

Uppsala and Agenda 2030

Voluntary Local Review 2021

Administrators:

Susanne Angemo, Sara Duvner, Kristina Eriksson,
Anna Hilding, Johan Lindqvist

Chair of the City Executive Board

I have been active in the city's policy-making for many years now. I have had a particular interest in sustainability issues from the very start, and have therefore followed the work closely over the years. The City of Uppsala has also been a front-runner in the work on Agenda 21 and the Millennium Development Goals. The work was often implemented as projects, and responsibility rested with a small number of employees. The results were short-term solutions, quite the opposite of what the intention was, and still is.

When the 2015 UN Summit passed a resolution on the 2030 Agenda for Sustainable Development, those of us living and working in Uppsala decided to try to integrate the issues of sustainability and Agenda 2030 in all policy areas. We started with our work on Objectives and Budget in 2016. So, for the past five years the City of Uppsala has been working instead on sustainability issues integrated as a natural part of the ordinary governance. The targets of Agenda 2030 have been dealt with either as assignments given by the city council to council boards and corporate boards, or as part of the basic duties of city boards and corporate boards.

Now that we have the sustainability issues integrated in the governance, everyone is now working together as one community - One Uppsala. We have put the short-term projects to one side while we continue to work with determination and long-term perspective towards a sustainable development of Uppsala.

A handwritten signature in black ink, reading "Erik Pelling". The signature is written in a cursive style with a long, sweeping tail on the letter 'g'.

Erik Pelling

Chair of the City Executive Board

Summary

This is Uppsala

The City of Uppsala is located close to Sweden's capital Stockholm. With its 230,000 inhabitants, Uppsala is the fourth-largest city in the country. By 2050, the city is expected to have 100,000 more inhabitants than today. The rate of construction is high, and growth has a focus on sustainable development. Uppsala has two universities, a well-educated population, and strong knowledge-intensive industries. Uppsala has had several distinctions for its work on sustainability: best city of the year for public health, best city in Sweden for climate adaptability, and best city for cycling, to name a few examples. Uppsala has repeatedly been acknowledged as Sweden's Climate City, and in 2018 it was designated the World Climate City by the World Wide Fund for Nature.

About the report

This is Uppsala's first Voluntary Local Review. The report illustrates how the 2030 Agenda goals have been integrated in Uppsala's governance. The city has a broad activity, which in recent years has increased sustainability in social, environmental and economic development. It is also apparent that the Uppsala is working, or has been working, on all of the targets that are relevant to the city. To facilitate learning, the report highlights some examples of what the city has done to make the development more sustainable - examples that illustrate successes, challenges and lessons learned.

Sustainable development in Uppsala - some experiences

Together, we reach lower. The city has a partnership with local organisations from the business world, the public sector and civil society, and this has enabled it to successfully reduce greenhouse gas emissions. Uppsala has a high level of ambition in its climate work, and an objective to become fossil-free by 2030 and climate-positive by 2050. Emissions decreased by ten per cent in the period 2015-2018, but the work is being intensified to reduce emissions at an even faster pace.

Regional cooperation for increased inclusiveness. Uppsala is working systematically to counteract the effects of exclusion. For a few districts, the city has produced special packages of measures to increase equality and security. The plans are implemented in partnership between organisations within the public sector, the business world and civil society, and have resulted in, among other things, the establishment of training and job centres, the improvement of meeting places, increased security, cleaning and the removal of graffiti, the development of social support and an expansion of leisure activity options.

"Leave no-one behind" as a principle of integration. Equality of opportunities is not an isolated area of policy-making, but something that permeates everything the city does. Because the city's operations include parity and equality as perspectives in what they are already doing, it is a built-in quality rather than something that exists by itself. Not all residents of the city have the same opportunities to use its services or make their voices heard. By actively reaching out and listening to groups with different requirements and needs, the city forms a basis for decisions that takes the needs of its residents into account.

Lessons learned and questions about the future

Its experiences from the sustainability work have allowed Uppsala to identify some ingredients for creating success:

1. *Ambition* - Create impetus for change through political vigilance.
2. *Capacity* - Mobilise cooperation in matters where more people have influence.
3. *Knowledge* - Make the differences between mapping and analysis visible.
4. *Focus* - Direct efforts to those areas or groups that have the greatest need.
5. *Learning* - Monitor and evaluate efforts to get a clearer picture of needs.
6. *Integration* - Make sure that the benefits of the new become part of the ordinary.

The City of Uppsala is proud of a great many things that have been put in place to create a more sustainable society than today's, but the work has only just begun. Some important questions on the future of the city are about further increasing the capacity to adapt to crises and the climate impact, being able to manage conflicts of goals and competitive perspectives, and changing its role from being a city expert to a driver of social mobilisation.

For inclusion in future reports

With the experience of this report, there are some things that can be highlighted as tips for future reports.

- *Be guided by what the local governance looks like.* By emphasising what is “our way” of doing things, it's easier to ensure that the report is understood locally. It is also easier for an outside reader to get a feeling for what the integration looks like.
- *Highlight examples that show a “how”.* By stating more than just “that” and “what”, you increase the chances that someone will grasp a method and use it in their own context.
- *Start early.* Much of the content of the report does not rely on up-to-date information, so it's possible to start early in relation to the end date. In this way, you create time to involve more people within and outside your own organisation.
- *Think web rather than report.* This is a classic report, with a clear-cut beginning and end. If the report is presented online instead, there are greater opportunities to click on more detailed text, videos, maps, sound clips and open data.

“The City of Uppsala is proud of a great many things that have been put in place to create a more sustainable society than today's, but the work has only just begun.”

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Introduction

This report shows Uppsala's experiences of working towards Agenda 2030. The report is what the United Nations (UN) call a *voluntary local review* (VLR). It is a voluntary report composed at local level, which aims to reinforce the work on the 2030 Agenda. The report shows examples of what Uppsala has done, what this has led to, and what lessons can be learned in the local work. In parallel with this local report, Sweden is drawing up a *voluntary national review* at the national level, which includes some of the experiences from Uppsala.

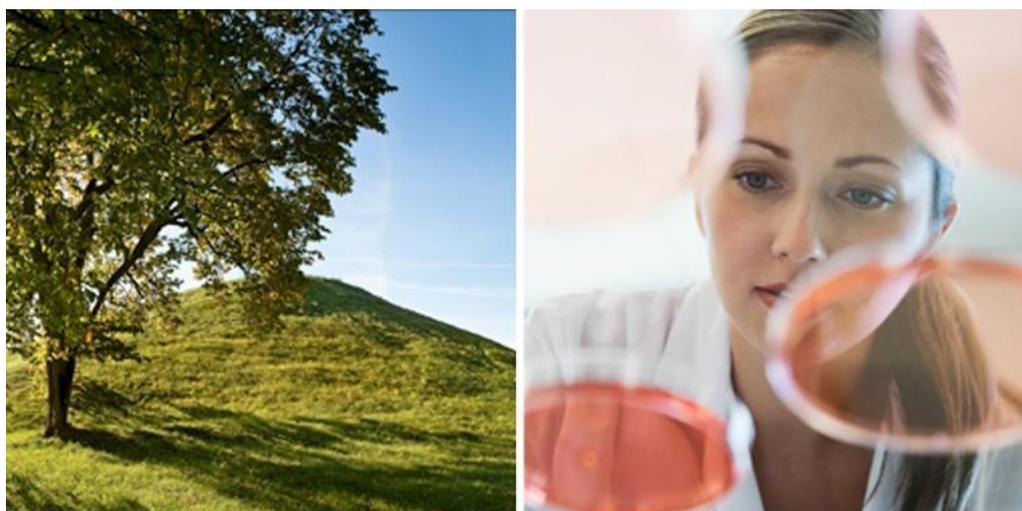
Uppsala in brief

The City of Uppsala is located close to Sweden's capital Stockholm. With 230,000 residents, Uppsala is the fourth-largest city in Sweden, almost 100 times larger than the country's smallest city.

The City of Uppsala has approximately 15,000 full-time employees in its administrations and companies. Just like all other Swedish cities, Uppsala works with services within, among others, education, social services, community building, and culture, for its residents, enterprises, organisations and visitors.

Uppsala is one of Sweden's fastest-growing cities. By 2050, it is expected to have 100,000 more inhabitants than today. The rate of construction is high, and growth has a focus on sustainable development. Uppsala is developing as a city, but also in rural areas. A quarter of the city's inhabitants live in the countryside. This makes Uppsala the largest rural city in Sweden, in terms of number of inhabitants.

Uppsala is one of Sweden's oldest cities, and it has been a political and religious centre since the 500s. The oldest university in the Nordic region is in Uppsala. Carl von Linné, who laid the foundation for how we group plants and animals today, worked here. It is also where Anders Celsius carried out his research, and gave his name to the one hundred-degree °C thermometer scale. Other well-known persons from Uppsala include Hans Rosling (professor and public educator) and Dag Hammarskjöld (peace prize winner and Secretary-General of the UN). Armand "Mondo" Duplantis (world record holder in pole-vaulting) also currently lives in Uppsala.



Uppsala has two universities and strong knowledge-intensive industries. Within life science there are over a hundred enterprises with over 5,000 employees. If the entire Stockholm

Region is included, Uppsala forms part of one of Europe's largest clusters within life science.

The City of Uppsala has had several distinctions for its work on sustainability: public health city of the year, best city in Sweden for climate adaptability, and best city for cycling, to name a few examples. Uppsala has repeatedly been acknowledged as Sweden's Climate City, and in 2018 it was designated the World Climate City by the World Wide Fund for Nature.

Why a report?

Uppsala has been working towards a sustainable development for several years, but the work has been intensified as a result of the ratification of the 2030 Agenda. Sometimes visibly so, as in the case of its climate work. Here, the city has had high ambitions in its governance for several years, and has mobilised companies and organisations to reduce their climate footprint. Sometimes, the sustainability work is not given equal attention, although it is significant.

In this report Uppsala wishes to make visible what the city has put in place in its governance and operations to ensure that development is more sustainable. It is an account of the world around us, but also of ourselves. The report shows that we can and need to do more, and that our regular activity can be improved by the sustainability perspectives that are embedded in it.

How the report is produced

This is Uppsala's first report of this kind. When Uppsala's City Executive Board decided in the autumn of 2020 that a voluntary local review should be written, they placed particular emphasis on the importance of sharing experiences with others: successes, challenges and lessons learned.

Uppsala has endeavoured to integrate Agenda 2030 in its regular governance. The report therefore relies principally on the existing basis, which describes the various aspects of Uppsala's current situation - its society, the environment and the economy. It is also based on experiences from various types of dialogue with citizens on matters that concern how life and the environment can be developed in a sustainable manner.

The report has been produced by a working group with competence in matters of both sustainability and governance. It presents the development from Uppsala's local perspective. In this way, the reader gets a feeling for how the Agenda 2030 targets have been integrated in Uppsala's regular governance. In order to facilitate learning, the report highlights examples of what the city has done to make the development more sustainable.

“With this report, Uppsala wants to make visible what the city has put in place in its governance and its operations to make development more sustainable.”

A person in a dark suit and white shirt is shown from the chest down, sitting at a desk. They are holding a pen and writing in a notebook. There are several sheets of paper on the desk, some with lines and some with a grid. The background is a soft, out-of-focus light blue. The overall image has a teal and blue color scheme.

Chapter 1

Governance and organisation for a sustainable development

Governance and organisation for a sustainable development

Sustainable development is an integrated part of the model of governance

A sustainable development is a development that meets today's needs without compromising the opportunities of tomorrow's generations to meet their needs. It involves a striving for social welfare, economic growth and ecological balance for the present and future population.

In autumn 2015 a historic meeting was held in the UN General Assembly. The 2030 Agenda, with its global goals for sustainable development, was adopted. Agenda 2030 is an agenda for development (action plan) with 17 global goals and 169 targets. The purpose of Agenda 2030 is to eradicate poverty and hunger, make human rights for all a reality, achieve equality and empowerment for all women and girls, and ensure lasting protection for the planet and its natural resources.

In 2016 the City of Uppsala started to work on integrating Agenda 2030 in its regular governance. At the structural and overall level, Agenda 2030 is integrated in the governance within chiefly two areas; normative governance and activating governance. Normative governance is described in policies and guidelines, and shows what the starting points and approaches are to the city's work and action. Activating governance is described in, among other things, Objectives and Budget, programmes and plans identifying tasks for the changes in society that elected representatives wish to achieve. The content of the normative and activating governance documents is realised through the actions and activities of the operations.



Figure 1. Sustainable development as an integrated part of the model of governance.

The global targets are integrated and indivisible, and balance the three dimensions of sustainable development: the economic, the social and the environmental. Since the goals are integrated and indivisible, the work must be coordinated. This requires that the goals are

integrated in ordinary work. It is not a side track or a trend, but a social transformation. For this reason, it is also important that everyone in the city works together as a community - one Uppsala, to make our contribution to target achievement a reality.

Targets of Agenda 2030 and the city's tasks

For the past five years the City of Uppsala has been working with sustainability issues integrated as a natural part of the ordinary governance. The targets of Agenda 2030 have been dealt with either as assignments given by the city council to council boards and corporate boards, or as part of the basic duties of council boards and corporate boards.

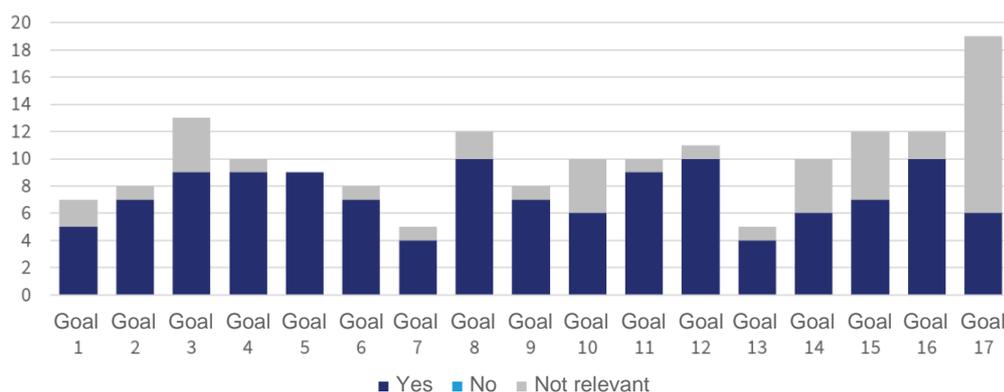


Figure 2. Integration of sustainability goals in Uppsala's governance.

Figure 2 shows a summary, where the colour blue indicates targets that have been integrated in the governance. Grey indicates targets that are not relevant to Uppsala's work, as the city has no control over the area. The City of Uppsala is working, or has been working, on all targets that are relevant at the city level.

Development over time

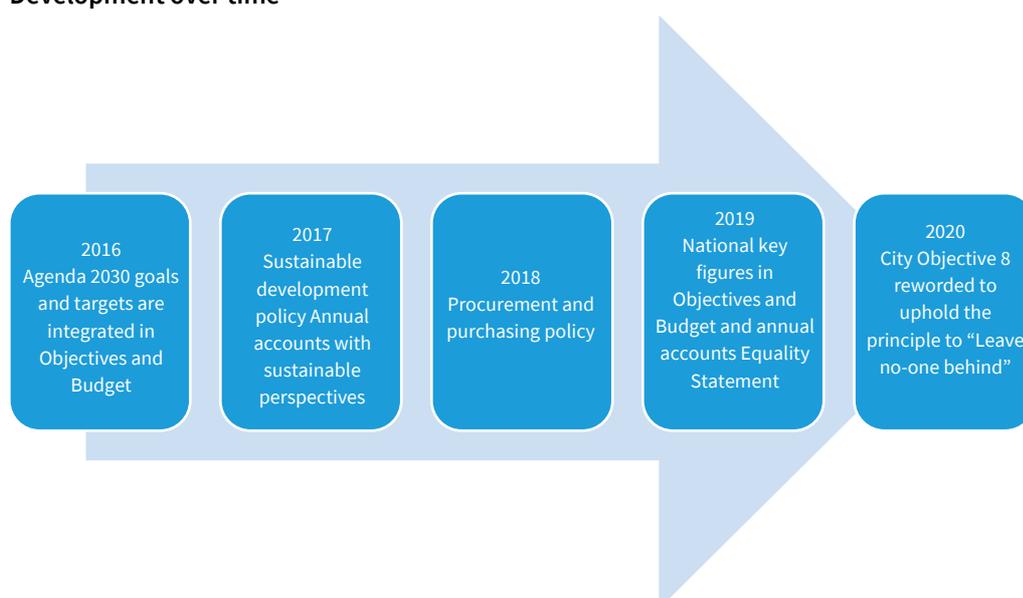


Figure 3. Integration of Agenda 2030 in the City's governance over time.

In **2016** a comprehensive change was made to the city council's Objectives and Budget. The 74 City Objectives, which boards could voluntarily use as a basis for their work, were converted to nine City Objectives that applied to all activity. The City Objectives were also

adapted to encompass the goals of the 2030 Agenda. A mapping-out was done, which showed how the respective City Objectives met the 17 global goals. In addition, some of the targets were incorporated as assignments to council boards and corporate boards, which had a direct impact as these started to work on specific measures associated with the 2030 Agenda.

In **2017** the city council adopted a policy for sustainable development. This is a normative regulatory document that describes the city's approach to the work on sustainable development to achieve results at the local level.

In the annual accounts for 2017 a weighted assessment of Agenda 2030 goal achievement was made. The annual accounts also included sustainability reports for some of the city's companies.

In **2018** the City Executive Board decided that the guidelines for the City of Uppsala's norm-critical work for increased equality according to CEMR should be removed. The reason for this was that, with a consistent and clear integration of equality in regular governance, governance within the area of equality would be more effective. At the same time, the city council decided that children's perspectives and equality perspectives should always be taken into consideration in new programmes or in the revision of existing programmes.

The CEMR is the European declaration of gender equality at the local and regional levels.

The CEMR declaration is a tool that enables cities and regions to integrate the equality perspective in political decision-making and in practical activity. The declaration covers all aspects of the activity, as well as the political work, such as employer issues and services to inhabitants.

In 2018 the city council adopted a policy for procurement and purchasing that clearly states that the city's procurement should contribute to economic, social and environmental sustainability.

Procurement is a strategic tool that should help the city to meet its goals, and the city groups' economic resources to be used effectively.

In 2018 the city council's indicators were linked to the goals and targets of Agenda 2030.

In the 2018 annual accounts, the city developed the sustainability perspective and the linking with Agenda 2030 by basing its monitoring on the three areas of a sustainable social economy, an egalitarian economy, and a responsible city.

In **2019** all national key figures for Agenda 2030 were input into the city council's Objectives and Budget as a basis for activity planning and monitoring.

In the 2019 annual accounts, the national key figures for Agenda 2030 were used in the monitoring, and the status for these key figures for the City of Uppsala was reported. An equality statement was produced to review how the work of the city group contributes to the achievement of the goals for equality policy and the CEMR.

In **2020** the city council clarified the linking with the principle to leave no-one behind in the 2021-2023 Objectives and Budget. One of the City Objectives was reworded, and a specific shared task was formulated. The task is to increase knowledge and devise a system for creating opportunities for residents to participate in the development of Uppsala, and is directed at all council boards and corporate boards.

Integration of sustainability in activating regulatory documents

The City of Uppsala uses goal and result management within the framework of the laws and rules that govern city activity. This means that policies govern on the basis of goals and tasks, and the results that the city's operations are to achieve. The plans and programmes that are used to show what the city wants to change and achieve are called activating regulatory documents. The volume of control signals from central level has decreased in the city in recent times. This increases the element of trust-based governance, and gives the operations greater scope for action and increased focus on analyses, feedback and dialogue.

The results and effects of the operations are monitored and analysed three times a year for the purpose of contributing to activity development and to the following year's Objectives and Budget. Another basis for governance is the city's business intelligence. The business intelligence identifies the global and regional trends that are described in conclusions on what the trends means for the City of Uppsala. The nine regional trends are considered to have a major influence on Uppsala's preconditions for developing, in line with Agenda 2030, into a socially, environmentally and economically sustainable city, with a population approaching 340,000 at the end of 2050.

Objectives and Budget - the city's overall plan

Every year the city council adopts the group-wide regulatory document Objectives and Budget. The document has a three-year perspective. Nine City Objectives are to contribute to the achievement of Agenda 2030 and the global sustainability goals based on Uppsala's needs locally. Linked to each City Objective is the task that is directed at all, some or individual council boards and corporate boards.

The City Objectives and tasks are used as a basis when city and corporate boards and the operations create their own goals and plans. They are also the starting point for the city's regular monitoring and are updated three times a year.

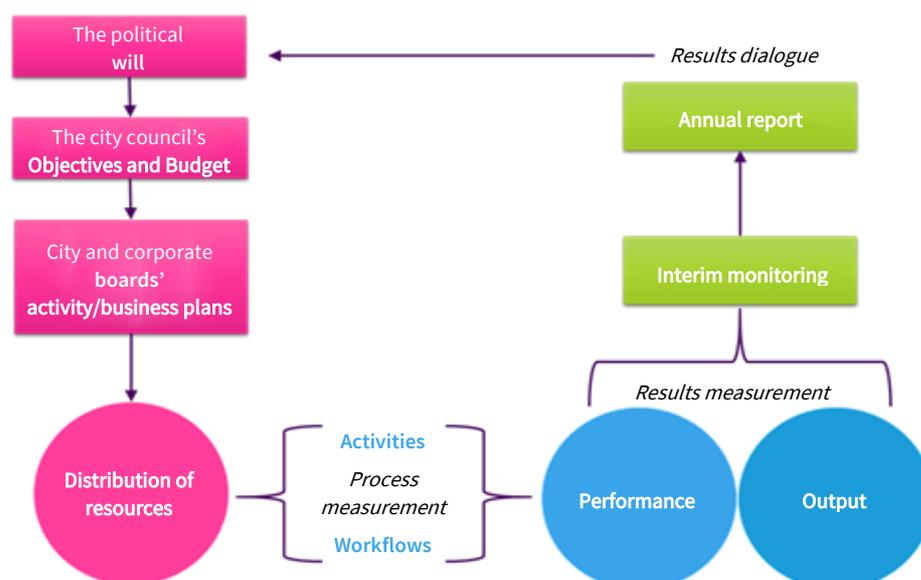


Figure 4. The City of Uppsala's model of governance with planning and monitoring of the activity and the economy.

The City Objectives and the indicators that are used for monitoring the long-term development direct the focus on a good life in a sustainable society and a modern city.

By planning, monitoring and comparing Uppsala's results with those of other cities, the city identifies successes and areas of development.

City-wide programmes

The city council in Uppsala adopts programmes within a number of different areas. They reflect the political will within the area, and clarify what the city wants to change and achieve. Sustainability matters are integrated in all of the city's programmes. The monitoring highlights in particular how the programmes meet Agenda 2030 and how they contribute to Uppsala's development.

A programme should have one or more action plans. Action plans specify the measures the city needs to implement to achieve the goals set, who is responsible for the implementation, and when the measures are to be implemented. Measures in the city-wide action plans are carried across to the responsible boards' activity plans and the corporate board's activity plans, so that they get an overall picture of their responsibility. The programmes normally involve several city and corporate boards, and function as a complement to the City Objectives in Objectives and Budgeting.

The functioning of the integrated governance in programmes and city-wide action plans is monitored every year. Examples of programmes are the Environment and Climate Programme, Energy Programme, Rural Development Programme, Enterprise Programme, and the Age-friendly City Programme.

Integration of sustainability in normative regulatory documents

Normative regulatory documents clarify the principal approaches and working methods, and focus on how the activity should act. A policy shows what principles the city group should adhere to, and a guideline supports the organisation, so that it carries out its activity in an appropriate and correct manner. A guideline can clarify a policy and thus explain the principles, for example, in the form of requirements within a specific area. Sustainability runs like a thread through all of the city's 17 policies. Sustainability is particularly prominent in three of these policies.

Sustainable development policy

The City of Uppsala's sustainability policy describes how the city group should work to ensure that development follows a sustainable direction. It specifies that Uppsala should be a leading force for sustainable development at the global, national, regional and local level, and that Uppsala should be associated with sustainable development. The policy contains six principles for a sustainable City of Uppsala.

- Measures that lead to long-term and structural changes in social, environmental and economic sustainable focus must be given preference.
- Measures must be planned from a holistic perspective, and consideration of the impact outside the city's borders must be factored in.
- The sustainability work is based on cooperation throughout the city's organization - one Uppsala - and creates conditions for a sustainable social development through the collective working of residents, authorities, businesses and associations.
- All activity development must be of benefit for sustainable development for Uppsala and its residents. New solutions and ideas are welcomed as the work must always have a learning perspective.

- The decision basis must be clear and analysed on the basis of aspects of sustainability. The decision report must account for how the sustainability aspects are handled in the commission work.
- Uppsala's goal for sustainable development must be actively communicated internally and externally.

There are numerous guidelines that are linked to the sustainable development policy. The guidelines clarify the governance within more specific areas, such as forms for Uppsala's equality award, management of polluted areas, land use in consideration of groundwater, and social investments.

Procurement and purchasing policy

Among other things, the Agenda 2030 goals require the city's procurements to be contribute to long-term and structural changes in the direction of economic, social and environmental sustainability. To support the work on sustainable procurement, national guidance and criteria for different goods, services and building contractors must be used in order to specify requirements for respect for the environment, animal welfare, and social and ethic considerations. Uppsala promotes innovations to address future challenges within welfare, the environment and growth, and sets requirements for long-term sustainable solutions.

A selection of principles from the policy:

- The city's funds shall be used in a cost-effective and sustainable manner.
- Uppsala shall take much of the responsibility in matters of social sustainability, and only enter into agreements with serious actors.
- The suppliers the city enters into agreements with shall contribute to the achievement of the city's environmental and climate goals, as well as the national environmental targets.

Quality policy

The City of Uppsala meets residents, visitors, authorities, businesses and associations on a daily basis. The city provides services, support and opportunities for individuals, and works to enable society to develop in line with the goals of Agenda 2030. Systematic quality work is a precondition for the success of the city's activity in this task.

The aim of the quality work is to make constant improvements to the activity. The quality work shall be based on learning and analysis, rather than control and supervision. The quality work needs to be adapted to the needs and requirements that exist within the respective activities, but some common principles apply:

- Address inequalities
- Learn and improve
- Develop together

The principle of addressing inequalities is the same principle to leave no-one behind in Agenda 2030. The city's operations shall be structured in such a way that they suit those the activity is intended for. The operations shall be based on the various needs and

perspectives of residents, and stakeholders shall endeavour to form an activity that suits everyone in the target group.

