



**REYKJAVÍK**  
— for us all

Welfare policy  
of the City of  
Reykjavík until 2030





# REYKJAVÍK

---

## for us all



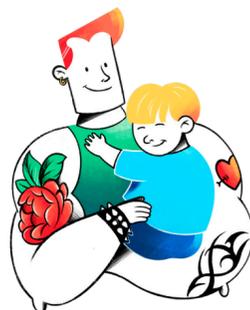
The welfare policy of the City of Reykjavík is a framework for ambitious welfare services that have the goal of increased quality of life and work towards all inhabitants of Reykjavík being able to live with dignity.

We offer a variety of services for individuals and families with a focus on prevention, cultural sensitivity, and human rights.

The policy is meant to be a guide for the inhabitants of Reykjavík as well as for employees in welfare services. Policies on specific issues continue to exist, such as for housing, senior citizens, and disabled people.

In the shaping of the welfare policy, we listened to the diverse voices of the city inhabitants, employees, collaborators, and elected representatives.

The goal of the city is to increase people's quality of life and ensure that Reykjavík truly is for us all.





## **Future Vision**



Reykjavík provides welfare services that promote the well-being of all inhabitants and ensure that we feel that Reykjavík is for us all.

## **Role**



The Department of Welfare promotes increased quality of life for every inhabitant of Reykjavík by taking initiative and by responding to the diverse needs of individuals and families.



# The values of the Department of Welfare

## Respect



We respect everyone we interact with.

We celebrate diversity and treat people the way we want to be treated.

## Participation



We want everyone to be able to participate in society on their own terms.

We work towards promoting the initiative and independence of service users and employees.

## Welfare



We are leading in discussions on welfare issues and the quality of life of city inhabitants.

We work towards solutions and provide effective welfare services that take individual needs into account.



# Key Components





# 1 No two are the same

## Key Component

The idea of no two being the same is the fundamental approach of the city's welfare services. This means that the case of each individual is evaluated on its own terms, and it is ensured that an analysis, solutions, and services are tailored to each individual.

The circumstances of inhabitants who require welfare services are considered, such as family and close environment.

This is a particularly important approach in the diverse society that Reykjavík is.





# 1 No two are the same

## Priority considerations

### 1.1 Define individualized approach in services

Define how the key component “No two are the same” should manifest in the internal work of the Department of Welfare, services, and employees’ mindsets. This includes that the approach should become a part of the service culture of the department.

### 1.2 Formulate and implement an individualized approach in services

Formulate and eventually implement the key component “No two are the same” into the services. This includes mapping the needs of service users and subsequently planning information sharing, communication, follow up, feedback and improvements, where applicable.

### 1.3 Meet the needs of people of foreign origin

Analyze how the Department of Welfare can organize services in such a way that they further consider people of foreign origin. The goal is to meet the needs of a fast-growing group of city inhabitants with cultural sensitivity in mind.



# 2 Proximity and accessibility

## Key component

Welfare services are accessible and close to those who need it.

Inhabitants should be able to find information and services however and wherever it is suitable for them.

The prerequisite for this is simple organization designed to suit the needs of service users.



# 2

## Proximity and accessibility

### Priority considerations

#### 2.1 Formulate the changes in services

Formulate how accessibility, responsiveness, and simplicity can be improved in welfare services. This would increase service users' trust in the services. Special focus should be placed on how these factors can be strengthened with organization, the correct education, management, and internal communication.

#### 2.2 An increased use of digital solutions

Utilization of digital solutions should be increased with the goal of a better experience for service users, simplifying internal processes, and utilizing data for the benefit of service users. It is important to be connected to the systems of collaborators, within and outside of the city. Good accessibility to services must also be ensured for those who for any reason cannot utilize digital solutions.

#### 2.3 Use clear and easy-to-understand language

Review all material on welfare services and ensure that it is of quality and in easy-to-understand language. Avoid using legal terms and bureaucratic jargon in material meant for service users.





3

# Service agility and effectiveness

## Key component

Welfare services are multifaceted and diverse. It's important that they are organized in a user friendly, comprehensive, and efficient way where each aspect plays an important and clear role in the services operations.

Employees' professional specializations and initiatives are key factors in good welfare services. It is important that quality criteria and procedures support employees in delivering efficient and good services.

