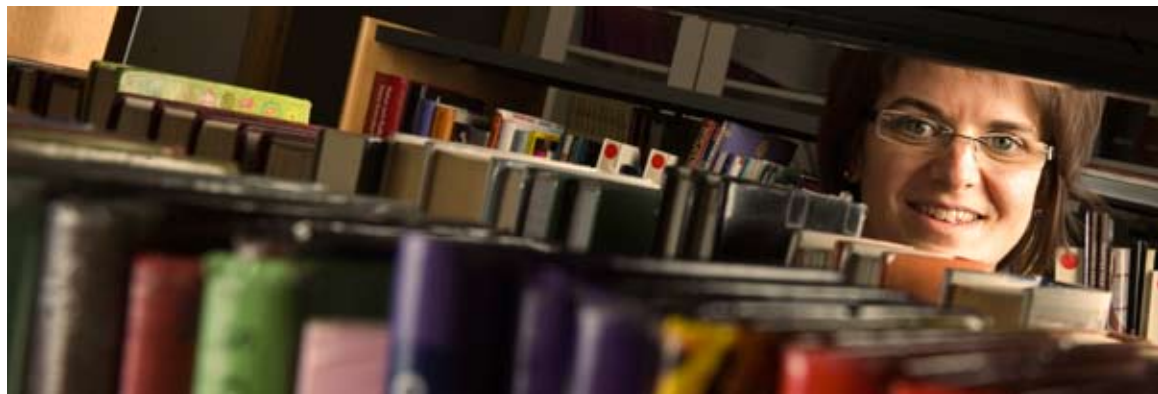


Norrköping's Municipal Organisation



October 2011

An organisation for the community



The Municipality of Norrköping employs over 9 000 staff and is the largest employer in Norrköping. Its activities are wide-ranging. Pre-schools and schools as well as elderly care and the care of people with disabilities comprise the fundamental operations.

The library service, leisure activities, town planning and social welfare also belong to the municipality's areas of responsibility.

The municipality is governed politically

The municipal legislative body is a politically governed organisation elected by proportional representation which decides on the goals, direction and quality of the community services provided.

The organisation consists of elected representatives in different governing bodies as well as public servants working within the municipality's various administrations.

The elected assembly makes decisions

The task of the elected representatives is to decide upon the direction and budget for the municipality's various operations.

In turn, politicians in nine different committees commission the administrative bodies and departments to operate their activities within the budget framework.

The committees also manage the purchasing of services from the private sector should they be seen as favourable. Furthermore, the elected representatives are responsible for following up and evaluating these services to monitor that they fulfil the required criteria.

In the Municipality of Norrköping we carry out about 400 different commissioned assignments.

The public service carries out assignments

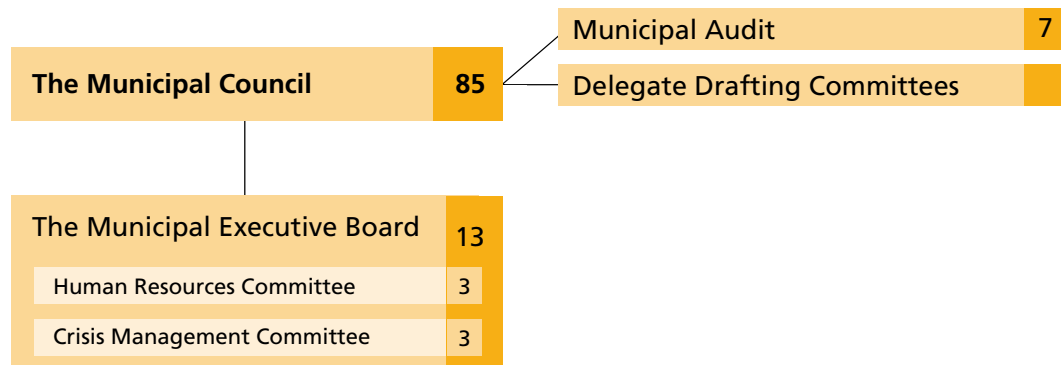
The public service working within the municipal administration and departments have the task of implementing the decisions of the elected representatives. One of the roles of the public servants is to hammer out the basic data to support political decisions.

