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Visit Reykjavik - Adalstraeti 2 - 101 Reykjavik - Iceland - Tel. +354 590 1500 - Fax +354 560 1501 - www.visitreykjavik.is - studyvisits@reykjavik.is

Address by the Mayor of Reykjavík



The City of Reykjavík is not large when compared to other capital cities around the world. However, the projects we address are, for the most part, the same. The solutions we have found, and are still finding, have drawn attention from various quarters, and there are many who would like to visit us and find out more. Our small size is, in fact, a source of strength. Our administrative systems are smaller, and we are therefore often quicker to try out new ideas. We set ambitious goals and place a great deal of emphasis on creating an environment which strengthens the city's position in the competition for people and companies in the 21st century. Surveys which we carry out among our populace on a regular basis show that we are on the right track. Our residents are very happy with the services provided by the municipality, although the surveys also inform us of the areas in which we must try harder, messages that we certainly take to heart.

We would like to share our knowledge and experience with others, and invite professionals, managers, politicians and anyone else interested to visit us and receive information, whether through lectures or guided sightseeing trips. Our employees are ready to share their knowledge, and I hope that such sharing will inspire you to new heights.

A handwritten signature in black ink, which appears to read 'Vilhjálmur Þ. Vilhjálmsson'.

Vilhjálmur Þ. Vilhjálmsson
Mayor

Lectures and sightseeing

1 How do we utilise geothermal energy?

General lecture and sightseeing at Nesjavellir or Hellisheidi.

2 Thermal pools. *Sightseeing.*

3 The Ylströnd thermal beach. *Sightseeing.*

4 Heated streets and pavements.

Lecture and sightseeing.



STUDY VISITS

Energy from the Bowels of the Earth

– diverse use of geothermal energy in Reykjavík

Near Reykjavík, at **Nesjavellir**, there is an immensely powerful geothermal station operated by the City of Reykjavík which is used in various ways to improve the quality of life of the city's residents and guests. The geothermal power station began co-generation of 60MW of electricity alongside the hot water production which has been taking place at the plant since 1990, to achieve even more efficient harnessing of its eco-friendly geothermal resources. A new power station is under construction at **Hellisheidi**, not too far away.

An important aspect in the utilisation of thermal water is health related. Reykjavík has seven **thermal pools and baths**, and the residents simply love them. The city's population is 115,000, yet a total of 1.9 million visit the pools annually. The main reason for this interest are the positive effects thermal water has on both body and soul. The water softens stiff muscles and joints, creating ease of movement. The water is also ideal for senior citizens and those who suffer from various ailments such as arthritis, heart conditions, asthma and allergies. After a session at a thermal pool and a bath, people feel considerably better, and when the body is happy, so is the soul.

In the summer of 2000, a marvellous thermal beach, the **Ylströnd**, was opened to the public in Reykjavík. Large breakwaters were constructed, and yellow beach sand was pumped in behind them. Within the breakwater, there is a lovely lagoon where cold seawater and hot thermal waters mix. Under the most advantageous conditions, the temperature of the water in the lagoon is 18–20°C. These conditions are more akin to Mediterranean beaches than an inlet in the North Atlantic Sea in the northernmost capital in the world. The thermal beach has become a multifunctional recreational area where the emphasis is on outdoor activities, sun and sea-bathing and sailing. The Ylströnd has a service centre with changing rooms and showers for guests. The Ylströnd in Reykjavík has been awarded the International Blue Flag. To obtain Blue Flag certification, facilities must meet stringent requirements for cleanliness, water quality, safety, facilities and education for guests, as well as environmental protection.

The City of Reykjavík uses the thermal water to **heat city streets and pavements**. The benefits are diverse, e.g. improved driving and walking conditions, increased road safety and improved access, an environmentally friendly method of preventing icy roads and increased environmental quality in general. Snow-melting systems are laid in streets and pavements during the renewal of streets in the city centre, in new neighbourhoods and in concentrated areas as appropriate.

