



**Ajuntament
de Barcelona**

Manager's Office for Human Resources and Organisation

Strategic approaches to remunicipalisation in Barcelona

February 2017



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de Barcelona

Manager's Office for Human Resources and Organisation



Barcelona
En Comú





CIUDADES POR EL BIEN COMÚN

Ganar compartiendo
experiencias de cambio

ATENCIÓN: CAMBIO DE UBICACIÓN

4 de septiembre, 19h
Centre Esportiu municipal
Estació del Nord

C/Napols 42
Metro
Arc de Triomf (L1)

#CiudadesXBienComun
barcelonaencomu.cat

ADA COLAU

BARCELONA

DOLORS SABATER

BADALONA

JOSÉ M. GONZÁLEZ, 'KICHI'

CÁDIZ

JOSEBA ASIRON

IRUÑA

MANUELA CARMENA

MADRID

MARTIÑO NORIEGA

SANTIAGO DE COMPOSTELA

PEDRO SANTISTEVE

ZARAGOZA

XULIO FERREIRO

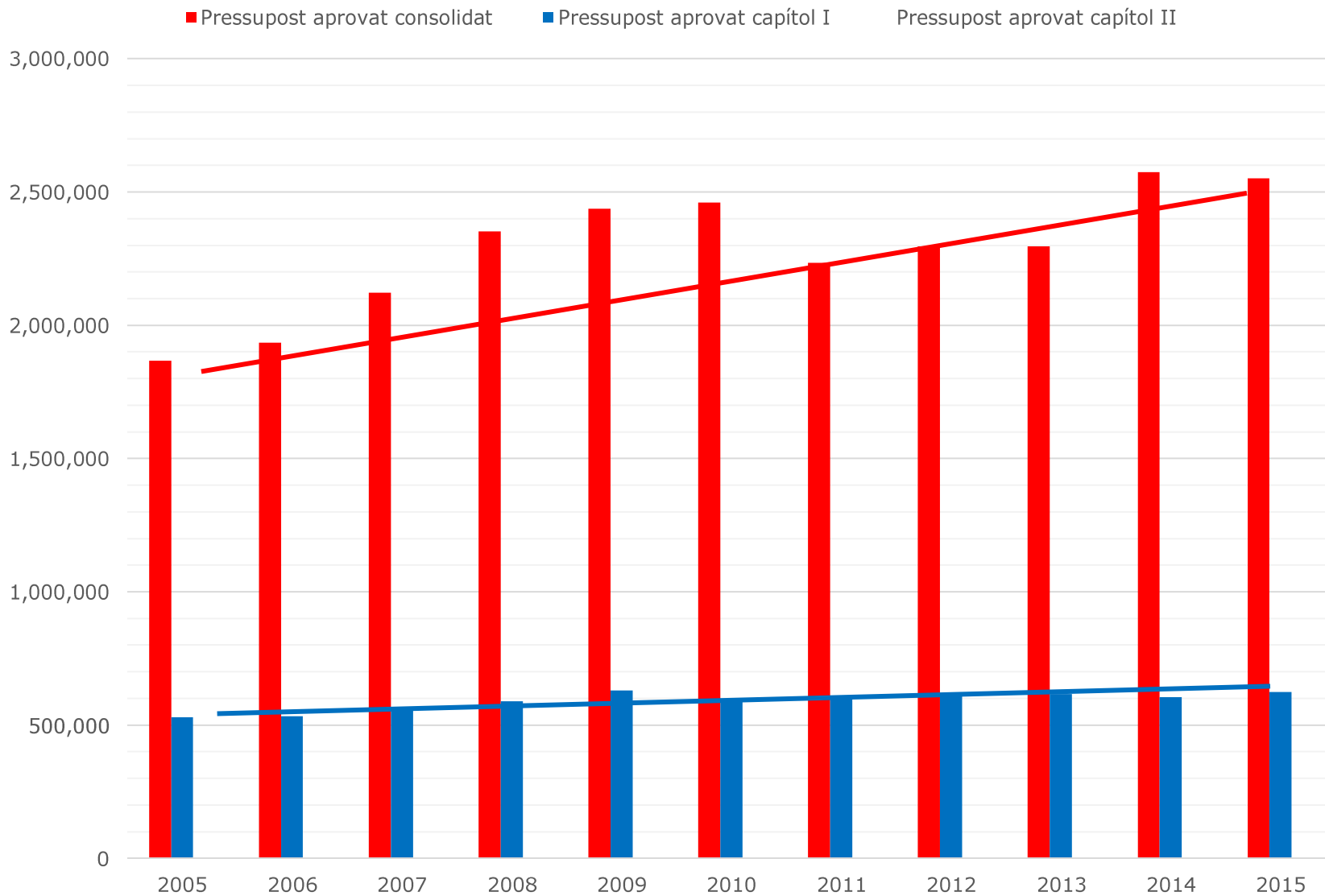
A CORUÑA





Why open up a **debate on remunicipalisation** in Barcelona and so many other municipalities?

- What is public?
- What is a **civil service**?
- What is a **public service**?
- What is the **general interest**?