The municipal services we provide to our residents are run from around 200 units: schools, pre-schools, libraries, residential care and youth recreation centres to mention but a few.

The following pages show an overview of the municipal organisation in Norrköping.



The political organisation



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Olle Vikmång (S)
1st Vice Chair of the Municipal Council
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The political leadership

The municipality's political organisation consists of the Municipal Council and the Municipal Executive Board and committees.

Their tasks include deciding on goals for the municipal operations, determining developmental issues and taking responsibility for the municipality's financial matters.

The Municipal Council

The Municipal Council is the supreme decision-making body, in other words the municipality's local parliament. The council lays down the general principles for municipal activities and decides on issues that involve the goals and direction of municipal operations.

Every year, the Municipal Council decides on a municipal budget and the economic framework for the activities of each committee.

Through ownership directives, the Municipal Council states the parameters for all municipally-owned companies.

Temporary Delegate Drafting Committee

In preparation for a decision or group of decisions to be taken by the Municipal Council, the temporary delegate drafting committees are responsible for drafting the documentation needed.



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Chair of the Community
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**Margareta
Borggren (S)**
Chair of the Board for
Norrköping's Symphony
Orchestra
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Opposition Leader, 2nd
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Opposition Leader
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The Municipal Executive Board

The Municipal Executive Board is the council's leading political administrative body – the municipality's 'government'. It leads and coordinates the planning and monitoring of the municipality's finances, economy and operations. This involves leading the work of drawing up proposals in compliance with the operational and financial objectives and guidelines adopted by the Municipal Council. It is also responsible for ensuring that the day-to-day administration is handled rationally and economically in accordance with the prevailing laws.

The Municipal Executive Board's Human Resources Committee

Through the Human Resources Committee, the Municipal Executive Board acts as a recruitment authority for all municipal personnel except the Municipal Audit Office. The committee is responsible for employer questions, staff policy, negotiations, working environment, equality, and manager recruitment amongst others.

The Municipal Executive Board's Crisis Management Committee

The Municipal Executive Board's tasks as the Crisis Management Committee are performed during extraordinary events in peacetime by the Crisis Management Drafting Committee.

Municipal Commissioners and Opposition Leaders

Municipal Commissioners and Opposition Leaders are either full or part-time politicians. Other elected representatives carry out their political duties alongside standard employment. As well as the chairperson of the Municipal Executive Board, there are four other Municipal Commissioners with different areas of responsibility. Five leaders of the opposition guarantee the political opposition's insight and favourable conditions for a working dialogue. In addition there are numerous political secretaries.

The Symphony Orchestra

Norrköping's Symphony Orchestra (SON), founded in 1912, is one of Sweden's leading orchestras. It occupies a central position in the region's cultural sector and is a prominent representative of the cultural life of Norrköping.

The Electoral Committee

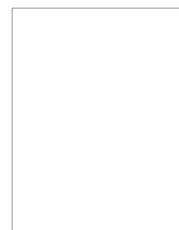
The municipality's work in connection with the elections is led by the Electoral Committee which has the support of public servants in the Office of the Municipal Executive Board.

Chief Guardian

A representative elected as Chief Guardian reviews the custodian's and guardian's administration of their client's assets and decides on issues related to them.

Municipal Audit

The Norrköping Municipal Audit is commissioned by the Municipal Council to audit all municipal undertakings in Norrköping. The elected representative auditors are directly responsible for implementing the decisions made by the Municipal Council and that those responsible have the best interests of the residents of Norrköping at heart. Answering directly to the Municipal Audit is the Municipal Audit Office with the City Auditor as manager.



