Continuing work for a socially sustainable Malmö
An approach for the City of Malmö from 2014
Foreword

The decisions in brief

Introduction

What happens now?

Leadership and Work Methods

1. Carry out a review of the City Council’s resolution on the Convention on the Rights of the Child and offer suggestions for developing work to strengthen the children's rights perspective in all operations
2. Scale up the work on user influence as part of the quality assurance work
3. Scale up the work on peer review and develop approaches for a learning organisation
4. Develop ways to cooperate with the voluntary sector on social sustainability
5. Review the possibility of strengthening collaboration with universities and university colleges on method development
6. Ensure that all managers have a holistic perspective and that information from the Malmö Commission is considered in the leadership programme
7. Develop holistic management tools by means of a new governance and management system, new measures for societal development based on overall sustainability, models for socio- and health-economic calculations, and integration of social investments into the budget
8. Review the possibility of the City of Malmö joining the Forum for Social Innovation Sweden
9. Carry out a review of existing research and development structures and forms of collaboration with university colleges and universities, with proposals for structures and processes

Learning and Education

10. Report annually on the Education Committees’ needs and costs
11. Develop systematic quality assurance work in the Education Committees
12. Produce a long-term, joint municipal strategy for skills and staff provision
13. Ensure that school staff throughout the city are able to participate in professional development initiatives that build on systematic quality assurance work
14. Develop approaches for participation for parents and children
15. Review how experiences from the Bunkeflo Model can be integrated into Malmö’s compulsory schools and how cooperation with sports associations can be strengthened for upper secondary school.
16. Identify which children do not attend pre-school and follow this up
17. Survey groups of children in pre-school in terms of composition and needs, with the long-term aim of making groups smaller
18. Continue initiatives for language development in pre-school and compulsory education
19. Continue to invest in professional development initiatives in language and literacy processes in pre-school and compulsory education
20. Follow up study results to provide the right support
21. Continue the focus on study instruction in the student’s native language
22. Review the possibility of smaller groups of children in after-school centres
23. Review the possibility of increasing the proportion of university-trained staff in after-school centres
24. Establish a full-time position with responsibility for after-school centres
25. Make youth monitoring and follow-up on young people up to the age of 25 who are in neither work nor education permanent
26. Review the need for expansion and increased staffing at municipal school health services and make suggestions for action
27. Perform a follow-up of all newly arrived migrant pupils
28. Perform a survey and draw up a strategy and action plan for newly arrived migrant upper secondary school pupils and consider the role of the school health service
29. Look at the options for locating new profile schools in areas where they may generate positive integration effects
30. Review how negative segregating effects in schools can be countered and offer suggestions as to how to achieve classes that are socioeconomically mixed
31. Focus on involvement, openness and transparency when informing parents, children and pupils

Work and Livelihood

32. Draw up an action plan to reduce poverty and social exclusion among children and introduce a new City Council target for this
33. Prepare a letter to the government to invite discussion on the national minimum level for national social assistance
34. Review and propose new guidelines for calculating assistance for recreational activities for children and school pupils
35. Review improved opportunities for children and young people in Malmö to travel throughout the city
36. New guidelines for assessment concerning Internet access and computers for children and young people receiving social assistance
37. Changed resource allocation system and new governance and management system
38. Identify development opportunities for FINSAM and suggest approaches for agreements with stakeholders so that more people can find work
39. Develop an approach for local forums involving collaborating stakeholders so that more people can find work
40. Continue to invest in various forms of labour market training
41. Cooperate with Arbetsmiljöverket (the Swedish Work Environment Authority) concerning inspections
42. On the basis of the staff policy, continue to work for a good work environment, and impose requirements for the work environment in procurements
43. Perform a research-based study of unpaid care work in Malmö and suggest actions
44. Develop municipal forms of employment so that people can move from social assistance to work and perform a health- and socioeconomic analysis of the action
45. Create a forum for enhanced collaboration with the business community for social sustainability
46. Integrate approaches for the recruitment of young employees into the municipal recruitment processes
Housing and Urban Planning

47. Continue development work to reduce the housing shortage and build more affordable housing
48. Review the possibility of increasing access to housing that all families with children can afford and that meet quality and environmental requirements
49. Review the possibility of assignment-based housing development
50. Strengthen the child’s perspective and follow-up work for children and young people, in both social and physical environments
51. Review how social impact assessments can be implemented prior to physical investments
52. Strengthen the work to develop democratic tools in urban planning
53. Continue to invest in the development of accessible meeting places
54. Continue to develop the work on mixed forms of tenure in Malmö
55. Perform a social impact assessment of the “Amiralstaden” project and continue to invest in the “Bygga Om Dialogen” (Rebuild Dialogue) project in the Million Programme areas
56. Develop the work of transforming physical barriers into linking areas

Health Care

57. Ensure that maternal and child health care is offered on equal terms
58. Assist Region Skåne (the Skåne Regional Council administration) in its work to disseminate information for increased participation in screening programmes
59. Put forward to Region Skåne (the Skåne Regional Council administration) a proposal for an analysis of out-patient care in Malmö
60. Investigate the option of preventive home visits in addition to the offer of health checks to anyone aged 80 and above
61. Review experiences from the research project Migration Challenges
62. Produce a training package focusing on social determinants for staff within maternal and child health care
63. Review existing collaborative structures for child health
64. Make preventive actions against violence, neglect and sexual abuse of children a priority in reviews of existing collaboration structures for child health
65. Review the possibility of establishing more Family Centres
66. Strengthen cooperation between different parts of the municipal school health service
67. Create approaches for qualified analysis of the epidemiological surveillance being carried out in Malmö
68. Use analyses from the injury registry in Malmö to convert the results into preventive work

Marketing and Distribution

69. Review the possibility of establishing a regular international conference focusing on social sustainability

Contact & further information
On 5 March 2014 the Malmö City Executive Board adopted the comprehensive final report submitted by the Commission for a Socially Sustainable Malmö. This was a unique undertaking for the City of Malmö, building on unique work and documentation.

As a bold move in addressing Malmö’s challenges, the independent Commission, consisting of both researchers and department managers, was asked to suggest actions for change. Now that we are strengthening our processes to achieve a socially sustainable Malmö, it is important that we maintain the strong willingness to act.

The Commission’s final report, which contains proposed actions to tackle health inequities in Malmö, is firmly rooted in research and is characterised by great breadth, in terms of both content and involvement.

Numerous committees, administrations, municipal corporations, individuals, authorities, representatives of associations, the business community and other organisations have in various ways contributed to the work, and many stakeholders have demonstrated that they are prepared to contribute to the continuing work to achieve a socially sustainable Malmö. There is great power in this support and we must take advantage of it.

I hope that this short report, which summarises the ongoing and forthcoming processes for social sustainability as decided by the Malmö City Executive Board, will give more people access to its content and meaning. The short version answers questions about what will happen next and who will do what. The work that is now to be undertaken requires stakeholder involvement and the development of new collaborative initiatives, in line with the Commission’s recommendations. It is also my hope that the short version can be used as a starting point for dialogue, as a support in business development and as a source of inspiration for new endeavours and collaborations in the future.

Working towards socially sustainable development is an ongoing process. Some effects will be observed more quickly, while other, more long term effects, will take time.

In order to drive change, we must all be committed, seek new knowledge, and dare to be different. I therefore hope that the message that the work towards a socially sustainable Malmö has begun is spread far and wide to everyone who wants to participate and contribute.

/Jan-Inge Ahlfridh, Chief Executive Officer for the City of Malmö
The decisions reported in this section are general and do not go into detail on what is actually to be done. Specific assignments and reviews being started are described under the headings below: Leadership and Work Methods, Learning and Education, Work and Livelihood, Housing and Urban Planning and Health Care.

The City Executive Board decided on 5 March to

- endorse the Commission’s general recommendation to establish a social investment policy that can even out disparities in living conditions and make societal systems more equitable,

- endorse the Commission’s general recommendation to change processes by creating knowledge alliances and democratised governance,

- call upon all committees and corporation boards to consider the Commission’s final report and background reports, as well as assessments made on this issue in their continuing development work for social sustainability,

- instruct the City Office to draw up review directives for political decisions in accordance with the assignments reported in relation to this political case to the City Office, and to lead the municipality’s continuing development work for a socially sustainable Malmö, and to report back to the City Executive Board once a year on how the continuing development work is progressing, based on each action in the matrix, and

- allocate, from the City Executive Board’s grants for projects and reviews, SEK 3.5 million during 2014 to the City Office for staffing, coordination and communication efforts and to investigate opportunities for EU funding for continued work, and to consider continued funding in the 2015 budget.
Introduction

BACKGROUND: FROM COMMISSION TO DECISION
In May 2010 the Malmö City Executive Board decided to set up a Commission for a Socially Sustainable Malmö, tasked with suggesting strategies to reduce structural health inequities in the city. At that time, public health surveys had for some years revealed large disparities in health and life expectancy between different groups in Malmö, in spite of efforts aimed at reducing these disparities. Today there is almost five and a half years’ difference in life expectancy between men in two areas of Malmö, and six years between highly-educated residents and those with a lower level of education. These disparities have increased in recent decades.

The challenges facing Malmö required new approaches, and the Malmö City Executive Board therefore decided to engage researchers and local experts to provide an in-depth analysis of the causes of the health inequities in the city and thus find the best solutions.

In 2008 the World Health Organisation (WHO) produced the report Closing the gap in a generation, which urged the countries of the world to put the issue of reducing health disparities high up on the political agenda, and made suggestions for action. The report showed with great clarity, based on scientific evidence, that factors such as education, income and social status play a critical role in human health and well-being, and that it is possible to influence these factors and thereby reduce health inequity. The Commission for a Socially Sustainable Malmö, or the Malmö Commission, is one of the world’s first local commissions for health equity, following in the WHO’s footsteps.

The politically independent Malmö Commission consisted of 14 commissioners, representing both researchers and practitioners. The commissioners were all experts in different fields, in order to provide a better overall understanding of Malmö’s challenges and possibilities.

The Commission worked in three phases, with the first focusing on producing scientific background reports in order to highlight Malmö’s challenges from various perspectives, explaining the factors that affect health, and offering suggestions to improve the current situation. Altogether 32 reports were published.
The next phase was about dialogue. Seminars, meetings and workshops were held to discuss the content of the reports and to engage other stakeholders in order to come up with the best possible solutions and consider how they could be implemented in Malmö. Over 2,000 people contributed in various ways to the final report, which was the last stage.

In March 2013 the Commission finished its work and presented its final report Malmö’s path towards a sustainable future – health, welfare and justice to the Malmö City Executive Board, which in April the same year approved the report. The Board decided to pass it on to a wider group of stakeholders for comments and gave the City Office the task of coordinating the continuing work process.

120 bodies within and outside the City of Malmö were given the opportunity to respond to the request for comments and almost 70 of them provided feedback on the Commission’s recommendations. The bodies were also asked to answer questions, such as how the proposed actions could be applied in their own organisations, their views on the general feasibility of the suggestions and which of the proposed actions were considered to be especially urgent.

In the meantime the Malmö City Office was working on moving the case forward by proposing to the City Executive Board that the work should continue after the Commission had completed their assignment. The political case is called Final report from the Commission for a socially sustainable Malmö – now a matter of proposed focus for the continuing work for social sustainability and builds on the Malmö Commission’s 74 proposals for action and the City Office’s overall assessments of around 70 consultation bodies’ comments on these. The majority of the bodies that were consulted reacted very positively to the Commission’s final report and the two overall recommendations contained therein. They also emphasised the issues that they thought were missing in the report. The numerous responses received have demonstrated great commitment towards the future of Malmö and its residents. Many bodies expressed their enthusiasm to be part of the continuing work.

This is a summarised version of the case that the Malmö City Executive Board adopted on 5 March 2014. Here the consultation bodies’ views are not reported separately, but only as an overall assessment. The consultation bodies’ comments and the relevant answers in their entirety can however be found in the original official letter, which can be downloaded from www.malmo.se/kommission.

**WHY SHOULD WE WORK FOR REDUCED HEALTH DISPARITIES IN MALMÖ?**

The Malmö Commission states in its final report that good health, equitably distributed, is essential for a society to grow sustainably – socially, financially and ecologically. According to both UN human rights legislation and national legislation, the work of the municipality must be based on the equal value and rights of all people, with the right to good health being a fundamental part of this.

Health inequities that originate in social structures are, by definition, possible to influence. Since we can influence the structures, the Malmö Commission and its predecessors, including the WHO, believe that it is ethically indefensible not to do so.

The Commission states that unequal circumstances and increasing disparities can create unease and polarisation, reduce confidence in social institutions and weaken participation in society.

In addition, the Commission states that health inequities are expensive to society, both directly as a result of the high cost of support efforts, and indirectly in terms of lost production as a result of sick leave and premature death. The annual cost of health inequity in Malmö amounts to between three and seven billion Swedish kronor, according to the Commission.
WHAT CREATES HEALTH EQUITY?
Research clearly shows that health inequities are largely due to people’s different prerequisites in life, for example, education, housing, income and work environment. These factors are called the social determinants of health. The Commission emphasises the importance of a shift in perspective, in which society goes from influencing individual choices and lifestyle to directing efforts towards the underlying causes.

