

Administration report

Structure/reading instructions

The report is divided into the following sections:

- Administration report with:
 - description of control model and quality work
 - Good Economic Housekeeping
 - the Municipality of Piteå Group
- Committee/company comments

The Administration Report and the committee reports are arranged as follows

1. The year's events

- Central events during the year
- Reporting of assignments on the basis of decisions given in the previous Annual Report, guidelines and interim reports

2. Results in the form of key ratios/indicators under the following headings

Strategic areas

- Children and young people – our future
- Education and training, work, business and industry
- Democracy and openness
- Living environment

Prerequisites

- Personnel
- Economy

The results are reported through a number of indicators in the form of key ratios. In order to strengthen the analysis, comparative figures are reported with those from other municipalities which are structurally similar, if there are official statistics for them. Otherwise, comparisons are made with other smaller networks or with the country as a whole. For each key ratio, the latest available result is given.

3. Degree of goal fulfilment

The perception of the Municipality of Piteå is that rapid social development and comparison with others has created a need for “moving goals”. Joint templates and methods of working with goal assessment create good dialogue between politicians and civil servants. Dialogue concerning the quality of operations constitutes the basis of goal assessment, operational development and citizen dialogue. The degree of goal fulfilment is assessed in accordance with the following scale:

- 1 Goal not achieved
- 2 Goal achieved fairly well
- 3 Goal achieved substantially
- 4 Goal achieved completely

In goal fulfilment, an arrow is used if the forecast is higher ↗ unchanged → or lower ↘ compared with the 2007 Annual Report.

4. Analysis

Analysis is made on the basis of established goals in order to avoid individual key ratios having excessive importance. The basis of the analysis is based on reported results and dialogue concerning goal fulfilment. If the reported result is not sufficient, the analysis is reinforced with other values.

The role of the key ratio is to support a qualitative assessment, but it can never constitute the only basis for assessment of goal fulfilment. Comparisons with other municipalities give good opportunities of relating results. The analysis shall be about the goal as a whole, or the strategic area, and not about details.

The Annual Report presents the following sections as a basis for the analysis:

- Result in the form of key ratios and/or surveys
- Measures, planned and/or implemented with the objective of improving goal fulfilment
- Input in VEP 2009-2011

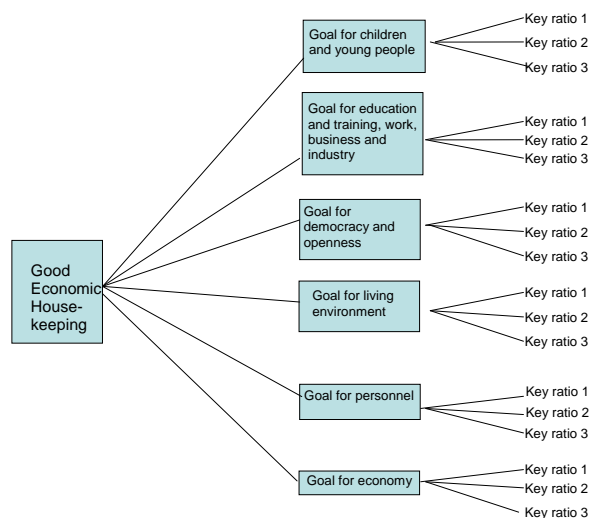
5. Measures

- Measures on the basis of the year's results, and possibly measures decided upon earlier which as yet have not been implemented.

6. Assessment of Good Economic Housekeeping in the Municipality of Piteå

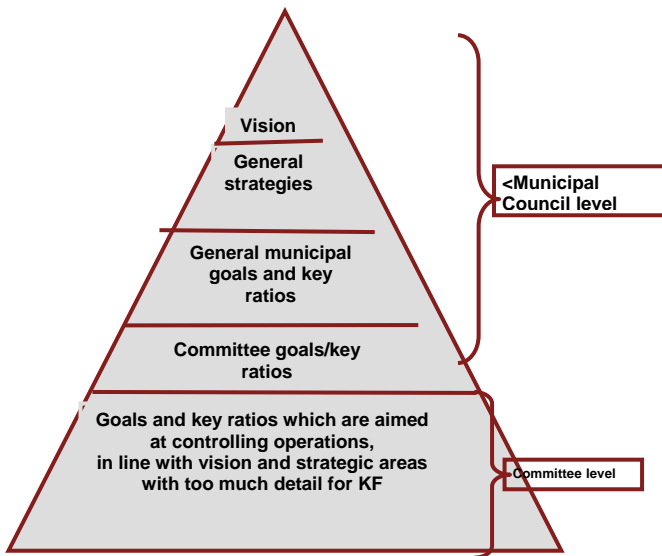
In the Municipality of Piteå, Good Economic Housekeeping is assessed through a collective assessment of goal fulfilment within the four strategic areas and personnel and economy.

The diagram below shows how the analysis is constructed on the basis of key ratios connected to goals. Goals are connected to each strategic area and final analysis and assessment of Good Economic housekeeping.



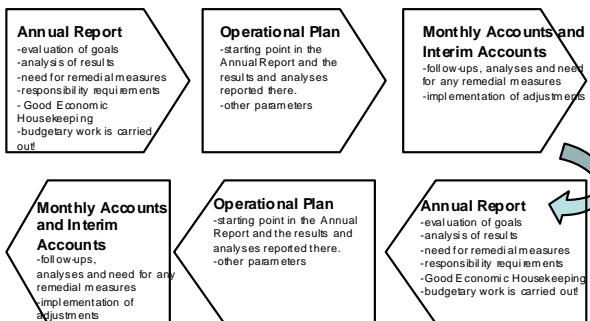
Administration report

The Municipality of Piteå's control model



The above structure describes how the vision, goals and key ratios are broken down from Municipal Council to each respective committee/board. The Municipal Council maintains control through operational plans and other controlling documents.

Quality chain

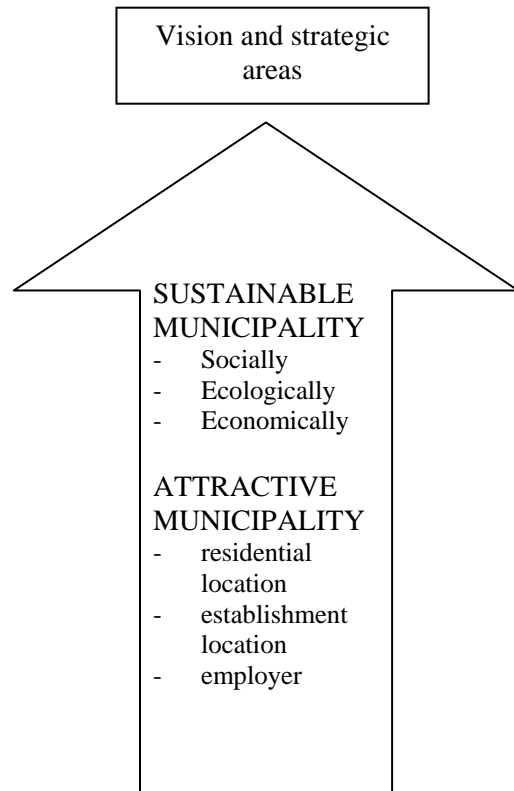


The diagram above shows the sequences of the municipality's quality chain in order to tie together economic and operational results. One process that functions well, in which monthly and interim accounts signal possible imbalances and/or changes. The final result is reported in the Annual Report. With the Annual Report as a basis, the Municipal Council decides on discharge from liability and Good Economic Housekeeping.

Results and analyses in the Annual Report constitute a basis, together with an analysis of the surrounding world, for guidelines prior to the budget work for the next year. In the operational plan and yearly budget, goals are set for the four strategic areas and prerequisites through personnel and economy.

Analysis of the surrounding world

Analysis of the surrounding world and strategic decisions made during the year have shown that there are general areas which are especially important for the coming years for the Municipality of Piteå to have a positive basis for development.



Vision

“Piteå – makes you feel like home.”

Strategic areas;

Children and young people

“Children and young people shall be given the opportunity of a good start in life. We shall actively promote the participation, involvement and creativity of children and young people ”



Education and training, work and

“Through investment in education, training and business and industry, to create growth, which is of decisive importance for the development of the municipality ”



Democracy and openness

“Piteå shall be characterised by openness, involvement and participation. We work for an open climate through observing the world around us and making our impression on it”



Living environment

“Piteå shall offer secure, active living environment with care and the possibility of development in all stages of life. Here it shall be positive to reside, work and LIVE”



Prerequisites are given for

- Personnel
- Economy

The year's events

Children and young people

- The citizen dialogue for and with young people has been worked into the annual process and contains four

parts concerning Young People in Piteå– their opinions – projects – questions – scrutiny.

- Training of personnel in parental support methods
- Campaign to stop the peddling of alcohol during the May Day holiday.
- Participation in “Drug-free Exit” in connection with PDOL
- The Municipal Council has decided to receive unaccompanied children and strategies for implementation

Education and training, work and business and industry

- Dialogue on the business and industry climate, with representatives of business and industry in the municipality and the Confederation of Swedish Enterprise
- Decisions in KF (the Swedish Association of Local Authorities and Regions) on Energy as a new growth area
- Marketing information has been produced presenting the extent of the municipality, with some 200 different professions
- Plan programme for wind power has been set

Democracy and openness

- The municipality's control system has been evaluated through the “Municipal Compass”
- Work for incorporating the municipal companies in the municipal control system has commenced
- Decision to apply for “Annual quality municipality 2009”
- Develop result-reporting on the municipal website

Living environment

- The Municipal Council has appropriated a three-year allocation for the municipality's participation in Sustainable Municipality, and decided to apply to gain a diploma as a Fair Trade City.
- The “Sustainable Municipality” organisation has been established
- Seminars on “Sustainable Municipality” and attractive municipality have been held
- Leasing car agreements progressively for cars which are 100% environmental
- The Municipal Council decided to form Norrbotniabanan AB [the Norrbotnia railway company]
- Parking survey for the centre of Piteå implemented
- The Municipal Council decided on an accessibility programme for central Piteå
- The Municipal Council has decided that as regards representation which includes alcoholic drink, to appropriate an equivalent amount for preventative work.