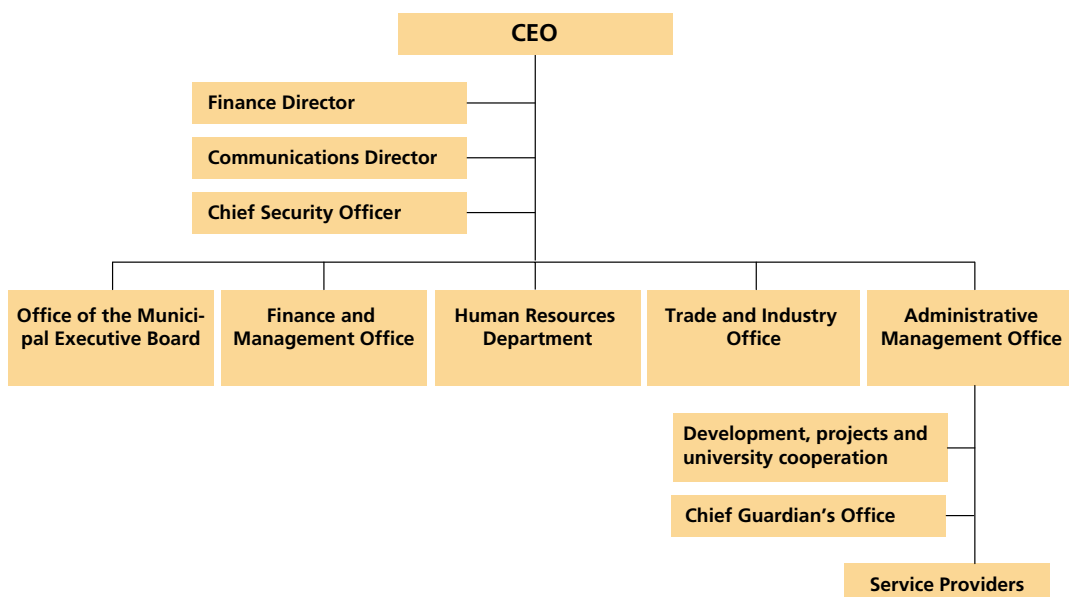
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City Auditor
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Office of the Municipal Executive Board

The political leadership has support from public servants employed in the Office of the Municipal Executive Board led by the CEO.



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Heidi Berger
Communications Director
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Office of the Municipal Executive Board

The Office of the Municipal Executive Board is responsible for managing all issues from the Municipal Council and Executive Board. This involves activities such as drafting cases, taking minutes, cataloguing information, representation and secretary support. There is also expert competence within law and inquiry matters.

The office also works with regional and international issues, the significant features of which are democracy matters.

Finance and Management Office

The Finance and Management Office utilises common municipal resources for its work with finance, quality, IT, strategic environmental issues, strategies for welfare, sustainable development, statistics and media monitoring. This office is also home to the Internal Bank which provides a banking function for the entire municipal group of organisations and companies. The bank invests the Municipality's assets and can provide loans.

Human Resources Department

The Human Resources Department, under the Human Resources Committee, is responsible for personnel issues for the entire municipal organisation and helps the municipal administrations and units with salary matters, negotiations, labour law, equality, working environment, further training and management support.

Trade and Industry Office

The Trade and Industry Office is responsible for different business and enterprise matters. The office's task is to enable established Norrköping companies to continue their growth and to encourage new businesses to set up here. The office also works with rural development and the EU initiative, Leader.

Administrative Management Office

The Administrative Management Office comprises a number of internal service providers: the Information Office, IT Unit, Administrative Services (including consumer and debt clearance, debt recovery and the town hall cafeteria), Food & Nutrition Unit, Municipal Archives, Family Counselling and the Chief Guardian's Office.

The Administrative Management Office also leads and implements comprehensive municipal projects such as New Tools for Health and other EU projects. In addition, other areas include welfare and sustainable development including environmental issues and university cooperation.