The Commission uses the term “proportional universalism” to describe the idea that actions for greater health equity should be universal – they should be offered to all – but at the same time they should be tailored in scope and design towards the individuals and groups with the greatest needs.

MÅLÄN’S CHALLENGES AND OPPORTUNITIES
Malmö is a rapidly growing city. Global, regional and national changes affect Malmö and its residents in multiple ways. Global economic fluctuations, changes in national social support systems, urbanisation and migration are just some examples of phenomena that play a role in the everyday life of Malmö residents.

In order to manage the structural changes taking place, the Commission emphasises the need for a shift in perspective, which means, among other things, that the municipality must consider many of its efforts in a longer term perspective than has been the case so far. The effects of a social investment policy can rarely be observed within one budget year or one term of office. On the contrary, reducing disparities in health takes time, or as WHO puts it, a generation.

A shift in perspective is also about changing attitudes. Views on society, on Malmö’s role in globalisation and on the people who live here play a major part in how well the city succeeds in its ambition to achieve socially sustainable development. Both the Commission and the City Office believe that a large number of Malmö residents have large, underutilised resources in the shape of, for example, global contacts, language skills and intercultural skills. This knowledge must be utilised in order to reduce health disparities.

Population movements in Malmö
The Commission’s research shows that half a million people have lived in Malmö for at least one year between 1990 and 2008. This shows that Malmö is an attractive city to move to. At the same time, many people choose to limit their time in Malmö, something that is particularly evident among families with children.

The flow into and out of the city and the changing composition of the population means that the success of projects and initiatives aimed at reducing inequities in health and living conditions in Malmö will always be measured in relation to a population in motion. The geography, which is often the starting point for measuring development in Malmö, remains. But the people within a geographical area vary. To get an accurate picture of the results linked to a particular initiative, the results must be measured at both an individual and organisational level, as well as in a geographical context.
What happens now?
Assignments and development areas

This section describes the decisions taken by the City Executive Board as to how the City of Malmö should proceed with the work for socially sustainable development and reduced health disparities. The decisions are based on the City Office’s overall assessment of the Malmö Commission’s proposals for action and the comments from approximately 70 consultation bodies.

What do the headings mean?

Every action is followed by the Malmö Commission’s original proposal for action, followed by a number for the action and a page reference to the final report.

**Assessment:**
Means a brief assessment of the proposal for action, which also takes into account the comments from the consultation bodies and raises points that should be particularly noted or added to already ongoing work. The text describes the background to the decision and may involve new assignments, enhanced development work or confirmation that work is already under way in line with the Malmö Commission’s proposals for action.

**Review:**
Means a new assignment from the City Executive Board for the City Office or a request from the City Executive Board to other committees and corporations. For each assignment there should be a report on proposals for action, a schedule and a cost estimate, as well as suggestions for funding.

**Development area:**
Means that an area should be developed/intensified, based on the City Office’s assessment and proposal.

**Ongoing work:**
Already agreed initiatives/assignments in line with the Malmö Commission’s proposals for action.

**Responsible body:**
The body that is to carry out an assignment or is responsible for development work or ongoing work.

**Reporting/follow-up:**
This specifies when and how the initiative will be followed up. This may be done through existing reporting systems, through specific reports directly to the City Executive Board, or through the annual report to the City Executive Board of all initiatives that the City Office compiles.
In its final report, The Commission for a Socially Sustainable Malmö gave two overarching recommendations to the City of Malmö, which the City Executive Board supports.

**Establish a social investment policy that can reduce inequities in living conditions and make societal systems more equitable**

**and**

**Change processes by creating knowledge alliances and democratised governance**

**Assessment:**
A social investment policy and changed processes by means of knowledge alliances and democratic governance are two elements that are mutually dependent. A social investment policy must be based on an approach that contains knowledge alliances and democratised governance. In concrete terms, this means creating internal and external approaches for cooperation and processes that both clarify and enable common priorities and create more long-term thinking in decision making. It is equally important for knowledge alliances to be created within the organisation of the City of Malmö, between and within committees, administrations and corporations, as with external stakeholders.

The City of Malmö needs to see the potential in increased cooperation with other stakeholders, and, within the framework of its total budget, ensure that all decisions are based on well-considered and common priorities aimed at socially sustainable development, with a focus on reduced health inequities.

The Commission estimates that the total cost of health inequity in Malmö amounts to between three and seven billion Swedish kronor a year. It is therefore justified, from both an ethical and an economic perspective, to steer the budget towards reducing health inequity.

Opening up the decision-making processes to more stakeholders is regarded as positive, both from the perspective of participation and that of quality assurance. In any knowledge alliances created, it is important for participation to be based on reciprocity and as far as possible on equal terms. This requires shared goals and a shared understanding of the problems to be dealt with. It demands a high level of flexibility within the municipality and requires there to be a willingness and an ability to formulate new goals when new knowledge is created.

**ONGOING ASSIGNMENTS**

**Three reviews concerning sustainability**
When the Malmö Commission’s final report was approved by the City Executive Board in April 2013 the City Office was given the following assignments:

- To review the possibility of developing joint municipal approaches for socio-economic/health-economic calculations. The assignment involves a survey of approaches to socio- and health-economic evaluations and calculations developed by other municipalities, regions and external stakeholders, as well as internal and external collaborations and national initiatives that Malmö should take note of.

- To review how social investments can be integrated into the 2015 budget.

Results and suggestions for further work will be presented to the City Executive Board in spring 2014.

**Report on the significance of discrimination for health**
In a collaboration with Malmö University, the City of Malmö is producing a background report that describes what research has to say about the significance of discrimination for health and offers suggestions as to how Malmö can develop its work against discrimination in order to reduce health inequity. The report is to be presented to the City Executive Board in spring 2014.
Leadership and Work Methods

In the area of leadership and work methods, there are actions linked to governance, method development and collaboration.

Overall comments:
Developed leadership and improved working methods are crucial to continued success in reducing health inequity in Malmö. It is therefore vital to raise awareness among politicians, executives, managers and employees concerning the ambition for socially sustainable development in Malmö. This also applies to managers outside the City of Malmö’s own organisation. The Commission’s findings put us in a good position for greater accountability and renewed understanding of Malmö’s conditions and challenges.

Knowledge of holistic leadership needs to be strengthened among politicians and officials. The holistic approach offers opportunities for developing public leadership so that the connection between the local, regional, national and global level can be made clear. This leadership development is enhanced when decisions are based on substantiated analyses and objectives. Managers also need to develop in their role of leading employees in their work and creating commitment and participation. A key factor is to focus on developing work methods and processes. Politicians and officials, within and outside the municipality, need to be given the opportunity to work in new ways in broader knowledge alliances and new constellations to reduce the ‘silo’ phenomenon.

Structures for follow-up and analysis must also be created to clarify how initiatives relate to the overall objectives. The process towards social sustainability must be regarded as a process whose content and shape cannot be defined by the City of Malmö alone. Future work will need to be subject to broad involvement, in which the municipality and other stakeholders jointly define approaches for actively promoting socially sustainable development.
1. Carry out a review of the City Council’s resolution on the Convention on the Rights of the Child and offer suggestions for developing work to strengthen the children’s rights perspective in all operations.

Assessment:
Work is ongoing in line with the action, based on, for example, I live in Malmö – Policy for influence from young people and The Convention on the Rights of the Child – guidance for politicians and officials.

The work needs to be developed and strengthened considerably, and the level of ambition should be high. Work on the children’s rights perspective should be seen as broad basic values work in the municipality’s operations, both where the children themselves are, as well as those adults who make decisions that affect the children. The children’s rights perspective should be integrated into the decision-making process before decisions are made.

Review:
Carry out a review of the City Council’s decision on The Convention on the Rights of the Child – guidance for politicians and officials and the prerequisites in existing structures. Such a review should include suggestions for how the work should be developed and organised in the future in order to strengthen the children’s rights perspective in all City of Malmö operations. The review should run across all administrations and should also consider the role of the voluntary sector in the work. Particular focus should be placed on the intersectional perspective and on opportunities for developing forms of child impact analyses.

In this context, the City Office would also like to bring attention to the possibility of strengthening the children’s rights perspective in City of Malmö operations by means of the formulation of political objectives.

Responsible body:
The City Office, in an ongoing dialogue with, among others, various administrations and with the voluntary sector

Reporting/follow-up:
The City Executive Board in spring 2015

2. Scale up the work on user influence as part of the quality assurance work

Include regular surveys on living conditions in processes (3.1.1.1, p.131) and Conduct periodic surveys on living conditions to map hidden competences and other potentials in the local society (2.2.2.5, p.111)

Assessment:
Surveys of living conditions are described in the Commission’s report as a type of knowledge alliance that, through interviews with Malmö residents, develops the type of qualitative knowledge about people’s living conditions that is not available in databases. The use of qualitative information about the living conditions of Malmö residents in the work on social sustainability is encouraged. With quantitative data it is possible to find out how much or what proportion, but with qualitative data it is possible to get access to what or how. With qualitative data it is possible to describe and understand phenomena and the links between them, and to be able to make use of experiences and perceptions. It also offers added value, since it provides access to contexts that were hitherto unknown and information on the causes of a particular experience. Qualitative and quantitative data together provide a clearer picture of an outcome than they do separately. Identifying hidden competences is important, and the City of Malmö as an employer needs to develop in order to pay greater attention to, for example, intercultural competence. Generally, it is crucial for Arbetsförmedlingen (the
Introduce peer review as a method for developing new forms of organisations characterised by discretionary learning (2.2.3.3, p.114) and use peer review to make work organisations more learning and in the long term to develop knowledge about working life (3.1.1.2, p.132).

Assessment:
Peer review is advocated as a method within the City of Malmö’s organisation. The method is an asset for the city’s operational development in terms of illustrating to a greater extent how we approach things and what structures are available, rather than the content and what we have to process. Changing structures is a considerably more extensive process than changing content. And it is precisely this type of change that needs to happen to enable work on a socially sustainable Malmö.

A variation of the method has been used in the Future Leaders programme.

Development area:
Within municipal operations, there is a daily dialogue between staff and users, allowing a better picture of the living conditions of Malmö residents. At the same time, municipal operations are often too overloaded to be able to make use of more qualitative information. It is therefore necessary to create conditions for using the interface between staff and users to allow better use of qualitative knowledge about the users’ living conditions and situation. Increased user influence should be part of the quality assurance work. The project Increased user influence in individual and family care ran throughout 2013 with the aim of finding approaches for user influence in the future. A report on this work will be completed in spring 2014.

Responsible body:
The City Office and relevant committees

Reporting/follow-up:
The City Executive Board, annually

3. Scale up the work on peer review and develop approaches for a learning organisation

In this, participants have been asked to work as internal consultants or to carry out assignments and analyses based on questions the organisation wants to highlight. Working with peer reviews creates exchanges of experience and the possibility of a holistic perspective, which ultimately benefits Malmö residents.

Development area:
It is vital for this type of work to be scaled up and for approaches to be developed for a learning organisation and peer reviews based on operational needs. This development should support a cross-boundary approach.

Responsible body:
The City Office, together with other administrations and representatives of the voluntary sector

Reporting/follow-up:
The City Executive Board, annually
4. Develop ways to cooperate with the voluntary sector on social sustainability

Strengthen the cooperation with the voluntary sector and take advantage of its potential to create social innovations (2.2.4.1, p.115)

Assessment:
The Commission’s final report and background reports emphasise the need for more stakeholders than today to work together to be able to achieve long-term sustainable development. The voluntary sector fills and can fill many roles in this development, for example, when it comes to participation and dissemination of knowledge, and by means of its potential to create social innovations. In many respects the voluntary sector offers initiatives that complement those of the public sector. The voluntary sector also facilitates the mobilisation of volunteer forces that may become bearers of Malmö’s positive development. Both the consultation bodies and the City Office say in their assessments that there is a restraint within the City of Malmö that impedes creative meetings between the public and voluntary sectors. At the same time, comprehensive work is being carried out by the voluntary sector in Malmö, and there are several forums that gather together voluntary sector representatives. These forums are sometimes within a sector framework and sometimes in collaboration with other stakeholders, such as the City of Malmö, Region Skåne (the Skåne Regional Council administration) and Malmö University. At a regional level, Region Skåne (the Skåne Regional Council administration) has formal agreements with the voluntary sector. Consultation bodies raise the necessity and feasibility of creating similar types of agreements with the City of Malmö. At this point it should be mentioned that the City of Malmö began this type of work when the Social Resource Committee agreed on declarations of intent with a number of associations that were given organisation grants. The purpose of this is to ensure the quality and continuity of the cooperation between the municipality and the voluntary sector. The cooperation can be fruitful when clear agreements are made concerning the objectives and purpose, and how the expected results are to be reported. The voluntary sector gives a strong indication that the potential of the voluntary sector has not been taken sufficiently into account in the work for a socially sustainable Malmö. They are calling in various ways for a stronger collaboration with the City of Malmö.