Environmental Policy in Action

Local Agenda 21: Developing Reykjavík. A project in accordance with the ideology of Local Agenda 21 on sustainable society with the extensive participation of interested parties and residents. Residents were invited to submit their own ideas on how city authorities should go about creating a sustainable society. The ideas were used to formulate the city's policy on environmental matters and sustainable development. The residents' consultation was carried out on the Internet and was a great success. **Environmental indicators** measure the city's success rate toward developing a sustainable society. Reykjavík has used these indicators in recent years to assist in the analysis of urgent issues and policy formulation in environmental matters.

Nature is near at hand in Reykjavík, and one does not have to go far to be a part of it. The Ellidaárdalur valley runs through the city and is one of the most popular areas for outdoor recreation in Reykjavík – not many cities can boast of a salmon river running through their centre! It is the policy of the City of Reykjavík to maintain the natural diversity of the city's ecosystem. These include ice-age remnants, glacier-scraped boulders and a bird sanctuary practically in the city centre. The City of Reykjavík operates a **botanical garden** (Grasagardurinn), although it is unusual for municipalities to be responsible for such operation. Its role is the collection, maintenance and registration of Icelandic and foreign flora. The majority of those interested in gardening are keen visitors to the Grasagardur, which is open year-round, and admittance is free of charge. During the summer, the garden hosts educational and cultural events for the public and a coffee shop is run by private party.

The City of Reykjavík, in partnership with municipalities in the area, operates a waste management firm which is responsible for the receipt and treatment of **waste materials** from residents and companies. The firm (SORPA) has, since its establishment, endeavoured to find new and environmentally friendly ways to utilise waste products.

One of SORPA's most interesting environmental projects is the collection of **landfill gas** which forms where waste material is buried. The landfill gas which forms is used in two ways, on the one hand to produce electricity, and on the other, **for use as vehicle fuel**. In this way, the city saves considerably on imported fossil fuel, which again leads to decreased emissions of greenhouse gasses. As of March 2006, there are approximately 50 vehicles in the Reykjavík metropolitan area running on methane. The majority of these vehicles have bi-fuel engines which can run on both methane and petrol. The newest additions are two buses in the Reykjavík metropolitan area, a waste truck and a container truck. "Biogas" is used in many places for electricity and heat production and as vehicle fuel. However, the SORPA project is unique, as it uses landfill gas for vehicles and there are no known examples of such use in Europe.

Lectures and sightseeing

- 1 **Local Agenda 21, consultation with residents and environmental indicators.** *Lecture.*
- 2 **Nature in the city – the Ellidaárdalur valley.** *Lecture and sightseeing.*
- 3 **Grasagardurinn in Laugardalur.** *Sightseeing.*
- 4 **Fuel from landfills to vehicles.** *Lecture and sightseeing.*



Lectures and sightseeing

- 1 Educational work in Reykjavík pre-schools and compulsory schools. *Lecture.*
- 2 Individualised and co-operative learning. *Lecture.*
- 3 Inclusion. *Lecture.*
- 4 IT in schools. *Lecture.*
- 5 Recreational activities. *Lecture.*
- 6 Visit to primary school.
- 7 Visit to pre-school.
- 8 Visit to youth centre/youth recreational centre.



STUDY VISITS

Children in the City

– during the school year

The City of Reykjavík runs an ambitious educational policy for pre-schools and compulsory schools (grade 1 to 10) and has formulated a 10-year vision for the schools in tune with global trends. Educational authorities in Reykjavík emphasise **individualised and co-operative learning**. The foundation for this ideology can be found in legislation on pre-schools and compulsory schools. Individualised education departs from traditional classroom teaching and places the student in focus. According to Icelandic legislation, the pre-school is the first level of schooling, and individual plans are increasingly made for each child. An assessment tool has been prepared, in co-operation with compulsory school headmasters, to evaluate the schools' progress to individualised learning and support further plans. The most recently built compulsory school in Reykjavík was designed and organised according to ideas about individualised learning.