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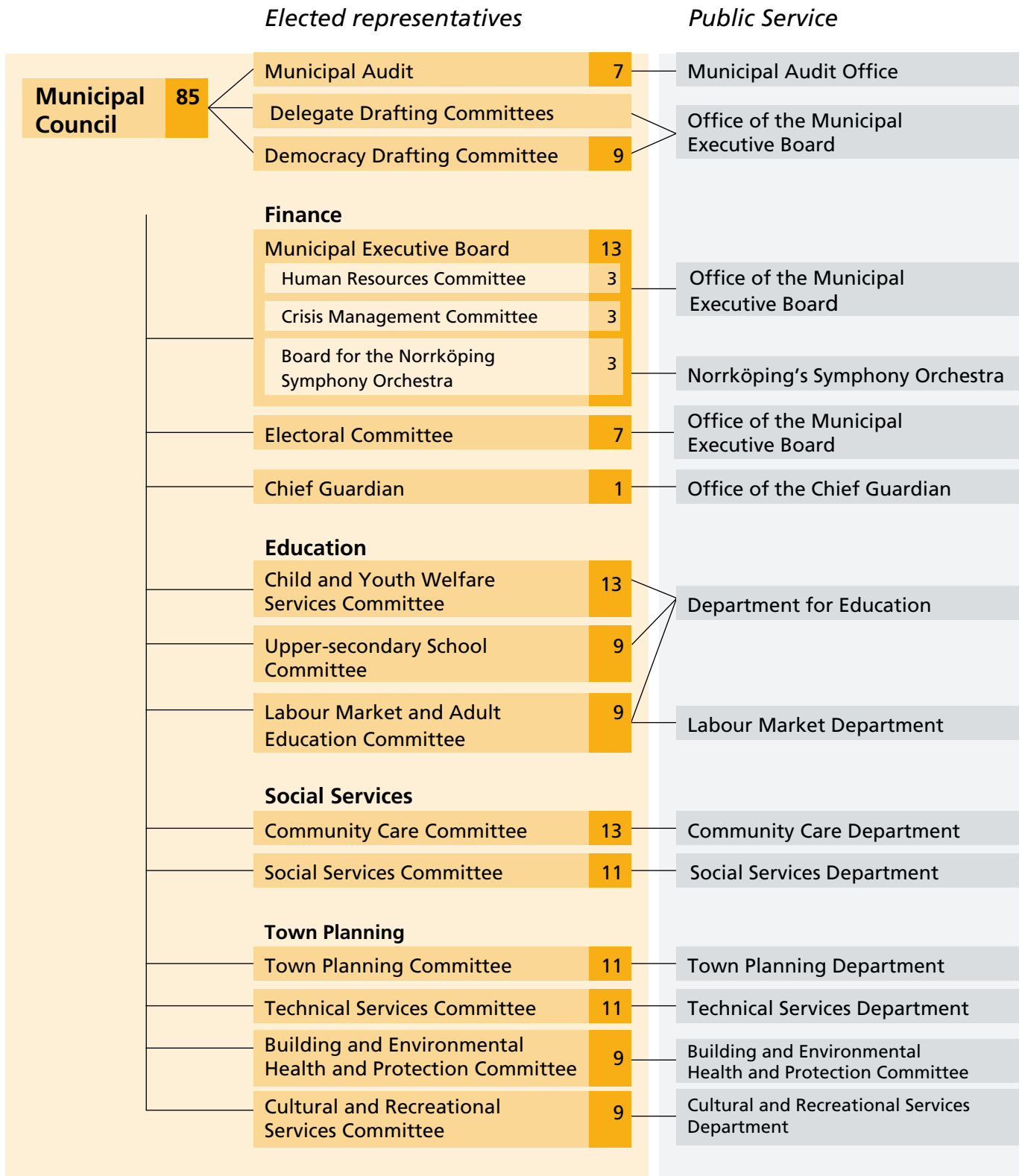


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Chief Administrative Officer
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Norrköping's Municipal Organisation



Committees assign tasks

The diagram overleaf demonstrates how the municipal organisation works. Nine different committees take on the political responsibility for the residents of Norrköping within various areas. The committees in turn, assign tasks and funds to municipal departments or outsource services to the private sector.

The committees are also responsible for monitoring and evaluating the operational and financial objectives.

Although the committees receive support and assistance from the municipal administration, they do not hold employer function nor personnel accountability, since the Municipal Executive Board and its Human Resources Committee fulfil the function of a recruiting authority.

Political coordination

The political committee organisation is clearly divided into different operational areas. In order to facilitate ease of cooperation for closely connected operations, the committees are divided into four areas: finance, education, social welfare and town planning.