Review:
Develop ways to cooperate on social sustainability. Closer cooperation with the voluntary sector can be seen as part of the commission’s overall recommendation to democratise governance. For this to happen successfully, it is vitally important that there should be a transparent discussion about what cooperation might look like in the future and how it could be formalised on the basis of the different parties’ roles and responsibilities. For the voluntary sector to become a lasting partner, it is sometimes necessary to fund superstructures as a complement to the voluntary work being run. There is therefore reason for the City of Malmö to review possible options for this funding in addition to what is done today. This should be seen as a way of creating good conditions for joint work rather than as a bureaucratic obstacle. In this context it is also important to have a discussion based on a power perspective.

Responsible body:
The City Office, in an ongoing dialogue with, among others, various administrations, the voluntary sector, Region Skåne (the Skåne Regional Council administration), the business community and educational institutions

Reporting/follow-up:
The City Executive Board, autumn 2014
5. Review the possibility of strengthening collaboration with universities and university colleges on method development

Use ongoing evaluation in both projects and ordinary operations to develop knowledge of problems, solutions, concepts and contexts (3.1.1.3, p.132)
and
Use research circles for the production of knowledge and operational development based on the participants’ own formulations of problems (3.1.1.4, p.132)

Assessment:
Using ongoing evaluation as proposed in the action is positive. As a supplement to researchers evaluating investments in retrospect, ongoing evaluation can also create possibilities for continuous improvement. The Commission’s work makes it clear that the City of Malmö needs to improve its overview of what is going on and make informed decisions, something that ongoing evaluation can support. Research circles, peer review and ongoing evaluation are also valuable tools that aim to develop knowledge, find forms of cooperation and assure the quality of work and follow-up in the organisation. The City of Malmö is already a member of several successful research circles, e.g. in the fields of schools and security work. Skills are needed at a central level for municipality-wide method development concerning knowledge alliances, research circles and management of ongoing evaluation. Often, proper support is also needed in the meeting between the organisation and the research community if the knowledge output is to be beneficial. Such a function must have a clear assignment and mandate to drive development. It is also necessary to look more closely at the issue of resources. The cost of ongoing evaluation can be a limiting factor, while it needs to be set against the fact that quality and work processes can be strengthened both within ordinary operations and special initiatives. An extension of the research circle method requires the creation of clear guidelines concerning finance, participation and responsibilities.

Review:
Review the possibility of strengthening collaboration with universities and university colleges on method development according to the reasoning above.

Ansvarig:
The City Office, in an ongoing dialogue with, among others, the City of Malmö’s other administrations, the voluntary sector and educational institutions

Reporting/follow-up:
The City Executive Board, autumn 2014

6. Ensure that all managers have a holistic perspective and that information from the Malmö Commission is considered in the leadership programme

Develop leadership that enables sustainable development (3.1.2.1, p.132)

Assessment:
This action is particularly important. Successful leadership in the public sector is based on democratic foundations that can be seen in the ability to motivate employees on the basis of set targets and the equal treatment of residents. Rather than competing with other stakeholders in the public or voluntary sectors, a leader in the public sector must find forms of cooperation that strengthen not just their own organisation’s path to the target but that of their partners as well. This leadership needs to be strengthened on both political and official levels. Based on the complexity that exists in Malmö and that is described in the Commission’s report, the requirement for
democratic leadership becomes clear. This is required to achieve development that involves several stakeholders striving in the same direction, based on their various skills.

Developing leadership that enables sustainable development requires a system of governance that makes the overall targets clear, and requires that the financial resources for achieving these targets are set aside. To develop public leadership with a focus on the City of Malmö, the City Council thus has an important role in formulating expectations concerning targets and follow-up that ensure sustainable development of the city.

The City of Malmö’s managers must manage their operations so that they become a contributing part of a sustainable Malmö. The manager’s task therefore needs to be made clear, leadership needs to be developed and the supply of managers needs to be secured. The City of Malmö needs to have a clear vision for its leadership, with a focus on tasks, basic values and holistic leadership. The conclusions of the Commission’s report are important starting points in this work.

A shared view of the manager’s task and leadership must be reflected in the introduction, development programme and other initiatives for managers.

Continuous development of strategies for supplying managers is required to ensure that the City of Malmö is an attractive and sustainable employer. Good conditions for management and leadership, professional development and career opportunities are just a few examples of important areas. It must be attractive to work as a manager in the City of Malmö at all levels.

Ongoing work:
Today in the City of Malmö both municipality-wide and administration-specific leadership development programmes for managers are run. It is vital that all programmes and operations state that managers adopt a holistic perspective, i.e. see themselves and their operations as part of the whole with regard to challenges and opportunities in the City of Malmö. This imposes requirements on leadership but also on conditions in the management environment and organisation. To create a shared platform in the development work for leadership with a holistic perspective that leads to new forms of work, experiences from the earlier Engagemang för Malmö (Commitment to Malmö) programme can be utilised.

It is also necessary to ensure that the knowledge generated by the Commission and within the framework of this political case is considered in the development of new leadership development programmes on the basis of holistic leadership, and that cooperation is established with the universities and university colleges.

Responsible body:
The City Office

Reporting/follow-up:
The City Executive Board, annually

7. Develop holistic management tools by means of a new governance and management system, new measures for societal development based on overall sustainability, models for socio- and health-economic calculations, and integration of social investments into the budget
8. Review the possibility of the City of Malmö joining the Forum for Social Innovation Sweden

Further develop an infrastructure for social innovation and urban integration (3.1.3.1, p.134)

Assessment:
This action is overarching in relation to the others within the area of leadership and work methods. It identifies actions on increased collaboration, method development, the creation of shared platforms and meeting places. The action is also linked to how continuing work on social sustainability should be organised.

The decisions that concern collaboration with other authorities, university colleges and universities, the voluntary sector and the business community therefore constitute an important part of creating conditions for social innovation and urban integration. In this context it is important to highlight the Area Programme, based on the task of working innovatively on a local level in Malmö.

There are also numerous initiatives, such as Tillväxt Malmö (Growth Malmö), Uppstart Malmö (Start-up Malmö) and Innovationsplattform Syd (Innovation Platform South), that can serve as good examples to build on or learn from.

The city should also look into joining the national Forum for Social Innovation in order to be able to take advantage of the skills the forum can offer and the support it can provide for the City of Malmö’s continuing work for social sustainability.

Review:
Produce a costing and assessment of the possibility of joining the Forum for Social Innovation.

Responsible body:
The City Office

Reporting/follow-up:
The City Executive Board, autumn 2014
Ensure that members of the Malmö Commission, together with the City of Malmö, Region Skåne (the Skåne Regional Council administration) and interested institutions, create a joint agency for implementing and monitoring the Malmö Commission's proposals (3.1.3.2, p.134)

**Assessment:**
A number of different types of constellations are required that in different areas and in different ways can handle issues concerning social sustainability and reducing health inequity. There are already several structures that can be used and strengthened so that the continuing work can be developed in the right direction. In this context, it is again important to emphasise the need for clear leadership and a structure for the continuing work.

The City Office sees a great need for the continuing development work for social sustainability to also be characterised by strong, close relationships with university colleges and universities, and for the role of the municipality in commissioning research to be strengthened. In the same way, skills within the municipality need to be strengthened in order to develop knowledge of the “translation process” that takes place when research is to be put into practice.

Research should be the basis of future priorities. It is important that there are then structures within the municipality that can spread and assimilate current research on social sustainability, and sustainability in general.

Today the municipality has a variety of approaches to questions of research and development. In formal terms, this happens, for example, within the City of Malmö's internal R&D operations and within the framework of the Institute for Sustainable Urban Development (ISU). During 2012 and 2013 the City of Malmö participated in a partnership together with Botkyrka and Eskilstuna municipalities to start a local UNESCO centre. In December 2013 the centre achieved formal UNESCO status by being recognised by the Swedish National Commission for UNESCO. The centre's operations are intended to give UNESCO's global peace mission local resonance by means of a collaboration platform where the voluntary sector, the public sector and educational institutions can perform promotional and solution-oriented work in local contexts.

**Review:**
Carry out a review of existing research and development structures and forms of collaboration with university colleges and universities, with proposals for existing or new approaches that can actively promote continuing work for socially sustainable development.

**Responsible body:**
The City Office, in an ongoing dialogue with, among others, various administrations, the voluntary sector and educational institutions

**Reporting/follow-up:**
The City Executive Board, autumn 2014

9. Carry out a review of existing research and development structures and forms of collaboration with university colleges and universities, with proposals for structures and processes
Learning and Education

In the field of learning and education there are actions linked to pre-school, compulsory school, upper secondary school and after-school centres.

Overall comments:
A focus on the living conditions and learning of children and young people, as well as investment in the area, is central to positive societal development. The City of Malmö’s new organisation for pre-school, compulsory school and upper secondary and adult education is in line with the Commission’s recommendations. The goal of the new organisation is increased equality, increased attainment of objectives and better conditions for meeting the new challenges that Malmö faces, with a rapidly growing population and a great need for larger premises and staff with the right skills. It is important for the ongoing work that school is seen as part of the surrounding community. From a holistic perspective of Malmö, collaboration is required between numerous committees, administrations, the voluntary sector and the business community, especially for improving the living conditions and school results of boys and girls, and for strengthening their social capital.
10. Report annually on the Education Committees’ needs and costs

Conduct a thorough survey of resource needs in the city’s educational institutions accompanied by a financial plan (2.1.1.1, p.81)

Assessment:
As a result of the development work taking place in the new education administrations and based on the decision of the Swedish Schools Inspectorate from October 2013 with requirements for action, there is a relatively clear picture of the operational needs and what is lacking.

Ongoing work:
A comprehensive description of long-term needs and costs is reported within the framework of the municipal budget preparation.

Responsible body:
The Committee for Pre-school Education, Committee for Compulsory Education and Committee for Upper Secondary and Adult Education

Reporting/follow-up:
The City Executive Board, annually

11. Develop systematic quality assurance work in the Education Committees

The knowledge-supporting structures in the city must be strengthened (2.1.1.2, p.81)

Assessment:
Quality assurance efforts focus on meeting the national targets in the curriculum and the Education Act, which ensures that education is founded on scientific evidence and proven experience in accordance with the Commission’s proposals for action.

In order to further strengthen the work, the City Executive Board’s supervision duty in relation to the systematic quality assurance work should be emphasised. The Commission’s final report states that “The City of Malmö should work from scientifically based success criteria for Malmö’s schools as a complement to grade results. The criteria can be used to highlight the schools’ strengths and weaknesses at different levels.”

Ongoing work:
There is an ongoing review concerning future functions and assignments for CPI, Centrum för Pedagogisk Inspiration (Centre for Educational Inspiration) and FoU Malmö Utbildning (R&D Malmö Education). The review is based on the new education administrations’ needs and work methods, and their aim to increase quality and target achievement in all operations.

On behalf of the City Executive Board, the Committee for Pre-school Education and the Committee for Compulsory Education have produced an approach for the systematic quality assurance work, based on the requirements of the Education Act. Implementation of the approach is in progress. It is important to use other measurements than just grade results, because a school’s grade results do not automatically say anything about whether or not the school offers good teaching.

Responsible body:
The Committee for Pre-school Education, Committee for Compulsory Education and Committee for Upper Secondary and Adult Education

Reporting/follow-up:
The City Executive Board, 2014
12. Produce a long-term, joint municipal strategy for skills and staff provision

Staff who work in the City’s educational institutions must have a high level of knowledge and opportunities for professional development. Continue to invest in professional development, what is known as Skolsatsning 2012 (School Investment 2012), for increased competence among teachers at all levels in order to manage the transfer to the new Education Act, curricula and syllabi (2.1.1.3, p.81)

Assessment:
Within both pre-school and compulsory education work is ongoing in line with the proposal. The new school organisation creates opportunities for focusing on learning, by means of, among other things, the newly established career positions: lead teacher and ‘lektor’ (teacher with special pedagogical responsibility). By means of its strategy and action plan to increase the proportion of pre-school teachers to 55 per cent in 2015 and 65 per cent in 2020, the municipality has a stated ambition to increase the level of knowledge and provide opportunities for professional development. Concerning the continuation of Skolsatsning 2012 (School Investment 2012), the review of the organisation of FoU Malmö Utbildning (R&D Malmö Education) and CPI (Centre for Educational Inspiration) should be awaited before any decision is taken, since FoU Malmö Utbildning has been a driving force in the endeavour. Against the background of the need to ensure high levels of competence and proposals for action concerning smaller groups of children in pre-school and after-school centres, a deeper analysis is needed of employees’ competence, the need for professional development initiatives and new recruitment. This assignment primarily concerns the affected committees and administrations, but there are opportunities for joint municipal approaches regarding skills analysis and IT systems for skills mapping. Other urgent actions are to further develop cooperation with university colleges and universities to ensure the provision of skills in the long term. The potential for labour market and professional development projects also needs to be reviewed. It is positive that Malmö University made clear in its response that it is ready and willing to make special educational investments in collaboration with the municipality. Currently there are more applicants for pre-school teacher training in Malmö than the number of places available. It is therefore vital that the pre-school education administration, compulsory education administration and upper secondary and adult education administration intensify their cooperation with Malmö University and other university colleges or universities concerning how the City of Malmö’s skills needs within education can be met.