The policy of **inclusion** has caught substantial international attention. An effort is made to ensure that children with special needs have access to schooling within the general pre-school and compulsory school system. These efforts include increased consultation and in-service training for teachers, a new approach to learning, increased funds for special education and employing para-professionals in schools. One aspect in the implementation of this policy was the integration of deaf and hearing children in one of the city's compulsory schools. This development project has gained substantial interest internationally and is known as the "Icelandic method".



STUDY VISITS

The Internet learning environment facilitates adapting plans to individuals and enables the teacher to create a study unit for student groups. Infomentor is a Web-based Management **Information System**, designed to serve the School Community. It eases the administrative work of headmasters and teachers, promotes quality teaching and simplifies reporting and information flow both within the school and to students and parents. Infomentor offers a unique pedagogic approach, with tools that promote individual learning (such as individual curriculum planning) and individual evaluation (such as portfolio). In the past few years, a **distance education language centre** has been operated for advanced students in foreign languages. Students are distributed among schools in the city and around the country and work on projects at their own speed. Experiments have also been made in the teaching of optional subjects for adolescents in many of the city's schools.

At the close of a normal school day, there are various social and recreational activities, which have educational value, available to children. Emphasis is placed on active participation, learning while doing, democracy and equality. Particular attention is paid to encouraging the participation of individuals who are at a disadvantage due to disability or social circumstances and ensuring that they have equal opportunities. The social activities with young people are intended to strengthen social development and a healthy lifestyle, and emphasis is placed on preventive measures for negative behaviour such as bullying and teasing.



Lectures and sightseeing

- 1 **Reykjavik Municipal Work School.**
Lecture and sightseeing.
- 2 **School gardens.**
Lecture and sightseeing.
- 3 **Recreational options in the summer.**
Lecture and sightseeing.

Children in the City

– during summer holidays

Traditionally, children in Iceland have always had very long summer holidays, or almost three months. As a result, there is a considerable need for diverse and vocational activities for children and young people.

The Reykjavík Municipal Work School provides all young people in the final 3 levels of primary school in Reykjavík with the opportunity of a varied summer job in different work areas, both in and outside Reykjavík. Approximately 70% of these students enrol in the Work School. The youngsters receive training in practical work, the use of common tools and instruments and instruction in numerous areas affecting their daily environment and future. The Work School also operates important prevention programmes.

School gardens are operated from the beginning of June until the middle of August. There are 8 school gardens in Reykjavík. 600 children use the school gardens every year. Each child is allotted an 18m² garden provided with seeds, seedlings, vegetable plants and flowers. The work involves at least 2 hours a day. The age group is 8- to 12-year-old children. Elderly citizens may also be allotted a garden. Primary schools have shown increased interest in school gardens, and even whole classes have tended gardens and brought what they have learned back into the school work in the spring and autumn.

There are a large number of **recreational options** during the summer, when summer courses for 6- to 12-year-old children are offered. Each course lasts a week, with varied course programmes. The programmes are constructed so that participants are engaged in creative, enjoyable and developing work, both indoors and out. Then there are sailing courses for 9- to 15-year-olds in an adventure centre by the sea, where cheerful and daring children can find an outlet for their energy and adventurousness. Reykjavík has a long tradition of operating so-called carpentry workshops for children aged 8–12 years, where they can build their own timber huts and smaller items. Finally, mention may be made of the fact that Reykjavík operates an entertainment bus which does the rounds in Reykjavík during the summer. The bus is equipped with recreational equipment, a type of mini-funfair, which children can play in free of charge.



