

Making The Connections – What About The Workers?

A Trade Unionist's Take On Making The Connections

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Principles of Making the Connections/Shared Services

- Citizens at the Centre
- Working together as the Welsh public service
- Equality and Social Justice
- Value for money

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Making the Connections the Model

- Working together to deliver
- Putting citizens first
- World class workforce
- Better use of resources
- Better Services Better Outcomes

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MTC Critical Success Measures

- Citizen engagement: transforming mechanisms for informing and engaging the public
- Delivery: culture that emphasises achieving results across organisational boundaries.
- Partnerships: need to pool sovereignty, simplify complexity, encourage collaborative working
- Challenge: In absence of market disciplines, challenges need to be built into every stage and level of the policy and delivery system

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MTC - Trade Unions' Key Objectives

- Improve public services in Wales whilst retaining services in house
- Retain jobs, up-skill the workforce, develop career pathways and protect terms and conditions of employment
- Facilitate the free movement of labour between public bodies
- Ensure equality of opportunity for all staff regardless of gender, disability, ethnicity, sexuality, religion, working hours/patterns, job, grade or status

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Important Questions

- Have projects met up to the MTC core principles?
- Have projects addressed the Trade Unions' key objectives?
- Will future projects be driven by a new set of principles in the light of the anticipated slashing of public expenditure?

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Shared Services Examples

- **North Wales Business Support Partnership**
Providing Finance, HR, Payroll, Procurement and Business Systems Services in Health for 3 Trusts and 6 LHBs
- **Connecting South East Wales Project**
Providing HR, Training and Payroll in Local Government for up to 10 Councils and the South Wales Fire Service

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North Wales Business Support Partnership – MTC model

- Lead health employer working across boundaries - no new separate organisation
- Up and running and achieving savings and meeting KPIs
- Customer Management framework in place and complaints dealt with promptly
- SLAs in place
- Continuous service improvement programme in place
- Workforce training and development programmes in place

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North Wales Business Support Partnership – TU Issues

Positives:

- Services still being provided by established public sector under democratic control & accountability
- Early engagement with staff and their Trade Unions
- Management of change agreement in place at start of project – giving guarantees of no redundancies, redeployment, relocation arrangements ..etc
- Good training & development opportunities

Negatives

- No Equality Impact Assessment
- 22% Turn over of staff

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Connecting SE Wales Final Business Case – MTC Model

No outcomes yet but preferred model:

- An arms length large separate new organisation undermining accountability and democracy
- Requires £32.5 million initial funding with no savings until year 5 or 6
- Claims services would improve but no evidence provided
- Financial Business Case not robust

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Connecting SE Wales Final Business Case – TU Issues

Positives

- Early engagement with affected staff trade unions with the establishment of a consultative committee
- Amended original model to take out possible privatisation of new organisation

Negatives

- Management of change discussions but no agreements prior to Councils making their decisions
- No Equality Impact Assessment
- Teaching TUs not consulted on professional impact
- Financial case based on average staffing costs and no management of change costs

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The Future Direction of MTC?

- Political consensus on cutting public expenditure driving force for future projects rather than MTC principles?
- Flag ship projects rather than logical shared services?
- Staffing issues - Connecting SE Wales Project the norm rather than the exception?

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The Way Forward

- Stay true to the one Wales public service vision and the commitment to public sector solutions to public sector problems
- Develop genuine equal partnership between WAG, employers and the trade unions
- Facilitate the free movement of labour within public services
- Be positively public!

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RALLYING CALL

Only by working together can we protect our invaluable public services, during this crisis period, and get the best out of

Making The Connections

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