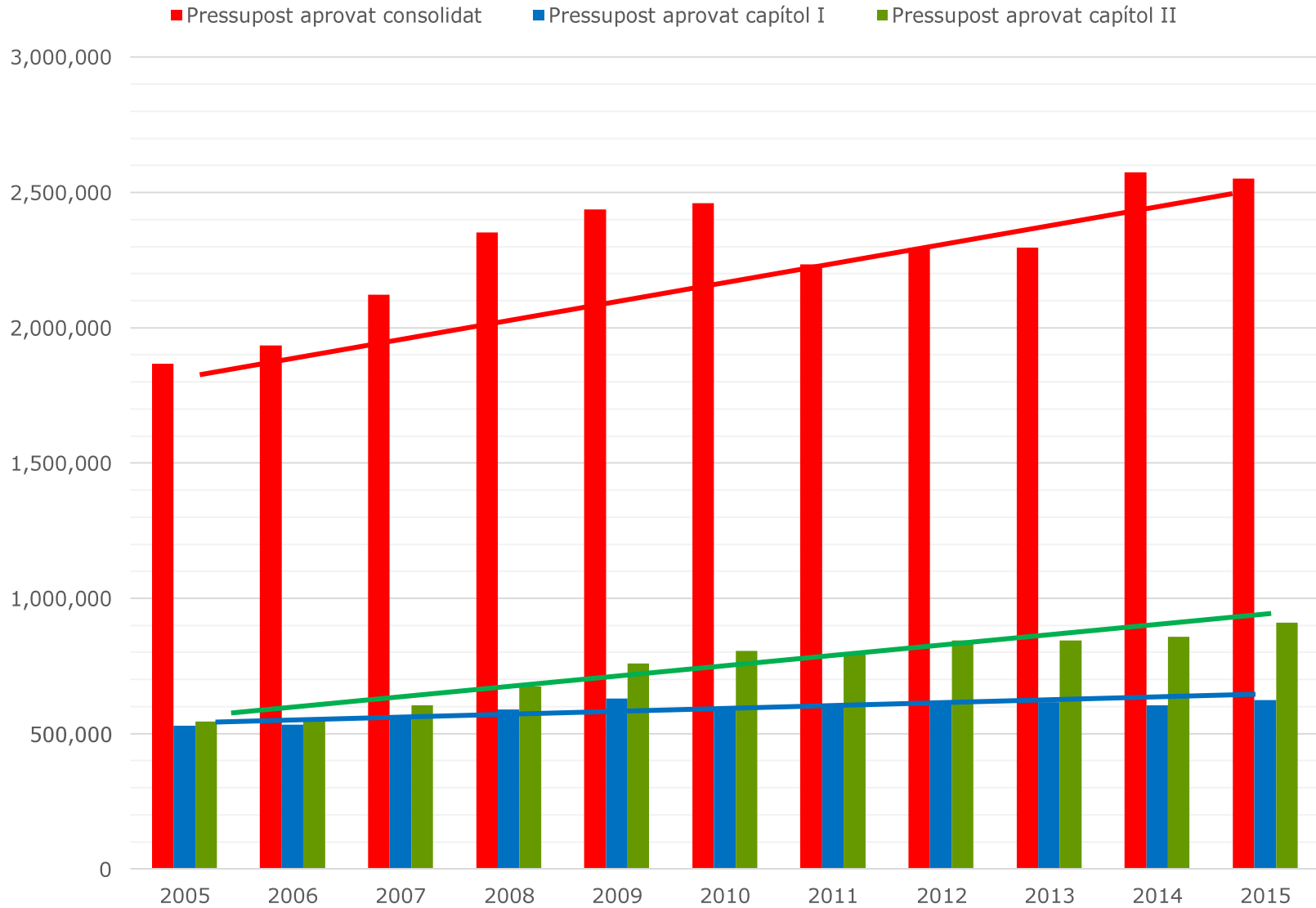