Review:
Produce a proposal for a long-term, joint municipal strategy for skills and staff provision that covers the whole of the City of Malmö. The proposal must include an approach for continuous mapping, analysis of skills needs and follow-up.

Responsible body:
The City Office, in an ongoing dialogue with, among others, the City of Malmö’s other administrations and corporations

Reporting/follow-up:
The City Executive Board, spring 2015
13. Ensure that school staff throughout the city are able to participate in professional development initiatives that build on systematic quality assurance work.

The results of each type of school’s systematic quality assurance work should form the basis for how the staff’s continuing professional education and further training is a priority (2.1.1.4, p.82)

Assessment:
Work is in progress in line with the action within the three new education administrations. The Education Committees should actively work to ensure that staff throughout the city have opportunities to participate in professional development initiatives.

Ongoing work:
Within the pre-school administration, an approach is being prepared regarding an educational development team, consisting of, for example, special educators, development educators, IT and gender educators. The team will support the pre-schools in becoming learning organisations with development initiatives closely linked to actual practice and coherent professional development.

The compulsory education administration aims to develop the link between systematic quality assurance work and the professional development of staff. After-school centre staff will be particularly considered in future skills enhancement efforts.

For several years, schools in the upper secondary and adult education administration have been working with research circles in which employees carry out research and reflect on their own practice.

Responsible body:
The Committee for Pre-school Education, Committee for Compulsory Education and Committee for Upper Secondary and Adult Education

Reporting/follow-up:
The City Executive Board, annually

14. Develop approaches for participation for parents and children

The influence of children and youths on everyday activities at pre-school, after-school centres and school, based on the prevailing conditions at every school level, should be strengthened by actively including them in systematic quality assurance work. This also applies to parental influence (2.1.1.5, p.82)

Assessment:
Always allowing the child’s perspective on his or her own daily life to be part of evaluation and systematic quality development is a result of the requirements of the Education Act and curriculum for systematic quality assurance work.

Ongoing work:
Work is in progress in pre-schools, compulsory schools and upper secondary schools to incorporate influence from children and pupils and it is vital for this work to be given high priority. For instance, within the framework of the systematic quality assurance work, support material has been produced for schools, with examples of approaches regarding influence from pupils and parents. I live in Malmö – policy for influence from young people should form the basis for this development work. There are also lessons to be learned from cooperating with parents and the parental commitment described in the background report Att behålla mitt och lara mig något nytt – föräldrarna i mångkulturella miljöer (To retain who I am but learn something new – parental involvement in multicultural environments) (Bouakaz, 2012). Intercultural knowledge among both educators and head teachers is an important factor for success in this work.

Responsible body:
The Committee for Pre-school Education, Committee for Compulsory Education and Committee for Upper Secondary and Adult Education

Reporting/follow-up:
The City Executive Board, annually
15. Review how experiences from the Bunkeflo Model can be integrated into Malmö’s compulsory schools and how cooperation with sports associations can be strengthened for upper secondary school.

**Assessment:**
Research clearly indicates the importance of physical exercise for health. A good physique and good motor skills can also contribute to higher achievement at school. School as an arena for health promotion and the importance of physical activity and play both indoors and out is emphasised in school curricula. The Commission’s proposals are in line with the thrust of the research project known as the Bunkeflo Project, which clearly demonstrated that exercise and motor exercises are important for the positive development of knowledge. The health-economic assessment of the Bunkeflo Model ordered by the Commission shows that the introduction of daily physical education in all of Malmö’s compulsory schools should increase the potential value of production by SEK 59 million in the 10-year period following completion of compulsory education. The analysis also shows that the higher level of education that the action is shown to lead to should help to reduce costs associated with ill health by SEK 56 million. In total, these values exceed the approximately SEK 16 million that staffing and premises required to implement the action would cost. The introduction of daily physical education in all compulsory schools in the City of Malmö is assessed as positive. When introducing a measure of this sort, it is important to emphasise the equal opportunity perspective so that the extended teaching and exercise can benefit boys and girls to the same extent.

**Review 1:**
Review how the experiences of the Bunkeflo Project can be systematically integrated into the schools’ work for improved achievement, both within the subject of Physical Education and Health, starting from the idea that exercise and health-promoting activities can also be included within the framework of other subjects, and in organised activities during and after the end of the school day.

**Responsible body:**
The Committee for Compulsory Education in an ongoing dialogue with, among others, Malmö University and the voluntary sector

**Reporting/follow-up:**
The City Executive Board, spring 2015

**Review 2:**
Review the possibility of strengthening the cooperation between the upper secondary schools and local sports associations in order to offer pupils the option of sports and health activities after the end of the school day.

**Responsible body:**
The Upper Secondary and Adult Education Committee in an ongoing dialogue with, among others, Malmö University and the voluntary sector

**Reporting/follow-up:**
The City Executive Board, spring 2015
16. Identify which children do not attend pre-school and follow this up

Survey which children are outside pre-school followed by active outreach work and adapted information to parents who do not have their children in pre-school (2.1.2.1, p.85)

Assessment:
Under the Education Act, if for physical, mental or other reasons children need special support in their development in the shape of pre-school, they must be offered it even in cases where the parents are not working, studying, on parental leave for another child or unemployed. The municipality therefore has a particular duty to actively seek out these children.

In a municipality with Malmö’s socio-economic structure, this is of paramount importance. Children who do not attend pre-school do not have the same opportunities as other children for educational or social development. As stated in the Education Act, this also concerns areas other than those purely relating to knowledge. For children who have not been in Sweden long, it is of the utmost importance that they should be able to take part in activities and, among other things, develop their language skills.

The Commission reports that approximately 800 (about 25 per cent) of the 3,195 five-year-olds in total were not enrolled in pre-school in Malmö in 2010, which is worthy of note. Data from the Swedish National Agency for Education shows that only 6 per cent of five-year-olds in Malmö were not enrolled in pre-school two years later, 2012. It is still, however, relevant to identify which children are outside the pre-school system, what their socioeconomic situation is like and what underlying causes there are for their parents’ choice.

Ongoing work:
The pre-school education administration has conducted an analysis of the Commission’s data on children who are not in pre-school. On the basis of this survey and the active outreach work planned by the pre-school education administration, currently no further work is needed concerning this action.

Responsible body:
The Committee for Pre-school Education

Reporting/follow-up:
The City Executive Board, annually

17. Survey groups of children in pre-school in terms of composition and needs, with the long-term aim of making groups smaller

The size of groups of children in Malmö’s pre-schools should decrease. A first objective is that groups of children in the age range of 0–3 should not exceed 15 (2.1.2.2, p.85)

Assessment:
The Commission’s final report points to the ratio between pre-school staff and children as the most important quality aspect for pre-school. Reducing the size of groups for the youngest children is an urgent matter. At the same time, it is important to emphasise that it can be problematic to set an exact figure for the number of children per section, as this can take the focus away from the importance of the structure of the group, considering such things as age and needs.

Staffing levels also play a major role, especially for the very youngest children. Research shows that one member of staff to every three children is likely to create the best possible conditions for the youngest children. In Malmö the current
ratio is one member of staff to every five children. It is therefore important to actively work to increase staffing levels in pre-schools in the City of Malmö, especially in the groups with the youngest children.

The Commission’s health-economic analysis of the proposed action shows that reducing the size of toddlers’ groups to a maximum of 15 children/group would mean an additional cost of SEK 124 million, or around SEK 41 million per cohort.

Smaller children’s groups and increased staffing levels also mean an increased need for trained staff and premises. This places additional demands on a service that is also expected to grow in the next few years, according to forecasts of increased numbers of pre-school age children. Action 12 contains a description of how the issue of skills provision can be managed.

Ongoing work:
Work is ongoing in Malmö’s pre-schools to survey the composition of the children’s groups in relation to age and needs. This should form the basis for further work. The continuing development work should also consider the recommendations of the Commission’s final report and background reports concerning the size of children’s groups and staffing levels in pre-schools.

Responsible body:
The Committee for Pre-school Education

Reporting/follow-up:
The City Executive Board, annually

18. Continue initiatives for language development in pre-school and compulsory education

Early and regular monitoring of children’s language development followed by early interventions when needed. This applies to both the Swedish language and other native languages (2.1.3.1, p.89)

Assessment:
Development work is ongoing within both the Committee for Pre-school Education and the Committee for Compulsory Education that is in line with the proposed action.

Ongoing work:
In the new pre-school organisation special educators are to be linked to each education manager’s area. They can assist with following up on children and guiding the staff in supporting the children in their development.

Within the compulsory education administration efforts are ongoing concerning the early follow-up and support of the children’s language development within Skolsatsning 2012 (School Investment 2012). When so-called lead teachers are appointed, it is an advantage if the lead teacher has skills in language development as a part of general tuition.

Responsible body:
The Committee for Pre-school Education and Committee for Compulsory Education

Reporting/follow-up:
The City Executive Board, annually
19. Continue to invest in professional development initiatives in language and literacy processes in pre-school and compulsory education

Targeted professional development initiatives in pre-schools and schools with many children from multilingual environments and especially in Year 1-3 schools with low attainment of objectives. All teaching staff must have skills in the reading and writing process as well as increased awareness of deficiencies in children’s language and communication abilities. Where these skills are lacking, professional development should be made mandatory (2.1.3.2, p.89)

Assessment:
Within Skolsatsning 2012 (School Investment 2012) new initiatives are under way for creating positive multicultural pre-school environments.

Ongoing work:
A special initiative during the period 2012-2014 means that new, practical work methods concerning native language support are being implemented. Each pre-school must also pay attention to native language support in its systematic quality assurance work. Development initiatives are also under way in compulsory schools.

Development area:
It must be ensured that teachers are given the opportunity to take part in special training sessions during the day. It is also important that pre-school teachers and other teachers achieve strong skills in this field during their training.

This type of professional development initiative should be managed within the strategies of the relevant committees and within the long-term strategy in action 12.

Responsible body:
The Committee for Pre-school Education and Committee for Compulsory Education

Reporting/follow-up:
The City Executive Board, annually

20. Follow up study results to provide the right support

Early and continuous monitoring of learning outcomes which when needed are followed up with adequate interventions (2.1.3.3, p.89)

Assessment:
According to the Education Act, systematic quality assurance work should focus on achieving national targets for education.

Ongoing work:
This action is part of school’s basic assignment. Within the systematic quality assurance work, opportunities have also been created for the schools to follow up earlier and more frequently on pupils’ achievement of targets in relation to national targets. This requirement means that authorities, pre-school and compulsory school units should systematically and continuously follow up on operations, analyse the results in relation to national targets and, on the basis of this, plan and develop their training. This is presupposed to happen in Malmö. Here it is especially important to highlight the City of Malmö’s challenge in being able to support those pupils who come to the municipality late in their school career. This does not only include pupils with a foreign background but also those who have moved to the municipality after having had a troubled school experience elsewhere. There are pupils who for various reasons have moved a great deal during their childhood and thus have an unsatisfactory school background. This is particularly the case for pupils in foster care.

Responsible body:
The Committee for Pre-school Education and Committee for Compulsory Education

Reporting/follow-up:
The City Executive Board, annually
21. Continue the focus on study instruction in the student’s native language

All pupils with a foreign background should have access to and be offered study instruction in their native language (2.1.3.4, p.89)

Assessment:
Based on the definition of foreign background, it is questionable whether all pupils with a foreign background should have access to or be offered study instruction in their native language. The basis, in accordance with the Education Act, should instead be pupil need, based on whether or not they have acquired functional Swedish. However, the current shortcomings should be dealt with. The results of the current reviews should be awaited before any further actions are taken.

Ongoing work:
The decisions taken by the City Executive Board based on the review of study instruction in the native language and native language support in pre-school may contribute to positive development in this area.

This also applies to the City Executive Board’s decision that the Committee for Pre-school Education and the Committee for Compulsory Education should work together to review and prepare a transfer of the native language unit’s work aimed at pre-schools from the compulsory education administration to the pre-school education administration.

Similarly, the Committee for Compulsory Education has been asked, together with the Committee for Upper Secondary and Adult Education, to review the remainder of the native language unit with regard to future mission, approach and organisation.

Responsible body:
The Committee for Pre-school Education and Committee for Compulsory Education

Reporting/follow-up:
The City Executive Board, annually

22. Review the possibility of smaller groups of children in after-school centres

The size of groups of children in Malmö’s after-school centres should be decreased. As a first step, groups should not exceed 30 children/unit (2.1.4.1, p.91)

Assessment:
According to the Education Act, after-school centres have a clear mission to supplement school education. The wording previously was that after-school centres were to supplement schools. The Education Act also states that after-school centres must stimulate the development and learning of pupils, and offer them meaningful leisure and recreation.

