

## SF 43: Offers and services by the city for raising attractiveness for qualified personnel

Fr	B	C	NY	S	T	Total
7,5	5	7	5	2,5	2	29

### Beispiel:

In **Tokyo**, there is a wide range of kindergarten places and services for parents ({Deutsche Industrie- und Handelskammer in Japan 2013 #28}).

In **Berlin**, there is still no satisfactory range of offers, but many creative ideas such as the Little Bird software program that helps parents to find childcare services and actively involves all the parties (local authorities, parents, kindergartens, etc.).

In **Freiburg** there is the Freiburger Bündnis für Familie („Freiburg’s Family Alliance“), for example, which is intended to create a family-friendly environment in the city and which advocates improving the reconciliation of work and family in Freiburg-based companies.

### 1. Differentiated description of the key field

To be economically successful, cities will have to increasingly back knowledge-based industries (software, IT, media, technology-intensive industries, etc.) in the future, too. ({Berenberg 2013 #29})

These industries require a high proportion of skilled labour. Only a few cities and regions have recourse to a sufficiently large pool of talent among their own populations. In order to remain competitive, cities must, therefore, attract qualified workers from other areas of the country or from abroad and be attractive enough to retain students after they graduate.

Attractive offers on the labour market are still the prime reason for labour to settle in the area : „Skilled jobs thus become the decisive location factor“. (Source) In addition, it is, however, soft factors such as a healthy environment, cultural events and offers for families that are increasingly playing a role when skilled workers decide where they wish to relocate to ({Luis 2009 #30}).

The Rosen-Roback model shows the relationship between income, housing costs, transportation costs and offers, and the natural advantages of a city ({Luis 2009 # 30}).

The offers and services offered by a city („amenities“) are essential elements when wishing to create an attractive environment for skilled workers. The following are shown to have a significant impact:

- Sufficient low-priced nurseries and kindergarten places.
- Child-care facilities that remain open throughout the entire

are playing an increasingly important role.

- A broad cultural range of offerings to attract creative minds.

({Florida 2006 #31})

- The provision of telecommunications infrastructure (high-speed Internet) and Internet-based services (e-government, online applications for administrative procedures, etc.)

- Leisure activities such as outdoor sports, amusement parks, swimming pools, etc.

- Assistance for foreign workers, e.g. signage or websites in different languages.

The skill is to give the offerings and services of one’s own city an individual identity and thus to create an image and a brand that has supra-regional appeal. To accomplish this, it makes sense to develop a concept of self-evident and specific innovative products and services that have a positive influence on the image of one’s own city, on the basis of the local socio-economic structure and the given geographical and cultural features.

### 2. Reference to sustainability:

Offers and services to attract skilled workers have a positive effect on the city’s long-term economic stability as well as on a balanced social structure.

These offers will help to improve the quality of life.

### Risk if ignored:

If a city fails to press the right buttons to attract skilled labour, it will run the risk of losing both well-trained local skilled workers to other cities and, with regard to the settlement of specialist workers, will be overtaken by other competing cities. Especially in times of demographic change, cities have to be or become particularly attractive for qualified employers, young families etc. (Haase 2003 {# 32}).

### 3. Relevance to industrial sectors?

Mobility:	Medium
Energy:	Low
Production & logistics:	Low
Security:	Low
ICT:	Low
Water infrastructure:	Low
Buildings:	Low
Governance:	Medium

### 4. Impact (positive & negative)

- City residents can combine job and family life better
- Incentive to start a family
- Students stay in the area after getting their degree
- Shorter distances reduce CO2 emissions

- Social integration of children and acquisition of social skills
- Image of the city improves
- Thanks to families, etc., higher quality of life, creative environment and thus a more innovative one
- Higher number of start-ups

## 5. Implementation measures:

The following steps are recommended to develop and implement a talent-attraction strategy:

- 1) Determine the strengths, weaknesses, opportunities, risks associated with the city by means of SWOT analysis
- 2) Define economic opportunities offered by the city for skilled workers (where are there attractive pull factors for workers?)
- 3) Catalogue the city's positive pull factors (geography, existing services, culture, etc.)
- 4) Identify existing barriers to the pull factors as well as the lack of services and offerings
- 5) Derive a concept for offerings and services
- 6) Implement measures under the concept
- 7) Monitoring and performance evaluation of the individual measures

## 6. Actors: Who can shape things?

City administration: This is usually the lead agency responsible for defining, what the city offers its residents. Local fostering of trade actively contributes to the conceptualisation and implementation. It is often active in the communication of the city's „brand“.

Cultural institutions and educational institutions: They are directly involved and partially the implementers of measures.

Companies: They can be deliberately integrated into the programs. In addition, companies take over, especially in resource-poor communities, parts of these sovereign functions (e.g. corporate day-care centres, sponsorship of sports clubs and cultural events, etc.)

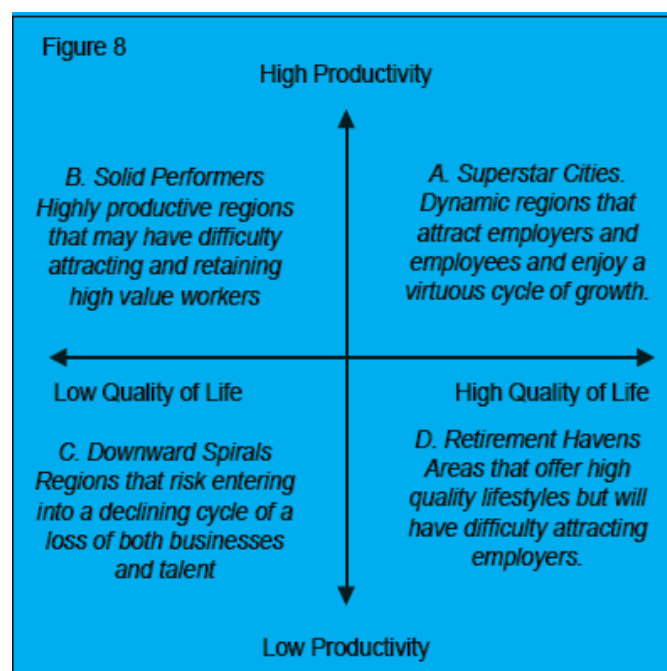
Employment agencies: They can be important partners of the development agencies when it comes to aligning the strategy.

## 7. Prerequisites:

An attractive labour market (positive development) and existing regional strengths (culture, climate, geography, etc.) are a prerequisite for the successful implementation of a strategy related to offerings and services.

## 8. Obstacles/barriers:

- Financial implementation
- Offers alone do not attract skilled workers; enough jobs also have to be available.



Source : ({Luis 2009 #30}) p.11

## 9. Indicators:

- Amount and proportion of the budget for culture in the budget
- Children per kindergarten place
- Proportion of full-time facilities at kindergartens and primary schools
- Population trend (immigration/emigration)
- Are there any funding programmes or opportunities for cooperation (y/n)?

Further indicators:

Birth rate, number of kindergartens, number of cultural facilities, etc.

## 10. Special features/remarks:

Further literature regarding the city as a brand:

{Wegener 2013 #33}, {Stadt Wien #34}, {Rodlbauer 2008 #35}.