



GLADBECK



VOLUNTARY LOCAL REVIEW FROM GLADSAXE 2022

Contents

Opening statement	3
Introduction	5
Gladsaxes strategy and goals	7
The review method	8
Learnings from Gladsaxe	9
1. Qualitative review	10
2. Quantitive review	19
3. Cases from practice	28

Opening statement

Sustainable development requires global political leadership – and local action.

In Gladsaxe we want to contribute to sustainable development, because cities and municipalities can play a unique role in turning the global goals into local action. We are close to the citizens and companies and can take a leading role in mobilizing the community.

We submitted our first Voluntary Local Review for the UN in 2021 as the first municipality in Denmark. We did so in order to share our approach because we have seen remarkable results from integrating the Sustainable Development Goals into our municipal strategy, Gladsaxe's Strategy.

In this second Voluntary Local Review we present our local review of the progress towards Gladsaxe's Strategy based on our activities during 2021. Our aim is to illustrate how the vision and goals of sustainable development can be translated in practice in a myriad of ways. Having a strategy is fundamental to define the overall direction, but it is just as important that we measure progress towards our goals. And not only by assessing the quantitative data – the qualitative data must also be taken into account. Because as our local review shows, when we put sustainability on the agenda a lot more

happens, which cannot be measured, but makes an important difference locally. Visible results in the short term keep us motivated on our longer journey with the large-scale strategic projects.

Moreover, local reviews give us knowledge of our progress towards sustainable development and point out where to focus our attention locally. They also serve as a source of inspiration. Local reviews can show how the Sustainable Development Goals can be localized in many ways and bring forward new ideas, which can inspire municipalities and cities across the world.

There is no recipe for localizing the Sustainable Development Goals, because we have different pre-conditions and roles. So, we must develop the ways, which make sense in the specific local context of our organisations and communities.

I hope our second Voluntary Local Review can inspire others to act on sustainable development and the global goals.



Trine Græse
Mayor of Gladsaxe

Introduction

The 2030 Agenda in Gladsaxe – a local strategy with impact

The Municipality of Gladsaxe is one of the frontrunners on the 2030 Agenda in Denmark, and was the first Danish municipality to deliver on the United Nations' Sustainable Development Goals by integrating them into the municipal strategy, Gladsaxe's Strategy 2018-22.

During 2022 the newly elected City Council will adopt the new version of the strategy with the next steps for Gladsaxe.

Gladsaxe wants to contribute to sustainable development globally by taking action locally, across sectors and in partnerships with external actors and civil society.

Sustainable development has been part of the City Council's vision for many years, as Gladsaxe is ambitious and has a vision of not only environmental, but also economic and social sustainability. Gladsaxe pursues the broad agenda: Both environmental, economic and in particular social sustainability is a priority – in strategy and in practice as will be shown later.

The Sustainable Development Goals help raise the bar in the development of the core tasks and contribute to linking the different sectors of the organization. The ambition of sustainable development reinforces cooperation across sectors and paves the way for large-scale and spearhead projects as well as small-scale actions and initiatives in practice.

The idea and structure of the 2nd VLR

To make sure the strategy is turned from abstract intentions to actions it is important to be able to measure the effects. Conducting a review is an important tool to monitor development, make the changes visible and to focus attention to where the challenges are.

Gladsaxe submitted the first Voluntary Local Review to the UN in 2021. It was based on three elements: Our approach, a sample from our local review and our city strategy. The intention was to share our approach because we have seen remarkable results from integrating the SDGs into our municipal strategy.

In this second review we present our local review of the progress towards Gladsaxe's Strategy based on our activities during 2021. With this Voluntary review our intention is to illustrate how the vision and goals of sustainable development can be translated in practice in various ways when you set out a clear strategy, implement it systematically through the governance structures and at the same time give the employees of the organization 'license to act' on sustainability within the organization and with local actors, who share the vision and goals.

As our local review shows, when you put sustainability on the agenda a lot more happens than you can think of, when you lay out the strategy and define goals and targets. New ideas and solutions emerge when sustainable development is translated by professionals into practice in ways which make sense within and across different areas of the organization and in partnerships with actors in the local community.



About 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.

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.

city, 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.

The Municipality of Gladsaxe in numbers

A suburb next to Copenhagen

10 km to the centre of Copenhagen

70.000 residents

60 percent of the residents live in an apartment

40 percent live in townhouses or houses

37.000 jobs

5.450 employed in the municipality

6 billion budget



Gladsaxe's Strategy and Goals

The point of departure is the City Council's overall strategy for the development of the municipality. It is founded on the longterm vision of social, environmental and economic sustainability.

The strategy consists in six local goals reaching across all administrative sectors and activities.

The six cross-sectoral goals are:

- **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**

To raise the bar SDGs 3, 4, 8, 11, 12 and 13 are integrated in the goals all of which are achieved through number SDG 17, Partnerships for action.

Gladsaxe considers all 17 SDGs important and interdependent, and started out with those goals which contribute to raising the bar in the development of core tasks in the strategic focus areas.

Implementation

Sustainable development does not emerge by itself. To ensure progress and impact of the strategy, Gladsaxe has adopted a comprehensive implementation strategy focusing on three dimensions:

- political focus on progress and results
- systematic implementation within the organization
- participation and partnerships for local action

This approach has proven very effective. The strategy and goals for sustainable development are now firmly grounded in the municipal priorities. The strategy has become the foundation of the economic priorities in the budget, and the Annual Report is now structured around the triple bottom-line. All strategies, plans and decisions link to the strategy's vision and goals. Also, the strategy have been translated by means of the existing governance-structures and leaders and employees translate the goals in the ways, which make sense locally. Gladsaxe cannot make the changes by going alone, so cooperation with local companies and actors is growing to ensure progress towards a more sustainable future.

In the following sections the cases and data will be elaborated.



The review method

To asses the impact of our strategy we conduct a local review on the progression towards our goals every year.

The review reports on the progress measured by the 2-6 quantitative indicators, which are defined for each goal in the strategy.

The targets define the desired direction and level of progress during the 4-year political term set by the City Council.

The proces of the review reaches across all sectors within the organization and takes its point of departure in feedback once a year. All areas are asked to report on the progress and comment on deviations from the overall direction. This has proven a more positive way to monitor specific activities, because it is not perceived as a test you either fail or pass. Instead, it motivates employees and leaders to make an effort to keep moving in the right direction. It is important to emphasize, that the indicators do not cover all of the strategic municipal initiatives. Other initiatives are also key to achieve the goals, and these are monitored by the political committees.

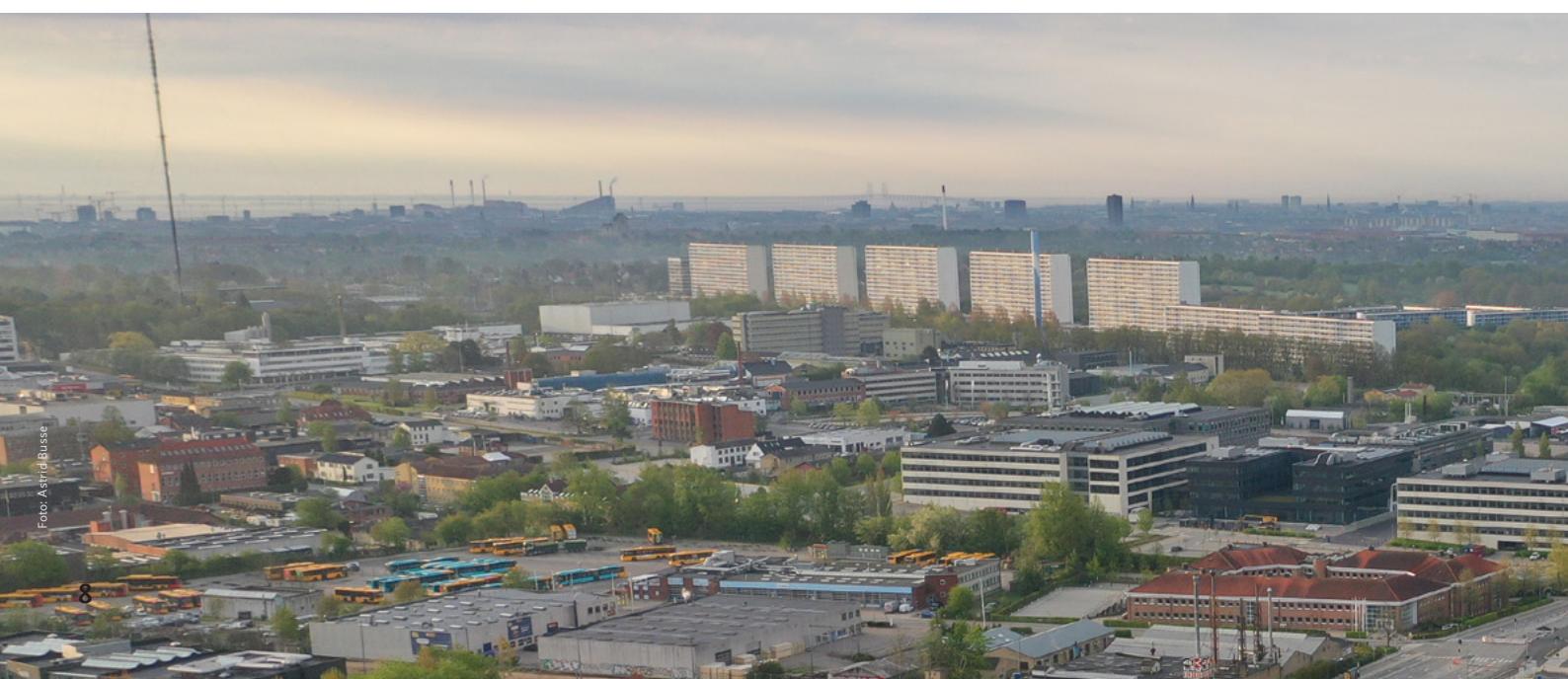
The quantitative review makes it possible to monitor whether we move in the right direction across the different areas of our strategy

Not only does Gladsaxe follow the progression through the dashboards on the quantitative indicators. Data in terms of qualitative cases from practice are also collected. Thus, the quantitative report is supplemented with a qualitative report based on cases from practice to capture emerging drivers, solutions and ideas from practice. The reason for this is, that we saw the sustainability agenda grow in the organization with new areas emerging, which were not described in the strategy or set up goals for.

The annual reviews from the last couple of years show that the goals have successfully been integrated into the core areas and services of the municipality and now grow in the local community.

The quantitative reports show progress on a number of areas such as employment. However, there are challenges in others – for instance the well-being of pupils, mental health, the use of alcohol among the youth etcetera.

The quantitative reports direct attention to emerging drivers and cases. The strongest ones being sustainable and circular contruction, procurement and tenders, chield friendly city-initiative, green transition-strategy, but also smaller initiatives and actions count, as the following section on the cases and data from the review process 2021 shows.



