



**LRG**  
**NEXT**  
**2021**

THE FUTURE OF LOCAL  
PUBLIC SERVICES



**OUTCOME DOCUMENT**  
**PSI LRG Global Network**  
**Action Plan 2022-2027**  
**BUILDING THE FUTURE**  
**OF LOCAL PUBLIC SERVICES**

PSI Local & Regional  
Government Workers' Network Series



# LRG NEXT2021

## OUTCOME DOCUMENT PSI LRG Global Network Action Plan 2022-2027 BUILDING THE FUTURE OF LOCAL PUBLIC SERVICES

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This brief was written by Daria Cibrario, PSI, in September 2021.  
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## 1. BACKGROUND

**1.1** This draft Action Plan of the PSI LRG Global Network (“the Plan”) is rooted in the [stock taking](#), discussions and priorities emerged during the global LRG affiliate consultations carried out by PSI through the [LRGNext2021 Series](#), held between 1/6/2021 and 3/12/2021. LRGNext2021 explored specific policy themes related to the LRG sector to identify strategic goals as reflected in the [10 LRGNext2021 Thematic Policy Briefs](#),<sup>1</sup> which represent the narrative policy basis for the Plan. This text also encompasses and builds upon the [draft priorities](#) highlighted during the [PSI LRG Global Workers Network’s Steering Group](#) meeting of 1/6/2021.

**1.2** The Plan represents a roadmap for PSI LRG affiliate action and for the work of the PSI Secretariat, Regions and Sub-Regions in the LRG sector (“PSI”). It also contributes to inform the PSI Programme of Action 2022-2027. The

Plan inscribes itself within the mandate of the 2016 [PSI LRG Global Workers’ Network Charter](#) and advances its implementation. The execution of the Plan will require the participation and cooperation of PSI and LRG affiliates at all levels, and will be proportional and conditional on available resources.

**1.3** The draft text will stay open for PSI LRG affiliates’ input and comments, as well as for PSI fine tuning until the end of February 2022. Comments should be sent to the PSI LRG Officer at Daria Cibrario [daria.cibrario@world-psi.org](mailto:daria.cibrario@world-psi.org) cc [lrg-municipal@world-psi.org](mailto:lrg-municipal@world-psi.org).

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<sup>1</sup> LRG megatrends, financing, digitalisation, remunicipalisation, democratic governance and participation in local public services, trade union rights and working conditions in the LRG sector, gender and intersectionality in LRG services and workplaces, the territorial dimension of care services; the territorial dimension of the climate crisis, public emergencies and environmental protection.







## 2. INTRODUCTION

**2.1** The world is currently confronting global, simultaneous, daunting challenges. These include:

- the climate crisis, disasters and environmental degradation
- multiple deepening and widening forms of inequalities
- pandemics and public health threats
- attacks on human, labour and trade union rights
- growing political instability and social upheaval
- migration and human displacement
- rises in populism, autocratic regimes and attacks on democracy

Within this context, enabling equitable access to quality public services to residents, users and communities is critical to tackle, mitigate and recover from this multidimensional global crisis and to (re) build inclusive, sustainable communities, societies, and livelihoods. The role of LRG public service workers and their trade unions is key to confront such endeavours: the many services they provide are lifesaving, vital to sustain people, the planet, as well as local and national economies.

**2.2** The Covid-19 pandemic has shown the inestimable value of the public services LRG workers deliver to cities, towns and rural communities daily. The continued provision of health, social care, water, sanitation, electricity, transport, waste, burial, social housing and education services has made it possible for people to keep safe; for hospitals to treat patients; and for businesses and institutions to function through the public health crisis. LRG workers' and unions' expertise, professionalism, dedication and frontline relations with residents, citizens

and communities are precious assets to value and capitalise upon, as public service governance systems seek to become more accountable, effective, and responsive to users and community needs.