The background report God kvalitet i fritidshem – grund för elevers lärande, utveckling och hälsa (Good quality in after-school centres – a basis for pupil learning, development and health – Ludvigsson and Falkner, 2012) refers to the need to reduce the size of groups in Malmö’s after-school centres. The authors argue that in the long run it is unreasonable to pursue good quality after-school centre activities in pupil groups that in Malmö consist of an average of 39.8 children in different age groups with just two full-time employees. A benchmark should, according to the researchers, be 20-25 pupils per two teachers, but the number of pupils should be guided by the structure of the child group, in the light of age and needs, for instance. It is very important that staffing levels and the proportion of staff with teaching qualifications in after-school centres increase. This requires increased resources. It also places high demands on the implementation of the skills provision strategies mentioned above (see action 12).

Rough estimates from the compulsory education administration show that an additional 450 or so employees are required in Malmö’s after-school centres in order to achieve the same staffing levels as in schools, which would involve a rough annual cost of SEK 170 million.

The Swedish School Inspectorate claims in its decision after the follow-up of its inspection in Malmö municipality
that pupils in after-school centres who, for various reasons, need special support in their development do not receive the special support they need. The authority also believes that there are deficiencies in after-school centres that involve pupils not being given equal opportunities to benefit from the programme.

The number of children at after-school centres at Malmö has increased and is expected to continue to increase. It is already a challenge to maintain the quality of after-school centres, in terms of both resources and premises. The Committee for Compulsory Education stated this in its budget report for 2014, but the resource requirements were not met.

A clearer understanding of why more older children (10-12 years) are at after-school centres in Malmö compared with other municipalities is needed in order to develop the service based on the needs of older children, their experiences and interests in relation to the aims of the curriculum.

Review:
Review the group sizes for children at after-school centres based on the recommendations in the Commission's final report and background reports.

Responsible body:
The Committee for Compulsory Education

Reporting/follow-up:
The City Executive Board, spring 2015

23. Review the possibility of increasing the proportion of university-trained staff in after-school centres

The proportion of university-trained staff should be increased in Malmö’s after-school centres. A first objective should be that 75 per cent of after-school centre staff have university training and in the long term all staff (2.1.4.2, p.91)

Assessment:
The Committee for Compulsory Education is carrying out development work in line with the aim of the proposal for action. It is important to increase the proportion of university-educated staff in after-school centres and this is a priority in the compulsory education administration’s staff provision plan. The overall skills provision strategy under action 12 should support this aim. There is also reason to review the need for professional development of school principals when it comes to the objectives of after-school centres and the specific qualities of educational activities at after-school centres.

Ongoing work:
The Committee for Compulsory Education is reviewing the possibility of increasing the proportion of university-educated staff in after-school centres.

Responsible body:
The Committee for Compulsory Education

Reporting/follow-up:
The City Executive Board, annually

24. Establish a full-time position with responsibility for after-school centres

Establish at least one full-time position responsible for after-school centres in the new administration for compulsory education (2.1.4.3, p. 91)

Assessment:
The Committee for Compulsory Education’s initiative to establish a specific development function for after-school centres is in line with the aim of the proposed action.

Responsible body:
The Committee for Compulsory Education

Reporting/follow-up:
The City Executive Board, annually
25. Make youth monitoring and follow-up of young people up to the age of 25 who are in neither work nor education permanent

Make the Ungdomsuppföljningen (Youth Monitoring Service) at the Vägledningscentrum (Guidance Centre) in Malmö permanent and provide resources for monitoring, informing and motivating young people to study and/or take up work experience (2.1.5.1, p.93), and

Extend the municipal information responsibility to 25 years of age (2.2.2.6 , p.111)

Assessment:
Work is ongoing in line with the Commission’s proposals for action.

Ongoing work:
The Youth Monitoring Service currently falls within the Guidance Centre in Malmö for which the Upper Secondary and Adult Education Committee is responsible, and has largely already been made permanent.

With regard to in-depth follow-up, an enhanced collaboration between Arbetsförmedlingen (the Swedish Public Employment Service), the city district administrations, “Jobb Malmö” and the upper secondary and adult education administration was launched in autumn 2013 with the aim of getting young people into the labour market. The collaboration involves surveying current young people aged up to 25 years, and following up and meeting these people to identify and offer appropriate interventions in the shape of work, education or training. The aim is for this work to take place close to the young people, locally in the city districts. The collaboration is part of the ongoing changes within “Jobb Malmö” and is largely based on the conclusions and recommendations issued by the Commission.

Responsible body:
The Committee for Upper Secondary and Adult Education

Reporting/follow-up:
The City Executive Board, annually

26. Review the need for expansion and increased staffing at municipal school health services and make suggestions for action

Make major efforts to expand and reinforce medical, psychological, special education and socially trained staff within the Elevhäl–san (School Health Service), at the municipal secondary schools (2.1.5.2, p.93)

Assessment:
The background report Gymnasieskolan – inte en skola för alla? (Upper secondary school – not a school for everyone?) (Cederberg, 2012) states that the second most common reason for interruptions to upper secondary studies is physical or psychological ill health, which makes this action extremely important. It is also important that the school health service has both linguistic and cultural competence, and that it works closely with social services.

Review:
It is unclear what “a strong investment in expansion and staff reinforcements” involves. As a result, an in-depth review within this area is necessary. Any such review should provide suggestions for further work by clarifying the need for reinforcements and which actions based on this may be expected to have the greatest effect.

Responsible body:
The Committee for Upper Secondary and Adult Education in an ongoing dialogue, among others, with the city district administrations, Region Skåne (the Skåne Regional Council administration) and the voluntary sector

Reporting/follow-up:
The City Executive Board, spring 2015
27. Perform a follow-up of all newly arrived migrant pupils

Reform the system for the reception of newly arrived migrant pupils (2.1.6.1, p.95)

Assessment:
The reception system is vital for effective and social integration of newly arrived migrant pupils. The Commission highlights that placing newly arrived migrant pupils in a separate school involves clear risks, and that this is a type of reception that neither research nor the Swedish School Inspectorate advocates.

Nevertheless, the City of Malmö, in light of the Inspectorate’s criticism of the municipality’s reception system, has chosen to establish the special Mosaik School for newly arrived migrant pupils in years 7-9.

It is important to point out that the Mosaik School is a voluntary option and that all pupils are entitled to attend ordinary schools. Pupils in other years of compulsory school are offered teaching within the ordinary school system.

Where pupils choose the Mosaik School, it is very important that there is a rapid transition to the ordinary school. Mosaik should be seen as a temporary solution until adequate skills are in place for the reception of newly arrived migrant pupils in ordinary schools.

Ongoing work:
Before any decision on how the reception of newly arrived migrant pupils in Malmö should be reformed, decisions at national level and planned assessments of the Mosaik School should be awaited.

Review:
Perform a follow-up of all newly arrived migrant pupils.

Responsible body:
The Committee for Compulsory Education in an ongoing dialogue with the voluntary sector and educational institutions

Reporting/follow-up:
The City Executive Board, spring 2015

28. Perform a survey and draw up a strategy and action plan for newly arrived migrant upper secondary school pupils and consider the role of the school health service

For each newly arrived migrant pupil of upper secondary school age previous knowledge should be properly mapped and an action plan drawn up from the first day at school that consists of a strategy for how the pupil will be supported in order to achieve the most success possible (2.1.6.2, p.95)

Assessment:
It should be a priority to identify previous knowledge, draw up action plans and get newly arrived migrant pupils into ordinary activities immediately. Action plans are also important for non-newly arrived migrant pupils in need of a clear strategy for achieving success in school. It is of utmost importance that not only academic development, but also social development is monitored. Staff knowledge about post-traumatic stress disorder (PTSD) is also significant. In this context, it is also crucial to emphasise that newly arrived migrant pupils do not constitute a homogeneous group.

Ongoing work:
Development is ongoing in terms of language introduction within the Committee for Upper Secondary and Adult Education. It is vital that the efforts surrounding each newly arrived migrant pupil are made from a holistic perspective. The school health service has an important role in this work. It is vital, therefore, that this action is considered in the review proposed for how the school health service can be strengthened, action 26.

Development area:
The Upper Secondary and Adult Education Committee should consider the recommendations in the Commission’s final report and background reports concerning newly arrived migrant pupils in upper secondary schools.
29. Look at the options for locating new profile schools in areas where they may generate positive integration effects

Establish, finance and locate attractive profiles for schools in the most vulnerable areas to attract pupils from the whole city (2.1.7.1, p.96)

Assessment:
In this context, it is important that existing schools are attractive and of high quality. In the future, the options for locating new profile schools in areas where they may generate positive integration effects should be examined.

Ongoing work:
This work should be considered within the framework of the premises supply strategy produced within the cross-committee department for the physical environment within the education administrations, which should also ensure a more holistic approach to planning school expansions.

Responsible body:
The Committee for Compulsory Education

Review/follow-up:
The City Executive Board, annually

30. Review how negative segregating effects at school can be countered and offer suggestions as to how to achieve classes that are socioeconomically mixed

Review the impacts of the localisation of planned schools and consider a new structure for the organisation of compulsory schools in Malmö (2.1.7.2, p.96)

Assessment:
Since mid-2013, the City of Malmö has had a new organisation for schools, with three specialist committees and administrations. Otherwise, the principle of proximity and the freedom of school choice remain in force.

The background report *Skolan och staden – forskningsperspektiv på integration och skolrelaterade klyftor i den moderna staden* (School and city – a research perspective on integration and school-related disparities in the modern city – Bunar, 2012) states that “In terms of freedom of choice as a partial explanation the safest conclusion at present [...] is that there are tendencies that contribute to increased segregation, but this must be further investigated and analysed before any compensatory policy measures can be taken if we want to maintain an equal school system. Here I wish to refer to Ball’s (2003) appeal that studies of the mechanisms and effects of freedom of choice can best be understood in the local context.”

There is a clear need to further elucidate this issue. Actions to counter the negative effects of freedom of school choice need to be identified.

Review:
Review how to counter negative segregating effects at school and develop concrete proposals for how to achieve classes that are socioeconomically mixed.

Responsible body:
The Committee for Compulsory Education

Review/follow-up:
The City Executive Board, spring 2015
31. Focus on involvement, openness and transparency when informing parents, children and pupils

Find new ways of disseminating information about the educational institutions’ operations and development to the public in order to prevent stigmatisation (2.1.7.3, p.96)

Assessment:
The City of Malmö in general should work to ensure a nuanced and accurate description of the city’s operations. In schools, the focus should be on involving and informing parents, children and pupils, rather than informing the public in a broader sense, which the action is aimed at. Preventing stigmatisation primarily requires the schools to maintain consistently high quality, but transparency and openness about the schools’ internal work may also lead to increased understanding of the complexity of school operations and provide a better basis for greater parental involvement.

Ongoing work:
The Education Committees are working on providing a correct and nuanced image of Malmö’s schools and disseminating good practice.

Responsible body:
The Committee for Compulsory Education and Upper Secondary and Adult Education Committee

Reporting/follow-up:
The City Executive Board, annually
Within the area of work and livelihood, there are actions linked to the labour market and social assistance, including mitigating actions for children.

Overall comments:
One of the fundamental problems underlying health inequity is the availability of work and the opportunity for people to become self-sufficient. Having a job affects people’s health both in terms of improved personal finances and an increased sense of participation. In 2012, around SEK 900 million in social assistance was distributed to around 9,000 households in Malmö, of which nearly 75 per cent were households on long-term assistance. The main obstacle to self-sufficiency is unemployment. More than 40 per cent of individuals who receive social assistance in Malmö do so because they are unemployed but receive no unemployment benefits. However, the reasons differ between men and women. Children (0-18 year-olds) and young adults (18-24 year-olds) are overrepresented among those receiving social assistance in Malmö. Growing up in households that receive social assistance affects children negatively in several ways. Therefore, it is particularly important to reduce families’ long-term dependence by actively managing the underlying problem of the lack of jobs in Malmö in relation to the large group of people who can work but who do not have jobs. There are also groups who, for various social and health reasons, are unable to work and support themselves, and who are not covered by national health insurance. It is imperative that these people are guaranteed a decent standard of living. As labour market policy is primarily the central government’s responsibility, it is vital, based on the municipal and central government roles and responsibilities, to enhance and formalise municipal cooperation, including with Arbetsförmedlingen (the Swedish Public Employment Service).
32. Draw up an action plan to reduce poverty and social exclusion among children and introduce a new City Council target for this

**Develop and implement a municipal action plan to reduce child poverty (1.1.2.1, p.60)**

**Assessment:**
The issue of poverty and social exclusion among children and young people is multifaceted, but is mainly about making the parents of these children financially independent.

**Ongoing work:**
According to a decision of the City Executive Board, families with children who have received social assistance for more than six months should be a priority group in terms of interventions aimed at reducing the cost of social assistance and increasing the employment rate. Efforts can be both alleviative and preventive, and the municipality can and should do both.

