



GLADSAXE



VOLUNTARY LOCAL REVIEW FROM GLADSAXE 2023

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Opening statement

This year we pass the midpoint of the United Nations' 17 Sustainable Development Goals. In Gladsaxe we have seen how the Sustainable Development Goals have been a source of inspiration and motivation to accelerate sustainable development in accordance with our vision of social, environmental, and economic sustainability.

Sustainable development requires efforts at all levels. Over the last years we have experienced how we as a municipality can play an important role in achieving a more sustainable development. Being close to the citizens and companies we can take a leading role in developing not only the municipal core functions but also in mobilizing the community and encourage change in behaviour in a more sustainable direction.

This is our third Voluntary Local Review, where we want to take stock of the progress during the entire period of Gladsaxe's Strategy 2018-2022. With this third Voluntary Local Review we want to share our experience and steps on the journey towards sustainable development.

Gladsaxe has had a vision of sustainability for many years and was therefore the first municipality in Denmark to integrate the SDGs in the municipality strategy and anchor them into services and core operations throughout the organisation and in co-creation with external actors.

As our previous reviews from 2021 and 2022 this review shows that the goals have been translated to practice in many ways as it makes sense in the local context. In Gladsaxe, sustainable development is driven by both strategic goals and large scale projects, and 'bottom-up' by initiatives taken by the many different professionals in the municipality and in dialogue with the citizens and businesses.

Based on our experience with Gladsaxe's Strategy 2018-2022 we have learnt that having a clear strategic direction is crucial for making progress. Furthermore, conducting reviews is necessary to be able to monitor progress and identify where to focus attention in order to achieve the goals. Having a qualitative view can bring forward cases on good practice and new ideas, which are important to inspire a culture where we generate better, more sustainable solutions and practices in order to ensure sustainable welfare and development.

It is our hope from Gladsaxe that our third Voluntary Local Review can inspire others to take action and contribute to sustainable development and the global goals.



Trine Græse

Mayor of the Municipality of Gladsaxe

Introduction

From strategy to practice

2023 marks the midpoint of the United Nations' 17 Sustainable Development Goals on the road towards 2030. Therefore, it is relevant to evaluate how far we have come.

Based on our longterm vision of sustainable development, we chose to explore whether it would make sense to integrate the Sustainable Development Goals in our municipal strategy during 2016 and 2017, when we started developing Gladsaxe's Strategy 2018-2022. During the strategizing process we realized that it was not only possible, but also highly relevant. The Sustainable Development Goals could contribute to raising the bar in the strategic development of our core areas and accelerate change, because they point towards the same overall vision of social, environmental, and economic sustainability as ours and emphasise the need for immediate action.

Our annual reviews reflect that during the four-year period of Gladsaxe's Strategy 2018-2022 we have managed to integrate sustainability in the core areas and operations of the municipality.

In our first Voluntary Local Review in 2021, which we submitted in 2022 as the first municipality in Denmark, we presented the idea of our strategic approach and a few first results.

In 2022, Gladsaxe's second Voluntary Local Review followed, consisting in a full report on our quantitative data and qualitative cases.

In this third Voluntary Local Review we follow up on the progress during the entire period of Gladsaxe's Strategy 2018-2022. This review shows that the goals have been translated to practice in many different ways depending on what makes sense in the local context. It also reflects a development in our our approach. The reviews show that we have succeeded in increasingly integrating sustainability in the core-tasks and operations of the municipality. With Gladsaxe's Strategy and the SDGs as our overarching strategic framework we have found ways to contribute to sustainable development in practice.

We are now putting our efforts into actions in the many different areas of the organisation in the ways that make sense locally. Thus, our focus has shifted from the strategic frameworks, which are now well-grounded and widely recognised, to concrete projects and actions among the professionals in the different core areas and across sectors. The mix of strategic direction, alignment and broad commitment makes it possible to keep exploring and taking new steps for sustainable welfare and development in cooperation with citizens, organisations, and businesses resulting in a more sustainable and resilient community.



About the Municipality of Gladsaxe

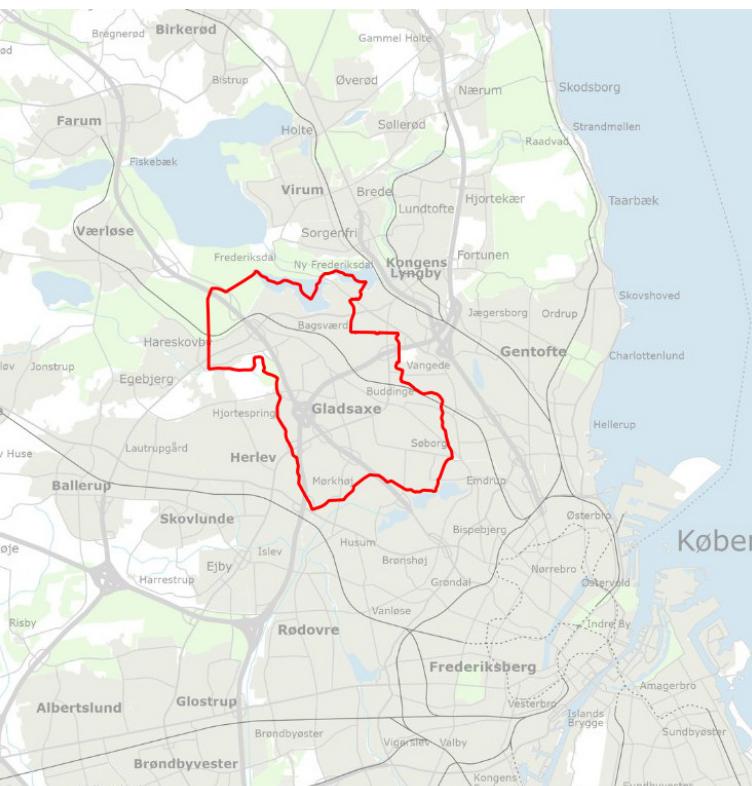
Gladsaxe is a densely populated area at the core of the functional urban area of Copenhagen. Gladsaxe covers an area of 25 km² and has a total population of around almost 70.000 and is the 20th largest municipality in Denmark.