**2.3** Decent LRG workers' conditions go hand-in-hand with equitable access to quality local public services. They are not only due because of international state obligations through international agreements, but are also integral to the quality and equitable access of local public services. Such conditions include:

- decent work and quality employment
- the full exercise of their human, labour and trade union rights
- adequate social protection
- appropriate staffing levels
- Occupational Safety and Health (OSH), Personal Protective Equipment (PPEs), vaccines and health care
- proper tools and resources to fulfil their work duties effectively

**2.4** LRG workers and their trade unions are major actors and a progressive force in communities and societies. The systemic shift needed to build a just society, a sustainable planet, and an inclusive global economy cannot happen without their contribution. As workers, they are those who [make public services accessible to communities and territories](#) and implement on the ground global, national and municipal policy frameworks. They are also the custodians of our common resources and those who care for the most vulnerable in our societies. As citizens, LRG workers can exercise voting and civic rights and influence political debates towards systems that are more equitable, inclusive, democratic and socially just. As public service users

themselves, they often bear the brunt of the lack of equitable access to local quality public services themselves due to LRG funding gaps, austerity cuts, tax dodging, financialization, privatisation and outsourcing, which undermine livelihoods and deteriorate living conditions, with a disproportionate effect on women, vulnerable, and disadvantaged users. Organised in trade unions, LRG workers can influence policies and bring about progressive change and socio-economic transformation, contributing and adding strength to the collective power of the labour movement in their communities, to their national confederations and to the wider global labour movement.

**2.5** As humanity and the planet face an intersection of global, multidimensional crises, LRG workers' rights and conditions increasingly depend not only on workplace union power and labour relations systems, but also on the ability to forge alliances, develop strategic advocacy and mobilise globally to collectively reclaim public services, power and resources in the common interest.

**2.6** LRG workers and their unions organised within PSI will therefore continue to build, step up and coordinate joint strategies and collective action to:

- build union power through organizing in LRG workplaces and communities
- mobilise and fight to ensure decent working conditions, full access and exercise of the fundamental trade union rights of freedom of association and collective bargaining for all LRG workers worldwide
- develop and strengthen strategic alliances with allied civil society organisations and constructive social dialogue with progressive LRG employers to enhance policy leverage on shared priorities
- push for policy shifts in favour of equitable access to local public services at all levels of government
- reclaim public services through in-sourcing and re-municipalisation into public control and ownership as de-commodified common goods that must be equitably accessible to all
- act as stewards of public institutions, public services and common resources, and protect them from commercialisation, private takeover and profit extraction
- raise awareness among all workers, public service users, community, politicians, and other society stakeholders of the importance to adequately fund, staff, empower and enable universal access to quality of local public services
- act to bring about progressive change and systemic policy shifts in our local communities, national governments and multilateral system, contributing to build the bedrock of the new, just, sustainable world political, economic and environmental order that is urgently needed.



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### 3. LRG SECTOR PRIORITIES

#### 3.1 PUBLIC FINANCING FOR LOCAL QUALITY PUBLIC SERVICES

Ensuring that LRGs have sufficient, secure public resources is of primary importance to LRG unions worldwide. Sustainable, adequate funding for LRGs goes hand in hand with LRG workers' decent working conditions and with equitable access to quality local public services in local communities and territories. The Covid-19 pandemic has particularly exposed the injustice caused by the lack of investment in local public services, epitomized by the 'service desertification' affecting many territories - notably rural ones - caused by budget cuts and 'digital only' delivery choices, whereas in the Global South, public infrastructure and services remain insufficient and/or inaccessible for many.

Where local public services are underfunded, understaffed, privatised or absent, multiple forms of inequalities arise - including territorial inequality - and the most vulnerable bear the brunt. Adequate, sustainable investment in quality public services, instead, can effectively break the boundaries of structural, social and economic inequalities embedded in patriarchal, racial and colonial systems.

LRGs' access to a solid stream of public funding is key to ensure that LRGs:

- make long-term investment in local public services and their workers
- have the space to improve LRG workers' conditions through collective bargaining
- do not seek short-term solutions to their resource gaps by embracing privatisation in its many forms (outsourcing, concessions, PPPs, capital markets, private equity funds, asset sales, etc).

