in comprehension when there are not various possible interpretations, especially incorrect interpretations that lead to error.
- ✓ <u>Localisation of information</u>: clear wording should give way to the clear identification of the message and, within this, the secondary idea.
- ✓ <u>Time and costs reduction, preventing conflicts:</u> if the message is clear, no other resources are needed to explain what is not understood.
- ✓ Reduction of the dissatisfaction and the feeling of lack of citizen transparency.

To seek the use of simple, clear direct language and that enables citizens to focus on the message that the issuing institution wants to transmit and for them to understand it effectively. The simplification of administrative language in all municipal communication, whether oral or written, encourages the transparency and **efficiency** of its bodies.



Communicating what citizens need to know in a clear, direct, simple way implies using correct grammatical structures and suitable words.

The simplification of administrative language has the main aim of formulating clear, specific messages so that the citizens to which said messages are aimed, receive the information they need without particular difficulty.

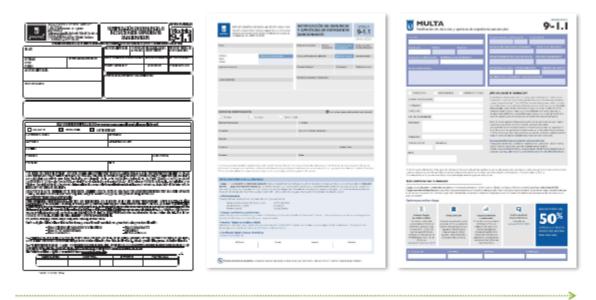
It is essential that citizens understand so that they can exercise their rights and comply with their democratic obligations.





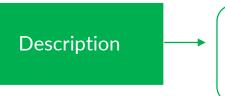
The City Council of Madrid launched the Clear Communication Project in June 2017. For this the following actions are planned and undertaken:

1.- Writing of the first City Council of Madrid documents in Clear Language



- **2.- Creating a document** about how to write in clear language (Recommendations, instructions, guide, manual, etc.):
  - Grammatical rules Tools
  - "Creative" resources Standardisation of documents or parts of documents
  - Validation testing





The City Council of Madrid launched the Clear Communication Project in June 2017, carrying out the following actions:

**3.-** Launching and organising a Clear Communication Work Group for the analysis and writing of complex documents

Work process: Document identification -> Re-wording in clear language -> External review -> Legal validation

- 4.- Adoption of a Clear Language symbol
- 5.- Creation of an area on AYRE and madrid.es





**6.-** Launching of an awareness campaign:

Event by/with the Mayor's Office – Press release – Videos – Press conference – Media – Notification on AYRE and madrid.es – Social media

- **7.-** Organisation of **training sessions** with the document created with recommendations and examples
- 9.- Creation of a repository of documents and good practice

**BEFORE - NOW** 

10.- Evaluation of the 2017 results in order to continue advancing





# **Clear Communication**





Commitment to the right to understand

Objectives

Recipients

Advantages

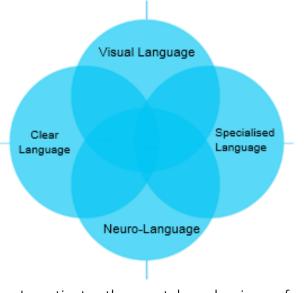
Responsibilities

Description

Indicator Data

Goals / Results 2015-2019

Combination of texts, images and shapes



Each knowledge area has its own logical traditions



Area which affects

texts, vocabulary and

grammar

Investigates the mental mechanisms of informative processing



#### Objective



To easily, directly, transparently, simply and efficiently communicate relevant information to citizens.

Because citizens
demand that the
information that they
receive or that is
communicated to them
through any of the
currently available
means is
understandable, direct
and adapted to their
needs.

Easy reading enables for barriers to be overcome with comprehension, learning and participation. The aim is for all municipal staff at the City Council to have a practical tool for using language, which without removing traces of the "subsystem" of local administration language, prevents unnecessary incorrectness and becomes closer to the standard use of the Spanish language, being accessible for citizens.

