

Ämne:

SV: URBACT Good Practice Call - Application Form

## URBACT Good Practice Call – Application Form

Name of the  
city \*

Trelleborg

EU Member/  
Partner state \*

Sweden

Title of the  
good practice \*

Kraftsamling Trelleborg

Are you  
committed to  
share your good  
practice in the  
framework of  
the Transfer  
Network: \*

Yes

Contact details  
of the applicant

Patrik Möllerström, Head of Unit, City of Trelleborg

\*

Email of the  
applicant \*

[patrik.mollerstrom@trelleborg.se](mailto:patrik.mollerstrom@trelleborg.se)

Contact details  
of the official  
who holds the  
responsibility  
behind the  
good practice  
and who  
authorised this  
application \*

Cecilia Lejon, Head of Department of Labour Market, City of Trelleborg

Email of the official \* [cecilia.lejon@trelleborg.se](mailto:cecilia.lejon@trelleborg.se)

Website of the good practice <http://www.kraftsamlingtrelleborg.se>

One liner \* Kraftsamling Trelleborg has a special mindset that makes sure that all unemployed citizens receive professional service in accessing the labour market

#### Good practice pitch \*

At the Department of Labour Market in The City of Trelleborg, we tend to say that "you get what you ask for". What would happen if we in our contacts with the regional trade and industry stopped asking for general activities for unemployed and started asking for jobs instead? We believe that if we do what we have always done, we will get the same results we have always gotten, so we have made a choice to do different!

Unemployed citizens need support to enter the labour market – not something to do! Through Kraftsamling, our collaboration with over 500 local and regional employers, we make sure that one person per day leaves welfare support by employment, or starting studies that will lead to employment.

Within Kraftsamling, we work together with employers to find ways they can grow. By working with the companies, the unemployed in Trelleborg get a chance at both training and employment at the same place.

#### 1. Does the good practice address an issue widely faced by cities? \*

European cities of today are facing a competence gap. On one hand, we have companies in need of skilled labour, to make sure that the local and regional economy can grow and flourish during the ongoing economic boom. On the other hand, we've a growing number of unemployed citizens without neither formal education nor documented skills, but with lots of informal knowledge and, in the cases of immigrants, often several years of working experience.

To make sure that the economy can keep on growing, and at the same time not creating a permanent sense of alienation, we need to find ways to close the gap between the employer and the employee.

Through flexible ways of learning, where the school bench is obsolete and you instead learn the basics of a workplace actually being at a workplace, we can quickly and easily close specific knowledge gaps. At the same time as the employer's formal demands for skilled labour are met, one will see and appreciate that not everyone needs to fit into a standard mold for how the next employee should look like. As for the prospective new employee, they get a chance to show their next employer that they might not have every skill on paper, but they're highly



motivated to learn.

This is a way of working that can only be realised through focusing on the needs of the companies, through actually listening to their needs and leaving the traditional social worker behind. Most unemployed people don't need social care – they need a job!

## 2. What are the solutions offered by the good practice? \*

Not only is the economy not growing enough due to employers not finding skilled labour, we also see that with the age composition of the labour force we have fewer workers paying for a welfare system with increasing costs for the elderly. The groups with documented troubles in establishing themselves on the labour market, among them foreign born with a shorter education or young people without completed upper secondary school, are sorely needed in the work force to make sure that the welfare state doesn't fail. By using a system where the city cooperates with the local employers, for the gain of both the unemployed and the employers, we make sure that the gap between them is closed.

Different methods are used for different couplings; some people need a longer time to get the skills needed to get employed, while others just need an introduction. In our couplings, we make sure both parties' needs are met.

