



# Gävle Action Plan

## August 2022 – July 2023



**BETTER**  
Interreg Europe



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## 1. General information

### PROJECT DATA

Project name	<i>BETTER-Stimulating regional innovation through better e-government services</i>
Partner organisation	<i>PP3 Municipality of Gävle</i>
Country	<i>Sweden</i>
NUTS2 region	<i>North Central Sweden</i>
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Gävle has since 2019 worked together with Birmingham (UK), Tartu (Estonia), Nyíregyháza (Hungary) and lead partner Genoa (Italy) in the Interreg Europe project **BETTER – Stimulating innovation through better e-government services**. BETTER offers an innovative approach to a crucial priority for the EU: encouraging public authorities to develop Regional Innovation Strategies in which e-government solutions can stimulate regional innovation chains (as well as improve their services). The key issues addressed in the project are:

- Physical and virtual infrastructure to support innovation
- How to develop and apply new innovative products and services
- Processes to support new business models and cross-sector (private-public-community) cooperation
- People and skills to make it happen

The Gävle Action Plan describes the lessons learnt during the Exchange of Experiences process and how those will be utilized to improve the policy instrument tackled by Gävle municipality as well as the contribution to the improvement of municipal policies.

The Exchange of Experience has included thematic events, study visits and import workshops and the learning has been shared with the local working group. Most activities have taken place online due to the Covid pandemic and have been remarkably well implemented, even though a lot is missed out compared to on site study visits/import workshops.

## Gävle local stakeholder group

Gävle local stakeholder group is comprised of the following organisations that have participated during BETTER phase 1 activities and will contribute to the delivery of the Action plan:



The municipality of Gävle has various innovative initiatives across the municipality's different sectors and activities that needs to be scaled up and become more systematic. Among other things, we conduct training in service design, we have Gävle Innovation Hub, started in 2019, which has conducted a number of activities over the years with a focus on idea bearers, we have collaboration agreements between Gävle municipality and

- the University of Gävle, including as examples the Research School "Future Proof Cities" and participation in the national innovation initiative Viable Cities "Climate Neutral Cities 2030" and the EU Mission "100 Climate Neutral and Smart Cities".
- FPX-Future Position X, cluster and innovation center that works for growth thru better health and well-being in the smart, sustainable and viable city. FPX contributes with both technology and competence to develop data driven societal solutions.
- Movexum, regional incubator, support the creation of companies from unique business ideas and innovations.

Region Gävleborg – is responsible for regional development and related policies (including the writing of the ERDF programme and the Smart specialisation strategy, where the municipality owned Gävle Innovation Hub is preparing to host the platform for one of the priority areas: "Smart and Sustainable Cities and Communities").

The Gävle local stakeholder group works together to implement the BETTER project and to use the learnings to increase the level, capacity and use of innovation in both private and public organisations and to further develop the cooperation between innovation support system actors.

## 2. Policy context

### POLICY INSTRUMENT – original policy (from application)

Policy type	<input checked="" type="checkbox"/> <i>Investment for Growth and Jobs programme</i>
	<input type="checkbox"/> <i>European Territorial Cooperation programme</i>
	<input type="checkbox"/> <i>Other regional development policy instrument</i>
Policy name	<i>Operational Programme “Investment for Growth and jobs” 2014-2020, NUTS 2, North Central Sweden – European Regional Development Fund programme for North-Central Sweden 2021-2027</i>

The policy addressed by Gävle municipality is the Operational Programme under the “Investment for Growth and Jobs” goal, 2014-2020, NUTS 2, North Central Sweden, which aims to strengthen research, technical development and innovation and identifies low R&D intensity as a weakness and the need for deeper collaboration among innovation system stakeholders in order to contribute to a raised level of innovation.