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

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

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

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



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 DKK in budget

Sustainable welfare and development – the experience from Gladsaxe

There is no single recipe for localizing the Sustainable Development Goals. As organisations we have different preconditions and roles, and therefore we must develop methods and take action in ways which respond to our specific local context and community.

The United Nation's Sustainable Development Goals provide a unique opportunity for cities, regions, and municipalities to act, because they are close to the citizens and companies.

After six years of working with the 2030 Agenda it is Gladsaxe's experience, that addressing the SDGs is very effective. It makes sense and grows not only in the City Council and the top management but also in practice. By integrating the SDGs into political and strategic management and using them to further develop core functions, services, and activities, they can contribute to new ways to create public value. They can be applied as a new framework for managing a city, which not only improves the municipal organisation but also the local community, because they make sense to employees, citizens, local actors, and enterprises.

In Gladsaxe's case we have experienced that a strategic approach with explicit linkages to the SDGs has made sense in the organisation as well as in the community especially among local enterprises. Putting sustainability on the agenda and formulating a clear and comprehensive strategy with ambitious goals and integrate them into core functions is crucial to make change. The SDGs can help raise

the bar, provide a shared holistic frame of reference, and bring attention to the common grounds and the urgent need for action.

As a supplement to using the formal governance-structures, continuous communication from top management of 'license to act' has encouraged employees to innovate, experiment, share knowledge and co-create among the different sectors in the organisation. This has played an important role in inspiring employees and leaders to translate sustainable development into their own work and actions across the different areas of the organisation and in collaboration with local community or external actors. This way a culture has been fuelled where people rethink their work and contribute to sustainable development in many different ways by combining their professional perspectives. In Gladsaxe the motivation is driven by not micro-managing the details but by developing new ideas and actions in practice. 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.

Cooperation with local actors and in partnerships is crucial to obtain the required changes in the long run. Therefore, we have actively engaged with enterprises, organisations and citizens, inspiring them to embrace sustainability and contribute to the 2030 agenda. In this, the SDGs have provided us with a common language and view on what sustainable development means and requires from everyone.



Gladsaxe's approach to the 2030 Agenda

The Municipality of Gladsaxe has had a vision of sustainable development for many years. The point of departure for Gladsaxe is that long-term sustainable development requires political leadership globally and actions locally.

Gladsaxe's approach is centered around this vision and the municipal strategy, Gladsaxe's Strategy, which 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 2018-2022 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**

As a municipality, Gladsaxe has a special opportunity to contribute to some of the SDGs. Therefore, we have prioritised seven SDGs which we have integrated directly into our strategic goals. These are Good Health and Well-Being (3), Quality Education (4), Decent Work and Economic Growth (8), Sustainable Cities and Communities (11), Responsible Consumption and Production, Climate Action (13). Partnerships for the Goals (17) serves a means to achieve our goals.

It is important to note, that Gladsaxe considers all 17 SDGs important and interdependent, but started out with those goals which were particulaaly relevant and could raise the bar in the development of core tasks in the six strategic focus areas.

Implementation

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**
Gladsaxe's Strategy is the foundation for the economic dispositions in the budget and strategic investments. For each of our six strategic goals we have developed 2-6 quantitative indicators of local development to measure progress, so we are able to adjust our actions if progress is not



sufficient. Every year we evaluate progress by assessing both quantitative and qualitative development in a follow-up report, which feeds into The Annual Report, in which triple bottom-line accounting is used.

- **Systematic implementation within the organisation**

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

- **Participation and partnerships for local action**

To achieve our strategic goals, partnerships for action with external actors are crucial. In accordance with SDG 17, we emphasize the need for cooperation and co-creation with citizens, associations, other organisations, and enterprises through participation, dialogue, and innovation to build a strong local commitment to make pro-

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.

gress towards a more sustainable future – locally as well as globally.

After four years we can conclude, that this approach has proven very effective as the strategy and goals for sustainable development is 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 has 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.



The review method

Every year we conduct a local review on the progression towards our goals to assess the impact of our strategy.

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 process 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 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 indica-

tors. 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 serial 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 construction, procurement and tenders, the Child Friendly City-Initiative, the green transition-strategy, but also smaller initiatives and actions count, as the following section on the cases and data from the review process 2023 show.

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



Main achievements of Gladsaxe's Strategy 2018-2022

To monitor whether the development is going in the direction decided by the City Council, we follow up on the goals in Gladsaxe's Strategy by using indicators and examples from practice.

2022 marks the end of the strategy period, and this year's follow-up therefore provides an opportunity to take stock of what Gladsaxe's Strategy 2018-22 has meant not only in 2022, but in the entire strategy period 2018-2022.

This review shows that there has been a positive movement towards achieving most of our goals during 2018-2022. However, there are still challenges and areas where it has been difficult to change development. Part of the strategy period has been characterised by COVID-19 and lockdowns in society in general and thus also in the municipality's institutions, which is an important factor to be aware of when evaluating developments over the past four years.

Has Gladsaxe's Strategy 2018-2022 made a difference?

Overall, Gladsaxe's Strategy has made a difference by setting an ambitious and clear direction for the development of the Municipality of Gladsaxe in line with the City Council's vision of a socially, environmentally and economically balanced development in Gladsaxe.

Based on Gladsaxe's Strategy, ideas and initiatives are flourishing all around Gladsaxe. New buildings emerge and existing facilities are being developed to create a good basis for the citizens' everyday lives and well-being. Climate and environmental initiatives have become more firmly rooted. Strong partnerships have emerged, and together local businesses and the municipality have embarked on new paths that support the development of the local community today in a way which also benefits future generations environmentally, socially and economically.