Learnings from Gladsaxe

With our Voluntary Local Review Gladsaxe hopes to inspire others to act on sustainable development and the global goals. There is no recipe for localizing the SDGs, so we must develop the ways, which make sense in the local context.

To turn the global goals into local action it is Gladsaxe's experience, that it can be recommended to have a clear strategy with ambitious goals and integrate them into core functions. The Sustainable Development Goals can help raise the bar, provide a shared frame of reference and bring attention to the common grounds rather than divisions.

As a supplement to using the formal governance-structures, continuous communication from top management of 'license to act' can encourage employees to innovate, experiment, share knowledge and build bridges across the different sectors in the organisation. In Gladsaxe, this has played an important role in inspiring employees and leaders to play an active role in translating the Sustainable Development Goals into their own work and actions.

This way a culture is developing where leaders and employees rethink the way they work and contribute to sustainable development in many different ways by combining their professional perspectives. The

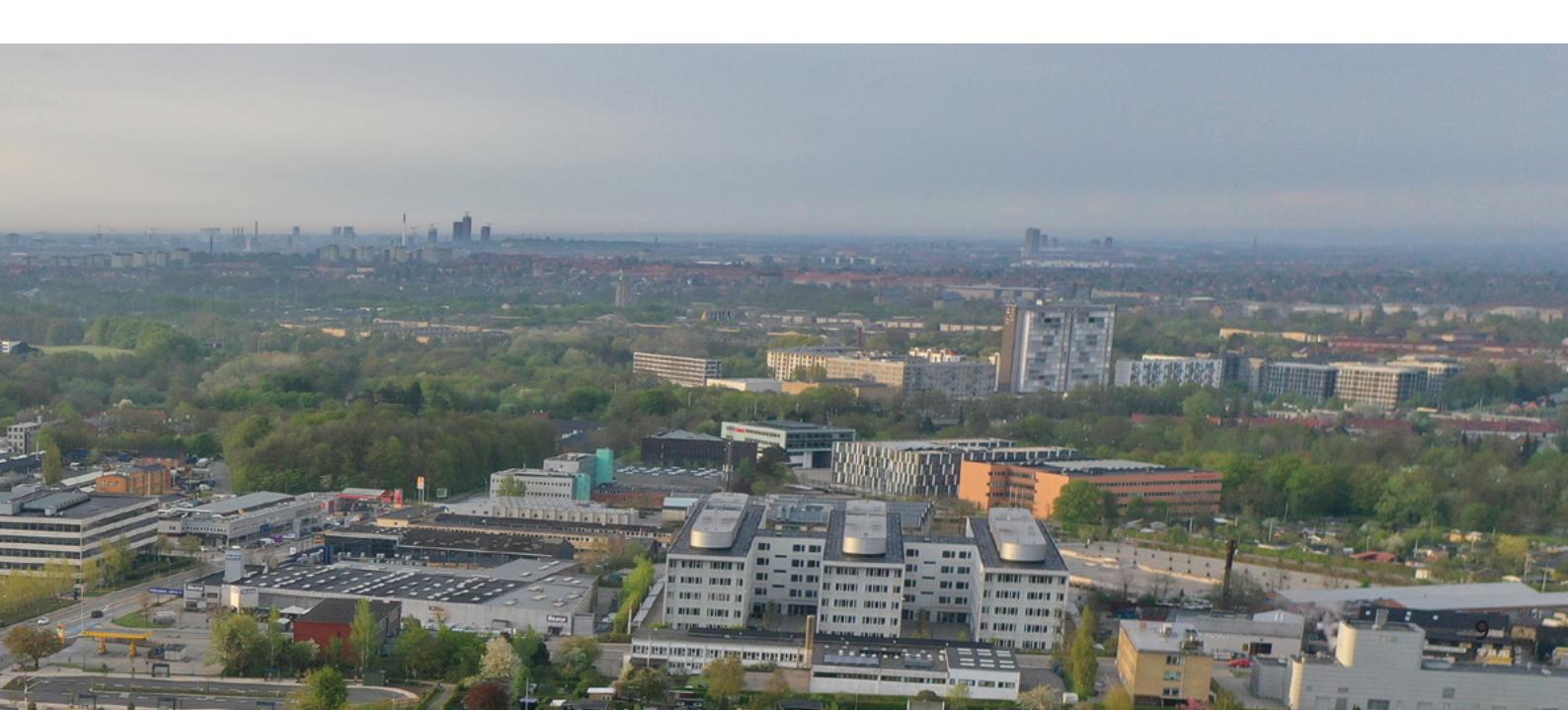
motivation is created by not micro-managing the details but by developing the visions of the future together and bringing the ideas into action.

Gladsaxe's Strategy points out the long-term strategic direction in a way which makes room for new ideas and initiatives on a smaller scale. Getting new ideas and changing behaviour is essential to translating the goals into action.

The SDGs offer a shared frame of reference and give us an opportunity to bring forward new ideas, build bridges across sectors within the organisation and work together in our local community for a more sustainable and resilient community.

Finally, we see in practice, that there is a great potential in motivating others to work with sustainability. We actively address the 2030 Agenda in relevant contexts and encourage enterprises, organisations and citizens to participate for a more sustainable development. Together we can make a real difference.

The vision of sustainability and the SDGs motivate and create a sense of community in contributing to the most important agenda.



The Qualitative Review

In 2021, there was further work in putting the Gladsaxe Strategy into practice across a number of specific, local projects and initiatives – both in the organisation at institutions and in units throughout the municipality as well as in interaction with local stakeholders.

This means that citizens and companies in Gladsaxe have found a municipality in which the need for more sustainable development is taken seriously, and where efforts are made in all areas to create a more sustainable city and municipality, both environmentally and socially, for the benefit of those who live in Gladsaxe – today and in the future.

Qualitative examples of sustainable development in Gladsaxe

The purpose of this qualitative follow-up is to provide a status report on the progress towards the goals in Gladsaxe's Strategy over the course of 2021 as a broader supplement to the development which can be seen solely by looking at the quantitative follow-up on the strategy's indicators.

In this follow-up, we look at the broader cross-sectoral features in the implementation of Gladsaxe's Strategy through a selection of cases within and across the strategy's six goals. The purpose is to gain insight into how concrete efforts have contributed to develop Gladsaxe in a more sustainable direction since last year's follow-up.

The Gladsaxe Strategy 2018-2022 has the following objectives:

■ 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 many examples speak for themselves: Sustainability is a common cause and companies, citizens and employees in Gladsaxe are committed to contributing and making a difference, both individually and together. Since the last status report in spring 2021, work has continued on putting the strategy into action, so that it is now even more solidly anchored in and across our core areas. This has occurred both by virtue of strategies, projects and structural changes in existing operations, as well as through concrete initiatives and everyday actions.

They are all measures that are crucial each in their own way so that Gladsaxe takes action and moves in the right direction.

Sustainable development does not emerge by itself

2021 was once again characterised by the coronavirus pandemic, but as in 2020, it did not put a brake on sustainable development at the local level. Quite the opposite. The approach Gladsaxe has taken with

- a politically anchored strategy
- systematically broad anchoring across committees and administrative areas and
- partnerships and communities for action

truly shows its value as an effective way of developing more sustainable solutions, both strategically and in daily practice. This is demonstrated by the many examples below. This is due to the fact that we focusing on developing initiatives which make sense locally for employees in Gladsaxe and for many of the companies as well as on creating initiatives for and together with citizens that benefit them.

Despite closures and social distancing requirements, the Municipality of Gladsaxe, local businesses, associations and citizens have managed to come closer together and fulfil the ambitions of – sustainable development, both individually and through partnerships and communities for action. In this follow-up, – a number of specific examples of how this was done are presented.

In 2021, we managed to take a step further in our work on sustainability in Gladsaxe in all areas. The City Council adopted a Green Transition Strategy and the first action plan for a Child-friendly City was developed. Also an architecture policy was adopted which demonstrates how we can develop the physical environment in Gladsaxe with a focus on people. Planning and implementation of the major construction and climate projects are in full swing, and some of them, such as the Light Rail, have now left their mark on the cityscape. Companies have come even closer together with regard to the green agenda and have become emboldened to do more. Innovative ideas are flourishing and

shared. The health and well-being of citizens – especially mental health – is in focus, as are help and support for vulnerable children, young people and adults, who increasingly need our help.

Gladsaxe's approach and results have made Gladsaxe a place from which other organisations in Denmark and abroad find inspiration. In 2021, Gladsaxe was asked to contribute to the Government's Action Plan for the UN's Sustainable Development Goals and to the Voluntary National Review from Denmark to the UN in 2021. At the request of the Ministry of Finance, Gladsaxe became the first Danish municipality to publish a Voluntary Local Review, which was presented as part of the virtual summit, High Level Political Forum, at the UN in July 2021.



By sharing our experience, Gladsaxe has inspired others to accelerate the green transition and develop socially and economically responsible solutions in their own organisations and initiatives and, not least, in collaboration with others.

Partnerships for an business-friendly city with job growth



A strong local partnership exists with Gladsaxe Business Network, where a number of local companies have continued to work on sustainable solutions over the past year.

In a collaboration between the Technical University of Denmark, Gladsaxe Municipality and local companies with various food schemes, Gladsaxe Business Network has implemented a pilot project to reduce food waste, which is also a goal in Gladsaxe's Green Transition Strategy. Kildegården Rehabilitation Centre participated together with five local companies. Food waste was weighed by the start-up company FOODOP. Specifically, the rehabilitation centre reduced its food waste by 40 per cent. Work is now underway to expand the initiative, as well as implement new initiatives with sustainable menu planning.

In 2021, a partnership was also formed between Gladsaxe Business Network, Gladsaxe Municipality, TEC, FGU and a large number of companies. The aim is to work together to make more young people in Gladsaxe aware of vocational training and education. This takes place via internships at local

companies, courses and events. Many companies in Gladsaxe want to take responsibility for inspiring and developing their future workplace, while at the same time giving companies the opportunity to make themselves visible locally.

As a further development of the previous years' work with sustainable construction, Gladsaxe Municipality, Gladsaxe Business Network and a large number of major actors in the field of construction in Gladsaxe developed and launched a national portal bygcirculart.dk. Here, professionals can search for, sell and request used building materials, thereby reducing CO₂ emissions in the construction industry. There has been great interest in the initiative from all over Denmark, and a national network has now been created on the development of market portals for building materials.

In 2021, students from FGU (Preparatory Secondary Education) built a Sustainable Development Goal bench with local companies as sponsors. The concept was developed in collaboration with Gladsaxe Business Network. The bench contributes to opening up outdoor spaces and inviting to more urban life – an important part of Gladsaxe's approach to urban development.