Personnel

- New personnel policy guidelines adopted

Administration report

- New guidelines for equality 2009-2012 have been adopted
- Leadership policy with the key words “Dare, Flare, Ability” adopted and established in managerial forum
- Work evaluation and mapping out of pay implemented
- Proposals for new recruitment guidelines
- Guidelines for alcohol and drugs produced
- Conclusion of PiteSund with the show Stormen and dinner at Piteå havsbad for all employees.

Economy

- The Municipal Council has adopted a new purchasing policy which, among other things, accentuates environmental aspects with the aim of supporting developments which are economically, socially and ecologically sustainable in the long term.

Reporting of assignments as decided upon in connection with the previous interim reports, Annual Report and present Vep, not reported under the year’s events

Improvement areas in the 2007 Annual Report

- **Preventative measures against drugs**
Drug coordination service transferred to municipal management for coordination with public health work.
- **The opportunities/prerequisites of citizens for influence and participation**
Decisions by Citizens’ Panel. Conference implemented for administration managers.
- **Management and control of general municipal information activities**
Evaluation implemented partly kommunkompassen [Municipal Compass] and by staff units.
- **Within comprehensive schools, where results achieved do not equate with the quantity of resources applied**
New results show that comprehensive schools have good values according to the 2007 school index, and are at the national average in merit value for 2008.
- **Within individual and family care in which investigation times do not equate with legally set times and the placing emphasis does not conform with that which the committee established**
Evaluation implemented and measures taken, which have had positive effects on investigation times, number of placings and the cost of them.
- **Within care for the elderly, service offerings in this activity are lower in relation to other municipalities in respect of choice of meals, time outside and activities**
A second report within the Måttbandet (the “Tape Measure”) has been worked out and some improvement in respect of time outside and activities demonstrated. User questionnaires have been filled in and show good results.

- **Public transport, frequency of trips**
Public transport has increased during the holidays, and the City Line has been made permanent.
- **Standard of the municipality’s streets and roads**

Assignment in guidelines prior to VEP 2009-2011

has been reported back in the committee’s reply on guidelines.

Assignments in VEP 2009, as below, will be reported back in connection with preparation for final accounts 2008 and in the 2010 budget work.





Results

Strategic areas

❖ Children and young people - our future

“Children and young people shall be given the opportunity of a good start in life. We shall actively promote the participation, involvement and creativity of children and young people.”

Goals and goal fulfilment

- Children and young people shall be given the opportunity of influencing matters which affect them. 
- The use by children and young people of tobacco, alcohol and narcotics shall be minimised. 
- All children and young people in Piteå shall have such support that they can be cared for in their upbringing, reside and live with their families. 
- All children and young people shall have the support they need in the group/class to which they belong. 

Young peoples’ influence on social matters	2008*		2006**	
	Boys	Girls	Boys	Girls
Proportion (%) who have actively attempted to influence *	14.1	18.3	28.5	34.5
Proportion who experience that their attempts to influence have produced results	-	-	36.4	40.3

*2008 refers to the last 12 months ** 2006 refers to the last 24 months

Alcohol, narcotics and tobacco	2008		2006		Nationally 2007	
	Boy	Girls	Boys	Girls	Boys	Girls
Never smoked, %	58		56			
Year 7	80	85	81	81		
Year 9	54	55	58	49	44	44

Administration report

Year 2	38	35	39	29	32	29
Those who have never drunk alcohol (%)	41		36			
Year 7	68	73	68	66		
Year 9	35	33	40	25	32	29
Year 2	19	17	11	6	12	12
Those who have never used narcotics (%)*	92	93	90	93		
Year 7	98		94			
Year 9	92		91		91	94
Year 2	88		88		83	85

*Year 2006, were only asked in respect of use of hash.

Age of first use (type value) for Year 2 upper secondary school	2008		2006	Nationally 2007	
	Boys	Girls		Boys	Girls

Began to smoke	16	14	14		
Felt tipsy	15	15	15	15	15
Tried narcotics	11	16	16		

Information on the country as a whole comes from the national survey which was carried out by the Central Association for Alcohol and Narcotics Information (CAN) 2007.

Allocation of input decided upon in the school remedial programme	Jan-Jun 2008	Jan-Jun 2007
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Percentage % in which cooperation is made with social services	43	28
Percentage % in which cooperation is made via the Resource Centre	51	48
Percentage % in which the school's assessment is that cooperation with social services may be relevant	4	17

Allocation of type of case which originated from the school	Jan-Jun 2008	Jan-Jun 2007
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Percentage % (and number) reported	38 (30)	46 (31)
Percentage % (and number) which constituted advice/support in individual matters	55 (44)	26 (18)




Allocation of Resource Centre's total cases	Jan-Jun 2008	Jan-Jun 2007
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Percentage % (and number) which constituted service	51 (205)	56 (204)
Percentage % (and number) which constituted action by an authority	49 (196)	44 (163)
Percentage % (and number) which were a decision to commence an investigation	18 (72)	12 (44)

❖ Education and training, work, and business and industry - are the basis of all welfare

"Through investment in education, training and business and industry, to create growth, which is of decisive importance for the development of the municipality."

Goals and goal fulfilment

- By 2009, Piteå shall have 41 300 inhabitants. 
- By 2009, Piteå shall have 850 more jobs compared with 2003. 
- To improve the education and training of the residents of Piteå through life-long learning. 

Population	Nov 2008	Dec 2007	Dec-08 Nationally
Number of inhabitants.	40 906	40 961	+xx%
Sub-goal, 41 150 inhabitants 2008	inhabitants		
Work - business and industry	Full year 2008	Full year 2007	Comparison
Unemployed persons (not in job training) age 16-64, %. Sub-goal: maximum 4%	Tot 4.1 Men 4.9 Women 3.4	Tot 3.4 Men 3.8 Women 2.9	Nationally 3.2 Men 3.6 Women 2.7
Ranking in business and industry Swedish business and industry	160th		
Number jobs in the municipality. Sub-goal +150	+313 +1.8%	+418 +418	Nationally +2.6%
Citizens' satisfaction with job opportunities*	47%	47%	
* Questions in Statistics Sweden's citizen survey. Survey carried out in 89 municipalities during the spring and autumn of 2007.			
Educational level	2008	2007	Comparison 2008
Those in further education within three years after leaving upper secondary school, %	40	38	<u>Nationally</u> 2008 41 2007 42
Goal: nationally +/- 5 percent			
20-64 year-olds with post-upper secondary school education, %.	<u>2007</u> Tot. 30 Men 24 Women 35	<u>2006</u> Tot. 29 Men 24 Women 34	<u>2007</u> Nationally 35 Men 31 Women 39
Citizens' satisfaction with educational and training opportunities*	<u>2007</u> 56%		<u>2007</u> 56%
* Question in Statistics Sweden's citizen survey			

❖ Democracy and openness

"Piteå shall be characterised by openness, involvement and participation. We work for an open climate through observing the world around us and making our impression on it"

Administration report

Goals and goal fulfilment

Piteå residents shall feel that it is satisfying to become involved and that they can influence the development of the municipality.

3

Piteå residents shall experience sufficiently high accessibility and good reception that they have cause to speak well of the municipality's service.

2

Influence*	2007	Comparison
Satisfaction with being able to speak to politicians and executive civil servants	51%	49%
Information and openness	56%	53%
Influence	41%	39%
Confidence	50%	45%

* Statistics Sweden's citizen survey

Accessibility and reception*	2007	Comparison
Easy to make contact	6.5 of 10	6.1 of 10
Reception in contact	7.0 of 10	6.7 of 10

* Statistics Sweden's citizen survey

Replies to simple questions	Dec 2008	2007	Comparison network
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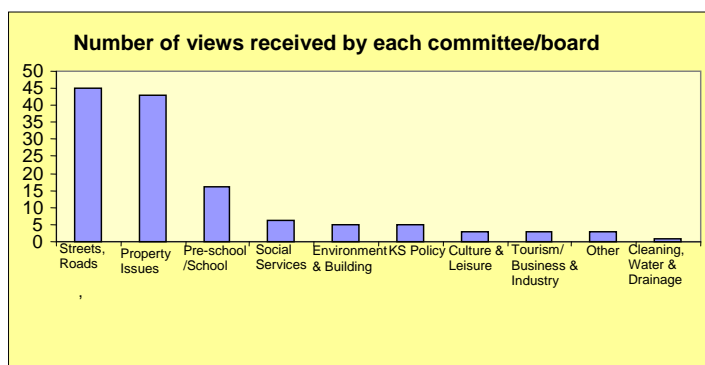
Replies to simple questions by

- Telephone (JSM)	71%	73%	61%
- E-mail	80%	57%	74%
- Hits on the web	69%	66%	55%

Reply frequency customer service	62%	77%
Replies within 15 seconds	70%	74%

Number of services on the municipality's website	16 *	18
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* The reduction is due to changes in definition



Living environment

"Piteå shall offer secure, active living environment with care and the possibility of development in all stages of life. Here it shall be positive to reside, work and LIVE"

Goals and goal fulfilment

- Piteå shall be secure and accessible for everyone.

3

- Piteå shall offer attractive, varied residential environments.

2

- Piteå shall develop good infrastructure and good communications.

3

- Piteå shall be a socially and ecologically sustainable municipality.