**Responsible body:**
The City Office, in an ongoing dialogue with, among others, various administrations and corporations, the County Administrative Board of Skåne and with the voluntary sector

**Reporting/follow-up:**
The City Executive Board, annually

**Review 1:**
To prepare an action plan to reduce the poverty and social exclusion of children.

**Responsible body:**
The City Office together with stakeholders

**Reporting/follow-up:**
The City Executive Board, spring 2015

**Review 2:**
To introduce a new City Council target to reduce the poverty and social exclusion of children.

**Responsible body:**
The City Council

**Reporting/follow-up:**
The City Executive Board, autumn 2014
Establish municipal family support (1.1.2.2, p.60)
and
Raise the municipal social assistance for families with children with long-term social assistance (1.1.2.3, p.60)
and
Initiate a discussion at the national level to raise the national minimum level for national social assistance (2.2.1.2, p.102)

Assessment:
There is no legal basis for the establishment of separate municipal family support, but it is essential that a reasonable standard of living is guaranteed. In order to finance such action, a discussion should be initiated at the national level with the aim of raising the national minimum level for social assistance.

Special efforts should also be made to get people receiving social assistance into work and to make more Malmö residents financially independent.

Review:
Prepare a letter to the government to invite discussion on the national minimum level for national social assistance

Responsible body:
The City Office, in an ongoing dialogue with, among others, the city district administrations and educational institutions

Reporting/follow-up:
The City Executive Board, autumn 2014

Introduce a norm of a standardised addition on an annual basis for households with children with long-term social assistance, intended for children’s leisure and cultural activities (1.1.2.4, p.61)

Assessment:
Children and young people’s opportunities for meaningful leisure time should be a priority and are very important for them to feel a sense of participation and context. In light of the ongoing work both locally and nationally, no further decision is required on the action.

Ongoing work:
In November 2013, the City Office was asked by the City Executive Board to continue to review and propose new guidelines for the calculation of assistance for child and pupil recreational activities. At national level, discussions are being held on a change in the law in this area with new so-called ‘leisure money’ targeted at children in compulsory school years 4-9 and who, at the time of application, had been receiving social assistance for at least six months. In this context, the importance of after-school centres in arranging leisure and cultural activities after school should also be emphasised.

In addition, the cultural administration is currently reviewing the option of reduced or means-tested fees for Malmö Kulturskola (Malmö school of arts).

Responsible body:
The City Office

Reporting/follow-up:
The City Executive Board, annually
35. Review improved opportunities for children and young people in Malmö to travel throughout the city

*Provide all children in Malmö with free access to public transport within the city (1.1.2.5, p.61)*

**Assessment:**
This action can help to increase integration in the city. It may make it easier for girls and boys to participate in leisure and cultural activities in parts of Malmö other than their own neighbourhoods, and facilitate a route to schools outside the immediate vicinity. It is also important to work to increase cycling. However, it is not necessarily the case that an increase in travel by public transport needs to be at the expense of walking and cycling.

**Review:**
Investigate opportunities for increased mobility among boys and girls and carry out a health impact assessment of different policy options. Consider the possible conflicts that may arise due to increased interest in cycling and public transport.

**Responsible body:**
The City Office, in an ongoing dialogue with, among others, the compulsory education administration, the leisure, recreation and sport administration, the streets and parks department, Region Skåne (the Skåne Regional Council administration) and the voluntary sector

**Reporting/follow-up:**
The City Executive Board, autumn 2014

36. New guidelines for assessment concerning Internet access and computers for children and young people receiving social assistance

*Increase access to computers and Internet in the home for families with children in Malmö (1.1.2.6, p.61)*

**Assessment:**
Internet access and computers in homes are mainly seen as a prerequisite for giving children and young people the opportunity to participate fully in school activities. In light of ongoing work both locally and nationally, no further decision is required on the action.

**Ongoing work:**
The new guidelines for social assistance in Malmö clarify the task of the Social Welfare Board to draw particular attention to the need for computers and Internet access. In the national advice on social assistance, the National Board of Health and Welfare also clarifies that social assistance should be given for the home equipment, including a computer and Internet access, needed for a home to function.

**Responsible body:**
The City Office

**Reporting/follow-up:**
The City Executive Board, annually
37. A changed resource allocation system and a new governance and management system

The municipality monitors the effects of redistributive policies in the city and takes steps to reduce and mitigate their adverse effects (2.2.1.1, p.102)

Assessment:
There is a need for enhanced cooperation with regional and national stakeholders to fundamentally reduce any unwanted impact of the development in the city in terms of redistribution

Ongoing work:
The new governance and management system that the City Council has decided to review and the changed resource allocation system in the City of Malmö are in line with the action.

Responsible body:
The City Office

Reporting/follow-up:
The City Executive Board, annually

38. Identify development opportunities for FINSAM and suggest approaches for agreements with stakeholders so that more people can find work

Develop an integrated approach to employment and welfare issues with national (Försäkringskassan (the Swedish Social Insurance Agency), Arbetsförmedlingen (the Swedish Public Employment Service), Migrationsverket (the Swedish Migration Board) and local agencies (Social Services etc.) (2.2.2.1, p.109)

Assessment:
An integrated approach to employment and welfare issues would be of great value, in particular in order to deal with unemployment in Malmö. Collaboration and agreements with national, regional and local stakeholders can create good conditions for this. Important collaborating stakeholders for the City of Malmö, in addition to Arbetsförmedlingen (the Swedish Public Employment Service), are Region Skåne (the Skåne Regional Council administration), Försäkringskassan (the Swedish Social Insurance Agency), Migrationsverket (the Swedish Migration Board) and the business community. It is also important to pay attention to the opportunities for the voluntary sector to participate in cooperation, with its central role in increasing the contact interfaces, networks and social capital of Malmö residents. There are already structures that could be developed and used more widely. This is happening, for instance, within the financial coordination association FINSAM. This involves the cooperation of the City of Malmö, Försäkringskassan (the Swedish Social Insurance Agency), Arbetsförmedlingen (the Swedish Public Employment Service) and Region Skåne (the Skåne Regional Council administration).

Review 1:
Survey the possibility to develop FINSAM to form the basis for continued development work.

Responsible body:
The City Office in an ongoing dialogue with, among others, stakeholders within FINSAM and the upper secondary and adult education administration, the business community and the voluntary sector

Reporting/follow-up:
The City Executive Board, autumn 2014

Review 2:
Review how the approaches for agreements with relevant stakeholders can be developed with a focus on getting more people into work and increasing participation in the community.

Responsible body:
The City Office together with stakeholders

Reporting/follow-up:
The City Executive Board, autumn 2014
39. Develop an approach for local forums involving collaborating stakeholders so that more people can find work

Decentralise labour market policy initiatives to places where people feel at home (2.2.2.3, p.110)

Assessment:
Labour market initiatives should be undertaken close to jobseekers. Lowering the thresholds for Malmö residents’ contact with authorities and for the public sector to increase their responsiveness towards the residents is important. The consultation responses demand increased and more in-depth forms of cooperation in order to succeed with their own tasks, based on the needs of Malmö residents. Local forums may be a step in the right direction. There are several examples in Malmö in line with this action, such as Garaget in Sofielund, Framtidens hus in Lindängen and Bryggan in Rosengård. The purpose of developing these types of initiatives and operations should be for more Malmö residents to find work and to strengthen participation in society. Local forums should include several different stakeholders. Government agencies, municipalities, the business community, universities and university colleges, the voluntary sector and Malmö residents can, based on their different roles, find approaches for positive change for individuals and the organisations concerned. The process surrounding the initial work will be crucial in enabling successful collaboration. Creating understanding and trust between the various stakeholders concerning tasks, responsibilities and opportunities will be crucial.

Review:
To prepare an approach for local forums.

Responsible body:
The City Office in an ongoing dialogue with, among others, the upper secondary and adult education administration, government agencies, FINSAM, the business community and the voluntary sector

Reporting/follow-up:
The City Executive Board, autumn 2014

40. Continue to invest in various forms of labour market training

Continue to strengthen municipal labour market training initiatives and thereby prevent the emergence of a low-wage sector (2.2.2.4, p.110)

Assessment:
Labour market policy initiatives should be systematically integrated with the work on long-term skills provision and labour market training needs to be clearly integrated into the recruitment process and staff provision (see also under action 12). This requires close cooperation with Arbetsförmedlingen (the Swedish Public Employment Service), Försäkringskassan (the Swedish Social Insurance Agency) and the City of Malmö’s own operations (see also under action 38 and additional action 44).

Ongoing work:
The City of Malmö is already working on various forms of labour market training, for example by means of recruitment courses, preparatory courses and collaboration with government and private stakeholders.

Responsible body:
The City Office in an ongoing dialogue with stakeholders

Reporting/follow-up:
The City Executive Board, annually
41. Cooperate with the Arbetsmiljöverket (the Swedish Work Environment Authority) concerning inspections

**Coordinated inspections with regard to the work environment (2.2.3.1, p.113)**

**Assessment:**
Arbetsmiljöverket (the Swedish Work Environment Authority) has experience from previous joint inspections with other agencies, but for various reasons this has not worked as intended. Instead, collaboration takes place by means of the agencies keeping one another informed of planned activities.

**Ongoing work:**
Collaboration with municipal agencies includes the exchange of information on, for example, the environment and health.

**Responsible body:**
The City Office in an ongoing dialogue with stakeholders

**Reporting/follow-up:**
The City Executive Board, annually

42. On the basis of the staff policy, continue to work for a good work environment, and impose requirements for the work environment in procurements

**Develop and implement strategies that promote good working conditions in the City of Malmö’s own operations as well as services that are procured (2.2.3.2, p.113)**

**Assessment:**
The City of Malmö should develop monitoring and analysis in terms of how health is measured and integrate this with other monitoring related to operations, finance, etc. There are also financial incentives in terms of the opportunity to demonstrate costs related to employee health, lower productivity, higher absence, rehabilitation and increased staff turnover. Ideally, existing indicators should be supplemented by following up the perceived health among employees through employee satisfaction surveys, staff meetings and performance reviews. It is also vital to raise managers’ awareness of the importance of a good work environment and good health.

By setting procurement standards, the City of Malmö can also indirectly affect the work environment of other employers. An accepted bid at the lowest price must not have adverse effects on the employees’ working conditions and work environment.

**Ongoing work:**
The City of Malmö’s staff policy states that everyone should have a good work environment and that the municipality must have a work environment management framework that provides the conditions for a sustainable working life. The City of Malmö’s work environment process can help to support this systematic work environment management. Health and the work environment should also be emphasised in the cooperation agreement between the employer and the unions. The Förändra och förbättra den offentliga upphandlingen (Change and improve public procurement) pilot project which includes the “Vita Jobb” approach is another example of ongoing work for improved working conditions by means of the procurement process. The project’s final report includes proposals for further development to make the city’s procurement processes socially sustainable.

**Responsible body:**
All committees and corporations

**Reporting/follow-up:**
The City Executive Board, annually
Conduct recurrent surveys of living conditions to identify the extent of unpaid work (2.2.4.2, p.116)

Assessment:
It is important to have some idea and understanding of the amount of unpaid work carried out by men and women in Malmö.

One area that the municipality can influence is unpaid care work. This care work can involve providing support, help, or health or social care to someone close to you who cannot manage daily tasks on their own. Municipalities are obliged to offer these carers support to counter ill health. The Swedish National Board of Health and Welfare’s population study Anhöriga som ger omsorg till närstående – omfattning och konsekvenser (Relatives who provide care to their loved ones – extent and consequences (2012)) offers statistics on a national level, which, converted to Malmö’s level, show that 44,300 Malmö residents provide support, help, health or social care to someone close to them. That means that the ability of around 7,500 relatives of Malmö residents to take on paid employment, their income levels and financial independence are affected by their need to provide support to relatives. The existing documentation on the unpaid care of relatives is sufficiently extensive to make further surveys on living conditions for this purpose unnecessary. With regard to surveys on living conditions as a method, see also under action 2.

Review:
Perform a research-based study of unpaid care work with proposals for action. Pay particular attention to the intersectional perspective and impact on the income levels of Malmö residents.

Responsible body:
The City Executive Board, in an ongoing dialogue with, among others, educational institutions and the voluntary sector

Reporting/follow-up:
The City Executive Board, spring 2015
Many consultation responses and the City Office have noted that the Commission’s final report lacks a focus on actions to get more people into work in Malmö. It is for this reason that the City Office has additional proposals for action within the area of work and livelihood.

44. Develop municipal forms of employment so that people can move from social assistance to work and perform a health- and socioeconomic analysis of the action.

Given that the vast majority of social assistance recipients have no social problems other than not having a job and experiencing difficulty entering the labour market, a reasonable solution may be to create jobs within the City Council itself.

Employing a person who, despite various initiatives, still does not have a job in the regular labour market, may prove to be profitable for the employer and the economy, and in particular for the individual.

Financing of such posts within the municipality should be achieved by reallocating resources from the social assistance budget and/or labour market resources. This is in line with the social investment perspective and promotes socially sustainable development in both the short and long term. It may also be possible to consider this type of employment as an alternative to municipal procurement of jobs with low barriers to entry. Other positive side effects are possible if such positions are also linked to homeless people.