Partnerships

One of the areas where Gladsaxe's Strategy 2018-22 has really made an impact is partnerships, where we have managed to create a comprehensive change. The strategy contains a number of ambitious goals which we cannot achieve as a municipality alone but require targeted cooperation with other actors. Many of the examples from practice show that we as a municipality have moved away from 'city hall thinking' and have become far more open to creating solutions in cooperation with businesses, citizens, organisations, and others.

Particularly in our business services, we have explored new forms of cocreation in networks where we join forces. In the welfare areas, we have also opened for citizens and civil society to play an increasingly important role. The voices of children and young people are becoming clearer as we have focused on the perspectives of children and young people when we develop Gladsaxe, the framework for their everyday lives or support them in their own lives.

Cooperation and 'license to act'

The strategy has also strengthened cross-disciplinary collaboration between specialised areas by combining clear common goals with local 'license to act', where each employee is encouraged to find

ways to make their own area part of new common solutions. The follow-ups from the 2018-22 strategy period show that Gladsaxe's Strategy has been integrated into the specialised areas and spread to the departments and employees in their daily work. Here, it helps to set a common and clear direction with room for contributing in the ways that make sense in relation to the tasks of the specific area. This approach has provided motivation and commitment and has allowed the strategy to spread positively and continue to grow.

Trends and outcomes

In 2018-2022, we succeeded in maintaining a high academic level in primary school, and in 2022, 97 per cent of young people in Gladsaxe achieved a qualifying grade point average for vocational education. We have also succeeded in increasing the number of young people starting a youth education programme, while the proportion of young people on public benefits has decreased.

At the same time, however, there is still a challenge with the wellbeing among children. The proportion of children with good social wellbeing has declined, and fewer young people report participating in the leisure activities they want to. The years of COVID-

19 have had a negative impact on children's weight, tobacco use and early alcohol debut. However, the latest measurement suggests that the trend is once again moving in the right direction. Also, there is an indication that we are more successful in working more preventively and with early intervention for vulnerable children and their families.

There has been a continuous increase in the proportion of unemployed people who get employed after completing business-oriented training. This shows that there is a positive effect when paying special attention to initiatives for the unemployed citizens in the target group. We have also succeeded in getting more people into jobs on special terms. Despite COVID-19, more than 2,000 new jobs have been created in the private sector in Gladsaxe during the period 2018-2022, and it has also been attractive for entrepreneurs to start new businesses. We have also managed to retain and even increase the number of employees in the shops on the main streets in Bagsværd and Søborg, despite the retail sector being one of the industries most challenged by the COVID-19 lockdowns and high energy prices.

Gladsaxe is an urban municipality with green ambitions, both in terms of the city's appearance and in



terms of being a climate-friendly city. During 2018-2022 more new trees have been planted than the target figure, and large areas have been converted to more nature-friendly care. We have also worked actively to increase recycling of waste and are therefore very close to reaching our target.

There have also been challenges and areas where things have not gone as desired. Despite our efforts, the well-being of children and young people remains challenged. Despite our efforts, the city is not only green and vibrant, but still a suburb characterised by asphalt. In terms of traffic, this poses major challenges when many people transport themselves by car, and Gladsaxe has major challenges with noise from the major roads that cross the municipality.

The corona period has also made it difficult to achieve as much as we had set out to do in some areas.

A strategy with impact

Overall, however, the follow-up shows that it pays off to set a clear strategic direction and make a joint effort. Turning the strategy into action has not happened by itself but has required us to work purposefully to integrate it into and across the specialised areas and in interaction with citizens and businesses. Also, we have worked continuously to simplify management and create a clear common thread from strategy to budget to annual follow-ups and the annual report. The common goals have been systematically anchored in the organisation through the governance and management processes, and we have made the strategy grow by collaborating actors in our surroundings. The 'licence to act' approach has had a major impact by promoting a culture where everyone can take responsibility and contribute to sustainable solutions where it makes sense locally and use their different professional skills to create joint solutions with a focus on the welfare and well-being of citizens and good conditions for businesses.

It is therefore the first time we have seen a municipal strategy have as much impact as Gladsaxe's



Strategy 2018-22. The many concrete examples from practice make other municipalities, organisations and the UN curious about the way Gladsaxe has approached sustainable development. Incorporating sustainability into the development of core operations, setting clear goals and giving local freedom to act, makes Gladsaxe's approach strong and inspires others. In this way, local actions that make a difference here in Gladsaxe also contribute to more sustainable development on a larger scale.

During 2022, Gladsaxe's Strategy has led to several sustainable initiatives within a wide range of Gladsaxe Municipality's core tasks. With the major moves initiated in previous years, such as the Procurement Policy, the Strategy for Green Transition, the Child-friendly City Initiative with UNICEF, etc., we have further specified or goals and initiatives in key areas, which now gives rise to a large number of concrete initiatives which make a difference. But there are also areas with challenges where we have not reached our goals. In the following section 'Qualitative follow-up on the Gladsaxe's Strategy 2022', a number of the initiatives from 2022 are described. The qualitative follow-ups for the previous years in the strategy period are available on gladsaxe.dk.

Qualitative Review on 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 2022 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.



Children and young people shape the future in practice



In 2022, children and young people have had a clearer voice in Gladsaxe in several different areas.

The IMPACT project in UniG (Young in Gladsaxe) succeeded in giving Gladsaxe's young people a clear voice. IMPACT is a project which creates a framework for young people to have a voice in the development of the city of the future and a model for youth involvement in municipal processes. As part of the project, young people have been trained as Community Organisers and local groups have been created where young people can influence local issues. Young people were invited to a vision-workshop in the spring 2022, where they could give their input on the future development of Gladsaxe. In addition, 15 young people attended the Peoples Meeting on Bornholm – a big national event – where they participated in a vision room at The Social Stage.

