

City of Tampere

The operational model and organisation



CITY OF TAMPERE

City's operational model in short

The City of Tampere is a forerunner in developing municipal operational models. Through renewal, we are better able to meet the increasing challenges in our operating environment, such as the changes in service needs and the tightening financial situation.

Tampere adopted the mayoral model in 2007. The role of political leadership is now stronger, and in addition to actual decision-making the preparation of issues is democratically managed.

In Tampere, services are arranged with the needs of the residents in mind, through purchaser-provider co-operation and an organisation which supports the operational model. For services, the key aims are effectiveness, variety and economy. City residents are heard as users of services and during the planning of services.



Tampere Flows City Strategy

Tampere wants to be a [big city of smooth living](#), [responsibly leading development](#). This is the vision of the Tampere City Strategy called “Tampere Flows”, covering the period until 2020.

The starting points for the strategy are:

- Promoting the wellbeing of the residents
- Customer-oriented service development
- Internationality and know-how
- Implementing the principles of sustainable development
- Regional co-operation
- Increasing productivity
- Continuous development of the operational model.

The city strategy guides all city activities. The purchaser’s service strategies complement the city strategy as regards services and their acquisition. In addition, the providers’ production strategies and other documents of the strategic management system complement and carry out the city strategy.



Services using a multiple-provider model

In Tampere, services are produced using a multiple-provider model. This means that external companies and communities provide services alongside the city's own service provision. The city ensures the availability and quality of services for which it is responsible, regardless of the manner in which they are produced.

The operational model used by Tampere separates the service purchaser from the provider. The purchaser evaluates service needs and selects an appropriate means of production for each scenario. The service contract between the purchaser and the provider is the key instrument for steering and co-operation in the purchaser-provider model. The contracts define the contents, scope and price of the services purchased.

New options for service production are sought by utilising the current service markets and creating new ones. At the same time, the city's own service production is developed and its productivity is increased. It is organised in a customer-oriented way, service productisation is developed further and employees' wellbeing at work is promoted.

The residents are a crucial co-operation partner for service planning. Customer feedback is systematically collected and new direct means of participating and influencing are actively developed.

The local "Alvari" workgroups, consisting of residents from a district and representatives from different organisations, participate in service planning by commenting on issues under preparation. The local Alvari's may also suggest that issues important for the residents are introduced into the preparation of the decisions.

Residents may also comment on current issues under preparation using the "Valma" preparation forum available on the Internet. Events for the residents are arranged by the mayor and the city council regularly in different parts of the city.

City's political leadership

In the operational model used in Tampere, the role of political leadership is strong. With the mayoral model, the political aspect guides the preparation of issues, for its part increasing residents' opportunities to influence decision-making.

The city council, elected by the residents every four years, has the primary decisive power in the city. The city council of Tampere has 67 councillors and as many deputy councillors.

The city board, which has 11 members and is appointed by the council, is responsible for city's administration and financial management and executes the decisions of the city council. The city board has two sections: the human resources section and the planning section.

Tampere is the first municipality in Finland to have a politically elected mayor. The mayor is a full-time elected official elected by the city council from among the councillors. He or she is the chair of the city board and the manager of the city.

Four deputy mayors are also elected from among the councillors. They are full-time chairs of the purchasing committees that arrange services for the residents. The deputy mayors outline the preparation of issues for decision-making in the committees, and they are responsible for supervising the interests of their field of activities and maintaining contact with different interest groups.

The mayor and deputy mayors are elected for a four-year term at a time. The city council may dismiss the mayor and deputy mayors with a simple majority of votes.

The members (11) of purchasing committees, elected by the city council, are councillors or deputy councillors. The management of the city's own service production is taken care of by boards of directors with 7 members elected by the council.

A renewing organisation

In the operational model used in Tampere, purchaser activities have been organised into six customer-oriented core processes, supervised by six different purchasing committees. The core processes are:

- Supporting the growth of children and youth
- Promoting the wellbeing of senior citizens
- Promoting health and functional ability
- Promoting culture and quality of life
- Education, competence and economic development services
- City planning and infrastructure

In addition, the Regional Committee for Public Transport was launched in the beginning of the year 2011. It is the authority responsible for the public transport in Tampere central region and it is operated under the city council and the city board of Tampere.

Part of the central administration, the purchasing group prepares the issues for decision-making in the purchasing committees. The purchasing director is responsible for the purchasing group, and the purchasing managers supervise the core processes.

The city's own welfare service production is organised into six production areas. They are supervised by boards of directors elected by the city council and production directors selected by

the boards of directors. Social and health services are produced by the social and primary health care services, institutional care and specialised care. The education and culture services production areas include day care and basic education, upper secondary education and culture and leisure services.

A part of the city's own production is organised through municipal corporations, each with their own board of directors. Increasingly, services important for the residents are also produced by companies and foundations completely or partially owned by the city. City board, mayor and group directors from the central administration are together responsible for the steering and supervision of the subsidiaries.