**Actions:** PSI and its LRG affiliates will

- \* Deepen their **command of LRG public funding options** and subnational funding systems through research and joint analyses on how to strengthen LRG access to public resources (e.g. municipal fiscal systems, public development banks, strategic use of public procurement and public pension funds, tax and trade justice for LRGs, accrued land value capture, cost effectiveness of re-municipalised services, public-public partnerships and inter-municipal consortiums, etc.)
- \* Develop **specific policy and advocacy** around enhanced LRG access to public resources to adequately fund, staff and expand access to local quality public services everywhere for all
- \* **Peer-learn, cross-fertilise and co-strategize on LRG union tactics** to ensure adequate LRG funding; identify, document and disseminate good practices through an issue-based LRG working group
- \* **Engage in constructive dialogue** with progressive LRG employers and with civil society organisations (CSOs) to explore, advocate, pilot and scale up promising forms of LRG public funding in specific subnational jurisdictions
- \* **Build joint advocacy and pilot actions with LRG employers and CSOs** in favour of stronger public funding for LRGs and equitable access to local quality public services, mapping opportunities in strategic international policy forums and local jurisdictions.

**Reference policy documents:**

- LRGNext2021 Brief #3, [Public Financing for Local quality Public Services](#)
- PSI-PSIRU, [Access to quality public services for all: a precondition to beat inequality](#), GOLD VI Working Paper Series #02, 11/2021





*Fagforbundet local shop stewards approach Vereino workers to organise them into the union ahead of the imminent Oslo waste remunicipalisation. Photo credit: Fagforbundet*

### 3.2 RECLAIMING LOCAL QUALITY PUBLIC SERVICES FOR ALL

The Covid-19 pandemic has shaken the foundations of our socio-economic systems. It has revealed and magnified the deep inequalities created by decades of systematic public service de-funding, austerity and privatisation. It has also raised awareness about the central role public services play: saving lives; keeping the socio-economic fabric of humanity together; protecting the environment; enabling the attainment of human rights. It has taken this global pandemic to make previously unlikely convergences possible among social justice movements, institutions, and political actors.

The collective epiphany and momentum for progressive policy change have also emboldened societal demands to take back control of our public services through in-sourcing, (re-)municipalisation and other forms of de-privatisation. For LRG unions now is the time to intensify cooperation, forge new alliances and step-up collective action to reclaim public services in public control and ownership at all levels not only fighting privatisation, but also de-privatising by driving and/or contributing to in-sourcing and (re-)municipalisation campaigns.



**Actions:** PSI and its LRG affiliates will

- \* Continue building strategic intelligence around the **labour and industrial relations dimensions of insourcing and (re-)municipalisation** through action-oriented research, analysis of trade union strategies, and by identifying, documenting and disseminating good practices
- \* **Peer-learn, cross-fertilise and co-strategize on LRG union tactics** to bring back local public services into public control and ownership, while organising, protecting jobs and conditions of LRG workers in the transition; work together on real cases through an LRG union practitioners' working groups
- \* Keep on **enabling access to in-sourcing and (re-)municipalisation training and advocacy materials** for PSI affiliates; develop specific curricula and digital tools adapted to local realities
- \* **Build awareness** about in-sourcing/(re-)municipalisation; involve and outreach rank and file LRG union members and community groups
- \* **Step up the collaboration and partnerships with pro-(re-)municipalisation actors:** global union federations (GUFs), progressive LRG employers, CSOs, allies and academic institutions
- \* **Take full advantage of PSI digital tools** provided under the [People over Profit \(PoP\) platform](#) (including encrypted discussion forums, global multi-lingual campaign page, knowledge repository database, collaborative resource sharing, etc.), to empower LRG unions to lead international anti-privatisation, in-sourcing and (re-)municipalisation actions

**Reference policy documents:**

- LRGNext2021 Brief #5, [Remunicipalisation and the Covid-19 pandemic](#), 10/2021
- Brief #9 - [The territorial dimension of care services](#), 11/2021





*First responders Philippines*

### 3.3 TRADE UNION RIGHTS, WORKING CONDITIONS AND LABOUR RELATIONS

There are over 500,000 LRGs worldwide. These employ the largest share of global public administration and public service employment, a majority of which are women. The wide variety of LRG constitutional systems and local public services worldwide – jointly with the focus on national governments for global policy making, resources and power - has meant that LRG workers have little attention and visibility despite the vital public services they deliver. Qualitative and quantitative information and data on subnational government employment remains incomplete or undisclosed. There are few reliable statistics about LRG professions; most remain basically invisible to policy analysis.

