

# PAIMIO

STRATEGY OF THE CITY OF PAIMIO  
2023-2026

## PAIMIO - ON A CAP OF A WAVE



# INTRODUCTION

This strategy for the City of Paimio has been created in a historically significant state of uncertainty. The corona pandemic, the war in Ukraine, the health and social services reform and the transfer of employment services to municipalities (TE24 reform) all fall on the timeline of this strategy. We are aware that the strategy may have to be revised quickly.

The strategy created now can be best described as practical. We have created tangible goals, related measures and clear metrics that can be used to guide the achievement of these goals.

The strategy has been drawn up with the help of the citizens, but in order to obtain the necessary information, we have used the necessary experts and the city's cooperation networks. The groundwork of the strategy has been done thoroughly during the winter 2021–2022. Citizens, companies operating in the city and employees of the city organisation have had the opportunity to present their own views.

The resulting material was worked on in several themed seminars with the cooperation of the city's trustees and office holders. The final form of the strategy resulted from the City Council and the City Board refining the ideas produced by the sectors into a common strategy for the city.

The starting point is that Paimio is a safe place to live. Paimio has good and versatile services for its citizens and clean nature with good outdoor trails.

Logistically, Paimio's location is excellent. It is reasonable to assume that the economic areas of Turku and Salo will develop in the coming years in the direction of the highway and towards Paimio. The city's population is growing in a controlled manner and its age structure is younger than average.



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## VALUES, MISSION & VISION

### **THE VALUES OF PAIMIO ARE:**

Paimio is a friendly city that supports entrepreneurship, is environment-friendly and safe

### **OUR MISSION IS:**

The city of Paimio offers a good life.

### **THE VISION OF THE STRATEGY IS:**

In 2026, Paimio will be the most attractive city in the region, known for its culture and quality of its services.

# STRATEGY MAP

## Goals

### ECONOMY

- The city has a stable economy
- Creating the critical masses of Paimio's business life (land and real estate market, value chains and logistics)
- Paimio is an old and well-known brand
- Development of the city's ownership management
- Knowledge-based management and managing knowledge
- The economy supports the set service level

### CUSTOMER SERVICES & SERVICE EXPERIENCE

- Public transport will be developed to be more functional and serve residents better
- The city of Paimio has versatile services that are available as needed
- Active interaction with the citizens
- We invest in promoting the well-being and health of the citizens
- This also includes cultural well-being
- We do our part to improve the quality of the Archipelago Sea

## Methods

- Increasing tax revenue through population growth, new businesses and business growth
- Planned land acquisition with a 10-year time frame
- The city's investments are timely and of the right size
- The city's marketing is systematic and high-quality
- Improving reporting and information flow
- Service and cost level monitoring

- Willingness to join Föli will be announced and internal transport will be developed
- Commuter train traffic will be promoted
- Will take advantage of the possibilities offered by digitisation in the production of services
- Will develop the participation of citizens and volunteer work
- Additional resources will be allocated and welfare and health promotion work will be organised
- Will strengthen the city's external and internal communications
- We will decide on improving exercise opportunities
- We will take care of the opportunities to produce local cultural offerings
- When developing Paimio, we will take into account the load on the water bodies and work together with the Paimionjoki Association and other actors to prevent runoff

## Metrics

- Income statement and balance sheet, loan amount, euros per resident
- Development of housing and land prices
- Development of the number of jobs
- Development of property tax revenue
- Population growth on average 1% per year

- Customer satisfaction metrics are developed
- The number of established customer panels and the number of their meetings
- The HYTE coefficient metrics are introduced and actively monitored
- A list of influencing opportunities has been created for the citizens on the website



## Economy

The City of Paimio's goal is a stable economy. From this perspective, essential areas of development are:

- The finances of the Paimio city organisation are carefully managed. The economic result is measured by the implementation of the budget.
- In the City of Paimio, vitality and business life are being developed in order to strengthen the income base and competitiveness.
- Paimio is a well-known and inviting city that attracts new residents and businesses. At the same time, current residents and businesses are satisfied.
- We will manage the economy based on data and proactively. We will further improve reporting and internal communication.
- The city's economy determines to what extent and at what level services can be produced. We are developing a discussion related to the quality of services versus costs.
- Development of land acquisition and buying land for business and residential plot production on a regular basis, with a perspective of at least 10 years.
- The city promotes versatile housing production.


## Customer Service & Service Experience

The City of Paimio is a service organisation, which has a core mission of serving the citizens in ever-changing daily situations. Therefore, one of the central starting points of the strategy is how to improve the service experience of the citizens. We choose the following as strategic development targets:

- We continue to make public transport more efficient. We promote the development of both bus transport and commuter train traffic between Paimio and Turku. We are also looking for solutions to improve internal traffic in Paimio.
- We actively involve the citizens. We receive feedback and share information. We will deepen cooperation with the associations operating in the region.
- After the health and social services reform, promoting the well-being and health of citizens as part of the city's operations requires a new kind of development work and thinking. It is important to develop our own operations while developing cooperation with the wellbeing services county.
- The goal is good and versatile services for citizens. This requires development work that utilises the possibilities of digitisation and secures personal service.
- Preventive action is taken into account in the development of services.
- We are developing cooperation with private service providers.