## **Municipal Organisation**

Units in Government
Departments, Districts,
Autonomous Bodies
and Companies

Recipients



#### CITIZENS,

natural and legal persons and other organisations that are recipients of municipal services

Municipal Staff Other Public Administrations





#### Advantages

#### Responsibilities

The Directorate-General of
Transparency and Citizens Services,
Under-Directorate of Quality and
Evaluation is responsible for
promoting and encouraging the other
municipal units to reformulate their
information within the parameters of
clear communication, by establishing
general criteria and parameters,
guidance and training, etc.

Each municipal unit is responsible for implementing clear language in the information that it uses and transmits to citizens.







- ✓ Effectiveness, impact of the message and accessibility: if clear language is used, the message will be received and understood; the impact will be greater and it will be more accessible.
- ✓ <u>Transparency and credibility</u>: clear communication reduces discretion, it boosts transparency and it reinforces democracy by facilitating access to the information and making it more credible; this encourages the exercise of citizens' rights.
- ✓ <u>Generation of trust:</u> the compliance of citizen obligations is a direct consequence of trust in institutions being generated.
- ✓ <u>Security in the face of ambiguity:</u> there is security in comprehension when there are not various possible interpretations, especially incorrect interpretations that lead to error.
- ✓ <u>Localisation of information</u>: clear wording should give way to the clear identification of the message and, within this, the secondary idea.
- ✓ <u>Time and costs reduction, preventing conflicts:</u> if the message is clear, no other resources are needed to explain what is not understood.
- ✓ Reduction of the dissatisfaction and the feeling of lack of citizen transparency.

To seek the use of simple, clear direct language and that enables citizens to focus on the message that the issuing institution wants to transmit and for them to understand it effectively. The simplification of administrative language in all municipal communication, whether oral or written, encourages the transparency and **efficiency** of its bodies.



Communicating what citizens need to know in a clear, direct, simple way implies using correct grammatical structures and suitable words.

The simplification of administrative language has the main aim of formulating clear, specific messages so that the citizens to which said messages are aimed, receive the information they need without particular difficulty.

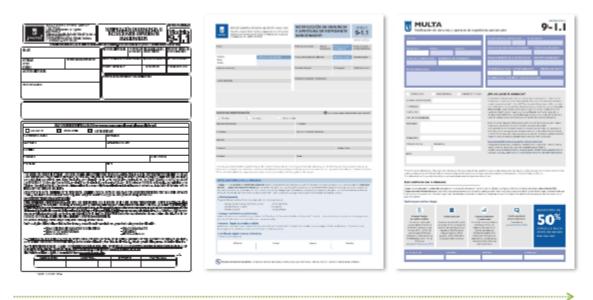
It is essential that citizens understand so that they can exercise their rights and comply with their democratic obligations.





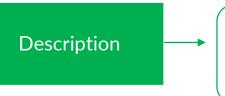
The City Council of Madrid launched the Clear Communication Project in June 2017. For this the following actions are planned and undertaken:

1.- Writing of the first City Council of Madrid documents in Clear Language



- **2.- Creating a document** about how to write in clear language (Recommendations, instructions, guide, manual, etc.):
  - Grammatical rules Tools
  - "Creative" resources Standardisation of documents or parts of documents
  - Validation testing





The City Council of Madrid launched the Clear Communication Project in June 2017, carrying out the following actions:

**3.-** Launching and organising a Clear Communication Work Group for the analysis and writing of complex documents

Work process: Document identification -> Re-wording in clear language -> External review -> Legal validation

- **4.-** Adoption of a Clear Language symbol
- 5.- Creation of an area on AYRE and madrid.es





**6.-** Launching of an awareness campaign:

Event by/with the Mayor's Office – Press release – Videos – Press conference – Media – Notification on AYRE and madrid.es – Social media

- **7.-** Organisation of **training sessions** with the document created with recommendations and examples
- 9.- Creation of a repository of documents and good practice

**BEFORE - NOW** 

10.- Evaluation of the 2017 results in order to continue advancing





2017



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Dirección General de Transparencia y Atención a la Ciudadanía [Directorate-General of Transparency and Citizen Services]

Área de Participación Ciudadana, Transparencia y Gobierno Abierto [Department of Citizen Participation, Transparency and Open Government]

Ayuntamiento de Madrid [City Council of Madrid]



