NEW FORMS OF SERVICES DELIVERY FOR MUNICIPALITIES, THE CONTRIBUTION OF SOCIAL DIALOGUE & GOOD PRACTICES FOR WELL-BEING AT WORK

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PROJECT AIMS

1. Explore new policies and forms of restructuring in public service delivery and link it to trends and policies on health and safety at EU level;

2. Identify the challenges and opportunities for public sector workers and employers of new forms of work organisation and technological developments;

3. Jointly evaluate and diagnose how social partners can be supportive in these reform processes;

4. Highlight the relationship between restructuring and the well-being at work and the prevention and implementation of health and safety;

5. Provide knowledge and practices in relation to 'good restructuring' in the public sector and the role of social partners.

METHODOLOGY

Four issues - encapsulated tensions of restructuring LRG services, the requirements for an effective way of addressing health and safety and the role of social dialogue

- Digitalisation
- Migration
- Recruitment and retention
- Occupational safety and health

Four reports, four seminars & four working papers

Final Report/ Conference

POLICY CONTEXT

- EC (2014) "Quality framework for restructuring and anticipation of change"

- Proposed 'fiches' for employees, employers and social partners with good practices on how to deal with restructuring

- Recommended that frameworks for worker involvement to anticipate and prepare for change should be drawn up, and measures to help individual workers should be developed e.g. to increase their skills and mobility

- EC (2014) 'Strategic Framework on Health and Safety at Work 2014 – 2020' - identified key challenges and strategic objectives for health and safety at work and presented key actions and instruments to address these

NEW FORMS OF SERVICE DELIVERY

- **Digitalisation** – economic & social transformative process triggered by digital technologies to collect, process & share information

- Improvements in public services through digitalisation e.g. home health to new ways of organising administration

- Changes in relationship between service provider and users

- More evaluation needed of impact on jobs and services

NEW FORMS OF SERVICE DELIVERY

- **Migration** - asylum seekers, refugees and economic migrants – third country migrants

- EU migration policies – fragmented with increasing national level actions

- Europe - 1.3 million asylum applications in 2015

- LRGs provide services – education, housing, health – essential to integration

- Faster integration leads to self-sufficiency & employment

- Bilbao – intercultural city strategy – to increase integration & management of diversity

NEW FORMS OF SERVICE DELIVERY

- **Recruitment & retention** – demographic changes – increasing older population, decreasing younger workers

- 17 million LRG workers –changes in structure of LRG workforce – increased women workers, use of digitalisation affecting jobs, fewer basic admin jobs

- Timewise Pilot programme – promotion of flexible working in UK – jobs advertised as flexible

- Focus on conditions of work that support older/ younger workers – life cycle approach

SOCIAL INCLUSION

- **Digital inclusion** – LRG role in providing access to digital services for older people, people with disabilities and low income groups

- Research needed to understand how people use digital services

- **Migration** – LRGs – key role in integration into labour market

- Way of solving future labour market shortages

- Malmo Centre for Validation of Occupational Skills – support recognition of qualifications and provision language and network support

SOCIAL INCLUSION

- **Recruitment & retention –** impact of recession on young people - 5.5 million unemployed in Europe –

- LRG role in supporting young people into labour market - importance of apprenticeships

- **Occupational safety & health (OSH**) – policy priority

- LRGs role in promoting OSH of own workforce and of workplaces in localities - promotion of decent work –

- Scottish Centre for Healthy Working Lives – works with employers to understand, protect & improve health of employees

AUSTERITY

- **Digitalisation** - part of strategies to reduce costs of LRGs
- Changes nature of work and loss of control over labour process
- Changes in stress levels and job satisfaction
- **Migration** – EUROMED (2012) survey of public sector workers and work with migrant users of services
- Gradual deterioration of services
- More difficult working conditions, lack of information and adequate training

AUSTERITY

- **Recruitment & retention** – Some countries – rapid decline in number of jobs as a result of austerity, jobs not replaced

- Changes in way of delivering services

- Increased 'outsourcing' of back office services – changed nature of work

- **Occupational safety & health (OSH)** – Budget cuts led to reduction in jobs and increased workloads.

- Increased digitalisation of services.

- Long term health effects of austerity policies and restructuring on public sector workers

CONCLUSIONS

- **New ways of working** have emerged as a result of new/ changes in technology, new ways of delivering services to meet needs of third country nationals and demographic changes and new occupational safety and health needs.

- **Social dialogue** plays an important role in the promotion of new practices

- Importance of **transparency and accountability -** LRGs must make their own decision-making more transparent – more information and consultation needed

- **Data collection** is needed to assess the impact of new ways of working - also contributes to transparent decision making

- Importance of **training, monitoring and evaluation**

CONCLUSIONS

- LRGs can play a lead role in **promoting social inclusion** because of its responsibilities towards local populations.

- LRG has responsibility for **recruitment and retention** and **OSH** in its own workplaces as well as the local community.

- Role of LRGs in **policy/ implementation** growing especially when lack of national leadership

- **OSH** - a theme that cuts across three topics – digitalisation, migration and recruitment and retention

RECOMMENDATIONS

1. Achieve a **shared understanding by social partners** of the nature of the problem, e.g. OSH issues;

2. Establish an effective **information and consultation process** with all key stakeholders, e.g. when introducing digitalisation for services users and workers;

3. **Implement actions in an open and transparent way** so that all stakeholders understand what is being done, e.g. how resources are being allocated for social integration of third country nationals;

4. **Gather adequate data** to both inform an analysis of a problem and to oversee the implementation of a solution;

RECOMMENDATIONS

5. Make **public services accountable to the local population**, e.g. designing and delivering services and employment policies which reflect local demographic trends;

6. **Design and implement monitoring and evaluation strategies**, e.g. new forms of digital services and impact on labour process;

7. **Provide adequate training for workforce** when introducing new forms of services delivery, e.g. new ways of addressing OSH problems.