2

Security and Accommodation*	2007	Comparison
Security index	59%	53%
Able to find accommodation which equates with one's needs and desires.	57%	52%
Residing and living in the Municipality of Piteå	71%	64%

* Statistics Sweden's citizen survey

Infrastructure*	2007	Comparison
Maintenance and care of roads and streets?	46%	50%
Maintenance and care of cycle and pedestrian routes	58%	54%
The municipality's public transport?	47%	49%

Environmental work*	2007	Comparison
Environmental work - recycling	61%	63%
Cleaning (streets, parks, refuse collection)	66%	64%

* Statistics Sweden's citizen survey

Key ratios/measure	2007	2006	Comparison
Environmental vehicles as a percentage of the municipality's leasing cars, %	7.5	1	<u>2007</u> Similar municipalities 42
Environmental vehicles of the municipality's total number of cars	6		<u>Networks</u> 29
CO-2 emissions in Piteå, kg per inhabitant, inc. industry	<u>2006</u> 6 182	<u>2005</u> 7 005	<u>2006</u> Nationally 5 653
CO-2 emissions in Piteå, kg per inhabitant, excl. industry	<u>2006</u> 3 251	<u>2005</u> 3 803	<u>2006</u> Nationally 2 807
CO-2 emissions from municipal group, tonnes	1632	<u>2006</u> 1891	

Personnel

Goals and goal fulfilment

- To work actively to be an attractive employer and create healthy work places

4

- Not later than 2008, all employment shall be based on full-time jobs with the opportunity of working part-time

3

Administration report

- An equal workplace where the abilities, resources and experience of women and men are made use of.

3

6, Days off sick 30-49	7.0	8.3	9.2	6.5	6.0
7, Days off sick 50 or older	9.1	11.4	12.4	10.1	8.4

*Compulsory reporting of sickness absenteeism 12-months follow-up

Personnel key ratios	2008	2007	2007
Sick days Goal 2008: >20 days	19.7 women 21.9 men 11.1	22.6	Kiruna 23.7
Days off sick, % Goal 2008: < 8.5%	7.9 women 9.0 men 3.8	9.6	Kiruna 7.1 Luleå 8.2
No days off sick, % (0 sick days) Goal 2008: >41%	40 women 36 men 57	39	Kiruna 40 Luleå 37
Non-sickness, % (0 -7 sick days) Goal 2008: >68%	69	67	Kiruna 71 Luleå 63
No. of hours worked on an hourly-employment basis. Goal 2008: <440 000 hrs	488 802 annual employees 247	516 789 annual employees 261	Kiruna 356 543
Full-time jobs, % Goal 2008: 100%	81 women 79 men 91	80	Kiruna 88 Luleå 74
Women's pay in relation to men's pay, %	91.3	90.5	Not comparable

No. of monthly paid employees	No. 2008	Women %	Men %	Av. Age
Municipal exec. board, of which				
Finance office	42	40	60	46.7
Municipal mgt. office	72	74	26	49.2
Technical matters and service, of which				
Property and service office	394	73	27	49.8
Technical and roads dept.	60	20	80	47.5
Children and education	1 513	81	19	46.5
Culture Leisure	97	57	43	47.9
Environment and building office	27	52	48	47.5
Labour market & adult ed.	69	59	41	45.0
Rescue services	39	5	95	44.4
Social services	1 396	90	10	46.4
Total	3 709	80	20	46.9

Economy

Goals and goal fulfilment

- The municipality's financial position shall be sustainable in the long term → 4
- Piteå Kommunföretag AB shall manage the municipal companies' economic commitments within the framework of the Piteåföretag AB group. → 4

Key ratios/measure	Full year 2008	Full year 2007	Comparison 2007*
The net cost proportion of tax income and general state grants, %.	95.5	93.9	Nationally 93.9 Comp. mcpls. 92.3
Goal 2010: 91% Sub-goal 2008: 92.5%			
The proportion of tax income and general state grants in the result**	2.1	2.6	Nationally 3.2 Comp. mcpls. 3.3
Liquidity; Payment preparedness, no. of days. Goal: at least 30 days	78 days	69 days	
Fincl. strength; There are no loans	No loans	No loans	<u>SEK per inh.</u> Nationally 11 245 Comp. mcpls. 7 123
Committees'/board's results. Balance between finance and operations.	MSEK-3.9	MSEK +17.8	
Confidence in agreements in the municipality Goal 95%	92%	91%	
External capital mgt. Goal 2% in real terms	-3.2%	-1.6%	
Contribution from the Municipality of Piteå to municipal companies	SEK 0	SEK 0	

*Information from Statistics Sweden's financial summary
**Result after extraordinary items

Key ratios days off sick in %*	Pit Mu. 2008	Pit Mu. 2007	Pit Mu. 2006	Luleå 2007	Kiruna 2007
1, Total days off sick	7.9	9.6	10.5	8.2	7.1
2, Days off sick >59 days	75.9	76.8	77.9	63.3	62.4
3, Days off sick Women	9.0	11.1	11.9	9.2	7.8
4, Days off sick Men	3.8	4.6	5.4	5.0	4.0
5, Days off sick 29 or younger	4.2	4.4	4.7	5.8	5.0

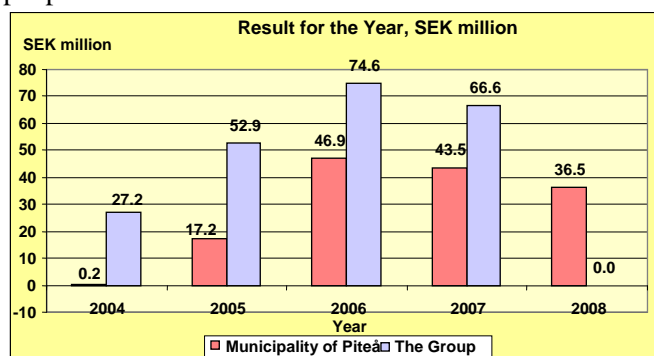
Administration report

Result committees/board, TSEK	2008	2007
Municipal Council	-85	126
Municipal exec. board, of which	4 076	9 718
- <i>Municipal management office</i>	825	4 946
- <i>Finance office</i>	184	1 942
- <i>KS jointly</i>	3 067	2 830
Children and education committee	-920	365
Cultural and leisure committee	341	1 190
Environment and building committee	1 043	1 779
Committee for labour market issues and adult education	28	1 772
Rescue and emergencies committee	165	86
Social committee	-8 874	-4 302
Technical and service committee, of which	347	7 077
- <i>Property and service office</i>	2 695	2 373
- <i>Technical and roads department</i>	-2 348	4 704
Committee of chief guardians	-66	-26
Total	-3 945	17 785

Analysis

Economy and financial analysis

The municipality reported a result of SEK +36.5 million for 2008, this is about SEK 6 million less than the budgeted result, but on a level with the goals which were set for the coming plan period. In the results, the effect of the deterioration of the economic climate on tax income is evident, as it is about SEK 3.2 million less than assumed in the budget. This is partly counteracted by lower depreciation costs and social expenses for young people.



The result level is relatively high, and the basic cost and income structure of the municipality is considered to be correct.

Another negative sign as regards the economic trend is that for the first time in many years committee results show deficits in relation to budget. The committees' results include an increase in holiday pay liability. During 2008, this liability increased despite the number of saved holiday days being less. This is due to the agreement structure of the wage round, which means pay not increasing in 2007, while 2008 will have higher wage costs.

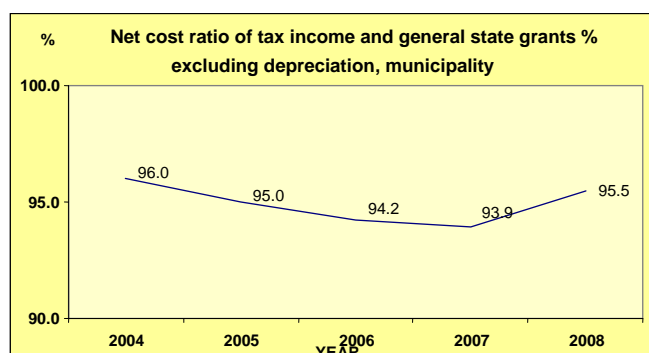
In operations, the following structural imbalances are reported:

- The social committee reports a deficit in respect of the provision of individual and family support and placings of children and young people and personal assistants for care of the disabled.

The social committee has adopted an action plan as regards placing of children and young people in which a balance between economy and operations will only be achieved by 2010. During 2008, the outcome was in phase with the plan, which involved a cost reduction during 2008 of about SEK 4 million. During the second half of 2008, the provision of support increased. This is because at the end of the year, the number of young households that needed the provision of support increased, that the national norms were raised, and that inflation in some heavy expenditure areas, such as electricity and food, was high during the past year.

- The technical and roads department's costs of keeping roads clear during the winter and public lighting. The assessment by the technical and service committee is that it was not possible to reduce the maintenance of snow-free ground to avoid deficits for streets and roads. A surplus in connection with the sale of property has meant that in total, the committee shows a surplus.

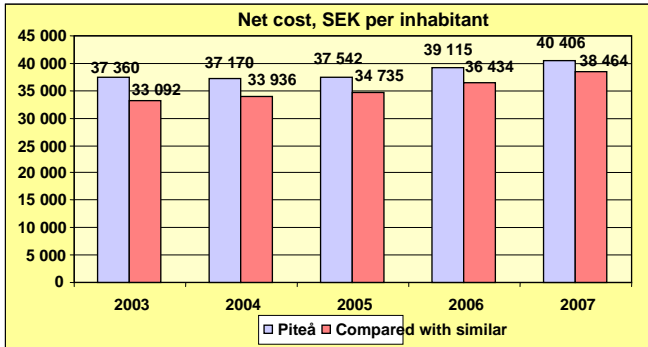
- In the interim report of August, the Children and Education committee reported reduced costs in the area of comprehensive schools, while the ratio of teachers to pupils declined. The structural plan for the comprehensive schools could not be implemented fully; one of the reasons for this was an increase in construction costs and delay in the investigation of costs. An analysis of the comprehensive schools' costs in relation to the ratio of teachers to pupils and the cost of premises has been carried out, and shows that the cost of premises per pupil increased more than the cost of personnel. Volume in pre-school has levelled out as regards the number of children placed, despite the fact that the degree of usage in relation to total births has increased somewhat.