Efforts should be made to ensure active user consultation regarding the organization and implementation of services. An emphasis is placed on forming strong connections with collaborators within and outside of Reykjavík.



# Service agility and efficiency

## Priority considerations



### 3.1 Review the organization of the Department of Welfare

Analyze and simplify the organization of the Department of Welfare with the goal of the organizational unit being able to meet the ever-growing need for specialization parallel to synchronized and efficient services.

### 3.2 Ensure that users are always in the foreground

Analyze current procedures and the needs of service users. Map out what must be changed so that they are always kept in the foreground in the organization of services and included with active user consultation. The approaches of user-focused designs should be looked at, as well as the journey of users through the service process.

### 3.3 Assess the needs of different groups in society

Define different groups in society to ensure culturally sensitive services. Communication with service users should consider their circumstances and needs. Demographic development should also be monitored, as well as other changes in society that can impact service needs.

### 3.4 Define holistic services

Define the service elements of the welfare services and their interaction with the services of key collaborators within and outside of Reykjavík, with the goal of making the services holistic and continuous for users.

### 3.5 Coordinate levels of service

Increase cooperation and work towards the coordination of welfare services between areas and thereby ensure that all city inhabitants get good and holistic services, regardless of residence. This includes sharing knowledge and effective approaches between service centers, forming clear quality procedures, and implementing effective work procedures in a purposeful way. At the same time there must be space to meet different service needs and characteristic features of the local environments.



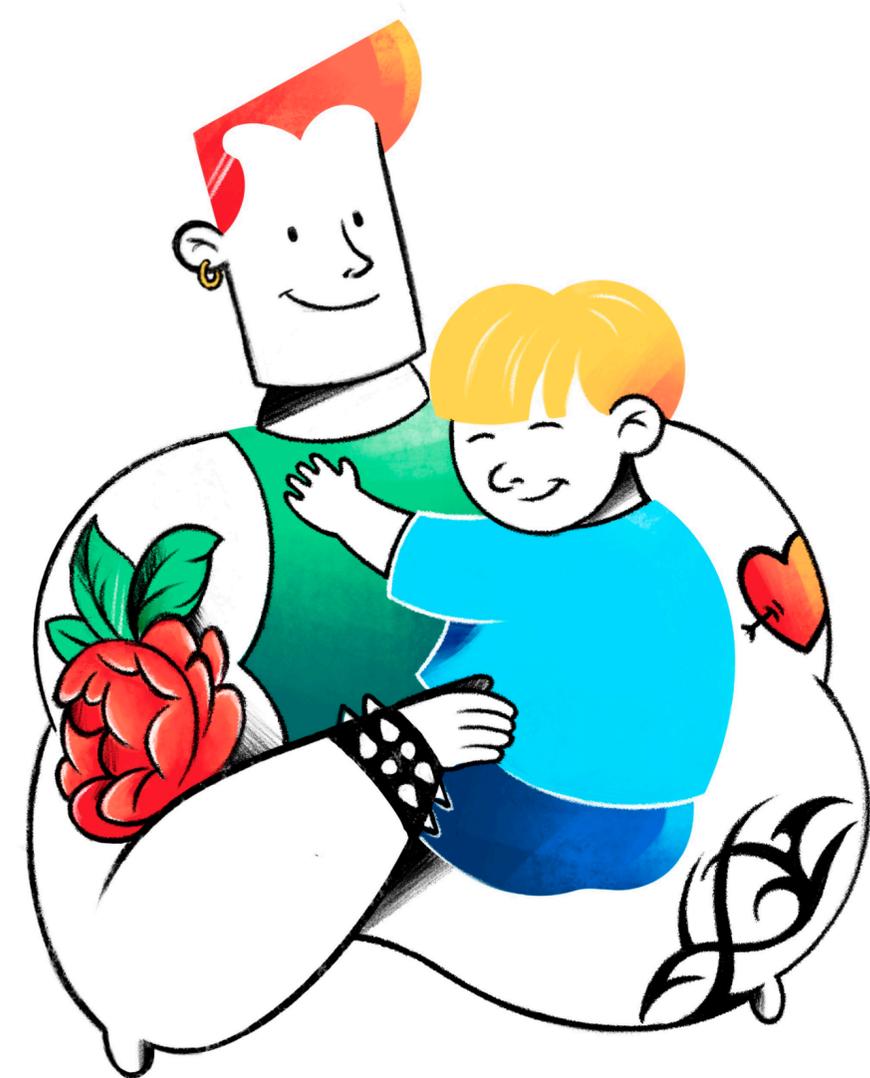
# 4 Respect and compassion

## Key component

Services concerning well-being and happiness should be characterized by empathy, compassion, and above all respect for the individual.