The 2014-2020 programming period is coming to an end, but the new **European Regional Development Fund programme for North-Central Sweden 2021-2027** (still to be approved) continues to focus on innovation capacity. According to Swedish regulations, cities are formally involved in cooperation with the Swedish Agency for Economic and Regional Growth (the owner of the policy instrument) for the decision making process and this includes work on this new Operational Programme, particularly at local level. The cooperation of the city with the agency acts through the region and Gävle can influence the policy instrument as follows:

- At a political level: it is one of the main stakeholders in dialogue with the agency, giving crucial input at territorial level
- At a technical level: Gävle is the largest municipality and the administrative centre of the region so it actively contributes to preparing the Operational Programme of North Central Sweden.

From the draft European Regional Development Fund programme for North-Central Sweden 2021-2027:

*Specific goal 1: To improve research and innovation capacity and the use of advanced technology. North Central Sweden is in the bottom of the list of Innovation index and has low expenses- and investments level in research and innovation which leads to difficulties to attract national, European and international research- and innovation funding.*

*To make innovation happen that meet social and green needs the innovation capacity is crucial. Small- and medium sized companies and academic institutions need to increase their research and innovation capacity and the innovation support system needs to be strengthened. Investments to make open innovative environments available such as test beds and labs needs to happen.*

The delivery of the Action plan will increase the innovation capacity and strengthen the innovation support system thereby contributing to the policy addressed. The ambition is that the Action Plan delivery will lay the foundation for a joint project application to the European Regional Development Fund programme for North-Central Sweden 2021-2027, scaling up the results - as the programme is still not approved.

Gävle will also work with the MA in the long term, improving the governance of the policy instrument through the experiences acquired by the Action Plan implementation.

### POLICY INSTRUMENT – additional policies affected

	<input type="checkbox"/> <i>Investment for Growth and Jobs programme</i>
Policy type	<input type="checkbox"/> <i>European Territorial Cooperation programme</i>
	<input checked="" type="checkbox"/> <i>Other regional development policy instrument</i>
Policy name	<p><i>- Business Development Programme Gävle municipality (Näringslivsprogram Gävle kommun) 2021-2025 and</i></p> <p><i>- Roadmap for Business development in Gävle municipality (Färdplan för Gävle kommuns näringslivsarbete) 2022-2024</i></p>

The good examples and learnings from the BETTER project has contributed to change in the strategic focus of

- **the municipality's Business Development Programme 2021-2025** (decided by Gävle Municipal Council on the 27th of September 2021) by integrating innovation into one of the four target areas of the programme: **A growing Gävle**, *"For the future Gävle to be competitive an innovative climate is required, where sustainability and internationalization is high on the agenda and new ideas are developed"*. The Business Development Programme, together with the Environmental Strategic Programme and the Social Sustainability Programme, are the three strategic documents that govern Gävle municipality's work. The three programmess interact through all three aspects; economic, environmental and social sustainability and must be considered in everything that is done.
- **the Roadmap for Business development in Gävle municipality** (decided by the Executive Committee of Gävle municipality on the 12<sup>th</sup> of April 2022). The roadmap for Gävle municipality's business work is a three-year document that will provide guidance in priorities of the municipal activities and be a basis for the annual business plans.

The document is divided into two parts. The first part includes an analysis of existing business life in Gävle and its opportunities for development and growth by defining the industries that have special development potential in the municipality. Part two describes the municipal work based on the Business Development Programme's target areas. The BETTER project has contributed to the integration of the focus area **Innovation and transformation**, *"The climate challenges mean that our entire society is facing a revolutionary change. Much of what needs to happen is unknown to us today. But what we do know is that it needs to change. Therefore, the ability to innovate becomes crucial. All actors, including the municipality of Gävle, need to make visible the challenges and the need for change to provide opportunities for innovation. Innovation, climate change and sustainability issues are today crucial competitive factors for the business community."*

Funding for the implementation of the Action plan has been secured through municipal funding (budget of the Business Development Programme). The ambition is to use the results of the Action Plan delivery for a scale up and further development when calls from the European Regional Development Fund for North-Central 2021-2027 open.