Several schools are currently being rebuilt and the learning environments are being updated with the involvement of the school's pupils. For example, at Søborg Skole, where pupils in primary school were involved in the process. All input from pupils, teachers and pedagogues has been collected and given to architects and designers who continue to work on developing the new learning environments.

The youngest children have also had a say in how their surroundings should be, as the pedagogues in the kindergartens work with children's participation. One example is the design of the new playground at Børnehuset Stationsparken, where the pedagogues incorporated the children's ideas and wishes so that it could create even more joy as a framework for children's play and learning.

In 2022, more children moved into Nordic Swan Ecolabelled kindergartens. Three new Nordic Swan Ecolabelled kindergartens opened: Børnehuset Egedammen, Grønnegyarden and Svanen. All are new buildings where in the choice of materials the CO₂ impact has been taken into account as well as that the materials do not contain harmful substances. Wood and recycled stone are used in the majority of the buildings, and the use of concrete has been minimised. The design of the houses provides space for pedagogical activities that support the children's development.

In April, children and carers at Saxen were presented with the new sustainability flag, which now shows that the kindergarten works with sustainability and biodiversity in the playground.

On the road to becoming a UNICEF-certified Child-Friendly City, around 20 employees from across the administration have started on a competence development programme that will give them the tools to involve children and young people more and in a way that creates value and is meaningful for both children and young people.



A more attractive and sustainable business city with job growth



The collaboration with Business Improvement District Bagsværd, Søborg and Buddinge has been further strengthened. Among other things, in 2022, there was co-operation on energy checks for retail businesses, where 26 businesses were screened and 11 received a more thorough energy calculation. In 2022, the City Council adopted a new business policy with a vision to make Gladsaxe an even more attractive and sustainable business municipality. Through strong and sustainable innovation environments, partnerships and excellent business services, the goal is to create continued growth on the environmental, economic, and social bottom line. The policy focuses on sustainable business development, green transition, diverse business districts and vibrant city centres, the future workforce, entrepreneurship, and innovation.

One of the partnerships is Skilled Workers of the Future, which aims to inspire more young people to pursue vocational training. The partnership heavily involves local businesses. In 2022, an education evening at TEC Gladsaxe was a great success with local companies participating. Gladsaxe Municipality also participated in 'Girls' Day in Science', which aims to get more women into STEM subjects (Science, Technology, Engineering and Mathematics). Girls from schools and colleges visited PPG/Dyrup, Alfa Laval and Novozymes. At the Gladsaxe Day,

the Skilled Workers of the Future had their own area where young people could learn about vocational training programmes and try creative activities.

In 2022, the Jobsnuser programme offered 7th grade students eight different courses for eight weeks where they could try different professions such as blacksmith, painter, or graphic designer. As something new, students in the Graphic Design programme were able to develop posters for events in Gladsaxe, such as The Søborg Night, The Gladsaxe Day, libraries, etc. In the Children & Play programme, students did internships in kindergartens in Gladsaxe and took a first aid course for toddlers.

In 2022, collaboration between Gladsaxe Municipality and local businesses meant that it took less than an hour for two Ukrainian women to be hired at Bagsværd Licorice after the company had contacted the Job Centre. Good job matches like this come from close collaboration between the job centre and local businesses, as well as a special municipal effort for Ukrainian refugees, where the refugee coordinators also help these new citizens into jobs, as the coordinators have the required knowledge to best help these individuals on their path ahead.

Solar-powered Christmas lights on the main street in Søborg were the result when business owners, pupils and Gladsaxe Municipality set out to find an alternative solution to the traditional Christmas lights on the main street of Søborg. However, getting the solar and light-powered lighting to work proved to be more difficult than expected, however in the long term it is considered the right way to go when special lighting on the main streets is required.



Equal opportunities for all



In 2022, the Carp Kings were born. The Carp Kings is a new initiative in UNiG that brings together boys who feel lonely, different, or left out. The initiative aims to help the boys into a community centred around fishing and outdoor life. The initiative is based on Gladsaxe Municipality's Youth Strategy focusing on creating communities where young people are actively involved in creating democratic processes and thus experience a high degree of involvement in the activities, they participate in.

In 2022, the collaboration between Gladsaxe Municipality and the organisation De Anbragtes Vilkår (works for children placed in care) led to the establishment of a placement team. The team aims to improve the work with children and young people in care by specialising staff and ensuring closer collaboration and more continuous contact between child and social worker.

When war broke out in Ukraine, Gladsaxe Municipality quickly created a good framework for receiving displaced Ukrainian children and young people and providing the necessary help and support to enable the children to continue as normal a life as possible with play, school, and leisure activities. Civil society stepped in and helped where they could with accommodation. Parents and children under the age of six could meet in a Stay and Play group in Grønnegården, where the children could play with each other, and the parents could meet like-minded people.

In partnership with the social housing organisations, work has been done to develop the three areas where Gladsaxe focuses on improving the social balance. There has been daily collaboration to strengthen the local community, bridge the gap between vulnerable citizens and the relevant municipal functions, and physically develop the areas so that they are better integrated in the surrounding city. In 2022, a partnership was formed with Pileparkerne, Torveparken and Torvegården to strengthen cooperation on the development in Mørkhøj.



By the end of 2022, the last stage of the construction of the 78 modern, disabled-friendly homes on Kellersvej were completed. This meant that the last 39 residents were able to move into their new homes in early December after a long period of relocation.

The organisation Hjernesagen (The Brain Trust) won the Disability Award for its work on creating community, opportunities for social interaction and weekly training for people affected by the consequences of a stroke and their relatives.