Nobody is given up on and an emphasis is placed on support in self-help.

This component manifests within organization, management, and human interaction.



# 4

## Respect and compassion

### Priority considerations

#### 4.1 **Added emphasis on empowerment**

Strive for the approach of special emphasis being placed on the empowerment of people and social sustainability within the city's welfare services. Particular attention should be paid to motivating and supporting individuals and encouraging them to engage in work, study, and activities, where applicable.

#### 4.2

##### **Promote trust**

Promote mutual respect and trust in communication and the attitudes of employees and service users towards welfare services. This includes purposeful education and training, rich emphasis on active listening and the sharing of reliable information.

#### 4.3

##### **Work against prejudice**

Formulate how to work against all manifestations of prejudice towards the users of services with human rights at the foreground. Purposeful education, information sharing and clear definitions of word choice and terminology is of great importance.



5

# Initiative and prevention

## Key component

An emphasis is placed on prevention in all welfare services in the City of Reykjavík.

The service rests on preventative measures where reliable information and indications are used in prevention.

Employees take initiative if statistical analyses or information suggests that an intervention should be made in the circumstances of an individual or groups.



# 5

## Initiative and prevention

### Priority considerations

#### 5.1 Promote prevention

Formulate how to promote prevention to avoid and reduce the likelihood of people encountering social problems. An analysis must be made on service elements and user groups to map where it is possible to further use preventative measures.

#### 5.2 Increase initiative

Parallel to strengthening preventative measures it must also be considered how employees can use initiative to a larger extent in their work. This includes purposeful empowerment for employees with education and training.

#### 5.3 Promote data-driven decision-making

Study and analyze statistical data in a more deliberate way and connect it to information from employees and service users in applicable cases. The goal is to reach conclusions and make predictions about development, such as regarding demographics and user groups, as well as to analyze the effect of such changes on welfare services.





6

# Conversation and consultation

## Key component

Awareness of the diverse needs of people is the key to trust towards the city's welfare services.

An emphasis is placed on a regular and deliberate conversation and consultation with different but well-defined stakeholders, users, and other city inhabitants.



# 6

## Conversation and consultation

### Priority considerations

#### 6.1 **Organize active consultation with stakeholders**

Increase consultation with stakeholders with the goal of strengthening a conversation with the society. Analyze and review active consultation with stakeholders and create a regular consultation forum if needed.

#### 6.2

#### **Promote information sharing**

Organize and improve the sharing of information to city inhabitant, but first and foremost to the users of welfare services and their close ones. A variety of methods should be utilized in information sharing to ensure good accessibility to information for everyone.

#### 6.3

#### **Review development and trends in a more purposeful way**

Purposefully study the development and trends in welfare services, including in connection to the university community and in the international arena.

#### 6.4

#### **Ensure regular feedback from users**

Regularly and purposefully collecting feedback from users is important for the development of welfare services. The frequency of service surveys should be increased in as many service areas as possible.