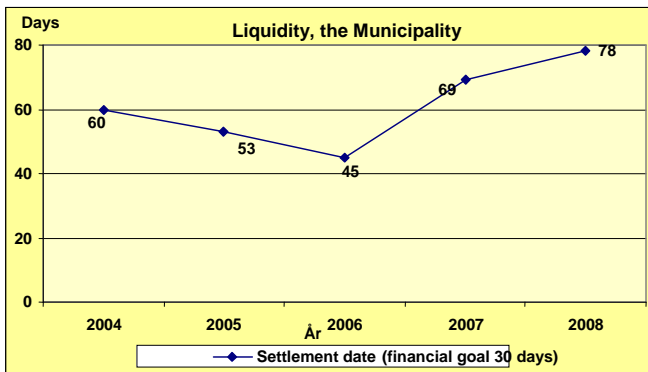
- At the goal levels shown in the graph, it is considered that the municipality can satisfy future pension disbursements, investment levels and volume increases of operations,

Administration report

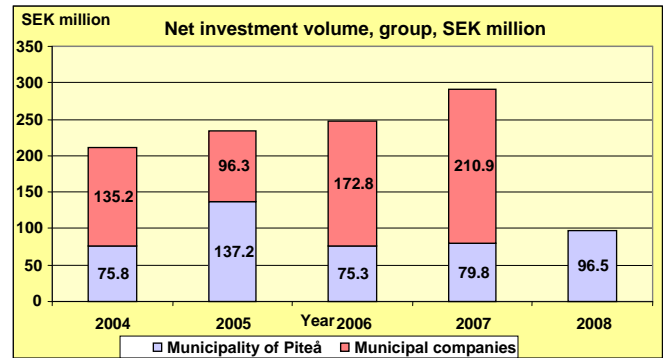
without needing to borrow, and nevertheless achieve a result level which can cope with unforeseen economic events. At the end of the year, a net cost ratio of 95.5% was achieved. In work with VEP 2009-2011, this goal was revised, both as regards content and the actual goal level. The outcome of the new 2008 goal is 2.1%, which means that the set objectives were achieved.



The Municipality of Piteå has higher net costs compared with structurally similar municipalities. The difference has however, declined over the years. In 2003, Piteå had a cost per inhabitant which was about SEK 4 000 higher, while in 2008 the difference was just SEK 2 000. The trend has been clear throughout the entire analysis period. It is thought that during the boom with greater tax income, other municipalities increased operational costs, while the Municipality of Piteå during the same period exercise restraint and carried out efficiencies in operations equivalent to about SEK 60 million at current prices.



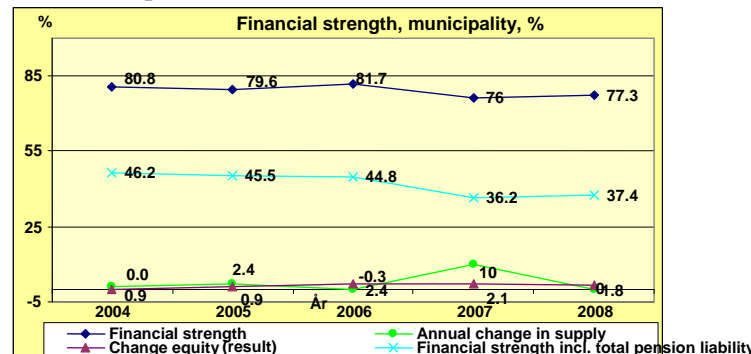
Liquidity showed a positive trend during the year. The basis of this was a positive cash flow. Sales of property and conversion of water supply and sewer system activities to company form have further strengthened finances. Sales of property have led to an increase in liquid funds in the municipal Group's account. Settlement is at 78 days. Excluding the company Group, liquidity is equivalent to a settlement period of 67 days.



During 2008, the volume of investment in the municipality amounted to about SEK 95.5 million, which is about SEK 106 million less than planned in the budget. The smaller investment volume is due primarily to the fact that investment funds have been allocated for some major projects, for which the decision to start has as yet not been made.

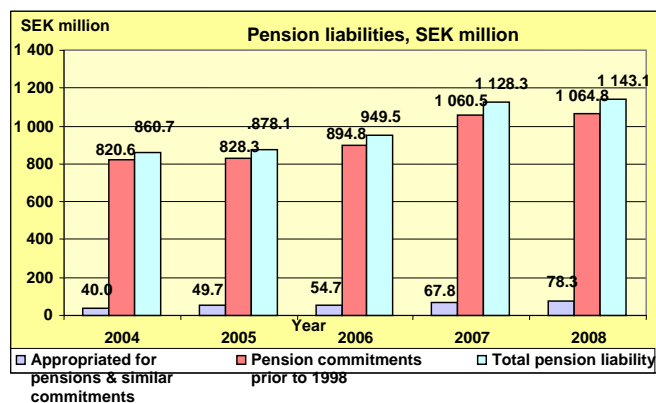
Major investments during the year for the municipality:

- Rebuilding streets (SEK 8 million)
- Norra Pitholmsskolan [school] (SEK 6 million)
- Porsnässkolan [school] (SEK 5.7 million)
- Sundsgatan stage 2 (SEK 5 million)
- Increase rescue services (SEK 4.3 million)
- Pitholm's pre-school (SEK 4 million)



Financial strength improved during 2008, primarily due to a high level of result (change in equity), while investment volume remained relatively low (total assets have not increased very much). The improvement in financial strength is somewhat lower than suggested by the above because of an increase in the inflow of liquid funds to the municipal Group's account. This has led to an equivalent increase in liabilities to the municipal companies.

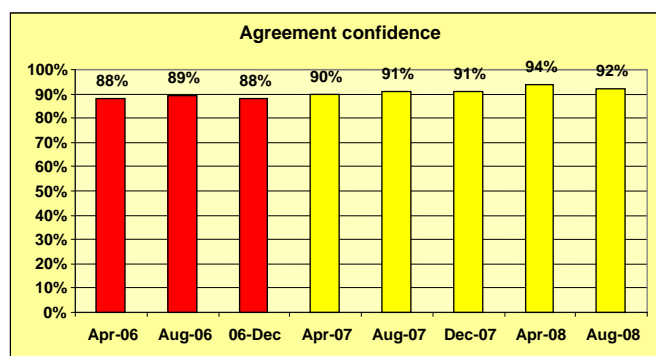
Administration report



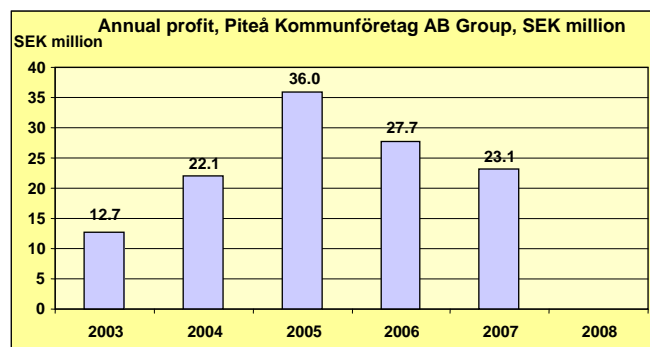
The pension liability of the Municipality at the turn of the year was SEK 1 143 million, according to calculations from KPA. The increase in liability during 2008 was SEK 15 million. In comparing total pension commitments and book value of the pension fund, it is seen that SEK 986 million has been lent back to operations.

The problem of the pension liability on the municipal economy, in terms of result and liquidity, has been addressed in the strategy of achieving a result equivalent to 2-3% of tax income and general state grants, which, in 2009 money values, is an annual result equivalent to between SEK 36-54 million.

The reserve and pension fund amounted at the turn of the year to SEK 157 million. Of this, SEK 80 million is managed by external capital managers, where the market value at 31-12-2008 amounted to SEK 79 million.



Agreement compliance in the municipality at the last time it was measured had improved to 92%, which is an improvement of 5% over three years. Planning of development work with the aim of further improving the business of the municipality has commenced, and it will start during the first quarter of 2009.



The group's earnings are very strong, and the municipal companies report a positive earnings trend. Above all, Piteå Renhållning och Vatten shows a strong result, PiteBo AB developed positively with only a few vacant apartments in its stock. PNF and Pitebo made strategic property sales over a couple of years with the aim of strengthening the companies' balance sheets and reducing risk and risk exposure in relation to changes in the economic climate.

Piteå compared with Norrland municipalities, annual accounts 2007



In the above diagrams, the financial strength of the Municipality of Piteå is compared with the other Norrland municipalities (43 municipalities). The assessment was made in by Kommunforskning i Väst and is based on a normal distribution curve, where the five best achieve 5 points (furthest out in the diagram) and the five worst achieve 1 point, etc. As shown, the Municipality of Piteå has a strong economy compared with the 43 municipalities. Piteå has good financial strength and liquidity, low tax rate and good budget discipline. During 2007, the financial profile was further strengthened by a good result.

The balance requirement survey shows that the result of the municipality for 2008 satisfies the balance requirements of the Swedish Local Government Act. There are no capital gains or losses needing to be adjusted in the result, nor any deficits to be reversed from previous years.

Administration report

In summary the municipality's financial position is strong, with good results, strong liquidity and financial strength. Compared with other municipalities, it can be concluded that Piteå has a strong financial standing and that the trends during the latest three-year period have been positive.