#### **Learnings from Good practices selected**

We have learned lessons from all project partners in the BETTER project, but have decided to focus on implementing/testing the following Good practices:

- **DIPS, Digital Innovation in Public Services, Birmingham (UK)**
- **Tartu Smart City, Tartu (ES)**

#### **DIPS, Birmingham:**

- The process of identifying challenges in the municipality, packaging and communication in collaboration with the innovation system as a link to SMEs. Development of new ideas, suggestions for new products / services, to be tested, procured and integrated in the municipality.
- Innovation procurement - Innovation partnership. Concept in EU procurement law, intended for a long-term partnership that enables both development and continuous purchase of new and innovative products and services.
- Open Challenge process. The municipality as a challenge sponsor, making challenges visible without describing a solution. This is to allow any company / organization to make suggestions for potential solutions and not set any barriers.

### **Smart City Tartu:**

- Collaborative and co-creative strategy; “The city as an open innovation platform”. Working together with the private sector, universities, and other municipalities to make innovation happen. The local authority of Tartu has three key roles: Enabler, Steward and Innovator and testbed.

- Challenge- and idea driven innovation, experiences from long term and systematic collaboration with SMEs

To put the Good practices to be implemented in a local context, we have during 2021 made both a qualitative current situation analysis of the Gävle municipal group's internal innovation capacity (based on the Swedish ISO-56,000 series) and a wider analysis of how municipalities and regions in Sweden work with innovation. This has given us a good induction that our ability to innovate is relatively low, but with an ambition to start working more systematically to get an increased ability to innovate.

### **3. Detailed action**

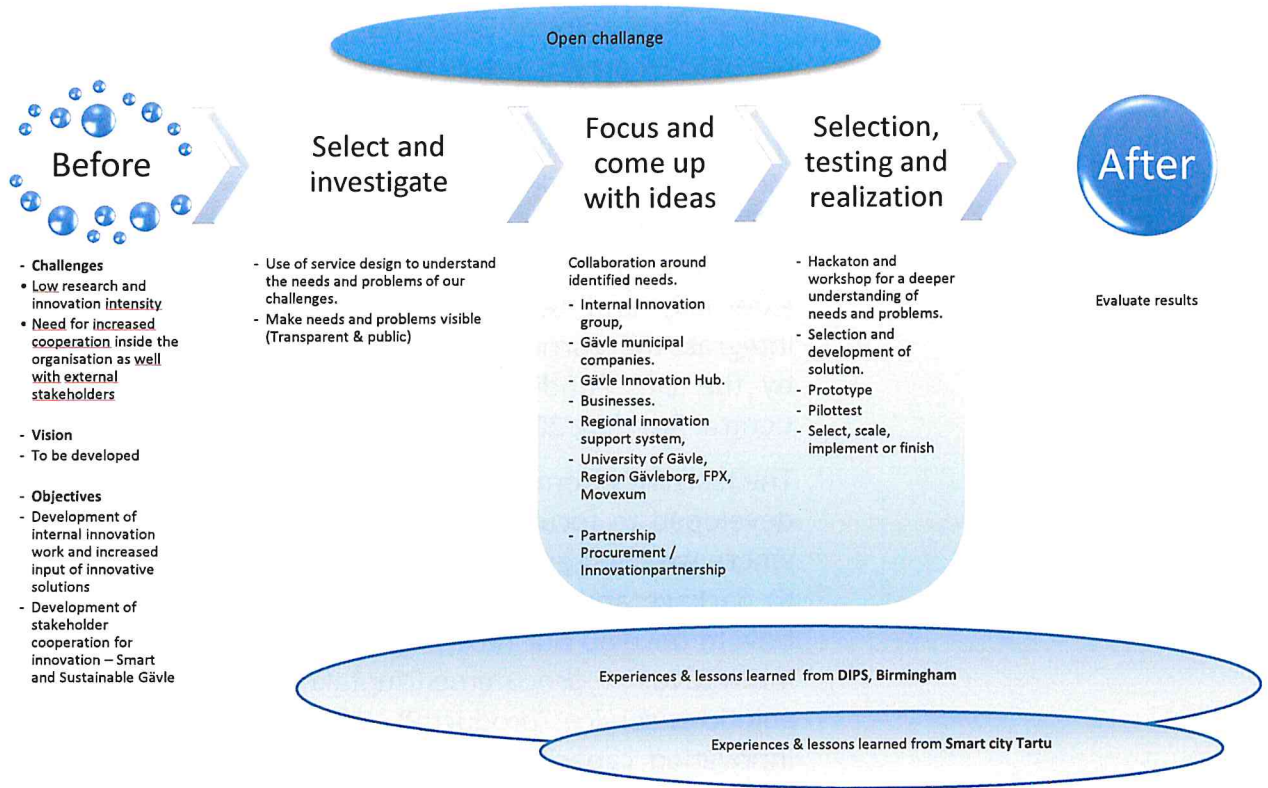
The overall goal for the Gävle Action Plan is to develop a joint innovation process – municipality and stakeholders together (based on the DIPS process from Birmingham and Tartu Smart City) and to test at least one municipal challenge in the process - in order to increase innovation (private and public sector), collaboration and the testing and uptake of new ideas/solutions in the municipality.