Organisation for increased sustainability

The challenges to achieving a sustainable society are often complex. As an organisation, the City of Uppsala needs to concentrate its resources and cooperate with the community to be able to meet these challenges. This needs to happen on many levels, and in many areas.

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Mobilisation of society

There are numerous local actors who are working to increase sustainability in society. The City of Uppsala has an important part to play in creating and participating in forums for cooperation, in order to reinforce the work. Here are some examples.

Uppsala Climate Protocol

The Uppsala Climate Protocol is a formalised network of companies, public organisations, universities and associations that cooperate with and inspire each other and others to achieve Uppsala’s climate goals, and to contribute to a sustainable world. 42 local actors with around 38,000 employees are members of the Climate Protocol, and are working together towards a climate-driven business and activity development. The method of working has been inspired by the UN Climate Convention, and contributes to the city’s environmental and climate goals, and a sustainable Uppsala.

Uppsala Climate Protocol - how it's organised

The Climate Protocol works in periods of three years. The current programme period started in autumn 2018 and will end in spring 2021.

Process management. The City of Uppsala provides a process management for the Climate Protocol. The process management is responsible for managing and coordinating the work of the Climate Protocol.

Coordination group. The coordination group is a steering group that provides support for the process management in its coordination and development of the Climate Protocol. Participation rotates among the members. The coordination group meets regularly.

Climate group. The climate group is made up of climate managers from the respective members, who meet around four times a year for cooperation, development and practical work.

Round-table meetings. The round-table meeting is a decision-making body, composed of climate and management representatives from the respective members, who meet twice a year for discussions and decision-making.

Focus groups. The Climate Protocol's practical work is concretised in various focus and work groups, which are formed on the basis of the members' interests and needs. There are currently groups within the areas of choice of building material, energy, sustainable goods transportation, sustainable city district development, and sustainable travel.

As the city's largest private employer, it feels natural for us to be involved and contributing to Uppsala's climate goals. I think it strengthens us in our competition with other companies, and that it strengthens us in attracting employees for the future.

The Climate Protocol is on a par with Cityva's climate goals, and is an excellent tool for cooperating with other important actors in the county. Learning from one another is a good way of working together towards the climate goals.

Cecilia Sjöstedt, Site Leader
and CEO of Cytiva in Uppsala



Because of the climate crisis, we are facing existential challenges, and I think there's a lot the church can do to help, to find solutions.

I'd like to say some things to those companies and organisations that want to get started on their climate work or increase their level of ambition. The first is that we need to act now, so let's go! It helps our organisation to develop, so let's go! And it's a great thing to do, so let's go!

Claes Hedström, Environmental Coordinator
and Priest with the Church of Sweden



Area-based cooperation

As in all cities, there are geographical areas with residents who are in greater need of city interventions than other areas. To find synergy effects between interventions from several different sources, Uppsala has created partnership structures. In some geographical areas there is a partnership structure involving social services, schools, the police and leisure activities, which produces an awareness of the situation and coordinated actions.

Uppsala is also concentrating its efforts to improve conditions in some geographical areas through special action plans. The work generated by the action plans is to a large extent carried out in cooperation with, for example, local property owners, the police, the county council and the civil society. The work is divided into separate areas of focus, which contain coordinated activities.

“In some geographical areas there is a partnership structure involving social services, schools, the police and leisure activities, which produces an awareness of the situation and coordinated actions.”

Local agreement with associations

There are currently more than 3,000 associations in the City of Uppsala. The associations have an important part to play in social development, and contribute to improved public health, a broader cultural life, and increased participation. Uppsala has had an agreement with local associations for several years. The aim of this agreement is to facilitate cooperation by clarifying a number of shared principles and commitments for the city and for the associations. The agreement includes non-profit-making organisations, religious organisations, foundations, co-operatives and other voluntary and informally involved players operating in Uppsala. The local agreement enabled the city to provide support for 15 organisations for refugee reception and integration initiatives during the major influx of refugees in 2015-2016.

Cooperation between universities, the business world and society

In Uppsala there is a foundation for cooperation between universities in Uppsala, the business world and society (STUNS), of which the city is a member. The foundation was formed in 1983 and focuses primarily on strategic matters affecting the Uppsala Region, in areas where the academic world, the economy and society converge. The foundation is active in the Uppsala Climate Protocol and within a national strategic programme of innovation, with a focus on smart sustainable (viable) cities. The foundation is involved in the arrangement of a Hackathon for a climate-positive and sustainable Uppsala, where young talents are invited to find solutions to acute sustainability-related social problems.

Uppsala also has separate partnership agreements with Uppsala University and the Swedish University of Agricultural Sciences, both of which are located in the city. The idea is to establish long-term relationships for reciprocal skills development. Cooperation takes many different forms, both in individual projects and in separate skills areas. For example, there is a partnership with Urban Labs, which is a multi-disciplinary research institute that studies issues affecting cities and urbanisation processes. There is also cooperation between the two universities, which are members of the Uppsala Climate Protocol.

Cooperation as a result of Covid-19

As a result of the coronavirus pandemic, Uppsala's crisis management board decided in April 2020 to enhance cooperation with the Uppsala Red Cross. According to the agreement, the Red Cross must provide support for risk groups, and coordinate interventions from local associations and voluntary organisations. The agreement is in force until the end of June 2021.

A large number of voluntary organisations and associations have helped, and continue to help, Uppsala residents in the 70 years and older risk group, and also other risk groups and vulnerable groups, for instance, the homeless and undocumented persons.

The purpose of the interventions is to support individual residents and reduce social unrest as a consequence of the crisis. During the period of weeks 13–44, 2020 the Red Cross handled 1,306 cases locally, which makes 3,265 voluntary work hours. The number of crisis support and security interventions has exceeded 12,000.

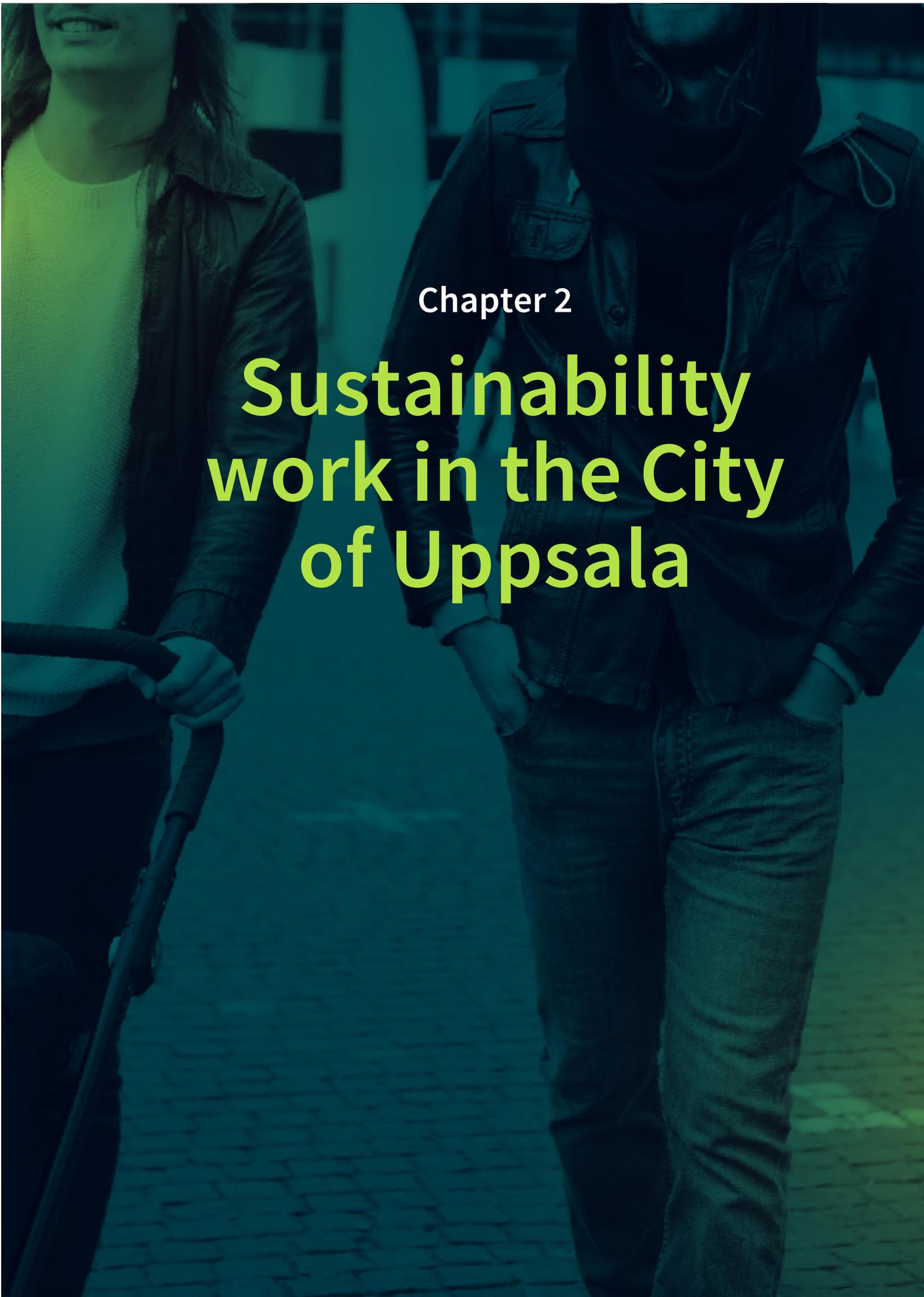
Internal organisation

The city's organisation is constantly changing to meet the requirements of the surrounding area, and maintain an effective activity. The city has a centralised system of governance, consisting of, for example, HR, IT, finance, communication, registry and property matters.

All central staff and departments are tasked with creating conditions for sustainable development throughout the city. Centralised governance and central support are prerequisites for priority political issues to make a political impact. In order to strengthen the force of impact, the city's central organisation works, among other things, on producing policies, guidelines, programmes and plans in line with political ambitions.

Since the goals are indivisible and integrated, the work must be coordinated. It is also important, therefore, that everyone works together as a community - One Uppsala. Although there is centralised governance and central support, the responsibility for sustainable development lies ultimately with the council boards and corporate boards for execution and implementation.

“The city's organisation is constantly changing to meet the requirements of the surrounding area, and maintain an effective activity.”



Chapter 2

Sustainability work in the City of Uppsala

Sustainability work in the City of Uppsala

City Objective 1

The City of Uppsala shall have a fair and sustainable economy



The city shall work to ensure that the city organisation's economy is managed responsibly, and to secure a good economic growth in society. Several of the Agenda 2030 targets concerning equality involve the implementation of reforms for greater equality in society. They are about equal rights for women and sharing power, influence and resources fairly in society.

What can Uppsala do?

The city is a major purchaser of goods and services, and its purchasing behaviour allows it to contribute to sustainable consumption and production. This means the city must consume in such a way that it helps to counteract climate change and benefits social sustainability.

The city uses its operations and resources to improve the life of its residents, businesses and civil society. By working towards equality in budgeting and an equal distribution of resources, the city's operations contribute to increased equality in society. Equality is a perspective that must permeate all work and all City Objectives.

In focus: equal distribution of resources and sustainable purchasing

Society's resources are still unevenly distributed between women and men. An equality integration of operations and their distribution of resources is a precondition for the city's contributing in earnest to an equal society.

There is also potential to increase sustainability through purchasing. The city invests large amounts on purchasing every year, which may have consequences for a sustainable development. Procurements therefore need to supplement economic perspectives with social and environmental perspectives.

“Equality is a perspective that must permeate all work and all City Objectives.”



5.A Equal right to economic resources and ownership, and access to financial services

Equality is a priority area for the City of Uppsala. The city must be a driving force, to promote equality both within the organisation and in society as a whole. In order to achieve an equal society, Uppsala is working on equality integration. This means that the gender equality perspective must be part of the day-to-day work - from proposal to decision, to execution and follow-up of the activity. The purpose is to ensure that the services the city provides meet residents' needs in an equal and satisfactory way, whatever their gender.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- To conduct analyses of gender equality in budgeting within at least one new area of development every year, and implement actions based on the analyses in order to reduce inequality (2017)
- To carry out gender impact assessments in connection with future investments (2018)
- To conduct a group-wide survey of how resources are distributed between men and women by no later than 2022, for the purpose of achieving an equal distribution of resources (2019)

Gender budgeting

In order to improve equality in the city's finances, training has been provided, among other things, on equality integration, equality analyses and equality budgeting. This means that more equality analyses have been carried out in the city, linked to both operations and investments.

One example is that Uppsala is working towards full equality in the field of sports. The city sets requirements for, monitors and supports associations' equality work through training and support material. The work has been successful. Contributions to sport for children and young people have been distributed increasingly evenly between girls' and boys' sporting activities in recent years. The contributions are based on membership numbers and activities carried out. In 2015, boys' sporting activities received 60 per cent of contributions, while the girls received 40 per cent. In 2019 the difference had shrunk to 53 per cent for boys' sports, and 47 per cent for girls'. Contributions for sports for children and young people increased over the same period for both girls and boys, but more for the girls.

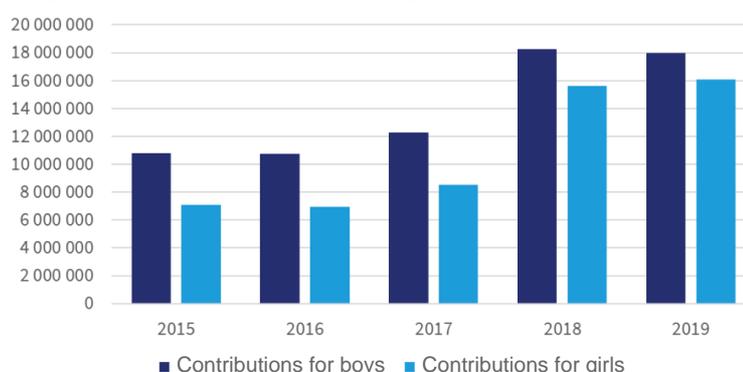


Figure 5. Grants paid for sports for children and young people aged 5-25, broken down by gender, 2015-2019. Source: The City of Uppsala.

Further examples of the city's work on gender equality are:

- Overview of interventions and resources based on gender within social support for, for example, the elderly, the unemployed, the disabled, and persons with social problems. This overview forms a basis for analysis and improvements.
- Integration of the norm-critical equality perspective within leisure activities for young people. Statistics for visits and experiences with gender breakdown are used to support development efforts, which further strengthen the activity's capacity to create value for both girls and boys.
- Gender impact assessment in connection with investments. Several operations have previously requested support, and there is now a facility for assessing whether a gender impact assessment is appropriate and, if so, for implementing it. An inventory of management systems shows that most of the systems contain both costs and statistics broken down by gender.



12.7 Promote sustainable methods of public procurement

The City of Uppsala purchases goods and services for over five billion kronor every year. The city is working actively to develop sustainability requirements in procurement, and to increase the number of organic, fair-trade and locally produced foodstuffs.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- To develop a method for specifying social requirements in procurement (2017)
- To develop forms of procurement of services and construction contracts in order to secure collective bargaining agreement conditions, and to develop and implement the "legitimate work" model (2017)
- In the procurement of special forms of public transport, requirements shall be specified for vehicles to use the fossil-free fuels that best meet applicable sustainability criteria and are based on locally-produced energy resources (2017)
- To continue to develop the city group's ability to set social and environmental requirements in procurement (2019)

Sustainable procurement

Uppsala has been developing environmental and social requirements in the city's procurement for several years. Sustainable procurement is a vital tool for implementing the social transformation that is needed to achieve the goals of the Paris Agreement, and to contribute to achieving the goals of the 2030 Agenda. Some examples of increased elements of sustainability in procurement are given below.

- A pilot procurement was conducted during 2017 for cleaning services for pool sports and events organiser Fyrishov. The procurement included collective bargaining agreement conditions, such as minimum conditions for wage, working hours and holidays.

- The city's policy and guidelines for procurement and purchasing were revised in 2018, in order to strengthen the focus on sustainability in the city's procurements.
- In 2019 the City of Uppsala established a procurement council, with representatives from the business world, social enterprises and elected representatives. They work together to develop the city's procurements. The aim is for Uppsala to become Sweden's best city for procurement.
- In 2019, far-reaching sustainability requirements were set in the procurement of school transport, transport for the disabled, and other forms of transport financed by the city. The criteria were drawn up in partnership with BioDriv Öst, Region Uppsala, Swedavia and the City of Stockholm. The city won the Biogas Award of the Year in 2019, for the aggressive environmental requirements that were specified in this procurement.
- In 2020, a number of procurements were implemented with requirements for an increased use of renewable fuels and organic foods. Enhanced sustainability requirements were also specified for multi-functional printers, construction machinery and transport vehicles, among other things.

The success factors the city envisages for an increased sustainability through procurement are political governance, dialogue with the supplier market, and a skills partnership with, for example, governmental authorities. The development of procurement requirements to reduce the climate impact from plastic products is one example where all of these three success factors have been used.

Fairtrade City

The use of procurement as a tool for increasing sustainability includes fair trade. To play its part in bringing about change for growers in countries with widespread poverty, Uppsala has been a Fairtrade City since 2015. This means that the City of Uppsala and local actors work together to promote fair trade and increase ethical consumption throughout the city. In order to qualify, Uppsala must meet criteria and requirements for fair trade, as well as the International Labour Organization's core conventions on public procurement. The work is managed by a steering group with representatives from the business world, trade, voluntary organisations, as well as city politicians and officials.



The Fairtrade City accreditation should be seen above all as a change process. Its aim is to encourage and provide motivation for continuous change and improvement. For this reason, there are also requirements for maintaining the accreditation, for example, that the volume of fair-trade products should be gradually increased by increasing the consumption of one or more products, or choosing new products. Some

examples of differences in the city's purchasing is fair-trade tea, which rose from 14 per cent in 2017 to 35 per cent in 2020. All drinking chocolate sold in vending machines is now fair-trade, as is 99 per cent of the city's purchasing of roses.

Sustainable finances

The city endeavours to improve sustainability in investment projects and lending. Sustainable lending means the lender sets requirements for project types and the expected sustainability impact of the project. In applying for sustainable lending, therefore, the city needs to describe how the project is expected to meet the sustainability requirements, and report the effects to the lender after completion of the project.

Uppsala has used green loans for a major conversion and extension of the Stadshuset (City Hall). There is a loan agreement for the financing of investments in schools and pre-schools, for the purpose of promoting integration. The city's own housing corporation, Uppsalahem, has used sustainable loans to finance wind turbines and two properties. The city strives to use loans with sustainability criteria to finance improvements within the areas of water and sewerage, and housing renovations. Uppsala plans to develop the work on sustainable financing to increase the number of sustainable loans.



Lessons learned and future areas of focus: targeted equality analyses and balanced sustainability integration in procurement

The city's work to improve equality is to identify and then address inequality in its operations. Here the city needs to be even better at monitoring and analysing activity from the perspective of equality, in order to improve the quality of its operations. The important thing is that the city's operations ensure equal prerequisites for services, and that the services provide equal value for women and men. The areas with special priority in the continuous work are obstacles to self-sufficiency among disadvantaged groups, the consequences of demographic and financial challenges for women, young people's wellbeing, and women's exposure to violence.

The city has developed sustainability requirements in many areas of procurement. Looking ahead, one challenge is that the city is starting to approach levels of more stringent requirements, where conflicts of goals may arise between financial sustainability and environmental or social benefit. The choice of sustainable material, for example, could make building more expensive, which in turn could lead to higher housing costs. Therefore, the city is currently developing a way of handling conflicts of goals. Here the city is building on the success factors of political governance, dialogue with the supplier market, and the exchange of skills with, for example, governmental authorities.

“The important thing is that the city's operations ensure equal prerequisites for services, and that the services provide equal value for women and men.”

Examples of statistics relating to sustainable development within the City Objective

Women's median income as a proportion of men's

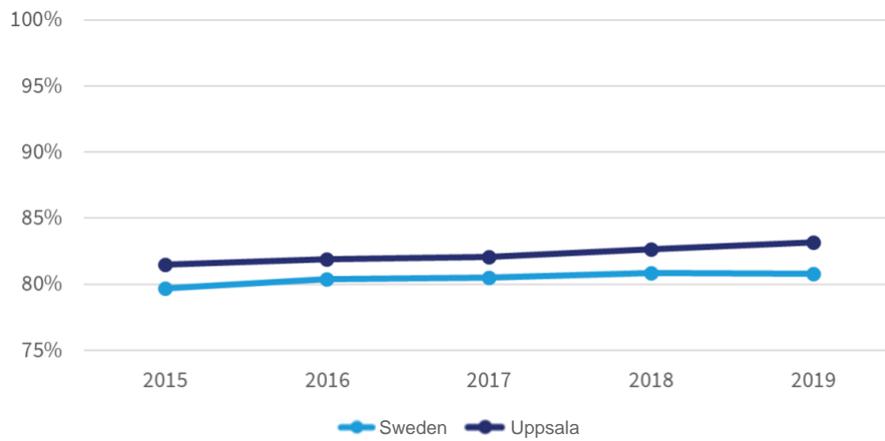


Figure 6. Women's median income as a proportion of men's median income. The difference between women's and men's median income is less in Uppsala than in Sweden as a whole. The difference has decreased over the last five years, but at a rather slow pace. Source: kolada.se.

Distribution of parental allowance between men and women

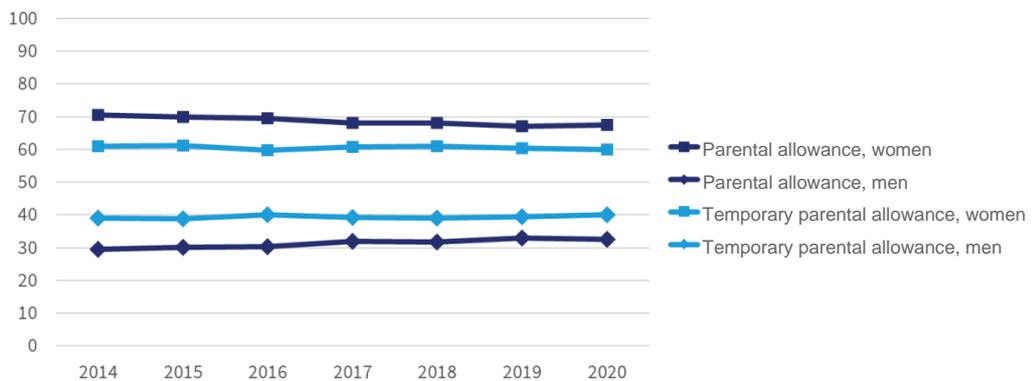


Figure 7. Distribution of parental allowance and temporary parental allowance between men and women. The difference in the distribution of parental allowance between women and men is considerable, but is decreasing over time. The difference in the distribution of temporary parental allowance for the care of a sick child is less, and has been at approximately the same level over the last five years. Source: kolada.se.

City Objective 2

Uppsala shall be a safe and attractive place to live, work and spend time in



Strong emergency preparedness and matters of security and safety contribute to the achievement of the 2030 Agenda goals relating to viable cities and societies, where reducing the risk of disaster at all levels is one of the targets. Part of the work to ensure peaceful and inclusive societies is about reducing all forms of violence and lethal force. Agenda 2030 endeavours to strengthen positive economic, social and environmental links between city districts, peri-urban districts and rural areas by improving the national and regional development planning.

What can Uppsala do?

Uppsala can carry out preventative work to improve security in society, through social work activities, social planning, and maintaining public places. Security can also be promoted by stimulating access to culture, leisure activities, trade and services. The city can look forward to an infrastructure for cultural and leisure experiences, and the development of the economy and civil society - in both urban and rural areas. The city's work on safety is also about improving resistance to crises and climate change.

In focus: crisis management and social unrest

The coronavirus pandemic has shed light on how crisis management surrounding contagious diseases needs to be better within the city, and between city, region and state. Moreover, society already needs to adapt to the effects of climate change today. The city needs to address the climate challenges through preventative measures that create a more attractive and healthy city, with increased tree planting and greenery, for example. A changed climate with rising average temperatures, altered flows of water courses, and increased and more intensive precipitation, will set have requirements for planning and contingencies.

Current differences between individuals and neighbourhoods create a growing ground for weaker social cohesion, loss of trust, insecurity and, in the longer term, a marginalisation of society that may find expression in social unrest. The city can counteract this by adopting a systematic approach to social planning, where the social sustainability perspective leaves a clear mark on urban construction, the educational system, the labour market, enterprise, security work and work to promote integration, in close partnership with civil society and businesses.



1.5 Build resistance to economic, social and environmental disasters

The cities have an important part to play in society's emergency preparedness. The city's operations need to be sufficiently able to handle crisis situations in peace time, for example, care of the elderly, water supply, district heating, rescue services and schooling. The city also needs to have a basic capacity for civil defence.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- To devise a programme for climate adaptation (2017)
- To strengthen emergency preparedness in all of the city's operations (2018)
- To strengthen the planning of civil defence (2018)

Emergency preparedness and civil defence

Past events such as drought, heatwave and cloudburst have given scope for lessons learned, which are handled systematically and converted into learning. During the spread of Covid-19, the city has developed its capacity to coordinate and manage its operations during crisis, by establishing a city-wide focus and coordination function. Boards and companies with essential activities have produced risk and vulnerability analyses during the pandemic, for their own activity. This strengthens the city's capacity for emergency preparedness, along with its development of preventative work in the areas of emergency water, cloudburst and backup power.

The more intensive work on developing emergency preparedness has been in progress for several years. In 2017 the city adopted a management plan to prepare for and deal with serious disruptions. The management plan describes the city's shared approaches and working methods in the event of serious disruptions to operations and society, including responsibility for geographical areas, and coordination with external actors. In 2018 the council boards and corporate boards carried out activity-related risk and vulnerability analyses, and worked on producing its own management plans to prepare for and deal with serious disruptions.

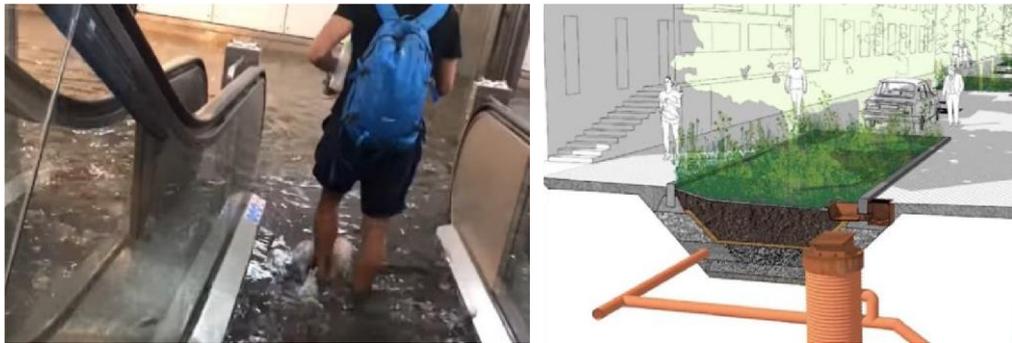
Uppsala has produced guidelines to ensure that land use does not threaten the supply of drinking water in the city. The city is also working systematically on the creation of sustainable future solutions for water cycles, and the preservation of natural ecosystems in lakes and water courses.

