




GLADSAXE

**THE 2030 AGENDA ON THE LOCAL LEVEL:
A VOLUNTARY REVIEW FROM GLADSAXE DENMARK**

Opening statement by the Mayor

Long-term sustainable development requires political leadership globally and actions locally. The United Nation's Sustainable Development Goals provide a unique opportunity for cities, regions and municipalities to act – we are close to the citizens and companies.

In the Municipality of Gladsaxe sustainable development has been part of the City Council's vision for many years. Gladsaxe is ambitious and has a vision of not only environmental, but also economic and social sustainability. Gladsaxe was the first municipality in Denmark to integrate the Sustainable Development Goals in the municipality-strategy and anchoring them into our services and core operations throughout the organisation and beyond.

All of the 17 Sustainable Development Goals are important end interconnected. To focus our attention to be able to make a significant difference we have started out with those goals where we want to achieve something extra. Thus, in Gladsaxe's Strategy 2018-22 we have given special attention to goals 3, 4, 8, 11, 12, 13 and 17. These Sustainable Development Goals help us raise the bar in the development of our core tasks within and across the sectors and services of our organisation. More goals might be added when we develop our strategy for 2022-26.

Our experience through now three years of working with the 2030 Agenda is that addressing the Sustainable Development Goals is very effectful. It makes

sense and grows not only in the top management but also in practice. By integrating the Sustainable Development Goals into the political and strategic management and using them to further develop core functions, services and activities, the Sustainable Development Goals can contribute to new ways to create public value. They can be approached as a way to manage a city, which not only raises the municipal organisation but also the local community because they make sense to employees, citizens, local actors and enterprises.

We cannot make change by going alone – Gladsaxe need to cooperate with local actors and in partnerships to obtain the required changes in the long run. We must do it together. The Sustainable Development Goals have given us a common language and view on what sustainable development means and requires from us all.

With this Voluntary Local Review, we would like to share our experience so far to inspire others and thereby further contribute to the collective effort to achieve a more sustainable world by 2030 and beyond.



Trine Græse
Mayor

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Introduction

Gladsaxe is among the front runners on the 2030 Agenda in Denmark and in the Nordic Countries and has cooperated with other municipalities on translating the global goals to action at the local level. We have contributed to the Danish Government's national action plan for the global goals 2021 as well as the Nordic Council of Minister's publication and networks on the 2030 Agenda at the local level.

In Gladsaxe the Sustainable Development Goals reinforce the development of sustainable growth and welfare. Our vision is founded on the same thoughts as the Sustainable Development Goals with social, environmental and economic sustainability as an integral part of our vision for many years.

The Sustainable Development Goals were introduced during the development of the municipal strategy for the City Council's political term 2018-2022. They present an important link between the welfare and the growth agendas and provide a shared frame of reference in the strategic management and development of the municipality. On a larger scale they support the transformation from a classic municipal welfare approach to a broader, holistic approach addressing progress towards sustainable growth and welfare.

The Sustainable Development Goals contribute to raising the bar in the development of our core tasks and we pursue the broader agenda. In Gladsaxe not only environmental and economic but also social sustainability is a priority. We consider all 17 Sustainable Development Goals to be important and interdependent. In Gladsaxe we have our main



focus on seven selected goals that we consider most important to us and where we have the opportunity to make a significant difference.

The purpose and structure of Gladsaxe's Voluntary Local Review

With this Voluntary Local Review Gladsaxe we hope to inspire others by presenting our strategic approach to the 2030 Agenda in general and The Sustainable Development Goals in particular.

Our aim here is not to give an exhaustive review based on our complete reports on the quantitative data and qualitative cases, but rather to present our approach and give a few examples from practice as well as data in order to focus attention to our general approach. This, in our opinion can be more useful and inspiring to other municipalities, organisations, etc. as it presents a transformational strategic approach which has succeeded in mobilising the organisation and local community in promising ways driven by political leadership, strategic management and local action within and outside the organisation.

By integrating the Sustainable Development Goals into the political and strategic management and using them to further develop core functions, services and activities, we have seen how the Sustainable Development Goals can contribute to the transformation in the public sector and to finding new ways to create public value.

After a brief introduction to our municipality, we present our strategic approach and some of the preliminary results on the progress towards the goals. Following this we present our conclusions and perspectives on the next steps on the 2030 Agenda. Finally we have enclosed our municipal strategy with our main goals and targets in full length.

In this review we only present a small section of our data to illustrate the idea of our approach. Every year we make a thorough report on the progression on the strategic goals and targets based on both quantitative data on the indicators and qualitative cases. We complement the quantitative dataset with the qualitative cases, because we register a lot of sustainable activities and changes emerging, which contribute to the realization of our strategic goals on a broader scale, which cannot be reflected meaningfully by quantitative data. The complete reports can be required upon request. In this Voluntary Local Review, we give a few examples based on the quantitative and qualitative reports from 2019 and 2020.



About the Municipality of Gladsaxe

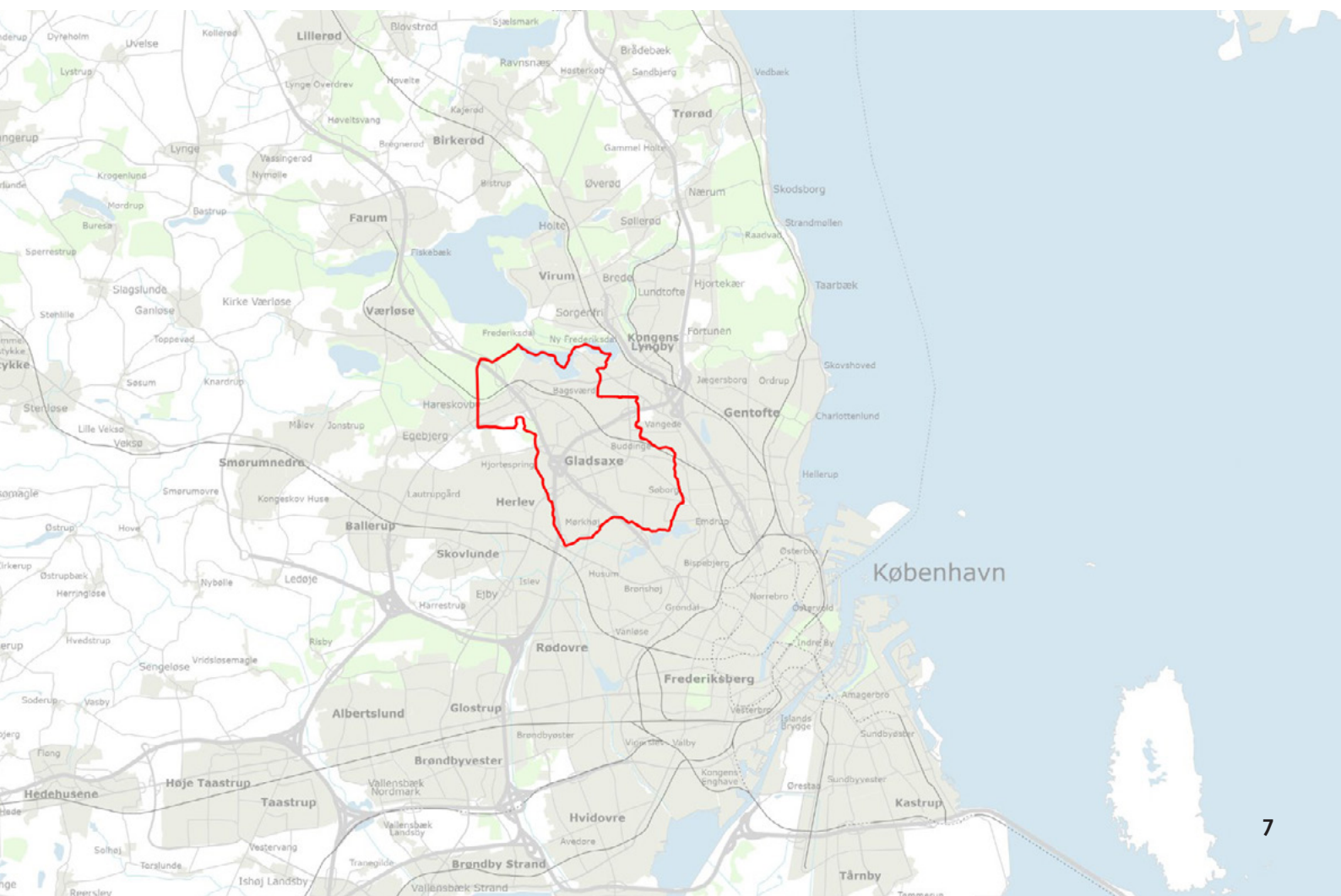
Gladsaxe is a densely populated area at the core of the functional urban area of Copenhagen. Gladsaxe covers an area of 25 km² and has a total population of around almost 70.000 and is the 20th largest municipality in Denmark.

The vision for Gladsaxe through many years focuses on social, environmental and economic balance and the municipal strategies on the cohesion between growth and welfare through sustainability. The city's work on sustainability connects to a strong political ambition to make Gladsaxe a vibrant city in growth and a safe and inclusive place to live and work. On the rim of Copenhagen, developing infrastructure and mobility are priorities of Gladsaxe as well as supporting social balance.