Gävle municipality aims to identify a number of challenges (using the DIPS Birmingham method) that we believe require new solutions. Solutions that require new collaborations, new ways of working and new processes. Together with our partners, we want to put the structure and systematics in how we implement innovative solutions (based on the DIPS Birmingham and Tartu Smart City methods), the ambition is to implement at least one challenge in the innovation process (model 1), together with actors in model 2.



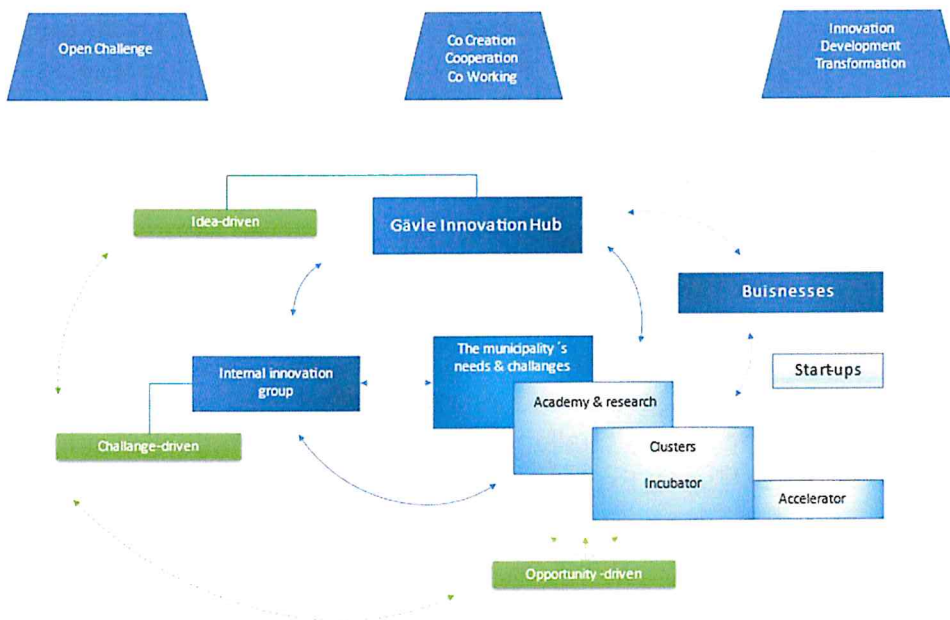
**Model 1: Related activities in an “Innovation process”**

*based on the DIPS model from Birmingham – process to identify and package challenges, support to co-creation of solutions, testing and procurement/implementation of new services/products to the municipality and from Tartu Smart City – the city as an open innovation platform, long term and systematic collaboration*



**Model 2: Cooperative platform; Actors in collaboration in an innovative ecosystem**

*inspired by the experiences and learnings from Tartu Smart City*



## ACTION 1 – Developing a Quadruple Helix-model based Innovation process and increasing the Output of Innovative solutions

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### Background

The starting point of Gävle municipality's participation in the BETTER project was to gain European perspectives and access to new competence and experiences for the transformation in progress. We wanted to connect innovation and digitalisation to increase innovation and efficiency in our services, support Gävle Innovation Hub development as innovation platform – internally and externally and test new and innovative tools and to integrate the learning by applying for a new project funded by the OP "Funding for Investments and Jobs", North Central Sweden, 2014-2020.