LRG workers and their trade unions face specific challenges to access labour and trade union rights. They suffer from

high levels of precarious employment and jeopardised access to freedom of association and collective bargaining. Some LRG professions face daunting OSH challenges, have no training opportunities and the lack of professionalisation of their category among public service workers exposes them to the vagaries of LRG political cycles. Low pay, precariousness, understaffing, heavy workloads, poor work tools and overall decent work deficits are also among the underlying reasons for the low attractiveness of the LRG sector to young workers and its weak retention capacity as an employer in many territories and in some countries.

The Covid-19 pandemic and the renewed interest and value that many citizens and communities – as well as some governments and UN agencies - are now paying to LRG services and workers represent a window of opportunity that PSI and its affiliates should seize to win rights recognition, decent working conditions, and a commitment to adequately fund, staff, train and protect all local public services workers.

**Actions:** PSI and its LRG affiliates will

- \* Continue to **enhance the visibility of LRG workers worldwide and the value of the services they deliver** to improve the public perception of LRG professions through communication, campaigns and advocacy directed at local public service users, LRG employers, CSOs, international organisations
- \* Keep up **advocacy with the ILO** on the need to realise decent work for LRG workers, including by achieving better global labour statistics and a comprehensive overview of the conditions and needs of LRG workers, so that their specific labour and trade union challenges can be targeted with adequate policies and progress assessed
- \* Peer-learn, cross-fertilise and co-strategize on **LRG union tactics to organise and build trade union power in LRG workplaces**; work together on real cases in cities and regions through LRG union practitioners' LRG working group
- \* Develop strategic research, guidance and training materials on the **OSH challenges of specific LRG professions** (e.g. waste, burial services, social care services, public emergency workers, water and sanitation, etc.), including specific PPE needs;
- \* Empower LRG affiliates to **promote and negotiate the setup of joint LRG union-management joint OSH workplace committees**.
- \* **Strengthen unity and cohesion** among LRG unions across professions and PSI regions, so that they can act collectively as a **united sectoral interface with LRG employer** counterparts
- \* **Take full advantage of PSI digital tools** provided under the [People over Profit \(PoP\) platform](#) to empower LRG unions to rapidly **mobilise multi-lingual global solidarity campaigns** to defend LRG workers and unions under attack
- \* Keep on **building constructive social dialogue with LRG employer organisations** at a global and regional level to bring about social dialogue and collective bargaining, while facilitating concrete **joint initiatives at a city and territorial level** (e.g., strategic connection between decent working conditions and public service quality and equitable access; promote the attractiveness of LRG professions for the young, women and skilled workers, etc.)

**Reference policy documents:**

- LRGNext2021 Brief #7 - [Trade Union Rights, employment conditions and labour relations in the LRG Sector](#)
- PSI-UCLG Africa, [Memorandum of Understanding between UCLG Africa and PSI Africa and the Arab Countries](#), 09/2021
- PSI-UCLG, [Strong local public services for a safe world](#) UCLG – PSI Joint Statement in the context of the Covid-19 pandemic, 5/2020







*Community Health Workers, Nepal*

### 3.4 GENDER AND INTERSECTIONALITY IN LRG SERVICES AND WORKPLACES

Women represent the largest share of workers in many LRG professions. Together with other workers in vulnerable situations (e.g., disabled, elderly, LGBT+, racialised, migrant, refugees, indigenous, etc.) they face multiple, cumulative layers of discrimination (reflected in the concept of “intersectionality”) and bear the brunt of the precariousness and of the poor working conditions of many LRG jobs.