In that way, a coordinated responsibility is created for the committee chairpersons who share similar operational areas.

The chairpersons or presiding executives of the related committees meet regularly under the guidance of a municipal commissioner. It is here that common interests are discussed and a course of action decided.

Provision of Services

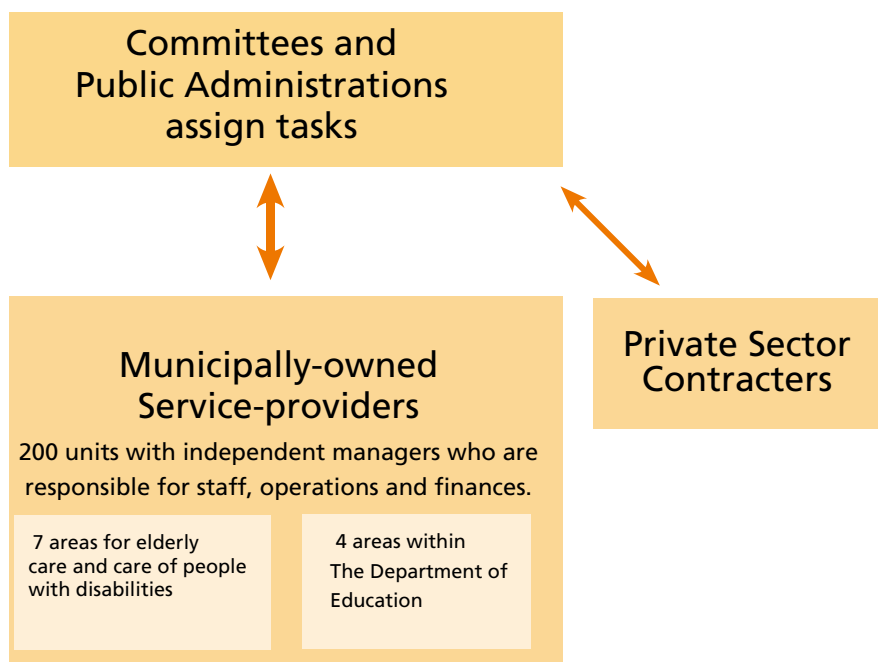
The municipally-run services include child welfare, community care, education and cultural and leisure services.

The political committees decide on the most relevant course of action by assigning projects to the municipal administration or alternatively outsourcing to the private sector.

Municipal services for our residents are provided through around 200 units including schools, pre-schools, libraries, museums, residential care, home-help and youth recreation centres to mention but a few.

These service-providers run their operations independently according to the action plan and economic parameters that have been set out by the committees.

Within the areas of education and community care the municipal departments are organised into local offices which share responsibilities and provide support for their respective departments in economic and personnel issues.



Municipal Council in Norrköping 2010 - 2014



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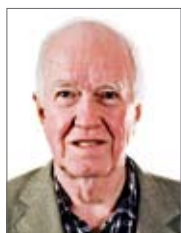
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Seats

Social Democrats (S).....	31
Conservative Party (M)	24
Green Party (MP).....	7
Liberal Party (FP).....	6
Left Party (V).....	5
Centre Party (C)	4
Christian Democrats (KD).....	4
Swedish Democrats (SD)	4
Totalt	85



Olof Johansson (S)
Chair of the Child and Youth Welfare Services Committee
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Child and Youth Welfare Services Committee

The Child and Youth Welfare Services Committee is responsible for all compulsory schooling including education for foreigners and compulsory schooling for children with special needs. School transport however, is the responsibility of the Public Transport Committee.

The Child and Youth Welfare Services Committee is also responsible for pre-schools, school-aged children care, student care and youth leisure centres.

The committee also grants permission for and monitors private pre-schools and leisure-time centres.



Jan Bouvin
Acting Director for the Local Department for Education
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Department for Education

The Department for Education is a joint administration for the different areas within the education system. The Child and Youth Welfare Services Committee, Upper-secondary School Committee and the Labour Market and Adult Education Committee are all responsible for the operations of this department.