The economic situation of the municipality improved further during 2008. The result level conforms to the goal set, which means that future financial challenges can be accommodated. Liquidity strengthened further during the year and is strong. The municipality has no loans, which means that financial strength is high. As regards the company Group, some of the liquidity received from sales was used to partly pay off loans.

The uncertainty in planning conditions which exists at present is about how deep the coming recession will be and what consequences it will have in regard to tax income, unemployment and the social transfer system. The prospects of the municipality coping with the coming recession are considered good. These prospects are, however, completely dependent on how the economic climate develops. If there is a long recession there is a risk that low tax income and severe cost pressures in social services will affect the result to such an extent that savings measures will have to be put into effect.

Personnel

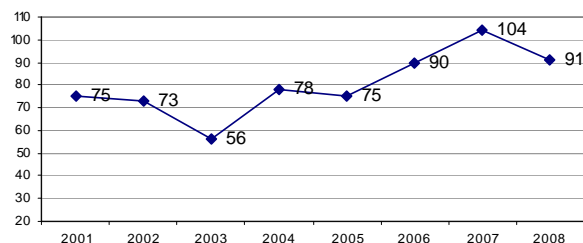
An attractive employer

Being an attractive employer is important in order to live up to the recruitment requirements which are expected to come as many people retire. The forecast in respect of personnel for ten years ahead shows that the number of employees will increase, primarily due to the increased requirements in nursing and care. Recruitment requirements are estimated at about 300 persons annually and are affected mainly by people leaving due to retirement or other reasons, and changes in population. No shortage of labour has been noted, nor has any increased need for recruitment been noted. There is a good supply of substitutes for employees on parental leave, etc., and many people looking for vacant jobs. During the year, 155 people were recruited, which is an increase of 19 compared with 2007. Many of the job vacancies had over 100 applicants. Competition has been noted in recruitment for certain specialist competences.

There, the municipality needs to think about what needs to be offered in order to be an attractive employer. In order to satisfy future requirements and obtain a better process of recruitment, new guidelines and routines have been worked out and adopted during the year. Nor has any increase in retirement been noted, on the contrary, it has diminished compare with 2007 when various retirement solutions were offered to teachers and care personnel. The average age has increased to 46.9. Almost

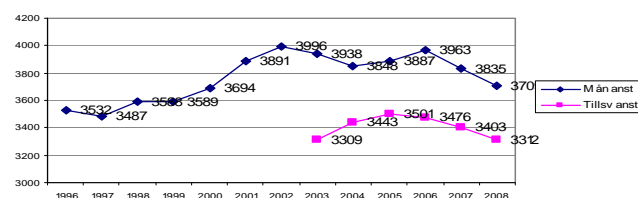
half, 48% of the monthly salaried employees, are 50 years of age or older, of these, 599 persons are 60 years of age or older.

Pensioning retirements



Contrary to the personnel forecast, the number of employees in the municipality declined, apart from during the years when there were supplementary workers. An explanation is a decline in requirements in schools, and that activities have been transferred to company form.

Number of employees



Within the Fyrkant municipalities, cooperation is conducted to market the municipality as an attractive employer. Attractive work content with many different occupations, satisfied employees and attractive working conditions are emphasised. The Fyrkant municipalities jointly participate in fairs and labour market days. They have also produced joint marketing material. Pay is one way of attracting and stimulating labour and contributes to being perceived as an attractive employer. Pay in the Municipality of Piteå increased considerably during the year. The increase in average and median wages is due to the fact that the Kommunal union had its pay revision during 2008, which covered both 2007 and 2008, with an outcome of 9.3%.

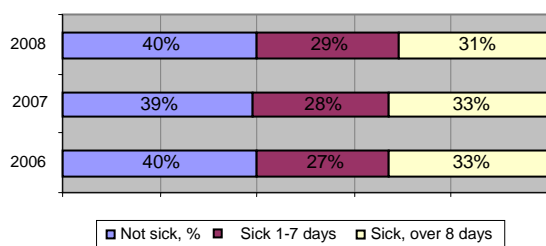
Average pay	2008	2007	Increase SEK
Women	22 607	21 266	+1341
Men	24 766	23 574	+1192
All	23 038	21 729	+1309
Median pay	2008	2007	Incr. SEK
Women	21 075	19 541	+1534
Men	23 362	22 471	+891
All	21 240	19 755	+1485

Administration report

Healthy workplaces

Healthy workplaces see health as an important resource and make efforts to promote good health. In the health-promotion work, management is an important factor. Management in the Municipality of Piteå gets good marks in the AHA questionnaire, but there is still much to do, which the Municipal Compass demonstrates. A management policy with the key words “Dare, Flare, Ability” has been developed and adopted in a management forum. After that, management meetings with various themes continued. As support, a “Manager’s Room” has been set up on the Internet, and all new heads are offered training in specific personnel issues. A sign of health-promotion work is health in the Municipality, 40% had never been off sick during the year and 69% had a maximum of 7 days off sick.

Health index, the Municipality of Piteå

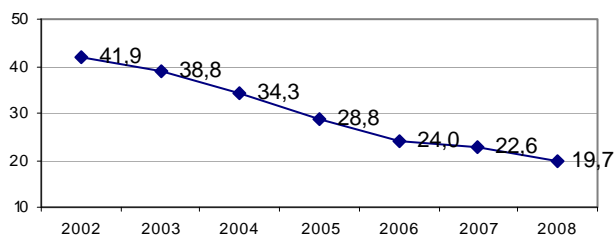


During the year, Pitesund was concluded with the big “Storm” finale which was much appreciated. 90% of the monthly paid employees saw the performance and participated in the dinner. Evidence of the extent of the appreciation were all the “thumbs up” that the municipality was given by the employees afterwards.

The work in compiling the final report on PiteSund is ongoing, but all indications are that there will be a good result and that the goals will be achieved. The fact that strategic work with PiteSund went well in the organisation shows the evaluation of staff functions which were implemented at the end of the year. According to the evaluation of the municipality’s managers, “Attitudes of supervisors towards the working environment and health-promotion work”, 17% consider that the PiteSund project improved the working environment to a great extent, and their workplaces, while 57% think it did so mildly. Almost 54% of heads think that their knowledge of working environment and health-promotion work improved thanks to PiteSund, and 40% have become more interested in working environment and health-promotion work. Working environment and health-promotion work are still to be part of the normal activities, and as support for this working environment routines have been worked out in coordination. When PiteSund started, there was a discussion of having a goal of halving sickness absenteeism over five years, which was a big challenge.

The result for 2008 shows that the goal has been achieved and that work with PiteSund has had an effect.

Days off sick



Days off sick as a percentage showed a delayed decrease which was due to the large number of time-limited sickness compensations. During the year, this decrease did, however, speed up due to long-term, structured rehabilitation work. At the end of the year, there were 192 persons off sick for over 59 days, 120 part-time and 72 full-time. About 30 persons had full time, time-limited sickness compensation.

Three meetings were implemented for persons who had been sick for more than 59 days, 31 persons participated. For those with time-limited sickness compensation, 24 settlements were entered into, these persons have been absent for at least 3 years. In step 3, 4 settlements were implemented. “A step in life”, “Step on” and “Awareness in life” are courses in personal development which are offered for both preventative and rehabilitation purposes. In total, 61 persons attended these courses. On the basis of the new rehabilitation routines, 67 persons with repetitive short-term absenteeism went for health checks at Pitehälsan.

Taking responsibility for one’s own health is important in order to create health-promotion workplaces. The use of subsidies for being healthy continues to increase, which is positive. During the year, 1 263 persons utilised the opportunity (33%) of the employees. The years with PiteSund have put health issues in focus, and increased interest and desire for good health among the employees.

Follow-ups of working environment and basic training in working environment for heads and safety officers have been carried out. The working environment follow-ups have been implemented within organisations for the disabled.

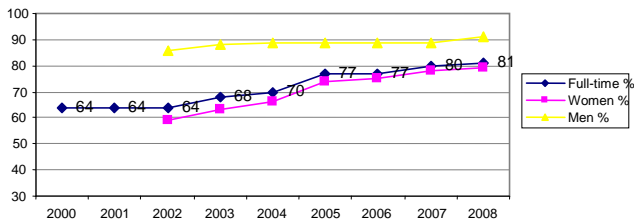
The number of work-related injuries and sicknesses increased to 168 (2008) compared with 162 (2007), which is explained by a larger number of work injuries among trainees. The number of threats and violence reported declined to 64 (2008) compared with 110 (2007). Trial activities increased, 94 proposals for improvements have been received, of which 57 have been rewarded. Social services have provided most proposals.

Administration report

Full-time

The aim is to offer all employees in the Municipality of Piteå full-time employment and create attractive working environments. To achieve 100% is not possible as jobs are re-registered in the case of partial retirement and sickness compensation. If this group is deducted, 89% of all monthly-paid employees are full-time.

Full-time employees



The social services have achieved the goal if the group personal assistants, is deducted. Other administrations have started work in mapping out how the distribution looks.

Equality

According to the Swedish Equal Opportunities Act, employers shall investigate and analyse if there are unreasonable differences in pay and employment conditions between the sexes. The Municipality of Piteå has changed its system for work evaluation and examination of pay. The model which was used is called MIA, and the evaluation questions are connected to the areas defined in the Act. During the autumn, work evaluation and examination of pay were carried out. Examination of pay shows that within the investigated groups of skills, there were no unreasonable differences between women and men. Between the comparable groups there were some differences which could not be explained fully. The personnel committee has decided to prioritise pre-school teachers, social secretaries, physiotherapists and work therapists on the basis of the examination of pay, in connection with the pay review of April 2009. Hours worked by hourly-paid employees declined for the first time in several years. This is primarily because temporary summer workers have, to a great extent, been employed on a monthly basis.