In Malmö, examples of this type of employment have been evaluated. “SEF Unga” and “Jobb Malmö”’s “Servicepatruller” have shown that the approach is feasible and can produce good results in terms of getting a foothold in the labour market.

The positions should focus on the priority target groups for local labour market initiatives:

- Parents in households who have been receiving social assistance for more than six months
- Youngsters without a leaving certificate from compulsory school or upper secondary school
- People with language barriers
- Newly arrived migrants who are not financially independent and not covered by the introduction reform

Collaboration with Arbetsförmedlingen (the Swedish Public Employment Service) is crucial, and ideally the action should be integrated into action 38 (integrated approach to employment and welfare issues).

Review:
Develop municipal forms of employment and carry out a health- and socioeconomic analysis of the action.

Responsible body:
The City Office in an ongoing dialogue with, among others, the upper secondary and adult education administration, the Swedish Public Employment Service and educational institutions

Reporting/follow-up:
The City Executive Board, autumn 2014

46. Integrate approaches for the recruitment of young employees into the municipal recruitment processes

The City of Malmö as an employer should ensure increased recruitment of young people. Many young people with qualifications from university college or university currently at risk of starting their working lives in jobs that have lower requirements than is actually to be expected on the basis of their education level. A side effect of a deliberate municipal recruitment process would be the opening up of other work opportunities for those who currently lack a high level of education.

Review:
Integrate approaches for the recruitment of young people with the aim of ultimately integrating them into the municipality’s recruitment processes. Ideally, such work should be integrated into the municipality’s overall skills and staff provision strategy proposed in a separate review directive (action 12).

Responsible body:
The City Office in an ongoing dialogue with stakeholders

Reporting/follow-up:
The City Executive Board, autumn 2014
Housing and Urban Planning

In the field of housing and urban planning, actions are linked to the housing shortage, the living environment and the city’s physical design.

Overall comments:
Urban planning and physical initiatives may contribute to increased social sustainability. It is particularly important that young people have access to homes of their own, but also that adapted homes are available for the elderly. The housing issue is complex and requires collaboration between multiple stakeholders on a number of levels. Innovative thinking in terms of new construction as well as the existing housing stock is required.

Actions relating to housing provision should be handled within the framework of Malmö’s existing housing supply programmes and efforts need to be strengthened.
Reduce the housing shortage (1.2.1.1, p.70)

Assessment:
Having a home is central to good living conditions and for creating a coherent and attractive city. Homelessness is a serious problem for the City of Malmö. Given the large population growth, increased housing construction is required generally to meet the increasing demand for housing in Malmö.

The number of homeless Malmö residents with social problems is decreasing, while the number of people who are homeless for structural reasons is increasing. The problem for this group is that they lack the financial conditions to get into the housing market because of the housing shortage.

In addition to the obvious shortage, there are also requirements for people to be accepted as tenants. For example, not all landlords will accept social assistance as income.

Housing construction must increase in Malmö, which requires cooperation and joint efforts by the administrations and corporations in the City of Malmö and the private construction industry. Research also needs to be included in the work.

Ongoing work:
In November 2013, the City Executive Board decided to initiate development work between various administrations, researchers and the private sector about how homes can be produced at reasonable cost to reduce the housing shortage in accordance with the recommendations of the Malmö Commission.

This decision creates opportunities for the City of Malmö, together with construction contractors in Malmö, to create joint initiatives that have the common goal of increasing housing and reducing homelessness in Malmö. Such work

47. Continue development work to reduce the housing shortage and build more affordable housing

should focus on building new homes or making housing in the existing housing stock accessible to those without homes, building affordable homes and building targeted homes for the young, the elderly, families and single households. There is also a need for special construction, for instance for people covered by the LSS Act or households with special needs.

Within the scope of this work, the question should also be examined as to whether social assistance should be accepted as income among private landlords. Actions within the area of Work and Livelihood therefore need to be seen as closely linked to this action.

Responsible body:
The City Planning committee together with stakeholders

Reporting/follow-up:
The City Executive Board, annually
48. Review the possibility of increasing access to housing that all families with children can afford and that meet quality and environmental requirements

*Develop an action programme to increase the availability of housing of good quality that families can afford.* (1.1.3.1, p.66)

**Assessment:**
The housing market is complex and it is important that the housing issue covers all vulnerable groups in the population. The shortage of suitable housing for families with children leads, among other things, to overcrowding and homelessness, which means that children and young people may also find it difficult to manage their schoolwork. The municipality should adopt a proactive approach towards the housing problem.

**Review:**
Review the possibility of increasing access to housing that all families with children can afford to live in and that meets quality and environmental requirements.

This action should take place within the framework of the existing action plan for housing provision. One of the aims there is that “All Malmö residents must be offered a home that meets their needs and demands by means of good access to a variety of housing. “Boplats Syd” must facilitate the provision of rented housing for applicants.”

The anti-discrimination perspective in the existing programme should be strengthened.

**Responsible body:**
The City Planning Committee, in an ongoing dialogue with, among others, the municipal organisation for housing supply, MKB, the Environment Department and the business community

**Reporting/follow-up:**
The City Executive Board, autumn 2014

49. Review the possibility of assignment-based housing development

*Establish a new municipal contractor organisation for assignment-based housing development* (1.2.1.2, p.70)

**Assessment:**
The legislation on public benefit municipal housing corporations, which may be in conflict with this action, should be considered in this context.

**Development area:**
Review the need to supplement the aim of densification with the ambition to build affordable housing on municipal land in the city’s suburbs. The discussion of any such additions should be held within the steering group for housing supply. See also action 47.

**Review:**
Review possibility of assignment-based housing development. Strengthen and clarify cooperation between both municipal committees, administrations and corporations, and between municipal stakeholders and the private construction industry to jointly find innovative solutions in order to, in particular, tackle homelessness in Malmö, as per action 47.

**Responsible body:**
The City Office, in an ongoing dialogue with, among others, various committees and corporations, the business community and with the voluntary sector

**Reporting/follow-up:**
The City Executive Board, spring 2015
50. Strengthen the child’s perspective and follow-up work for children and young people, in both social and physical environments

Develop an action programme to address deficiencies in the environment for children and young people in Malmö (1.1.3.2, p.66)

Assessment:
The content of the action is important, but it is doubtful whether a separate action programme for deficiencies in the environment for children and young people is required.

Development area:
There is a general need to strengthen the follow-up work for children and young people to get an overall picture of their lives, both in social and physical environments. The existing regulatory documents need to be followed up in a better, more systematic way. Strengthening the child’s perspective in existing regulatory documents and structuring follow-up work should be considered in the review of how the child rights perspective permeates Malmö’s operations and policy decisions (action 1.1.1.1).

Responsible body:
All committees and corporations

Reporting/follow-up:
The City Executive Board, annually

51. Review how social impact assessments can be implemented prior to physical investments

Introduce social impact assessments which should precede any decision concerning physical investments (1.2.2.1, p.73)

Assessment:
Introducing social impact assessments in connection with decisions affecting physical investments adds value because all three sustainability elements will then be considered. It is necessary to define and clarify what is meant by social, as well as ecological and economic, sustainability and the indicators that the concept should primarily include. This has close links with work under way to develop new measures of the city’s development. The City of Malmö is participating in Sweden’s national network for WHO’s European Healthy Cities and the City Planning Office has taken the initiative of forming a local network. The group is working actively on the issue of social impact assessments in the urban planning process and this group should continue its work. It is important that the group be expanded so that other committees and administrations can be given the opportunity to participate.

Review:
Review how social impact assessments can be implemented prior to physical investments

Responsible body:
The City Planning Committee in an ongoing dialogue with the relevant committees and the business community

Reporting/follow-up:
The City Executive Board, autumn 2014
52. Strengthen the work to develop democratic tools in urban planning

Urban planning should contribute to strengthening the inhabitants’ participation and influence (1.2.3.2, p.77)

Assessment:
Work is ongoing in line with the action.

Ongoing work:
The City Planning Committee is working on developing democratic planning tools. Since the decision of the City Council in 2012, other committees, based on their respective spheres of responsibility, are responsible for user and citizenship dialogue in the city districts. This provides an opportunity for increased collaboration between the committees with regard to participation and influence.

Responsible body:
The City Planning Committee in collaboration with the city’s committees and corporations

Reporting/follow-up:
The City Executive Board, annually

53. Continue to invest in the development of accessible meeting places

Create more accessible meeting places, especially in areas with great overcrowding (1.2.3.1, p.77)

Assessment:
Creation of accessible meeting places can contribute to greater collective strength and greater security in Malmö’s various areas. Depending on different needs, some meeting places may create movement in the city while others provide space for everyday meetings. However, meeting places are not only limited to physical locations; there is also a great potential, by means of digital infrastructure, for creating non-physical meeting places that can fill just as important a function from a democratic and participatory perspective.

It is also important to create intergenerational meeting places for all that can create security and offer a bridging function between different groups in society, regardless of age. An example of meeting places with a broad target group definition can be found under action 39.

Ongoing work:
There is a policy for meeting places for young people in Malmö between the ages of 12 and 25. A letter from the majority Municipal Commissioners in October 2013 stated that each city district council had been asked, in the 2014 budget, to set aside SEK 2 million in funds per area programme for the long-term development of meeting places for young people.

Responsible body:
All committees and corporations in cooperation with relevant stakeholders

Reporting/follow-up:
The City Executive Board, annually
54. Continue to develop the work on mixed forms of tenure in Malmö

Develop and intensify the successful work on mixing different forms of tenure, types of housing, workplaces and services (1.2.2.2, p.73)

Assessment:
The action is in line with the intentions in the general plan. It is also important that there are genuine opportunities for Malmö residents to find housing. In many newly built residential areas, the types of tenure are mixed, but this does not guarantee positive integration effects because the rents are too high for many Malmö residents.

Ongoing work:
The focus of the city plan is densification, supplementary building and linking the city together.

Responsible department:
The City Planning Committee, the city district councils, etc.

Reporting/follow-up:
The City Executive Board, annually

55. Perform a social impact assessment of the “Amiralsstaden” project and continue to invest in the “Bygga Om Dialogen” (Rebuild Dialogue) project in the Million Programme areas

Use investments in the physical environment as an engine for local employment and urban development (2.2.2.2, p.110), and
Invest in two major city improvement projects – “Amiralsstaden” and “Bygga Om Dialogen” (Rebuild Dialogue) (1.2.2.4, p.73)

Assessment of Amiralsstaden:
Barriers can to some extent be eliminated by means of measures in urban planning. However, the social barriers that manifest themselves along Amiralsgatan primarily relate to differences in, for instance, employment rate, participation, security and educational level, which are the basic reasons for unequal health.

Amiralsstaden can be seen as part of efforts to ease the housing shortage. However, an action of this economic scale needs to be clearly linked to the challenges of cheaper housing construction and the negative crowding-out effects of gentrification. A natural starting point for gradual development along Amiralsgatan may be the areas around the proposed Pågatåg train station in Rosengård.

Review:
Carry out a social impact assessment of the Amiralsstaden project in addition to economic and environmental assessments. Clarify in this what types of jobs are expected to be created and to what extent with regard to the equal opportunities perspective.

Responsible body:
The City Planning Committee in an ongoing dialogue with, among others, the relevant administrations and the business community

Assessment of the Bygga Om Dialogen (Rebuild Dialogue):
Growing residential segregation is one of Malmö’s most central problems. It is clear that Malmö’s most socially and economically vulnerable population mostly live in the Million Programme areas, which is also shown in the statistics of average life expectancy and related health problems. Continued work with the Bygga Om Dialogue is important, and the project’s focus on creating new forms of cooperation is in line with the Commission’s approach and can be seen as a prerequisite for being able to deal with the challenges Malmö faces. In the continuing work, it is very important to consider the equal opportunities perspective. There is a risk
that the work opportunities associated with repairs and energy efficiency will primarily be targeted at men. Active work is required to broaden the target group.

**Ongoing work:**
Funding of the Bygga Om Dialogue is ensured during 2014. If there is a need for further decisions concerning the continuing work, the Environmental Committee will get back to the City Executive Board.

**Responsible body:**
The Environmental Committee together with stakeholders

**Reporting/follow-up:**
The City Executive Board, spring 2015

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56. Develop the work of transforming physical barriers into linking areas

(**Transform barriers into linking areas**
(1.2.2.3, p.73)

**Assessment:**
The action is in line with the general plan. See also the discussion on Amiralsstaden under action 55.

**Ongoing work:**
The focus of the general plan is densification, supplementary building and linking the city together.

**Responsible body:**
The City Planning Committee together with the relevant stakeholders.

**Reporting/follow-up:**
The City Executive Board, annually
Health care

Within the area of health care, there are measures linked to both municipal and regional responsibilities concerning health care.

Overall comments:
The preventive work to reduce health inequities largely lies outside the health field, but there is still much room for improvement in terms of creating conditions for more equitable health.