Gladsaxe continues to be number one in Denmark at getting its citizens off public benefits. This was demonstrated by the Danish Ministry of Employment's 2021 benchmarking of how many citizens





The Green Transition Strategy supports a more climate-conscious city



More green transport, sustainable electricity and heat, and increased recycling of materials and products are some of the goals of the Green Transition Strategy, which a unanimous City Council adopted in 2021. With the Strategy, the City Council has set an ambitious direction for the transition to a green economy leading up to 2030, and is followed up by an Action Plan for 2022-2023, which all specialist committees and specialist areas have contributed to.

each municipality has on public benefits compared with the number that the municipality can be expected to have on the basis of local conditions. Thus, for three years in a row, Gladsaxe has been awarded an excellent first place for its employment efforts. The explanation for the Jobcenter's success is close cooperation with local companies on job opportunities and sanctions for job seekers who do not comply with agreements.

As an example, Gladsaxe Jobcenter has cooperated specifically with the electrician company SIF Group on a model in which two business consultants from the Jobcenter physically work at the SIF Group a couple of days a week. Their role is to get to know the workplace and take on marginalised unemployed persons, who will be associated with SIF and given various tasks in the company.

Due to Gladsaxe Municipality's sustainable procurement policy from 2020, the field of procurement contributes to the Green Transition Strategy and the associated action plan that was adopted at the end of 2021. In connexion with this, all relevant tenders are assessed as to whether circularity requirements can be made and whether transport can take place in a more climate-friendly way. For example, circularity requirements have been incorporated in tenders for the washing and renting of linen and workwear, in the purchase of reused computers, and in a number of procurement contracts, the delivery frequency has been reduced, so that both the need for space in the municipality and the emission of greenhouse gases is reduced.

The task committee on the Light Rail Works delivered its recommendations on how we can strengthen mobility in Gladsaxe. This resulted in an exciting dialogue with the national Danish Committee on Transport and Technology and is a good example of how important stakeholders in the city can get close to political decision-making processes.

In order to support more sustainable transport, new electricity charging stations have been installed in 2021. The expansion of charging infrastructure is not only driven by municipal initiatives. As sales of electric cars increase, a number of private sector actors are also planning to establish publicly available charging stations, e.g. at supermarkets and petrol stations. In addition, many residential units are onboard, and several departments in Gladsaxe



have already decided to instal charging stations in their residential areas.

In December 2021, Gladsaxe received its first electric bus which, together with a new bus line in 2022, will account for approximately 23 per cent of municipally financed bus operations. In addition, 4 bus lines run on HVO100 biodiesel, providing fossil-free operation. These lines account for approximately 44 per cent of bus operations. Thus, approximately 67 per cent of bus operations are either fossil-free or emission-free as of February 2022.

New recycling schemes have also been launched, and Gladsaxe expects a continual increase in how much waste is recycled. The roll-out of the 10 waste fractions means that now what is primarily lacking is hazardous waste and textiles, which have been postponed until 2023 by the Danish Environmental Protection Agency. This means that we can expect a significant increase in how much waste is recycled.

Gladsaxe has joined the Capital Region of Denmark's partnership for the sustainable management of surplus soil and secondary resources. We are now forecasting how much surplus soil and secondary resources such as tile, brick, asphalt and concrete we expect to have in connexion with demolition and reconstruction over the next 12 years, in order to help reduce waste and reuse more.

In 2021, Gladsaxe also has adopted a new Waste Water Plan – an ambitious plan for how to separate rainwater and wastewater into green surface solutions and avoid flooding and environmental impacts on water areas.

In general, organic products are increasing throughout Gladsaxe Municipality, in areas related to children, schools and eldercare, as shown by quantitative data.

As an active member of the Partnership for Public Green Procurement (POGI), Gladsaxe Municipality is working to ensure that the objectives of cooperative procurement are becoming increasingly ambitious. Among other things, in 2021 work was done to ensure that a new transport goal could enter into force on 1 January 2022. This means transitioning to using total cost calculations that favour longevity, low maintenance costs, low disposal costs, etcetera, thus supporting a circular economy.

A greener and more vibrant city



In 2021, Gladsaxe City Council adopted a new Architecture Policy focusing on how we can create a city with a focus on people, and how urban development, the transition to a green economy and sustainable mobility are interrelated and can support each other.

For almost two years, the task committee 'Our Mørkhøj' has involved citizens in the development of Mørkhøj. This has been achieved through specific projects such as the upcoming culture and music area in Mørkhøj Park, as well as a new urban space and profile playground. Gladsaxe Municipality has also hired a social innovator in Mørkhøj, who has launched several initiatives. More activities are on the drawing board, such as communal dining, urban gardens, homework cafes, cooperation on after-school jobs for young people, walks for seniors, etcetera. The aim is for Mørkhøj to become a more vibrant and coherent district for all generations, with attractive communities and leisure activities, meeting places, institutions, schools and homes.

The city has become greener and lusher. In the eastern part of Byens Arena, a varied green area grows as an inviting setting for city life. The plantations have been based on a vision of reusing as much of the site's materials as possible.

Trees have been planted along Buddinge Hovedgade and Bagsværd Hovedgade, and the main roads' many corners are green and lush. In autumn 2021, the many different oak trees were joined by perennial blends, which will provide plenty of greenery and an abundance of flowers each summer.

The trees in the roundabout at Buddinge had to give way to the Light Rail network, but they were given a new lease of life in the form of two giant retro play phones at Tinghøj Playground. In this way, the trees were reused and took on a whole new role as a visualisation of the history of Telefonfabrikken Cultural Centre.

In 2021, the work to create greater biodiversity and



habitats for animals and plants continued, among other things, in ten areas in Gladsaxe that are ‘wild on purpose.’ Wild on Purpose is an initiative aimed at promoting biodiversity in the municipality’s parks and natural areas in line with Sustainable Development Goals 11 and 15. Every year, new areas are incorporated to make Gladsaxe wilder.

In order to create a more vibrant city, in 2021 more new places have been added to inclusive communities created in cooperation with Gladsaxe’s associations. At Kellersvej, a MultiFitness House has been created in the old ‘Machine House’. Gladsaxe MultiFitness is located in a residential area with accommodation for people with mental and physical disabilities. Locally, there has therefore been a great desire to create an inclusive, accessible and comfortable exercise environment in the new Gladsaxe MultiFitness association, where all citizens are welcome.

In 2021, Gladsaxe Municipality’s Handicap Award went to BID Bagsværd, which is a local network for shop owners, retail trade, liberal professions, associations and cultural life. In 2021, BID Bagsværd collaborated with the residential facilities, Cathrinegården, to establish a number of voluntary jobs for mentally disabled citizens in Bagsværd shops. BID Bagsværd has also collaborated with Demenscenter Bakkegården to spotlight dementia through the placement of messages about dementia on benches in Bagsværd.

Children and young people are shaping the future in a child-friendly city



In 2021, further steps were taken towards Gladsaxe’s overall ambition to create an environment for children and youth in which all children and young people thrive, take part in communities and learn through actions. In 2021, Gladsaxe developed the first action plan as part of the process for recognition as a Child-Friendly City by UNICEF. The action plan has already led to several projects in which children and young people have been involved and had influence, thus actively participating as citizens in their city.

For example, employees at six day care centres have been taught ‘children mosaics’, which is a new method for assessing childhood environments. The method focuses on working with children’s perspectives and incorporates and examines how children experience their everyday lives.

Gladsaxe Municipality has also entered into a partnership agreement with De Anbragtes Vilkår on the issue of quality in child placements. It is to help to remove children in care from a vulnerable situation and allow them to realise their full potential.

Finally, safety walks have been conducted with children and young people to provide children and youth with the opportunity to point out how to create more safety in their own neighbourhoods. Young people from Mørkhøj were on a safety walk in late summer 2021, and in 2022 children and young people in Værebrogård will also be invited to talk about their perspectives and what they want for their area.

More Nordic Swan Ecolabelled day care centres are popping up in Gladsaxe. In 2018, it was decided that all new day care centres in Gladsaxe will be ecolabelled with the Nordic Swan Ecolabel. The Nordic Swan Ecolabel means that there is a focus on sustainability, the environment and a good indoor climate in all parts of the process and in the choice of materials. Since 2018, four Nordic Swan Ecolabelled day care centres have opened in Gladsaxe. During the design phase, children's needs are placed front and centre. The interior design is intended to create centres that children thrive in with different areas with different environments, so that the children can enjoy many different experiences and opportunities throughout the day in larger or smaller groups.



Construction of the world's first circular day care centre, Svanen, is also well underway. It will be built from materials from the old Gladsaxe School. The recycling of building materials is the main idea behind circular construction. Svanen will be the third ecolabelled day care centre in Gladsaxe. The centre's energy consumption will be almost half that of ordinary day care centres. The children's food will be organic, and the children will learn about food waste and grow their own herbs and vegetables in the day care centre's garden.

Lifelong Health and well-being of citizens in focus



Gladsaxe works to support a healthy and active life for citizens and prioritises both the physical and mental aspects. The period with covid-19 has challenged both the well-being and the physical health of many citizens.

As part of the mental health action plan, Gladsaxe has expanded its Open and Calm initiative in 2021, which is a stress management and stress relief programme for people on sick leave, to also cover young people aged 15 to 25. KICK is another effort to improve mental health. It is a sports and well-being concept targeting vocational schools in which Gladsaxe Municipality cooperates with Technical Education Copenhagen – Gladsaxe (TEC), local sports associations and the Danish Gymnastics and Sports Federation. The focus here is on increasing the pupils' well-being by integrating more sports, exercise and a sense of community into pupils' everyday lives, thereby reinforcing their physical and mental health.

In order to increase the general knowledge about mental health, Gladsaxe Municipality is working with ABC for mental health, which is an action-oriented approach aimed at all population groups. ABC has been implemented in post-secondary education to promote healthy and meaningful communities, both in relation to introducing more physical exercise in TEC Gladsaxe, more smoke-free areas for all schools and reinforcing well-being in connection with distance learning and being sent home due to covid-19.

Gladsaxe has successfully introduced new programmes for children and young people who are experiencing psychological problems. Since 2019, Gladsaxe Municipality has provided a number of programmes that support the mental health of children and young people, targeting children and young people aged 3 to 17 years. More than 200 families in Gladsaxe have participated in the programmes, and the results show that young people and parents feel that they have been helped. The new, highly sought-after programmes have

been developed as part of the STIME (Reinforced Cross-Sectoral Action for Children and Young People's Mental Health) Project, in which Gladsaxe, together with six other municipalities and the Centre for Child and Youth Psychiatry in Denmark's Capital Region, is pursuing new ways to help the ever-increasing number of children and young people who are failing to thrive. Preliminary data show that 79 per cent of young people feel better after participating in the programme. 94 per cent of parents believe that the programme has helped them manage their child's difficulties in a more appropriate way.