Gladsaxe is a growing municipality and for many years the population has been increasing. For the

past ten years there has been an increase of 6.000 inhabitants, and due to the continued expansion of housing, the population is expected to increase further. The latest forecast predicts 76.000 inhabitants by 2035. The forecast is an important tool for planning of the services provided by the municipality, especially daycare, school and elder care. This development forms the basis for the municipality's planning especially the school and day care area.

The Municipality of Gladsaxe is also an urbanized and business friendly area close to the center of Greater Copenhagen, with attractive business areas, giving home to a variety of businesses in a wide range of industries. Gladsaxe has a long history of creating favorable and welcoming business conditions, and has been home to several of the largest companies in Denmark, for decades.



Gladsaxe's approach to the 2030 Agenda

Global political leadership and local action

The Municipality of Gladsaxe wants to contribute to a more sustainable development. The City Council's vision is founded on the ambition of achieving a more socially, environmentally and economically sustainable local community. Sustainability constitutes an important link between welfare and growth in Gladsaxe and the Sustainable Development Goals help raise the bar.

In Gladsaxe we think of the Sustainable Development Goals not only as climate goals. Progress is just as much required on economic and social sustainability – even in a country as Denmark and a municipality as Gladsaxe. After a year of COVID-19 e.g. physical and mental well-being, health, education and employment are among the key issues to be addressed.

Sustainability is a common agenda of the political leadership in the City Council. Sustainability and the global goals have developed into a shared frame of reference within the municipal organisation, where employees and leaders translate the goals into strategic initiatives and actions in practice. It also provides a platform for ideas and initiatives in the local community among citizens, organisations and companies. Many companies based in Gladsaxe embrace the 2030 Agenda e.g. Novo Nordisk, ISS, etc.

Our role as a municipality is to take action on our strategic goals and to initiate and facilitate interaction and cooperation among actors within the community who want to contribute to sustainable development locally, nationally and globally.

Gladsaxe's strategic goals and the Sustainable Development Goals

In Gladsaxe we seek to achieve sustainable growth and welfare through 6 goals reaching across all administrative sectors and activities:

■ Children shaping the future



■ Business-friendly city with job growth



■ Equal opportunities to succeed



■ Green and vibrant city



■ Lifelong health and well-being



■ Climate-conscious city



The goals and targets are presented in full length in the section on [Gladsaxe's Strategy](#). In the following a brief summary of the goals and measures:

■ Children shaping the future

It is our ambition that all children and young people take advantage of their potential. We must provide them with a good childhood and youth and a solid foundation for their adult lives. Aligned with global goal 4, Quality Education, we work to ensure that all young people in Gladsaxe achieve a place in the future labour market and are equipped to meet life's many challenges and opportunities and feel part of communities. To achieve this, we focus on three overall measures:

- Well-being for children and young people
- Children and young people in committed communities
- Lifelong learning.

■ Business-friendly city with job growth

We want Gladsaxe to be an attractive business-area with growth enterprises as a basis for innovation and job creation. A growing and diverse business community supports a well-functioning job market and contributes to an economic surplus to be

invested in welfare. Aligned with global goal 8, Decent Work and Economic Growth and goal 12, Responsible Consumption and Production, it must be attractive to run a business in Gladsaxe and enter partnerships which contribute to socially and environmentally sustainable growth. Our measures to achieve this are:

- A holistic view on commercial development, infrastructure, employment and education
- Social sustainability to help marginalized citizens into meaningful jobs
- Supporting young people in completing an education or getting a job.

■ Equal opportunities to succeed

Our ambition is that children, young people and adults lead viable lives, where they experience success and can develop their potential, take responsibility for their lives and be as self-reliant as possible. Some people need particular care in order to enjoy the same opportunities in life as others. We focus on the resources and potential of the individual and work systematically to reduce the significance of social heritage. This ambition supports global goal 3, Good Health and Well-Being, 4, Quality Education and 8, Decent Work and Economic Growth. We focus on three measures:

- Families which succeed
- Social balance
- A good life for citizens with physical or mental disabilities.

■ Green and vibrant city

Our goal is that Gladsaxe should be a good place to live, reside, work and run a business. A multifaceted city that hums with life, is easy and safe to visit and has many green spots with varied nature and biodiversity. Supporting global goal 11, Sustainable Cities and Communities we work for sustainable growth, for socially balanced neighbourhoods and support diversity in residential and business areas. We prioritize easy access to green areas and link urban life and nature for recreational activities. Therefore we focus attention on:

- A more green municipality

- A vibrant municipality
- Strategic development of the city.

■ Lifelong health and well-being

In Gladsaxe, all citizens must have the best opportunities to live an independent, active, healthy and responsible life. We want to provide the framework for a good life, where more citizens experience better physical and mental health, which is vital for a good quality of life. In line with global goal 3, Good Health and Well-Being, we work to ensure healthy lives and promote well-being for all ages across all professional areas in the municipality in an integrated approach building on partnerships. We focus on:

- Promoting health and well-being for all at every stage in life
- Encouraging a healthy and active life in cooperation with civil society
- Cooperation with health sector actors at all levels.

■ Climate-conscious city

We want to be a climate-conscious city, where we take care of our resources and ensure sustainable consumption and production in line with global 12, Responsible Consumption and Production. We meet this challenge by consistently exploring the potential in circular economy, developing new solutions with citizens and businesses and engaging actively in combating climate change and its impacts along with global goal 13, Climate Action. Our aim is to reduce our CO₂-emissions and by 2035 to be free of fossil fuels such as coal, oil and gas. To become a more climate-conscious city we focus on

- More green and renewable energy
- Climate-conscious transport and mobility
- Circular economy
- Investing in a more resilient city.

We see cooperation and cocreation internally across sectors and externally with citizens and local companies as crucial for achieving each of our goals. Therefore, global goal 17, Partnerships for the goals,

is integrated into each of our goals as an important way to make progress towards a sustainable future.

Sustainable development does not emerge by itself

With the strategy as the overarching strategic framework for the development of the municipality it constitutes an important tool for the political and strategic management of Gladsaxe.

The strategy is politically adopted and reflected through the management systems – from the Budget and the annual accounts, where we report on the triple bottom-line to the annual business plans for the organisation and the strategic agreements, upon which all departments and units base their activities and practice every year. Thus, leaders and employees at all levels contribute to achieving our common goals from their various areas in dialogue with their employees.

To be able to measure progress towards our goals we monitor the development through selected quantitative indicators. We can register, that we are moving in the right direction when we analyze the quantitative indicators. However, not only what is measured counts. We also pay attention to the broader picture by looking at qualitative cases on sustainable development in the organisation and in the local community. When sustainability is on the agenda, a lot happens which cannot be measured, because the top management is clear in sending a message on ‘license to act’ on sustainability within and across the organisation, thus, empowering employees to come up with new innovative ideas in everyday practices to complement the spearhead projects.

We see progress because we not only integrate the sustainable development goals into our management systems, but also support local commitment within and beyond the organisation. Our approach is, that we cannot make change by going alone – we need to cooperate with local actors and focus on partnerships to obtain the required changes in the long run. We must do it together – with our employees and leaders, the citizens, the enterprises and local actors.

Implementation

To summarize the implementation of the strategy

within the organisation and in the local community is organized around the following three dimensions:

■ Political focus – progress and results

The strategy is the foundation for the economic dispositions in the budget and strategic investments. For each goal we have developed 2-6 quantitative indicators on the local development to measure progress, so we are able to adjust our actions if progress is not sufficient. Every year we evaluate progress by assessing the quantitative and qualitative development in a follow-up report, which feeds into The Annual Report, in which we report on a triple bottom-line.

■ Systematical implementation within the organisation

All strategies, plans and decisions link to the strategy. The strategic goals are also integrated into the management processes and steering systems across the organisation to ensure local translations of the goals which make sense in the various local contexts within and across departments and units. Furthermore, we focus attention to knowledge sharing and inspiration through cases from all sectors to inspire employees and leaders to experiment and take action.

■ Participation and partnerships for local action

To achieve our goals partnerships for action with external actors are crucial. In accordance with goal 17 we emphasize the need for cooperation and cocreation with citizens and enterprises. Therefore, we focus on partnerships with local companies and participation, dialogue and innovation with citizens, associations, organisations etc. to build a strong local commitment to make progress towards a more sustainable future – locally as well as globally.

As we will demonstrate in the following sections of this Voluntary Local Review this approach has proven very effectful.

The Sustainable Development goals – a transformational agenda

As stated in the introduction The Sustainable Development Goals can contribute to the transformation in the public sector and be key to finding new ways to create public value.

In terms of strategic management it requires the ability to mix the strengths of the different paradigms in public management into a deliberate hybrid form in which classic public administration, new public management, network governance and societal resilience coexist and create a virtuous circle. Thus, in Gladsaxe the Sustainable Development Goals help us:

- raise the bar in the development of our core tasks and services (Public Administration)
- set ambitious goals for sustainable growth and welfare and develop indicators to measure progress (New Public Management)
- bridge professional perspectives within the organisation and pave the way for new partnerships with external actors (New Public Governance)
- facilitate cooperation and cocreation with and among actors in the local community on how to progress towards a more sustainable future, thus strengthening the capacity of the local community to becoming a more resilient city (Societal resilience).