In 2019 the city's crisis management plan underwent full-scale testing in conjunction with the national Havsörn training, with a nuclear accident as a scenario. The training was the largest civil collaborative exercise so far this century, with around 1,600 persons from 77 organisations taking part. Approximately 50 employees of the City of Uppsala participated in the exercise. In 2020 the city participated in a total defence exercise under the management of the Swedish Armed Forces and the Swedish Civil Contingencies Agency. This was an exercise in central, regional, operational and national collaboration, with the aim of building up Sweden's resistance in the event of an attack.

Climate adaptation

Some crises occur as a result of climate-related weather phenomena. The City of Uppsala therefore works actively on climate adaptation. For example, greenery and trees are used instead of energy-consuming cooling installations, to provide cooling during heatwaves.

The city works on town planning, water and sewerage, and contingency and emergency management, to minimise the risk of flooding, amongst other things. In the new area of Rosendal, the city is providing stormwater beds along all streets. The stormwater beds handle rain water in such a way that flooding is prevented and the water is purified. This has been tested previously in central Uppsala, where a road lane was converted to a cycle lane with flower beds filled with biochar, which creates a so-called climate sink, where carbon dioxide from the atmosphere is retained in the earth.



The photo on the left shows the flooding in Uppsala Travel Centre in the summer of 2018. The picture on the right is a sketch of how stormwater beds handle and purify rain water.

A basis for the outline plan for 2016 dealt with the combination of heatwaves, rising temperatures and the urban heat island phenomenon. In 2017 an initial outline report was produced describing the climate change impact and society's actions in Uppsala. In 2018 the environment and climate programme was supplemented by a section on climate adaptation, which forms the basis of the actions of the city's boards and companies.

In both 2017 and 2019 Uppsala was recognised as the best city in Sweden for climate adaptation in the IVL Swedish Environment Institute and Svensk Försäkring's survey of the cities' climate adaptation work. The city's work on dealing with floods and other climate threats scores very highly in the survey.



16.1 Reduce violence in the world

In Uppsala, security should be a right for everyone, not a privilege for a few. The city carries out preventative work on safety, to make Uppsala an attractive place to live, work and spend time in.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- To strengthen the work on preventing and impeding social unrest, and increase security (2018)
- To improve the city's capacity to prevent and fight youth crime and delinquency (2021)

Active security work

People's own views and experience of security are key issues for the city and the police, who work on crime prevention and social planning. In 2017 the city carried out its first security survey. Over 4,000 residents of the city answered questions on their behaviour, and how safe they felt in their neighbourhoods and in central Uppsala.

The results indicate a link between insecurity and the socio-economic situation in a neighbourhood. In areas where social cohesion and trust in social actors are higher, people worry less about falling victim to crime. The results show that security is more about *where* someone lives than *who* someone is, in terms of, for example, gender, age or background. An exception is that women restrict their movements to a greater extent than men, as they worry about becoming a victim of crime.

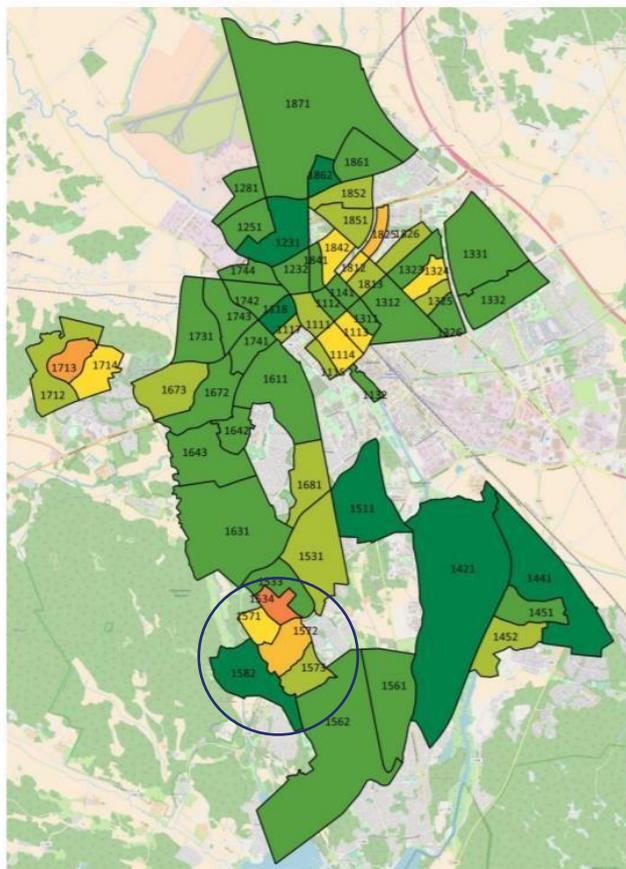


Figure 8. Worry of being exposed to crime, based on which the neighbourhood respondent lives in (Uppsala urban area 2017). The scale goes from red (most worried) to dark green (least worried). There is a large difference even between geographically close areas. For example, people in rented accommodation in areas 1534 and 1571 are more worried about crime than those living in areas 1572 and 1573, where co-ownership is more common, and 1582, where detached houses and owner occupancy is most common. Source: The City of Uppsala's security survey.

The results, together with other surveys, help to give a more comprehensive picture of the need to strengthen the feeling of security in Uppsala.

Since 2018 the city has had an action plan for security and safety, containing 118 actions within nine goal areas. The goal areas deal with the creation of a safe and pleasant environment, reduced crime, internal protection and personal safety, and civil defence. The City of Uppsala also has separate agreements with the police, to ensure zero-tolerance of

crime and a safer Uppsala. This involves, among other things, ensuring that schools are free from drugs, threats and violence, and strengthening the work with particularly vulnerable victims of crime.

There is also a partnership with the business world, associations and civil society. For example, the city collaborates with property owners, and with women's shelters on measures to create safe environments. In addition, several investments have been made in parks, car parks and other facilities to increase safety.

Among other things, young girls have felt unsafe in the centre, for example, especially among young people, in recent years.

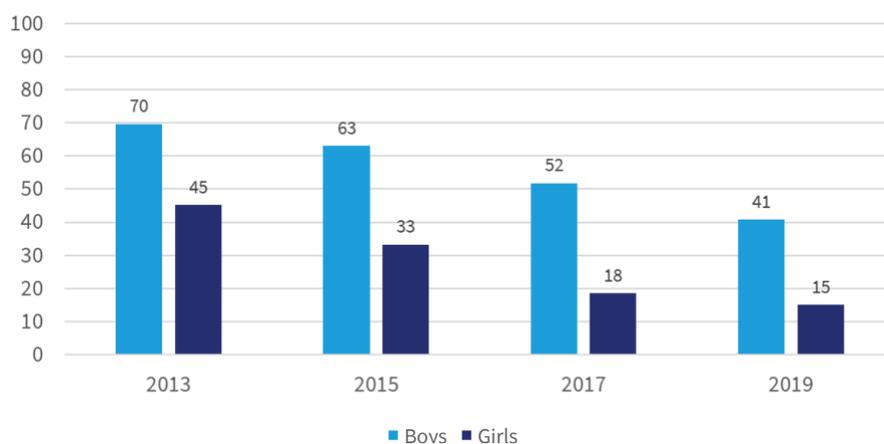


Figure 9. Proportion of young persons in year 2 of upper secondary school, replying that they always feel safe in the city and the city centre, broken down by gender, between 2015 and 2019. Source: Young People's Life and Health 2019, Region Uppsala.

Social workers are walk around the centre and other parts of the city at night, to increase the adult presence. In order to improve security, the city is taking steps to strengthen women's and girls' participation in activities, work, studies and use of public spaces. An approximately equal number of girls and boys believe they have the opportunity to participate in the leisure activities they want to. This applies to around 90 per cent of young people in year 7.

Cooperation with the business world on site development for increased security

In the spring of 2021 Uppsala will become the first Swedish city to apply the new business and civic site (AMP) site development model. The idea is for both public and private actors operating in one area to come together and take joint responsibility for the area. The activity on site will create safe and secure environments for people of different ages and genders using the same place. The model is based on research and international examples such as Business Improvement Districts in the USA.



Former Prime Minister Fredrik Reinfeldt, Chair of the Centre for AMP, together with Erik Pelling, Chair of the The City of Uppsala Executive Board.

The financing of an operations manager, among others, is arranged in partnership between the city and property owners and traders on the site. Property owners and traders have fresh opportunities to influence how the site should be used. Uppsala cooperates with the Centre for AMP, which is a non-profit-making organisation whose members are trade associations and property owners. Former Prime Minister Fredrik Reinfeldt is the Chair of the Centre for AMP.



11.A Promote national and regional development planning

Of all the Swedish cities, Uppsala has the highest number of people living in rural areas. Around a quarter of the city's population live outside the City of Uppsala, over 50,000 people. The rural areas and smaller urban areas are important for the entire city's development.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- To use the rural development programme to increase participation and influence within suitable areas, with a devised method for citizens' budgeting. (2018)
- To promote enterprise in rural areas. (2019)
- To build more commuter car parks during the planning period close to public transport nodal points in Storvreta, Almunge, Vattholma, Björklinge and Vänge, among others (2019)

Rural Uppsala

Since 2017 the city has strengthened opportunities to live and work in rural areas through a rural development programme. A couple of years later, a political rural commission was established, which seeks to achieve a long-term environmental, social and economic sustainable development. The commission also has the task of bridging the perceived gap between city and village.

Developing an area is all about strengthening services in the villages. For several years the city has been operating library buses, which function as mobile libraries, and in three rural libraries there is the opportunity to use the library even when no staff are on site. There has been a planning permit car for the rural areas since 2017. Citizens' budgets enable residents in rural areas to have an influence their local environment and their village's development (see more on citizens' budgets in the section below). In 2018 the city also adopted a new broadband programme with a focus on stimulating the expansion of broadband in rural areas.

From 2018 onwards, the city has opened several service points in the villages every year. There are currently eight service points that provide rural residents with better commercial facilities, for example, a grocery store, post office, chemist's, payment services and fuel. The service points generate a new form of collaboration between the public and commercial sectors for improved services in rural areas. The form of collaboration involves finding out what needs the respective villages have, developing services, and creating new meeting places.

The city has been improving transport facilities in rural areas for several years. It has therefore built several commuter car parks and plans to build more. It should also be easier to cycle, both within and to urban areas. The city is building more cycle paths every year, and is cooperating with other responsible parties to increase access to cycle paths as part of the implementation of Region Uppsala's county transport plan.



Lessons learned and future areas of focus: crisis management and security

The city has been developing and exercising its crisis management capability in recent years, and has tested it during drought, heatwaves and cloudburst. In addition, a lot of lessons have been learned from the coronavirus pandemic, equipping the city for future crisis management, for example, with regard to emergency cooperation, emergency stores for protective equipment and emergency kitchens. Apart from crisis management, the city needs to continue its efforts to make society better equipped to deal with the consequences of climate change.

Security is one of four priority areas in the city's Objectives and Budget for 2021-2023. It is a long-term project that is based, among other things, on information from the city's comprehensive security survey. Knowledge of how perceived security varies in different parts of the city forms the basis of more targeted actions to improve security.

“Knowledge of how perceived security varies in different parts of the city forms the basis of more targeted actions to improve security.”

Examples of statistics relating to sustainable development within the City Objective

Always safe in their neighbourhood in the evening and at night, proportion of young persons in year 7 (around 13 years of age)

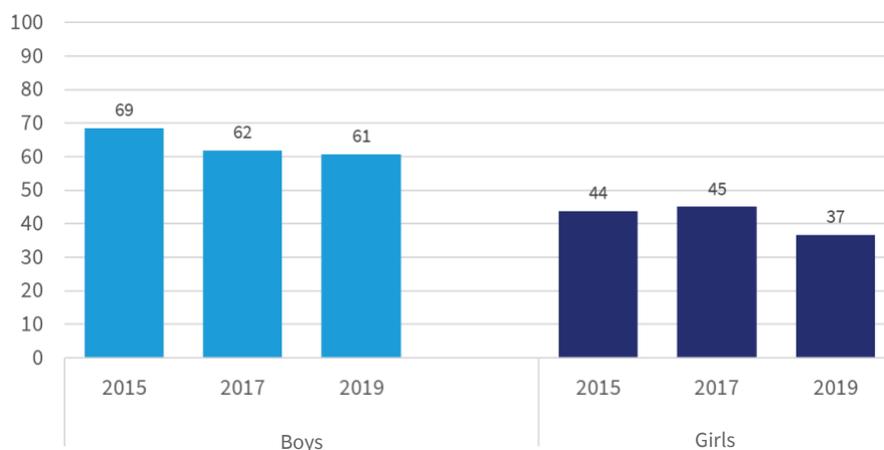


Figure 10. Proportion of young persons in year 7, replying that they always feel safe in their neighbourhood evening and night, broken down by gender, between 2015 and 2019. Girls feel they are always safe in their neighbourhood to a smaller extent. Perceived security is lower for both girls and boys in 2019 than previously. Source: Young People's Life and Health 2019, Region Uppsala.

Trust in each other in neighbourhoods

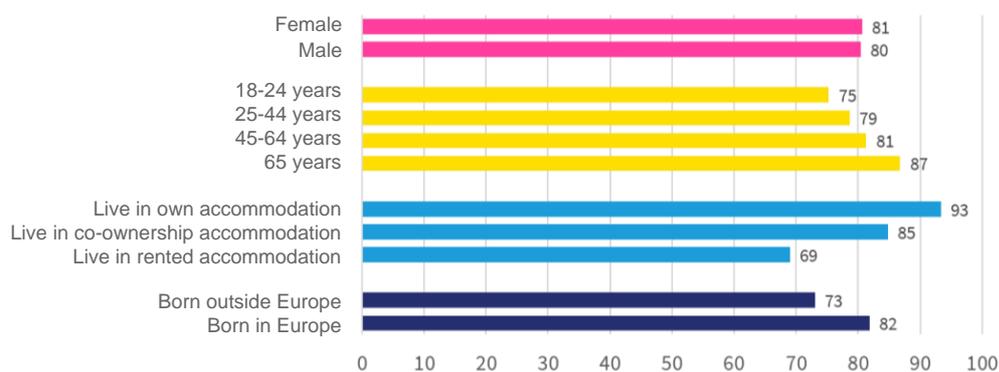


Figure 11. Trust in others in their own neighbourhood, broken down by gender, age, type of accommodation and country of birth. Number replying *Quite true* or *Very true* out of those replying to the question *I trust those who live in my neighbourhood*. Source: The City of Uppsala's security survey 2017.

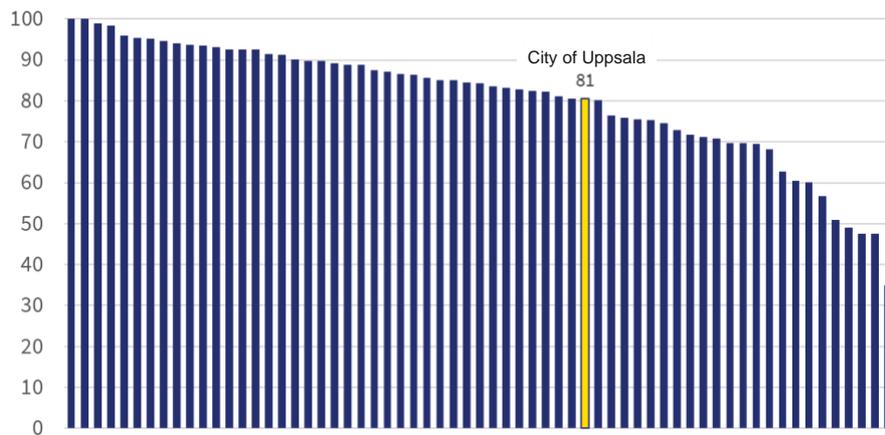


Figure 12. Trust in others in their own neighbourhood, broken down by neighbourhoods in the City of Uppsala. Number replying *Quite true* or *Very true* out of those replying to the question *I trust those who live in my neighbourhood*. The neighbourhoods where trust is highest or lowest vary considerably in terms of social economics, for example, level of education, unemployment, level of income, and health. The geographical distribution complies with key code area level 4, and relates to reported areas that have fewer than 15 answers in the security survey. Source: The City of Uppsala’s security survey 2017.

Opportunity to participate in desired leisure activities

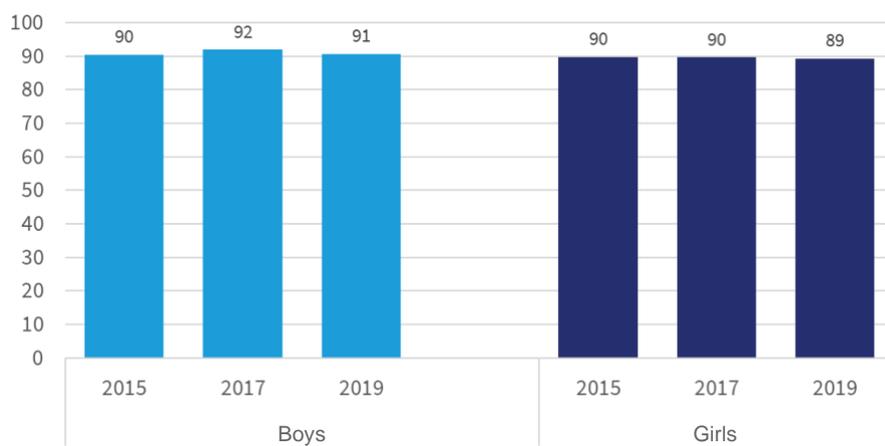


Figure 13. Proportion of young people in year 7 replying that they are able to participate in the leisure activities they want to, broken down by gender, between 2015 and 2019. Source: Young People’s Life and Health 2019, Region Uppsala.

City Objective 3

Uppsala - urban and rural - shall grow through sustainable community building



Strong emergency preparedness and matters of security and safety contribute to the achievement of the 2030 Agenda goals relating to viable cities and societies, where reducing the risk of disaster at all levels is one of the targets. Part of the work to ensure peaceful and inclusive societies is about reducing all forms of violence and lethal force. Agenda 2030 endeavours to strengthen positive economic, social and environmental links between city districts, peri-urban districts and rural areas by improving the national and regional development planning.

What can Uppsala do?

The City of Uppsala is responsible for physical social planning, and hence for how it grows and develops. The city can protect areas of land or water, strengthen ecosystems on its own land, and integrate city greenery and ecosystem services in built-up areas. Many of the city's operations make their own climate imprint, and can therefore influence access to energy, for example, and which vehicles and machines are used. The city also has a local social actor who is able to stimulate the local community to make improvements to raise the level of environmental sustainability.

In focus: reduce emissions and build a sustainable city

Local greenhouse gas emissions have decreased as the population has increased, but this is not sufficient for the city to be able to achieve its goals to be climate-neutral by 2030 and climate-positive by 2050. Reduced traffic emissions and securing a fossil-free energy supply are two key issues. But indirect emissions from public and business activity and private individuals, generated from food, consumption and travel, for example, must also be reduced.

The city plans to expand the city by building 33,000 new homes, extending the railway network and laying railway lines by 2050, while remaining at the forefront in reducing the city's climate impact. This requires all actors involved to move in the same direction, to make it easy for the individual to make the right choices.



11.6 Reduce the cities' environmental impact

Uppsala's targets are to be fossil-free by 2030 and climate-positive by 2050. To get there, the city needs to take care of innovation, smart solutions and digitalisations in cooperation with businesses and other forces for good. The city's own operations and its procured goods and services need to be even more environmentally friendly than at present.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- To develop the work to achieve the climate goals for fossil-free by 2030 and climate-positive by 2050 (2017)
- To create conditions for more mobility facilities and improved access to safe bike parks (2019)
- To build more commuter car parks during the planning period close to public transport nodal points in Storvreta, Almunge, Vattholma, Björklinge and Vänge, among others (2019)
- To increase building with timber. (2020)

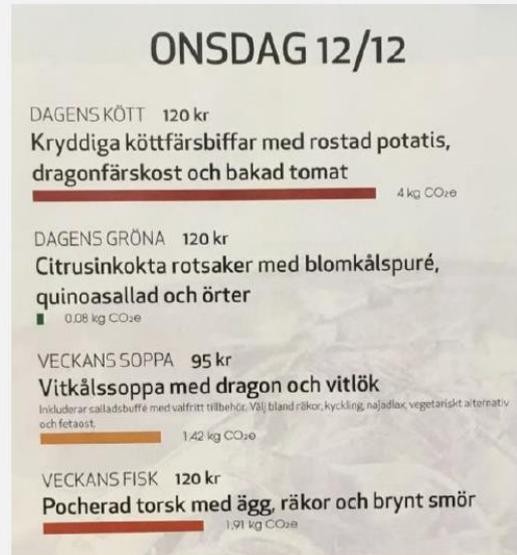
Many of the climate measures presented in this section are implemented within the framework of the Uppsala Climate Protocol, which is an arena for climate action and cooperation, in which the majority of Uppsala's major employers are represented. The core of the work lies in each member drawing up, operating and taking responsibility for their energy and climate goals within those sectors where they can influence the climate work. The members of the Climate Protocol collaborate to inspire, provide knowledge, and develop together.

The members of the Climate Protocol reduced common emissions of greenhouse gases by 10 per cent between 2015 and 2017. The result was a doubling of the goal for the period, which was 5 per cent. The goal to reduce energy consumption by 2.7 per cent was also met, and the result was 3.5 per cent. These reductions were made during a period when the members' turnover had increased. For the City of Uppsala, the total emissions in 2019 were 5.1 tonnes of carbon dioxide equivalents per inhabitant, which is a decrease compared with the previous year.

“Uppsala's targets are to be fossil-free by 2030 and climate-positive by 2050. To get there, the city needs to take care of innovation, smart solutions and digitalisations in cooperation with businesses and other forces for good.”

KlimatGott

Uppsala implemented the KlimatGott (“Climate Tasty”) project between 2018 and the summer of 2020. The project helped to reduce greenhouse gas emissions from food served in restaurants, and to make diners more aware of the climate impact of food.



Restaurants have had training on the climate impact of food, climate-smart food preparation, and how to use a digital tool to regulate the climate impact from the food they prepare.

The digital tool can be used for creating menus with a lower climate impact, as the impact is assessed on the basis of the recipe.

The restaurants show in their menus how big the carbon footprint of each dish is, and guests can choose the dish they feel is best for the climate. A number of participating restaurants reduced emissions by over 30 per cent.

Sustainable transport

Changed transport and travel behaviour plays an important role in reducing emissions. Here are some examples of actions to promote sustainability in travel and transport.

Commuter car parks. Uppsala is growing, and an increasing large proportion of travel in the Uppsala urban area, and also rural areas, is expected to be on foot, by bike and on public transport. The goal is for 75 per cent of travel within Uppsala to be on foot, by bike or on public transport by 2050. This also sets requirements for how people travel into the Uppsala urban area. Commuter car parks improve accessibility to public transport in rural areas, especially for travel to the city.

Charging infrastructure for electric cars. Government climate investments have enabled the city parking company to develop 26 public charging stations in the city.

The charging stations are expected to produce an emissions reduction of more than 1,100 tonnes of carbon dioxide per annum in Uppsala. The investment is the first large-scale phase of a long-term development of the charging infrastructure for electric vehicles in Uppsala.

Mobility and energy hub

In the newly built city district of Rosendal, there is a mobility house with 500 parking spaces, parking for bikes, and a car and bike sharing facility. The mobility house functions as a flexible and versatile test bed for innovative social and technical solutions. The test bed is linked to research and learning through cooperation with Uppsala University.



The building has contained various types of energy storage and solar energy production from the start. This self-generated energy can be used for easing the load on the core network at times when large numbers of electric cars are charged simultaneously.

Fossil-free city vehicles. The city has a target of owning and using fossil-free vehicles only. The city has around 500 passenger cars and light goods vehicles in its own activity. At the beginning of 2016 the proportion of fossil-free vehicles was 14 per cent. This figure increased during 2020 to almost all passenger cars and light goods vehicles. The proportion of renewable energy that is actually used in cars has also steadily risen over time, and reached 77 per cent in 2020.

Actions to make cycling easier. Uppsala is striving to make it easy for people to cycle in the city, and to commute by bike.

- Separate cycle paths make it easier and more convenient to get around, especially the fast cycle lanes. As well as cycle paths, signs show directions and distances to common destinations.
- A digital cycle map helps cyclists to find their way. The map also shows Uppsala's bike parks and bike pumps.
- A cycle care station and cycle service area facilitate cycle self-service.
- Cycling in winter is made easier by keeping all cycle paths free of snow. In a winter cycling project, residents have assisted the city by giving tips on how winter cycling can be made easier.

As a result of the city's hard work, Uppsala was recognised as Sweden's best city for cycling by the nation-wide association Cykelfrämjandet in 2018, 2019 and 2020.

Expanding Uppsala sustainably

Uppsala is one of the government's priority areas in its investment in new, sustainable cities and neighbourhoods. The Uppsala Package of new homes and workplaces in the south-eastern districts will function as a model for sustainable building, and will be a test bed for new circular system solutions.

Uppsala has succeeded in sourcing extensively, being assisted by all possible types of experts, and observing from different perspectives. Uppsala is moving away from a linear way of thinking, building and consumption, towards a system of closed circuits. Uppsala is at the forefront of innovation for sustainable urban development in Sweden.

*Stefan Anderberg, Professor of
Industrial Ecology at the University of Linköping!*

The building industry accounts for around twenty per cent of greenhouse gas emissions in Sweden. The impact is chiefly in the extraction and production of building and construction materials. Uppsala has therefore started to stimulate a growth in timber building, to reduce the climate impact from concrete.

Transportation to building sites and the transport of working machinery also has a significant climate impact. The city has therefore set up a building logistics centre, where all deliveries of building material are reloaded onto fully loaded transport vehicles for further transportation to the correct building site. The building logistics centre helps to reduce the volume of building transport, which in turn helps to improve air quality in the city, and reduce traffic congestion, greenhouse gas emissions and traffic noise. The goods are also protected from theft, climate damage and destruction on site. The building logistics centre has been in operation since 2019. The volume of transport to building sites is believed to have decreased by over 80 per cent, which also applies to greenhouse gas emissions.