Gladsaxe's centre for people with disabilities, has strengthened the cooperation with civil society. Among other things, this has led to the start-up of a football team in a football club (B73) for people with cognitive challenges who play every week. There have also been several social events arranged by volunteers e.g., communal dining with almost 100 participants, where the volunteers helped with table setting, serving and cleaning up. Gladsaxe Handicapilbud has also established a collaboration with Copenhagen Zoo and the senior centre Egegården on small jobs for adults with disabilities. 21 citizens have participated and have given very positive feedback.

The use of technology in the work with people with disabilities has also been strengthened. Gladsaxe Handicapilbud has implemented sensory-stimulating technology to help people feel calm and safe and dining technology to increase independence and self-reliance during meals.

In September, the Psychiatry and Disability Committee established a Council for vulnerable people to give citizens over the age of 18 in vulnerable positions a voice so that they are heard and can give advise when new initiatives or decisions are made in Gladsaxe.



Towards a more vibrant and green city



Based on the Task Committee 'Our Mørkhøj', a group of citizens created the citizen's group Our Mørkhøj in 2022. The group continues to work on creating the foundation for a future culture and music community in Mørkhøj Park. The group has initiated activities to engage volunteers in Mørkhøj and create more communities and activities to meet around.

Library+ in Høje Gladsaxe has succeeded in creating a place where students, families with children, visitors, associations, and self-organised groups feel at home, and where new initiatives emerge between citizens.

In August, Ilbjerg Garden was inaugurated. It is Mørkhøj's new green urban space which connects Mørkhøj School and Mørkhøj Library. There has

been a focus on reuse of materials, for example, the black paving stones come from The Year2000 Square. The new playground at Ilbjerg Allé was created with input from children and adults. In addition, the new concept 'Tuesdays in the Square' has made it easier for citizens to investigate offers in the local area. It has drawn associations, organisations, and institutions out of their usual settings and into the urban space, where their activities have become visible to other citizens of Mørkhøj. Together with Mørkhøj Library, a display case has also been created in the square, which can bring children's exhibitions from the library out into the urban space.

The construction of a state-of-the-art and aesthetically pleasing ice-skating centre with good facilities for associations, citizens and spectators is underway, which was celebrated in September.

In 2022, The City Hall Square was upgraded with new green spaces that invite you to take a break during the day. Sixteen relocatable wooden 'islands' were installed in the square to test new possibilities for recreation in line with GladsaxeLiv and the work

with recreation and new uses of urban spaces. In the parks og the City Hall and of the library, the Vikings came to visit in the form of eight large game pieces carved in oak, which during the summer set the scene for a summer holiday game for families with children.

Gladsaxe and Furesø are among the municipalities in Denmark most affected by traffic noise from highways, and in 2022 we received reports with the latest knowledge and examples of solutions to help address the challenges with noise. To create quiet oases for citizens affected by the noise, Gladsaxe has become part of the Quiet Garden project, which investigates the impact of localised noise fences in the citizens' own gardens. In the project, Gladsaxe Municipality is working together with the citizens, the Capital Region of Denmark, Køge Municipality, the Danish Road Directorate, Rambøll and Gate 21. The measurable effect and impact of the citizens' use of the garden is being studied, as well as how the citizens experience the change in noise. The preliminary results look promising and show that road noise at a seat close to the fence is reduced by 2-6 dB, depending on the weather and wind direction. The project will be completed in autumn 2023, where experience and measurements will be compiled in a report.

In 2022, work was done to implement the Architectural Policy and its focus on people, sense of place and sustainability in Bagsværd City Park and Gladsaxe Business District where focus is on creating frameworks, intentions and constraints for the upcoming urban transformation in dialogue with businesses and a good balance between preservation and transformation.

In 2022, the renovation of the areas around Aldershvile Slotspavillon started, and the old beech tree in the park was preserved as a biological habitat to preserve endangered biodiversity. At the restored spring in the horse paddock in the Høje Gladsaxe Park, the limestone surface was further exposed as it constitutes a unique biotope. In addition, seeds were sown and peat with vulnerable plants from Langholmen in Utterslev Mose was transplanted. Lake owners of five private lakes have gained knowledge about the condition of the lakes and opportunities to promote nature, to create a basis for closer dialogue on good solutions that promote biodiversity.

Health and well-being in focus



Gladsaxe Municipality pays increased attention to children and young people from the age of 12 using nicotine products to a much greater extent and has begun mapping the prevalence and use of nicotine products such as snuff, nicotine pouches, disposable e-cigarettes, etc. Gladsaxe has also collaborated with The Healthy City Network on the development of new smoking cessation methods, as Gladsaxe has only partially succeeded in recruiting people to smoking cessation courses. In collaboration with the municipalities in the Capital Region of Denmark, there are plans to continue a collaboration with the hospitals to refer people to the municipalities' smoking cessation courses. Together with the neighbouring municipalities, the possibility of collaboration with Gentofte/Herlev Hospital on smoking cessation courses for pregnant women has been investigated, and the collaboration will be strengthened in 2023.

Smoke-free areas have been introduced at the housing facilities Kellersvej, Nybrogård and Carlshuse, and smoke-free areas around the libraries, the Culture Centre and the park surrounding the city hall. Smoking cessation programmes have also been developed for vulnerable citizens and citizens with mental health challenges. The Smoke-free Life course has been further developed as a digital course for citizens who find it difficult to attend a physical meeting. In collaboration with the residents' counselling service in Værebropark, The Healthy City Network's digital 'quit smoking in your native language' has been implemented.

Gladsaxe focuses on mental health, and in the 2022/2023 school year, a new anti-bullying strategy has been launched which takes its point of departure in the voice of the pupils.

To prevent loneliness, meetings were held in 2022 with associations for senior, elderly, and retired people on the importance of a good welcome, hosting and inclusive communities. At Nybrogård, work has been done to increase residents' physical activity and create an environment that encourages movement.