Our experience is, that the Sustainable Development Goals motivate and empower employees, organisations, enterprises, etc. Cooperation and cocreation with local actors to achieve the goals locally as well as globally is necessary for progress towards a sustainable future.

The Sustainable Development Goals make sense and inspire

Our approach to working with The Sustainable

Development Goals has been one of broadening the classic top down-plan approach to strategizing and moving in the direction of an integrative, 'circular' approach, bridging perspectives from various branches within and outside the organisation through dialogue and cross-functional networks and strengthening the capacity of the local community to respond to emerging changes in our environment to become a more resilient city.

We address the Sustainable Development Goals as a mutual political and strategic leadership approach, where the shared goals are translated in ways which make sense within and across departments and units. This way an organizational culture has been developed in which leaders and employees rethink the way they work and contribute to sustainable development in many different ways by combining various professional perspectives. E.g. we regard the city not only as a physical space, but also as the frame for sustainable activities, and search for sustainable solutions in all branches and services of the organisation – healthcare, learning environments, public construction, etc.

Every single employee is encouraged to integrate the Sustainable Development Goals and sustainability into the tasks, so the agenda is not only about spearhead or largescale projects, but also about the small but important adjustments of activities, services and practices. The motivation is created by not micro-managing the details but by developing the visions of the future together – and bringing the ideas into action.



Progress towards the goals and targets

The strategy has resulted in new solutions, projects and partnerships which lead Gladsaxe in a more sustainable direction. In this section we present three cases from our annual reports on sustainable development in Gladsaxe to give an impression of our approach:

- **The Green Transition Strategy – a climate-conscious city**
- **Circular procurement and construction – circular economy in practice**
- **Child Friendly Cities Initiative – children shaping the future**

CASE 1: Green Transition Strategy

Climate change is one of the key challenges facing the world today. The challenge is global, as well as local. Therefore, the cities have a special responsibility and play a vital role in the green transition. In Gladsaxe, we have already experienced the consequences of climate change with extreme weather events such as severe cloudbursts and flooding. The green transition strategy focuses on the challenge of substantially reducing greenhouse gas emissions in an effort to limit the global temperature increase, and reduce the negative impacts of climate change. With the Green Transition Strategy, Gladsaxe City Council sets the direction for how we will tackle the green transition locally and contribute to limiting climate change towards 2030.

The Green Transition Strategy is based on Gladsaxe's broad strategic work with the 17 Sustainable Development Goals. The strategy provides concrete goals and underline the key efforts to support the green transition in Gladsaxe. The ambition is to create a city where sustainable solutions are developed in strong cross-sector communities and partnerships between local and regional stakeholders – public as well as private.

Green transition is about Gladsaxe as a city, and we will only succeed if we develop solutions together. The commitment and foundation for action in the city is strong, which is underlined by the large number of citizens and companies are engaged in



tackling climate change and supporting the green transition. We have already established several collaborations and partnerships. The ambition is to get even more stakeholders involved. Citizens, companies, associations and retailers are all essential in the joint efforts.

The Green Transition Strategy is, so to speak, an invitation to new partnerships, both locally in Gladsaxe and across the region. Strong and committed partnerships form the backbone of a sustainable and successful green transition. And we need to raise the bar to succeed.

The Municipality of Gladsaxe is known for taking the climate challenge very seriously. We aim to lead and take responsibility for the green transition by making demands upon ourselves, our suppliers, and our partners. As a substantial property owner, public purchaser, planning authority and co-owner of utilities, we can make a difference. At the same time, we contribute to a joint, coordinated, and ambitious effort to support the green transition across municipalities and in collaboration with relevant stakeholders.



CASE 2: Circular procurement and construction



New drivers have emerged gradually as we have translated the Sustainable Development Goals into practice. For instance, procurement and tenders, where sustainability is a priority in our policy and demands in practice. This has proven an effective way to change the market on a larger scale and opened for new partnerships with other public organisations so we can contribute to change on a larger, national scale together.

We are increasingly making use of eco-labels and setting requirements from the joint municipal Project for Circular Municipalities (POGI) in the individual tenders. This means for instance that when Gladsaxe offers meals to in day care institutions and schools, the environment and sustainability are in focus. Both the individual supplier's range of organic products and seasonal raw materials for resource consumption and transport are considered when the supplier is selected. Finally, we can see that the proportion of eco-labeled products we purchase is growing substantially year by year.

Another example is public construction, where we recycle building materials and see a great potential in certified sustainable construction e.g. when we build new nurseries, schools, etc. Sustainable construction is an important driver in Gladsaxe's action for sustainability. Together Gladsaxe Business

District and Gladsaxe Municipality have established a nationwide digital platform for the exchange of recycled and recyclable materials. The platform is targeted at companies and professional users.

In 2020 Mayor broke ground for the construction of Denmark's first carbon neutral children's house Grønnegården. Besides being Nordic Ecolabelled, the building is also carbon neutral. Using so-called CLT technology, Grønnegården will function as a carbon store, because it is built using as much wood as possible, which has absorbed carbon from the atmosphere, and a minimum of carbon-heavy concrete. In the years to come, the building will absorb carbon and contribute to less carbon in the atmosphere after construction than before.

In addition to wood, the building materials will include recycled bricks, from old buildings, making it possible to reuse the bricks over and over again in the future. Sustainability will also be reflected in Grønnegården in a large photovoltaic system on the roof, that will provide sustainable electricity for the children's house. Wild nature – which is a measure also used in other areas in Gladsaxe as well - will be integrated in the outdoor areas and playground beneficial to insects and biodiversity.



CASE 3: Child Friendly Cities Initiative



In 2020, Gladsaxe started cooperating on the Child Friendly Cities Initiative (CFCI) in partnership with UNICEF. Together with Billund and Aalborg, Gladsaxe are among the three municipalities in Denmark that will develop Child-Friendly Cities. The Child Friendly Cities Initiative (CFCI) is a UNICEF-led initiative that supports municipal governments in realizing the rights of children at the local level using the UN Convention on the Rights of Children as its foundation. It is also an opportunity to bring together government and other stakeholders in Gladsaxe such as civil society organizations, the private sector, academia, media and, importantly, children themselves who wish to make Gladsaxe and its communities more child friendly.

With this partnership Gladsaxe wants to empower children and young people and improve their impact on decisions made in the municipality. Not only in the areas naturally associated with the children and school areas, but also when it comes to the development of the city's design and initiatives which promote health in the municipality. This is to make Gladsaxe a better city – not just for children and young people, but for everyone.

A child-friendly city (CFC) is a community or any system of local governance committed to improving the lives of children within their jurisdiction by

realizing their rights as articulated in the UN Convention on the Rights of the Child. In practice, it is a city, town or community in which the voices, needs, priorities and rights of children are an integral part of public policies and decisions.

The initiative was launched in 1996 by UNICEF and UN-Habitat to act on the resolution passed during the second United Nations Conference on Human Settlements (Habitat II) to make cities livable places for all. The UN Conference declared that the wellbeing of children is the ultimate indicator of a healthy habitat, a democratic society and of good governance.

We want Gladsaxe be a city where children and young people are involved and engaged in decisions that affect their lives. Children and young people must have good opportunities to influence the city's development as users of services and citizens in the city. We want to give all children and young people participation opportunities that they find motivating and we want them to experience genuine involvement. With Child-Friendly City, we raise the level of ambition, so that we become even better at listening to the voices of children and young people in Gladsaxe.



Progress towards the goals and targets

2 dashboards on 2 selected indicators

To monitor the development, we follow up annually on the indicators in the strategy. Indicators are pointers indicating whether development is moving in the required direction, or whether there is a need to adjust our efforts.

Each year the executive board also discusses the

progression on key indicators. To illustrate a few examples see page 41.

All in all we do have 30 different indicators, some of which can be measure everyday (or month) and some, which only are measured once a year.



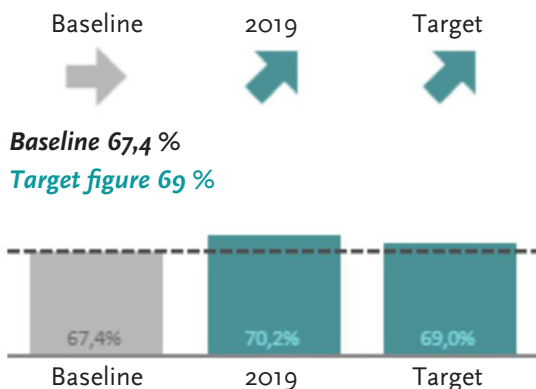


Example 1:

Our goal 'Our Equal opportunities to succeed' is followed by an indicator which reflects that we want 'More people in work on special terms.' The indication measures the proportion of persons in sheltered employment, flex jobs and untraditional jobs must increase.

As part of increasing their quality of life and ensuring that they can participate in the life of the community, there must be focus on employees with reduced working capacity taking up work on special terms, in which their resources come into play.

The proportion of persons in sheltered employment, flex jobs and untraditional jobs must increase.