12.5 Reduce the volume of waste substantially

Around 99 per cent of the plastic used globally is currently produced from fossil raw materials. In Sweden plastic packaging is fed into a collection system for recycling, which is paid for by the producer. In spite of this, only 16 per cent of the collected plastic packaging is used to make a new product. One reason for this is that there are specific requirements for the material that is recycled for new products. Therefore, most of the plastic waste is currently used for energy recovery through incineration, and thus generates substantial climate emissions.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- To increase recycling and safe reuse (2017)

Reduced environmental and climate impact from plastic

There is a cogeneration plant in Uppsala that produces district heating by burning waste. Carbon dioxide emissions levels from plastic in waste incineration in Uppsala are almost as high as emissions from car traffic.

The city's Environment and Climate Programme contains a specific goal, that city-funded activity should only use plastic that comes from recycled or renewable raw materials. The Uppsala Climate Protocol initiated action as early as 2015 relating to plastic and the climate impact of plastic, and a special focus group has been set up under the protocol, which is called "The War on Plastic". The city has invested in the reduction the climate impact from plastic through, among other things, more stringent procurement criteria. To secure a better outcome, the city has been cooperating with the University of Uppsala, other local actors, national authorities, national interest groups and trade associations, and other cities.

The cooperation has resulted in a guidance and a library of criteria for procurement, educational material for the operations, and a common commitment to the cause. One of the actions that have had the greatest effect is the replacement of plastic bags with paper bags as packaging for the collection of food waste. This replacement of materials means that the plastic that goes to incineration is reduced by 245 tonnes, which is roughly equal to 1,200 tonnes of carbon dioxide equivalents a year.

The market has not yet been found to be ready to offer the recycled or renewable plastic that meets the requirements of the city and its partners. This has resulted in a slower change than expected.



7.2 Increase the proportion of renewable energy in the world

One goal of the United Nations is to significantly increase the proportion of renewable energy and double the global rate of energy efficiency improvement by 2030. An essential part of the climate work is the conversion to a new energy system. The City of Uppsala has therefore devised an energy programme to develop an environmentally, socially and economically sustainable energy system.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- To increase the proportion of renewable energy and double the global rate of energy efficiency improvement. (2017)
- To increase the proportion of renewable energy and accelerate the pace of the work on energy efficiency and saving (2018)

Sustainable energy in properties

Energy consumption in properties is one of the areas that are highly significant for emissions. Energy efficiency and the conversion to green district heating have an important part to play in the reduction of climate emissions. Here are some examples of actions to increase sustainability in energy consumption.

Local electric power market. Uppsala has had a shortage of capacity in its electricity network for some years now. Before the core network can be expanded, Uppsala is looking at other possibilities.

One solution is the EU project CoordiNet, where the city works with Vattenfall eldistribution, and others, on a sort of local power market. The power market enables

Uppsala's energy system to be used more efficiently, and peak load times are reduced. This also creates an opportunity for Uppsala to grow and use more renewable energy.

Energy communities for local solutions. The EU project Coben (Community Benefits of Civic Energy) enables joint methods and business models to be developed for energy communities. This could be a matter of a housing cooperative installing solar cells on the roof, a commune getting together to replace the oil boiler for a tile heater in the village school, or becoming a shareholder of a wind turbine. Communities reduce dependency on fossil fuels and increase the level of self-sufficiency on energy. The city assigns the right support and resources to engaged individuals and potential energy communities, to enable more energy communities to be set up.

Test bed for smart electricity networks. The city collaborates locally on a test bed for smart electricity networks, the Live-in Smartgrid. This enables researchers and enterprises to test innovations, and arrive at a finished product or service more quickly. Several initiatives are in progress, including electric power surveys in school kitchens to reduce fast peak load times, for example.

Biogas

When the biogas plant was built in the 1990s, it was the only one of its kind, and it is still one of the world's leading facilities for the production of biogas from organic waste. Since the end of the 1990s, Uppsala has had its own production of biogas from organic waste from households, restaurants and industries. Production has grown significantly, from around 100,000 normal cubic metres per annum to almost 7,000,000 today. This is the equivalent of over 42 GWh of energy, or four million litres of diesel.

The use of biogas has an approximately 90 per cent lower climate impact, compared with fossil alternatives. Over 100 buses within Uppsala's public transport system and an increasing number of the city's refuse trucks run on biogas. Biogas is also offered to private motorists at public filling stations.

The biogas plant receives and processes around 30,000 tonnes of food waste, 85 per cent of which comes from the city's households and restaurants. The end product of biogas production is a residual product in the form of bio-fertiliser. This is an organic fertiliser that is used on farmland around Uppsala. In 2020, over 61,000 tonnes of bio-fertiliser from the plant was spread on nearby farmland, which is 100 per cent of the production.

From fossil fuel to carbon dioxide capture

The co-generation plant that produces district heating in Uppsala plays an important part in its ability to reduce carbon dioxide emissions and meet the goal to become climate-positive. So far, the plant has phased out peat as a fuel, converted to bio-oil, and taken action to reduce the negative climate impact from plastic. Plans for the future are to capture and store carbon dioxide from the facility in Uppsala before the end of the decade.

The capture of carbon dioxide at the co-generation plant in Uppsala could include refuse, plastic and wooden products that are incinerated.

The City of Uppsala has been cooperating with Vattenfall, which runs the plant, and the University of Uppsala, to capture carbon dioxide. In order to achieve negative emissions in Uppsala's local climate impact, around 200,000 tonnes of carbon dioxide per annum need to be separated and permanently stored, and traffic needs to have low emission levels.

Carbon dioxide capture is one of the more cost-effective ways of reducing the carbon dioxide burden. Carbon dioxide can be extracted from exhaust gases and compressed into

liquid form, and then transported to Norway, which has experience in the long-term storage of liquid carbon dioxide in cavities in the bedrock 800 metres below the sea bed.

In operations from 2030, Vattenfall's electricity and district heating system in the city will be climate-positive.

From 2040, Uppsala as a community will be compensated for the climate impact from local agriculture and for other non-energy-related climate impact. When other climate impact outside Uppsala is also counted, Uppsala can become climate-positive by 2050 if the carbon dioxide storage increases to over 300,000 tonnes.



15.9 Integrate ecosystems and biological diversity in national and local administration

The extinction of plants and animals is a growing threat throughout the world. The strain on ecosystems intensifies as Uppsala grows. Addressing the challenges requires a long-term sustainable use of the city's natural environments, and real efforts to protect and restore ecosystems and biological diversity.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- To develop a model for compensatory and reinforcement measures for ecosystem services and biological diversity in the growing city. (2018)
- To counteract the losses of biological diversity by monitoring species protection measures in physical planning and the granting of permits. (2021)

Biological diversity

As Uppsala grows, plants and animals are affected by human activity. The city is therefore investing in the preservation of ecosystems, and in developing living environments, to strengthen biological diversity. A specific example is how wild bees that require sandy habitats were moved a hundred metres from a site where homes and offices were being built, to a new bee reserve containing plants with long flowering times. As a result of the move, the endangered blister beetle, which lives on wild bees like a parasite, is also protected.

Uppsala's nature reserves and other areas within the city with a high level of diversity were developed through continuous maintenance and major targeted care projects. This involved, for example, favouring certain types of tree and closely-related species, making it easier for fish to migrate, combating invasive species that harm the ecosystem, and establishing wetlands.

The city also supports the biological diversity in housing developments and on roofs. Before purchasing agreements are concluded, building contractors are given points for the installation butterfly beds, native species of trees and bushes that favour pollinators, homes for animals, biotope roofs and facade greenery. Social sustainability, biological diversity and climate adaptability are also given weighting.

The hospital garden in Ulleråker

Ulleråker is a district of Uppsala where there used to be a hospital for psychiatric care. A new area of the city has since expanded as far as the old institution buildings. The district is about to undergo further housing construction, and is developing a park area adjacent to the old hospital garden. The garden used to have extensive vegetable gardens and orchards, but since the hospital was decommissioned in the 1980s, the green areas have fallen into disuse.



Five hectares of land are being converted to flower patches and grassland that is beneficial for pollinators. Habitats for bees and insects are also being created on sand slopes, in fauna depots and in insect hotels. 75 species-adapted nesting boxes for birds and bats have been set up, and signs inform visitors about the nature and the actions. When complete, the park will have a boules court, a playground, 200 arable plots, and numerous fruit trees. There are also plans to create a stormwater park to promote biological diversity even further. The area will cover the equivalent of some thirty football pitches.



Lessons learned and future areas of focus: social transformation through local collaboration

Uppsala needs to further reduce emissions of carbon dioxide and other greenhouse gases considerably. In order for zero emission to be achieved by 2030, the shared emissions need to fall by 14 per cent every year. To meet the climate goals and preserve the ecosystems, while ensuring quality of life for all of the city's residents at the same time, a major transformation of society is needed. Instead of reducing what is already being done, new systems should be created.

To successfully reduce local emissions, the major players need to get involved in the transformation work. The Uppsala Climate Protocol is one such local forum for cooperation, which has also had results in the right direction. The Climate Protocol provides an arena for cooperation, inspiration and learning. Efforts are now being further strengthened by a new climate road map. The road map includes sustainable solutions within, among other things, technology, energy, transport, business development, circulatory systems, carbon storage, the circular economy, agriculture and forestry, sustainable lifestyles, consumption and engagement.

“To meet the climate goals and preserve the ecosystems, while ensuring quality of life for all of the city's residents at the same time, a major transformation of society is needed.”

Examples of statistics relating to sustainable development within the City Objective

Greenhouse gas emissions per inhabitant, volume of carbon dioxide equivalents per inhabitant, in tonnes

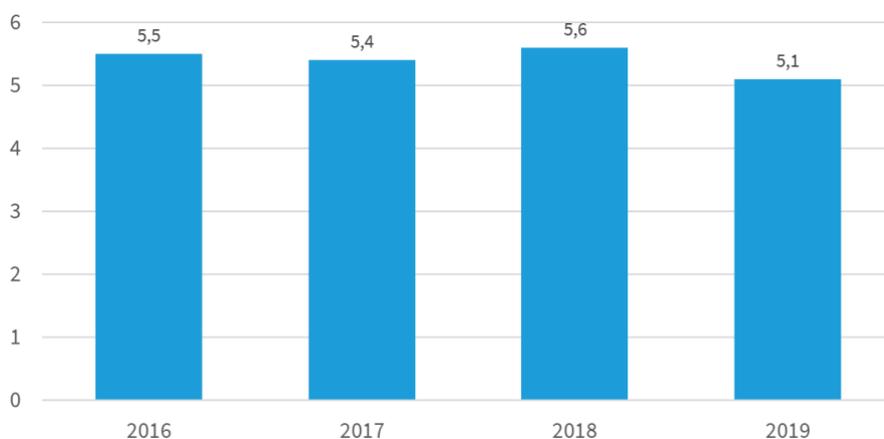


Figure 14. Greenhouse gas emissions per inhabitant, volume of carbon dioxide equivalents per inhabitant, in tonnes, by city. There is no national comparison, and the information available is misleading. The city has been active in trying to establish a relevant city comparison nationally. The general trend is that emissions are decreasing in relation to the number of inhabitants. Source: The City of Uppsala.

Volume of used renewable energy in passenger cars and light goods vehicles

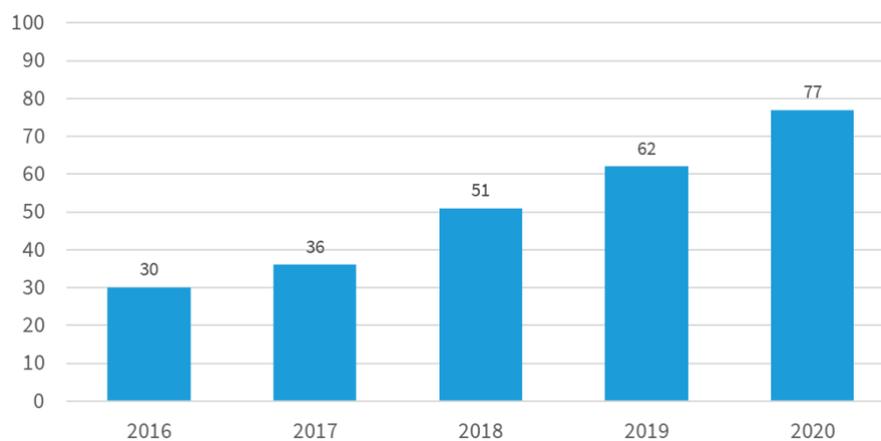


Figure 15. Volume of used renewable energy in passenger cars and light goods vehicles. Refers to the precise proportion - for example, ethanol contains 15 per cent fossil fuel. Refers to the whole city group apart from the companies Uppsalahem and Uppsala vatten och avfall. Usage has increased substantially over the last five years. Source: The City of Uppsala.

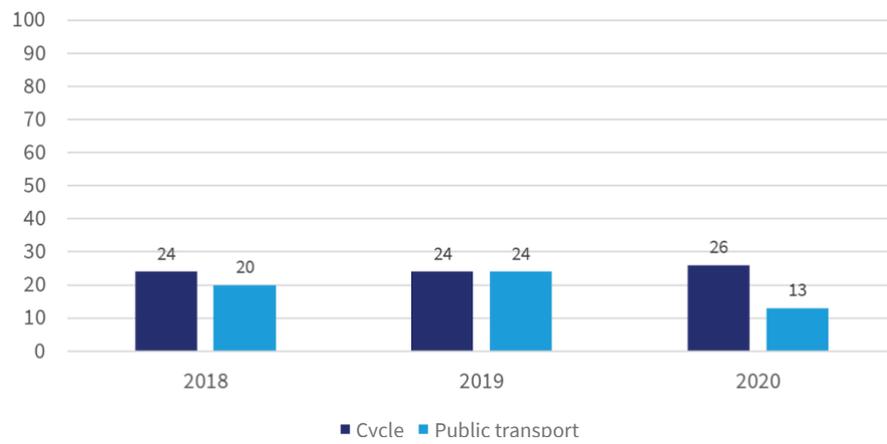
Cycling and public transport as a proportion of travel starting and ending in the City of Uppsala

Figure 16. Proportion of travel by cycle or public transport starting and ending in The City of Uppsala. It is possible to see a reduction in the use of public transport, but a slight increase in cycling in 2020, the year of the pandemic. Source: The Public Transport Barometer, Region Uppsala.

City Objective 4

Uppsala shall have equality and inclusivity, and good prerequisites for public health and quality of life



The global goal for reduced inequality contains four targets to improve equality in society by 2030. An equal society is built on the principle that everyone has equal rights and opportunities, and everyone benefits from and takes part in the development. It involves, for instance, enabling all people to be included in social, economic and political life, whatever their age, sex, disability, race, ethnicity, origin, religion or economic or other status, and taking action to achieve this.

Although many countries have enjoyed positive economic development, the gaps between and among countries have widened. In addition to the consequences for public health and quality of life, inequality risks contributing to polarisation of views and a weakening of trust, cohesion and participation - all important parameters of a healthy and well-functioning democratic society.

What can Uppsala do?

By taking early and coordinated action within the educational system, social services and cultural and leisure activity, the City of Uppsala can strengthen preconditions for its residents to enjoy good health and quality of life. This also contributes to integration and inclusion in society. Early and coordinated action promotes the feeling of safety and cohesion, and can help to combat social unrest and prevent the risk of violence as well as violence, such as abuse and crime. It also enables the city to promote the rights of national minorities and other disadvantaged groups, and their access to and participation in a working and social life. Over and above those areas deal with in this chapter, several of the city's actions, which are described under the city's other City Objectives, contribute to an equal and inclusive Uppsala.

In focus: inequality and polarisation

Uppsala is an economically viable city. The average level of education is high, the unemployment rate is low, and Uppsala residents generally enjoy good health. At the same time, however, Uppsala is characterised by differences in health, education, employment and income. There are inequalities in living conditions, between both individuals and neighbourhoods. There are groups and neighbourhoods with relative high levels of poor health, a high rate of unemployment, and a large number of residents who rely on financial assistance from the city. The greater proportion of the people who live in these areas are elderly or were born abroad. By contrast, there are neighbourhoods in the city with a relatively low level of poor health, and strong connections to the labour market after upper secondary school studies. In the socio-economically more affluent neighbourhoods, residents generally feel more secure than in more disadvantaged areas.



10.3 Ensure equal rights for all, and eradicate discrimination

In Uppsala, residents should have their rights protected, whatever their individual requirements. The city's operations must function well and equally for everyone, regardless of sex, age, ethnic origin, religion, belief, sexual orientation, gender identity or disability. Discrimination must not be practised, and all people's equal worth is a key part of Uppsala's work. Respecting the rights of residents is a measure of how the city is functioning, which boosts confidence, creates trust and strengthens democracy.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- On the basis of the ECCAR action plan, to strengthen the city's commitment to combat racism and discrimination (2017)
- To conduct analyses of equality in budgeting within at least one new area of development every year, and implement actions based on the analyses in order to reduce inequality (2017)
- To carry out a skills upgrade in the field of children's rights in the city (2018)

Human rights

The City of Uppsala works extensively on human rights, and at many different levels. In 2020 the City Executive Board adopted a new action plan for human rights. The action plan was drawn up in dialogue with associations and national minorities. The city has conducted a number of open events, seminars and panel discussions in order to highlight culture, democracy, inclusion and equal treatment within the framework of the International Year of Human Rights.

“The city's operations must function well and equally for everyone, regardless of sex, age, ethnic origin, religion, belief, sexual orientation, gender identity or disability.”

The Gränby School's human rights cube

One example of a method of working that promotes human rights is the Gränby School's work during 2020 on a Human Rights Cube. It is a physical cube that the school was working on during the 2019-2020 academic year, and which depicts the right to a nationality.



The work was integrated in the teaching, and students configure the Cube with all of the work the school does, to illustrate the right to a nationality. There are around 40 different nationalities at the Gränby School. The Cube is a programme that is being implemented in partnership with the Raoul Wallenberg Academy.

In recent years, the city's operations have gradually built up their knowledge on human rights. Among other things, more than 1,600 employees have participated in basic training on norms and LGBT. In addition, almost 80 workplaces have undergone advanced training on the consequences of norms for the health and living conditions of LGBT persons, and initiated change work for an open and inclusive working environment and activity. The city has also instructed its operations on rights-based working methods, national minorities and equality, and has provided a skills upgrade in children's rights in cooperation with the Barnombudet in Uppsala County.

National minorities with the example of the Roma

In 2020 the city carried out a review of its website uppsala.se to see how communication with national minorities could be improved, i.e. communication with Jews, the Roma, the Sami, Swedish Finns and Tornedalians. A reference group of approximately ten persons from all national minorities participated, and helped to make it easier to find information intended for the national minorities and, by extension, for all Uppsala residents. The uppsala.se website contains informational films advising the Roma of their rights, and city

employees of the city's obligations under minority legislation. The films have been translated into and recorded in several variants of Romani Chib.

As part of the national strategy for Roma inclusion, the Department of Culture appointed the City of Uppsala a city for the development of Roma inclusion in 2016-2020. The work on the development of Roma inclusion is now included in the action plan for human rights, which also contains the city's goals and guidelines for the minority policy work.

Annual monitoring of the work on equality

The City of Uppsala annually monitors the progress of equality in the city, as both a place and an organisation. The monitoring informs the city's inhabitants, managers and employees of the situation with equality, what the city group is doing, and what it still needs to do to reinforce equality in Uppsala. The annual statement therefore a tool for developing the city group's activity.

The 2020 equality statement shows that differences between women and men still remain in the areas of, for example, health, level of education and level of income. The differences between the sexes are relatively constant, when viewed over a ten-year period. Within health, particularly among young people, education and men's violence against women, there have been no developments, or the situation has possibly worsened. The overall assessment is that Uppsala has identified, worked on and met several current challenges of equality in a reasonable manner, especially given the conditions and limitations accompanying the coronavirus pandemic. The city is able to expand its role as a developer of society, and in this way push ahead with the slow process of developing towards an equal Uppsala.



10.2 Promote social, economic and political inclusion

As in all larger cities, there are socio-economic variances in Uppsala between groups and geographical areas. The skills made available to the city via newly-arrived immigrants need to be utilised, and access to the job market needs to work well.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- To develop strategic planning for improved equality and reduced segregation after mapping out living conditions and health. (2018)
- To draw up an action plan to help immigrants settle more quickly, and to improve equality in integration (2019)

From financial assistance to participation in working life

Persons with a low level of education, those born abroad, the young, and persons with reduced capacity to work due to disability generally have limited access to the job market. When the unemployment rate rises, these people are hit hard. The city is making efforts in the field of training and employment, to improve their employability. Foreign-born women generally have a weaker connection to the labour market, lower rates of participation in

integration-policy actions, and also worse results from these actions, than foreign-born men. The number of children and young people born outside Sweden and living in low-income households has risen in recent years. No similar increase for those born in Sweden, or foreign-born persons over the age of 19, can be seen.

Uppsala has produced a 26-point plan to get more Uppsala residents into work in 2019-2022. The plan is an initiative to halt the development of a growing number of inhabitants needing financial assistance, and aims to get more unemployed people in employment. Foreign-born women are a priority target group in the work. The results of the plan so far are, among other things: a society with a stronger orientation towards the labour market, more external financing of actions, and a labour market and educational system with a greater focus on support to shorten the path to work and study.

Focus on the Family

The Focus on the Family project is intended for families with a long-term need for maintenance support, with the aim of enabling them to provide for themselves. Since 2018, a multi-skilled team has been working with families who have been claiming maintenance support for a long period of time.



Of the 173 persons who participated in the project, 20 per cent were self-sufficient in 2020. Over 60 per cent had started employment training or practice, and hence made a stepped move towards the job market and future self-sufficiency. Mental health also improved, and many felt that their finances had improved as they had more control over them. The project has now been incorporated in ordinary labour market activity.

In 2020 the trend of an increasing number of people claiming financial assistance was broken. There was a fall in the number of households receiving financial assistance compared with the previous year. This is due to the investment in supplementary services, and more people proceeding to work or study after completing city labour-market initiatives in 2019. The effects of the coronavirus pandemic may mean, however, that fewer people will be able to provide for themselves in 2021.

Area-based work

In order to make use of skills in different professions, the city coordinates its work on initiatives for geographical areas. Collaboration between social services, schools, the police and free-time activities (SSPF) is an example of how social unrest can be permanently prevented. The aim is to identify early and support young people who find themselves in a risk zone for exclusion, drugs, crime and radicalisation. Since 2019, SSPF covers all secondary schools within the City of Uppsala, and some primary schools. The SSPF groups enable a shared picture of the present situation to be formed, and groups of young persons or individuals to be advised on different situations anonymously.

The city also uses initiatives to concentrate forces in a geographical area within a limited space of time. Comprehensive action has been taken recently within the more disadvantaged districts of Gottsunda/Valsätra and Gränby/Kvarngärdet. The city's work in Gottsunda/Valsätra in 2018-2020 has focused on the following areas: Sustainable living environments and wellbeing, Security, Conditions for raising children and young people, Work, and Participation.

The monitoring of the work has revealed movements within all five areas. Preventative work has been intensified with, among other things, investments in social work at schools, more leisure activities during school time, and the establishment of a training and job centre in Gottsunda. Investments in parks have produced pleasant places to meet. The area-based work has also meant that more young people have had summer jobs, and the opportunity of working during other holiday periods. Dialogue with citizens has been conducted in the early stages of the centre transformation and at the new Gottsunda school, and also in drawing up a citizen's promise together with the police and the association of property owners in the area.

The work on the Gottsunda/Valsätra action plan has also strengthened the city's preconditions for synergies between long-term urban development and area development, and has produced a shared capacity for continued work.

“Collaboration between social services, schools, the police and free-time activities (SSPF) is an example of how social unrest can be permanently prevented. The aim is to identify early and support young people who find themselves in a risk zone for exclusion, drugs, crime and radicalisation.”

Inclusive arenas

The library in Uppsala has initiatives that promote language learning for newly-arrived migrants and asylum seekers. There is an outreach programme, for example, with library bikes to promote reading, language cafés and the “Borrow an Uppsala Resident” scheme, where newly-arrived persons can meet native Swedes or those who have lived here for some time.

The City of Uppsala cooperates extensively with organisations and adult education associations to promote the integration of those who have recently arrived. Together with Uppsala Stadsmission, the city runs Mötesplats Uppsala (“Uppsala Meeting Place”) and the Boendematchning (“Accommodation Matching”) project. Mötesplats Uppsala supports unaccompanied young immigrants to deal with their schooling and plan for their future. The Boendematchning project helps young people with a temporary residence permit for studies to find accommodation that is safe and long-term. Various options for accommodation are sought, and the target group is supplied with information on the housing market through the “boskola” scheme.

The social compass

In order to plan for the future, and as a support for politicians seeking to develop proposals to reduce socio-economic differences and increase social sustainability, the City of Uppsala uses the social compass. The social compass provides a detailed picture of socio-economic and demographic similarities and differences between the various areas of the city.

The compass shows that the differences between Uppsala's city districts are more complex and multi-faceted than many believe. At the same time, it confirms a lot of the similarities and differences we were already aware of, and gives a well-founded picture of the city's socio-economic conditions. Six types of area - socio-economic landscapes - have been identified, which resemble each other in terms of socio-economic and demographic preconditions. Different colours are used to code the various landscapes in the compass. Two of them are rural landscapes and four are urban landscapes.