The department, led by its director works with the administration of pre-schools, school-aged child care, compulsory schooling, leisure-time centres, youth leisure centres, open leisure-time centres, special schools, upper-secondary schools and adult education.



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Chair of the Upper-secondary School Committee
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The tasks include preparing the basic data to support political decisions, implementing the decisions and carrying out follow-ups and evaluations of the operations.

Child and youth services are divided into four geographical areas. The Child and Youth Services Manager is responsible for the regional managers, who in turn are responsible for the managers of each individual institution (principals, pre-school managers, youth leisure managers).

The upper-secondary school manager oversees the principals of the four municipal upper-secondary schools. The adult education manager leads the principals for the adult education facilities, KomVux.



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Upper-secondary School Committee

The Upper-secondary School Committee is responsible for activities within upper-secondary and upper-secondary special schools as well as for following up these areas.

The Department for Education supplies the committee with the necessary public service support.



Yvonne Thilander
Director for the Labour Market Department
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Labour Market and Adult Education Committee

The Labour Market and Adult Education Committee is responsible for all municipal adult education. The committee includes the Unemployment Committee which leads and organises municipal labour market measures.

The committee's responsibilities also extend to welfare benefits for individuals and families.

The Labour Market and Adult Education Committee receives public service support from two administrations: the Department for Education and the Labour Market Department.

Cultural and Recreational Services Committee

The Cultural and Recreational Services Committee is responsible for activities within the areas of culture and leisure apart from youth leisure centres and the maintenance of playgrounds.

These areas of responsibility comprise libraries and museums; leisure, sport and open-air facilities; benefits to certain associations and the awarding of culture and sports scholarships, amongst other things.

Cultural and Recreational Services Department

The Cultural and Recreational Services Department assists the committee in all issues regarding culture and leisure. The departmental director oversees the work of the various line managers within the culture and leisure units.

Community Care Committee

The Community Care Committee offers support, care and nursing care throughout life's different cycles. This involves offering nursing and residential care facilities for the elderly and for people with disabilities; offering employment opportunities through organised day activities; as well as carer and home-help services.

The committee is also responsible for providing services according to the legislation regarding support and services for certain people with disabilities. This comprises the fulfilment of special needs for people with mental disabilities and payment for medicinal treatment for those who have undergone and completed psychiatric care.

Additionally, the committee responds to requests for financial support from disabled and pensioner organisations amongst others, as well as takes on administrative duties for the municipal pensioners' council and the municipal disabled council.

Community Care Department

The Community Care Department is the public service organ which assists the committee in drafting, implementing, following-up and evaluating organisational decisions.

The department is headed by the Director for Community Care who is assisted by the operational managers in the areas of care for the elderly and care for people with disabilities.

The various units within care for the elderly and care for people with disabilities are managed by area managers who in their turn oversee the unit managers.

Social Services Committee

The Social Services Committee is responsible for individual and family care in the municipality. This comprises social care for children and young people, adult care and care of abusers.

The committee is also a trust board with the task of helping and supporting patients participating in municipal healthcare measures.

Social Services Department

The Social Services Department investigates, assesses and provides the basic data for the committee's decision-making and following-up processes.



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Town Planning Committee

The Town Planning Committee is responsible for all town planning issues including overview and detailed plans, development, housing, geographical information systems and comprehensive traffic planning.

The Town Planning Committee also manages the Municipality's premises, land reserves and other non-managed properties.

Town Planning Department

The Town Planning Department is the committee's drafting and executive public service organ.

The department works with plans, land and development issues, the maintenance of municipal premises and geographical information systems to support town planning.



Hans Revenhorn
Director for the Town
Planning Department
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Public Transport Committee

The Public Transport Committee is responsible for the municipality's entire public transport system.

In addition to the local bus and tram network, the committee is also responsible for transportation services for the elderly and those with disabilities as well as school transport.

The Technical Services Department supports the committee with its work.



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Chair of the Public Transport
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Technical Services Committee

The Technical Services Committee is responsible for Norrköping's streets, roads and parks as well as the running and maintenance of the tramways, port and industrial railway.