As PSI LRG unions continue to fight to win recognition and the full enjoyment of the human, labour and trade union

rights of LRG workers, embedding a gender transformative agenda and an intersectional lens within their own organisations’ structures - while mainstreaming them into every aspect of their industrial strategies - is going to be key if LRG workplaces and services worldwide are to become equitable, accessible and fair to all. To do so, it also is necessary to map out LRG profession/ occupation-specific challenges and tackle them with targeted actions and programmes, while organising and mobilising members around those, to trigger transformational, long-lasting change to LRG workplaces, institutions and communities.

**Actions:** PSI and its LRG affiliates will

- \* Build a **gender and intersectionality analysis for the LRG sector to identify LRG profession-specific challenges and develop guidance and programmes for action**. This will be done capitalising on the existing wealth of knowledge, experience and methodologies of LRG affiliates in the field. It will encompass all the dimensions of vulnerability and discrimination (e.g. gender and sexual orientation, age, disability, ethnic origin, employment status, religion, etc.) and will explore how they are declined in specific LRG workplaces (e.g. water and sanitation utilities, municipal waste collection and disposal, municipal police, local public administration, municipal libraries, childcare and education, disability/elderly care etc.). The analysis will also look at the LRG-specific challenges in the implementation of ILO C100 (Equal Remuneration) C111 (Discrimination in Employment and Occupation) and C190 (Violence and Harassment Convention).
- \* **Identify, document and disseminate good practices** of inclusive and fair LRG workplaces and successful initiatives driven or endorsed by LRG affiliates, including successful cases of embedding LGBT+ issues and representation within LRG unions structures and governance systems
- \* Develop **advocacy and communication that break LRG professions' horizontal and vertical segregation** (e.g. portraits of women waste workers and firefighters, LGBT+ municipal council managers, men workers in education and social care professions, etc.)
- \* Identify and develop opportunities for **dialogue between PSI LRG affiliates and progressive LRG employers around gender, care, equality and intersectionality in specific cities** towards joint field actions and co-design of gender-transformative, care-centred and intersectional urban policies that embed the perspective of LRG women workers
- \* **Synergize and work in dialogue and cooperation** with PSI gender, care, young workers and LGBT+ programmes

**Reference policy documents:**

- LRNext2021 Brief #8 - [Gender & Intersectionality in LRG services and workplaces](#), 10/2021
- Brief #9 - [The territorial dimension of care services](#), 11/2021
- PSI [LGBT+ Strategy](#), 11/2020







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### 3.5 DIGITALISATION AND SMART CITIES

**LRGs** are on the frontline of the introduction of new digital technologies and processes in public services: although central governments play a leading role in the decision to launch and roll out digitalisation programmes and initiatives, most public services are delivered at municipal, local, or regional government

level. This is where digitalized public services and administrations interact and communicate the most with citizens and users, and where the largest numbers of public service workers are involved or affected by public service digitalisation. Besides, the concept of “smart cities” has spread to describe an integrated approach to the digitalisation of urban and local government services, which is attracting much attention, as it can be used to appeal to investors to inject private capital into LRG services and become an avenue for local public service privatisation.



**Actions:** PSI and its LRG affiliates will

- \* **Monitor and document the impact of the introduction of digital technologies in specific LRG professions and workplaces** both on LRG workers' conditions and on the quality and access of the service
- \* **Promote worker-controlled digitalisation and pro-public data governance in LRG collective bargaining;** embed such approaches in in-sourcing, remunicipalisation and public procurement union strategies, to maintain workers' and public control over LRG services data
- \* **Ensure the participation of a balanced LRG affiliate representation** (inclusive of different LRG professions as much as possible) **in PSI digitalisation-related trainings and projects**
- \* **Raise awareness** among LRG employers, public service users, communities and allied CSOs **about the risks of corporate-led “smart cities” and LRG service digitalisation;** sensitize them, instead, about the benefits of a public goods, accountable, democratic approach to local public service digitalisation and data control

**Reference policy documents:**

- Brief #4 - [The Digitalisation of local public services and workplaces](#), 10/2021
- PSI, Digitalisation: [A Union Action Guide For Public Services, Work and Workers](#), 2021
- PSI, [Digitalisation and public services: a labour perspective](#) (Summary), 10/2019