Children in the City

– creativity

The main goal of the Icelandic **Child Protection Act** is to ensure that children who live under insufficient conditions or endanger their own health or development are provided with the help they need. An effort is made to strengthen families in their up-bringing role and to take action to protect the child when necessary. The City of Reykjavík puts emphasis on focusing on children in all support work with families, the importance of talking to children, listening to their needs and giving them the opportunity to express themselves without a mediator.

Hitt húsid is a cultural and information centre where young people (16–25 years) are given diverse assistance and advice on e.g. bringing their ideas to fruition. There is also an information centre which is open to anyone requesting assistance and facilities to stage all sorts of events.

The service centres located in various city neighbourhoods place a great deal of emphasis on activating the collective strength of the residents of the neighbourhood in question, i.e. **social wealth**. We believe that preventive measures and social wealth are closely linked projects and we choose to speak of strengthening social wealth for prevention purposes. Several new and exciting projects relating to various types of group activities, conciliation mediation in neighbour disputes, conciliation mediation between peers in schools and continuity in recreational work have already been initiated, and others based on this ideology will soon be embarked on.

Lectures

- 1 **Child protection.** *Lecture.*
- 2 **Hitt húsid.** *Lecture.*
- 3 **Social wealth and prevention measures.** *Lecture.*



Lectures and sightseeing

- 1 **Rapid growth of a young city.**
Lecture and sightseeing.
- 2 **Development of the city centre.**
Lecture and sightseeing.
- 3 **Planning Fund – buyout of properties.**
Lecture.

Young and Energetic City



Of all the capital cities in the Nordic countries, **Reykjavík is the youngest**. It also the city whose growth is the most rapid. At the beginning of the 20th century, the population of Reykjavík was approximately 6,000; by the middle of the century, it was around 50,000, and it is currently close to 115,000. Thus the population today, in the beginning of the 21st century, is 20 times greater than it was in the beginning of the 20th century. The energy evidenced in the development of the city has been without parallel, and guests ask how this can have happened. Where is the manpower to organise and manage all these projects and where does the money come from? Many neighbourhoods are undergoing re-planning, new neighbourhoods are being developed and competitions are held for ideas on the further development of these areas. Some 800 apartments and around 100 thousand sq. metres of commercial property are built annually. A visit to the Reykjavík Planning and Building Department reveals how a young and highly active Division is addressing the formation and growth of the city, and how the city's administration, participation by financiers, consultation and co-operation with interested parties and the operation of the Division make this possible.

The **development of the city centre** of Reykjavík has been one of the priority projects of city authorities over the past few years. Many large projects have been initiated, of which may be mentioned the construction of The National Concert and Conference Hall by the old harbour. Numerous other projects of extensive scope are undergoing preliminary planning. Among the "tools" the city uses to encourage development is the **Planning Fund**, a fund the city uses to purchase outright property in the city centre in cases where it is necessary to pave the way for the advancement of planning proposals.

A Sunny Spot for Everyone

The City of Reykjavík wants to increase its awareness of citizens' needs. By increased knowledge of the needs of citizens, the policy makers in the welfare sector are better equipped to enhance quality of life for the benefit of all Reykjavík citizens. Active participation in welfare debate and various development projects, followed up with research and surveys, is an important part in innovation and development.

Many methods are used in Reykjavík to ensure that all city citizens can make the most of their abilities. Positive behaviour support, or **PBS**, is a comprehensive procedure which consists of simple and systematic methods which increase the likelihood of desirable behaviour. At the same time, efforts are made to fight tendencies to focus on undesirable behaviour and punishment.

A solution-based approach is an influential, effective and a tried and tested way to encourage positive changes in individuals and groups. By using this approach, the often-unsuccessful search for the root of problems is abandoned and the course set directly toward the solution. Research has shown that this approach provides people with a better life and increases confidence and the belief in personal influence sooner than other methods. **Social activities for the elderly** are in constant development, and the aim is to prevent and decrease the social isolation of many elderly citizens in Reykjavík, to create an environment where most people can find an appropriate forum and to encourage the initiative of participants in social activities and independent actions.