Municipal monitoring and assessment of health statistics has huge potential for improvement. More integrated cooperation with Region Skåne (the Skåne Regional Council administration), educational institutions and the voluntary sector is of great importance in this context. There are already several existing cooperation structures and the focus should be on reviewing and strengthening them rather than creating new ones.
57. Ensure that maternal and child health care is offered on equal terms

Ensure that maternal health care has the prerequisites to offer care on equal terms (2.3.4.1.1, p.125), and
Ensure that child health care has the prerequisites to offer care on equal terms (2.3.4.1.2, p.125)

Assessment:
Development work is ongoing within Region Skåne (the Skåne Regional Council administration) to ensure maternal and child care health services provide care on equal terms.

Ongoing work:
All women’s welfare centres and child welfare centres must adhere to the requirements of the Accreditation and Agreement for women’s welfare centres and child welfare centres in Hälsosval Skåne (Health Choice Skåne).

Responsible body:
Region Skåne (the Skåne Regional Council administration)

Reporting/follow-up:
The City Executive Board, annually

58. Assist Region Skåne (the Skåne Regional Council administration) in its work to disseminate information for increased participation in screening programmes

Improve the conditions for socially equitable mammography screening (2.3.4.1.3, p.125)

Assessment:
Region Skåne (the Skåne Regional Council administration) is pursuing development work in line with the proposed action. Information distributed in languages other than Swedish may be a success factor in increasing participation in screening programmes. A collaboration between the municipality and the region concerning the dissemination of information would be positive. The voluntary sector can also play an important role in this work.

Development area:
Assist Region Skåne (the Skåne Regional Council administration) in its work to increase participation in the various screening programmes. The proposal will be raised in presidium discussions between the City of Malmö and Region Skåne (the Skåne Regional Council administration).

Responsible body:
The City Office

Reporting/follow-up:
The City Executive Board, annually
59. Put forward to Region Skåne (the Skåne Regional Council administration) a proposal for an analysis of out-patient care in Malmö

Conduct an analysis of visits to the doctor in out-patient care in Malmö’s city districts (2.3.4.1.4, p.125)

Assessment:
The Commission’s final report states that there are no differences in the number of visits to doctors in out-patient care per inhabitant between the former city districts, despite the fact that several indicators show that there are large health inequities related to income and education. An analysis of health care utilisation and the unequal distribution of visits is an important issue for reducing health inequities.

Development area:
The proposed analysis of doctor’s visits in out-patient care will be raised in presidium discussions between the City of Malmö and Region Skåne (the Skåne Regional Council administration).

Responsible body: The City Office

Reporting/follow-up: The City Executive Board, annually

60. Investigate the option of preventive home visits in addition to the offer of health checks to anyone aged 80 and above

Offer health checks to everyone aged 80 and above (2.3.4.1.5, p.126)

Assessment:
An addition to the offer of health checks to anyone aged 80 and above is also to offer preventive home visits to the same group of people. Home visits can open up opportunities for health interventions that also include the important social dimensions of health, for which the municipality has a major responsibility. The purpose of both health checks and home visits is to gain knowledge of elderly people’s living habits and needs, and to provide information about the municipality and the region’s range of health and social care.

Development area:
Preventive home visits are organised for elderly Malmö residents, but the approaches need to be reviewed to meet the requirements of evidence-based practice. The proposal will be raised in presidium discussions between the City of Malmö and Region Skåne (the Skåne Regional Council administration).

Responsible body: The City Office

Reporting/follow-up: The City Executive Board, annually
61. Review experiences from the research project Migration Challenges

*Improve intercultural competence and knowledge about the importance of social determinants for health-related behaviours within health care (2.3.4.1.6, p.126)*

**Assessment:**
It is important to view intercultural competence in a broader perspective where all grounds for discrimination are included, and for training to be provided to employees in other administrations in the municipality and Region Skåne (the Skåne Regional Council administration). These perspectives should be included in professional development, work approaches, methodologies and tools to support managers.

In terms of intercultural competence, all managers are invited to participate in Malmö Against Discrimination antidiscrimination training organised regularly in the City of Malmö. Since 2007, the City of Malmö has also been a participant in the Migrationens Utmaningar inom hälsa, omsorg och vård (Migration Challenges within health and social care) research partnership operated in collaboration with Malmö University and Region Skåne (the Skåne Regional Council administration) within which an intercultural perspective on care is a focus.

**Development area:**
Review the lessons learned from the research collaboration and how they can be applied in individual administrations.

**Responsible body:**
The City Office and presidium discussions between the City of Malmö and Region Skåne.

**Reporting/follow-up:**
The City Executive Board, annually

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62. Produce a training package focusing on social determinants for staff within maternal and child health care

*Strengthen the focus on the social determinants of health in maternal health care, child health care and municipal school health care (2.3.4.2.1, p.126)*

**Assessment:**
Ideally, a training package should be produced jointly by the City of Malmö, Region Skåne (the Skåne Regional Council administration) and Malmö University.

**Review:**
Develop a training package focusing on the social determinants of health for staff working in maternal and child health care, as well as in municipal school health care.

**Responsible body:**
Committee for Compulsory Education, Committee for Upper Secondary and Adult Education and Region Skåne (the Skåne Regional Council administration).

**Reporting/follow-up:**
The City Executive Board, annually
63. Review existing collaborative structures for child health

Conduct a review of collaborative efforts relating to children’s health (2.3.4.2.2, p.126)

Assessment:
The need to revise the structures, systems and forms of cooperation already established and how they can be developed and enhanced to ensure that all children and young people are identified and have access to the same support initiatives. Considerable information is available in several of the Commission’s background reports.

Review:
Review existing cooperation structures for children’s health, including which systems can be used together, which indicators are important to follow up, and which analyses need to be performed. Based on the results of this review, the cooperation for children’s health can be strengthened.

Responsible body:
The City Office in an ongoing dialogue with the pre-school, compulsory, and upper secondary and adult education administrations, social resource administration, city district administrations, Region Skåne (the Skåne Regional Council administration), the voluntary sector and educational institutions

Reporting/follow-up:
The City Executive Board, spring 2015

64. Make preventive actions against violence, neglect and sexual abuse of children a priority in reviews of existing collaboration structures for child health

Make preventive actions against violence, neglect and sexual abuse of children a priority (2.3.4.2.3, p.126)

Assessment:
Initiatives are ongoing in line with this action in the pre-school and compulsory education administrations. The Region expresses a wish for the development of cooperation with the City of Malmö, based on the development work that is taking place within the Kunskapscentrum for barnhälsovård (Knowledge Centre for Children’s Health Care). An important prerequisite for improving this work is to coordinate efforts. The Family Centres could be a good platform for this (see action 65).

Ongoing work:
The pre-school education administration is working on building up coordinated functions, routines and professional support for children who need special support in their development. They also intend to offer regular process support and information to managers and employees in the pre-schools concerning the duty to report to social services and cooperate with other agencies and bodies concerning children who are at risk of ill treatment.

The compulsory education administration has new structures for cooperation concerning children who are at risk of ill treatment. The education managers for the various school districts have a particular responsibility for cooperating with social services in the city districts. There is also an overall administrative department for support and coordination that is responsible for coordinating school health care.

Another aspect of this work is conducted within the framework of the cooperation agreement in place between the City of Malmö and the Malmö police district, where violence among close relatives is a priority and a number of stakeholders are involved.

Review:
This proposal is to be considered within the review of existing cooperation structures for child health in the preceding action (63).

Responsible body:
The City Office in an ongoing dialogue with the pre-school, compulsory, and upper secondary and adult education administrations, social resource administration, city district administrations, Region Skåne (the Skåne Regional Council administration), the voluntary sector and educational institutions

Reporting/follow-up:
The City Executive Board, spring 2015
65. Review the possibility of establishing more Family Centres

**Evaluate the Family Centres** *(2.3.4.2.4, p.126)*

**Assessment:**
Several evaluations of Family Centres have been carried out, both nationally and locally. They indicate the many positive benefits for both children and parents, and how the organisation and procedures should be arranged for best effect. The lessons learned from the evaluations should be used as a basis for further work. Under the principle of “proportionate universalism”, Family Centres should be located throughout the city, but their design and frequency should be adjusted to suit different needs.

**Review:**
Review the possibility of establishing new Family Centres.

**Responsible body:**
The Committee for Pre-school Education in an ongoing dialogue with the city district administrations and with Region Skåne (the Skåne Regional Council administration)

**Reporting/follow-up:**
The City Executive Board, autumn 2015

**Development area:**
The issue of evaluation and monitoring of the Family Centres will be raised in presidium discussions between the City of Malmö and Region Skåne (the Skåne Regional Council administration). *

**Responsible body:**
Presidium discussions between the City of Malmö and Region Skåne (the Skåne Regional Council administration).

66. Strengthen cooperation between different parts of the municipal school health service

**Establish a common management structure for school health care** *(2.3.4.3.1, p.126)*

**Assessment:**
Work is ongoing to coordinate medical records systems between compulsory schools and upper secondary schools in line with the action. The new school organisation also provides good conditions for increased equity and cooperation.

**Ongoing work:**
A coordination and development unit for school health care in compulsory school is being established. It is clear that this is in line with the intent of the Commission’s recommendation, even if this does not mean that joint management will be established. It is therefore vital that cooperation is ensured between the school health services in compulsory schools and in upper secondary schools.

**Responsible body:**
Committee for Compulsory Education and Committee for Upper Secondary and Adult Education

**Reporting/follow-up:**
The City Executive Board, annually
67. Create approaches for qualified analysis of the epidemiological surveillance being carried out in Malmö

Establish a qualified epidemiological surveillance system of the entire population of the city (2.3.5.1, p.127)

**Assessment:**
The public health data currently available is underutilised. Joint steps should be taken to ensure it is used more extensively and so that the collaboration that already takes place can be developed further. Qualified epidemiological monitoring creates the conditions to follow up on health trends in the population systematically.

There are three key factors for the City of Malmö to develop this: management and analysis of data, the organisation of this work and the skills required. Several skills are critical to developing qualified analysis based on epidemiological monitoring, and several stakeholders must be involved, such as the City of Malmö, Region Skåne (the Skåne Regional Council administration), the voluntary sector, universities and university colleges, etc.

A collaborative project has been launched involving the City of Malmö, Malmö University, Lund University and the Malmö police district to create a common geo-database. This should be made permanent and be led by the City Office. Work is also ongoing on a system called "Koll", a database that involves collecting quality-assured and shared operational information in one place. These two tools should be developed jointly and be viewed as complementary systems.

**Review:**
Create approaches for qualified analysis of the epidemiological surveillance being carried out in Malmö

**Responsible body:**
The City Office in an ongoing dialogue with, among others, Region Skåne (the Skåne Regional Council administration) and educational institutions

**Reporting/follow-up:**
The City Executive Board, autumn 2014

68. Use analyses from the injury registry in Malmö to convert the results into preventive work

Use analyses from the injury registry in Malmö to continuously convert the results into practical preventive work in all areas (2.3.5.2, p.127)

**Assessment:**
Knowledge of injuries and accidents is relatively high in the City of Malmö, but no one is responsible for managing knowledge and converting it into practical prevention. It is important to establish a clear division of responsibility and set political goals for this work.

**Ongoing work:**
In the spring of 2013, work was started on injury and accident prevention in the City of Malmö with the aim of launching broad injury-prevention work based on the injury registry available for Malmö. Work is also ongoing on a comprehensive safety and security policy in the City of Malmö and an injury-prevention programme should be viewed as part of that.

**Responsible body:**
The City Office in an ongoing dialogue with Region Skåne and other relevant stakeholders

**Reporting/follow-up:**
The City Executive Board, autumn 2014
69. Review the possibility of establishing a regular international conference focusing on social sustainability

Assessment:
Interest in the Malmö Commission and the work of the City of Malmö for social sustainability is significant, both internally and externally. This requires clear and targeted communication concerning both the decisions taken by the municipality with a view to strengthening social sustainability and the often complex relationships and causal explanations that underlie the discussion of social sustainability and the reduction of health inequalities. In addition to vision-related work focusing on social sustainability, there is a great value for the city as a whole in reviewing the possibilities of establishing a regular international conference focusing on social sustainability.

Review:
Produce a proposal for an appropriate implementation organisation, programme focus, partners, finances, etc. for a regular international conference on the theme of social sustainability. The conference must build on continued development of knowledge and exchange of experience relating to social sustainability, health and welfare. The conference must be based, as far as possible, on the work of the Malmö Commission, both in terms of knowledge content and the broad involvement of other stakeholders.

Responsible body:
The City Office, in an ongoing dialogue with, among others, the business community and the voluntary sector

Reporting/follow-up:
The City Executive Board, autumn 2014

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More information about the Malmö Commission and the continuing work for a socially sustainable Malmö is available at www.malmo.se/kommission
This is a summary of the decisions taken by the City Executive Board on 5 March 2014 and based on the City Office at the City of Malmö’s Final report from the Commission for a socially sustainable Malmö – now a question of proposals for a focus for the continuing work for socially sustainable development. It contains 69 actions, development areas and ongoing work arising from the Malmö Commission’s proposals for action and comments from approximately 70 consultation bodies.