*Firefighter woman, Italy*

### 3.6 THE CLIMATE CRISIS, PUBLIC EMERGENCIES AND ENVIRONMENTAL PROTECTION

Cities produce around 70% of global greenhouse emissions and consume about two thirds of the world's energy. Urban areas also concentrate more than half of the world's population, and that figure is expected to increase to 68% by 2050. Cities and urbanisation inevitably have a strong impact on the climate, ecosystems and biodiversity. As they concentrate and intensify human-induced warming locally, they contribute to more frequent hot extremes and heatwaves. Natural disasters, epidemics and pandemics, war and conflict additionally impose serious challenges to local communities and to public service workers, especially first responders and frontline workers, many of whom depend on local and regional governments. These emergencies are

made worse by the negative impacts of “man-made disasters”, such as austerity/ budget cuts, privatisation, outsourcing, short staffing, and lack of regular trained staff.

None of these challenges can be tackled nor the policy measures intended to address them can be implemented without the many frontline professions delivering LRG services. Ranging from water and sanitation to waste collection and disposal services; from urban planners and engineers to green space/ landscaping services; from firefighters and first emergency responders to park rangers and many more, bringing de-carbonisation, disaster risk reduction (DRR) policies and environmental measures to life on the ground requires more than ever adequate numbers of well trained, properly equipped LRG workers in decent working conditions, with full access to trade union rights and occupational safety and health (OSH).

**Actions:** PSI and its LRG affiliates will

- \* **Promote and require LRG employers' compliance with the [ILO Guidelines on Public Emergency Services \(PES\)](#)**
- \* **Advocate for the involvement of LRG workers and their unions** from all relevant local public service professions besides public emergency workers (e.g., water and sanitation, waste, social care, housing, green spaces, natural parks, etc.) **in the design of local and national government policies, contingency protocols and crises governance systems** to effectively respond to public emergencies, including extreme climate events, disasters and pandemics
- \* **Influence and lobby LRGs, national governments and international organisations** to adequately fund, staff, train and guarantee decent conditions for LRG workers and engage in constructive dialogue and collective bargaining with their unions to ensure effective responses to future crises
- \* **Get involved in the promotion of progressive, sustainable, green urban policies** in connection with local public services, including supporting a shift towards clean urban public transport systems; (re)building the stock public and social housing; retrofitting public buildings; promoting sustainable public water use and recycling systems; encouraging “reduce, reuse and recycle” policies designed and implemented in conjunction with waste workers and their representative organisations
- \* **Build alliances with other GUFs, CSOs and progressive LRG employers**, to pilot just transition approaches and good practices in specific cities and territories.
- \* **Peer-learn, cross-fertilise and co-strategize on real cases** through an LRG union working group in cooperation with the PSI utilities and climate programmes and allies

**Reference policy documents:**

- Brief #10: [The territorial dimension of the climate crisis, public emergencies and environmental protection](#), 11/2021







### 3.7 PUBLIC SERVICES 2.0

Public ownership of vital public services provides an opportunity to build a new generation of local quality public services that are innovative, participatory, accountable, democratic, and work for the workers, communities and the planet. When services are publicly owned and include forms of democratic governance and meaningful workers' participation, they have the potential to provide a unique space to pioneer new, progressive management practices, that do not necessarily or solely rely on the same performance indicators used by privately-run public services.

When public ownership and control meets the respect of labour and union rights, it can provide an environment conducive to the introduction of public service performance indicators based on social and environmental impact, service quality and outreach, revenue reinvestment in services, worker and citizen participation, user fee reductions, etc. while ensuring long-term service viability, decent employment, and quality service with equitable access. PSI refers to this vision of the local public services we need as "Public Services 2.0". Workplace and economic democracy are integral to this vision.