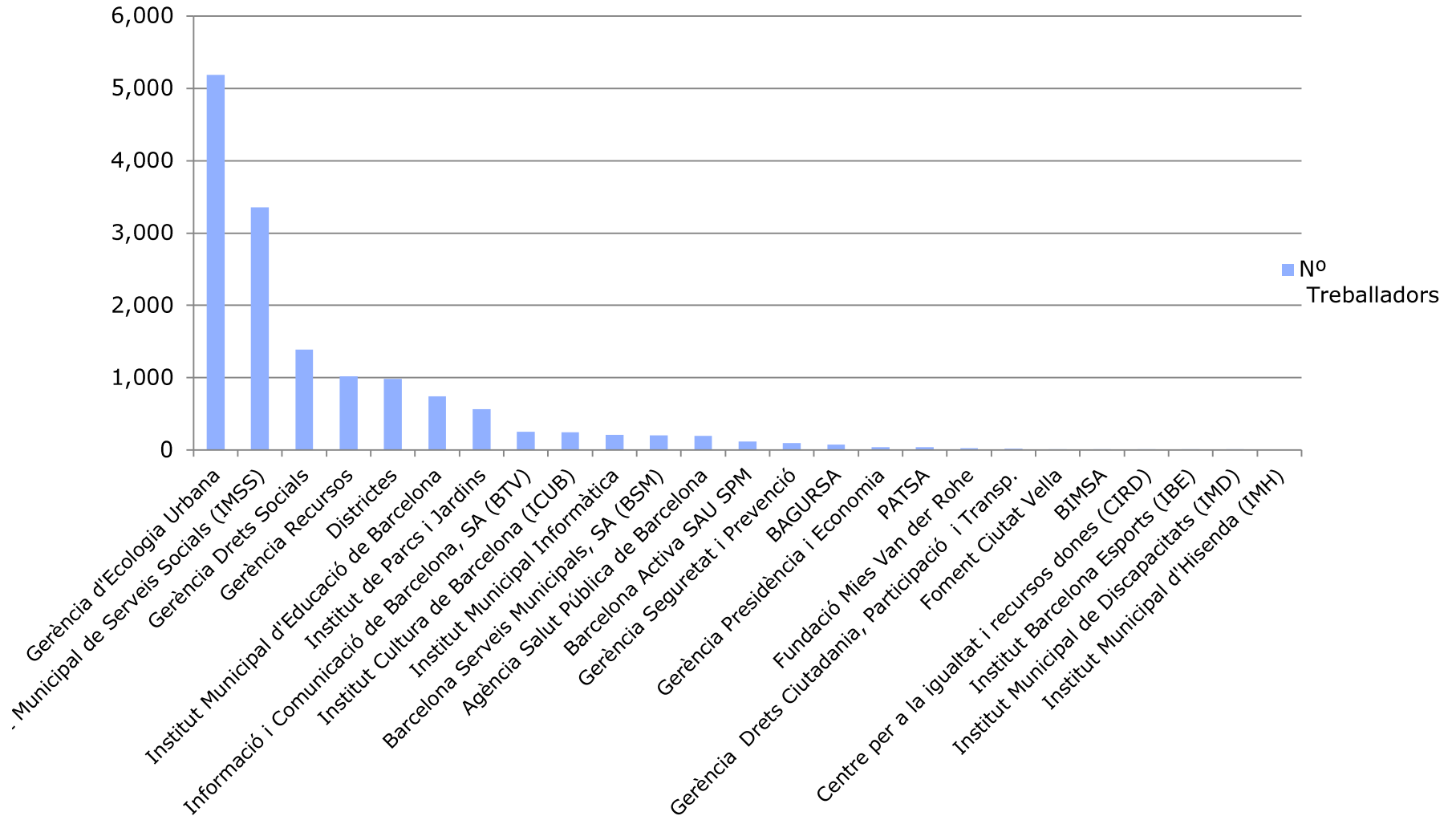
● What's the situation at City Council?