In the Culture Club HG, four enthusiasts have organised cultural excursions in and outside Høje Gladsaxe. The group's purpose is to combat loneliness and isolation and increase safety and mental health by providing different groups of citizens with experiences and cultural insights that open new social relationships, quality of life and community.

The Hope in Psychiatry Project has created an exercise community that offers free weekly exercise and healthy communal eating for people with severe mental illness. The ExerciseCafé is based on equal co-creation and a free space for trying out movements that can create joy and hope in being physically active with others.

All seniors who receive home visits and home care have been screened for loneliness in 2022. Those citizens who showed signs of loneliness in the screening have been offered a chat with a consultant from the home care area.

In 2022, work has also been done to implement the recommendations from the task committee in the elderly area. These include the annual cooperation meetings with residents in the residential care homes and their families, as well as 'first-time visits' by the home care area, where citizens and relatives can align their care needs with home care coordinators. In both cases, there was a need to rethink the framework so that it was adapted to everyday life in residential care homes and home care. The meetings are expected to create stronger cooperation with citizens and their families. The implementation of most other recommendations has gone according to plan. All employees in the care home area are now offered supervision by an external professional, where they are given the opportunity to talk about

difficult experiences in their work. This contributes to a healthy work culture that prevents wear and tear and unhappiness among both residents and employees. At the same time, managers in the elderly care area have begun training as coaches to become even better at giving professional feedback to employees and creating a workplace with a focus on learning and quality development, which minimises the risk of failures. Several of the recommendations have also been incorporated into the new Dignity Policy for the elderly adopted in December.

The drug and alcohol treatment centre has made access to alcohol treatment easier and the path between decision and treatment shorter. The centre now offers outpatient alcohol detox within a few days, sometimes the same day. Once an appointment is made, the patient is met by a social worker and then a doctor who can assess and initiate any necessary medical treatment. The staff then follows up on the citizen's treatment daily.

In the autumn, the Gladsaxe Children Health Care Service was ready with playgroups for fathers and babies, and new groups for farthers are in the pipeline. With the new national parental leave agreement, more and more fathers have been granted longer parental leave and, like mothers, they need activities and community.

In October, the City Council decided on a new structure to implement the four principles of The Health Policy. The new structure implies that the implementation of the policy is shared among all political committees and no longer just the responsibility of the Health and Rehabilitation Committee. There is no longer a requirement for action plans, as the work will be more integrated in the core tasks.

A more climate-friendly city



Together with the district heating companies, Gladsaxe Municipality has prepared project proposals to expand district heating. Proposals have been approved for just over 3,000 customers in 2022 and project proposals have been prepared for a further 3,000 potential customers. The goal is now for district heating to be fully developed by 2028. In December 2022, all citizens in Gladsaxe were informed about when they can expect district heating.

The effort against food waste was further expanded in 2022, when 14 kindergartens, five residential care centres and several companies in Gladsaxe set out to reduce food waste using a newly developed and successful food waste concept. An analysis showed that every year, 11,500 tonnes of food that could have been eaten ends up in the trash in Gladsaxe. This corresponds to 28,750 tonnes of CO₂. The goal is to reduce food waste by 50 percent in Gladsaxe by 2030.

In the spring of 2022, a campaign was carried out to encourage citizens to reduce food waste. The pro-

gramme lasted for 7 weeks and consisted in a series of informational materials to get the registered citizens to change their habits in relation to food waste. Approximately 140 households participated in the initiative.

In 2022, Gladsaxe entered a partnership with the organisation Stop Waste Locally, which uses volunteers to collect surplus food from local supermarkets and distribute it to citizens in need. The partnership with Stop Waste Locally was launched on the UN's International Food Waste Day on 29 September. In collaboration with a large group of volunteers and The Værebro Community, the day was celebrated with a community dining at the Værebro Centre, where 200 citizens dined on surplus food from local supermarkets. Before Christmas, Stop Waste Locally opened their 29th food oasis in Denmark in The Værebro Centre. Around 150 people came to pick up surplus food.

Transportation is the biggest challenge in terms of CO₂ emissions in Gladsaxe. To encourage more people to ride a bike rather than drive by car, even on longer journeys, Gladsaxe Municipality has once again launched an offer to borrow electric bicycles. In collaboration with the Danish Cyclists' Association, the electric bikes have been lent to pupils and teachers at Bagsværd Boarding and High School.



The World Bike Day was celebrated in June with a morning party where 65 children from Budinge School turned up to decorate the car park at Gladsaxe City Hall. The purpose of the event was to get as many people as possible to leave their cars behind on this day and instead go to work on bike for the benefit of health, congestion, and the climate.

After the years of COVID-19, when children spent a lot of time outdoors, many have been inspired to spend more time outside. As a result, there has been a greater demand for the Nature and Sailing Club's programmes. The Well-being Days – a programme focusing on cooperation and well-being – have been particularly popular, with school classes and kindergartens participating to an unprecedented degree.

18th of September was Car-free Sunday in Gladsaxe, which was marked with a cycling event at the City Hall Square in cooperation with the Danish Cyclists' Association and local Agenda21. The aim of Car-free Sunday is to focus on green alternatives to driving. As a citizen, you could sign up to leave your car behind and the whole family could participate in various activities focusing on cycling at the square.



In 2022 Gladsaxe had a tender for electric vehicle charging points and a contract was signed with two charging operators who will establish 196 new publicly accessible charging points in Gladsaxe during 2023. They will be distributed in public car parks throughout Gladsaxe and will be accessible to everyone. The expansion of charging points coincides with a significant increase in the number of electric cars in Gladsaxe, and the fulfilment of the need for charging points has contributed to Gladsaxe winning the award as 'Electric Car Ready Municipality of the Year'.