Strategic areas

Young people's influence

The citizen dialogue for and with young people as part of the quality chain has begun to be formulated, both centrally and in the administration. *Young people in Piteå – their opinions*, a website for the views of young people was implemented for the second time. Young people primarily have views concerning public transport, school and school meals and leisure occupations. The *Young*

people in Piteå - project has been introduced in order to give young people the opportunity of influencing matters at an early stage. Participation from schools has occurred in 2 of 11 projects, and participation from one association. The schools are an important party to be able to develop influence.

Information to boards and committees concerning the convention increased during the year. Follow-up of young people's influence in the Personligt questionnaire shows that there are many who exerted influence through work in school.

Drug-prevention work

In order to reduce the use of alcohol, tobacco and narcotics by children and young people, personnel training in methods for parental support has been implemented: the Örebro prevention programme and Föräldrastegen. Activities which were directed to young people and their parents were an anti-peddling campaign and participation in drug-free exit. Follow-up of drug habits was conducted through Personligt, and from the result for 2008 it appears that there are more who did not use snuff, smoke, drink alcohol or use hash or narcotics. The typical value of the first age of drinking alcohol is 15, which is the same as in 2007. Piteå's values are better than the national values for 2007, as regards both tobacco and alcohol.

Young people's health

In Personligt there are also questions about how young people feel. The young people generally enjoy life, even though the results show a slight downturn, average value 7.2 and type value 8, which are marginal differences compared with 2006. Over half eat lunch every school day and 85% eat three days per week. Of those who eat lunch, 89% choose the school canteen. In order to achieve good health and have energy for working effectively in the school it would be desirable that more of them ate school lunch. At the same time, school lunch is an area in which young people have many views and about which many views were received. On the basis of the above, it is important to continue to pursue the issue, and during 2009, a class will therefore participate in *Young people in Piteå - scrutinise* and scrutinise meals.

The result in Personligt shows that 7% felt that they were bullied, which is an improvement of 2 percent since 2006. Pupils state that bullying occurs primarily in school, but also on the Internet and via SMS. It is important that the school's work in countering bullying also takes note of these virtual places.

Also, 7% were subjected to a sexual event in which they did not wish to participate, and 33% were depressed for a long period during last year. Eight out of 10 state that they have an adult to talk to when they have problems, and somewhat more state that they have friends to talk to when they have problems.

Administration report

Discussions concerning health were carried out in school years 4 and 7, and the results were compiled in a database for, among other things, some municipalities in the county. The results show that obesity has declined since 2007 (-6% for school year 7) but Piteå is still higher than the county. Peace and quiet in lessons is in parity with the county, and in Piteå somewhat more state that they can always concentrate. Piteå has fewer pupils (school year 7) who say they are stressed about school work, and the difference between sexes has been evened out. In order to further increase peace and quiet, input for leadership and approach in the classroom will be carried out.

Young people's needs of support and help

Development of the work for children and young people who need support and help is ongoing continually. The results from 2007 showed that preventative work has increased, which probably means that fewer cases were accelerated to the level where placing outside the municipality becomes relevant.

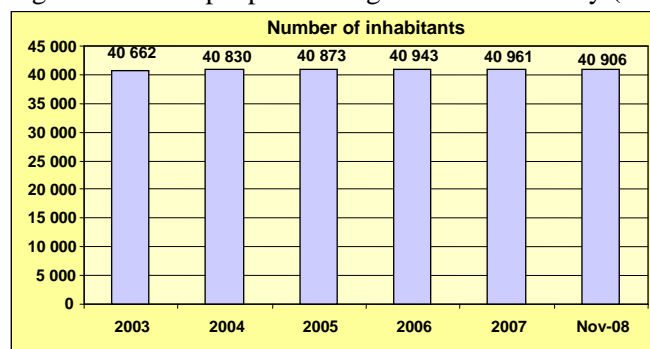
In total, the number of authority and service cases at ResursCentrum increased from 309 (2006) to 401 (2008), which is an increase of about 30%. Cooperation with school has increased, and the proportion of cases in which the school makes the notification has decreased, while the proportion of cases with advice or support has increased. The aim of ResursCentrum is to be able to offer support and service at an earlier stage, without authorities becoming involved, and this has also occurred. Through the working methods that have been developed in ResursCentrum, action by authorities decreased from 61% to 49% in July 2008, and the proportion of service cases had increased. The proportion of investigations commenced declined after the start of ResursCentrum.

Within individual and family care, the number of young people who have been placed in institutional residency declined by almost 20%. Furthermore, the social committee reports a decrease in the number of cases which are not dealt with within the legislated set time, from 50% second tertiary 2007 to 18% for 2008. The number of households of under 25 years of age which received provision support has increased by 11%, from 248 to 276 households. At the same time, there has been an increase in young people (130) who have gone from passive provision of support to measures, without going back to support after measures have been completed. Within the children and education committee, the number of pupils placed in special tuition groups declined over time. For pupils who need some other form of instruction, there are two resource schools and Våga Vilja. Of Piteå's pupils, a large proportion achieve full qualifications in comprehensive school and more achieve qualifications than the average for the country as a

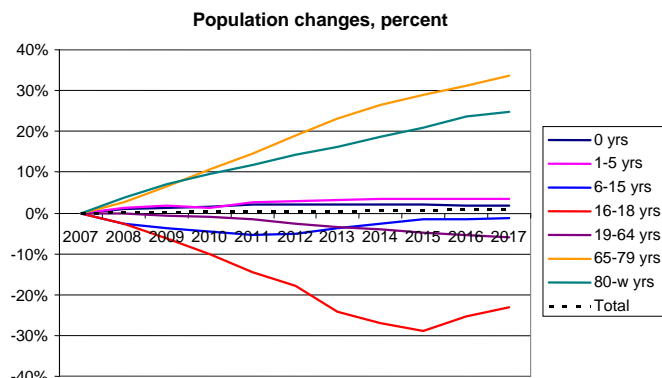
whole. On the basis of the above, the assessment is made that goal fulfilment in Children and Young People has increased.

The number of Piteå residents

Activities to encourage people to move to the municipality have continued and increased during the year. The increase in population which has occurred during the entire 2000s slowed down during 2007, and the slow-down continued in 2008, a reduction by 55 inhabitants compared with the turn of the year. The positive aspects are the excess of births over deaths (+18) and net immigration (+ 61). The negative trend is people moving within the country (- 133).



According to the population forecast for 2007, ordered by the municipality from Statisticon, the population is expected to increase by 424 persons from 40 961 to 41 385 by 2017. The forecast indicates that the goal of 41 300 inhabitants for 2009 is too high.

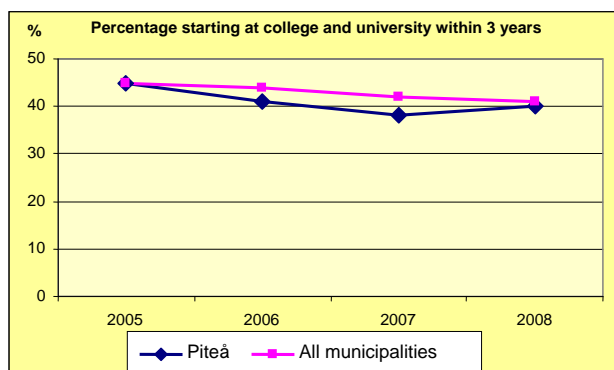


The forecast shows that the number of inhabitants aged 65 and older will increase, while young people of upper secondary school age will decrease.

Education and training

The Municipality of Piteå shows good values compared with the country as a whole for its education and training. More have complete qualifications and high marks in the comprehensive school. The difference between the schools' results is disquieting. Both comprehensive school and upper secondary school have good results in the school index. Many young people complete their upper secondary school education within four years, and in total Piteå has many with entry qualifications for university and college.

Administration report



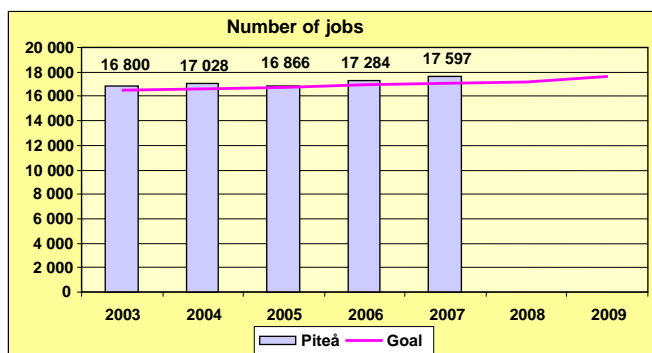
After some years with a lower proportion who continued to study at college and university (within three years after upper secondary school), the proportion has gone back to close to the national average, which means that the goal can be considered to have been fulfilled to a greater extent.

The economy

The Norrland Fund's economic barometer for autumn 2008 showed that the economy weakened only slightly in Norrbotten since autumn 2007. The county is still best in Norrland. The biggest downturn prior to the spring of 2009 was seen in the construction sector, where considerable reduction in building is expected, with consequent loss of jobs. For the manufacturing industry, prospects are brighter, although developments in the wood and forestry sector have been, and are expected to continue to be, unfavourable. Profitability for the retail trade is declining. In the autumn of 2008, business people in Piteå had a more positive view of the future compared with other municipalities. The information centre measures companies' financial strength, and in a ranking, Piteå is at 21st place in the country. Disquiet on the labour market is also noticeable in Piteå, however, as lay-offs have started.

In the Municipality of Piteå, the number of planning applications declined by 22% between 2006 and 2008.

Jobs



In 2007, the level of employment increased. During 2008, more companies were started up per 1 000 inhabitants and the number of jobs which have been

created over the last five years has increased. The goal for 2008 has been fulfilled – which is shown in the graph above.