In 2021, all seniors receiving home visits and home care have been screened for loneliness. Citizens who show signs of loneliness during screening are offered a chat with a prevention consultant or bridge builder from home care. They can also take advantage of various measures such as 'Telephone friends', the Red Cross' 'Chat Together', 'Elderlearn' and older immigrants can receive a visitor who speaks their native language. In cooperation with SeniorNet, Gladsaxe has entered into a partnership with Danish People's Aid to establish a senior network for people aged 65+, where citizens meet up to engage in activities, social get-togethers, outdoor exercise, etcetera.

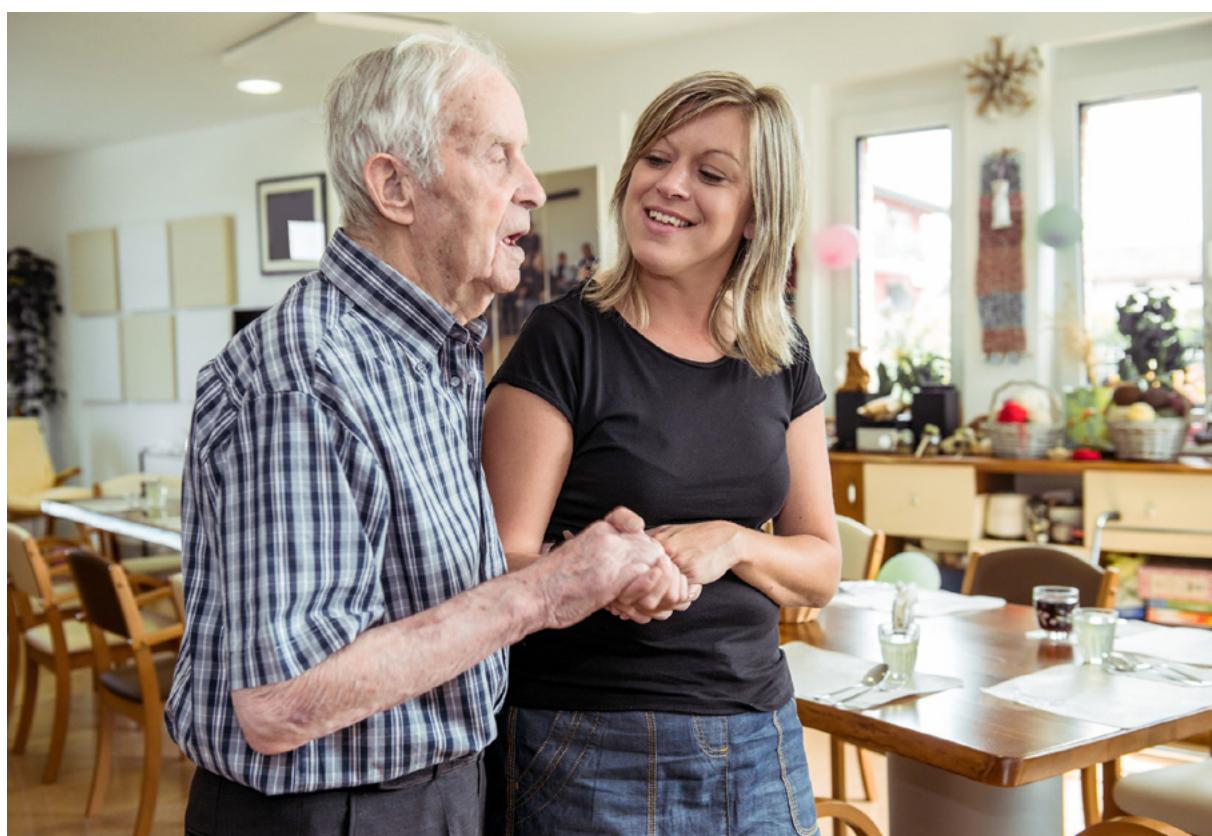
Smoking cessation is high on both the local and national agenda. In 2021, smoke-free sports periods

were introduced at all Gladsaxe sports facilities to protect children and young people in particular from harmful smoke and to make Gladsaxe smoke-free. Gladsaxe Municipality has also worked to support sports associations in achieving smoke-free associations.

Since August 2021, all five post-secondary education programmes in Gladsaxe have had smoke-free school hours, and quit-smoking courses have been held for students and employees at FGU Nord and TEC Gladsaxe, respectively. An important element in the introduction of smoke-free school hours in post-secondary education is mental health and a focus on communities without tobacco and alcohol. For citizens as a whole, Gladsaxe Municipality has continued its 'Gladsaxe Quits Tobacco' campaign, in which all citizens in Gladsaxe can participate.

To support responsible alcohol culture among young people, a number of upper secondary schools and post-secondary education programmes in Gladsaxe and Lyngby-Taarbæk have established a partnership to promote alcohol-free communities and a party culture in which alcohol plays a minor role.

Gladsaxe Municipality has also taken an active part in the 'Denmark in motion' initiative, which was launched in 2021 and is the largest ever mapping of Danes' exercise habits.



Gladsaxe creates equal opportunities in several ways



In 2021, there was a positive development in Gladsaxe's marginalised residential areas. Safety walks, citizens' meetings on safety, increased cooperation between housing organisations, property managers, the police and the municipality, as well as a clearer municipal presence are some of the measures that have contributed to more people faring better: The proportion of citizens outside the labour market is decreasing, the level of education and safety is increasing, and citizens are participating in the development of the city neighbourhoods.

Citizens have been provided with several meeting places that support citizens' coming together and creating new communities. For example, Høje Gladsaxe with Library+ has been given a meeting place where citizens from Høje Gladsaxe and the surrounding city can meet in an informal setting around a number of different services and events. The nature horses in Høje Gladsaxe and the horse paddock in Værebropark create attractions that

attract citizens from all over the city. In Mørkhøj, a cultural and musical environment is being created for all the residents of Mørkhøj Park.

As previously mentioned, in another part of the city further steps were taken in 2021 towards creating an open and modern Kellersvej with a major renovation and new construction of the residential facilities for mentally disabled citizens. The services on Kellersvej have adapted to the changing needs of citizens. For example, the content of social contact and activity programmes has changed with an increased focus on employment, and opening hours have been expanded. Cooperation with relatives has been strengthened through a project that has led to changes in communication.

In relation to employment, new types of jobs and internship opportunities for citizens with special needs have been established.

In order to improve social well-being, employees from Carlshuse reach out to contribute to more citizens using Carlshuse's services and strengthening their network. Carlshuse has, among other things, developed the Well-being Game, which contributes to a new and constructive conversation about citizens' networks and resources. The activity and social services offered by Carlshuse have given rise to new initiatives based in Bagsværd. This has provided more citizens with psychosocial issues with easy access to resources such as walking, chair gymnastics and dietary advice. There has also been cooperation around 'Hope in Psychiatry' on setting up an Exercise café with a focus on citizens with psychiatric challenges.

During 2021, socially disadvantaged citizens have been supported in building a good network in various ways. For example, at Tornehøjgaard and Kagsåhus, efforts have been made to help citizens stay connected to their families and other networks e.g. by motivating them to call their friends and family regularly, drive them to see their relatives etcetera.

Finally, more young people received psychological assistance. Due to the increasing demand, Gladsaxe Municipality has upgraded its programme of free psychological counselling. The support consists of five interviews, after which young people may be referred to another programme as needed.



The Quantitative Review

Business-friendly city with job growth

In order to be an attractive municipality for businesses with growing companies and a base for innovation and new creations, Gladsaxe collaborates with the business community on a good framework for sustainable development. More marginalised citizens need an opportunity to get a meaningful job and young people also need assistance on the path towards education and employment. There needs to be many different types of businesses and a varied range of jobs for everyone.

The many initiatives launched in 2021 help to support the achievement of the goals in Gladsaxe's Strategy. The development of the business-friendly city with Job Growth Goal is monitored via five indicators. The following section provides follow-up on these indicators.

The proportion of unemployed persons who get employed within three months of completing business-oriented activation reached 37.5 per cent in the first two quarters of 2021. This covers a development in which ever more people are getting employed.

Generally, fewer citizens have been involved in company-oriented activation due to covid-19, but a large portion of citizens who have completed activation have transitioned to employment. In 2020, there was a decline, which led to an increased focus on our efforts in 2021.

Gladsaxe Municipality's business structure consists of a number of very large companies and a foundation of entrepreneurs and small and medium-sized companies in the building and construction industries, life science and medical technology industries. These industries have not been as sensitive to covid-19, and Gladsaxe has therefore not been as hard hit by lockdowns as other municipalities in the capital region. In 2021, there were 30,425 jobs in the private sector, and as there is currently a large

Table 1. Indicators for Business-friendly city with job growth

	Starting point	2019	2020	2021	2022
More effective employment initiatives The proportion of the unemployed gaining work within 3 months of concluding business-oriented activation must increase.	24.3 %	26.3 %	27.4 %	37.5 %	26 %
More jobs in the private sector The number of jobs in the private sector must increase by 2,000 over 4 years.	30,813	30,422	29,212	30,425	32,813
A growing business community The number of entrepreneurs (actual start-up businesses per year) must increase.	268 per annum	664	629	593	330 per annum
Fewer young people receiving public benefits The proportion of young citizens (aged 18-29) receiving public benefits must be reduced.	12.5 %	6.8 %	7.5 %	Data for 2021 not available	7.5 %
More young people in secondary education The proportion of young people in education must increase.	89.5 % 88.6 % (DK-average)	93.7 % 90.8 % (DK-average)	93.7 % 90.8 % (DK-average)	93.0 % 89.9 % (DK-average)	92.5 %

shortage of labour. It is expected that the proportion of full-time employees in the private sector will increase in the coming period, although the target of 32,813 is not expected to be achieved in 2022.

Still many want to establish a new business in Gladsaxe. In the first three quarters of 2021, 593 new companies were established. Gladsaxe Municipality is actively working to support entrepreneurship. In 2021, there was a heightened focus on offering entrepreneurs their own universe at *gladsaxe.dk/erhverv* and on the possibilities of renting an office in one of the municipality's office communities. All new and newly-arrived companies will receive a welcome letter with relevant information about initiatives in the business promotion system as well as contact information for the local business service.

The proportion of young people receiving public benefits is not available for 2021 due to the transition to a different administrative system. The year 2021 was characterised by the suspension of several initiatives due to covid-19, such as the action 'Ingen ung må lave ingenting' ('No idle youth'). Therefore, in future there will be an additional focus on frequent interviews and on young people participating in job or educational activity. Furthermore, there will be focus on availability and individual plans for young people.