Solar cells on roof areas are another source of more green energy, so in 2022, Gladsaxe continued the work on establishing solar cells on the municipality's own buildings and commissioned an analysis of the potential for solar cells on all roof areas in Gladsaxe – on municipal, other public and private buildings. The analysis will form the basis for further work on the expansion of renewable energy and energy communities in the coming years.

A comprehensive and ambitious study of Bagsværd Lake has been initiated in collaboration with the University of Southern Denmark and the neighbouring municipalities of Furesø, Lyngby-Taarbæk and Rudersdal. The studies will run until the summer of 2026 and aim to understand why the lake is still in poor condition and what can be done to improve it.

In terms of recycling, new recycling schemes have been initiated in 2022 and the roll-out of recycling of the different waste fractions has now been completed in Gladsaxe, except for textiles. This means that we can expect a significant increase in how much of the waste is recycled.

In 2022, Gladsaxe has prepared an overall climate plan as part of the partnership DK2020 Climate Plans for all of Denmark, which is supported by Realdania, the national association of municipalities, and the five regions to promote local climate work. The plan shows the path to carbon neutrality by 2050 and how Gladsaxe will adapt to climate change. The plan was approved in October and has also been endorsed by CONCITO, Denmark's Green Think Tank, and the international city network C40.

Local action places Gladsaxe among the best nationally and globally



The many initiatives show that Gladsaxe Municipality is well underway with sustainable development, and in 2022, Gladsaxe was recognised as a sustainable municipality in several contexts.

Gladsaxe was awarded as the municipality most ready for Electric Cars by the Danish Association for E-mobility and FDM, the Danish association of motor owners in November.

With the circular construction of the kindergarten The Swan, Gladsaxe Municipality won The Sustainability Award at the Building Awards. The Swan also won the Danish Design Award as a project that shows that 'it is possible to save resources without compromising design, user experience and quality by reusing existing materials instead of producing new ones.' The kindergarten Egedammen won the 'Arne of the Year', which is awarded by the Architects' Association of Copenhagen to the work that they judge has best elevated architecture in the past year in the metropolitan area of Copenhagen. The kindergarten Paletten was among the three nominees with a chance to win The Renovate Award 2022, and the road lighting on Frederiksborgvej at Skovbrynet was nominated for The International Build Back Better Award.

In 2022, a particularly large number of companies were named Gazelles in Gladsaxe – 33 in total. The SIF Group received a diploma for their commitment to The Skilled Workers of the Future-programme to take social responsibility and inspire more school students to take vocational training.

Gladsaxe once again took first place in the list of municipalities with the most jobs in life science – a sector that is growing rapidly. According to the Greater Copenhagen Life Science Analysis Initiative, Gladsaxe continues to top the list of life science municipalities with over 10,000 jobs and a growth of 1,745 new jobs over the last five years.

The Municipality of Gladsaxe's own sustaina-

bility award 2022 went to Connie Clausen and Jane Niebuhr, who over the past couple of years have sewn hundreds of recycled fabric bags thanks to donations of fabric, thread and recycled sewing machines to the project from helpful citizens in Gladsaxe. Among other things, the project has resulted in a partnership with the Blue Cross to supply recycled bags to their stores, with the money from the sale of the bags going to the Blue Cross' work with children in families affected by abuse. The project is housed in the activity and social programme at Carlshuse.

In 2022, Gladsaxe was again the only municipality in Denmark to share its experiences and good examples in a Voluntary Local Review to the United Nations. By bringing the good specific examples to light as with this follow-up, Gladsaxe inspires sustainable action – not only internally, but also globally. Gladsaxe has become a pioneering municipality for sustainable welfare and development which other cities, municipalities and organisations around the world draw inspiration from for their work in practice, because our approach is to integrate sustainability into the development of core tasks for the benefit of – and together with – citizens and businesses.



The Quantitative Review

To monitor whether developments are moving in the direction decided by the City Council, Gladsaxe follows up annually by assessing the development in the indicators in the strategy. For each of the six strategic goals we have identified 2-6 indicators and targets to be able to monitor development. The indicators are reference points that cannot stand alone, but they can give indications of whether the development is going in the direction we want, or whether we need to adjust our efforts to achieve our goals.

Over the entire period 2018-2022, there has been positive movement in several the goals we have set, but there are still challenges and areas where it has been difficult to change the trend.

Part of the strategy period has been characterised by COVID-19 and the resulting lockdowns in society in general and thus also in the municipality's institutions. This is an important factor to be aware of when evaluating developments over the past four years.

During this period, we have succeeded in maintaining a high academic level in primary and lower secondary school, and in 2022, 97 per cent achieved a qualifying grade point average for vocational education and training. We have also succeeded in getting more and more people to start a youth education programme, while the proportion of young people on public benefits has decreased.

Alongside this, however, there is a challenge with children's well-being. The proportion of children with good social well-being has decreased during the period, and at the same time, fewer young people report that they participate in the leisure activities they want.

The years of COVID-19 have had a negative impact on children's weight, tobacco use and early onset of alcohol use. However, the latest measurement suggests that the trend is once again moving in the desired direction. There is also an indication that we are more successful in working more preventively and with early intervention for vulnerable children and their families.

There has been a continuous increase in the proportion of unemployed people who transition to employment after completing business-oriented activation, so here we exceed the target figure. This shows that there is an effect of having a special focus on the group of citizens in the target group. We have also succeeded in getting more people into jobs on special terms.

Despite COVID-19, more than 2,000 new jobs have been created in the private sector in Gladsaxe during the period, and it has also been attractive for entrepreneurs to start new businesses. However, the increase in the number of employees in the shops on Bagsværd and Søborg main streets has not quite materialised.

Gladsaxe is an urban municipality with green ambitions, both in terms of the city's appearance and in terms of being a climate-friendly city.