Unemployment in Piteå declined up to the autumn, but more recently has been affected by the economic situation. During the second half of 2008, unemployment increased. As regards young people, a severe worsening was noted in August, but some recovery during the latter part of the year. Compared with the rest of the county, Piteå has higher unemployment (7.9%) for young people than for the county as a whole (7.7%), while total unemployment (4.1) is less than the county average (4.4). Despite increased unemployment, Piteå's values are still better than they were during the period 2003-2006.

Young enterprise

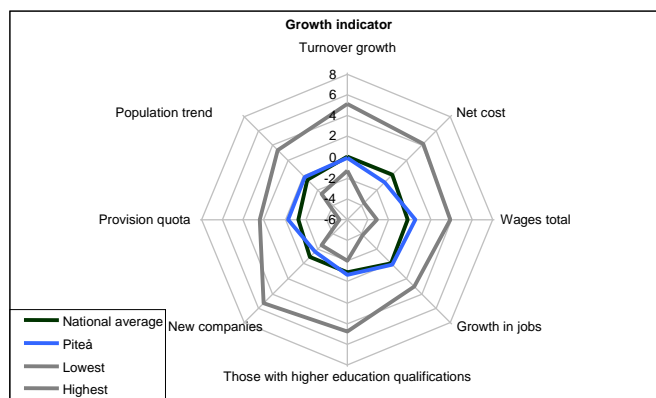
The proportion of young people who participate in UF companies increased during the school year of 07/08, but declined somewhat during the school year 08/09, primarily due to a change in the number of compulsory items in a programme. Together with Sparbanken Nord, a project "Entrepreneur for a day" in the upper secondary school year two was launched. .

Holiday work was offered to 1 116 young people, equivalent to 87% of those who applied. Holiday work has been evaluated, and the goals are considered to have been partly fulfilled.

Administration report

Growth

The arena for growth combines eight key ratios in a growth indicator per municipality (geographical location), annually. The result for Piteå is compared with the national result.



The Municipality of Piteå has a higher net cost, in the geographical municipality a somewhat higher trend of the sum of wages and of employment is noted. During the past year, developments led to Piteå having a higher population trend, higher proportion of college and university graduates and a higher provision quota. The proportion of new companies in relation to the population has increased, but is still less than the national average. Turnover growth has increased and Piteå is approaching the national average. On the other hand, the provision quota and population show negative trends.

In Svenskt Näringsliv's survey of the business and industry climate in the municipality, a noticeable improvement is shown compared with the previous year, from position 216 to position 160.

The growth work of the municipality is noted through such things as the number of EU projects, cooperation with other municipalities and the county, but the focus is on giving support to the municipality's businesses through such things as support with information and help with applications to the social fund, to reduce the effects of the economic situation. Plus jobs have been ended and been evaluated; about thirty people remain employed within the municipality.

Citizen dialogue

In total, 130 comments were received in 2008 (216 in 2007) compared with 1563 comments which arose between 1 October -31 December 2006. During the year, more comments have been about snow clearance and sanding, food in pre-school and school and accommodation for elderly people.

The evaluation by the Municipal Compass shows that Piteå has a number of methods for dialogue with citizens and business people and that possibilities of gaining

influence exist. The Municipality of Piteå has also been nominated for the UN's quality prize for its work with such things as its citizen dialogue.

During 2008, a number of measures were undertaken with the aim of improving dialogue and have connected dialogue together with the annual wheel of the quality chain. The result page of the municipality on the website has been developed; *Worth knowing about your municipality* has been evaluated and has been published with an extra two issues per year. One strategy is the introduction of a so-called Citizen Panel.

Various evaluations give the following results; In an index in which the municipality itself evaluates the possibilities of influence, the result has increased so that Piteå achieves 72%, which is almost 30% higher than the average of the network. The municipality's website has been evaluated, and 69% of the answers to a number of questions are found within two minutes, which is a better result than other municipalities, but nevertheless should be worked on further. The result shall be used to further improve information.

A clear area for improvement which was revealed in the survey is reception by telephone, where the result for the municipality has worsened from 77% to 59% since 2007. The result for 2008 is less than the average for the network.

Dialogue with business people and business and industry is made in many ways, including growth threads, visits to companies and the Living Room meeting place. Since the autumn of 2007, 54 breakfast meetings have been held, with a total of about 1 300 participants, an average of 24 participants each time.

Accessibility

Evaluation of accessibility shows that to get an answer to a simple question via telephone or e-mail, Piteå has higher values than those municipalities which participate in the network. Piteå has better opening hours in bathing pools and libraries and waiting times for accommodation for the elderly and child care are lower and processing times for building permits are shorter than for other municipalities. Accessibility to the municipality's property has been examined and a remedial plan has been produced.

Integration

The labour market and adult education administration is working goal-oriented to introduce residents and refugees into society and the labour market. Efforts have been especially made through language studies, labour market training, study visits, language and trade experience and trade training. During the second half of 2008, many found work, among other things, within the framework of step-in

Administration report

jobs. The policy for integration has been adopted, information activities have been implemented. Cooperation is conducted with many external actors and voluntary organisations.

During 2008, 19 refugees and 12 unaccompanied refugee children arrived. The integration report shows that during 2008, January – June, 63 people born abroad moved to the municipality, of whom 27% are illiterate. Irrespective of educational level, many lack documentation of their education. The result shows that all who request a sponsoring family get one.

The surplus of immigrants is positive for the growth of Piteå's population, and further strengthens the importance of having good integration in society.

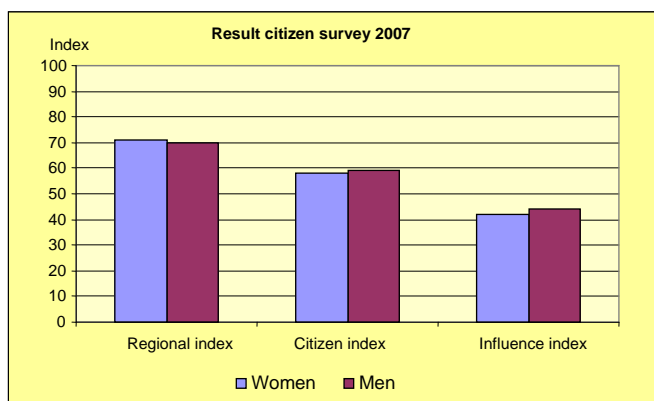
Election turnouts

Election turnouts are a good measure of democracy. Open comparisons for upper secondary school show that in Piteå, 78% of first-time voters voted in the 2006 election. In comparison with the other municipalities of the country, Piteå came 22nd in Sweden.

In total, an improved goal fulfilment in respect of democracy and openness compared with 2007.

Security and residential environment

Living environment in Piteå has been surveyed during the last three years, and the results show a positive trend. Residence is assessed essentially as secure, and the combined result shows that living and residing in Piteå is positive, and that to a great extent, those who live in Piteå can recommend others to move to the municipality. In general, Piteå gives better results than other municipalities. Despite the good results, according to Statistics Sweden's citizen survey, it is considered that housing is an area which should be improved to increase the satisfaction of citizens.



As regards the results of the citizen survey, the difference between sexes is rather small, apart from in a few areas. (Areas in which the difference in the index exceeds 3 are reported).

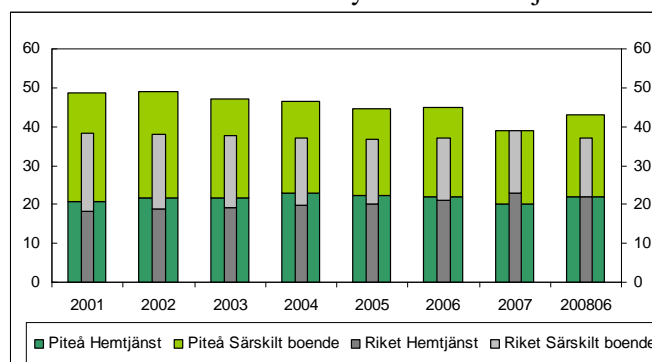
Regional index – Men give a higher index for job opportunities and security, and women give a higher index for environment.

Citizen index – Men give a higher index for support to those who are exposed, while care of the elderly, cleaning and rescue service get a higher index given to them by women.

Development of the countryside on the basis of the general plan during the year has dealt with such things as dialogue concerning the development of the centre and investigating possibilities of support to grocery stores.

Care at all stages of life

The population forecast shows that the proportion of elderly people is increasing. The diagram below shows the development of those aged 80 years and older, who received help from the municipality via home service and accommodation for the elderly from 2001 to June 2008



As regards Piteå, the proportion of the population aged 80 and older declined by about 6 % from 2001. The decline is primarily due to the fact that the number of inhabitants aged 80 years and older has increased, but also that there has been a certain reduction of special accommodation places. Compared with other municipalities, the comparisons shows that accommodation for the elderly in Piteå is somewhat more restricted as regards choosing two items on the menu, getting out of doors daily and activities, which are also the areas in the customer questionnaire that get lowest values. In total, the result of the questionnaire gives high satisfaction for customers, relatives and citizens.

During 2008, two new group accommodations for care of the disabled have opened, which resulted in a reduction of the waiting lists.

