

Kerava - the 'little big' city - is a human-sized, green and verdant city built for people. Kerava is part of the greater metropolitan area about 30 kilometers to the north from Helsinki, and has over 32,000 inhabitants, of whom 41 % are under 30 years old. By population it is Finland's 27th biggest city and has positive operating profit. Kerava's total workforce numbers approximately 17,000 people. City of Kerava has 1,500 employees and 150 political representatives. Kerava became a borough in 1924 and a city in 1970. Nowadays Kerava is a benchmarked forerunner by other cities of this size.



New annual operation planning system based on QPR ScoreCard has met the expectations of City of Kerava

City of Kerava and QPR Software Plc. have developed in collaboration an annual operation planning system suitable for the municipal sector. The project was initiated at the beginning of the year 2005. The new system contains processes related to setting goals as well as planning and monitoring the budget. With the help of the system, planning and monitoring is technically efficient and easy to use, enabling the decision-makers and preparatory groups to better focus on the issues under planning and waiting for decisions.

"The system contains basic information required for strategic planning and creating the budget and the operational economy plan as well as information about the realization of the plans and information necessary for closing the financial statements. All documents related to aforementioned matters can therefore be created faster and with less effort utilizing standardized and visual reports produced by the system", states **Rolf Paqvalin**, the Mayor of Kerava.

Scorecard-oriented thinking as a basis for operational improvement and productization

QPR supplied the system with the value of approximately 270,000 euros to the city of Kerava utilizing the existing QPR solutions – the QPR ScoreCard – suited to the needs of modern municipal management. This is a new concept for the public sector and it provides the management of various departments in the city with better possibilities to set measurable goals to their operation and monitor the realization of those goals. Another goal is to significantly reduce the time and resources needed for creating a budget, operational economy plan, and the financial statement.

City of Kerava took the new system into use during the summer. The latest interim report was already done with the help of the new system. It creates a good basis for creating the annual operation plan for the year 2006 based on the new process model. "The system has met our expectations well and collaboration with QPR's skilled professionals has been easy. Together we have implemented a functional system for Kerava", says City Treasurer **Henry Lehto**.

The system comprises of management-assisting measurement information grouped by agencies, departments, and cost pools. Measurement information has been gathered concerning economy, clients, services, personnel, and the general operating environment of the city. The system acts as a kind of knowledge database, which contains the actual outcome values of the organization's past years and months as well the target values for forthcoming years and the information is constantly available. Thanks to the flexible nature of the system, it has been possible to change the information contained in the system when for instance the organization itself, monitoring needs, or measures change. The system has been available for all city personnel to use right since the implementation.