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**Actions:** PSI and its LRG affiliates will

- \* Identify, document and disseminate good practices of innovative local public service governance systems ("public services 2.0") driven or endorsed by LRG affiliates
- \* Work with progressive LRG authorities and/or service providers and academia, practitioners and allied CSOs to pilot forms of innovative public service provision with elements of workplace democracy and community participation in specific cities/territories (e.g., following in-sourcing / remunicipalisation and in conjunction with public-public partnerships and the establishment of inter-municipal consortiums)

**Reference policy documents:**

- Brief #6 - [Public Services 2.0 - Democratic Governance and Participation in Local Public Services](#), 10/2021



## 4. OVERARCHING PRIORITIES

Following up on the [work of the past five years](#), PSI and affiliates will advance the following overarching priorities:

### 4.1 STRENGTHENING THE LRG SECTOR

- Continue to work together towards strengthening PSI's LRG sector as a cohesive global workers' community and a united LRG employer interface at a local, sub-regional, regional and global level
- Facilitate global policy dialogue among LRG affiliates by convening the PSI LRG Network twice a year as a virtual meeting
- Support and activate work in key LRG sub-sectors aligned with strategic sectoral priorities (section 3), where: a decent work deficit exists; there is a large pool of unorganised and/or informal workers; there are opportunities to reclaim local public services in public hands and assert PSI's turf. These sub-sectors include: waste services, social care services, public and social housing, public emergency workers, green spaces management and natural parks.

### 4.2 BUILDING UNION POWER IN LRG WORKPLACES

- Organize LRG workplaces by city/province/professional focus
- Support LRG union organising in synergy and with PSI projects and with the development of training curricula (in cooperation with the PSI union development programme)
- Connect organizing strategies to local public service in-sourcing and remunicipalisation campaigns
- Develop LRG profession-specific OSH priorities and guidance around which organize LRG workers

### 4.3 ENGAGING IN SOCIAL DIALOGUE WITH LRG EMPLOYERS

- Use OSH and public health, the climate crisis and disaster preparedness as strategic entry points to open dialogue with LRG employers at a city/province/professional level
- Advocate for the setup of joint LRG union-management OSH/DDR committees, to progressively build constructive dialogue with LRG employers, ultimately leading to collective bargaining



- Continue engaging and opening dialogue with global and regional organisations representative of LRG employers (UCLG regional chapters, Metropolis etc.) and issue-based city networks (e.g., C40, ICLEI, U20, Rainbow cities, etc.)

#### 4.4 CREATING LEVERAGE THROUGH STRATEGIC ALLIANCES

- Further and deepen existing alliances with GUFs on goals of common interest (e.g. the Future is Public Transport Campaign with the International Transport Federation), CSOs and progressive LRGs
- Build dialogue and strategic alliances between LRG unions, CSOs and progressive LRGs and other progressive movements at a city, region and global level to be stronger and win together
- Pilot joint initiatives at a city/territorial level to benefit LRG workers' conditions, support LRG union rights, while promoting local quality public services for all

#### 4.5 INFLUENCING GLOBAL POLICY

- Develop issue-specific, action-oriented advocacy in cooperation with allied organisations, to use strategically in specific fora to influence policy makers

(e.g., OECD, international financial institutions, regional development banks, etc.)

- Enhance the visibility and continue bringing the voice of LRG workers and unions in UN institutions that are relevant for the LRG constituency (ILO, UN Habitat, UNDP, UNCTAD etc.)

#### 4.6 DEVELOPING STRATEGIC LRG RESEARCH

- Continue developing LRG specific, issue- and action-oriented research to empower PSI and LRG affiliates with original, fact-based, cutting-edge research on strategic issues, including on LRG public funding, OSH, labour rights and working conditions, remunicipalisation/reclaiming public services, strategic local public procurement, governance models of public ownership and public enterprises, etc.
- Whenever possible and compatible with available resources, ensure a maximum access and outreach to LRG unions and workers of key research findings in different languages, and turn trade union and workers' manuals into specific training programmes and curricula.





## 5. WORKING TOGETHER GLOBALLY

To be more effective, better connected and have a collective impact, PSI and affiliates will work together.