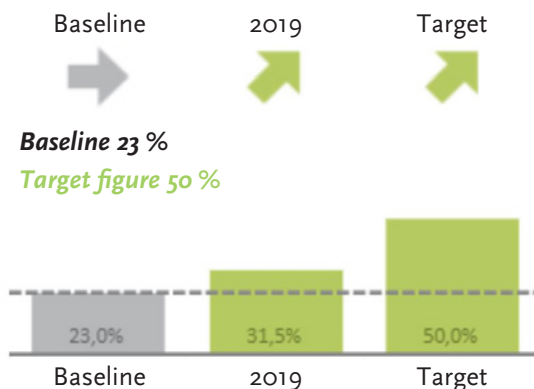


Example 2:

Our goal 'Climate-conscious city' are followed by six indicators. One of them reflects the 'Recycling rate for waste collected by citizens and in recycling bins must rise.'

The motive behind the indicator is, that we must strengthen resource awareness and, among other things, view waste as a resource that can be recycled. The recycling rate reflects the effect of Gladsaxe Municipality's collection schemes.

Recycling rate for waste collected by citizens and in recycling bins must rise.



Conclusions and next steps

The data and cases show that the goals have been integrated into the core areas and services of the municipality. With this strategy we see for the first time our municipal strategy reach into the local community and becoming a shared frame of reference for initiatives and actions in practice and a platform for initiatives in the local environment – with local actors, organisations and companies.

A strategy growing within the organisation – and beyond

Today, the 2030 Agenda has broadened into the local community with new partnerships and local initiatives and platforms for action e.g. the SDG-House, networks with organisations, business conferences, local start-ups, etc.

The reports on the progression towards the goals show that the goals have successfully been integrated into the core areas and services of the municipality. Since 2018 Gladsaxe has taken important steps towards the 2030 Agenda both small changes and large-scale strategies which point into a long-term sustainable development. In 2020 Gladsaxe has e.g. adopted a Sustainable Procurement Policy with high and specific demands to the suppliers on both economic, environmental and social sustainability due to an ambition of influencing the suppliers to contribute to change on a larger, national scale together – and it works. In 2020 Gladsaxe has also developed an ambitious plan for Green Transition as well as a Wastewater plan and established the political strategic framework for UNICEF Child Friendly City Initiative.

Even during the last year of lockdowns due to the pandemic the 2030 Agenda has been furthered locally by pursuing the potential in partnerships with and among local enterprises as well as among citizens and local actors. As we have shown our strategic goal “Children shaping the future” has paved the way for a partnership with UNICEF on Child Friendly Cities. Due to close dialogue with the private sector actors on the 2030 Agenda and the potential in new business models, new steps have been taken such as Green restart for enterprises, and local enterprises have formed a network to cooperate on sustainability in practice. In the SDG House local start-ups grow with the shared vision of contributing to one or more Sustainable Development Goals.

Gladsaxe’s Strategy provides a shared framework, which points out the long-term strategic direction in a way which leaves space for new ideas and initiatives on a smaller scale. We see The Sustainable Development Goals as an opportunity to bring forward new synergies within and across sectors in the organisation and in the local community and integrate the Sustainable Development Goals in all relevant contexts. Right from the largescale projects, partnerships, policies and strategies to small significant changes and actions such as using recycled devices, driving e-vehicles, use sustainable infill to the soccer fields, etc.

Getting new ideas and changing behaviour is essential to translating the strategy into action. It is our experience that working with the Sustaina-



ble Development Goals makes sense to leaders and employees. The Sustainable Development Goals offer a common language about our united efforts to make a difference together in practice. This way new drivers have emerged for instance in procurement, tenders and construction.

Sustainability is not only manifesting within the municipal organisation. In Gladsaxe we actively address the 2030 Agenda in all relevant contexts and encourage enterprises, organisations, local associations, citizens to participate in working for a more sustainable development. We now see how the strategy grows in the local community as we try to strike the balance between taking the initiative and inspiring local action and leaving space for local initiatives among citizens and enterprises. Despite the lockdowns during 2020 and 2021 we have succeeded in initiating actions which have inspired children, youth and adults to make a difference. Our strategy and the 2030 Agenda has become no less relevant during the COVID-19 pandemic – in some respects it might even have become more urgent. The vision of sustainability and the Sustainable Development Goals motivate and create a sense of community in contributing to the most important agenda.

Next steps

The development in Gladsaxe shows a strategy growing within the organisation and beyond as the mutual ambition of the political leadership in the City Council, as a shared frame of reference for initiatives and actions in practice within the municipal organisation, and as a platform for ideas and initiatives in the local environment thus enhancing the creation of public value which contributes to sustainable development through partnerships and local platforms for action.

For Gladsaxe contributing with a local review is a great opportunity to contribute to achieving the Sustainable Development Goals and bring attention to how to get the 2030 Agenda to grow locally and initiate a virtuous cycle in the community with partnerships for action being crucial to deliver on the 2030 Agenda.

Our next steps will be to develop the 2030 agenda further through continued efforts exploring and focusing the strategic ambitions in the management of the municipality, through participation and action in partnerships.

3 recommendations

- Include all areas of the organisation
– not just one branch
- Integrate the SDGs into core operations
– not as an add-on
- Be specific and get started

In 2021 we further develop our goals and actions as we take the first steps towards our strategy for the next phase with Gladsaxe's Strategy 2022-2026. We will proceed along the lines set out with the present strategy and explore our potential to further contribute to sustainable development. More Sustainable Development Goals might be added as we more of the goals are becoming relevant in practice. Also, the strategizing process will be approached more holistically by starting out collectively across sectors bridging sectoral and professional perspectives in the further development of our common strategic goals and activities.

Three recommendations

To summarize we will conclude this Voluntary Local Review by giving three recommendations for integrating the Sustainable Development Goals into the political and strategic management and development of a city and municipality in order to translate them into a vibrant strategy which makes a difference locally. Firstly, it is important to include all areas of the organisation – not just one branch or one committee. Secondly the Sustainable Development Goals must be integrated into core operations and not just added-on as a single policy or an extra layer in the management of the organisation. They must be translated by professionals into the tasks and practices of any given area of the organisation in ways, which make sense and inspire. Finally try not to complicate the agenda, but keep it simple, focus on sensemaking and start out with a focus on both long-term structural changes and projects as well as smaller actions and experiments in practice to be specific and get started.



GLADSAXE'S STRATEGY

Sustainable growth and welfare
2018-2022



GLADSAXE



Sustainable growth and welfare in Gladsaxe

This strategy sets the course for the development of sustainable growth and welfare in Gladsaxe. An ambition based on our previous strategy 2014-2018 and which points the way forward to the city we want to develop through our political choices over the next years.

Gladsaxe is known as a strong welfare municipality. Our most important task is to provide the conditions for the citizens in Gladsaxe to enjoy independent, active, healthy and responsible lives, for the benefit of the individual as well as society. In recent years more citizens and enterprises have moved here. We want to see this development continue in the future, so that growth contributes to Gladsaxe becoming an even better place to live and work.

The City Council considers welfare and growth as two sides of the same coin. Welfare is a condition for retaining and attracting citizens and workplaces which can contribute positively to the development of Gladsaxe. Growth is necessary in order to ensure the economic foundation required to finance future welfare, but it is important that we make sure that it is not growth for the sake of growth – it must be a sustainable growth economically, socially and environmentally, which takes account of people as well as the environment, with good workplaces, jobs for those in need, and sustainable production.

Our shared vision is a sustainable Gladsaxe. A local community in social, economic and environmental balance. Succeeding with this requires political leadership. We need to take collective responsibility to create the changes now that will make a difference in the long term. As a municipality, we are close to our citizens and provide the conditions for enterprises to grow. This gives us favourable opportunities to make a difference – not just in Gladsaxe but also in the global community of which we are a part.

To raise the bar, we use the UN's Sustainable Development Goals (SDGs) as our guide. The global goals comprise the three elements of sustainable development which are also part of Gladsaxe's vision: Social, environmental and economic sustainability. All goals

Vision for the Municipality of Gladsaxe

Gladsaxe Municipality must, now and in the future, help our citizens to live independent, active, healthy and responsible lives, for the greater happiness of the individual and the benefit of society.

This requires a local community in balance, both socially and environmentally.

It also requires a well-functioning municipality in economic balance.

are equally important and are interdependent. In Gladsaxe we want to do our share. During this election period, we see opportunities to contribute particularly to the following SDGs: Quality Education, Decent Work and Economic Growth, Sustainable Cities and Communities, Good Health and Well-Being, Responsible Consumption and Production, Climate Action and Partnerships for the Goals. These global goals can focus and contribute to the development we want to see in Gladsaxe.

Creating a sustainable society requires that we all work holistically and across politic areas and municipal boundaries in pursuit of shared goals. In Gladsaxe, we are privileged to have an active local community and forward-thinking companies which also incorporate a sustainable perspective into their businesses. We will cooperate with them to develop our shared community.

Through actions which benefit citizens and local businesses, we can take global responsibility – not just for now but also for the sake of coming generations in Gladsaxe in the future.