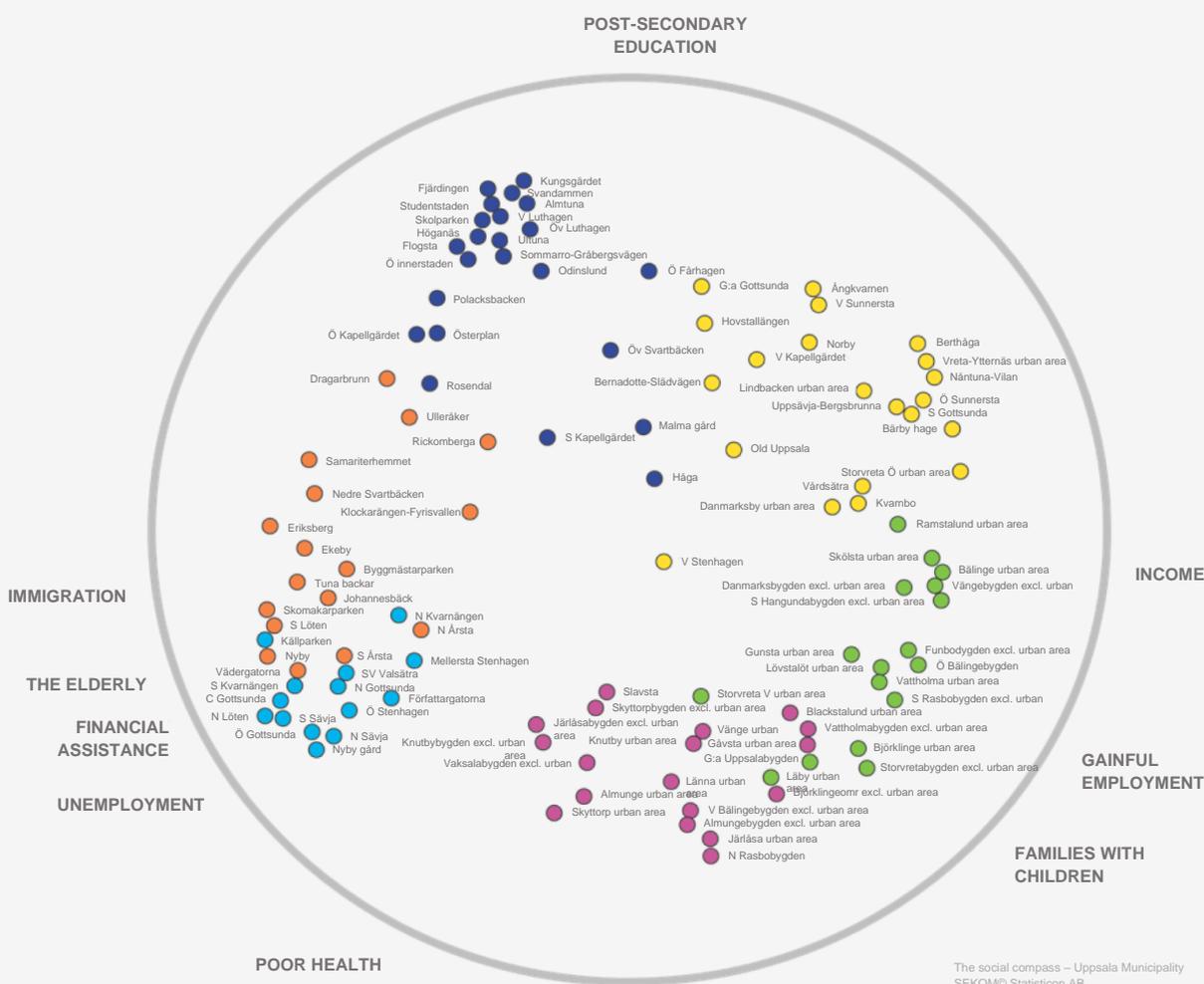


Figure X. The social compass in Uppsala 2018.

The compass is used as an aid in, among other things, physical planning, newbuilds, the equipping of playing areas for children, and as a basis for processing grants for children's and young people's leisure facilities. The social compass was first produced in 2016, using statistics for 2014, and has since been updated twice.



3.4 Reduce the number of deaths as a consequence of non-contagious diseases, and promote mental health

Most children and young people in Uppsala grow up in favourable social conditions, and enjoy good health. But an increasing number of them show signs of ill health. These are teenage girls, in particular. Mental health is unevenly distributed among groups, and there are differences linked to income, as well as the area or place of residence. Young people's perceived mental health also varies, and depends on their gender identity and sexual orientation, disabilities and country of birth. Children and young people in families with poor financial and social conditions are particularly vulnerable.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- To develop preventative work for mental health (2017)
- To draw up an action plan for the purpose of improving young people's mental health, and strengthen coordination between the City of Uppsala, Region Uppsala and the Upplandsstiftelsen (2019)
- To continue the development of early supporting and preventative actions for children and young people, for example, by expanding the work of the Uppsala's youth shelter for young children (2020)

To promote and foster good health for all children and young people

Uppsala carries out preventative work, and actions to foster children's and young people's mental health in several areas, including the health-promoting and preventative work of schools, school attendance, economic vulnerability, participation and influence, parenting, and suicide prevention. Given that mental health has deteriorated in recent years, in some groups in particular, the work to promote mental health is now coordinated across the city. An analysis report for children's and young people's mental health is the process of being written 2020/21. The report will give the city a basis for prioritising and planning the work on children's and young people's mental health in the city's operations.

At the Youth Centre, children, young persons and parents can get advice and support. This could be on young people's drugs and alcohol problems, problems at school, problems with friends or family, or other matters that affect their wellbeing. The city also needs to ensure that more adults are present around young persons. The Uppsala youth shelter cooperates with schools, youth clubs and the police, to make Uppsala safer for children and young people. The youth shelter is located in a green area of Uppsala, and coordinates, among other things, social events, along with nightwalker associations and volunteers at major events or holidays, such as Walpurgis Night. As a result of cooperation with local night-walker groups, Uppsala was recognised in 2018 as the nightwalker city of the year by the nattvandring.nu foundation.

There is separate form of support for professionals who help families where one of the parents has a mental disability or other cognitive difficulties. The support is granted together with Region Uppsala within the framework of the SUF Knowledge Centre, which promotes cooperation, development and parenting. The aim is for children to have

favourable conditions for growing up, and the activity is based on the United Nations Conventions on the Rights of the Child and on the Rights of Persons with Disabilities.

The city's actions within leisure and culture, and its work to reduce the need for long-term financial assistance are some of a number of measures taken in other areas that help to promote children's and young people's mental health.

The work on suicide prevention is being developed

Suicide is less common in the Uppsala region than elsewhere in Sweden, but its occurrence varies between different social groups. Not least between men and women. Suicide is approximately twice as common among men as among women, but the difference is smaller in Uppsala than in practically all other parts of Sweden.

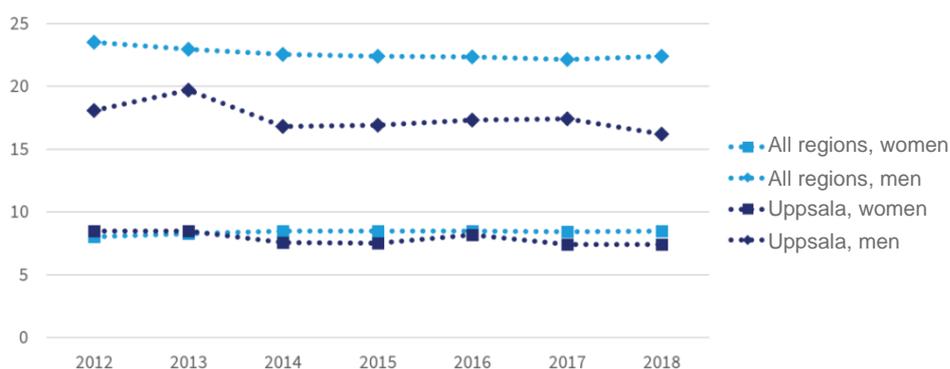


Figure 17. Number of suicides per 100,000 inhabitants aged 15 and older, five year average. Region Uppsala compared with an unweighted average for all Swedish regions. Source: kolada.se.

The city currently has suicide prevention counsellors to support the administrations working with suicide risk groups. The city has also conducted communication campaigns, where channels of communication for those seeking support and assistance have been disseminated.

The city is cooperating with the county council in a county-wide network on suicide prevention work. An area of priority is action for socio-economically disadvantaged persons. Guidance for suicide prevention work has been produced, a survey of the operations' current suicide prevention work has been initiated, and further training will be offered to specialist workers. In 2020-2021 the city is carrying out incident analyses of suicides, as a pilot project.



3.5 Prevent and treat drug abuse

An increase in mental health problems and access to drugs put people at risk of isolation, abuse and crime. The number of reported narcotics offences has risen in Sweden and in Uppsala since 2016. In Sweden, men are over six times more likely to be suspected of drug offences than women. The youngest age for trying drugs, alcohol or tobacco has risen during the 2000s, but it is a trend that has ceased since 2017. Alcohol consumption has also fallen, and is currently at historically low levels.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- To develop the work on early and coordinated efforts to prevent the harmful use and misuse of alcohol and drugs, between social services, health and medical care services and schools, for children, young people and young adults (2019)
- Strengthen the work to prevent young people's use of alcohol, gambling and drugs, and develop cooperation with Region Uppsala and the police authority concerning children and young people with abuse problems (2019)

Regional cooperation for good quality in abuse and dependency interventions

Schools and social services have noted an increase in drug problems among young people in Uppsala's schools. Among those attending upper secondary school in year 2, approximately 20 per cent of the boys and 15 per cent of the girls state that they have tried drugs at some point.

For early identification and action, more activities are now cooperating by exchanging information and helping individuals in need of support. A package of measures to combat drugs at school was implemented in 2020. It is intended for professionals working with children and young people, and includes an online portal with information on drugs and notifications of concern, videos and an updated action plan.

In order to improve the quality of abuse and dependency care, Uppsala is cooperating with Region Uppsala, among others, at an overall level and at the activity level. At an individual level, cooperation is based on a coordinated plan for those in need of support.

An example of cooperation with the county council is Team Maria, whose work is get young persons aged 13 to 20 off drugs through early interventions. The work includes investigating, assessing and diagnosing young people with mental health problems, and who also abuse alcohol and narcotics. There is the opportunity to offer abstinence-based treatment to end serious abuse.

The city's youth centre supports young people and their parents with various types of abuse problems. Among other things, the youth centre provides family support for young persons with gambling addictions. As part of the work to improve care services, the city uses the experiences of a user team, and users are involved in an improvement team working with families with problems of abuse.



16.1 Reduce violence in the world

Violence in all its forms is one of the greatest threats to development at an individual as well as a social level. Although Uppsala has a lower number of reported violent offences than comparable cities, the actions to reduce and prevent violence, especially against women and girls, is prioritised. Violence not only causes human suffering, it also destroys the trust and cohesion between people that forms the basis of a society's economic, environmental and social development. Violence can have a negative impact on security, which is described in the chapter that states that Uppsala shall be a safe and attractive place to live, work and spend time in.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- To strengthen the city-wide operational work to counteract violence in close relationships, and honour-related violence and oppression (2018)

Identify and support persons exposed to violence

Nexus is a city support organisation for residents who are exposed to threats or violence from their partner, or ex-partner, or from their relatives. They provide various types of sheltered accommodation for women and children exposed to violence.

In order to rapidly identify persons exposed to violence in close relationships, Uppsala conducted an awareness campaign in 2019, with the aim of creating a violence counsellor. Some 90 employees from several social organisations were trained as violence counsellors in a comprehensive training programme for researchers and educators in the area.

Together with the Tjejers rätt i samhället (“Girls’ Rights in Society”) association, the city has produced targeted training packages for a broad range of organisations in the city that provide instruction on, among other things, how to identify, deal with and support persons exposed to violence.

Violence in close relationships, including honour-related violence and oppression and various forms of violence against children, increases in cases of isolation. During the pandemic, the city has highlighted in particular the increased risk of violence at home, and to show what support is available.

“Violence in close relationships, including honour-related violence and oppression and various forms of violence against children, increases in cases of isolation. During the pandemic, the city has highlighted in particular the increased risk of violence at home, and to show what support is available.”

Intensified work and collaboration to combat honour-related violence and oppression

Uppsala has intensified its work to combat honour-related violence and oppression in recent years. The work is currently based on a survey which the *Tjejers rätt i samhället* association has conducted on behalf of the City of Uppsala and the Uppsala County Administrative Board. The city collaborates extensively with the association in a public partnership. The initiative includes meeting places and help with lessons, sports activities, open support activity, expanded shelter activity and training of work groups in the city. The aim is for more individuals, adults as well as children, are identified and given the opportunity to live a life free from violence, oppression and control.

Team working to combat honour-related violence

A dedicated team has been in place since 2020 to strengthen the city's work to combat honour-related violence. The team functions as a strategic network for long-term competence within the area. It will help to ensure that everyone in the city's organisation who works with children and young people have the right knowledge and methodology to identify and prevent honour-related violence and oppression. The team has a shared platform in Uppsala for honour-related issues, and consists of key persons from administrations, organisations and authorities in Uppsala.



Lessons learned and future areas of focus: equal public health and integration of social sustainability

With sustainability integration as a strategy for the implementation of Agenda 2030, Uppsala has integrated a good and equal standard of health in regular governance and management structures, and in policy areas such as education, employment, working conditions, democracy, housing and social planning and social care. With intensified collaboration with other social actors, the city has good opportunities to create conditions in society for achieving a good and equal standard of health among the population. Knowledge of the different needs and requirements of residents makes it possible for organisations to treat residents in a way that suits them.

The short and long-term consequences of the coronavirus pandemic, such as unemployment, economic unrest, isolation, high work load, grief and exposure to violence and oppression, risk reinforcing the inequality in living conditions and health that already exists in Uppsala. The consequences hit groups already exposed the hardest. Children in exposed groups also face an increased risk of poor mental health. In addition to preventative measures for the early identification of mental health problems and the provision of extra support for exposed groups, the city's work needs to be robust, broad and concentrated, in order to address inequality in living conditions, in particular those of groups already exposed.

“The short and long-term consequences of the coronavirus pandemic, such as unemployment, economic unrest, isolation, high work load, grief and exposure to violence and oppression, risk reinforcing the inequality in living conditions and health that already exists in Uppsala.”

Examples of statistics relating to sustainable development within the City Objective

Figures for ill health

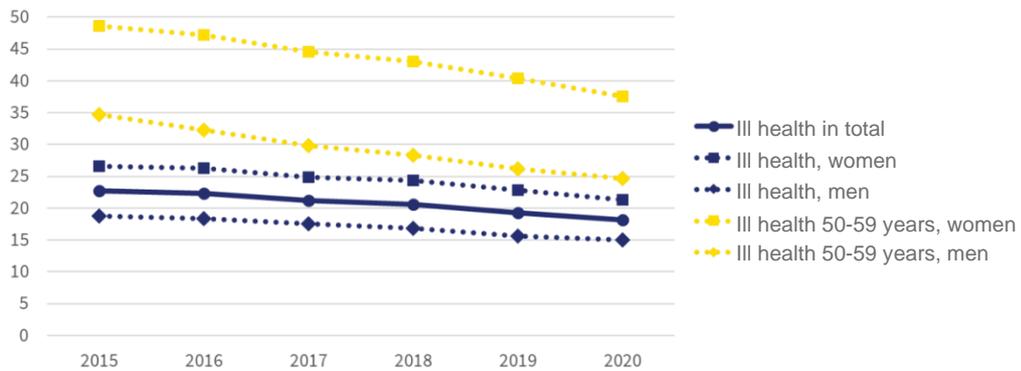


Figure 18. Figures for ill health, broken down by gender and number of days per year. These figures are a measure of unpaid days with illness-related compensatory payments divided by the population in ages 16-64. The diagram shows that the sickness rate is higher among the elderly than the young, and is higher among women than men, but it also illustrates that the gender difference increases with age. Source: kolada.se.

Young people who have never tried smoking, alcohol or drugs

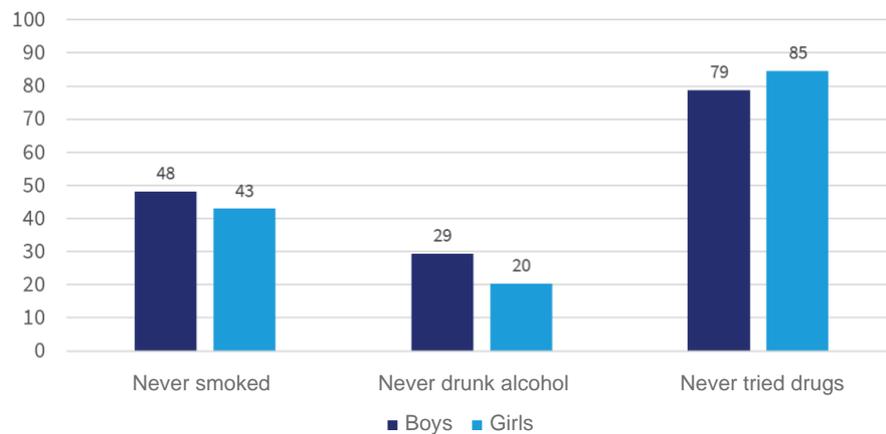


Figure 19. Number of young persons in year 2 of upper secondary school (approx. 17 years old) stating that they have never tried smoking, alcohol or drugs, 2019. Longer time periods are lacking. It is more usual for boys to have never smoked or tried alcohol than girls, but more usual for girls to have never tried drugs than boys. Source: Young People's Life and Health, Region Uppsala.

Young people who feel they can trust most people

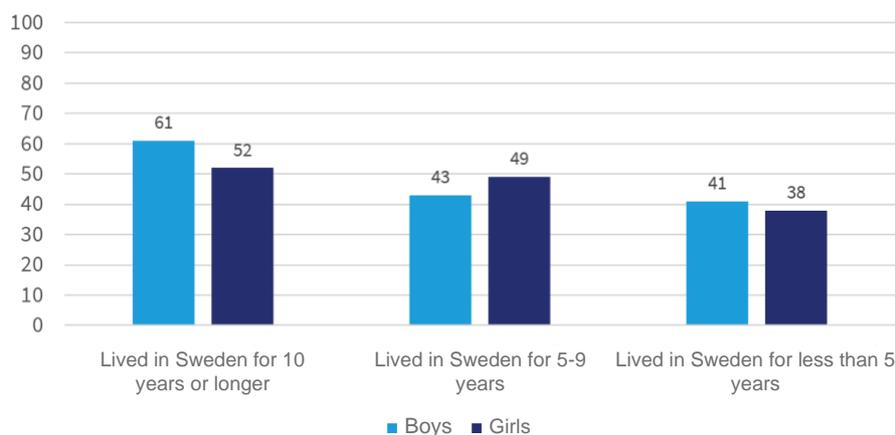


Figure 20. Number of young people in year 7 and 9 of primary school and year 2 of upper secondary school stating that they feel they can trust most people, broken down by gender and how long they have lived in Sweden. Longer time periods are lacking. Trust in others is clearly higher among young people who have lived in Sweden for a long period of time than among those who have lived in Sweden for a short period. Source: Young People's Life and Health, Region Uppsala.

Residents in low-income households, taking the size and composition of the household into account

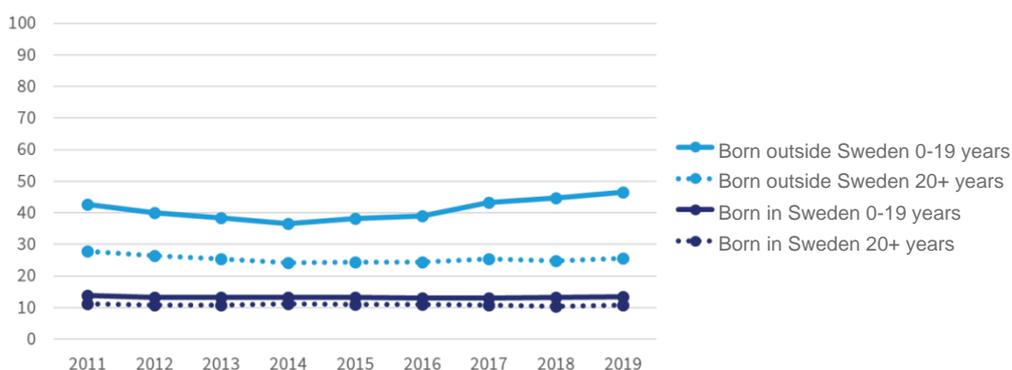
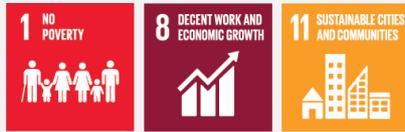


Figure 21. Number of residents who live in households with a disposable income lower than 60 per cent of the median income for all households. The household composition is taken into account by dividing the total income of the household by so-called consumption units, which take the number of adults and children in the household into account. Approximately 10 per cent of residents who were born in Sweden live in households with a low income. There is a somewhat higher number of children living in low-income households, and the difference over time is small. Residents born abroad are significantly more likely to live in low-income households, and the difference between children and adults is considerably greater. Since 2014, it has become more common for foreign-born children to live in low-income households. The increase coincides to a large extent with the major influx of refugees in 2015-2016. Source: Statistics Sweden.

City Objective 5

Uppsala's residents shall have a place to live and a place to work



Agenda 2030 suggests that there are more dimensions to poverty than economics. All countries need to be included regardless of their economic status, as there are also poor people in rich and average-income countries. The global goal for decent working conditions and economic growth highlights the importance of working towards a growth that is inclusive and sustainable in the long term, and towards full and productive employment with decent working conditions for all. Agenda 2030 also highlights the importance of adequate, safe and affordable housing.

What can Uppsala do?

The city has the ultimate responsibility for building development and physical social planning. The city is also responsible for creating good conditions for the provision of housing and for safeguarding public interests. As a landowner, the city has the ability to influence development.

The City of Uppsala implements training initiatives combined with job-market initiatives for young people and adults looking for work. Support is being developed for those who are still detached from the job market. In collaboration with the university, and others, the city is able to develop skills-intensive industries, which provides prerequisites for the development of the building, servicing and services industries.

In focus: a home and a job for everyone

The ongoing expansion of Uppsala sets new requirements for a good living environment and homes for everyone. One challenge is to build a long-term sustainable city that is physically and socially cohesive, where people can enjoy a good life and a functioning everyday existence. There is currently an imbalance between households' finances and the price of the homes on offer in the city. The range of housing types within the city therefore needs to be expanded. More homes with lower housing costs need to be built.

The majority of Uppsala's unemployed belong to disadvantaged groups who are vulnerable on the job market. Examples of such groups are people with only a lower secondary education and people born outside Europe. At the same time, the lack of a qualified labour force is a real problem within some occupational groups. When labour market requirements are raised, education is the key to accessing the labour market. The labour market in Uppsala is currently affected by the coronavirus pandemic as well. The hotel and restaurant business, which is seeing an increase in unemployment, have been particularly badly hit.



11.1 Safe homes at affordable prices

Uppsala has experienced a population growth far in excess of the national average in recent years. The city is well prepared in terms of planning for a high rate of housing construction. The proportion of rented homes in Uppsala's housing stock has remained at just over a third for a number of years, which is lower than among comparable cities. The housing situation of people born abroad is far more unstable than that of those born in the country.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- To create conditions for reducing housing costs through innovation and new solutions for housing construction and renovation (2018)
- To make it easier for young people to access the housing market by building more youth and student accommodation, and facilitating other housing solutions such as “buddy-up” schemes (2019)
- To expand the range of housing for the elderly by building more old-people's homes with communal areas, and modern care homes (2019)
- To enable more people to have greater influence and become engaged in their housing, together with others, by supporting the work on building and housing communities (2020)

Sustainable community building, using the Uppsala land allocation model

Land allocation means a company is given the right to purchase land in order to build homes, for example. To determine which companies should have the right to develop the land, the city allows companies to submit proposals on how they intend to use the land. The proposal that best meets the city's conditions is given the opportunity to purchase the land and develop it. Land allocation is a tool that enables the city to achieve a community building that is environmentally and socially sustainable.

In 2018 the city produced an Uppsala model for land allocation. The city uses the model to conduct land allocation competitions in order to portion out small and large areas of land on the basis of desired urban qualities. The Uppsala model is one of the reasons why Uppsala has seen a large increase in housing construction. The purpose of the Uppsala model is to:

- increase housing construction
- secure desired qualities
- obtain a range of prices for housing
- create sustainable and varied environments
- stimulate new ways of thinking.

In 2019 several new types of housing were granted land allocation as a result of the model, for example, communal housing, cooperative rented accommodation, building community and co-living schemes. In 2020 several land allocations were granted for the purpose of securing lower rent, two of which also included requirements that the buildings should have low energy ratings. The proportion of rented and co-ownership dwellings in the housing stock has increased, while home ownership has decreased.

One housing market for all

In creating a housing market for all, it is not only the number of new homes that is important, but also the residents' ability to find a home that suits their needs and household finances.

In 2019 the city adopted the *Home for everyone* action plan, to create homes that more people may have a demand for. The young, victims of violence, and the economically disadvantaged are some of the target groups for the city's work to secure a home for everyone. A housing provision programme will further strengthen efforts to enable the existing housing stock to be used more effectively, and to ensure more people gain access to cheaper housing.

The city's Uppsalahem housing corporation has increased the volume of accommodation for students and young people. In 2020 Uppsalahem also introduced a new type of accommodation arrangement: the "buddy-up" scheme. The buddy-up scheme allows two friends to share one housing contract. This aim of this initiative is to make it easier for young people to access the housing market more quickly.

Over the last 20 years, more and more elderly people have been receiving home help and home care in their homes. This means that it is important to improve physical, geographical and economic access to housing. Including the age perspective in the planning and building process at an early stage makes housing more age-friendly. The city is working with builders on future technical solutions in homes, such as sensors.



8.3 Promote a policy for job creation and increase entrepreneurship

The City of Uppsala has 230,000 inhabitants and 22,000 enterprises. Of these, 13,000 are small enterprises that are run by an individual person. Entrepreneurship is at a stable level, and around 1,500 new enterprises are started up every year. The business world is empowered by Uppsala's two universities: The University of Uppsala and the Swedish University of Agricultural Sciences. Uppsala is well-known internationally for its strength within, for example, Life Science, Clean Tech, and Information Communication Technology. Uppsala is part of a major regional labour market, where around 23,000 persons commute into the city and around 26,000 commute out on a daily basis. The main goal for Uppsala's enterprise policy is to ensure conditions are in place for greater job creation, approximately 2,000 new jobs a year. Uppsala has special features and strengths that allow it to play an important role in the development of the entire metropolitan area.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- The city is introducing an enterprise protocol for the purpose of creating conditions for 70,000 new jobs by 2050, by working with various players in the business world (2017)
- Within the framework of the enterprise protocol, to create conditions for 70,000 new jobs by 2050, by working with various players in the business world (2018)
- To create conditions for 2000 new jobs every year, by working with various players in the business world (2019)

Initiatives to promote enterprise through collaboration

In order for the labour market to grow at the same pace as the population growth, the goal for Uppsala's business development is to create conditions for 70,000 new jobs by 2050. In order to reinforce the long-term perspective of the enterprise work, Uppsala has produced an enterprise programme in close cooperation with businesses in 2017. The programme contains seven priority goals relating to, among other things, skills labour market skills, premises, and business climate.

Much of Uppsala's success is due to a strong support system for innovations. The university, the business world, the city and enterprise-promoting organisations collectively help researchers, students, innovators, entrepreneurs and start-up companies to succeed. Some of the organisations the city cooperates with can help out with funding, in addition to giving advice and tips. Uppsala also has many enterprise parks, networks and meeting places, where companies, organisations, researchers and entrepreneurs can start cooperating and be inspired by each other.