## Internal Processes & Organisation

The service organisation of the City of Paimio has taken shape over a long period of time in the cross-fire of the needs of the citizens and the organisation and the requirements of legislation. The structure of the organisation is an essential part of effective service. That is why it is important from time to time to examine the functionality of the organisation and the infrastructure maintained by the city and compare it against current knowledge. This review requires transparency of processes.



We choose the following five areas as strategic development targets:

- A service organisation that produces cost-effective quality Information must be shared in the organisation in such a way that it is possible to compare the financial contribution and the quality of the service implemented with it.
- The organisation is built to support the achievement of the desired service level Changes in the organisation have a great impact on the level of services and also on continuity when personnel changes.
- The changes and needs brought about by the health and social services reform are taken into account The health and social services reform brings pressure, but at the same time creates opportunities to reform the organisation. It is important to consider what kind of interfaces there will be with the wellbeing services county and who in the city will take care of cooperation and advocacy.
- Services related to the management of employment will be transferred to municipalities during 2024 (TE24 reform). We are preparing well for this reform.
- We will simplify things. The city is a large organisation that has an interface to almost everything that happens in the city area. It is important to strive for simple and effective methods of operation.

## Personnel & Competence

Competent and healthy employees form the core of high-quality service operations. The long-term well-being of the personnel is best influenced by the correct dimensioning of personnel resources, professional management and the competence of the personnel. We choose the following four areas as strategic development targets:

- Personnel resources are sufficient and properly allocated From the perspective of both the employer and the employee, it is essential that the amount of work is in proportion to the available working time and that the goals of the work are in proportion to the employee's resources and skills. This helps to cope, improves work quality and reduces sick leaves.
- The development and mapping of the personnel competence and skills Coping at work is always easier when the employee has sufficient skills and interest to cope with their work tasks.
- Development of leadership and management work as well as management of occupational well-being.
- We will develop the city's competitiveness and attractiveness in the labour market. Labour shortage is a constant problem in some sectors. It is important to ensure that salary and other personnel benefits are at a competitive level.

## GROUP

The ownership policy of the City of Paimio is determined by the group's management, i.e. the City Board and the City Manager. The core of owner policy is to make decisions and implement projects that are in line with the city's strategy and are financially viable. The starting point of the ownership policy is that ownership is related to the city sector and tasks, but ownership can also be strategic ownership. The group's management takes into account the sector-specific characteristics of the subsidiaries.

- Systematically enhance the joint use of resources and synergy benefits.
- Increase productivity, mutual cooperation and develop risk management. The financial goal of the communities is to pay a reasonable return on the capital invested by the city.
- Develop the communications of the affiliated companies. It is important to increase both external communication regarding affiliated companies and information between them.

# 200-/300-DAY PLAN

## August to September

- The City Board issues instructions for the implementation of regular reporting
- It is decided to hire a communication designer for administrative services
- The City Council decides on the city's willingness to join Föli and informs the Turku Region Public Transport Committee of the decision.
- We will decide on the introduction of employee bicycles
- The intranet service has been implemented

## October to December

- The development plan for learning support for 2022–2026 is ready and taken into account in financial planning
- The city's group guidelines have been revised and approved
- The city's 700th anniversary committee has started its work on the celebration for the whole year of 2025
- The effects of the health and social services reform on the city's board organisation and, consequently, on the administrative rules have been decided
- The establishment of the position of Welfare Director has been resolved
- We will examine the city's personnel benefits and decide on any changes to them
- As part of the investment program, the construction of school and kindergarten facilities for the coming years is discussed
- The construction of the sports hall is discussed as part of the preparatory work on the 2023 budget
- We will decide on sufficient human resources for cultural services

## January to March

- The activation and coordination of parent association activities begins
- The establishment of the group division of the City Council has been resolved
- The city's contingency plan and crisis communication instructions have been drawn up and approved
- Development of personnel induction

# 1,000-DAY PLAN

## 2023

- Evaluation of the education and teaching management system
- We will take into account the TE24 reform and make the known solutions it requires and prepare for the start of the reform in 2024
- The communication plan has been drawn up and approved
- Affiliated companies and group entities are taken into account in the communication plan and in its implementation
- The personnel age programme has been drawn up and approved
- The implementation of the job satisfaction survey will be done annually starting in 2023
- The city is preparing for its 700th anniversary in 2025, as the anniversary committee plans the year's celebrations and programme.
- The land policy programme will be updated
- The implementation of the preliminary impact assessment will be further studied
- The digitisation plan has been drawn up and approved

## 2024

- Paimio's public transport becomes part of Föli
- The TE24 reform will start during the year and the city is ready for it
- The central programme content of the city's 700th anniversary and its scheduling have been decided
- Participatory budgeting in use
- The knowledge-based management project has been kickstarted

## 2025

- The commuter train traffic will begin in Southwest Finland and in Paimio
- The city is celebrating its 700th anniversary with a diverse and year-long programme and events
- When the new council term begins on 1 June 2025, the necessary induction and training of trustees will be taken care of.
- The preparation/review of the city's strategy for the period 2026–2030 will be launched.
- The tools of knowledge-based management are used by the sectors.

## 2026

- The goal status according to the learning support plan is ready.
- The city strategy for 2026–2030 is done and approved.