On behalf of the City Council


Trine Græse
Mayor



Our approach to sustainability

To create sustainable growth and welfare, today and in the future, we give priority to six goals in 2018-22:

- Children shaping the future
- Business-friendly city with job growth
- Equal opportunities to succeed
- Green and vibrant city
- Lifelong health and well-being
- Climate-conscious city



We work with these goals on a coordinated basis, and pursue them holistically. By linking the goals and thinking strategically across sectors, we can make a genuine difference and create sustainable growth and welfare in the Municipality of Gladsaxe.

The guiding principle for our endeavours is taking our point of departure in the citizens, that we listen to and focus on the citizens and their resources. To us, sustainable social and human responsibility means that Gladsaxe's citizens can thrive throughout their lives, have the opportunity to learn from childhood onwards, and have healthy and happy lives, for their own benefit as well as that of society.

Sustainable development means working with a tripple bottom line ensuring sustainable growth and welfare by focusing on social, economic and environmental balance in our strategic choices and local initiatives. To strengthen social cohesion and environmental sustainability, we will cooperate and facilitate increased civic participation with citizens, local community stakeholders and enterprises. We want to be an active partner and our ambition is for the goals of this strategy to be activated and further developed in interaction with other actors.

In this way, we can strengthen citizenship and work together for a more sustainable municipality – in our welfare services and when it comes to climate-

measures, ecosystems and vegetation. We believe, we can reach further by working together, so we will strengthen our cooperation with other municipalities, regions, municipal fora and organisations with which we have shared interests.

We view economic sustainability as a fundamental precondition for maintaining our services for citizens and businesses. This is why we focus on ensuring balance in our municipality's finances and the financial means to achieve our ambitions. This requires us to persistently work to adapt our organisation and maintain a sharp focus on the opportunities inherent in investing strategically, whether this concerns developing new methods or implementing new technologies to support safe and efficient operations, high quality and smart solutions. It also means promoting the notion of "more for the same" whereby we always apply a holistic approach to municipal buildings, facilities and welfare provision together.

Our strategy is linked to UN's Sustainable Development Goals and integrates seven SDGs into the six Gladsaxe-goals. The seven SDGs have been chosen on the basis of the challenges we face locally in Gladsaxe, paying attention to the areas where we have a particular wish to make a difference in order to strengthen Gladsaxe's ambition to make a difference locally – which benefits globally.

Children shaping the future

This is what we want to achieve

Our ambition in Gladsaxe is that all children and young people take advantage of their potential. We must provide them with a good childhood and youth and a solid foundation for their adult lives. We wish to see children and young people thrive in the lives they live and that they grow to be active citizens that contribute positively to a sustainable world. Aligned with global SDG 4:

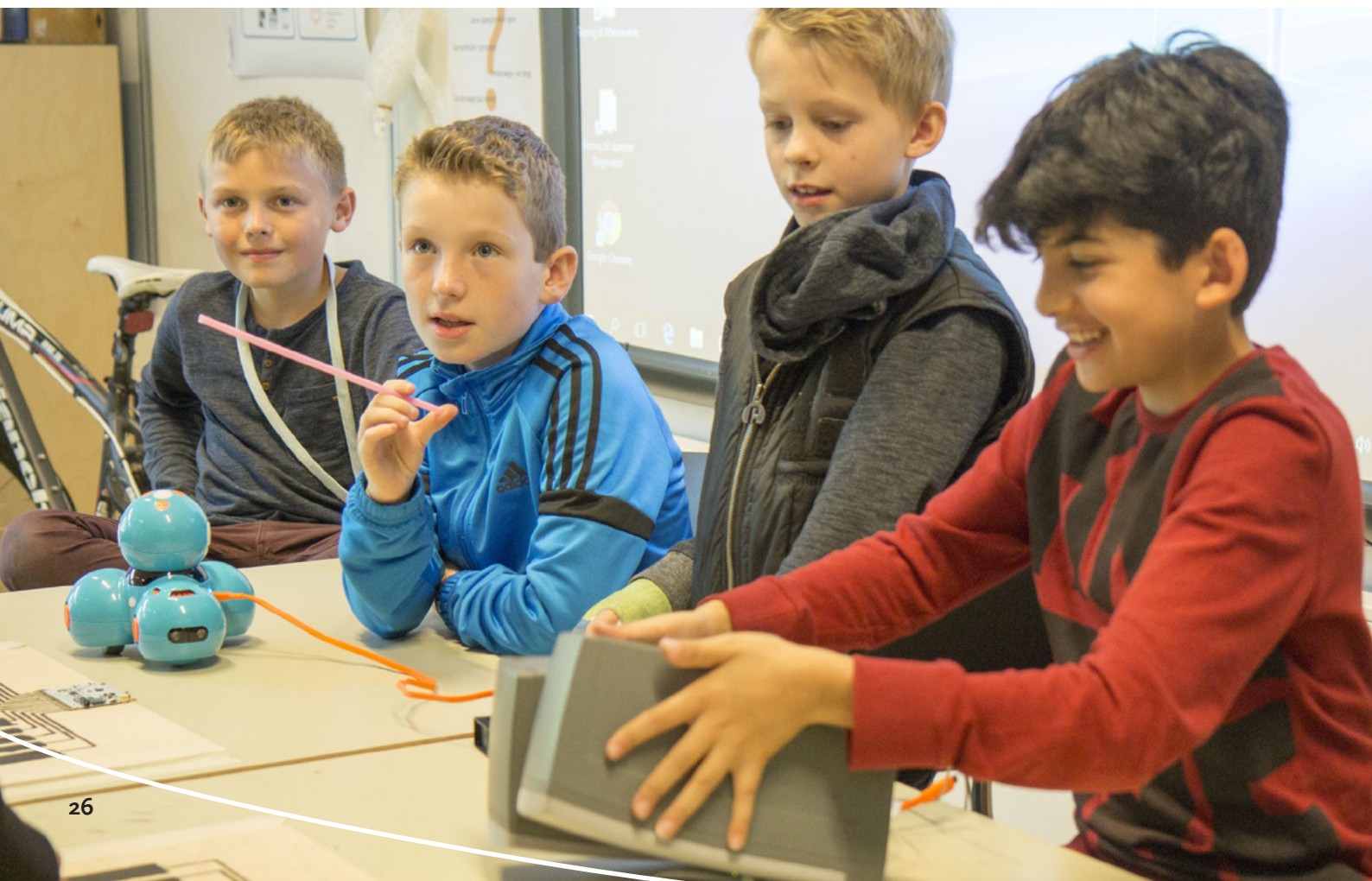


Quality Education



... we work to ensure that all young people in Gladsaxe achieve a place in the future labour market and are equipped to meet life's many challenges and opportunities. We wish to ensure high quality in all of our programmes for children and young people, to support their natural curiosity and enthusiasm

for new challenges, and strengthen their motivation for lifelong learning. We set high targets for educational quality and for the academic results of our schools.

Well-being, participation in communities and learning are vital in the lives of children and young people, wherever they may be. This could be at home, at nursery, in school, at the playground, enjoying leisure pursuits, at the library or somewhere else. It is therefore our shared responsibility to create good environments for children and young people growing up. The primary platform for children and young people is the family, so that we interact closely with children, young people and their parents. We build on the family's resources and cooperation with parents is a key aspect.





-  Quality Education
-  Partnerships for the Goals

This is what we do

Well-being for children and young people

Being a child or young person is valuable in itself and every child should have the opportunity to enjoy his or her childhood. This is why we create environments where children and young people can thrive, feel secure and good. We encounter children and young people with confidence and positive expectations, with a focus on their strengths and potential. We offer an active and healthy everyday life with good opportunities to explore the local area and participate in cultural activities.

Children and young people in committed communities

We give children and young people the opportunity to get involved in committed communities where they experience how their participation and contribution can make a difference to both their own and others' lives. This strengthens their development and gives them a natural affinity for close and personal relationships, besides experiences nature and civic citizenship in the local and global community.

Lifelong learning

We create learning environments where children and young people want to learn more. These learning environments challenge and develop the individual and create greater awareness of their own learning process. We take challenges from the real world as our starting point, whereby children and young people use new technologies and develop the skills needed in the future. We consider the entire local community to be a learning environment. That is why we enter into partnerships with associations and the business community, and incorporate the nature as well as urban spaces.

Business-friendly city with job growth

This is what we want to achieve

We want to be an attractive business-area with growth enterprises, as a basis for innovation and job creation. There must be many different types of businesses and a varied range of jobs for everyone. A growing and diverse business community supports a well-functioning job market and contributes to an economic surplus to be invested in welfare. This approach aligns with global SDG 8:



Decent Work and Economic Growth

In Gladsaxe, we have regulated and decent pay and working conditions and the focus on ensuring a healthy working environment and taking social responsibility at all our workplaces. We require the same of our partners, for example in our procure-

ment policy, in calls for tender and in our collaboration with enterprises in the business and employment area. It must be attractive to run a business in Gladsaxe and enter into partnerships which contribute to socially and environmentally sustainable growth. We here align with global SDG 12:



Responsible Consumption and Production

We want more people in jobs – and in particular more of our marginalized citizens. We focus on the needs and wishes of the citizens and expect people to take responsibility for their own situation and find a job. A meaningful job enables people to support themselves, strengthening their quality of life and independence.