To mitigate the effects of the pandemic on local businesses and associations, Uppsala's crisis management board adopted a 10-point list of various actions to promote enterprise in March 2020. Among other things, the city initiated a digital enterprise surgery, which Uppsala companies could use to obtain free advice and guidance from experts in various areas.

“Much of Uppsala's success is due to a strong support system for innovations. The university, the business world, the city and enterprise-promoting organisations collectively help researchers, students, innovators, entrepreneurs and start-up companies to succeed.”

Micro-fund for social enterprises

In cooperation with the enterprise-promoting organisation *Coompanion i Uppsala län* and the risk capital cooperative *Mikrofonden i Uppsala län*, the City of Uppsala established a micro-fund for actors operating within the social economy in 2019. By establishing a micro-fund, the city has contributed to improving preconditions for development and growth within the social economy, thereby strengthening opportunities for the self-sufficiency and empowerment of those target groups the social activities are intended for.



8.5 Full employment and decent working conditions with equal wages for all

The City of Uppsala has a low unemployment rate compared with the other Swedish cities. Uppsala also has a lower proportion of residents receiving financial assistance than comparable cities. The majority of unemployed persons belong to disadvantaged groups who are vulnerable on the labour market, for example, people with only lower secondary school education, and people born outside Europe.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- To improve coordination in order to shorten the time it takes for newly-arrived persons to become self-sufficient (2017)
- To significantly reduce the number of young people who neither work nor study (2017)
- To provide work for more persons with disabilities (2017)
- More young people should be offered holiday work to gain experience, contacts and networks before embarking on their working life (2017)
- The city must enable newly-arrived persons and persons with no access to the labour market to become established in the working world, by working with the Swedish Public Employment Service on labour market employment schemes/measures such as supplementary services and trainee jobs, for example green jobs (2018)
- To improve accessibility by setting up a learning centre for adult education, Swedish for Immigrants, and labour market activity in Gottsunda, with the aim of strengthening newly-arrived women's position on the labour market (2019)

The city's actions to reduce unemployment

Newly-arrived migrants' entry onto the job market is not happening fast enough, and it takes longer for foreign-born women to become established than foreign-born men. There is also a big difference between the likelihood of a foreign-born person having a job and that of someone born in the country, but the difference has decreased over time.

The state Public Employment Service has the main responsibility for taking action to reduce unemployment. Uppsala supplements the work of the Public Employment Service through its own labour market initiatives, and also cooperates with the public to improve access to the labour market for persons who are still detached from it.

The supplementary services scheme is a labour market initiative, the purpose of which is to enable the long-term unemployed and newly-arrived migrants to find work and strengthen their position on the labour market. Supplementary services contribute to activities in different ways, but they do not replace regular services. As part of the work on integration and inclusion, Uppsala is investing in supplementary services in 2021. This is being done in cooperation with the Public Employment Service. The goal is for 500 persons to start a supplementary service in 2021. The city made a similar investment in 2017-2018. 700 long-term unemployed persons and newly-arrived migrants were employed in a supplementary service. Following employment in the supplementary service, 70 per cent of the participants went on to find work or to study, which is one explanation for why the number of people receiving financial assistance from the city has decreased over the last year.

The pandemic risks making it even more difficult for newly-arrived migrants to access the labour market, as unemployment has risen. In 2021 the City of Uppsala must specifically investigate what should be done to halt the trend in regard to foreign-born women's establishment on the labour market, and take steps to change the situation.

Holiday work and initiatives for young people

Compared with similar cities, Uppsala has long had a smaller proportion of young people who are in neither study nor work. The city collaborates with the state Public Employment Service, among others, in several projects in order to support adults in establishing themselves on the labour market, for example, within the framework of the state Delegation for Young People and Newly-arrived Migrants for Work.

Making early contact with the working world makes it easy for young people to establish themselves on the labour market. Early investment in holiday work improves young people's experience, contacts and networks before they embark on their working life. Uppsala has a holiday job guarantee, which ensures that all year 9 students looking for work are offered a job. There is extra focus on discouraging the choice of holiday work on the traditional basis of gender. There has also been a special focus on reminding young people in families receiving maintenance support. In spite of the pandemic, all young persons in year 9 could be offered a summer job during the summer of 2020.

Adult education

The City of Uppsala implements training initiatives combined with job-market initiatives for those looking for work. In order to create more jobs and improve opportunities for companies to grow, Uppsala initiated professional training in the life science industry in 2019, in cooperation with the industry. Uppsala's life science industry has a lack of operators, and the training provides the industry with the skills that are required.

Unique professional training in life science

In 2019, The City of Uppsala initiated a new professional training scheme for operators within the pharmaceuticals industry. The training scheme is the only one of its kind in Sweden, and has been developed in cooperation with the industry. The demand for operators is high, and the life science sector is the city's largest growth industry, with more than 100 companies and around 5,000 employees.



The training is broadly intended for those who are interested in finding a route to employment, and in working within the life science industry. The training scheme includes courses on hygiene, computerised production, and industrial measurement technology. Participants may also take a truck driving test.

In 2019 the city established a training and job centre in the Gottsunda district, as part of the action plan for the area mentioned previously. Participants are given the opportunity to study within adult education, Swedish for Immigrants, and remotely. There is also access to study and career advisors and job coaches. During the first year, the training and job centre had over 5,000 spontaneous visits, and approximately 1,500 participants attended five recruitment fairs. By improving accessibility to the training and job centre, the city wishes in particular to strengthen the position of newly-arrived women on the labour market. A similar training and job centre is planned to open in another socio-economically disadvantaged area, Gränby-Kvarngärdet, in 2021.



Lessons learned and future areas of focus: recovery after the pandemic, and an accessible housing market

The pandemic had consequences for the labour market in Uppsala County early in the spring of 2020. This was apparent in the number of notices, the number of new job seekers, and in a rising rate of unemployment. Unemployment increased by 40 per cent in 2020, from 6,700 persons in December 2019 to 9,400 in December 2020. In spite of the increase, Uppsala County has not been hit as hard as most other counties, and unemployment helped to give entrepreneurship a boost during 2020.

The effects of the pandemic on the labour market has not resulted in more residents needing financial assistance in 2020 than in 2019, but this may change if the unemployment rate persists. The pandemic risks making it more difficult to reach the goal to limit the need for financial assistance to four per cent of residents by 2022. The groups that are most detached from the labour market, especially foreign-born women, may therefore need support in providing for themselves for a long time to come. In this respect, the city needs, as a major employer, to facilitate entry onto the labour market through, for example, practical placements or labour market policy employment.

Uppsala has comparatively expensive co-ownership and single dwellings, and few rented dwellings. The city therefore continues to develop the Uppsala land allocation model, so that housing developers who contribute to social sustainability and a positive development of the local labour market are rewarded. In developing the model, the city also strives to reduce the number of requirements and assessment criteria, in order to avoid costly requirement specification in the land allocations.

“Unemployment increased by 40 per cent in 2020, from 6,700 persons in December 2019 to 9,400 in December 2020. In spite of the increase, Uppsala County has not been hit as hard as most other counties, and unemployment helped to give entrepreneurship a boost during 2020.”

Examples of statistics relating to sustainable development within the City Objective

Residents in gainful employment

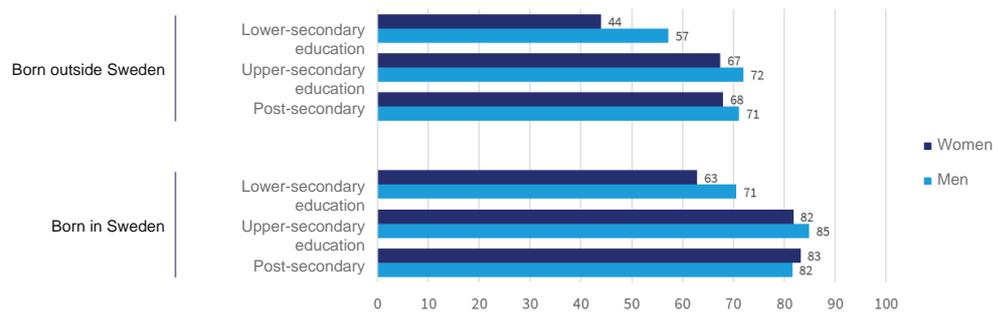


Figure 22. Number of residents of Uppsala in gainful employment in 2019, based on gender, educational background and country of birth. Differences based on gender and country of birth are greatest for those who have the poorest educational background. Source: Statistics Sweden.

Number of homes with different forms of tenure in Uppsala's housing stock

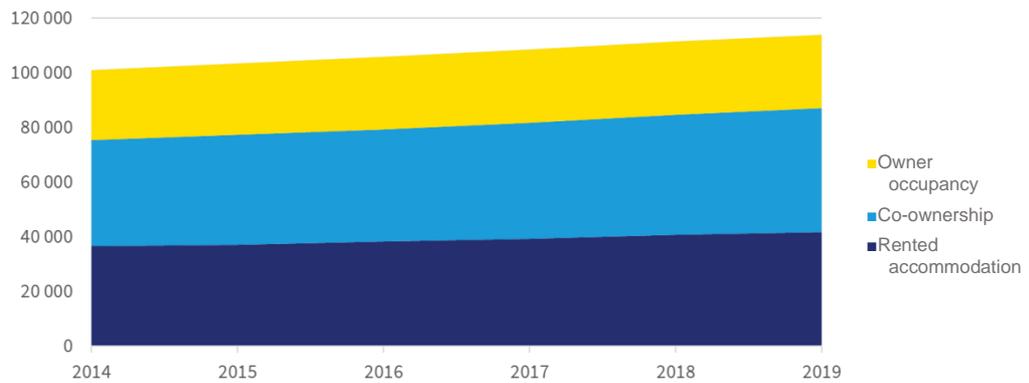


Figure 23. Number of dwellings with different forms of tenure in Uppsala's housing stock. It can be seen here that the number of homes increased by 12 per cent between 2014 and 2019. The number of owner-occupancy homes has fallen, while the number of co-ownership and rented dwellings has increased to some extent. Source: Statistics Sweden.

City Objective 6

All of Uppsala's children and pupils shall complete their education, pass their school-leaving exams, and be challenged in their learning



Agenda 2030's goal 4 is to ensure inclusivity, equality and good quality education, and promote lifelong learning for all. Education should be seen from the perspective of the need to acquire knowledge throughout life, coupled specifically with the opportunity for participation in a working and social life. All education should promote values, knowledge and proficiency that contribute to sustainable development.

What can Uppsala do?

The city is responsible for basic education in the form of pre-school, primary school, special-needs primary school, upper-secondary school, special-needs upper-secondary school, and adult education, including Swedish for immigrants. The city is also responsible for cultural and leisure activity for children and young people alongside school education. Education is the city's most important task, considering the number of inhabitants affected by the activity, the number of employees working in it, and the number of units it consists of. Although there is strong state governance in respect of education, the cities have a great deal of scope to influence how well education functions.

Within the educational system, the city strives to allocate support on the basis of needs, by distributing resources, providing skills, and investing at group and individual level. In this way, the school is able to contribute to compensating for unequal living conditions.

In focus: creating equal opportunities for life

From an international perspective, Sweden has good access to education. All publicly funded education is free of charge, and there is no option of paying for a "better" education. Over 80 per cent of all children aged 1-5 attend pre-school. Uppsala's greatest challenge within the field of education is to create equal opportunities for all children and young people, even though they have different requirements.



4.1 Free and equal primary and upper-secondary education of good quality

Uppsala has brought all schools for children and young people under one single administration, in order to make schooling more cohesive. Uppsala has thus created Sweden's largest educational administration and, in this way, has been better able to support and govern its educational activity.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- Continued investment in early initiatives in lower-year primary education (2017)
- To produce a strategy for improved equality between the city's schools, and work to enable under-performing schools to improve, and well-performing schools to continue their successful work (2020)

Differences in school grades

Although grades for the schools in Uppsala are better than the average for Sweden, there are differences within the city. Girls have long enjoyed better school grades than boys, regardless of age and which measurement was used. Qualification for a vocational programme at upper-secondary school is less demanding than a college-preparatory programme. In Uppsala, over 85 per cent of pupils leaving primary school are qualified for a vocational programme, and the difference between girls and boys has decreased considerably over the last five years.

There are also differences in terms of how long a pupil has been living in Sweden. Like many other cities, Uppsala received a large number of newly-arrived pupils as a consequence of the major influx of refugees in 2015. Pupils who start a Swedish primary school late generally find it more difficult to meet the knowledge requirements to qualify for upper-secondary school. The following diagram shows to what extent pupils living in Sweden for less than four years have attained upper-secondary school qualification, compared with pupils living in Sweden for longer than four years.

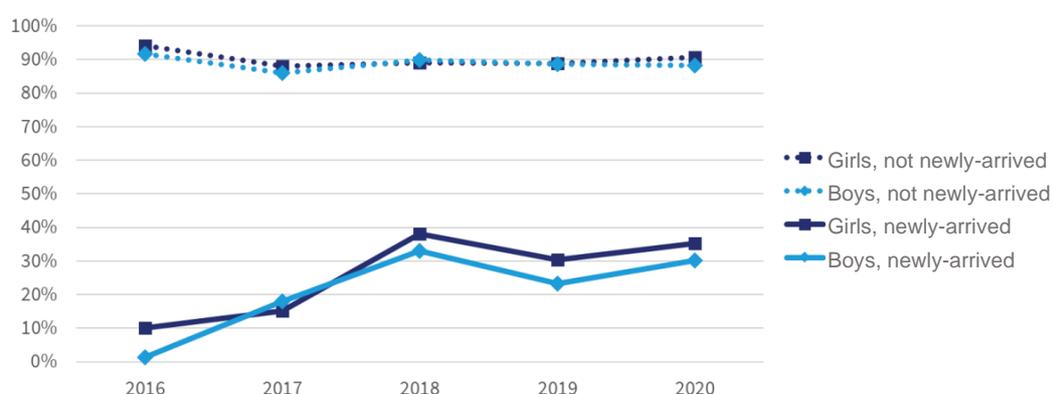


Figure 24. School leavers from year 9 who are qualified for a vocational programme at upper-secondary school, broken down by gender and whether the pupil has recently arrived in Sweden or not. Source: The City of Uppsala.

There is a substantial difference in the performance of different schools. The gap between the 25 per cent of schools with the highest school grades (merit value) and the 25 per cent of schools with the lowest grades has grown since 2016. Grades have improved overall. The 25 per cent of best-performing schools have increased further, however, which means that there is a larger difference in grades between the schools today than previously. It should be noted, however, that the trend for all quarters is positive. The trend at national level is also positive, but the proportion of pupils who are qualified for an upper-secondary school programme is lower in Sweden as a whole than in Uppsala.

Examples of strategies to improve equality

Uppsala's long-term strategy for addressing differences in children's and young people's requirements consists of four parts: systematic quality work, mindful distribution of

resources, actions to reduce segregation at school, and strategic skills provision. Examples of the first three are given here.

Systematic quality work. Effective action to ensure equality must be built on a good knowledge of what differences there are between pre-schools and schools, in terms of requirements and grades. Analyses illustrate and provide information on causes of differences between groups of pupils, between schools and within schools. This information forms the basis for development work at all levels within the educational system. Monitoring is carried out on the basis of expected grades at primary school and the added values at upper-secondary school. The pre-school is given feedback on its activity by means of pupil overviews at the start of the schooling.

Mindful distribution of resources. The city's resource distribution model must ensure that all pupils are equally equipped to complete their education and be challenged in their learning, whatever their background, gender or disability. Its compensation model takes both the number of pupils at a school and the composition of pupils into account. In addition to a basic amount per pupil, which is the same for all pupils of the same age, schools receive a special structural compensation based on socio-economic conditions in the pupil group. Over and above this, special compensation is paid for newly-arrived pupils and for pupils with extraordinary support needs.

There are several large, targeted state grants that contribute to improving equality. One of the largest is intended for the primary school. Uppsala selects specific schools for targeted actions to improve equality. For these primary schools, resources are invested, which must be used to implement the actions to improve equality. The state grant for equality of schooling is also used to raise the quality of the preventative and health-promoting pupil health work, and to promote the teaching of newly-arrived pupils.

Work to reduce segregation at school. The socio-economic differences between residential areas affect the schools' pupil composition. Thus, segregation in housing contributes to segregation at school. Guardians are therefore encouraged to make an active choice of school, and pupil travel is offered to both city and independent schools. The distribution of schools that have groups for newly-arrived pupils is done in a mindful way. The particularly attractive profiles of some schools aim to entice pupils, to ensure a more mixed composition of pupils.



4.6 All people shall have skills in reading, writing and arithmetic

The foundation for lifelong learning is laid at any early age. The preparatory work starts as early as at pre-school. This means that all staff at Uppsala's pre-schools and schools are jointly responsible for ensuring success at upper-secondary school and special needs upper-secondary school.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- To develop criteria for a reading-writing-arithmetic guarantee and a method for monitoring lower-year primary education (2017)
- To implement a targeted library and reading initiative at rural schools within the city (2018)

Early focus on reading

The city has been aware of young children's ability to read, write and count for several years. The focus is on making the right investments for pupils as early as possible - starting with pre-school. Examples of investments are digital libraries, child librarians on book buses, and cloak-room libraries.

Cloak-room libraries

Cloak-room libraries enable children and parents to meet in the pre-school entrance area, where they can borrow books to take home. There are cloak-room libraries at 17 pre-schools in Uppsala so far. One pre-school teacher describes what happened when their pre-school created a cloak-room library.

We had to write a list of the number of children and what home languages were used at our pre-school. The city library used this to compile a list of 80 books for different ages and languages. These were purchased by the library, and in November two child librarians brought the books to our pre-school. They helped us to equip the cloak-room library, and they officially opened it with us. They showed children and guardians how to borrow books, and talked about the books and how important reading aloud together is for children's development.

Annika, pre-school teacher at the Parken preschool



The city carries out an assessment of all six-year-olds in the pre-school class in Swedish and mathematics, to early identify pupils who need special support. This provides the schools with a basis for both general and individual support action. These assessments also reveal differences between schools. There are more pupils in need of support at schools with large numbers of newly-arrived pupils and schools in disadvantaged areas than at other schools. One conclusion is that early support action needs to be developed further.

The results of the assessment are fed back at group level to the pre-schools that the children attend. This provides an entirely new opportunity for the pre-school to see the results of the teaching that is provided there, and to gain a tool for working on a compensatory basis to meet each unit's structural requirements.



4.A Create inclusive and safe educational environments

All pupils should feel welcomed to the school, and be heard and seen. This requires systematic efforts to minimise disruptive elements, so that pupils can focus on their learning. Work must focus on actively addressing school absence, and creating a safe and secure school environment.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- To create and improve educational environments that are adapted for children and persons with disabilities, and take equality aspects into account, thereby providing a safe, peaceful, inclusive and appropriate learning environment for all (2017)
- To improve the working environment in the city's pre-schools and schools by taking sound-attenuating and stress-reducing measures (2018)
- The working environment at pre-schools and in adult education must be adapted for pupils with neuropsychiatric disorders (2019)
- To take measures to improve school attendance and early identify pupils in the risk zone for problematic school absence (2020)

Accessible learning environments

The city takes steps to create accessible physical, pedagogical and social learning environments for all pupils, whatever their disability, social background or gender. The city makes adaptations to the physical environment for children and persons with disabilities where premises need to be converted.

In order to adapt the working environment at primary schools for pupils with neuropsychiatric disorders, the city has started to implement the evaluation tools of the National Agency for Special Needs Education and Schools at all schools in the city. Schools are given support to develop accessibility to the learning environment in the form of skills development and staff who function as developmental support. Schools identify and remove obstacles, and improve the learning environment - physically, socially and pedagogically.

School coordinators to improve school attendance

School absence has increased in recent years, and there are pupils with so-called problematic school absence. In the schools' analyses of the causes of problematic school absence, mental health is highlighted in particular. Pupils diagnosed with autism spectrum disorder are an example of a group of pupils at risk of problematic school absence.

The city has established special school coordinators, who work on initiatives for pupils with problematic school absence. The school coordinators have the role of coordinator between pupil, family, school and other actors who are able to provide social or medical support for the pupil.

The coordinators usually provide support for a maximum of six months. After receiving the support, around 30 per cent of pupils return to their studies with a functional plan for increased school attendance. The schools have been advised to ensure that girls are given equal access to support to return to school after long-term absence.

People feel that we help out, that together we make a difference. We make sure that the actions are synchronised. Sometimes it can be difficult to take on several actions from different sources at the same time, so we try to ensure that the actions link up with each other.

Anders, coordinator for improved schools attendance

The effect of the coronavirus pandemic on the study environment

The prerequisites for receiving support at home, and creating a peaceful study environment for themselves are different for pupils of all ages. Those living in poor socio-economic

conditions, with overcrowding and parents with a low level of education, generally have fewer opportunities to complete their education when this is provided remotely. This can make it more difficult for the school to carry out its compensatory task, and increase inequality in Uppsala.

▶▶ Lessons learned and future areas of focus: continued focus on equality

There is no reason to be content with anything less than the opportunity for all children to enjoy the best conditions for completing their schooling after pre-school, for all pupils to be qualified for upper-secondary education, and for all young persons to leave upper-secondary school with school-leaving exam certificates. There still remain large differences between pre-schools and schools, and also differences within schools, which need to be addressed. In order to improve equality within education, initiatives are required at all levels. More specifically, robust initiatives within the following, and other, areas:

- *Quality work.* Action to ensure equality needs to be built on a good knowledge of what differences there are between pre-schools and schools, in terms of requirements and grades. Using the overall picture obtained from monitoring and analysis as a basis, the development needs to involve all levels.
- *Skills provision.* A high level of skills among pre-school teachers is a crucial factor for success at pre-schools and schools. It has become clear from the analyses carried out in Uppsala's operations and the reports recently received at national level that teachers have been disproportionately allocated to different schools. Schools facing the most challenges often have insufficient staff, and do not always have access to the most proficient teachers.
- *Children and pupil health.* After a year of the coronavirus pandemic, it has become more apparent than ever how essential a good school environment is for children's and young people's health and development. The Central Pupil Health organisation needs to be reviewed, to enable it to improve its ability to meet both individual and more general needs. In order to improve equality, targeted action needs to be taken for various groups.

Examples of statistics relating to sustainable development within the City Objective

Parents' understanding of the pre-school's work on development and learning

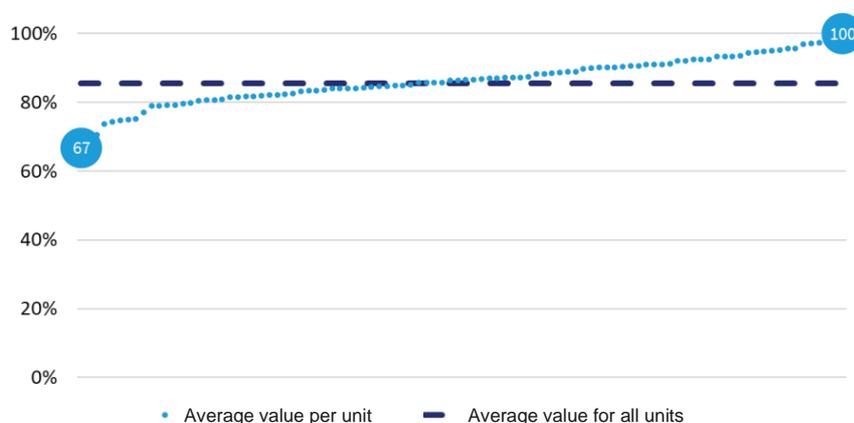


Figure 25. Parents' understanding of matters concerning the work of their child's pre-school on development and learning in 2020, broken down by units. The diagram covers city pre-schools and pedagogic care. Source: The City of Uppsala's pre-school survey.

Number of pupils from year 9 who are qualified for a vocational programme at upper-secondary school

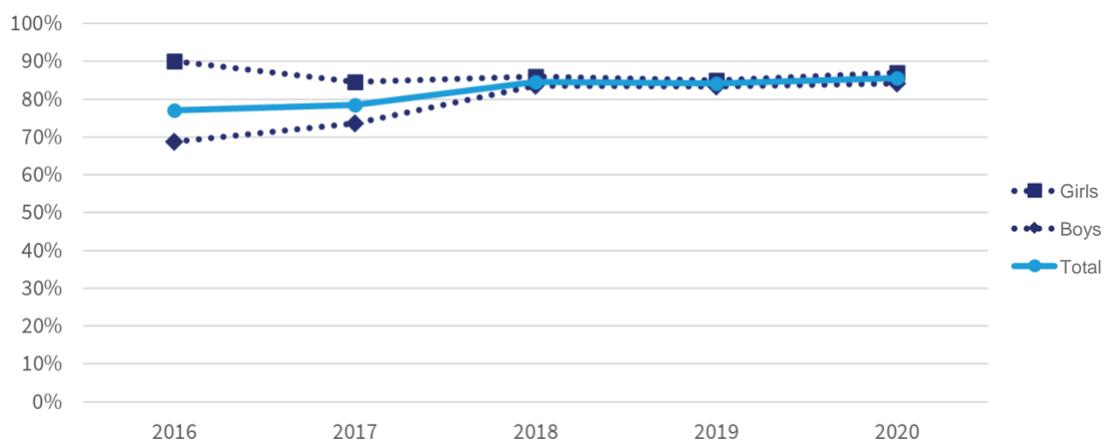


Figure 26. Number of pupils from year 9 who are qualified for a vocational programme at upper-secondary school, broken down by gender. Girls have historically been qualified for a vocational programme at upper-secondary school to a higher degree than boys, but the difference has decreased significantly, and has been less than three per cent in recent years. Source: The City of Uppsala.