The calculations for 2021 indicate the proportion of young people in post-secondary education who were in Danish Year 9 in Gladsaxe's state schools in 2019/20. The proportion of 93.0 per cent is above the national average, but slightly lower than the number for the previous graduating year in Gladsaxe. Gladsaxe's state schools generally succeed in preparing young people for post-secondary education. This takes place through a wide range of initiatives, such as the 'Job Sniffer', in which all Danish Year 7 students go to work for a week with an associated company and guidance activities. A business playmaker has also been hired who reinforces and promotes cooperation between schools and companies on specific courses and jobs, and a Gladsaxe Learning Camp has been established, targeting young people in Danish Year 7 deemed at risk of not being prepared for post-secondary education. Finally, there is Danish Year 10, which is targeted at young people who are not immediately ready to start a post-secondary education after Year 9.

Children shaping the future

Our ambition in Gladsaxe Municipality is for all children and young people to take advantage of their potential. It is therefore necessary to create environments in which children and young people thrive and are offered an active and healthy everyday life with opportunities for exercise, cultural activities and social interaction. Learning environments must be developed where children and young people want to learn more. Such environments must provide them with a good childhood and youth and a solid foundation for their adult lives.

The many initiatives launched in 2021 help to support the achievement of Gladsaxe's goals. The development of the Children and Young People Shape the Future Goal is monitored via six indicators, among others. The following section provides a follow-up on the indicators.

Children need proper language input as early as possible. In order to monitor the language development of young children, both 3-year-olds and children in Danish Year 0 are evaluated. The indicator itself focuses on reducing the proportion of children who require 'focused language input'. However, it cannot stand alone, but should be seen in the context of what proportion of children alternatively receive general or specialised language input (in which specialised language input is the most far-reaching).

For 3-year-olds, there has been an increase in the number of children with 'focused language input' in 2021, but the proportion is still lower than in 2018. This is an indication that the preventive measures taking place in the day care institutions are working and that the language educators have become better at identifying children who need special language input.

There has been a small increase in the number of children in Danish Year 0 who need focused language input. With a rate of 12 per cent in focused language input, it is difficult to achieve the ambitious target of 8 per cent by 2022. However, Gladsaxe is still within the benchmark range of

Table 2. Indicators for Children shaping the future

	Starting point	2019	2020	2021	2022
Young children's language development must be strengthened The proportion of children for whom language tests at age 3 and in o grade show a need for focused language assistance, must be reduced.	3-year-olds: 5.2 % o grade: 11.5 %	2.7 %	3.0 % 11.4 %	4.5 % 12 %	4 % 8 %
Young people with qualifying grades for vocational education The proportion of young people achieving at least o2 on average in both Danish and mathematics in the 9th grade leaving examination must improve in relation to the socio-economic forecast.	1.2 % over DK-average	1.5 %	2.7 %	1.4 %	2 %
Academic progress in lower secondary school must increase Average academic progress measured in the national progress surveys must be at the level of or above the national average.	Gladsaxe: 3.7 % DK-average: 3.8 %	3.7 %	3.7 %	3.7 %	GLX ≥ DK-average
Social well-being in lower secondary school must increase The proportion of children that experience good social well-being must increase.	92.7 %	92.3 %	91.9 %	91.3 %	94 %
Young people's participation in leisure activities must increase The proportion of young people who take part in elective leisure activities must increase.	66.4 %	67 %	68 %	68 %	69.4 %
The absence of pupils must be reduced The average amount of absence of pupils in Gladsaxe's public elementary schools must be reduced to the national average or below.	Gladsaxe: 6.6 % DK-average: 5.9 %	6.1 %	5.2 %	4.7 %	GLX ≥ DK-average

5-15 per cent. This is positive, as the assessments measure the children's Danish language skills and the benchmark is based on a survey that includes a smaller proportion of bilingual children than in Gladsaxe.

It is important to continue working on children's language skills and development both for preschool and school ages. In light of covid-19, it is still a particularly relevant and forward-looking point of attention to ensure follow-up on the group of children who typically do not practice developing their Danish language skills at home.

There is a strong focus on ensuring that all young people, regardless of socio-economic background, achieve an academic level that gives them the opportunity to start post-secondary education.

There were 569 out of 590 young people who

achieved at least a 02 mark in both Danish and mathematics at the primary and lower secondary school leaving examinations in the 2020/2021 school year in Gladsaxe. This corresponds to 96.4 per cent meeting the criterion and the opportunity to continue on directly to post-secondary education. Gladsaxe has performed better than the national average for the entire period.

The covid-19 period means that there has been a focus on ensuring a high level of quality in the day-to-day work on the well-being and academic development of children and young people.

The latest well-being survey was conducted in the spring of 2021, and academic well-being in both Gladsaxe and on a national level is 3.7 for the fourth consecutive year. The result indicates that despite restrictions, school lockdowns and remote learning, schools have managed to maintain excellence in

teaching. This can probably be attributed to several different factors, such as the schools' focus on ensuring regular contact with children and young people during lockdowns, teachers' and social educators' ability to adapt teaching to the individual pupil's level and parents' efforts to support their children in their schooling. However, both the local administration and schools are aware that behind this average there may be children and young people who are not thriving academically. It is the schools' day-to-day task to ensure children's academic development which is the most important endeavour, especially with regard to teachers' and social educators' ability to assess the pupils' development based on their personal acquaintance with them, just as school-home collaboration is also central.

The proportion of children who are socially thriving in Gladsaxe's state schools is 91.3 per cent, which is a decline compared to the previous school year. On a national level, the corresponding proportion is 92.1 per cent, and here there has been a decline of 0.9 percentage points. Social well-being in Gladsaxe is thus slightly below the national average. The results from the national well-being survey indicate that it is of great importance to children and young people that they can meet with their schoolmates, just as it must be assumed that the restrictions on leisure time and the more general uncertainty experienced during covid-19 may also have had a negative impact on the results of the well-being survey.

In the 2020 school year, 647 pupils in Danish Year 8 answered question of whether they had participated in the leisure activities that they wanted to. 68 per cent answered yes to the question. This is on a par with the result for 2020, but when the last two years of covid-19 are taken into account, it is satisfying to know that the proportion of young people participating in leisure activities is at the same level as the previous year.

Efforts will continue focusing on creating more awareness about existing programmes for young people, as well as renewing programmes in order to better meet young people's wishes and needs. The follow-up for 2021 applies to the school year 2020/2021.

The overall average absence rate in Gladsaxe for the 2020/2021 school year has fallen by 0.5 percentage points and is now below the national average. The

falling absence rate at both the national level and in Gladsaxe may be due to the highly volatile conditions of lockdowns and distance learning during the covid-19 period making it more difficult to ensure a uniform recording of absence. There is still a strong focus on preventing and reducing absenteeism – both at individual schools as well as across schools.

Equal opportunities to succeed

All residents of Gladsaxe – children, youth and adults – must have the opportunity to live active, meaningful lives, where they experience success and can develop their potential. The municipality focuses on families with special challenges, where they are at risk of falling into a precarious situation. The districts must be socially balanced and create a good framework for all citizens to become part of close communities. In addition, citizens with disabilities must also be able to achieve an independent and meaningful a life as possible.

The development of the Equal Opportunities for Success Goal is monitored via two indicators, among others. The following section provides follow-up on the indicators.

Early detection and preventive measures are crucial for ensuring that children thrive instead of falling into marginalisation. In 2021, the average age of children aged 0-11 of whom the local council had received notification was 6.1 years. In 2021, a total of 305 first-time notifications were received, of which 153 were for young children aged 0-5 and 152 for school children aged 6-11. There may be several explanations as to why the average age has not fallen. Among other things, the decentralisation of resource educators in the field of day care, which was launched at the start of 2020, has meant that the resource educators work preventatively with staff, children and parents to develop skills in the individual day care institutions prior to notification. At the same time, work continues on early detection of potentially vulnerable families and prevention in all of the municipality's day care institutions and in cooperation with Familiesupporten ('Family

Table 3: Indicators for equal opportunities to succeed

	Starting point	2019	2020	2021	2022
Focus on early intervention The average age for first-time notification for 0-11 year-olds must decline.	6 years and 6 months	6.2 years	6 years	6 years	6 years
More people in work on special terms The proportion of persons in sheltered employment, flex jobs and untraditional jobs must increase.	67.4 %	70.2 %	71.9 %	73.5 %	69.0 %

Support'). Early detection has also been initiated at Mørkhøj school, along with several other preventive measures, such as a fathers' group for fathers in marginalised situations.

In the period from 2019-2021, there was an increase in the number of children who were the subject of interventions in accordance with the Danish Act on Social Services. During the same period, there was a drop in the number of notifications. This may indicate success in reducing the overall need for notifying local services through the combination of preventative-oriented activities and initiatives.

Over the course of the year, there has been an increase in the proportion of people in jobs on special terms, and on average 73.5 per cent of the target group have been in jobs on special terms during the period under scrutiny. The target of 69 per cent for 2022 has been reached, and the development is therefore heading in the right direction. In order to support this development, particular focus is placed on finding jobs for the unemployed, who are entitled to flexijobs.

Lifelong health and well-being

In Gladsaxe, all residents need to have the best opportunities to live an independent, active, healthy and responsible life. Therefore, the municipality is working to create a framework for a good life, where more citizens experience better physical and mental health. This entails a stronger focus on mental health, psychological vulnerability, social inequality in health, healthy habits and well-being of children and young people, as well as senior health.

The development of the Health and Well-being for Life Goal is monitored via six indicators, of which four can be followed up.

The proportion of home help recipients at the end of 2021 remains unchanged compared to the end of 2020. A possible explanation for this is that some citizens have been less active in 2021 due to covid-19, which has led to a loss in functional health, triggering the need for support in day-to-day living. As concerns about covid-19 are reduced, the municipality hopes that citizens will once again take responsibility for getting out and being active. Combined with the municipality's rehabilitative efforts for citizens with an incipient need for help, the expectation is that this will increase the proportion of self-reliant citizens.

There are significantly fewer children than normal in the three classes that were weighed in 2021. Despite this, the proportion of children with a normal weight fell in 2021. It must be assumed that this is due to covid-19, as many activities have been shut down.

The proportion of young people who have drunk alcohol before reaching the age of 15 has increased, and thus remain high in relation to the goal. After a period of lockdowns and reopenings, young people's social interaction and ways of spending time together have been challenged, and it is estimated that this may have contributed to more young people having had their first drink before reaching the age of 15.