This is what we do

Together we create welfare for businesses and sustainable job growth

We take a holistic view on commercial development, infrastructure, employment and education. We provide regulatory processing and service and cooperate with the businesses to create good conditions for growth, entrepreneurship, local development and resolving regional challenges. We call this *Welfare for businesses*. We also expect businesses to act sustainably, contribute to the green transition and act socially responsible.

We aim at being a valuable partner for skill development, recruitment and job placement, so that all unemployed citizens are assisted in finding a new job. We enter into committed partnerships with companies to ensure training in the skills that businesses need, for example for the construction of the light rail line due to open in 2025.

Social sustainability must get people into jobs




We lead the way in creating socially sustainable growth. Adults must be role models for their children, so that families succeed in breaking free of a marginalized background, and thus break the social inheritance.

We cooperate with businesses on social investments, so that more marginalized citizens can find meaningful jobs, training or practical work experience which matches their resources and skills. We take the long haul to bring each unemployed resident closer to a job.

We help young people on their journey towards education or work

In Gladsaxe, all young people must be have a job or pursue some kind of education. In collaboration with companies, we prepare children and young



-  Decent Work and Economic Growth
-  Responsible Consumption and Production
-  Partnerships for the Goals

people for working life, encourage them to think innovatively about how to use their skills, and show them there are many ways to a job, for example through vocational training or practical workplace training.

We help and support children and young people in developing the skills which will be needed in the future and support them in their lives after lower secondary education. We help them acquire skills and good working habits, to make good choices, and to motivate them to find jobs. We help those who wish to continue in the education system and those for whom practical learning is the best way to a job. In particular, we help young people who do not pursue higher education to consider different ways to permanent employment through practical training, educational guidance, part-time jobs etc.



Equal opportunities to succeed

This is what we want to achieve

All citizens in Gladsaxe – children, youth and adults – should have the opportunity to live active, meaningful lives, where they experience success and can develop their potential. Everyone should be able to make the most of their own resources, take responsibility for their lives and be as self-reliant as possible. We are all different and have different opportunities and conditions in life. Some people need particular care in order to enjoy the same opportunities in life as others.

Our starting point is the resources and potential of the individual and we work systematically to reduce the significance of social heritage. Our ambition is that children, young people and adults lead viable lives and have the chance to fulfil their potential.

This ambition to ensure equal opportunities supports our work with SDGs 3, 4 and 8.



Good Health and Well-Being



Quality Education







Decent Work and Economic Growth

The equal opportunities ambition is an integrated part of both our general work and specific initiatives in Gladsaxe. We cooperate with citizens, volunteers, associations and the business community to develop initiatives that give our citizens enhanced opportunities to create an independent and meaningful existence.





-  Good Health and Well-Being
-  Quality Education
-  Decent Work and Economic Growth
-  Partnerships for the Goals

This is what we do

Families that succeed

We focus on families which face special challenges and who therefore find themselves in a marginalized position, or who are at risk of being marginalized. The earlier we respond to the early signs from children and parents, the better we can ensure positive life outcomes for children who are either marginalized or at risk of being marginalized. This is because the earliest years in a child's life are vital to their progress in life.

We take these families' circumstances in life as our point of departure and support the family's existing resources and skills, so that the children get the best possible foundation to realise their potential.

Social balance

Gladsaxe should be a good place to live and grow. Our city and residential areas must be safe, attractive and well-functioning. We wish to give all citizens the best opportunities in life, no matter where they live. Our neighbourhoods must

be in social balance and children and young people should meet positive role models who inspire them to pursue education and employment.

We provide the conditions for secure communities and a wide variety of cultural opportunities, as well as clubs and associations, which encourage all citizens to become part of close communities, as the foundation for democratic development and active civic participation.

Together we create the framework for a good life for citizens with physical or mental disabilities.

We take the lead and use the methods that best help children, young people and adults with functional impairments to develop and use their resources, take responsibility for their existence and achieve as independent and meaningful a life as possible. This is achieved by developing the physical infrastructure – particularly in the reconstruction of Kellersvej – and through professional development of practice.

We are intensifying our initiatives so that citizens with mental disabilities find it easier to participate in the life of the community, for example by keeping their job, learning to live with their illness or making a complete recovery. We create opportunities for children, young people and adults in a mentally vulnerable situation to regain their mental well-being.

Green and vibrant city

This is what we want to achieve

The Municipality of Gladsaxe should be a good place to live, reside, work and run a business. A multifaceted city that hums with life, is easy and safe to visit and has many green spots with varied nature and biodiversity.

Gladsaxe is growing and we want to leverage this growth to support the sustainable development of our municipality. Global SDG 11:



Sustainable Cities and Communities

... means creating inclusive, safe, resilient and sustainable cities and communities. We apply this to

developing socially balanced neighbourhoods and supporting the municipality's diversity in both residential and business areas. We prioritise easy access to green areas for everyone and work strategically on linking urban life and nature to create opportunities for recreation and activities.

A green and vibrant city requires that public and private areas are developed cohesively. Dialogue and new forms of cooperation must therefore be the driving force of urban development. We will also be a strong partner in cross-municipal and regional collaboration, for example Loop City and Greater Copenhagen.

This is what we do

A greener municipality

We are working for a municipality with a more pronounced green character and varied vegetation. We are setting a green agenda for both our projects and in the cooperation with developers.

Gladsaxe has a lot of protected flora and fauna and many green areas which contribute to a sustainable and multi-faceted municipality. This is a good foundation to, but especially in urban areas we will develop and conserve the green profile.

We are working to achieve more varied vegetation, and are creating small green spots in the urban landscape. We will design green areas to invite citizens to use them to relax, play and exercise. We work on promoting biodiversity in nature areas to prevent the proliferation of invasive species.

Gladsaxelife is the starting point for a vibrant municipality

As we develop our municipality, we require quality and aesthetics in both buildings and urban spaces.

We strengthen urban life by collaborating with users and developers and by focusing our initiatives on areas that people already use.

We ensure space for encounters across age, ethnicity and social background. We open up the municipal buildings and make life within them an asset in the urban space. We call this *Gladsaxe Life*.

We work with Gladsaxe's rich and diverse cultural, leisure and sports activities to make the municipality even more vibrant, provide conditions for a healthy life.

Connectivity in the municipality is being strengthened, to make it easy and safe to get around and use the municipality's many services by walking, or by driving, cycling or using public transportation.

We work strategically on the municipality's development

We create the framework for a developing and growing municipality. In our municipal planning, we set



Sustainable Cities and Communities



Partnerships for the Goals

requirements to ensure that the municipality's transformation supports social balance, diversity, accessibility and welfare for citizens and businesses.

We involve the business community in the development of business areas for future use and advantage of the investment potential in the coming light rail line.

Mobility, climate adjustment measures, vegetation and urban life are incorporated in our planning and we enter into close cooperation with landowners, investors and enterprises to ensure that planning supports a vibrant and green municipality. We will reduce traffic noise on the municipality's roads.

We have a special focus on safeguarding manufacturing activities and planning balanced urban neighbourhoods. That is why we work on future-proofing business areas and enter into partnerships with housing companies, investors, businesses, citizens and associations to integrate residential areas into the surrounding quarters.



Lifelong health and well-being

This is what we want to achieve

In Gladsaxe, all citizens must have the best opportunities to live an independent, active, healthy and responsible life. We want to establish the framework for a good life, where more citizens experience better physical and mental health. We therefore support global SDG 3:





Good Health and Well-Being

... to ensure healthy lives and promote well-being for all ages. Health and well-being contribute to sustainable development across all professional areas in the municipality. This is an integrated approach that builds on partnerships and cooperation. Health and well-being are vital for active citizens who experience a good quality of life.





 Good Health and Well-Being
 Partnerships for the Goals

This is what we do

We promote health and well-being for all – at every stage in life

We create the best conditions for an active and healthy life for all citizens by offering easy access to healthcare services, enhancing quality, and creating continuity in citizens' pathways and professional synergy in new partnerships.

Health and well-being are important for the individual's quality of life and the development of the local community. This applies to children's ability to learn, youth education, adults' position in the labour market and senior citizens' ability to take care of themselves. We wish to develop a health centre that combines all public and private health services, with one point of access for citizens, and which citizens can consult in every phase of their lives.

We want to help citizens when they are motivated and we reach out to them where they are, for example, with initiatives in the local area. We prioritise doing things better for citizens with the greatest need and use targeted efforts to create equality in healthcare. We therefore have stronger focus on mental health, mental vulnerability, social inequalities in healthcare, children

and young people's healthy habits and well-being, as well as the health of the elderly.

We encourage a healthy and active GladsaxeLife

Health and well-being are closely linked to being part of a community and helping others. Therefore we strengthen our cooperation with civil society – both voluntary associations and citizens who want to make a contribution for the benefit of others. At the same time, the conditions for recreational activities must be in place. We develop urban spaces and cultural and leisure activities with residents, to encourage people to meet up for play, outdoor activities and exercise.

Together we do better

In Gladsaxe, we lead the way and support interdisciplinary cooperation with hospitals, psychiatric treatment centres, GPs and other municipalities in cohesive treatment pathways for citizens, services for the chronically ill, prevention of readmissions, and for people struggling with both substance abuse and mental illness.