<b>3. How does the good practice build on the sustainable and integrated approach to tackle urban challenges? *</b>	Through finding the correct match between employer and prospective employee, we make sure that the company will have the means to grow economically. At the same time, the newly employed is a part of the labour market and thus is more established in society as a whole. We see how economic sustainability goes hand in hand with social sustainability; poverty reduction and social inclusion is achieved through making sure everyone gets to participate in the labour market and the economic system.
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<b>4. What evidence is there of a participatory approach in project development and implementation, involving relevant stakeholders? *</b>	Under the umbrella of "Kraftsamling Trelleborg", we cooperate with local business to make sure that they are provided the service they need to find competent staff in order to grow. In Kraftsamling, all employers have a prospective partner through which they can channel their CSR-work. Our objective is to make sure that unemployed gain employment, but this can only be obtained through meeting the needs of the individual employer.
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**5. How is the practice documented? \*** "Trelleborg mot trenden", "Orka fullfölja", "8 theses for a better reception of new arrivals". Three of our prints, included with the support package, with only "8 theses..." available in English.

**6. What difference has it made? \***

During 2015 and 2016 we have averaged one person per day to work (or studies leading to work), primarily due to our cooperation with the local and regional employers under the auspices of Kraftsamling. The trend in Sweden since ten years back has been an increase in costs for welfare support. This trend has been the opposite in Trelleborg, with declining costs and an increase in employment – even within the groups that are deemed as not belonging to the labour force by the national employment agency. This is due to our belief that everyone can learn, and that the companies need to be involved in this learning.

A taste of the change in our model that gives effective results for the Citizens of the city of Trelleborg:

- From control to personal responsibility and trust
  - From telephone hours to total availability
  - From a focus on rights to contributions to self-sufficiency.
  - From care plan to establishment plan
  - From social services to efficient management
- subsistence allowance.
- From waiting to visit today and decision tomorrow.

**7. Have these results been assessed and documented by an independent party? \*** "Trelleborg mot trenden" was published by SKL (Swedish Association of Local Authorities and Regions) and RKA (The Council for Local Government Analysis), when Trelleborg was going against the national trend of increased costs for welfare support.

**8. Do you think your good practice would be interesting for other European cities? \***

One of the current and future challenges for European cities is to make sure that all citizens are included in the labour market and at the same time make sure that companies' growth isn't hindered by the lack of skilled labour. This current challenge will only grow more challenging considering the fact that Europe has welcomed immigrants fleeing from war in the Middle East.

We are convinced that all European cities have good strategies for vocational training in schools, but we also believe that flexible ways of learning at a workplace give quicker results. One way of learning does not exclude the other, but one might be more useful in certain situations.



**9. Is the practice linked to any specific governance/legislative context (national, regional, etc.)? \***

The Swedish system of local welfare support is based on viewing the individual as having social issues. This is based on how society used to be, but this has changed. The traditional way of handling the welfare system on a local level does not change the individual's need for welfare, but a way of working towards employment does. Questions of employment and labour are traditionally a national responsibility, but in a local or regional context you have more opportunities to make change outside national concerns and policies. We dare to challenge the status quo and do it differently, with a focus on results rather than policies.

**10. Is there scope to amend the practice to suit other city contexts? \***

The Department of Labour Market in the City of Trelleborg is currently running a project, financed by Vinnova, where 14 other Swedish municipalities have the opportunity to learn from and implement the way we work. We have a method of disseminating the information, including a method for change, which supports change in cities much different than Trelleborg. The project is being followed by an independent researcher and will produce a book on change within the municipal way of handling questions regarding the labour market. We truly believe that all cities can gain from this perspective.

**11. What was the cost of the practice and how was it financed in your city? \***

The practice is without cost, just a matter of redistribution. We have also found that every SEK 1:00 saves SEK 1:60 on welfare expenditure, making social inclusion an economic incentive.

**12. How sustainable is the practice in the long run? Is it still operating in your city? \***

Kraftsamling Trelleborg started in 2012 and the work is growing rapidly due to the results. From very basic beginnings, we amped up the production under 2016 to lead to 147 direct recruitments, 30 recruitment trainings and 295 internships (of which an estimated 20% led to employment). We can safely say that we are just getting started.