Barcelona is the major city in the Spanish state which, by a long way, **allocates the lowest % of its budget to chapter 1 (human resources)**.

In the last 10 years, a **10% drop in the number of staff**, the ageing of personnel, high volumes of temporary staff...

	2010	2011	2012	2013	2014	2015
Barcelona						
Budget expenditure	2,634,526.0	2,479,880.4	2,408,975.5	2,368,615.1	2,776,996.9	2,630,250.5
% Chapter 1 over expenditure	17%	18%	18%	19%	17%	18%
Madrid						
Budget expenditure	5,132,949.6	4,478,751.7	4,353,437.3	4,619,873.1	5,701,817.2	4,388,517.1
% Chapter 1 over expenditure	26%	29%	27%	26%	21%	29.6%
Bilbao:						
Budget expenditure	581,496.7	521,859.5	471,297.0			
% Chapter 1 over expenditure	27%	30%	31%			
Malaga						
Budget expenditure	719,357.3	630,790.3	552,144.3	559,321.2	578,826.9	568,655.2
% Chapter 1 over expenditure	27%	30%	33%	33%	33%	36%
Valencia						
Budget expenditure	1,020,253.7	813,410.0	828,121.3	720,960.3	807,013.2	742,674.8
% Chapter 1 over expenditure	28%	34%	33%	37%	32%	35%
Seville						
Budget expenditure	833,989.5	820,516.2	800,360.5	739,654.9	903,325.4	808,597.1
% Chapter 1 over expenditure	40%	40%	37%	41%	34%	43%
Zaragoza						
Budget expenditure	753,699.7	674,867.8	752,128.2	686,888.9	682,582.7	687,740.2
% Chapter 1 over expenditure	35%	38%	32%	36%	36%	36%





- City Council has 250 outsourced services, with nearly 15,000 people, 4,000 of whom work in cleaning and waste disposal and 3,000 of whom work providing home care services.



In this situation we have developed four lines:

1. Human Resource Plan
2. Responsible public procurement guidelines with social and environment criteria
3. Start processes remunicipalisation
4. Studying new models of governance and public management community or cooperative



1. Human Resources plan:

- Recover human resources capacity in essential services
- Technical strengthening
- Increase governance of services
- Broader definition of essential services
- End privatizations of dubious legality
- Strengthening local teams of workers.
- Enlarge the greatest ability to replace retirements, 1000 places to cover planned retirements, staff 10%
- Creation of 1,000 core jobs, staff 10%



2- Responsible public procurement guidelines with social criteria:

- Introduction of **social and environmental criteria** in existing procurement and sub-contracting processes.
- City Council must always **strive** to ensure people working for them, even if they are external staff, work in dignified labour conditions.
-
- Outsourced services should not be able to generate profits at the expense of workers' labour conditions.