We will develop health initiatives for all citizens and effectively integrate health promotion, prevention and early identification of risk factors in a wide range of areas such as disablement, employment, school, day care and the residential-social area, as well as in urban development. This transformation demands new ways of prioritising, cooperating and defining the core task across disciplines and organisations. That is why we will develop a new emergency service together with our neighbouring municipalities.

Climate-conscious city

This is what we want to achieve

We want to be a climate-conscious city with sustainable consumption, where we take care of our resources and ensure sustainable consumption and production in line with global SDG 12:



Responsible Consumption and Production

In Gladsaxe, we meet this challenge by consistently thinking in terms of circular economy, whereby we keep products and materials within a cycle and use their value for as long as possible. If we are to make a difference, we must all pull together, and therefore we will develop new solutions together with citizens and businesses.

We have already begun to note the consequences of climate change. These must be managed, but this

is a major task that we cannot tackle alone. Fortunately, many cities around the world have risen to this challenge. Global SDG 13:



Climate Action

... urges us to take urgent action to combat climate change and its impacts.

In Gladsaxe, we are actively engaged with this agenda. We will reduce our CO₂ emissions and our target is to be free of fossil fuels such as coal, oil and gas by 2035. In a climate-conscious city, it must be easy to travel smartly and sustainably and we want to ensure the greatest possible mobility for our citizens, for the least possible CO₂. We will also make the city more resilient to climate changes we already experience.

This is what we do

More green and renewable energy

Gladsaxe leads the way in ensuring greener electricity and heat supplies. This is a comprehensive transformation that requires major investment. A key element is the expansion of the district heating system. We also make a deliberate effort to ensure that private operators take co-responsibility, so that together we reinforce sustainable behaviour and reduce energy consumption.

Focus on climate-conscious transport

We want to reverse the trend and reduce CO₂ emissions from transport. Therefore we are developing public transport, expanding the bicycle path network and investing substantially in the forthcoming light rail line. We will improve traffic flows using intelligent traffic management. We will launch campaigns to encourage citizens and commuters to change their habits and travel more by bicycle, on foot, on public transport and by using share-solutions, electric cars or other green

modes of transport. We will find joint solutions to the challenges of switching to more climate-conscious transport in committed partnerships and networks with enterprises, associations and citizens.




Circular economy

We care for resources and consider sustainability whenever we buy, consume or manage waste. We see waste as a resource that we must use optimally either via recycling or in energy production. We strengthen sustainable construction and avoid waste. We strengthen resource awareness and see children and young people as important ambassadors for a climate-conscious city.

We invest in a more resilient city

The consequences of climate change are already visible in Gladsaxe. Severe cloudbursts occur more frequently, resulting in flooded basements and impassable roads. We are creating a more resilient



-  Responsible Consumption and Production
-  Climate Action
-  Partnerships for the Goals

city and invest in long-term socio-economic solutions that can handle cloudbursts, so that we minimise losses in the form of damaged buildings and infrastructure. As far as possible, we will manage rainfall in new ways that also make our city greener and more vibrant. We are developing concrete solutions together with private operators and engage them in shared responsibility for the future.



Development in the right direction

– this is how we follow up

We use indicators to follow up on our goals. Indicators are relevant quantitative points of impact to ensure continuous follow up on whether the strategy's goals have been achieved. In other words, indicators are pointers indicating whether development

is moving in the required direction, or whether there is a need to adjust our efforts.

The indicators are linked to the strategy's six objectives and to the fundamental requirement for our

Children shaping the future

	Starting point	2019	2020	2021	2022
<p>Young children's language development must be strengthened</p> <p>Indicator: The proportion of children for whom language tests at age 3 and in 0 grade show a need for focused language assistance, must be reduced.</p> <p>Grounds: Children's language skills are a fundamental basis for learning and for being a part of fellowships. Learning environments for the youngest children must support children's linguistic development.</p>	<p>3-year-olds: follows at end-2018</p> <p>0 grade: 8.9% (year 17/18)</p>				
				<p>Declining trend up to the end of 2022, where the objective is:</p> <p>3-year-olds: follows at end-2018</p> <p>0 grade: 8 %</p> <p>The target figure will be discussed at the end of 2018, in accordance with the Municipal Council's decision of 10 October 2018.</p>	
<p>Young people with qualifying grades for vocational education</p> <p>Indicator: The proportion of young people achieving at least 02 on average in both Danish and mathematics in the 9th grade leaving examination must improve in relation to the socio-economic forecast.</p> <p>Grounds: We are working to ensure that, through a course of education or practical training, all young people in Gladsaxe gain a place in the labour market of the future. Schools in Gladsaxe must therefore be improved at ensuring that young people achieve an academic level that gives them access to secondary education.</p>	90.2% (year 16/17)				
				<p>Increasing trend compared to the socio-economic forecast up the end of 2022, when the objective is at least:</p> <p>≥ 93.9 %</p>	
<p>Academic progress in lower secondary school must increase</p> <p>Indicator: Average academic progress measured in the national progress surveys must be at the level of or above the national average.</p> <p>Grounds: A high level of academic progress is, among other things, an expression of students' perception that they are make good academic progress at school. We therefore create learning environments in which children and young people want to learn more, to increase their awareness of their own learning process.</p>	2017: 3.7 in Gladsaxe and 3.8 nationally (indicator to be revised when figures for 2018 are available)				
				<p>At the level of, or above, the national average.</p> <p>≥ DK-average</p>	
<p>Social well-being in lower secondary school must increase</p> <p>Indicator: The proportion of children that experience good social well-being must increase.</p> <p>Grounds: Being a child or young person is of value in itself, so that we create environments in which children and young people can thrive.</p>	93.2% (2017)				
				<p>Increasing trend up to the end of 2022, where the objective is:</p> <p>xx %</p> <p>The target figure will be discussed at the close of 2018, in accordance with the Municipal Council's decision of 10 October 2018.</p>	
<p>Young people's participation in leisure activities must increase</p> <p>Indicator: The proportion of young people who take part in elective leisure activities must increase.</p> <p>Grounds: Young people's participation in leisure activities increases their well-being and boosts their development. We are therefore developing our services so that young people have the opportunity to participate in binding communities.</p>	Beginning of 2019				
				<p>Increasing trend up to the end of 2022, where the objective is:</p> <p>xx %</p> <p>The target figure will be discussed at the end of 2018, in accordance with the Municipal Council's decision of 10 October 2018.</p>	

municipality to be in economic balance, so that we can fulfil our ambition to create sustainable growth and welfare in Gladsaxe.

The indicators we have chosen by no means cover all of the municipality's strategic initiatives. Other

initiatives are also, key to achieving our shared objectives in the Gladsaxe Strategy, and these will be continually monitored by the political committees. The indicators included in the strategy are presented below.

Business-friendly city with job growth

	Starting point	2019	2020	2021	2022
<p>More effective employment initiatives</p> <p>Indicator: The proportion of the unemployed gaining work within 3 months of concluding business-oriented activation must increase.</p> <p>Grounds: More effective employment initiatives will ensure that the unemployed quickly gain work or start a course of education. This supports businesses' growth potential and enhances the individual's quality of life.</p>	25.1 %				
					Increasing trend up to the end of 2022, where the objective is: ↗ 26.0 %
<p>More jobs in the private sector</p> <p>Indicator: The number of jobs in the private sector must increase by 2,000 over 4 years.</p> <p>Grounds: Job growth is central to the objective of an attractive commercial centre with growing businesses. We therefore collaborate with the business community to create frameworks for growth, entrepreneurship and local development.</p>	30,813				
					Increasing trend up to the end of 2022, where the objective is: ↗ 32,813
<p>A growing business community</p> <p>Indicator: The number of entrepreneurs (actual start-up businesses per year) must increase.</p> <p>Grounds: The number of entrepreneurs indicates the level of "entrepreneurial spirit" in Gladsaxe. Entrepreneurs form the basis for new growth.</p>	268 per annum				
					Increasing trend up to the end of 2022, where the objective is: ↗ 330 per year
<p>Fewer young people receiving public benefits</p> <p>Indicator: The proportion of young citizens (aged 18-29) receiving public benefits must be reduced.</p> <p>Grounds: Our ambition is for all young people to be able to earn their own living, since this enhances quality of life for the individual and contributes to businesses' growth. We therefore prepare and motivate children and young people towards education and working life and thereby prevent their need for public benefits.</p>	12.5 %				
					Declining trend up to end of 2022, where the objective is: ↘ 10.5 %
<p>More young people in secondary education</p> <p>Indicator: The proportion of young people in education must increase.</p> <p>Grounds: Our ambition is for as many young people as possible to continue in secondary education after the 9th grade, as this will improve young people's opportunities to become permanent members of the labour force.</p>	Follows				
					Increasing trend up to the end of 2022, where the objective is: ↗ XX % <small>The target figure will be discussed at the end of 2018, in accordance with the Municipal Council's decision of 10 October 2018.</small>