Progression through upper-secondary school: exam within three years

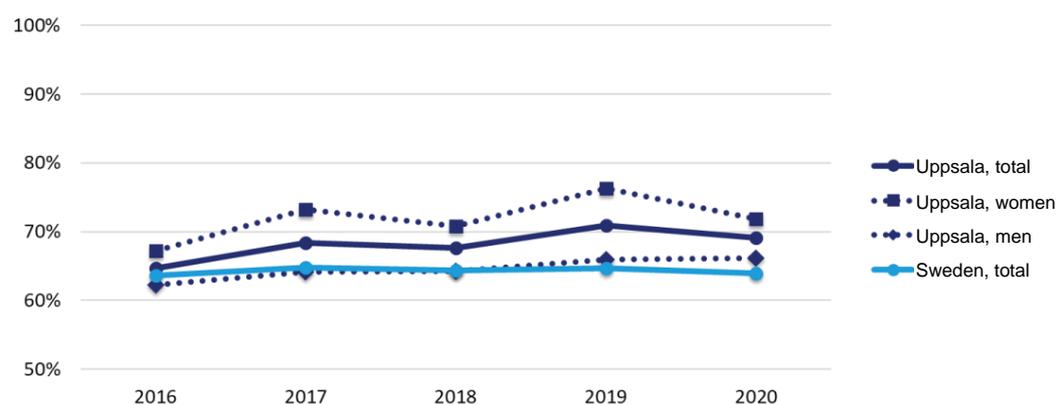


Figure 27. Number of students with school-leaving exam within three years, city upper-secondary school. Time series for Uppsala in total and broken down by gender, and Sweden in total, city upper-secondary school. Women have a higher rate of progression than men. Uppsala has a higher rate of progression than Sweden as a whole. Progression through school in Uppsala has a slight upward trend. (Note that the y-axis is broken and starts at 50 per cent). Source: kolada.se.

City Objective 7

Uppsala shall be an age-friendly city, and residents with disabilities will feel safe, free and included



Goal 3 of the 2030 Agenda is to ensure that everyone is able to live a healthy life, and to work towards all people's wellbeing at all ages. One of the UN targets is to reduce the number of people who die early from non-contagious diseases by a third by 2030, through preventative action and treatment, and by promoting mental health and wellbeing. Other targets relate to nutritious food and strengthening initiatives to prevent and treat various types of abuse.

What can Uppsala do?

The city is responsible for care of the elderly, care of the disabled, and social services. The city's responsibility involves giving support to those who need it, to enable them to live as free and independent a life as possible. There are open activities, such as meeting points and restaurants for seniors. There are also schemes which are only available after a specific decision has been made, such as home help, special accommodation, or day-to-day activity for the disabled.

In focus: creating resistance to crises and meeting the needs of a larger proportion of the elderly

When crises and major events threaten public health, the elderly and the disabled are particularly vulnerable. The heatwave of 2018 and the coronavirus pandemic of 2020 are two recent examples of events that have presented huge challenges for the city, but lessons have also been learned for the future.

The number of the city's residents over the age of 80 will rise considerably over the next ten years, while fewer will need to provide for more. This means that the city needs to find new ways of meeting the needs a larger number of elderly people, not just through care for the elderly, but by making the entire city age-friendly.



10.2 Promote social, economic and political inclusion

The number of elderly people in society is increasing. There is all the more need, therefore, of a social structure that takes the needs and requirements of the elderly into account. This not only applies to the city's care for the elderly, but also in general areas, such as living environments, housing, streets, communications, cultural and service offerings.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- To develop an age-friendly city based on the WHO network (2019)
- To address digital exclusion among the elderly and the disabled through support action (2020)
- For the purpose of creating an age-friendly city, to identify recreational areas and make park benches accessible (2017)

An age-friendly city

In order to deal with a growing number of elderly persons, care for the elderly needs to be developed. Uppsala has therefore raised skills in service design amongst employees working with the elderly, and is investing in the development of welfare technology for new ways of providing services.

Uppsala has been working extensively for several years to ensure that the city is more age-friendly, and has a specific programme and a specific action plan for it. The city's initiatives tie in with the work of the World Health Organisation to produce age-friendly cities. The action plan has been integrated in the city's regular governance. Although initiatives are implemented to improve the quality of care for the elderly, for example staff continuity, many of the initiatives to create an age-friendly city involve other types of improvements.

An example of initiatives to facilitate elderly people's participative inclusion in society is the provision of more park benches. In 2020, over 100 park benches have been installed, and up until 2026 a further 50–75 benches will be produced every year. This initiative makes it easier for the elderly to go for walks and spend time outdoors.

In 2020 the city adopted a long-term strategy to improve access to physical activity for the elderly. Physical activity prevents, among other things, injuries from falls, which are less common in Uppsala than in Sweden as a whole. Much of the focus of the city's meeting places for the elderly and other preventative schemes is on public health. These schemes are free of charge, or charged at cost price, and attract a lot of visitors. The city's meeting points for the elderly are LGBT-certified.

“An example of initiatives to facilitate elderly people's participative inclusion in society is the provision of more park benches. In 2020, over 100 park benches have been installed, and up until 2026 a further 50–75 benches will be produced every year.”

Another example is the ability to move outdoors. As soon as the pandemic dies down, the elderly will be able to buy heavily discounted senior-citizens' cards for public transport. This is part of the action to counteract involuntary loneliness and improve accessibility to health-promoting and social activities. To enable more elderly people to get out into the fresh air, the city has also purchased a number of rickshaw bikes.

Cycling without age

Since 2016 the city has purchased an increasing number of specially-designed rickshaw bikes, which enable more elderly and disabled people to get out and enjoy the city, parks and nature. The rickshaw bikes are electrically-assisted and have a passenger seat.

This scheme is a collaboration between the city, the *Cykling utan ålder* ("Cycling without Age") Association, and the Red Cross in Uppsala. Elderly residents are taken on cycling tours by volunteers, relatives or the city's operations.

In the summer of 2020, during the coronavirus pandemic, seasonal workers with voluntary experience, hygiene training and protective equipment were employed to ensure that the elderly could still get out.

The city currently has 50 bikes.



The pandemic has hit many elderly residents hard. In April 2020 the city entered into a partnership agreement with the Red Cross to coordinate support actions by local voluntary organisations and associations. The partnership has enabled volunteers to hold conversations, go shopping, fetch food, go on errands to the post office and chemist's, and deliver library books to homes. A campaign to reduce involuntary loneliness was also conducted during the pandemic. In order to address loneliness amongst the elderly and facilitate contacts with relatives, the city purchased some 90 tablet computers for its care residents in 2020. The city has also invested in staff continuity within care for the elderly by offering longer employment times to temporary workers. This means that users meet fewer different members of staff, and staff safety is improved.



2.2 Eradicate all forms of malnutrition

The challenges associated with malnutrition are chiefly to address nutrition deficiencies or malnutrition among vulnerable groups, for example, elderly persons living alone. In order to achieve the goal, the city's work is directed at the long-term promotion of healthy and sustainable meals within city operations.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- To improve elderly people's quality of life by ensuring a good eating environment, where meals are included in care, and strengthening users' influence on their eating situation (2019)
- To investigate lunches for seniors at schools and private restaurants (2019)

Meals for the elderly

Good food and a good eating environment affect quality of life. Care for the elderly enables elderly persons to choose from a variety of dishes. There are dedicated food consultants and advice is given continuously. User advice services in old people's homes enable the elderly to state their wishes, which affect meals in the home.

User surveys show that the elderly in Uppsala's old people's homes are less satisfied with the food and the eating environment than in comparable cities. Women are less satisfied than men. The work to improve meals in old people's homes therefore continues through closer cooperation with food suppliers and by raising culinary skills in the homes. There is also an initiative to give the elderly better access to lunches for seniors, among other things by using school dining rooms and cooperating with businesses. The City of Uppsala runs seven Senior restaurants, whose target group are elderly Uppsala residents. The Senior Restaurant is improving its eating environment on the theme of recognition, with old furniture and photographs of Uppsala in times past on the wall.



Lessons learned and future areas of focus: an age-friendly city, and new ways of providing services

To create an age-friendly city, the whole of society needs to be adapted, so that the elderly and the disabled are included. Extensive work on many specific initiatives, such as more park benches, gradually changes society, making it more accessible for everyone. For this to work, there needs to be a clear political will, which stimulates the city's operations and collaboration partners to adapt their operations and collaborate on the creation of new solutions. The city needs to continue to create an age-friendly city, but also continue the work on innovations, digitalisation and the introduction of welfare technology to improve services for the elderly.

“To create an age-friendly city, the whole of society needs to be adapted, so that the elderly and the disabled are included.”

Examples of statistics relating to sustainable development within the City Objective

Staff continuity in home help services

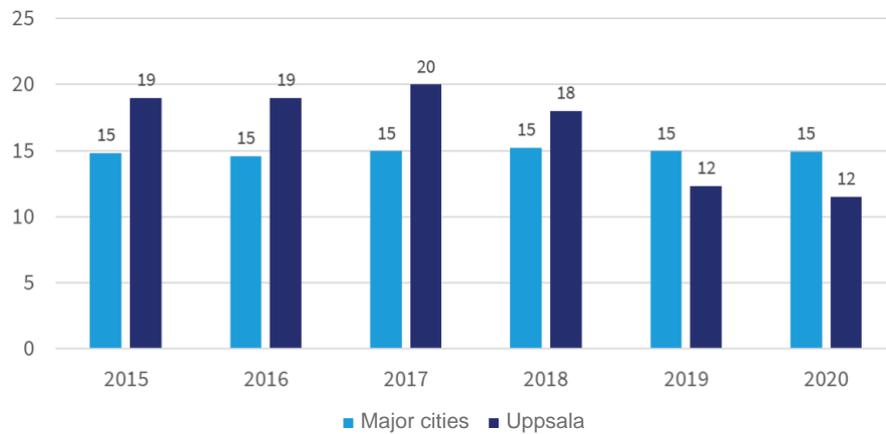


Figure 28. Number of persons a recipient of home help meets over 14 days (average value). Uppsala's staff continuity used to be worse than that of other major cities, but in recent years it has reduced the number of different people someone receiving home help meets. There are no statistics with gender breakdown for the whole period, but where they are available, there is no difference between women and men. Source: kolada.se.

Injuries from falls sustained by persons who are 80 years old or older

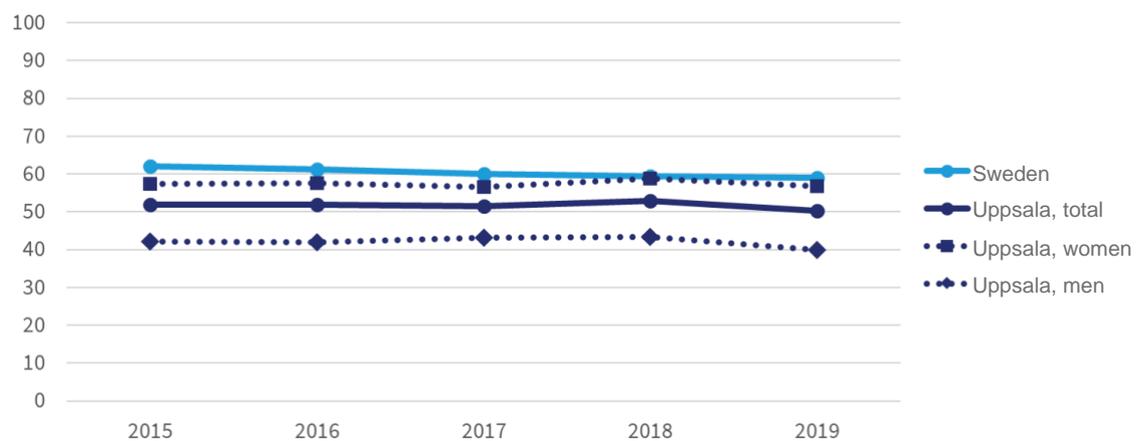


Figure 29. Injuries from falls sustained by persons who are 80 years old or older, three-year average, numbers per 1,000 residents. Injuries from falls are less common in Uppsala compared with Sweden as a whole. Injuries from falls are over 40 per cent more common for women than for men. Source: kolada.se.

City Objective 8

In Uppsala no-one shall be left behind, and residents, organisations and businesses shall play a part in shaping society



The goal of the 2030 Agenda to promote peaceful and inclusive societies means ensuring that everyone has access to justice, and building effective, responsible and inclusive institutions at all levels. One of the targets of Goal 16 is to ensure responsive, inclusive, participation-based and representative decision-making at all levels. Another target is to work towards and implement non-discriminatory legislation and policies for a sustainable development.

What can Uppsala do?

It is one of the city's tasks to ensure that its residents can vote in general elections for the city council, the regional council, the parliament and the European Parliament. Uppsala can therefore make it easier for residents to vote. The city can also hold dialogues with residents, organisations and businesses, to get a better basis for decisions and activity development. Over and above this, Uppsala can also support organisations in civil society in their operations.

In focus: polarisation of views and unequal participation

Democracy and value systems are particularly challenged during a crisis. Intensified polarisation of views and a growth in the number of communication channels contribute to increased vulnerability in society to advocacy operations and the spread of alternative facts. The city needs to create equal opportunities for its residents to participate in the social dialogue, and ensure strong, values-based cooperation between the city, associations and the business world. The city also needs to strengthen the way it plans for and uses dialogue in its planning and development work.



16.7 Ensure responsive, inclusive and representative decision-making

A high level of participation in elections is important for all directly-elected assemblies. Uppsala tried to get more people to vote in recent elections, in particular first-time voters and those living in socio-economically weaker areas. Studies show that

- women vote to a greater extent than men
- persons born in the country vote to a greater extent than persons born abroad
- persons who do not have a disability vote to a greater extent than the disabled
- cohabitants vote to a greater extent than single persons

- persons with a higher level of education vote to a greater extent than persons with a low level of education
- persons with a higher level of income vote to a greater extent than persons with a low level of income
- persons between the ages of 35 and 74 vote to a greater extent than those in other age groups

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- To increase participation in elections in areas and for groups with low levels of participation in elections, and work to improve equality of participation in elections (2017)
- To increase accessibility to general elections (2018)

Participation in elections

Participation in elections has increased in Uppsala, and was the highest for over 25 years in the elections of 2018.

Among voters in Uppsala, the increase is particularly high among first-time voters. The difference between the number of first-time voters and other voters had, for the most part, disappeared in the 2018 elections.

The number of voters in Uppsala voting in the European Parliamentary elections increased by approximately 20 per cent between the 2006 and 2019 elections. This is higher than the increase in Sweden as a whole, and significantly higher than the European Union.

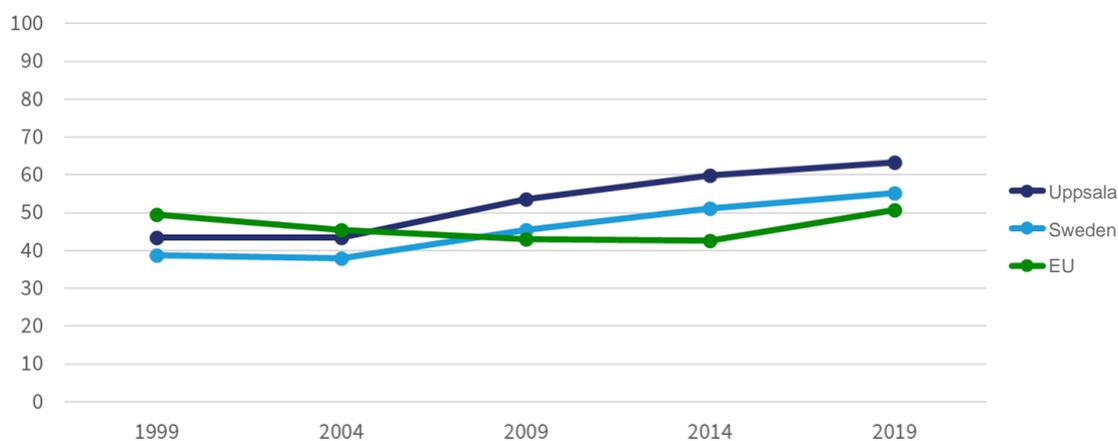


Figure 30. Participation in the European Parliamentary elections, number of persons entitled to vote. Source: kolada.se, European Parliament.

In order to increase participation in elections, Uppsala has improved the opportunity to vote early.

Accessibility to polling stations for persons with disabilities has improved. In all polling stations there was information about the elections in several languages other than Swedish, and in some stations there were multilingual vote collectors. The City of Uppsala also implemented the *Din rösträtt i EU-parlamentsvalet* (“Your Right to Vote in the EU Parliamentary Elections”) project in spring 2019.

Special democracy ambassadors advised residents of the city about why it is important to vote and how to do so. The ambassadors had extensive language skills, and some had their own experience of disability. School visits were carried out and almost 800 persons

participated in special polling schools. The initiatives had a particular focus on groups where the level of participation in elections had previously been low - the young, foreign-born persons and the disabled - as well as some geographical areas with low levels of participation in elections.

There are 162 electoral districts in the City of Uppsala. In one of Uppsala's socio-economically most deprived areas, Gottsunda, participation in elections increased in six out of eight districts. The gap in participation in elections increased, however, between the districts that had the highest and lowest level of participation. In the 2018 elections for the city council, 51 per cent voted in the electoral district with the lowest level of participation. This can be compared with 94 per cent in the district with the highest level of participation. Uppsala therefore needs to continue its work to facilitate voting for its residents.

Dialogue with citizens

In order to increase participation in social development, the city conducts dialogues with residents, organisations and businesses. To improve equality of participation, particular attention has been focused on target groups that may find it more difficult to obtain information and make their voices heard. Many of the initiatives have therefore been directed at children and young people, the elderly and minority groups. Some examples are presented here. Here the focus is on dialogue with *citizens*, i.e. the city's way of listening to and holding discussions with its residents, organisations and businesses. In addition, the city's various operations are in regular dialogue with users and their relatives, through user advice and user audits, for example.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- To develop effective and innovative forms of dialogue with citizens and users (2017)
- To use the rural development programme to increase participation and influence within suitable areas, with a devised method for citizens' budgeting (2018)
- To work on giving citizens greater opportunity for advocacy by holding dialogues with more groups of citizens, and develop ways of conducting dialogue with citizens in more languages than Swedish (2020)

The city's work on various types of dialogue with citizens is a key tool to ensure a more equal distribution of power in society. There is a risk that some groups will systematically be left out of dialogues, and that their voices will not be heard. The city has therefore been active in its attempts to find suitable forms of dialogue with different social groups that enable as many people as possible to speak out. During the pandemic, the forms of dialogue have needed to be digital. But there were already examples of digital dialogues before the pandemic, for example, on sports and leisure facilities.

Dialogue with young people

The city's dialogues with children have increased, as a result of its skills upgrade within the field of children's rights. Several types of dialogue with children and young people, guardians and associations form the basis for the city's programmes and action plans for children and youth policies.

In order to get young people to participate in the work on Agenda 2030, Uppsala has repeatedly created opportunities to influence through the *we_change* concept. *We_change* is the largest sustainability investment for young people in Sweden, and is run by the Fryshuset foundation. Owing to the pandemic, a Sustainability Hackathon was conducted digitally in 2020. A hundred upper-secondary school students in Uppsala devised ideas for

how Uppsala residents will be able to move around the city sustainably in the future. Uppsala's winning idea also won for Sweden. Young persons from the Thorén Business School proposed a monthly card for transport, which should be valid for several transport companies and modes of transport. All ideas from the Uppsala Sustainability Hackathon are included in the work on Uppsala's new climate road map, which should be ready in September 2021.

Dialogue with the elderly

Uppsala is included in the World Health Organisation's (WHO) network of age-friendly cities. As part of the investment in an age-friendly city, Uppsala has carried out a survey with approximately 800 responses, telephone interviews with elderly persons who use mobility services, and dialogue conferences at 14 locations in the city, with approximately 1,000 participants aged 60-94 years. Round-table conferences were held in 14 different areas of Uppsala. The results of the dialogues have been used as a basis for an action plan and programme for an age-friendly city. A description of what the dialogues captured was included in the reports, which also reveal differences between the various areas. What the dialogues captured was also presented at a number of meetings, which were specifically intended for the elderly. The experience of the dialogues shows that it was difficult to engage, above all, elderly men, persons of a foreign background, and socio-economically deprived persons.

Dialogues on the city's physical development

Physical planning is an area that has a long tradition of dialogue with citizens. The city therefore conducts regular dialogue in connection with changes to the city or rural areas. The city has a dedicated website with information on planned community building projects and impending areas. In some residential areas the dialogues are particularly extensive. These dialogues form the basis of specific plans to develop the district.

In 2018 the city initiated citizens' budgeting for rural areas. The purpose is to support existing local engagement, and provide greater opportunity for citizens to influence their local environment and the development of their village. Each of five rural areas are allocated money based on the number of residents. Residents may submit an idea, which is given a cost and a timetable. The ideas are presented, and residents may vote for the idea they would like to be implemented. There are specific working groups associated with the various rural areas, whose task is to support the process. The working groups consist of both politicians and representatives from the rural areas. Among the 2020 winners were proposals for more park benches, a wooden stage, better lighting, an outside gym, an outdoor communal area, and access to defibrillators.

Dialogues to promote human rights

The city regularly holds various forms of consultation and dialogue with national minorities: Swedish Finns, the Roma, Sami, Tornedalians and Jews. The purpose of consulting with minority groups is to uphold the legal rights of the national minorities to have the opportunity for advocacy in matters that concern them. National minorities are always able to contact the city in their minority language.

Consultations have been held with Swedish Finns since Uppsala became an administrative city for Finnish in 2010. Contact with the city is also made easier by the presence of a special Finnish-speaking coordinator and city guide. The fact that the city is a Finnish administrative area means that Swedish Finns have further rights, for example, the option

of choosing pre-school education in Finnish, or Finnish-language care for the elderly. The city also invests in Finnish-language cultural and leisure activities.

There are also special initiatives to improve Roma integration in Uppsala. The city has been one of five in Sweden that the government has selected as cities for developing Roma inclusion. There has been regular consultation with the Roma since 2012. There has been a community counsellor with Roma language and culture skills for several years. The community counsellor is responsible for their reception, and has functioned as a pilot for ordinary administrators working in training and employment.

Since 2017 the city has had a forum for increasing cooperation and dialogue with and between different religious organisations in Uppsala. The forum's work is based on the United Nations (UN) Human Rights Convention. The aim of this inter-religious forum for cooperation is to make it easier to forge new contacts, implement joint efforts to safeguard democratic values, and prevent social unrest. The issues dealt with in the forum are resolved by what happens in the community. It is basically a matter of promoting a general understanding of each other, and how the different organisations and associations can help to improve cohesion in the local community.



Lessons learned and future areas of focus: equal opportunities for participation

The city's efforts to stimulate participation in elections among groups that have historically been less inclined to vote are believed to have produced results. The city similarly endeavours to increase participation among groups with weak voting habits by holding dialogues with citizens. It is particularly important for these groups to have more trust in democracy and a firm belief in the future. Here, the city needs to further develop the methods for dialogue, in order to achieve broader participation.

By creating more lasting partnerships with civil society and businesses, the city can increase participation and share responsibility for dealing with social challenges. This requires the creation of public arenas for dialogue and ensuring generally good conditions for civil society and businesses, but also putting partnerships and collaborations to the test within specific, defined areas.

Since 2021, the task of all boards and companies in the city group has been to create equal opportunities for residents to participate in Uppsala's development. Increasing knowledge and devising a system that promotes equal opportunities will make this happen. This task is based on the Agenda 2030 principle to leave no-one behind. Some examples of improvements that will be made are given here.

- To shape environments, community services and communications in accordance with principles for universal formation.
- To reach more groups through dialogues and broad areas of contact for citizens' advocacy, for children and young persons, among others.
- To provide methodological support, and ensure that the operations are able to create a more equal benefit for everyone within their target groups.
- To reduce digital exclusion.
- To use more languages in communication with residents.

Examples of statistics relating to sustainable development within the City Objective

Participation in the 2018 city election

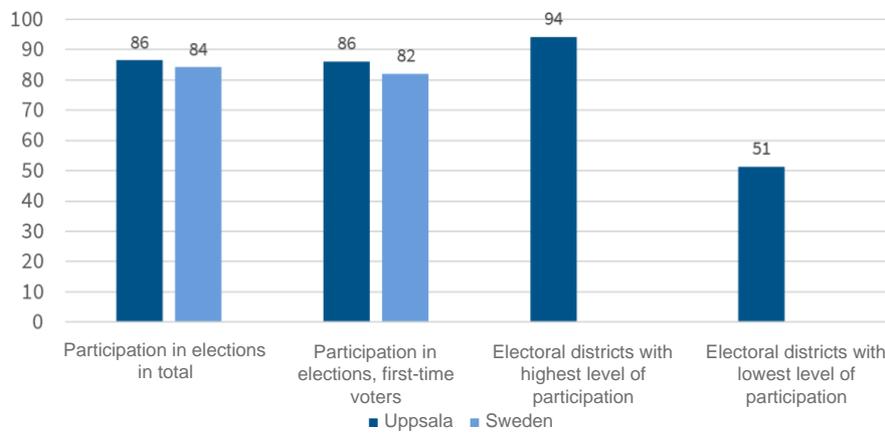


Figure 31. Participation in the recent 2018 city elections, in total and broken down into various groups. Participation in elections is presented as the proportion of those entitled to vote who actually do vote. Uppsala has a higher level of participation in elections than the average for Sweden. First-time voters in Uppsala voted to the same extent as others, but there are significant differences between areas of residence. Source: kolada.se.

Young people’s understanding of advocacy in city matters

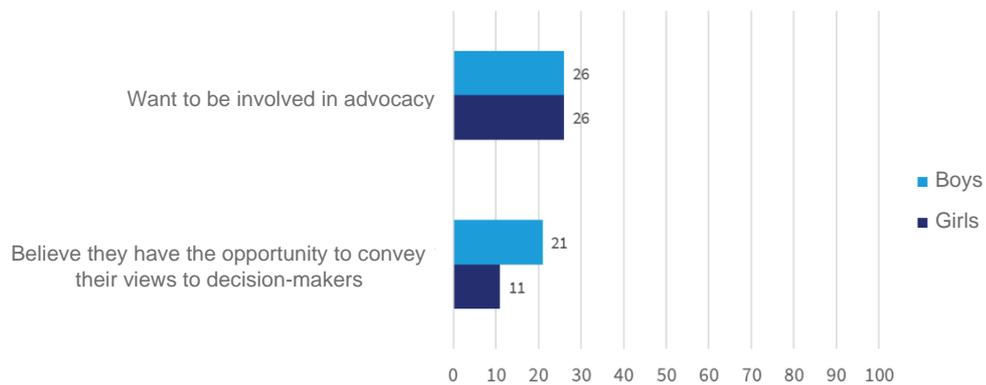


Figure 32. Number of young persons in year 2 of upper-secondary school responding that they want to and can be involved in advocacy concerning the city. Girls and boys want to be involved in advocacy to an equal extent, but almost twice as many boys believe that they also have the opportunity to convey their views to those who make decisions. Source: Liv och hälsa ung.