**SUPPORT PACKAGE (Compulsory): Good Practice Summary \***

The Good Practice Summary shall be sent by email ([goodpracticecall@urbact.eu](mailto:goodpracticecall@urbact.eu)) as a compulsory element of the 'support package' in word or pdf format.

**SUPPORT PACKAGE (Compulsory):**

The 2 photos shall be sent by email ([goodpracticecall@urbact.eu](mailto:goodpracticecall@urbact.eu)) as a compulsory element of the 'support package' in jpg. or png. format

2 photos  
presenting your  
good practice \*

SUPPORT Short documents, infographics

PACKAGE

(Optional):

Materials –

short

documents,

infographics,

video etc. you

may deem

relevant for

supporting your

application (in

English or with

English

summary)

By submitting this application the applicant: confirms the accuracy and correctness of the information provided in this application form  
the applicant: \*





# Kraftsamling Trelleborg

Not only Sweden, but all of Europe are facing a gigantic and complex economic challenge over the next few years. European cities of today are facing a competence gap. On one hand, we have companies in dire of skilled labour, to make sure that the local and regional economy can grow and flourish during the ongoing economic boom. On the other hand, we have a growing number of unemployed citizens without neither formal education nor documented skills, but with lots of informal knowledge and, in the cases of immigrants, often several years of working experience.

Can one through a different behavior, a new attitude and a new way to organise the municipalities in the long term have other results and affect the cost, while more people reach self-sufficiency? Is it possible to go against the trend? The city of Trelleborg believes and shows it is possible. We know that it requires retakes, courage and some completely new approaches and interventions. It shows in Trelleborg, which has reduced its costs for long-term beneficiaries most in Sweden during the period 2006-2013. It focuses on the success factors and the approach has reflected the work during the period, both organisationally and in leadership. It is about normalisation and attitudes, but in highly level of courage.

By using a system where the city cooperates with local and regional employers, for the gain of both the unemployed and the employers, the city of Trelleborg quickly and easily close the matching gap between the two parties. Doing this we make sure that the economy can keep growing, and at the same time we make sure that we will not create a permanent sense of alienation. Through finding the correct match between employer and prospective employee, we make sure that the company will have the means to grow economically. At the same time, the newly employed is a part of the labour market and thus is more established in society as a whole. We see how economic sustainability goes hand in hand with social sustainability; poverty reduction and social inclusion is achieved through making sure everyone gets to participate in the labour market and the economic system.

In both 2015 and 2016, we made sure that one person per day left the welfare support by gaining employment, or starting studies that will lead to employment. The Department of Labour Market in the city of Trelleborg has in recent years operated with over 500 unique companies in the region and has built up a local recruitment service. This is done under the umbrella of Kraftsamling, our cooperation with our most important partners in battling unemployment: the employers. By meeting the needs of the employers, in the next phase we will also be able to meet the needs of the job seekers. This cooperation is key to social inclusion through economic inclusion.

Our strategies are based on a unique mindset investing more focus on faith in people's ability and resources, mixed with flexible ways of learning, and fully process-oriented with systematic monitoring, to make sure all citizens receive professional service and can enter the labour market. We are convinced that many cities in Europe has good strategies for vocational training in schools, but we also believe that flexible

ways of learning at a workplace give quicker and also sustainable results. We have a strong labour market and establishment perspective for all our citizens. We measure on the operation of the establishment and not on social care. This is a way of working that can only be realised through focusing on the needs of the companies, through actually listening to their needs and leaving the traditional social worker behind. Most unemployed people do not actually need social care – they need a job, that will in long-term reduce poverty and social exclusion in a sustainable way.

Trelleborg has a way of working and attitudes that arise great interest among municipalities in Sweden. During 2016, 91 municipalities have chosen to visit the Department of Labour Market to get the organisation, approach, methodology and results presented. In October 2016, Vinnova (Swedish Innovation Agency) and SKL (Swedish Association of Local Authorities and Regions) awarded us with the “Innovation Award for the public sector”. The award recognizes the innovation that has demonstrated the power of citizens and/or industries and have the potential to spread to other public services. The department of Labour Market in the city of Trelleborg received the award for its work with different mindset and digitization of the processing of economical support.