Equal opportunities to succeed

	Starting point	2019	2020	2021	2022
<p>Focus on early intervention</p> <p>Indicator: The average age for first-time notification for 0-11 year-olds must decline.</p> <p>Grounds: Early initiatives concerning children who are failing to thrive is decisive to ensuring that issues can be remedied with prompt action requiring the least possible intervention. This will increase the child's capacity and potential for enjoying a good life.</p>	6 years and 6 months (2017)				
					<p>The development goal is that the average age should fall up to the end of 2022 and the objective is an average age of:</p> <p>↘ 6 years</p>
<p>More people in work on special terms</p> <p>Indicator: The proportion of persons in sheltered employment, flex jobs and untraditional jobs must increase.</p> <p>Grounds: As part of increasing their quality of life and ensuring that they can participate in the life of the community, there must be focus on employees with reduced working capacity taking up work on special terms, in which their resources come into play.</p>	67.4 %				
					<p>Increasing trend up to the end of 2022, where the objective is:</p> <p>↗ 69.0 %</p>

Green and vibrant city

	Starting point	2019	2020	2021	2022
<p>A vibrant municipality with activities in urban spaces</p> <p>Indicator: The number of events in the municipality's urban spaces must increase.</p> <p>Grounds: Gladsaxe must be a vibrant urban municipality with activities in plazas, squares and green areas. We invite citizens to use the urban spaces as meeting places and for events.</p>	33 per annum				
					<p>Increasing trend up to the end of 2022, so that the number reaches:</p> <p>↗ 45 per year</p>
<p>An active retail life on the high streets</p> <p>Indicator: The number of employees in public-facing occupations on Bagsværd Hovedgade and Søborg Hovedgade must be maintained.</p> <p>Grounds: Citizens in Gladsaxe must experience a vibrant environment and shopping choices in our urban centre. Public-facing occupations support a vibrant city centre.</p>	1130				
					<p>Maintain the level up to the end of 2022, so that the number continues to be:</p> <p>→ = 1,130</p>
<p>A green and vibrant municipality</p> <p>Indicator: Number of urban trees must increase.</p> <p>Grounds: Citizens must be able to enjoy a green and attractive urban environment. Free-standing trees in green areas, on streets, squares and plazas, as well as schools and institutions, help to support this.</p>	9,730				
					<p>Increasing trend up to the end of 2022, where the number increases to:</p> <p>↗ 10,180</p>
<p>A green municipality with varied vegetation</p> <p>Indicator: Nature areas that transition to nature-friendly cultivation must increase.</p> <p>Grounds: Nature-friendly cultivation of grassy areas in nature strengthens biodiversity. Grazing or mowing with subsequent collection of the cut material gives more flowers and butterflies, which also provides an opportunity for greater experience of nature.</p>	194,688 m ²				
					<p>Increasing trend up to the end of 2022, where the objective is:</p> <p>↗ 240,000 m²</p>

Lifelong health and well-being

	Starting point	2019	2020	2021	2022
<p>Healthier aging</p> <p>Indicator: The proportion of + 65-year-olds who need to receive home help must decline.</p> <p>Grounds: The elderly must be supported in living an independent and self-reliant life for as long as possible, thereby increasing the quality of life of the individual. This is achieved through rehabilitative work, welfare technology, telemedicine, etc..</p>					
					Declining trend up to end of 2022, where the objective is:
					 <p>The target figure will be discussed at the end of 2018, in accordance with the Municipal Council's decision of 10 October 2018.</p>
<p>Normal weight for children and adolescents</p> <p>Indicator: The proportion of children and adolescents of normal weight must be maintained.</p> <p>Grounds: The prevention of obesity in children and adolescents helps to increase the individual's quality of life, as well as preventing the risk of lifestyle diseases.</p>	<p>Preliminary schooling: 86%</p> <p>Intermediate-level schooling: 82.1%</p> <p>Upper-level schooling: 81.8%</p>				<p>Maintain status up to the end of 2022, where the objective is:</p> <p>Preliminary schooling: 86 %</p> <p>Intermediate-level schooling: 82.1 %</p> <p>Upper-level schooling: 81.8 %</p> 
<p>Introduction to alcohol among young people should be deferred</p> <p>Indicator: The proportion of 8th grade students who drinks alcohol before reaching 15 years must be reduced.</p> <p>Grounds: A later introduction to alcohol contributes to adolescents drinking less alcohol and thereby reduces the risk of serious lifestyle diseases at an early age.</p>	<p>Starting point for the 9th grade in 2017:</p> <p>43 %</p>				<p>Declining trend up to end of 2022, where the objective is:</p> <p> 40 %</p>
<p>Young people's use of tobacco</p> <p>Indicator: The proportion of young people who use tobacco weekly must be reduced.</p> <p>Grounds: Smoking is the single biggest factor that poses a risk of lifestyle diseases and early death. The earlier young people are introduced to smoking, the more addictive it will be. The adverse effects of other tobacco products have not been investigated fully, but should be expected to have equally adverse effects.</p>	<p>Starting point for the 9th grade in 2017:</p> <p>3.2%</p>				<p>Declining trend up to the end of 2022, where the objective is:</p> <p> 2.0 %</p>
<p>Children and adolescents' use of transport</p> <p>Indicator: The proportion of children and young people cycling or walking to school must increase.</p> <p>Grounds: Children and young people's use of transport to get to school is an indicator of their healthy habits and willingness to exercise.</p>	<p>69%</p>			<p>2019: 72 %</p> <p>2021: 75 %</p>	
<p>Emergency services: Strengthened collaboration with GPs, emergency telephone line 1813 and hospitals</p> <p>Indicator: The proportion of preventive hospitalisations and re-hospitalisations among citizens receiving services from the Health and Rehabilitation Department must be reduced.</p> <p>Grounds: Citizens must be assured a cohesive course of treatment that reduces the number of preventive hospital admissions and re-admissions. Therefore, collaboration in the healthcare area must be strengthened, among others via the emergency services.</p>	<p>The starting point will follow in Q2 2019</p>				<p>Improved collaboration (trend) up to the end of 2022.</p> <p> XX%</p> <p>Target figures will follow in Q2 2019</p>

Climate-conscious city

	Starting point	2019	2020	2021	2022
<p>CO₂ emissions must be reduced</p> <p>Indicator: CO₂ emissions will be reduced by 40% in 2020 compared to 2007. This requires a decrease of 2.5% per year.</p> <p>Grounds: We cooperate with businesses, associations and citizens to reduce CO₂ emissions. The Municipal Council will instigate a discussion of new targets for CO₂ emissions before the end of 2019. This will take place in conjunction with a new energy plan, so that initiatives in 2020 can be based on the new targets.</p>	499,741 tonnes				
					 -40%
<p>More resource checks in companies</p> <p>Indicator: The number of businesses accepting the offer of a resource check must increase.</p> <p>Grounds: Our local businesses must find it easy to get advice on energy and environmental improvements, as well as circular economies. That is why we offer resource checks as a collaboration that entails a review of the business for potential savings in terms of energy, water, raw materials, waste, by-products, resources and circular economies.</p>	10				<p>Increasing trend up to the end of 2022, where the objective is:</p>  50
<p>More recycling of waste</p> <p>Indicator: Recycling rate for waste collected by citizens and in recycling bins must rise.</p> <p>Grounds: In cooperation with citizens, we must strengthen resource awareness and, among other things, view waste as a resource that can be recycled. The recycling rate reflects the effect of Gladsaxe Municipality's collection schemes.</p>	23.0%				<p>Increasing trend up to the end of 2022, where the objective is:</p>  50%
<p>Less flooding due to rain and cloudbursts</p> <p>Indicator: Areas where projects have been implemented to minimise flooding must increase.</p> <p>Grounds: Citizens and businesses must experience less damage and losses as a result of cloudbursts and comparable events. Therefore, we invest in solutions as a key element in creating a climate-protected municipality.</p>	7.0%				<p>Increasing trend up to the end of 2022, where the objective is:</p>  17.7%
<p>The proportion of organic food purchased must be increased</p> <p>Indicator: The proportion of organic food purchased (from catalogue suppliers) must increase so that the level of organic procurement is at least 60% by the end of 2022.</p> <p>Grounds: Gladsaxe Municipality – as a workplace – considers sustainability when we make purchases. Therefore, when we buy food, we need to increase the proportion of organically procured foods.</p>	37% (2017)				<p>Increasing trend up to the end of 2022, where the objective is:</p>  60%

Economic balance

	Starting point	2019	2020	2021	2022
<p>Surplus on the structural balance</p> <p>Indicator: The structural surplus (the difference between current operating income and expenses) must be at least DKK 250 million in each year.</p> <p>Grounds: Economic sustainability is a prerequisite for maintaining our services for citizens and businesses. A structural surplus ensures there are funds for capital investments and to repay debt.</p>	To follow (structural balance 2018)				
					<p>↗</p> <p>≥ DKK 250 million</p>
<p>Complete planned construction activities</p> <p>Indicator: Funds carried forward for budgeted construction projects must be gradually reduced during the strategy period, so that the level of funds carried forward amounts to a maximum of DKK 100 million at the end of 2022.</p> <p>Grounds: Tight management of the budget for construction projects ensures that the politically determined construction projects are implemented in accordance with the budget assumptions.</p>	DKK 400 million (2017)				
					<p>↘</p> <p>≤ DKK 100 million</p>

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