The learnings from partner's good practices has with time developed to focus on how to define the city challenges where we need external support in finding solutions (how to package and make them visible in an attractive way?), how to develop our receiving capability (city as a test bed, innovative procurement/uptake of innovative solutions/services/products?) and how to increase innovation capacity and municipal transformation (open up, understanding, having the will and the tools to cooperate/co-create with citizens and companies).

The Thematic event in Tartu and the following online study visits gave us important information and insights on the good practices from Tartu and the importance of collaboration and the city's key roles as Enabler, Steward and Innovator & testbed - that we bring with us in the development of our QH Innovation process.

The online Thematic event and study visits (online and physical) to Birmingham as well as our participation in the preparations of the DIPS project (contributing with feedback from our GPs on Digital renewal and Service design) gave us the insight that the DIPS project (six steps method: 1) Challenge definition, 2) Invitation of solutions (SMEs), 3) Exploration, 4) Business Accelerator to develop the ideas, 5) Prototype phase, 6) Pre-commercialisation) integrated many of the questions we were trying to find answers to – and is therefore an important part of this Action Plan.

Action

### Activity 1.1: Capacity building in innovation leadership & management and innovation procurement

#### Outputs:

- 3x3-hour training about innovation management for 20 persons
- 3x2-hour training about innovation procurement for 15 persons

#### Target groups:

1.1.1 Phase 1 - Managers/Project Managers involved in priority development areas (e.g. municipal strategic programmes), local group stakeholders and MA.

(If time and resources available:

Phase 2 – Managers, Project Managers and business developers in the Governance and Support sector

Phase 3 – Highest strategic management and politicians in Gävle)

1.1.2 Purchase and Procurement Unit in Gävle municipality and Region Gävleborg, Finance department Gävle municipality and other relevant services

### Activity 1.2: Developing a process to identify, prioritize and package municipal challenges, to bring them to businesses and to get their innovative solutions

#### Outputs:

- 2 workshops with 10-15 participants (developing a systematic approach to handling challenges), including the selected topics from the five municipal goals, three strategic programmes (Business Development programme, Environmental strategic programme and Social sustainability programme) and priority development areas/processes (Näringen, Tolvfors, Traffic puzzle...), starting with "Climate Neutral Gävle".
- 3x3-hour workshop series with 10 people to develop a shared vision and set roles/responsibilities between the stakeholders (municipality, Region Gävleborg, University of Gävle, FPX-Future Position X, Movexum).
- Inventory of methods for an innovation process toolbox – a descriptive methodology document

#### Target groups:

1.2.1 Challenge owners in municipal services

1.2.2 Regional stakeholders

1.2.3 Regional stakeholders

	<p><b>Activity 1.3: Testing the developed innovation process with minimum one challenge</b></p> <p>When all the activities are completed or have reached a stage that we see benefit the testing of the innovation process, we will do so with a relevant municipal challenge (most probably from “Climate Neutral Gävle”, as we start with that area). When we test the innovation process, we will learn, make changes and continue to develop the joint innovation process.</p> <p><b>Target groups:</b>  Challenge owners in municipal services  Purchase and Procurement Unit  Regional stakeholders  SMEs</p> <p>Based on the results and learnings we will build a new project to scale and further develop the process, applying for funding from the European Regional Development Fund for North-Central Sweden 2021-2027.</p>
Players involved	Responsible organisation: Gävle municipality Cooperating partners: Region Gävleborg, FPX – Future Position X, University of Gävle and Movexum
Timeframe	1.1 August 2022-January 2023 1.2 October 2022-June 2023 1.3 January-June 2023
Costs (if relevant)	10 000 € + staff cost (municipality and regional stakeholders)
Funding sources	Funding from municipal budget, Business Development Programme. Ambition to apply for additional funding from the European Regional Development Fund for the North-Central Sweden 2021-2027.

Gävle, on the 18<sup>th</sup> of July 2022



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