7

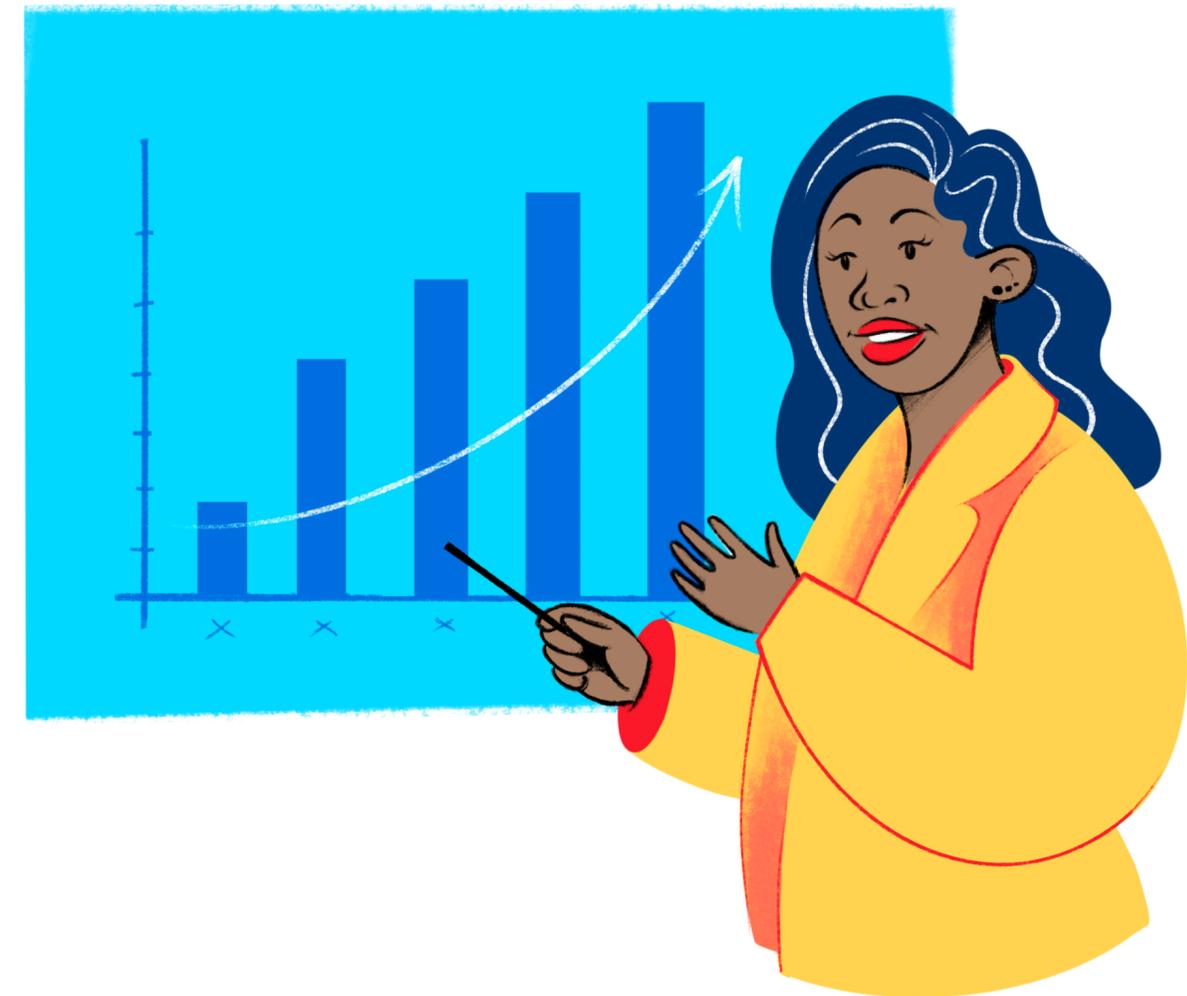
# Professionalism and foresight

## Key component

It is important that the employees of welfare services are professional and forward-thinking individuals who work together towards effective solutions in line with the current knowledge and technology.

The role of employees is to meet the diverse needs of users and thereby support their increased quality of life.

The initiative of employees must be promoted, and they must be ensured the opportunity to grow and flourish in their work. Interdisciplinary collaboration and increased specialization of employees are key components to reach these goals.



# Professionalism and foresight

## Priority considerations



### 7.1 Create a progressive work environment

Create a progressive work environment where digital solutions and innovative approaches in management are utilized to increase performance, the quality of services, flexibility and work satisfaction. To be competitive for outstanding employees, they must be provided with opportunities to show initiative and maximize their skills and contributions.

### 7.2 Support a knowledge-driven work culture

Support employees' initiatives to obtain knowledge and share it further. Additionally, the initiatives of employees to find ways to meet the diverse needs of users and increase their quality of life must be encouraged.

### 7.3 Increase diversity in employee groups

Increase diversity in groups of employees to promote knowledge and increase understanding of the needs of different groups. Groups of employees and management that reflect the diversity of society enriches the work culture and is better equipped to meet service users on an equal basis. Appropriate adjustments must be ensured to meet the specialized needs of employees.

### 7.4 Promote internal information sharing

The employees of the city should have clear access to information. Diverse methods of information sharing must be utilized to ensure good access of information for everyone.



Velferðarsvið • Borgartún 12-14, 105 Reykjavík