2. Responsible public procurement guidelines with social criteria:

- Obligation to present the Plan for Gender Equality
- Reconciliation of working, family and personal hours
- Maintenance of salaries and sectoral labour conditions
-
- Subrogation of staff
- Staff stability criteria
-
- Criteria of salaries above legal minimums
- Cost ceasing to be the main determining factor
- Direct payment to subcontracted party in the event of default
- Participation of social organisations to be considered when awarding contracts



What has the **trend been over the last few years?**

- **Weakening**, not to say scrapping, of the civil service
- Discourse which **smears** public management
- **Privatisation and outsourcing** as an alternative mechanism, sometimes abusively
- Outsourcing which, all too often, has led to **precariousness** of labour conditions



3. Remunicipalisation. Criteria for analysis

- **Public service and basic**, run by **municipal authorities**
- Service which is **permanent and stable**
- Carried out in **municipally-owned buildings or locations**
- If privatization implies **greater quality** of service
- **Highly flexible timetable**, or **labour conditions** which are very **specific**
- Support and **direct dealing** with the citizenship
- Manage of **public and confidential data**
- Improved **efficiency** and **reduced cost** of the service, **which costs**
- **Labour intensive and** requires a **low initial investment or**, in contrast, **if it requires an initial investment** which is very **high**, and/or **knowledge and technological development** which City Council cannot take on.
- Services supplied as **monopolistic/oligopolistic**
- If outsourcing implies a **loss of authority** for City Council, for example involving lock-ins which make it difficult to change providers.
- Finally, if there is a risk of **illegal assignment** of workers



● **Strategic approaches to be developed**

- Public television,
- The service women and violence against women
- Four nursery schools.
- Creation of a new funeral service
- Creation a municipal electricity trader service
- Working on remunicipalisation of water



4. new models of management

- **Public-community partnerships** and public-cooperative partnerships, in collaboration with social economy entities, civic management models etc. An inclusive municipalisation model, which anticipates new forms of management, going beyond direct management.
- We must rethink the **role of users and workers**. Not only from participation logic but also deepening involvement with the rights and duties of them.
- It is necessary to promote a policy of **promoting common urban ground, where the figure of what we consider public goes beyond the figure of the administration**

Overview in Catalonia only on water:

Succeed	Population	Year
Figaró Montmany	1.110	2010
Arenys de Munt	8.588	2011
Foixà	317	2014
Alfés	319	2014
Vilalba Sasserra	689	2014
La Granada	2.055	2014
Santa Maria de Palautordera	9.195	2014
Montornès del Vallès	16.150	2014
Puigverd d'Agramunt	269	2015
Vilagrassa	513	2016
Collbató	4.367	2016
Olèrdola	3.636	2016