Over the past few years, The City of Reykjavik has emphasised the importance of integrated services for the elderly who are assisted to live in their own homes for as long as possible. Integration of home-help and home-nursing, provided by the state on the one hand and the municipality on the other, is an important milestone on the road to building a coherent and integrated service for the elderly, tailored to individual needs.

Lectures and sightseeing

- 1 **Development and innovation in welfare services.** *Lecture.*
- 2 **PBS – Positive Behaviour Support.** *Lecture.*
- 3 **Solution-based approach, assistance toward self-help.** *Lecture.*
- 4 **Social activities for the elderly.** *Lecture.*
- 5 **Service for the elderly.** *Lecture and visit.*



Lectures

- 1 **Equality issues – success and new points of emphasis.** *Lecture.*
- 2 **Job evaluation.** *Lecture.*
- 3 **Multicultural activities in the City's pre-schools and compulsory schools.** *Lecture.*

STUDY VISITS

Equality and Diversity



For approximately a decade, the City of Reykjavík has systematically promoted **gender equality** in the city's operating units, in Reykjavík society and in the arena of political policy formulation and decision making. During this time, the city has ensured gender equality among officials and in top management positions, has decreased wage discrimination by half in the years 1995–2001 and, since 2002, has introduced non-gender-specific **job evaluation** in order to attain the goals of the Act on the Equal Rights of Men and Women, i.e. to pay women and men equal wages for equally valuable work in all fields of the municipal system. A large number of co-operative projects, in the field of gender equality, with trade unions, gender equality authorities, employer associations and the university community have been brought into existence owing to the initiative of the city, such as issues relating to paternity leave, the co-ordination of work and private life and the mainstreaming of gender and equality perspectives.

The city's success in the field of gender equality has resulted in the city's desire to utilise its ability for innovation, and the experience it has gained in other fields relating to human rights, to strengthen the position of immigrants, fight discrimination due to race or religion and strengthen the participation of the disabled in all spheres of society, to name but a few issues. The City of Reykjavík intends to accomplish this through the formulation of a human rights policy which addresses all these issues and by creating strong and clear channels for implementation.

Children of foreign origin in the pre-schools and compulsory schools of the city have steadily increased in number over the past few years. This is a trend which reflects the multicultural society forming in Iceland. The main curriculum for pre-schools and compulsory schools states that the schools are for all children, irrespective of nationality, mental or physical ability, religion or culture. This places obligations on schools, and an effort is made to fulfil them by accepting each child on his or her own terms and developing an understanding of different circumstances and respect for the child's origin. Emphasis is placed on co-operation with parents. Specially designed enrolment plans are used when children of foreign origin begin their schooling. Employees of the schools are provided with consulting services that focus on integration and well being of the children.



Busy day in Reykjavík.

Lectures and sightseeing

- 1 **“Reykjavík Pure Energy”, the secret behind a creative destination.** *Lecture.*
- 2 **Creative co-operation between the city and private entities.** *Lecture.*
- 3 **Optional sightseeing tours with lectures at the Reykjavik Art Museum, the City of Reykjavik Library, the Reykjavík Museum of Photography, the Reykjavik City Museum and Gerduberg Culture Centre.**
- 4 **Cultural work of young people.** *Lecture.*



The Creative City

In the past decade, Reykjavík has gained a reputation as an **exciting destination** for many reasons. The city is regarded as an exciting destination for young people; Icelandic musicians, with Björk and Sigurrós leading the way, have opened the way for other Icelandic musicians and made Reykjavík the capital city of improvisational/new music in Northern Europe. At the same time, guests enjoy the use of geothermal pools a great deal, take exciting day-tours in nearby nature and visit museums and events of various types, increasingly more than they did about 10 years ago. In addition, the night-life of the city has a reputation for being energetic and fun. How have city authorities and others managed to create such an exciting destination and make their trademark known to travellers in the extremely fierce competition for tourists? What aspects have joined forces to make Reykjavík, a city of less than 200 thousand people, snuggling just under the Arctic Circle, such an attractive destination?