The Technical Services Committee is also responsible for all public transport within the municipality. In addition to the local bus and tram network, the committee manages mobility services and school buses as well as the issuing of parking permits for drivers with disabilities.

Technical Services Department

The Technical Services Department is the public service administration which serves the Technical Services Committee. The department includes the unit of Nature and Building and the Parking Office.



Leif Lindberg
Director for the Technical
Services Department
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Building and Environmental Protection Committee

The Building and Environmental Protection Committee is responsible for building issues and planning permission amongst other errands according to the Planning and Building Act. The committee also leads local authority activities within the area of environmental and public health protection and is responsible for municipal surveying operations.

The Building and Environmental Protection Committee receives support from the Building and Environmental Department which is responsible for operations management.



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Chair of the Building and Environmental Protection Committee
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Building and Environmental Department

The Building and Environmental Department is the process and executive public service administration for the Building and Environmental Protection Committee.

The department is divided into five units with a joint administration:

- **Property modifications**

Handles applications for financial support when a property needs to be modified.

- **Planning permissions**

Handles applications for planning permission as well as energy and climate advice.

- **Environmental health protection**

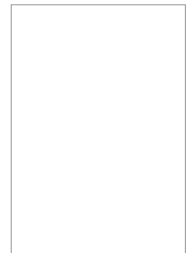
Handles matters which are regulated by the Environmental Act and the Communicable Diseases Act amongst other legislation.

- **Food**

Handles matters which are regulated by the Swedish Food Act and Directions from the National Food Administration concerning Drinking Water

- **Surveying unit**

The surveying unit is a property development agency for the entire municipality.



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Joint operations with the Municipality of Linköping

The municipalities of Norrköping and Linköping have jointly created two municipal alliances which in response to municipal mandates are responsible for specific operations.

Municipal alliance of emergency and rescue services Östra Götaland

The alliance is responsible for all emergency and rescue services in both municipalities.

Municipal alliance of Sweden's fourth largest metropolitan area

The alliance is responsible for salary administration and procurement services through Lönecenter and Upphandlingscenter.

Norrköping Municipality's Group

Norrköping Municipality's Group comprises the politically governed operations and a number of companies and foundations which the Municipality of Norrköping wholly or partially owns and has responsibility of ownership for.

The group is headed by the parent company Norrköping Rådhus Ltd.



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Rita Lundin Eklund (S)
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The Municipality of Norrköping

Norrköping Rådhus AB

Hyresbostäder i Norrköping AB

- Studentbo i Norrköping AB (100 %)
- Hyresbostädershus i Norrköping AB (100 %)
- Fastighets AB Strömsholmen i Norrköping (100 %)
- Boteknik i Norrköping AB (100 %)

Norrköpings Hamn och Stuveri AB

- Europa Transport i Norrköping AB (45 %)

Eventfastigheter i Norrköping AB

Etablering Norrköping AB

- Fastighets AB Händelö (100 %)
- Fastighets AB Herstadberg (100 %)
- Blåmart Fastighetsutveckling AB (50 %)

Norrköping Vatten AB

Upplev Norrköping AB

- Louis De Geer Konsert & Kongress i Norrköping AB (100 %)

Norrköping Airport AB

Norrköping Spårvägar AB

Norrköping Visualisering AB

Fastighets AB Butangia

Contact Details

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OFFICE OF THE MUNICIPAL EXECUTIVE BOARD

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Chief Guardian's Office

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MUNICIPAL COMPANIES

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Municipality of Norrköping.

For you. For everyone. For the good life.

In the municipality of Norrköping everyone has a right to equality, participation and a share of the welfare. Our vision is about the good life, and our mission is to create, develop an supply service for the well-being of citizens and enterprises in our region.

We are well situated for the future. Our population is growing and we have potential that is only limited by ourselves. Daring to re-think and think "outside the box" is an important part of our job. Along with 9 000 committed employees, this creates prerequisites for a good life in our community, and the groundwork for a new, exciting Norrköping. A creative meeting place for people and possibilities.

Read more about our organisation and our mission at www.norrkoping.se

MUNICIPALITY OF NORRKÖPING

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NORRKÖPING