Covid-19 has meant that schools and SSP have not been able to implement the planned initiatives in recent years. Efforts will be resumed as soon as possible, and it is hoped that a return to a more 'ordinary everyday life' will have a positive impact

Table 4. Indicators for lifelong health and well-being

	Starting point	2019	2020	2021	2022
Healthier aging The proportion of +65-year-olds who need to receive home help must decline.	12.8 %	12.4 %	12.0 %	12.0 %	11.7 %
Normal weight for children and adolescents The proportion of children and adolescents of normal weight must be maintained.	Preliminary schooling: 86 % Intermediate-level schooling: 82.1 % Upper-level schooling: 81.8 %	82.9 %	82.1 %	80.7 % 76.1 % 83.6 %	86 % 82.1 % 81.8 %
Introduction to alcohol among young people should be deferred The proportion of 8th grade students who drinks alcohol before reaching 15 years must be reduced.	43 %	54.9 %	54.6 %	55.4 %	40 %
Young people's use of tobacco The proportion of young people who use tobacco weekly must be reduced.	3.2 %	0.8 %	0.5 %	1.1 %	2 %
Children and adolescents' use of transport The proportion of children and young people cycling or walking to school must increase.	69 %	The survey not conducted		73 %	75 %
Emergency services: Strengthened collaboration with GPs, emergency telephone line 1813 and hospitals The proportion of preventive hospitalisations and re-hospitalisations among citizens receiving services from the Health and Rehabilitation Department must be reduced.	Data not available				

on young people's well-being, social interaction and sense of community, which in the end will also be reflected in the age of onset of alcohol use.

The proportion of Danish Year 8 students who smoke on a weekly basis has increased from 0.5 percent to 1.1 percent. However, this remains below the target of 2 per cent or less. The period of covid-19 has made it more difficult for schools to enforce the rules on smoke-free school hours during the periods with distance learning, while at the same time the teaching that had been planned under the auspices of X:IT (the Danish Cancer Society's teaching association) has been limited. In the current school year (2021/2022), the X:IT effort has been expanded to include both Danish Years 7 and 8.

The proportion of students in municipal schools that use active transport (e.g. walking, cycling, scooters) has increased to 73 per cent in 2021. Targeted efforts are being made to ensure that the proportion rises to 75 per cent with, among other things, more bicycle paths and increased traffic

safety in general in the municipality and especially around schools.

It is still not possible to calculate the number of preventable hospital admissions and readmissions, as there is no data from the region.

Green and vibrant city

Gladsaxe Municipality needs to be a good place to reside, live and work. A multifaceted city that hums with life, is easy and safe to visit, and has many green oases with a variety of urban wildlife and nature areas with great biodiversity. Gladsaxe needs have a more pronounced green character and varied vegetation. The city needs to become even more vibrant through Gladsaxe's rich and diverse cultural, leisure and sporting activities.

Table 5. Indicators for green and vibrant city

	Starting point	2019	2020	2021	2022
A vibrant municipality with activities in urban spaces The number of events in the municipality's urban spaces must increase.	33 per annum	25	23	48	45 per annum
An active retail life on the high streets The number of employees in public-facing occupations on Bagsværd Hovedgade and Søborg Hovedgade must be maintained.	1,130	1,217	1,266	1,096	1,130
A green and vibrant municipality Number of urban trees must increase.	9,730	9,896	10,194	10,285	10,180
A green municipality with varied vegetation Nature areas that transition to nature-friendly cultivation must increase.	194,688 m ²	275,894 m ²	288,064 m ²	412,784 m ²	240,000 m²

The development of the Green and Vibrant City Goal is monitored via four indicators, among others. The following section provides follow-up on the indicators.

In spring 2021, there was a significant increase in applications for outdoor events. This can probably be attributed to the tight indoor restrictions and an increased urge to get out into the open after covid-19.

Companies and shops in and around Gladsaxe's main shopping street have been characterised by lockdowns, but at the same time have benefitted from closed shopping centres that have had longer and more massive lockdowns. Via the BID network and Erhvervshus Hovedstaden, it has been possible for the stores to have ongoing mentoring and help to handle the situation. At the same time, work is underway to create new structures for trade associations, as a lever for the future development of attractive town centres and as sparring partners for the municipality to create a green and vibrant city. The coming business policy will also include an increased focus on the development of the retail sector, which can support continued positive development and prioritisation of the area. Gladsaxe continues to have an active shop life on its high streets and it is expected that the goal of 1,130 employees in the shops will be achieved by 2022.

The number of trees increased by 91 in 2021 and by 555 for the entire period from 2018. A total of 646 trees have been planted and 91 trees have been

felled on public roads and institutions. There are 370 trees on the road and in parks. 185 trees have been planted in schools and institutions.

In 2021, a 97,720 m² horse paddock was established for nature horses in Høje Gladsaxe Parken. The area consists of moss, grass and meadows with scrub and heath.

In total, 412,784 m² has been converted to more nature-friendly care in Gladsaxe.

Climate-conscious city

Gladsaxe Municipality must be a climate-conscious city with sustainable consumption and production, where we take care of our resources. The supply of electricity and heat must be green. A key element is the expansion of the district heating system. At the same time, public transport is being developed, cycle paths are being expanded and massive investment is being made in the Light Rail network.

The development of the Climate-conscious City Goal is monitored via five indicators, among others. The following section provides follow-up on the indicators.

In April 2021, the Green Transition Strategy was

adopted. In connexion with this, Gladsaxe has changed the calculation method for CO₂ emissions so that the municipality in future will use a joint municipal method that is under development. This makes it possible to compare CO₂ efforts across municipalities to a greater extent. Therefore, the latest figure for CO₂ emissions in Gladsaxe is still from the 2019 calendar year. That year, emissions were 40 per cent lower than in 2007, which is in line with our 2020 target. There is therefore no comparable measurement for 2021.

A resource check was performed for one company in 2021. In general, there is no demand from the companies about getting resource checks, and the goal of 50 resource checks in 2022 cannot therefore be achieved.

The percentage of recycling reflects the effect of Gladsaxe Municipality's collection schemes (plastic, metal, glass, paper, cardboard, food waste, wood and combustible). Recycling in 2021 is 42.5 per cent. Over the course of 2021, several multi-storey residences were added to the food waste scheme, and in October all detached and terraced houses were given containers for paper, glass and the new waste fraction of food and beverage cartons. The effect of these measures will not be fully reflected in the recycling percentage until 2022. A study of citizens' sorting of waste was carried out in 2021, showing

that it is possible to increase sorting, especially in multi-storey residences, as a relatively high amount of recyclable waste ends up in residual waste.

Recycling rates are expected to increase in 2022 as a result of completing the roll-out of food waste sorting in multi-storey residences, as well as containers for glass, paper, food and drink cartons for those multi-storey residences that still lack containers for these waste fractions.

In 2021, no new projects were implemented to minimise flooding from the sewers and on the ground surface, nor will any projects be executed that could significantly increase the percentage in the coming years. It is thus unrealistic that the target for 2022 can be achieved. The reason for this is that investments in wastewater management are primarily earmarked for infrastructure in this area for the next 2 to 4 years. The separate sewerage of areas, which is the type of project that shifts the percentage, is expected to be carried out by 2025 at the earliest in Mørkhøj.

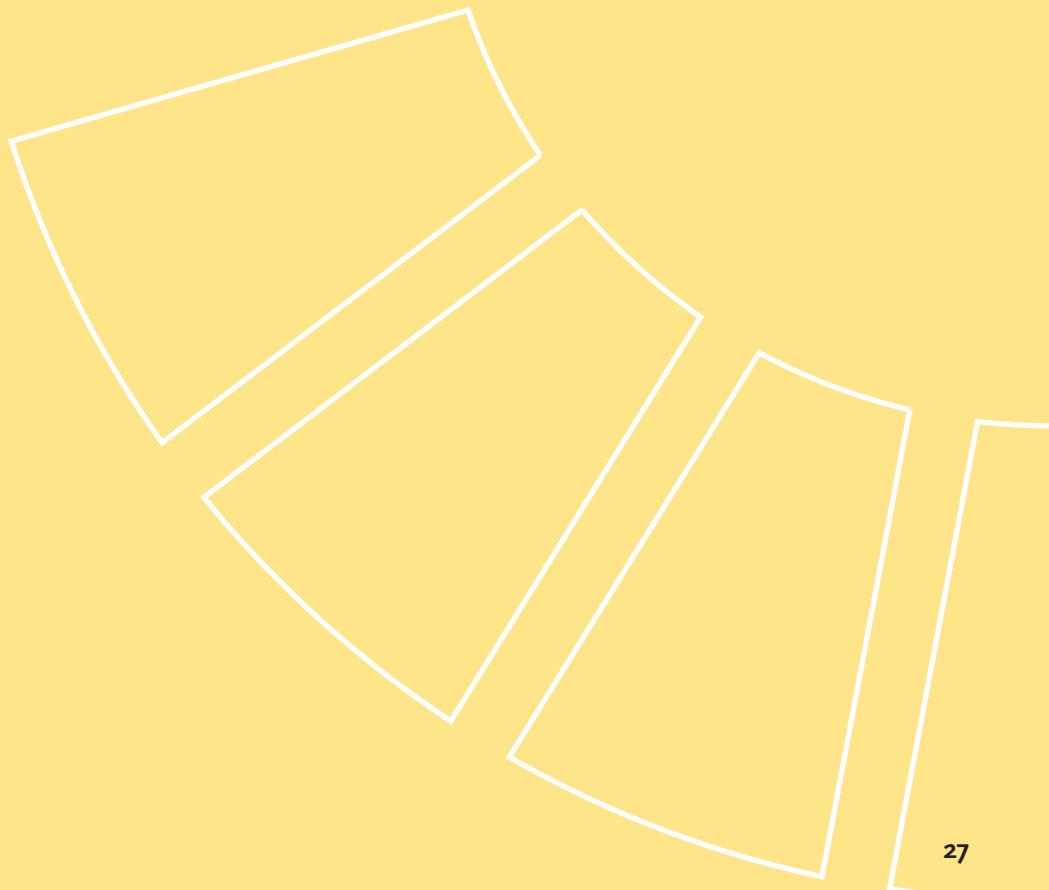
In 2021, more than 80 per cent of food purchased in 38 of the municipality's 61 day care institutions and schools was organic. By 2025, the proportion of organic food will be 80 per cent on average for the entire municipality. Overall, the rate now amounts to 71.5 per cent, and Gladsaxe Municipality is therefore well on its way to achieving its goal.

Table 6. Indicators for climate-conscious city

	Starting point	2019	2020	2021	2022
CO₂ emissions must be reduced CO ₂ emissions will be reduced by 40 % in 2020 compared to 2007. This requires a decrease of 2.5 % per year.	499,741 tonnes	326,623 tonnes	300,843 tonnes		- 40 % (mål for 2020)
More resource checks in companies The number of businesses accepting the offer of a resource check must increase.	10	16	18	19	50
More recycling of waste Recycling rate for waste collected by citizens and in recycling bins must rise.	23 %	31.5 %	39 %	42.5 %	50 %
Less flooding due to rain and cloudbursts Areas where projects have been implemented to minimise flooding must increase.	7 %	9.6 %	9.6 %	9.6 %	17.7 %
The proportion of organic food purchased must be increased 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.	Gladsaxe 60.3 % Schools/day: 29/64		Gladsaxe 65.3 % Schools/day: 24/64	Gladsaxe 71.53 % Schools/day: 38/64	Gladsaxe 80 % (2025) Schools/day: 64/64

Sustainable development – cases from practice

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



Children shaping the future



Our orderly ambition is to create an environment for children and youth in which all children and young people thrive, learn and participate in communities. All our actions for children and young people must support these goals.