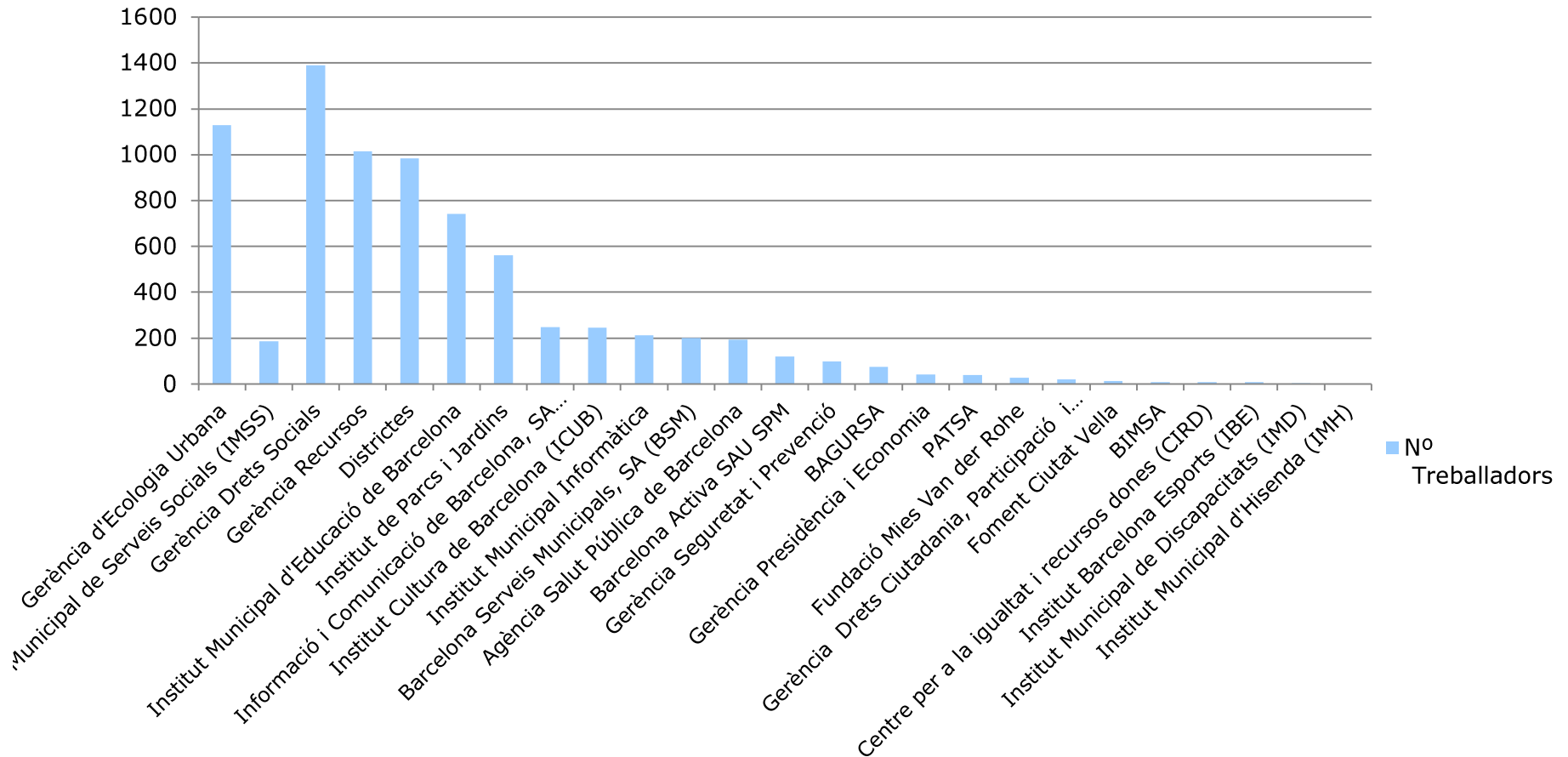
In process	Population
Barcelona	1.620.943
Badalona	220.977
Terrassa	215.517
Santa Coloma de Gramenet	120.593
Girona	97.227
Sant Cugat	87.118
Cerdanyola del Vallès	57.892
Ripollet	37.233
Santa Coloma de Cervelló	7.964



Municipality	Population	Public Service
Cerdanyola del Vallès	57.402	Sport facilities // Water
Castelledefels	63.255	Cleaning and waste collection
Santiago de Compostela	95.800	Municipal Crane // Parking meters // Water
Cádiz	121.739	Cleaning public buildings // Beach lifeguard
Mataró	124.280	Public Transport
Getafe	173.057	Home Care
Pamplona	196.955	Home Care // Energy
Sabadell	207.444	Municipal Crane // Cleaning and waste collection // Parking meters // Kindergartens
Badalona	217.210	Cleaning public buildings // Water
A Coruña	243.978	Libraries // Home Care
Gijón	274.037	Home Care
Córdoba	328.773	Home Care
Zaragoza	666.058	Sport facilities // Parks and Gardens
Barcelona	1.602.386	Kindergartens // Women attention // Funeral Services // Television // Energy // Water
Madrid	3.273.049	Bycicle // Cemeteries and Funeral Services



- City Council is looking to revert this situation.
- Privatization is very simple, but remunicipalising services is a very laborious task.
- It's our responsibility as a municipal government to seek these opportunities to strengthen the direct management of municipal services.
- We are achieving results, more affordable services, improved service, more transparency, more democracy, greater governance, improved working conditions ... but much work remains to be done.



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