We are currently running a new project, financed by Vinnova, where fourteen other Swedish municipalities have the opportunity to implement the way we work at the Department of Labour Market in the city of Trelleborg. At present, they are trying to understand, adapt, and will finally, reuse, and we are sure there is a high potential for other European cities to do the same based on their circumstances. This process will definitely also improve our model by other organisations sharing their challenges and experiences.

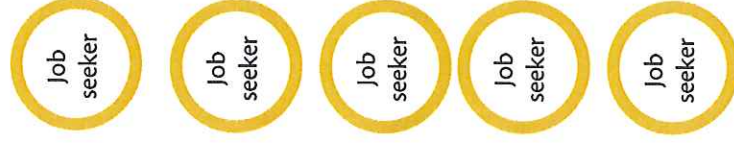
One of the current and future main challenges for the European cities is to make sure that citizens are included economically in the labour market and at the same time make sure that companies’ growth aren’t held up by the lack of skilled labour. This requires something extraordinary from all of us – from civil servants to politicians and all authorities in between.

We are looking forward to provide other European cities with the chance to understand our good practices and in the same way improve even more, through URBACT’s effective transfer across Europe’s cities.

[www.trelleborg.se](http://www.trelleborg.se) / [www.kraftsamlingtrelleborg.se](http://www.kraftsamlingtrelleborg.se)



# WELCOME TO OUR CHALLENGE!



**Unemployment**

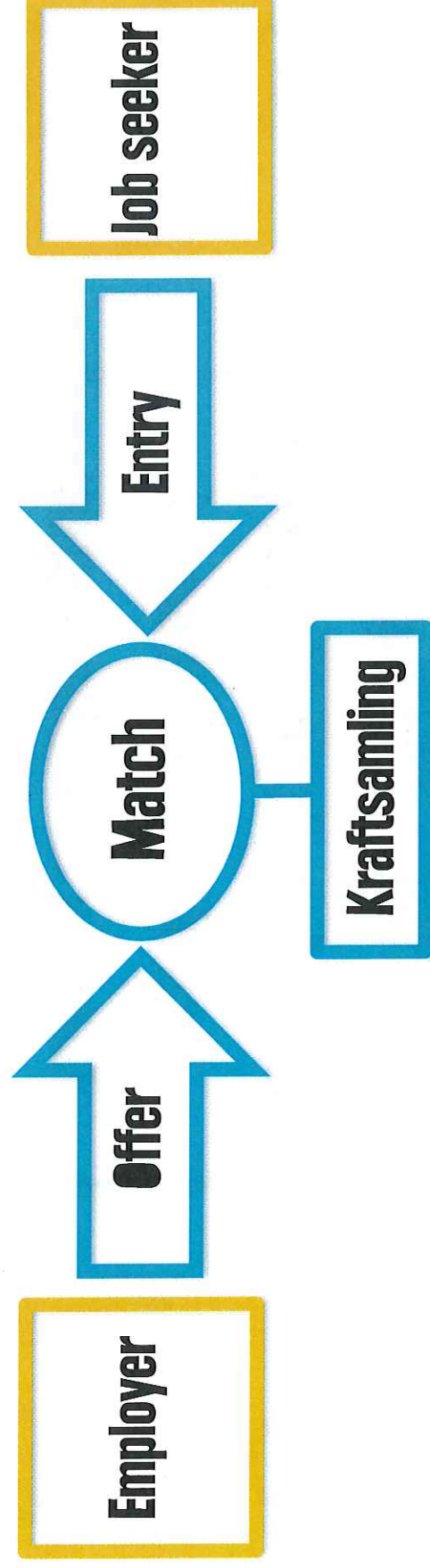
**National employment strategy**

**Lack of competent labour**

**Complex education system**

**Hesitation to employ**

# HOW TO PRODUCE A PERFECT MATCH





# END TO WORK & STUDY, ACCUMULATED PER YEAR