The City of Reykjavík has initiated a number of **highly successful projects in co-operation with the business sector and NGOs**. The purpose of the projects is to strengthen cultural and artistic life by ensuring that ideas are brought to life through the provision of start-up money and at least the same amount from another source. An example of this are artwork loans (Listmunalán), a non-interest bearing loan for the purchase of artwork from galleries, and support to artists exporting their work and advertising the city at the same time. Other examples are festivals such as Culture Night and the Winter Lights Festival.

There are diverse and interesting museums in Reykjavík, some operated by the city, and many others operated by the state or private entities. The City of Reykjavík operates art museums in three locations, seven libraries, a museum of photography, a cultural centre and a city museum with both an open air museum and the new Settlement Exhibition 871 +/-2 in the city centre that is focused on the interpretation of the ruins of a Viking age longhouse, whereby a multimedia technique the guests can find out about the oldest settlement ruins in Iceland. These cultural institutions all play their part in making the city a creative cultural city and run interesting and ambitious activities.

STUDY VISITS

The home of **culture for young people** is Hitt Húsid – to create is to invent, experiment, grow, break the rules, make mistakes and have fun. This definition fits the cultural work of Hitt Húsid, the cultural and information centre for young people. Emphasis is placed on active participation, learning by doing and ensuring that the projects are constructive and informative for young people. These projects should create channels for young people to participate in the democratic processes and to influence society in the field of culture and arts. Gallerí Tukt is the venue for visual arts and is open to all. Listsmidjan is a fantastic work environment for creating art in various forms and is open to groups and individuals. Fimmtudagsforleikurinn (the Thursday prelude) in the Kjallarinn is hot when music is on the menu. Músiktilraunir (music experiments) is a leading force on the Icelandic music scene. The Götuleikhús (street performers) of Hitt Húsid please everyone in summer. Creative summer jobs are red hot innovative projects managed by the artists of the future. Unglist – the young people’s art festival – gets top billing during red autumn days.



Lectures and sightseeing

- 1 **LUKR.** *Lecture.*
- 2 **Ingunnarskóli – a school building for the future.** *Lecture and sightseeing.*
- 3 **The development and operation of sports facilities.** *Lecture and a visit to a thermal pool, a sports facility and a skiing area.*



STUDY VISITS

Technological Reykjavík

The Land Information System of the Reykjavík Area, **LUKR**, is a co-operative project between the city and other entities (private – public partnership) concerning an extensive electronic map database which is linked to diverse information from other databases, such as the National Population Registry and the Land Registry of Iceland. LUKR has, from the very first, been one of the leading land information systems in the world and has won diverse awards and recognitions. The reason is because LUKR involves extensive co-operation between public and private entities, its quality of data and public access is high and the use of the latest and best available software has always been ensured.

BVS or City Webview is an information system that operates with the databases of LUKR and other databases on the Internet, providing information from them as well as related information. LUKR and BVS are important to city authorities with respect to information provision, map-making, etc., and in the daily work of the various institutions and companies operated by the city. A large section of the general public and private companies also use maps and other data from LUKR, both for informative purposes and as foundations for specialised systems. LUKR is used considerably by consultants, technicians and others engaged in the preparation of various projects and, on www.reykjavik.is/lukr, provides data suitable for these parties at a reasonable price. All data in BVS is free of charge.

A school for the future. The city has a number of interesting projects underway, among them the **city's newest compulsory school, Ingunnarskóli**. This school is special in many ways, including the preparation process as well as the layout of the school building itself. Before the building was designed, a team of 30 people was established. It included representatives from parents, residents and companies located in the school district as well as school personnel, students, engineers and architects. The preparatory process for the school started with the biggest issues and then moved toward more detailed aspects (Design Down Process).