Child-friendly City

Gladsaxe has partnered with UNICEF to become a Child-friendly City. The partnership brings municipalities, local stakeholders and UNICEF together to shape a society where children and young people have influence and help create the society in which they grow up.

The Action Plan for a Child-friendly City has already led to several projects in which young people have been involved and had influence, and thus have actively participated as citizens in their city. Three examples of projects:

■ New method for assessing childhood environments
Employees at six day care centres have been taught children's mosaics. Children's mosaics is a new method for assessing childhood environments. The method focuses on working with children's perspectives. It incorporates and examines how children experience their everyday lives.

■ Quality of placements
In 2021, Gladsaxe Municipality entered into a partnership agreement with De Anbragtes Vilkår. The partnership means that formerly placed children can help to safeguard our vulnerable children. It is to

help remove children in care from a vulnerable position and allow them to realise their full potential.

■ Safety walks with children and young people
Children and young people will have the opportunity to point out initiatives that can create more security in their own neighbourhoods. Young people from Mørkhøj went on safety walks in late summer 2021. During 2022, children and young people in Værebro Park will be invited to talk about their perspectives and what they want for their area.

Children have an influence on learning environments

Students at Stengårdens School have had an influence on how their facilities should look after renovation. Every day, the children can now use furniture and areas designed from their perspectives and wishes.

Electric bikes bring children outdoors

Day care facilities have been equipped with e-bikes, which provide the opportunity for children to get out and explore nature. Children can experience, explore and perceive nature around the day care centre .



Nordic Swan Ecolabelled and circular day care centres

All new day care centres in Gladsaxe Municipality must be ecolabelled with the Nordic Swan Ecolabel. This was decided in 2018, when Gladsaxe received its first Nordic Swan Ecolabelled day care centre, Elverdammen Day Care Centre on Christianehøj Road. The fact that the centre is Nordic Swan Ecolabelled

means that there is a focus on sustainability, the environment and a good indoor climate in all parts of the process and in the choice of materials, which is also reflected in energy consumption that is almost half that of regular day care centres.

Since 2018, the following Nordic Swan Ecolabelled day care centres have opened: Regnskoven on Tjele Allé, Paletten in Mørkhøj Park and most recently, Grønnegården on Transformervej. In 2022, Egedammen Day Care Centre

opens on Klausdalsbrovej and Svanen Day Care Centre on Tobaksvejen have opened, which in addition to being Nordic Swan Ecolabelled, is also the world's first circular day care centre. The day care centre is made from recycled building materials from the old Gladsaxe School.

Day care centres designed for children's needs

When designing Nordic Swan Ecolabelled day care centres,

children's needs are put front and centre. Thus, there is typically a focus on the small day care centre within the larger one, so that the children can feel safe in the smaller groups while also being part of the community across all the groups. The centres are divided into different zones with different environments, so that the children can enjoy many different experiences and opportunities throughout the day.

Business-friendly city with job growth



Denmark champions in employment

Gladsaxe is Denmark's best at getting its citizens off of public benefits. This is shown by the Danish Ministry of Employment's last three benchmark studies.

The benchmarking shows how many citizens each municipality has on public benefits compared to the number that the municipality can be expected to have on the basis of local conditions. And Gladsaxe has won an impressive first place for its employment efforts three times in a row.

The figures show that Gladsaxe has 1.3 percentage points fewer citizens receiving public benefits than expected based on framework conditions. This corresponds to 570 fewer citizens receiving public benefits than expected.

40 per cent reduction in food waste

Gladsaxe Municipality has, in cooperation with Gladsaxe Business Network, the start-up company FOODOP, DTU students, researchers and a number of local companies, tested and had great success with a new concept to reduce

food waste. The initiative originates from the Gladsaxe Business Network's Sustainability Group.

The concept consists of electronic food scales that gather detailed data about food waste, dashboards for disseminating data, a portal for menu planning and knowledge sharing, and 'food waste cards,' which are a concrete tool for changing habits.

Kildegården Nursing and Rehabilitation Centre, Midlertidige Pladser ('Temporary Places'), together with four companies – Alfa Laval, Krüger, AGC Biologics and JJW architects

Food waste accounts for 8 to 10 per cent of global CO₂ emissions. In Denmark alone, the total amount of annual food waste is 814,000 tonnes.

– participated with different types of canteen schemes. In all five cases, there was a significant reduction in food waste. At Kildegården, food waste has been reduced by 40 per cent, which corresponds to annual savings of DKK 70,000. The other companies showed similar results.

The programmes are being expanded and are an important part of Gladsaxe Municipality's efforts to halve food waste by 2030, which is a central goal of the municipality's Green Transition Strategy.



BYG CIRKULÆRT

- undgå byggespild



FORSIDE

ANNONCER

CASES

INSPIRATION

BYGGEPORTALER

REGLER

OM OS



Bygcirculart.dk – a national portal for the recycling of building materials

Gladsaxe Business Network's major players in the construction industry and Gladsaxe Municipality have jointly launched a nationwide

portal, bygcirculart.dk, where companies can exchange building materials for reuse and thereby avoid construction waste.

Those behind the platform have also prepared a catalogue of ideas to inspire building operators throughout the country to make it more tangi-

ble to incorporate the recycling of materials into planning. Gladsaxe Business Network has established a national roundtable group where knowledge about and experience with used building materials and market portals are shared. The companies behind the platform are BAM, CASA, Freja Ejendomme, MOE, MT

Højgaard, NCC, NOVO NOR-DISK, PensionDanmark and Gladsaxe Municipality.

The portal's address is bygcirculart.dk

Climate-conscious city



New sewerage system to equip Gladsaxe for the weather of the future

Gladsaxe Municipality adopted a new waste water plan in May 2021. With the plan, it has been decided that Gladsaxe will have a new sewerage system in which rainwater and waste water are separated into two different systems – one for

rainwater and one for waste water. The separation means that in the long term, floods and overflows can be avoided so that unclean wastewater does not flow directly into lakes and watercourses.

Conversion of the sewerage system means that landowners and business owners themselves will be responsible for and pay for the conversion of the sewerage on their own land, so that rainwater is sep-

arated from waste water and the rainwater from their own land is connected to the new rainwater system.

In the plan, the municipality is divided into 18 areas, and one area is converted at a time. The first area will be Mørkhøj, where planning and dialogue with landowners will commence in 2022. The entire project in Mørkhøj is expected to be completed in 2028.

It is expected to take 35 to 40 years for the entire Gladsaxe sewerage system to be fully separated, and for all areas to undergo climate adaptation.

Gladsaxe delivers world-class climate solutions

Gladsaxe is known for creating innovative climate solutions that can collect large amounts of rain, improve the areas' animal and plant life and encour-



age citizens to exercise and be active in the area. Examples of this are Kong Hans Have and the Climate District around Høje Gladsaxe. Both projects have been referred to as some of the *most innovative climate solutions in the world in the Cities 100 report*.

Electric cars and buses

40 per cent of Gladsaxe Municipality's own vehicle fleet runs on electricity – and this will double in the next couple of years.

Bus operations are also well under way. In December 2021, Gladsaxe received its first electric bus on line 164. And from February 2022, 6A will also run on electricity. Together, the two bus lines account for around 23 per cent of municipally-funded bus operations.

In addition, lines 160, 165, 166 and 200S run on so-called HVO100 biodiesel, which means fossil-free operation. These lines account for approximately 44 per cent of operations. In other words, from

February 2022, around 67 per cent of bus operations will be fossil-free or emission-free. The goal is for all buses to be running on electricity by 2025.

Green heating for homes

The city council has approved a project for the expansion of district heating and yet another project is under political debate – both south of Ring Road 3.

In the northern part of the municipality, too, work is being done to expand district heating, and Vestforbrænding is expected to be ready with expansion plans for this area by the end of 2022.

One of the goals of the Green Transition Strategy is for all oil and natural gas furnaces in Gladsaxe to be phased out and replaced by green heating.

CO₂ must be reduced by 70 per cent

In accordance with the Green Transition Strategy, Gladsaxe has an overall goal of reducing



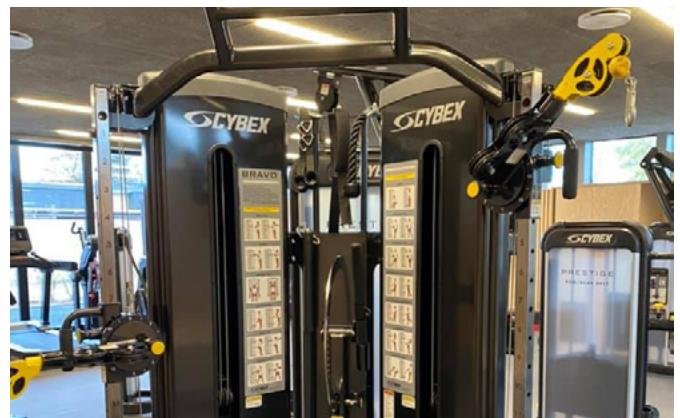
CO₂ emissions by 70 per cent by 2030, measured in relation to 2007. Our previous goal of a 40 per cent reduction has been reached.

CO₂ emissions from traffic are our biggest challenge. In just 10 years, the number of cars in Gladsaxe has increased by 70 per cent. It is therefore the strategy's goal to increase the proportion of bicycle rides by 25 per cent to reduce motorism by 10 per cent and have 1/3 of cars using green fuel.

Among the world's cities doing the most for the climate

For three times in a row, Gladsaxe has been on the list of world cities that is doing the most for the climate. Every year hundreds of cities around the world report their climate data to the global climate organisation Carbon Disclosure Project (CDP). Gladsaxe received top marks for its climate efforts in 2018, 2019, 2020 and 2021.

Equal opportunities to succeed



An open and modern residence for citizens with disabilities

Citizens with disabilities living at the residence 'Kellersvej' have got new, modern residential facilities. Also, the area has been opened to welcome the surrounding areas. 78 homes have been created in the existing buildings and several other buildings have been reconstructed to provide shared areas for service, activities,

social contact, etcetera. The conversion is expected to be completed in the beginning of 2023.

A positive development in the three 'social-balance' areas

The development in the three areas with a special focus on social balance – Værebropark, Høje Gladsaxe og Mørkhøj – is moving in a positive direction. The efforts for increased

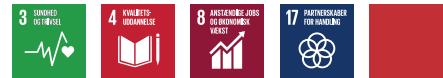
social balance work. We have achieved e.g.:

- More citizens manage better

The share of citizens not being part of the labor market is decreasing, the level of education and the feeling of safety increase, and the citizens participate in the development of their communities. The activities to support this have been safety walks in Høje Gladsaxe and a virtual meeting on safety in Gyngemose Park both with more than 100 participants. In

Værebropark the collaboration with the housing organisation, property managers, police and the municipality strengthened and the presence of the municipality is emphasized.