### 5.1 TAKING ADVANTAGE OF NEW TECHNOLOGIES

The Covid-19 pandemic has forced the PSI to rapidly move into a digitalised mode of continuing work and maintaining virtual global interactions with its affiliates, including for its constitutional meetings. While global digital meetings have some downsides (e.g., time zone choices inevitably put some regions at a disadvantage, virtual meeting “fatigue”, digital divide, lack of personal interactions, long working hours, etc.), they also present many advantages (e.g. wider participation, cost-effectiveness, lower carbon footprint, etc.). Through the LRGNext2021 Series, the PSI Global LRG Network has built a practice of interacting and exchanging globally, which was not possible beforehand.

- PSI will convene the LRG Global Network twice a year in a virtual format. It will capitalise on its practice of working together virtually, enhancing the positive sides and minimizing/mitigating the downsides (e.g. rotating time slots, organizing hybrid issue-based events, striving to include more languages in case of substantial interest and participation, etc).
- Through its campaign platform [People over Profit \(PoP\)](#) – currently still under development - PSI will make available

digital tools such as encrypted issue-based discussion forums, global multi-lingual campaign page, knowledge repository database, collaborative resource sharing, etc.)

- As LRG unions and their members will become progressively more connected and versed with digital tools, it will be easier and faster to reach out to them, to survey/consult them on a regular/rolling basis, and also for them to reach out to PSI in a view to facilitate dialogue and collaboration towards shared goals.
- In collaboration with affiliates, PSI will continue expanding its global LRG sectoral and sub-sectoral database of membership and allied contacts.

### 5.2 ADVANCING POLICY PRIORITIES AND ACTION THROUGH ISSUE-BASED LRG WORKING GROUPS

The LRG Global Network is the global sectoral policy forum for PSI LRG affiliates worldwide, to explore and agree common priorities, challenges and opportunities, while exchanging information and informing PSI’s work in the sector. However, to concretely advance specific LRG sector policy priorities in a way that meaningfully involves affiliates, it is necessary to bring together LRG union representatives into smaller, agile, issue-based working groups.

- PSI will facilitate the setup and coordinate issue-based working groups composed of LRG union representatives



Ambrogio Lorenzetti - Effects of Good Government in the city, Public Palace - Siena

and practitioners willing to actively take part and work with peers to advance LRG priorities. Membership will be on a voluntary basis.

### 5.3 MAKING THE PSI LRG NETWORK REFLECTIVE AND INCLUSIVE OF ALL LRG WORKERS

The LRG Network should be reflective and inclusive of all LRG workers and build bridges and synergies across all PSI sectors, especially those encompassing an LRG dimension.

- Issue-based LRG working groups will facilitate peer-learning, co-strategizing and will provide union-to-union support including on real cases. They will primarily meet virtually and in a flexible manner, although physical meetings will be desirable on strategic occasions (e.g. opportunities for influencing global policy, dialogue with LRG employers, issue-based strategy meetings with allies etc.).
- The outcomes of working groups will be reported and shared with the LRG Network.
- Issue-based working groups will be piloted in the following priority issues:
  - \* LRG public financing
  - \* Organising and trade union rights
  - \* OSH
  - \* Strategic public procurement
  - \* Remunicipalisation
  - \* Climate, disasters and the environment
- PSI encourages and welcomes the participation to the LRG Global Network and issue-based LRG working groups of union representatives that are also members of:
  - \* PSI Women's Committee
  - \* PSI Young Workers Network
  - \* PSI LGBT+ Workers Network
  - \* PSI Culture and Education Support Network
  - \* PSI Health and Social Services Task Force





**PUBLIC SERVICES  
INTERNATIONAL**

*The global union federation of workers in public services*

45 AVENUE VOLTAIRE, BP 9  
01211 FERNEY-VOLTAIRE CEDEX  
FRANCE

TEL: +33 4 50 40 64 64  
E-MAIL: [LRG-MUNICIPAL@WORLD-PSI.ORG](mailto:LRG-MUNICIPAL@WORLD-PSI.ORG)  
[WWW.PUBLICSERVICES.INTERNATIONAL](http://WWW.PUBLICSERVICES.INTERNATIONAL)

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