Central administration includes three groups responsible for the steering and monitoring of the city group: administration and human resources group, economic and urban development group and finance and strategy group. They are managed by group directors, who, together with the mayor, are responsible for making official proposals to the city board. The groups are supported by management of welfare service production and management of business activities which coordinate the steering of city's own production under the supervision of the development managers.

The most important issues related to strategic management are prepared for political decision-making in the executive management group. Alongside the mayor and deputy mayors, the executive management group includes group directors from central administration and other leading officials.

For operative management, the work of the executive management group is complemented by the group director meeting. The mayor's work is supported by the cabinet, which is managed by the cabinet chief.



Mayor



Timo P. Nieminen
(National Coalition Party)

Deputy Mayors



Leena Kostiainen
(National Coalition Party)
Committee for Child and
Youth Services



Irja Tulonen (National Coalition Party)
Committee for Senior Citizens'
Services Committee for Services
Promoting Health and Functional Ability



Timo Hanhilahti (Centre Party)
Committee for City Planning
and Infrastructure Services



Olli-Poika Parviainen (Green Party)
Committee for Education, Competence
and Economic Development Services
Committee for Services Promoting
Culture and Quality of Life

Directors



Kari Kankaala
Economic
and Urban
Development

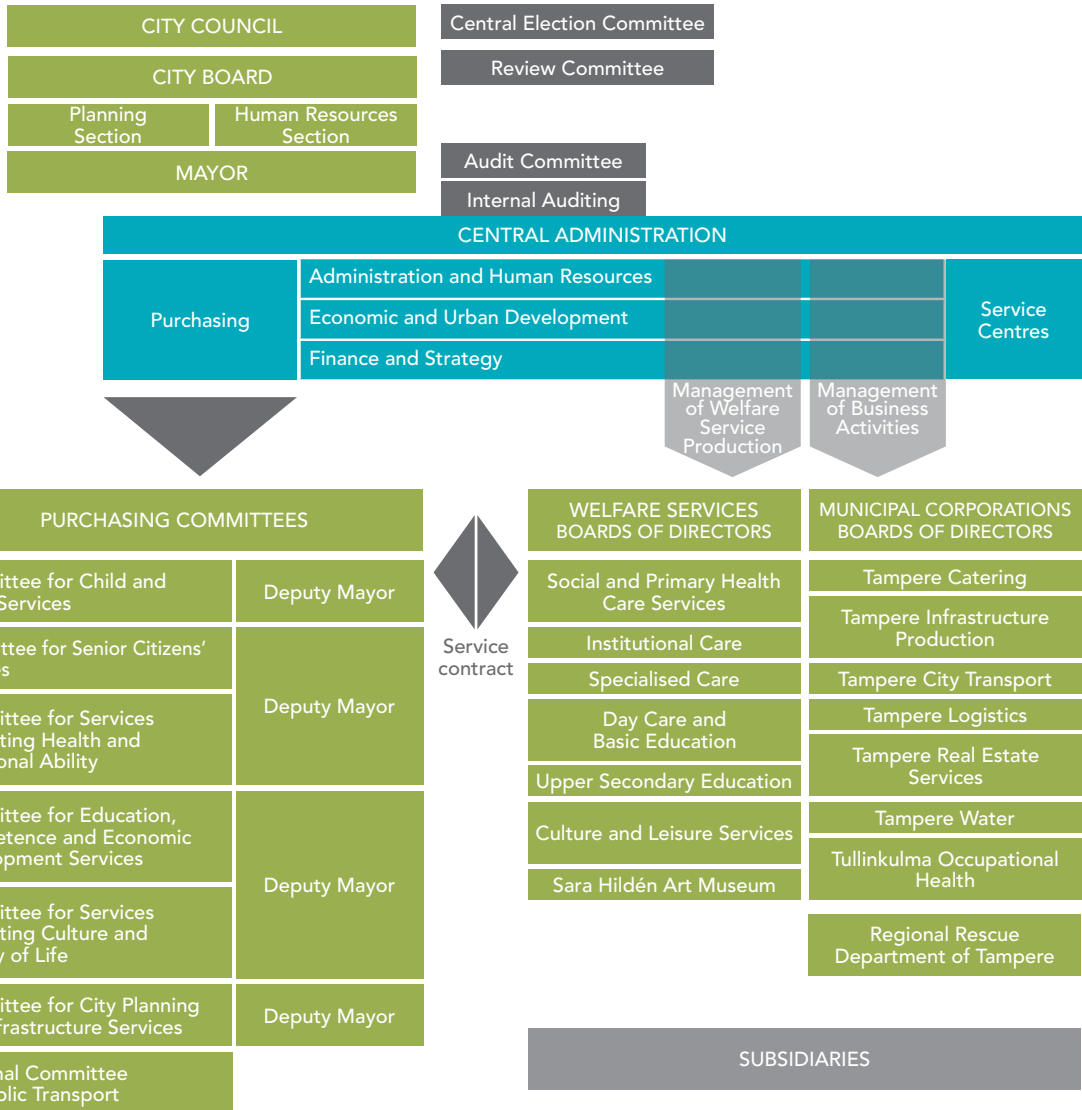


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