STUDY VISITS



The preparatory team worked for several months formulating ideas for the internal operations of the school and submitted proposals for the design of the building. Educational authorities in Reykjavík placed considerable emphasis on the fact that this new school, built in a new century, should be in line with developments in education in the beginning of the 21st century.

Another installation which has drawn the attention of foreign visitors is **Egilshöll**, a new installation which consists of an indoor football field, full-size, with synthetic grass. The football field has been used for concerts, conferences and annual celebrations. The facilities house an ice-skating rink and a shooting range, and soon bowling facilities will be installed. A four-screen cinema will be built next to Egilshöll. Furthermore, a heated, full-size football field, with synthetic grass, will be built outside the facilities along with a few smaller playing fields. Egilshöll has a restaurant and a guesthouse. **Laugardalshöll** is a sports facility which has been used for competitions in various indoor sports, among others the World Handball Championship in 1995. The facility has been used for concerts and conferences. In 2005, a fully-equipped athletics facility with a 200m running track was built in an annex to Laugardalshöll. The athletics facility is also used for conferences, shows, entertainment and concerts. The facility, moreover, contains smaller conference halls and meeting rooms.



Lectures

- 1 **Changes to the management system.** *Lecture.*
- 2 **Management System of the City of Reykjavík.** *Lecture.*
- 3 **The Oracle Employee System – Preparation and Adaptation.** *Lecture.*
- 4 **Overview of Finances and Budgeting Process.** *Lecture.*
- 5 **Financial Information System.** *Lecture.*
- 6 **The Three Portals – Accessibility of Services.** *Lecture.*



STUDY VISITS

Operation of the Municipality

– bringing Service to Every Citizen

Over the past decade, the **management system** of the City of Reykjavík has gone through **considerable changes**. A comprehensive audit has been performed on the city's management and committee system, and a new organisational chart came into effect last spring (2005). The city's projects have changed considerably, tasks are performed in new ways and projects have variously been added or cancelled. The principal goals for the changes to the management system of the city were: simplification of the management system, reduction in the number of committees, merging of issues and correlation of the committee system and management system, clearer fields of responsibility, strengthening of political policies and monitoring of professional committees, greater procedural efficiency and increased effectiveness, clearer position of the city authorities and more effective and focused city management meetings, democratic work practices and consultation to encourage equality and transparency. This undertaking was a considerable learning process for the management and staff which others could learn from.

In 1999, the City of Reykjavík decided to renew the city's payroll system, and at the same time, bring into use a new and co-ordinated **Human Resource Information System** involving all city entities. Following a comprehensive needs analysis, an invitation to tender, containing extensive specifications, was issued in the EEA area. The Oracle E Business Suite was chosen. The process from the needs analysis to the whole process of calling for tender to the choosing of the system and its adaptation and development was an interesting learning process which could be of benefit to others.

The finances of the capital city are a complex project for which the City of Reykjavík uses the Agresso financial information system. The adoption of the system was a huge learning curve, which may well be shared with others. The scope of the city finances are, moreover, extremely interesting and can be examined using various statistical facts and interesting images. One of the exciting innovations in the operation of the city is the adoption of purchasing cards which will substantially reduce purchasing costs.

Reykjavík residents can access the city's services from **three portals**: community-based service centres, call centres and e-services. Six service centres, in as many neighbourhoods, are operated in the city. These focus on providing families in the city with both comprehensive and targeted welfare services and accept applications for all services provided by the city. Each service centre is a pioneer in a particular field of the services, e.g. multicultural issues and preventive measures. The telephone centre 411 1111 connects callers to all operating units within the city infrastructure and provides general information on services and activities provided by the city. Electronic Reykjavík involves, among other things, personal areas on the website of the City of Reykjavík which residents can establish for e-business. All applications for Reykjavík City services are accessible from one area on the city's website.

Reykjavík Study Visits

Innovative – Inspiring – Informational