



FAGFORBUNDET

Norwegian Union for Municipal and
General Employees

Insourcing services in the municipality

A strategy

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Background: waste as a public service

- The Norwegian public sector – services are usually run inhouse and the responsibility is delegated to the district council by law.
- Social security
- Healthcare
- Schools and childcare,
- Technical sector,- Waste, transport, water, sewage system, roads, public transport
- 30 years a go - Collecting domestic waste was organized in public sector – who remembers?
- Industrial waste is still run by public sector (95%)
- Waste and recycling plants – the responsibility lays in the municipality, but is organized in to units. Possibility for better cooperation?



Remunicipalisation: Timing is Important – in this case it was a factor for «easy» success.

- Timing and result was a critical factor
- The main waste company went bankrupt –
- quick action - an opportunity for bringing up better solutions!
- Take over the company's equipment and employees – has less costs
- Production and delivery time for a new waste collecting truck is 3 years. – or you must rent it. (a hard learned knowledge)
- **Our Result pr.19.06.2018:**
- 47 municipalities insourced waste services
- 45 municipalities temporary insourced waste services (political debate/no decision yet)
- 45 municipalities temporary commercial waste services (political debate/no decision yet)
- 6 municipalities new contract with commercial waste companies
- **The goal is that 100 municipalities insources their waste services.**



The campaign - organisational structure is critical

- **National level:** the Restructuring unit has the responsibility to establish a central campaign group – expert group – with relevant skills for the field of work, for example within juridical and economic areas
- Knowledge of business law and company structures, organisational strategy and union structure
- Why?
- The local shop stewards are trained on collective bargaining and public administration
- And often our local structure is not organised or have the necessary skills for these kind of challenges



The campaign - organisational structure is Critical

Challenge - District level:

- Understand and give priority as «owner» of the campaign
- take responsibility for coordination – action between national level and local level
- Must have some free resources and good control of these resources
- Help the local level (union office in the municipality) keeps focused on the campaign
- Educate and coordinate the local shop stewards in both privat and public sector



The campaign - organisational structure is critical

Challenge - Local level (our unit in the municipality):

- Must be the operational level in re-municipalisation campaigns
- Be a strong juridical part- the spokesperson and the ones who have admission to the administration in the municipality
- Have a social dialogue with members in the district council and administration
- Responsibility for the union members in their district
- Responsibility to keep relationship with local media and make a media strategy



Media strategy

- Use the common terms for the different target groups
- If there is local media – always let the local representatives be the spokesperson, a familiar face.
- When contacting national media –use the political leaders

Environmental issues

Sustainable development
goals can be reached

Residents interests

safe handling of waste and
decent work conditions

Political interests

control and development
possibilities

Owners

economic profitabel, high
quality, stabil workers,
competent practise

Workers

Safe jobs, better pay,
education possibilities, social
secure

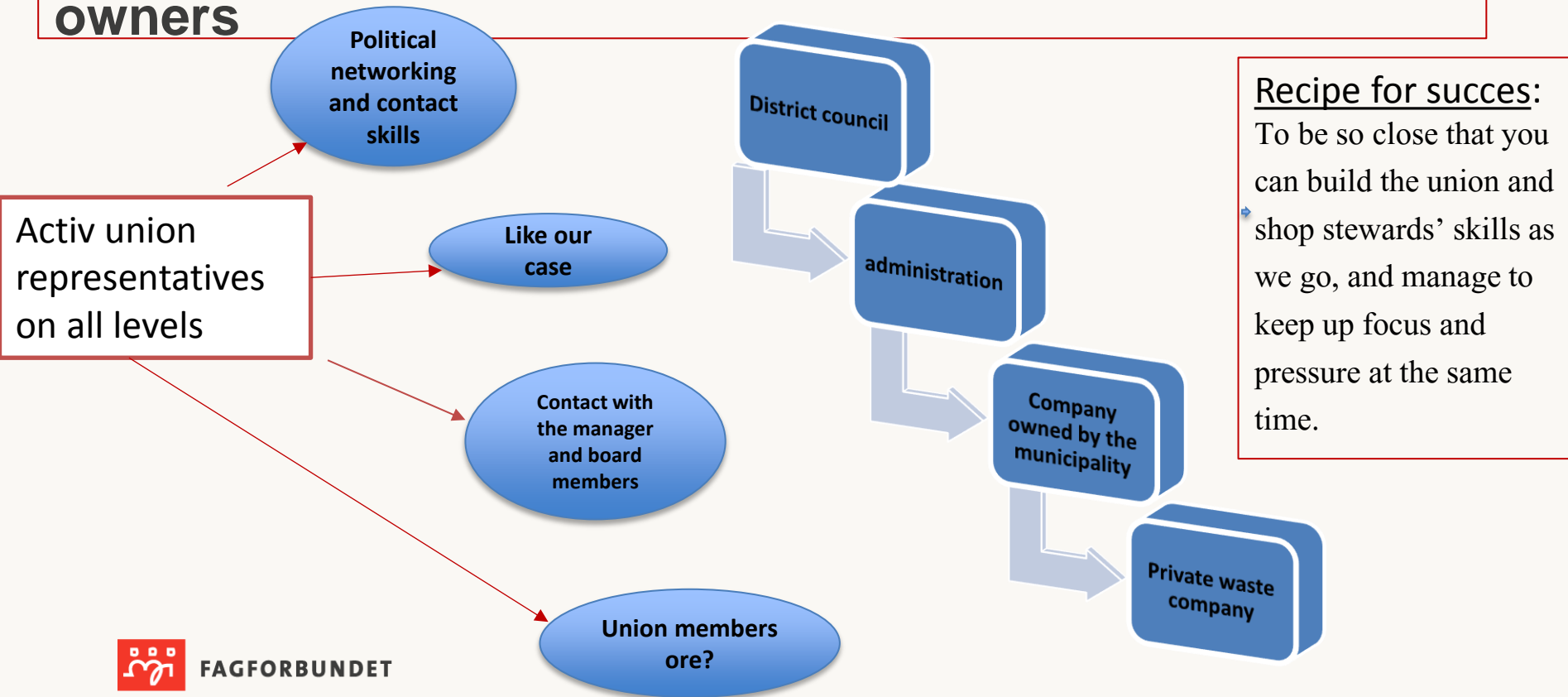


Remunicipality : We have always «a good case»! – build it up!

- The case = the story, the benefits, knowlege, facts, be a strong competitor for the munisipalised services.
- A good information strategy – to the public, the politicians, the administations
- How: team organize good writers, helping out the local shop stewards
- We found local enthusiasts and we let them take the case
- We supported the local shop stewards «24/7» and still do – we try to make them feel like heroes - because they are heroes😊



The activity we have to make sure happens: The right contact with the local administration and owners



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The key to success is empowering local union branches so that they are capable of identifying opportunities for remunicipalisation, and autonomously devise and pursue effective strategies to take full advantage of these opportunities».



Thank you for your attention

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