Meeting places

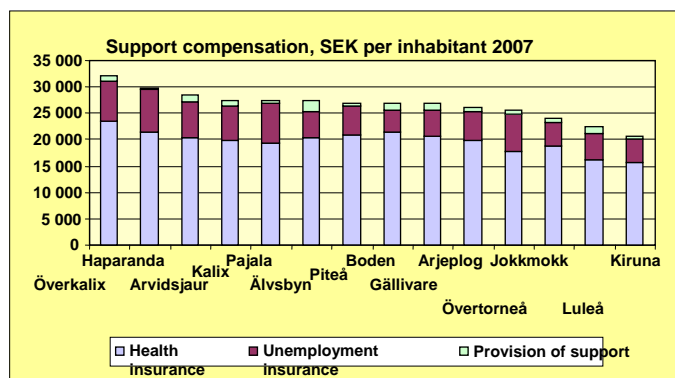
The views of young people as regards leisure occupations, such as meeting places and special activities, resulted in the municipality investing in developing a meeting place in Rosvik. In Personligt, it is seen that 55% of young people are members of some association. The number of young

Administration report

people who participate in the PåsePengar (BagMoney) Project has increased, but they carry out fewer projects. Lending of literature for children and young people has increased, while lending of literature for adults has decreased. Visits to bathing halls are at the same level as previously

Public health

As regards ill-health, Piteå has higher values compared with both the country as a whole and the county. Improvement has not taken place at the same rate as in the rest of the county. In a comparison of 2007 with various forms of support compensation, in total, expressed in SEK per inhabitant, Piteå comes in middle ranking in the Norrbotten municipalities. Together with Haparanda, Piteå has the lowest provision of support.



Road and fire safety

As regards road safety, the number of accidents and both the number of people injured and the number of people killed has decreased. At the same time, Piteå had more fires which took hold and traffic accidents than the national average. A survey also shows that Piteå residents are more uneasy of being affected by fire and traffic accidents, while more households have fire alarms and fire extinguishing equipment. Active work with information is being conducted, and during 2008, over 1 400 adults and 85% of pupils in school years 2 and 5 were provided with information.

Personligt shows that 94% of people used seat belts in cars, and the proportion in buses is 25%. The proportion of young people who use helmets when cycling is low. The proportion who use helmets when they drive or ride on a moped is 94%. Moped accidents are still at a high level.

Infrastructure

As regards the infrastructure, various results show that the inhabitants of Piteå think that street and road maintenance functions unsatisfactorily both during the summer and during the winter. These views have led to a framework increase for 2009.

Norrbotten AB has been formed, and the Municipal Council has made a declaration in respect of the Swedish Road Administration's survey of the coastal railway.

At the start of the year, public transport was given low marks, and also *Young people in Piteå – their opinions*, shows that public transport should develop primarily in respect of frequency of trips, holiday traffic and general pricing. During the autumn of 2008, young people had the opportunity of influencing the planning of extra bus runs. During the period, the City Line was made permanent, and public transport has been increased during school holidays. In total, the number who use public transport increased by 9% during the year.

During the year, the water and drainage network was transferred to company form.

Sustainable municipality

During 2007, Piteå was accepted for the "Sustainable Municipality" project. The concept involves economic, social and ecological sustainability. Environmental questions involve young people, which is noted in dialogue with Young People.

Within the environmental area, in the citizen questionnaire, it was established that Piteå has results which are not as good as other municipalities, primarily as regards recycling stations; this is not a municipal responsibility. Piteå has a relatively high proportion of deposited waste in relation to other municipalities, which is mainly due to the industries which exist in the municipality.

Various surveys for measuring the environment show the following results:

- The result for air quality shows a downward trend.
- Surveys of watercourses show that 57% have a good status in accordance with the EU's water directive.
- Of the Municipality of Piteå's cars, only 6% are environmental cars. During the spring, the Municipality implemented the purchase of official cars, in which the environmental aspect was clear. All passenger cars will progressively be replaced by environmentally classified cars during a three-year period.
- Of food purchased in 2008, 1% was ecological.
- Paper consumption of paper for printers, printing, etc., show that in Piteå 14 kg of paper per worker are used, which is somewhat lower than the average in the network.

Carbon dioxide emissions are higher per inhabitant than for other municipalities, but have decreased by 10 – 15% both including and excluding industry. Definitions and routines are lacking for producing key ratios in carbon

Administration report

dioxide emissions in the municipal group, and the proximity of green areas and service respectively. Definitions and routines for CO-2 emissions must be coordinated with the Sustainable Municipality Project.

Evaluation according to the Municipal Compass shows that the Municipality of Piteå has achieved the next best value in the area of social structure. The evaluators state the strength of the municipality in participating in many forms of cooperation, for example, networks and various “advice”. The business and industry work of the municipality and successful work with EU projects is also elucidated. Finally, the number of events which strengthen the Piteå brand are remarked on.

Finally, a summarising analysis is made as to how the municipality, through working with “Attractive and Sustainable Municipality” can get yet closer to the vision.

Development towards Attractive Municipality both as residential area, establishment area and employer are important for the municipal brand. A good living environment with attractive housing environments, access to labour and good conditions for a rich open-air life are important factors for company establishment.

These factors also contribute to Piteå being perceived as an attractive residential area where one can Live, Work and Reside. The fact that the Municipality of Piteå shall be a good employer with a good working environment is obvious, but also it is necessary to be able to compete for labour and competence in the new generation.

Working for Piteå to be a Sustainable Municipality, socially, economically and ecologically is a big challenge, and will need all operations to participate in the general municipal work. The work will in the long run mean change, not least as regards behaviour and attitudes.

Evaluation of municipal management and leadership shows that Piteå has the ability of managing and leading operations in accordance with established goals. Politicians have begun the decision-making processes through such things as the application for Fair Trade City and purchasing policy which emphasises environmental aspects. The development work which shall be carried out in future years for Piteå’s strategic areas can be achieved through work with “Attractive, Sustainable Municipality”, and thus contribute to people perceiving that “One comes to Piteå as a place to come home to”.

Committees/boards

	Children and young people	Education & training, work, business & industry	Democracy openness	Life environment	Personnel	Economy
Municipal board	3	3	3	2	3	4
Children, education and training	3	3	2	2	3	4
Culture and leisure committee	3	4	3	3	3	4
Environment and building committee	2	4	3	3	3	3
Labour market and adult education	4	3	2	4	4	3
Rescue and emergency committee	4	4	3	4	4	4
Social committee	3	2	3	3	3	3
Technical and service committee	3	3	2	3	3	3
Committee of Chief Guardians	3	4	3	3	4	2

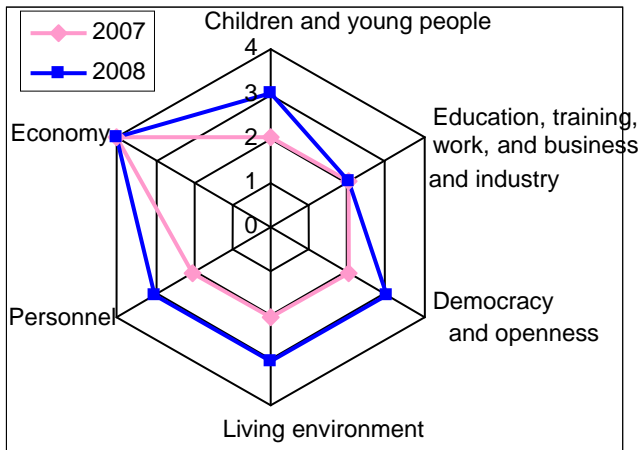
General level

Assessment of the goals for economy at general level have been fulfilled on the basis of the municipality having a strong economy despite the recession, which counteracts the fact that certain committees have not fully achieved their goals.

The goal assessment for Education, Training, Work and Business and Industry, is considered to be higher by the committees. Not all committees assess number of inhabitants and unemployment. These two questions are of considerable importance for the development of the municipality, for which reason the collective goal assessment is lower than that of the committees.

The goal assessment for Living Environment is assessed differently by the committees. Public health and social and ecological sustainability are two major ongoing development areas. The municipality works for raising values in the Municipal Compass for collective work with social structure. Despite the fact that the degree of goal fulfilment varies at goal level, the collective picture of the entire strategic area is considered to have a higher goal fulfilment compared with 2007.

Administration report



Good Economic Housekeeping

In total, the assessment is made that goal fulfilment within the strategic areas on the basis of results in the Annual Report 2008, implemented and planned measures. On top of this are the investments which the municipality has made despite the ongoing recession had good economic opportunities to contribute to VEP 2009. This means that Good Economic Housekeeping is considered to have been achieved.

Development areas

Children and young people – our future

- Increase the participation of schools in citizen dialogue for young people
- Continue the drug-prevention work
- Young people in Piteå – scrutinise mealtimes

Education and training, work and business and industry

- Intensified input with more companies being established
 - Questionnaire to the business people in the municipality
 - Re-work the growth programme
 - Action plan for input 2009 shall be decided on
- Cooperation with companies within the area of wind power to produce effectively directed professional training (NAV)
- Local labour market-political strategy (NAV)

Democracy and openness

- Continued development of citizen dialogue
- The application for Sustainable Equality
- Application for Fair Trade City
- Work out a communication strategy
- Develop reception in all operations
- Integration of immigrants and refugees (NAV)

Living environment

- Local rounds of inspections to develop a secure neighbourhood environment
- Coordinate public health and drug-prevention work
- Continue work for reducing passive provision of support also for groups of over 25 years of age (NAV)
- *Sustainable municipality*
 - Action plan for *Sustainable Municipality*
 - General municipal work with producing routines for ways in which carbon dioxide emissions from the municipal Group shall be reduced, and how proximity to service and green areas shall be defined.
 - Actively work for the construction of the Norrbotnia Railway
 - Doctorate with the theme Sustainable Development (BUN)
 - Remedial programme for lakes and watercourses (MoB)
 - Project for improved public environmental awareness (MoB)
 - Improving accessibility, road safety and public transport (ToS)
 - Energy service project – energy declarations (ToS)

Personnel

- Deal with the generation shift
- Introduce a new rehabilitation system
- Introduce working environment routines
- Introduce a recruitment system
- Implementation of employee survey

Economy

- The finance office works with developing business and industry in the municipality and strategies for taking advantage of development potential.