



Cities and municipalities are responsible for delivering general interest services. However, to an increasing extent the challenges that need to be met in municipal development and municipal management can only be tackled on a cross-sectoral basis: climate change, demographic development, migration, inclusion. To implement sustainable development at the local level, integrated strategies are needed.

## SUSTAINABILITY KNOWS NO SECTORS

### ➔ WHAT ARE THE ACTIVITIES ALL ABOUT?

The municipality of Neumünster's Integrated Urban Development Master Plan is one example of such a strategy. Information is managed systematically and presented transparently in order to support decision-making by administrators and policy-makers.

### ➔ WHAT HAS BEEN DONE SO FAR?

To cut across the sector-based organisation of the municipality, in 2014 Neumünster set up an office for work connected with the master plan. The office is attached to the department for urban planning and urban development. This master plan office is supported by a cross-departmental master plan working group.

### ➔ HOW WAS THIS IMPLEMENTED?

Every one to two months a working group meets that is attended by all departments, including budget planning, statistics and gender equality, the coordination desk for integration and the staff council. The working group compiles information, discusses tasks and reports every three months to the responsible policy-makers and administrators.

### ➔ WHAT ARE THE NEXT STEPS?

The municipality intends to expand its budget reporting system to include a traffic light system that clearly indicates which key measures from the master plan have been completed, which are currently being implemented, which are still being clarified and which have been recommended by the administration. Linking the master plan targets and measures through the budget planning system will enable decision-makers to update plans at any point rather than adhering rigidly to what was originally put down on paper. This will turn the master plan into a dynamic management instrument.



## Neumünster → Schleswig-Holstein



Population:  
**81,000**



Mayor:  
**Dr Olaf Taurus**



## INTEGRATED URBAN DEVELOPMENT IN THE MUNICIPALITY OF NEUMÜNSTER

Cities occupy just two per cent of the Earth's land area, yet more than half the world's population live in urban spaces – and the figure is rising. SDG 11 helps address growing urbanisation, and focuses on sustainable local planning and governance to guarantee the quality of life of the world's population. The criteria for sustainable local development include areas as diverse as clean air, affordable housing, safe traffic routes, inclusion and disaster risk management.

Given the large number of tasks that a municipality has to deal with, individual goals can easily escape the attention of the actors involved. This applies both to local administrators and to political decision-makers. By 2030 the UN aims to increase the number of cities that adopt and implement integrated policies for managing this diverse array of tasks. The municipality of Neumünster is in the process of putting just such a management system in place – its Integrated Urban Development Master Plan.

### TURNING A PLAN INTO REALITY

Every municipality is familiar with the scenario – a plan is devised, discussed, approved, and then at some point disappears into a desk. Something similar also happened to the 'Neumünster Integrated Urban Development Master Plan 2020'. It was developed in 2006 in order to boost the municipality's identity and raise the quality of local housing and life in general. In 2013 the municipal council decided to update the plan, but this time wanted to do things better. 'Our intention was to develop a system that was dynamic and responsive, and that everybody can use at any time', says municipal planning officer Uta Rautenstrauch. The first milestone in establishing sustainable management is a new system of objectives for the master plan which the municipal council approved in November 2016 following a process of intensive consultation and discussion.

Five overarching objectives were defined: maintain and strengthen Neumünster as a regional centre; stabilise the population or increase it to between 80,000 and 90,000; take various sections of the population and their special needs into account; develop unique selling points and a specific profile, and make the town (centre) more attractive.



In Neumünster urban development planning is supported by an Integrated Urban Development Master Plan. (Photo: Stadt Neumünster)

Under this 'roof' the municipality uses the six product lines of the municipal budget as activity areas, ranging from 'central administration', to 'environmental management' to 'central financial flows'. The product lines are allocated product line objectives. The key measures which the municipality approves must be suitable for allocation to this system of objectives. Developing a new website is a key measure for the product line 'central administration', and is allocated to the product line objective 'modernise administration'; developing a new housing estate is allocated to the product line 'environmental management' and the product line objective 'make Neumünster a more attractive place to live'; adjusting local rates of taxation serves the objective 'make fiscal policy sustainable' for the product line 'central financial flows'.

This information will be allocated to the relevant lines in the double-entry budget plan. Since all administrative personnel and policy-makers have access to the system, the municipality's budget and projects will be more transparent. In the future, anyone will be able to look up what the municipality is currently working on. Uta Rautenstrauch is convinced: 'Decision-making will be improved, or will at least be made transparent, when it is based on better information.' And if a year passes and nothing happens with regard to a particular objective, it will be necessary to ask whether that objective should be retained.

### INTERNET ADDRESS

[www.neumuenster.de/cms/index.php](http://www.neumuenster.de/cms/index.php)