- We mix socially
New places to meet have been created. This supports citizens' coming together and creating new communities. For example, Høje Gladsaxe with Library+ has been given a meeting place where citizens from Høje Gladsaxe and the surrounding city can meet in



an informal setting around a number of different services and events.

■ From marginalised to attractive residential areas

People from the three areas are good at using the surrounding areas in their everyday lives and for social activities.

Also, the nature horses in Høje Gladsaxe and the horse paddock in Værebro Park create attractions that attract citizens from all over the city. In Mørkhøj, a cultural and musical environment is being created for all the residents of Mørkhøj Park.

During 2022 the City Council will adopt an ambition for social balance in 2030.

A fitnesscenter for citizens with physical disabilities

A collaboration with Gladsaxe MultiFitness has paved the way for a fitnesscenter for citizens with physical disabilities located at Kellersvej 2. This way, a new concept has been developed which makes it possible for all people – with or without physical disabilities – to exercise. Usually, fitness-

centres are built in ways that are inaccessible to if you use a wheelchair. Gladsaxe MultiFitness Forening has changed this. The equipment is designed so it can be used by everybody, also by those using wheelchairs, and so are the parking areas, kitchenareas, etcetera.

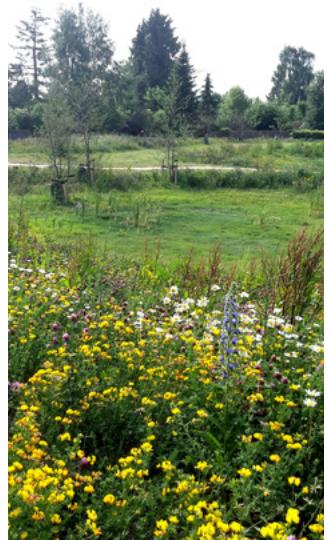
Citizens with disabilities supported in getting jobs

Citizens with phycical or mental disabilities are supported in getting a job. A project with a compensation-card was

resulted in a card that states which kind of support or assistance the individual needs and is entitled to. The card helps minimize the insecurity which companies can face when recruiting, because the municipality in advance can give an assesment of how the individual can take on a job with the right support.

There are several other activities with the aim of employement for citizens with phycical or mental disabilities. For instance mapping of potential and support and dialogue between citizens and local companies.

Green and vibrant city



New rare species of insects have already been found in Kong Hans Have, which biologists have not previously seen in Gladsaxe.

Gladsaxe has nature horses in the middle of the city

Høje Gladsaxe Park is one of the few places in Denmark where you can experience nature horses that graze all year round in the middle of an urban area. The three nature horses live in the wild in a large fenced-in area of the park that citizens have full access

to. With their behaviour, the horses create a richer and more varied natural environment and at the same time provide residents in the area with many good experiences. In less than two years there are significantly more flowers, dominating grasses are reduced, horse droppings attract insects and birds all year round, bare earth turns into sprouting beds for new plants and hot spots for spring's courageous insects. The horses trample new paths

through scrubs and forests, open up the landscape and create new paths that both animals and people can explore. On average, the horses receive 3,000 visits each month.

Stronger local communities in Mørkhøj

The task committee 'Our Mørkhøj' has involved citizens in the development of Mørkhøj for almost two years. This

has been achieved through specific projects such as the new culture and music area in Mørkhøj Park and a new urban space and profile playground on Ilbjerg Allé.

The municipality has also hired a social innovator in Mørkhøj, who has launched several initiatives, and there are several activities on the drawing board, such as communal dining, urban gardens, homework cafes, cooperation on after-



school jobs for young people, walks for seniors, etcetera. The aim is for Mørkhøj to become a more vibrant and coherent district for all generations, with attractive communities and leisure activities, meeting places, institutions, schools and homes.

Road lighting designed for bats

There is a resident bat colony on Frederiksborgvej near

Skovbrynet, and Gladsaxe has chosen road lighting that disturbs the behaviour of the bats (and hence biodiversity) as little as possible. No lights or switched-off lights is the best light for bats to hunt in, but as this is not possible, red light is the best. At the same time, lighting has been chosen to increase road safety and accessibility for motorists and cyclists on this stretch of road.

Many large construction projects

In the coming years, Gladsaxe has been involved in many major construction projects that will contribute to making Gladsaxe an even better place to live. Examples include:

- a healthcare and employment centre
- New ice skating rink
- Urban development in Bagsværd
- Light rail.



More flowers, plants, trees and new insects

Work is underway on several fronts to create a greener Gladsaxe with increased biodiversity. Ten areas have been established that are 'wild on purpose' and Gladsaxe is participating in the competition for Denmark's WILDEST municipality.

Lifelong health and well-being



Smoke-free Future

Gladsaxe is part of the national partnership Røgfri Fremtid ('Smoke-free Future'), which among other things works to ensure that by 2030 no children or young people are smoking and that only five percent of adults do so.



Danish young people are European champions in drinking

Danish young people drink more than their peers in the rest of Europe. In Denmark, the proportion of 15-year-old boys who have been drunk at least twice is 47 per cent, which is an increase of 8 percentage points since 2014. For Danish 15-year-old girls, the rate is 37 per cent, which is a slight decrease compared to 2014.

The first smoke-free municipality in Denmark

Gladsaxe aims to be one of the first smoke-free municipalities in Denmark. 'Smoke-free' means all forms of smoking and tobacco use, including cigarettes, e-cigarettes, snuff and hookah tobacco.

Here are some of the measures that have already been implemented:

- Smoke-free working hours: Since 2015, smoking has not been permitted during non-smoking working hours in Gladsaxe Municipality.
- Smoke-free school hours
- Smoke-free sports facilities
- Smoke-free playgrounds

Gladsaxe also holds a wide range of different and flexible quit-smoking courses each year, including Gladsaxe Kvitter Tobakken ('Gladsaxe Quits Tobacco'). In the most recent programme from 2021, 80 per cent of the participants quit smoking.

Youth communities shouldn't be about drinking

A number of upper secondary schools and post-secondary education programmes in Gladsaxe and Lyngby-Taarbæk have established a partnership to promote alcohol-free communities and a party culture in which alcohol plays a minor role.

The starting point for both educational programmes is that alcohol is not compatible with their goals. Alcohol must therefore not serve as the admission ticket to the communities in and around such educational programmes.

Specifically, this means that, among other things, there should be no alcohol for events on ordinary weekdays and during study and first-year student trips. At parties, we must continue to work on a more responsible alcohol culture, where alcohol takes up less space.

Citizens, civil society and politicians are working together to improve eldercare

In 2021, a task committee on eldercare prepared a list with recommendations for maintaining and improving the quality of care in dementia care residential facilities and in home care.

Among other things, the list focuses on maintaining and improving:

- a good work culture
- fruitful cooperation with family and networks.

Retaining and recruiting employees in the area of welfare

DKK 62 million will be earmarked for eldercare over the next four years. Of this, an extra DKK 38.5 million has been allocated for increasing the number of employees in Gladsaxe's assisted living facilities. As it is difficult to procure professionally-trained employees, we are collaborating on new initiatives with other municipalities in Denmark's Capital Region.

In all areas of welfare, we look at whether the work can be organised in a different way. From 2023, DKK 8





million will be allocated each year for specific programmes.

An apartment for seniors with tech and inspiration

A new so-called everyday tech-inspired flat at Kildegården Rehabilitation Centre will help to spread awareness of how tech and assistive technologies can make everyday life easier for senior citizens.

The one-room apartment is equipped with a number of different tech and assistive technologies, which together contribute to a more active and independent everyday life. The flat includes a rinsing/drying toilet and assistive technologies for putting on and taking off clothes. There is also a talking cup to remind you to drink liquids and a soft robot cat that purrs when you scratch it behind the ear. In addition, there is a light under the bed that automatically turns on when you put your feet on the floor, and much more.



Medications with blister packs

Home care is working to make it easier for as many citizens as possible to manage their own medications with different technological aids or by offering dose-packaged medications, so that it is easy and manageable for citizens to take their own meds. It is the pharmacy that packs the medications into small blister packs. This means that home care staff no longer need to spend time packing medications. Each blister pack contains the medications that the citizen must take at a specific time. Preliminary experience shows that dose-packaged medications contribute to increased safety for citizens and less medication waste. The expectation is also that the scheme will be able to free up employee resources in municipal home care, which is currently experiencing staff shortages.



New programmes for children and young people experiencing psychological problems

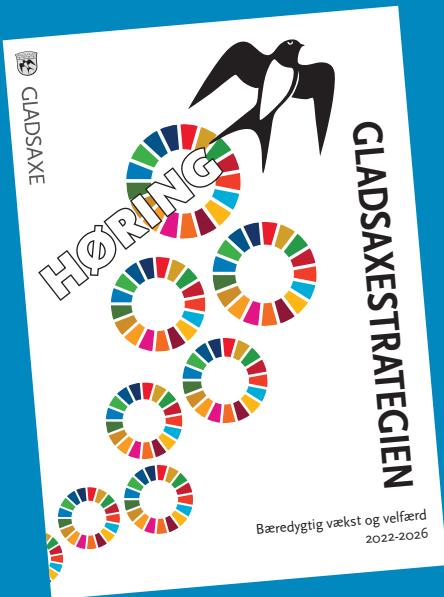
Since 2019, Gladsaxe Municipality has offered a number of programmes that support the mental health of children and young people. There is high demand for the new programmes aimed at children and young people aged 3 to 17 years. More than 200 families in Gladsaxe have participated in a programme, and a prelim-

inary assessment shows that young people and parents feel that they have been helped. The new programmes have been developed as part of the STIME ('Reinforced Cross-Sectoral Action for Children and Young People's Mental Health') Project, in which Gladsaxe, together with six other municipalities and the Børne- og Ungdomspsykiatrisk Center ('Centre for Child and Youth Psychiatry') in Denmark's Capital Region, is pursuing new ways to help the ever-increasing number of children and young people who are failing to thrive.



The preliminary data across municipalities participating in STIME show that:

- 79 per cent of young people feel better after participating in the programme.
- 75 percent of young people would recommend the programme to another young person with the same problems.
- 94 per cent of parents believe that the programme has helped them manage their child's difficulties in a more appropriate way.
- 92 percent of parents are likely to recommend the programme to others.



A new Gladsaxestrategy is on its way
in autumn 2022.

Gladsaxe Municipality
Strategy, Communication and HR
Rådhus Allé 7
DK-2860 Søborg

gladsaxe.dk
Telephone: +45 39 57 60 04
Email: linevi@gladsaxe.dk
[or kommunen@gladsaxe.dk](mailto:kommunen@gladsaxe.dk)