City Objective 9

The City of Uppsala's employees shall have good working conditions, and a high level of skills to meet Uppsala's needs



In Agenda 2030, education is seen from the perspective of the need to acquire knowledge throughout life, coupled specifically with the opportunity for participation in a working and social life. In Sweden's reporting to the UN, the government emphasises the importance that skills are utilised by everyone in Sweden; those born abroad as well as those born in the country. Goal 8 of the 2030 Agenda is to work towards an inclusive and long-term sustainable economic growth, and full and productive employment with decent working conditions for everyone. One of the targets aims to achieve full and productive employment with decent working conditions for all women and men, including young people and persons with disabilities, and equal pay for equal work, by 2030 at the latest.

What can Uppsala do?

The City of Uppsala is by far the largest local employer, with approximately 15,000 full-time employees throughout the city group. Uppsala's size means that the city's employer policy can make an impact for many people locally.

Competent employees are crucial for the city's operations to succeed in their tasks. Uppsala therefore works hard to ensure that there are sufficient numbers of employees with the right skills, through recruitment and by developing the skills that already exist. The city makes sure that employees and managers enjoy a satisfactory working environment and good terms of employment.

In focus: a home and a job for everyone

Uppsala has its own considerable recruitment needs. Because of the changes in the population - more elderly and young people - there is a greater need for welfare services. The number of people of working age, however, is not at all increasing at the same rate. It is already difficult to recruit to some occupational groups to the sufficient extent. The shortage of nurses has become particularly apparent during the coronavirus pandemic. New methods of working, digitalisation and the use of welfare technology are needed, to make it possible to raise the quality of welfare services without increasing the number of employees. It is also increasingly important to make use of the skills potential of employees who already work within the city.



8.5 Full employment and decent working conditions with equal wages for all

Almost 75 per cent of the City of Uppsala's employees are women. Women have historically had lower wages than men.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- To address structural gender-based wage differences (2017)

Equal pay for equal work

As an employer, the city has endeavoured to reduce unreasonable wage differences between women and men. In order to address structural differences based on gender, the city has analysed the differences that could be identified the previous year. The differences related to, among other things, working conditions, working hours, form of employment, and health. In order to maintain skills in equal wage setting, the city holds seminars for managers on salary review throughout the organisation, as before, during and after the review. During the year, the city also provided training for managers on interview techniques. Around 85 per cent of managers participate in information sharing and training on salary review every year.

Analyses of wages have helped the city to form an understanding of what pay differences there are, and to what extent they appear to be unreasonable. The city has then taken the initiative of influencing the pay situation. The overall result of this is that women's average pay is now higher than men's in Uppsala.

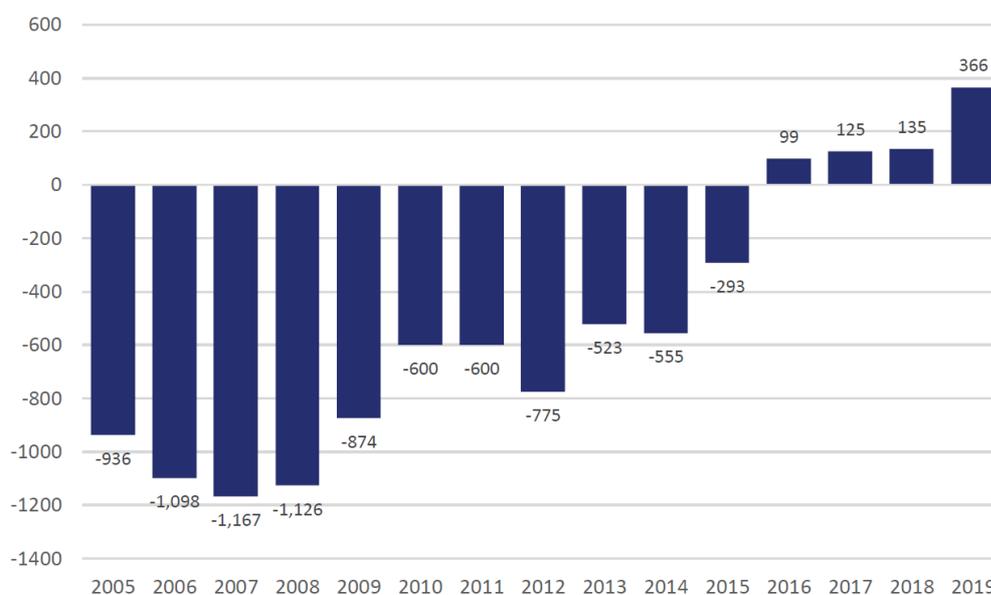


Figure 33. The pay gap between women and men (average wage for women minus average wage for men). Relates to employees within the City of Uppsala (paid monthly and by the hour). Developments from 2005 until 2019, inclusively. Source: kolada.se.

The city has come a long way in paying equal wages for equal work, but much still needs to be done to ensure that women and men receive the same pay for equivalent work.

Right to full-time, option of part-time

Part-time jobs lead to greater insecurity, and make it hard to prolong the period of employment. This applies above all to women, as it is mainly women who have been working on a part-time basis.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- To continue to implement the full-time work reform (2017)

For several years, the City of Uppsala has been working to make full-time work the norm for persons in permanent employment, whether these are already employed or new employees. This means that people feel more secure in their working life, above all women, as it is mainly women who have been working on a part-time basis.

In 2016, approximately 75 per cent of all permanent staff of the City of Uppsala were employed on a full-time basis. By January 2019, the number of permanently employed workers had increased to almost 95 per cent. The exception to this is a small number of occupational groups who are not covered by the requirement for full-time work as the norm. In 2018 the City of Uppsala had around 900 full-time permanent employees who had chosen to continue to work on a part-time basis by being partially on leave. This figure should be compared with the starting position, as around 2,000 workers were permanently employed part-time.

People in full-time permanent employment can still work on a part-time basis by choosing to go on partial leave once a year. Before the choice was made in 2019, the number of employees who wanted to work full-time increased from 42 per cent to 59 per cent within health and social care, an area of activity that has had the most part-time jobs.



8.8 Protect workers' rights, and promote a safe and secure working environment for all

Uppsala is expected to have a shortage of skills in several occupational groups in the future. This would affect social services and care for the elderly, amongst others. Competent workers are a precondition for providing support for giving all of the city's residents the opportunity to enjoy a good life, and are hence a key to several of the goals in Agenda 2030.

Examples of tasks for the council boards and corporate boards in Objectives and Budget:

- To secure the provision of skills by implementing measures to retain and recruit skilled workers in a sustainable working environment (2018)
- To identify risk groups for psycho-social sickness absence, and use this as a basis for reinforcing the work on health-promoting working methods and sustainable working environment, in order to reduce sickness absence and experienced negative stress (2019)
- To strengthen the strategic and operational skills provision for the city as an employer, with a focus on occupations experiencing a shortage of workers (2019)

A good working environment, to retain and recruit skilled workers

The city maps out the needs for skills, and directs its actions at recruiting priority occupational groups and those that are difficult to recruit. These actions are, for example, improvement of the recruitment process, adapting adult education, and cooperation on skills provision within the region.

To secure a competent work force, Uppsala strives to be an attractive employer that has a good working environment and good working conditions. In recent years the City of Uppsala has been developing systematics in its working environment work and rehabilitation work. Among other things, the city has identified risk individuals (employees with more than 6 days' short-term sickness absence in 12 months) and risk workplaces (those with large numbers of risk individuals). It is mainly women-dominated workplaces that are risk workplaces.

Within the framework of the "Prevent mental health problems in working life" project, the city provides support for managers to work on short-term sickness absence. In order to identify incipient health problems at an early stage and prevent long-term sickness absence, managers have been trained to conduct special interviews with risk individuals, where their entire life situation is discussed. An evaluation shows that this method of working has resulted in a 50 per cent reduction of short-term sickness absence in those groups where the interview has been held.

The annual staff survey and annual monitoring of the systematic working environment work have allowed managers' conditions to be noted. The number of workers a manager has varies greatly between the various operations, and the city therefore sets a benchmark for how many workers each manager should have. Since the largest work groups are found in women-dominated workplaces, a benchmark is expected to contribute in time to equal health for the city's employees.

In 2019 Uppsala received a distinction as the city of the year for employer branding. This was because the city carries out ongoing work that produces clear and robust results, has the ability to showcase the broad range of opportunities the city provides as an employer.



Lessons learned and future areas of focus: make differences visible, and secure skills provision

By making visible and analysing differences between the pay and working conditions of women and men, the city has made targeted investments in wages, full-time employment and sickness absence. There are still structural differences between men and women. For example, women remain strongly over-represented in administration, health and social care, social work, and pre-school education. Manager density is also lower in traditionally women-dominated occupations.

Good working conditions and opportunities for development are ways of attracting and retaining skilled workers. But the city is under great pressure to change. With more elderly and younger residents, continued growth, rapid technological development, and increased mobility within the population, the city's need for services is changing. In order to facilitate this development, the city needs to continue to adapt models of governance, "employeehip", management and leadership, competence, methods of work, and the

working environment. The lessons learnt during 2020 regarding digital forms of cooperation and remote working are valuable in this respect.

Examples of statistics relating to sustainable development within the City Objective

How the city's employees feel about their work situation

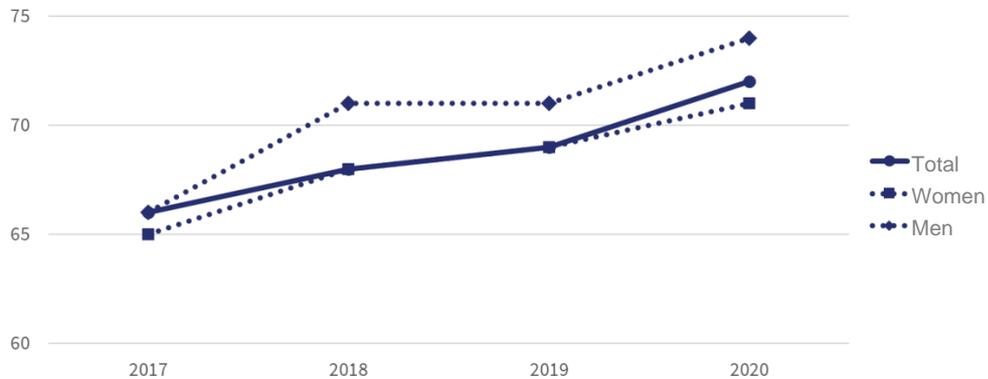


Figure 34. Index of how the city's employees feel about their work situation, based on how they responded in the city's staff survey, broken down by gender. Employees generally respond more positively in 2020 than the previous year, and the area of work situation has seen the biggest increase. There is a gender gap for the entire period, whereby men are more satisfied with their work situation than women. Satisfaction among women comes close to satisfaction overall, as the city has large numbers of women among its employees. Note that the scale on the y-axis is broken, and starts at 60 and ends at 75, while the index may in theory be anywhere between 0 and 100. Source: The city's staff survey.

Number of full-time employees

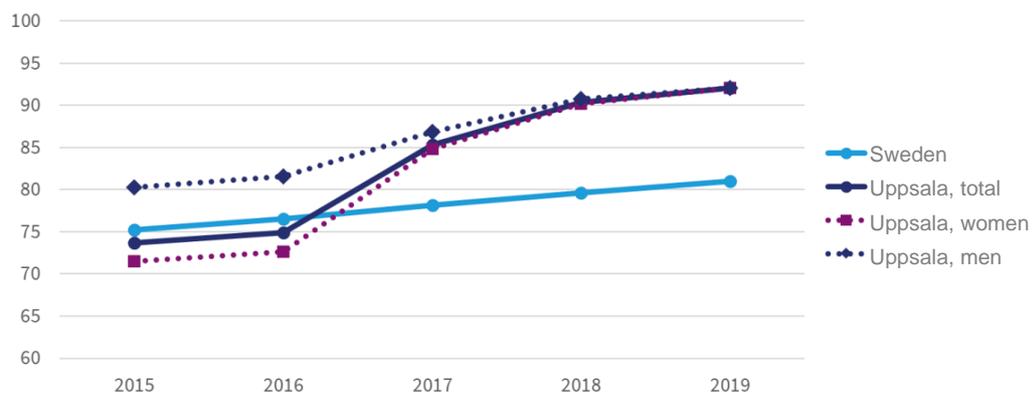


Figure 35. Number of full-time employees paid monthly in the city, broken down by gender. The number has risen sharply in Uppsala since the full-time work reform, and is now significantly higher than in Sweden as a whole. The difference between women and men has also disappeared. Source: kolada.se.

Sickness absence among the city's employees

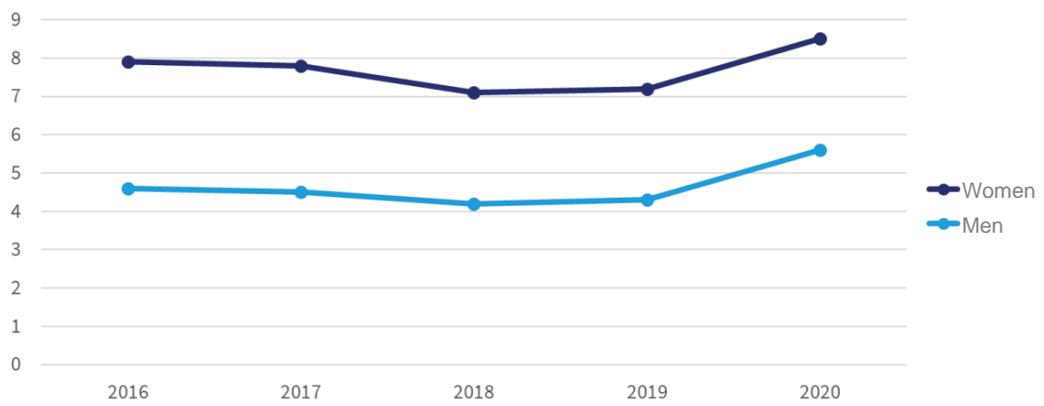
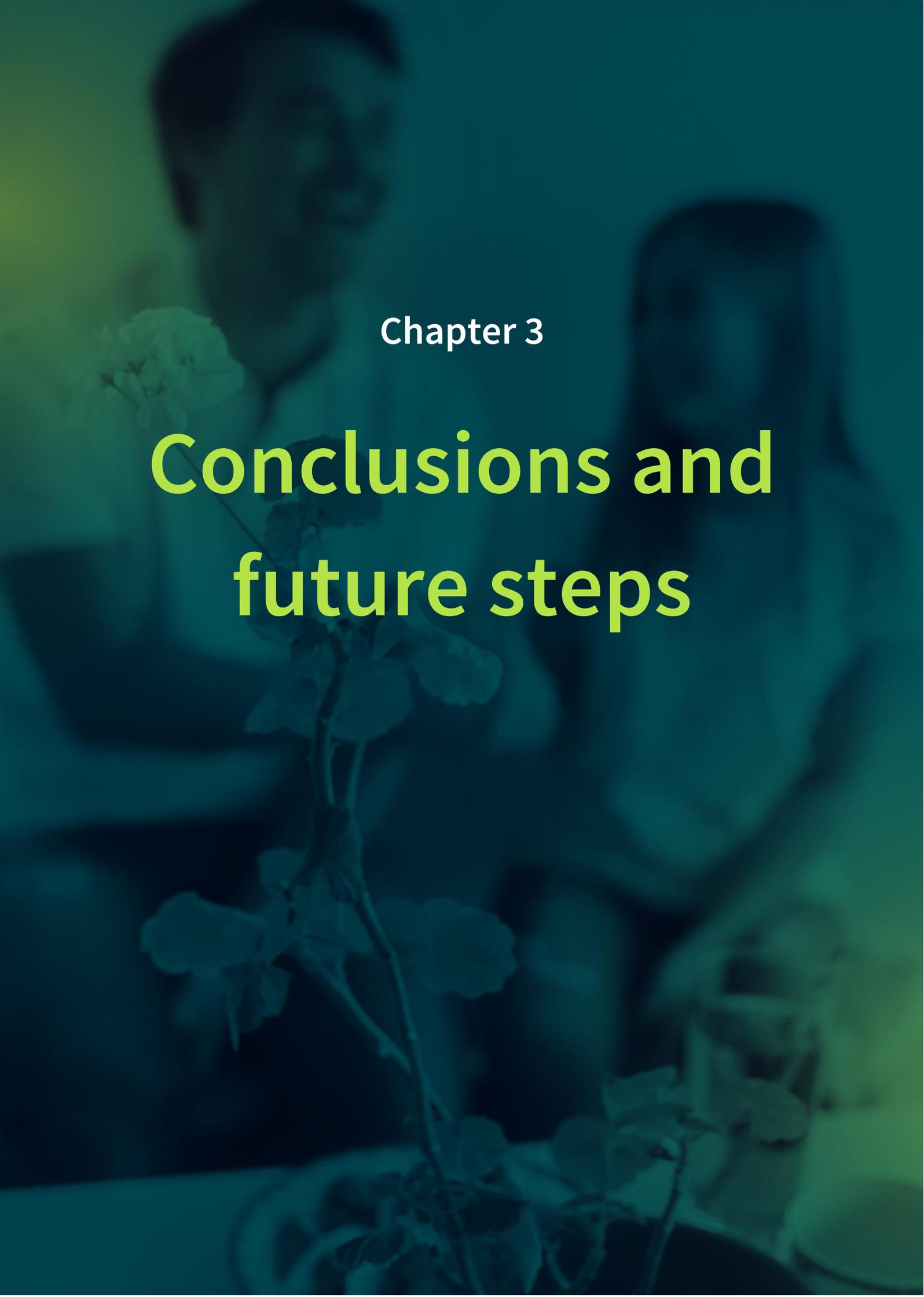


Figure 36. Sickness absence among the city's employees in number of days per year, broken down by gender. There is a clear gender gap, whereby women have almost 70 per cent more days of sick leave than men. Source: kolada.se.



Chapter 3

**Conclusions and
future steps**

Conclusions and future steps

A city in Sweden has a great deal of opportunity to influence sustainability in its development, as Swedish cities have broad responsibility for social planning, welfare services and local democracy. The city is also a major employer on the local labour market. In its role as social developer, the city establishes general prerequisites for a sustainable development for people, companies, civil society and nature. As a service provider, the city can build sustainability criteria into its services, and thereby “produce” sustainability. As the largest local employer, the city can contribute to a sustainable and equal working life for thousands of people.

This is Uppsala’s first voluntary local review. Its ambition is to show how Uppsala has incorporated Agenda 2030 in its governance and operations. The city has a broad activity, which in recent years has increased sustainability in social, environmental and economic development. It is also apparent that the City of Uppsala is working, or has been working, on all of the targets that are relevant to the city. The composition of the report has allowed a number of methods that Uppsala has chosen to work with to take shape - methods that can be seen collectively as factors for success.

Success factors for the work towards a sustainable development

There are some common ingredients for the way in which the city has been working on sustainability issues within various areas. One or some of the ingredients are used in some of the operations, but it is mainly when several or all are used that they become drivers for success. The ingredients are:

1. *Ambition* - Create impetus for change through political vigilance.
2. *Capacity* - Mobilise cooperation in matters where many people have influence.
3. *Knowledge* - Make differences visible through investigation and analysis.
4. *Focus* - Direct efforts to those areas or groups that have the greatest need.
5. *Learning* - Monitor and evaluate efforts to get a clearer picture of needs.
6. *Integration* - Make sure that the benefits of the new become part of the ordinary.

Ambition - Create impetus for change through political vigilance. When the city’s elected representatives draw attention to an issue, an awareness, a legitimacy and a motivation to work on the issue is created. This also applies to the city’s cooperation partners. Ambitious climate goals, the focus on security, and the drive to make full-time work the norm for the city’s employees are all examples of issues that have been given clear political attention, and where the city is taking important steps towards a sustainable development.

Capacity - Mobilise cooperation in matters where many people have influence. The city will never be able to deal with complex social challenges on its own. It therefore needs to create partnerships, coordinate and cooperate with other players in the public sector, the business world, civil society, and the city’s residents. It is a way of linking knowledge, new ways of thinking, power to act, and resources to the social challenge. The Climate Protocol, local cooperation in the Gottsunda district, and the partnership with the Red Cross to deal with the pandemic are examples of forms of cooperation where the city, together with the local community, influences the social development so that it becomes more sustainable. Another example is that the city cooperates at the regional level on matters that concern health, health care and social care, to produce better effects. Mobilising more people

improves conditions for producing long-term and structural changes in a sustainable direction.

Knowledge - *Make differences visible through investigation and analysis.* The city needs to make the situation visible, to understand what needs to be done. Through dialogue and analysis of the development, the needs become clearer. Dialogues with the elderly, for example, have laid a foundation for investments in an age-friendly city. Analyses of equality in sport, the local security survey, and analyses of differences between various groups in schooling are all examples of analyses that provide a basis for actions that contribute with greater accuracy to increased sustainability in Uppsala's development. Here, cooperation with universities plays an important role in developing things together. This kind of cooperation was behind the building of a mobility house - a smarter car park - where a rooftop solar cell park and an advanced battery facility relieves the electricity network when multiple cars are charged simultaneously.

Focus - *Direct efforts to those areas or groups that have the greatest need.* The hallmark of the city's operations is that they make a difference and that no-one is left behind. By using knowledge to concretise what needs to be done, the city directs its investments towards needs. These include, for example, coordinated efforts to increase security and improve opportunities to live in neighbourhoods where support needs are many. Another example is evening out the requirements of schools with different pupil populations, by using models of resource distribution. Although the focus is on a specific change, it is important to put the specifics in context, so that the change is of benefit from a holistic perspective.

Learning - *Monitor and evaluate efforts to get a clearer picture of needs.* The aim of the city's initiatives is to make a difference. To gain an understanding of whether they are moving in the right direction, the city keeps itself updated on what kind of needs there are. The city can see, for example, that actions to increase participation in elections are believed to have actually made a difference. Actions to reduce unreasonable salary differences between the city's male and female employees are similarly considered to have produced results. And initiatives to reduce climate emissions are moving in the right direction, albeit rather slowly. It's important to remember that the evaluation of the benefit should also take account of the impact beyond the city's borders.

Integration - *Make sure that the benefits of the new become part of the ordinary.* Many initiatives are about making vigorous efforts to improve something. But once the initiative is completed, the experience needs to become part of the ordinary. For example, the procurement of products that meet sustainability criteria has gradually undergone the transition from being the odd exception to becoming the norm. The investment in the integration of equality in sports and leisure activities has similarly become part of the ordinary way of working and governance. In this way, the sustainability perspective becomes part of the definition of quality in Uppsala.

Lessons learned from carrying out a voluntary local review

Longer time perspectives and connections between areas

The city regularly monitors and analyses its operations, for example, in annual reports. Here, the focus is on the period immediately preceding the present, for example, the past year. The city also produces thematic reports within a specific area from time to time. The focus is then limited to the area the report concerns. A voluntary local review allows for both a longer time perspective, and a breadth that enables connections between areas to

be seen. A voluntary local review therefore supplements the city's other ways of reporting on its activity, and contributes something new to the learning.

Better contacts with the national level and other large cities

While working on the voluntary local review, the city has been in contact with the Government Offices and other cities producing a report: Helsingborg, Malmö and Stockholm. There has also been an exchange of information between Sweden and Finland, whereby Finland shared its experiences of voluntary local reviews, among other things. Apart from experiences of writing the report itself, all of these contacts have created better conditions for future relationships and collaboration on the work with Agenda 2030.

Statistics and meaningful reports that show effects

The city's work on increasing sustainability in its development is quite extensive, and therefore needs to be made comprehensible. Statistics play a crucial role in this. Most of the statistics used in the report are those that make differences visible - over time, between social groups, between city districts. In this way, the statistics provide scope for reflecting on equality and the desired development, in line with the Agenda 2030 principle to leave no-one behind.

But statistics are useless by themselves. To make them meaningful, there needs to be reasoning, which weaves together sets of problems, choice of methods, actions and results. There also need to be specific examples of how a sustainable development can be promoted, in order to visualise and increase people's understanding of the work on change.

One of the most important parts is to link actions to results, and hence show that the actions actually have an effect. This is also one of the hardest parts, and is an area of development for Uppsala, just as it is for many other cities involved in long-term work on sustainable development.

For inclusion in future voluntary local reviews

With the experience of this report, there are some things that can be highlighted as tips for future reports.

- *Be guided by what the local governance looks like.* By emphasising what is "our way" of doing things, it's easier to ensure that the report is understood locally. It is also easier for an outside reader to get a feeling for what the integration looks like.
- *Highlight examples that show a "how".* By stating more than just "that" and "what", you increase the chances that someone will grasp a method and use it in their own context. In order for the "how" to be made more interesting, it needs to be linked to a set of problems that provide a reason why the city does something, and a result that shows what the "how" has led to. Here, the city could be better at describing results.
- *Start early.* Much of the content of the report is quite insensitive to up-to-date information. We already know quite a lot about the development, so invest some time in involving experts within and outside the city organisation, preferably including residents.

- *Think web rather than report.* This is a classic report, with a clear-cut beginning and end. If the report is presented online instead, there are greater opportunities to click on more detailed text, videos, maps, sound clips and open data.

Future issues

Adaptability

The coronavirus pandemic has put the city and the local community through some serious tests. The operations have needed to prioritise, collaborate, and do new things and old things in new ways. Contagious diseases are normally treated as a regional or national issue, but the coronavirus pandemic has made the important role of the cities clear. A more clear-cut division of roles and responsibilities in dealing with protection from infection is important for a more effective management of similar crises.

Crisis management requires the city to be resilient, show adaptability and cooperate with the local community. These are qualities that are also important for adapting to climate change and extreme weather phenomena.

Management of conflicting goals

Uppsala can expect continued growth in its housing, population and trade and industry. This growth needs to happen at the same time as climate emissions need to be reduced in absolute terms more than they have so far. Equal access to clean air, clean water and biological diversity must be harmonised with social and economic needs. Local production of renewable energy and local circular food chains have a part to play in this.

Conflicting goals need to be managed in the city's procurement in the same way. Sustainability criteria should certainly be seen as qualities in what the city purchases, but quality always needs to be balanced against cost. The city therefore needs to find smart ways of balancing quality and cost, to ensure that sustainability criteria are met and city services can be maintained.

From expert to facilitator

The city is experiencing a role shift in respect of its work on sustainable development. Employees who have previously used their role of expert as a starting point are making the transition to become development and sustainability managers, who work more closely with the operations as facilitators. This method of working makes better use of the overall skills that are available in the city's operations.

A role shift is similarly apparent in the operations of the city as a local actor. To address the more complex social challenges, the city is seeking partners with shared responsibilities to gain greater strength and create more holistic solutions for residents, companies and organisations. There is also a shift of perception, whereby the resident of the city is seen less as a passive recipient of a service, and more as someone who is actively involved and creates value together with the city and others.