During the period, more new trees were planted than the target figure and large areas have been converted to more nature-friendly care. During the period, we have worked actively to increase waste recycling, and we are very close to reaching our target.

In the following, the specific follow-up is presented without comments.

Table 1. Indicators for 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.

	Baseline	2019	2020	2021	2022	Target 2022
Young children's language development must be strengthened The proportion of children for whom language tests at age 3 and in 0 grade show a need for focused language assistance, must be reduced.	3-year-olds: 5.2 % 0th grade: 11.5 %	2.7 %	3.0 % 11.4 %	4.5 % 12 %	Not calculated 10 %	4 % 8 %
Young people with qualifying grades for vocational education The proportion of young people achieving at least 02 on average in both Danish and mathematics in the 9th grade leaving examination must improve in relation to the socio-economic forecast.	1.2 % above the national average	1.5 %	2.7 %	1.4 %	2.80 %	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 % National average: 3.7 %	3.7 % 3.7 %	3.7 %	3.7 %	3.6	GLX ≥ national 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 %	89.20 %	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 %	64 %	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 % National average: 5.9 %	6.1 % 5.9 %	5.2 % 5.2 %	4.7 % 5.0 %	6.9 % 8.0 %	GLX ≤ national average

Table 2. Indicators for Business-friendly city with job growth

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.

	Baseline	2019	2020	2021	2022	Target 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 %	43.1 %	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	29,358	29,857	31,759	34,388	32,813
A growing business community The number of entrepreneurs (actual start-up businesses per year) must increase.	268 per year	664	629	593	559	330 per year
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	7.1 %	7.5 %
More young people in secondary education The proportion of young people in education must increase.	89.5 % 88.6 % (national figure)	93.7 % 90.8 % (national figure)	93.7 % 90.8 % (national figure)	93.0 % 89.9 % (national figure)	94.0 % 89.3 % (national figure)	92.5 %

Table 3: Indicators for 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 life as possible.

	Baseline	2019	2020	2021	2022	Target 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	5.7 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 %	73.9 %	74.4 %	69.0 %

Table 4. Indicators for 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.

	Baseline	2019	2020	2021	2022	Target 2022
A vibrant municipality with activities in urban spaces The number of events in the municipality's urban spaces must increase.	33 per year	25	23	48	79	45 per year
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	1,161	1,130
A green and vibrant municipality Number of urban trees must increase.	9,730	9,896	10,194	10,285	10,479	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	413,084 m ²	240,000 m²

Table 5. Indicators for 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.

	Baseline	2019	2020	2021	2022	Target 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 %	12.3 %	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 %	83.2 % 77.7 % 83.6 % 79.7 %	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 %	Not calculated	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 %	0.5 %	2 %
Children and adolescents' use of transport The proportion of children and young people cycling or walking to school must increase.	69 %	Survey not conducted		73 %	Not calculated in 2022	75 % in 2021
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.	The indicator cannot be calculated					

Table 6. Indicators for 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.

	Baseline	2019	2020	2021	2022	Target 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.	470,065 tonnes	286,216 tonnes	235,601 tonnes	-	-	-40 % (target for 2020)
More resource checks in companies The number of businesses accepting the offer of a resource check must increase.	10	16	18	19	24	50
More recycling of waste Recycling rate for waste collected by citizens and in recycling bins must rise.	23 %	31.5 %	39 %	42.5 %	47.8 %	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 %	13.4 %	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 80 % 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 72.5 % Schools/day: 43/61*	Gladsaxe 80 % (2025) Schools/day: 64/64	Gladsaxe 80 % (2025) Schools/day: 64/64

Note*: The number of daycare centres and schools has been reduced from 64 to 61 in the period.

In 2022, The City Council adopted the second Gladsaxe Strategy for the political term 2022-2026. Due to the valuable experience with integrating the SDGs into our local goals and practice, the City Council expanded the view on the SDGs in the new strategy. Life on Land (SDG 15) was specifically added as one of the highlighted SDGs and more generally, in the current strategy period Gladsaxe is working with all the SDGs as a framework given that they interact and are interdependent.

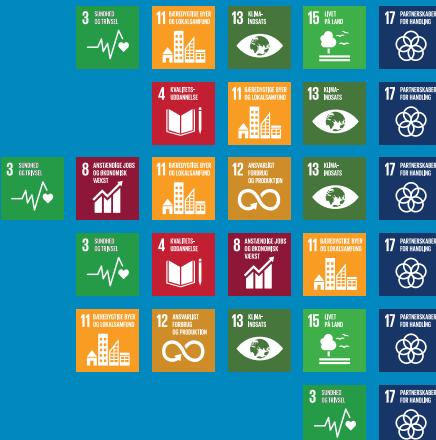
Gladsaxe's next steps will be to continue the work based on Gladsaxe's Strategy and keep exploring new ways to achieve the strategic goals for sustainable welfare and development through the management of the municipality, partnerships, and local action.

The approach in the current political term is characterized by continuity and change as we proceed

along the main lines as set out in the 2018-22 strategy. And change because we want to further explore the potential to contribute to sustainable development in practice. The approach has changed to one of including all the SDGs as more of them have become relevant over the last years. Also, the strategy is founded on a more holistic approach, having been developed collectively across sectors with a focus on the potential in bridging sectoral and professional perspectives in the further development of the strategic goals and activities. Furthermore, the indicators in the dataset have been improved. Finally, the efforts to motivate local associations and actors to act continues through partnerships or communities. Continuing the common and clear direction and the license to act in the ways that make sense in relation to the tasks of the specific area provides motivation and commitment and makes the strategy keep growing.

The goals in the new strategy are:

- 1. A good place to live**
- 2. Children and youth shaping the future**
- 3. Sustainable business city with strong partnerships and job growth**
- 4. Equal opportunities for a good life**
- 5. Climate action**
- 6. Health and well-being for all**



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