

Making the Change:
Creating a union
fit for the future

UNISON achievements
2005



Objective 1: Recruiting, organising and representing members

Programme Manager: Bronwyn McKenna

We aim to achieve:

UNISON will be the union of choice for all workers in public services. Our ultimate goal is to make sure that UNISON represents the majority of workers in every public service workplace. Branches will be strong vibrant centres of local organisation and democracy who are equipped and supported by the union to recruit, retain, organise and represent members. We will make it as easy as possible for members to participate in our union.

2005 commentary:

Recruitment is our number one priority. For our union to survive as a healthy and effective organisation, we need to grow – both in actual size and in density in key areas. UNISON's membership has grown since the introduction of an organising and recruitment strategy in 1998. Membership has risen by just under 120,000 members to 1,327, 000 since the introduction of the policy.

But recruiting and organising to secure the future remains a challenge for UNISON as for all unions. Currently we are seeing substantial gains in some regions and in some sectors – often reflecting both the priority given and the actions taken in those areas. We need to ensure that good practice is shared across the union and that all parts of the union are accountable for recruitment and organising activity.

Our focus this year has been on getting all branches to carry out mapping and branch development plans; on introducing organising and recruitment-focused refresher training for stewards; ensuring all branches allocate part of their budget for recruitment and encouraging much greater use of the regional pool funds.

Our 2005 priorities were:

1. Implementation of National Organising and Recruitment Strategy to

- achieve overall membership growth
- increase the number of workplace representatives, with improved time-off facilities, support, training and development

2. Improved representation by

- Effective use of the CASE management system

- Increasing member participation and reviewing effectiveness of democratic structures including branches and service groups.

3. Continued development of the RMS to achieve

- 550 branches 'rolled-out' by year end (70 per cent of membership) and review of roll-out strategy
- Enhanced integrity of records and detailed turnover rates.
- Reconciliation of subscription income with membership records.

Our key projects to achieve these priorities include:

Recruitment Infrastructure

Aim: To implement and evaluate the national recruitment and organising strategy to increase membership by four per cent in 2005.

2005 achievements / progress

- The union has achieved an overall net growth of 2%
- Three UNISON regions achieved the full 4% growth target
- The Police Staffs service group was the fastest-growing service group
- Young members recruitment has risen by 30 per cent since the beginning of 2005
- Recruitment induction presentation was produced on PowerPoint and DVD and sent to all branches
- The branch annual financial return was amended to include a section on organising and recruitment expenditure
- The Branch Development and Organising Plan survey was completed
- One Step Ahead, an ambitious stewards' refresher training programme for 10,000 current stewards was devised and piloted. Regional briefings have been held and the first phase of training launched
- Regions have developed delivery plans for One Step Ahead training
- "Virtual branch" website developed in conjunction with Barnados branch
- National delegate conference approved rule change to have branch membership and organisation activities as a standard item of branch business
- Dedicated web resources have been produced for all major service group recruitment campaigns
- Detailed discussions with regions produced revised recruitment strategy for Agenda for Change focusing on key groups such as HCAs
- Schools remodelling recruitment guide and leaflet produced
- Local government service group reviewed recruitment strategy to focus on pensions, pay and grading, and workforce training and development
- All national service groups have organising and recruitment plans.

Next steps

- We will analyse the results of the Branch Development and Organising Plan survey to determine the factors that influence membership growth in branches
- Further work with regions to encourage take-up of regional pool monies through publicising scheme and promoting best practice
- Monitor impact of TGWU decision to dedicate significant resources to recruitment and organising.

Time off for trade union activity

Aim: Better and more effective time-off and facilities agreements.

2005 achievements / progress

- Eleven out of 12 regions have completed an audit and review of facility-time agreements.

Next steps

- Report on outcome of branch negotiations to secure improvements in allocation of facility time
- Next national stewards survey will assess whether there is a reduction in the number of stewards without paid release.

Supporting and Strengthening Branch Organisation

Aim: To support and strengthen branch organisation by increasing the number of workplace representatives with improved time off and training.

2005 achievements / progress

- In November 2004 UNISON held its first national organising seminar involving senior regional lay activists and organising staff – now an annual event
- National delegate conference agreed a rule change on branch levies
- Regional survey completed to improve reporting on branch development and organising plans
- Information on regional pool take-up and examples of best practice were circulated to all regions
- A staffing protocol was developed to encourage use of regional pool monies for organising activity
- Guidance was sent to all branches on organising AGMs.

Next steps

- Interim levy procedures adopted
- Development and Organising Committee will hold a workshop to review proposed changes to Code of Good Branch Practice
- Review of branch resources to be scoped
- Review of branch AGMs to be completed by summer 2006
- Further steps to increase the take-up of regional pool funds – over £2 million remains unspent.

Community, Voluntary and Private Sector Organising

Aim: To strengthen UNISON membership and organisation in the community, voluntary and private sectors and address the implications of the Information and Consultation directive for the sector.

2005 achievements / progress

- An Organising for Recognition module of the Branch Development Toolkit was launched in June 2005
- For the first time all regions have produced organising plans targeting particular employers
- An organising campaign in elderly care group, MHA, produced a 13% increase in membership and an increase of six workplace contacts
- During the period of the national community and voluntary sector organising project the membership increased to nearly 50,000, a 14% increase since December 2004 and a 62% increase in membership since the mapping of the sector began in 2001
- Stewards increased by 18 (1.8%), workplace contacts increased by 28 (4%) and health and safety reps increased by 38 (3%)
- Barnardo's won the TUC organising award 2005 for their successful recognition and organising campaign
- Organising continued in key national target employers, Mencap, Scope, mental health charity MACA, and MHA with increased membership and organisation in each
- Continue to improve communications with members through the UNISON community and voluntary sector website
- National Joint Community and Voluntary Sector seminar held in October with participants from national CVS forum, regional CVS contacts, national senior managers, NEC and staff from the Business, Community and Environment Unit
- A national Mencap organising campaign was launched at this seminar.

Next steps

- Campaign in Mencap to increase membership, stewards and representation on national and regional employer forums will run until June 2006
- We will identify other national and pan-regional employers for a rolling programme of organising projects
- Organising in Housing Associations to be a priority
- We aim to use the lifelong learning and key bargaining issues to organise in this sector
- We will hold a national CVS conference in March 2006 to include lay and regional contacts
- The Business, Community and Environment unit will work with regions to deliver their organising plans and strategies
- Continue to raise profile of UNISON with key CVS umbrella organisations
- Encourage regions to include regional delegates to the national CVS forum in regional committee structures.

UNISONdirect stewards' support

2005 achievements / progress

- Six regions are now operating the UNISONdirect stewards' support scheme – London, South East, East Midlands, West Midlands, Cymru/Wales and North West. Under the scheme new stewards are phoned within six weeks of accreditation and offered local training and support. The service also discusses whether they have core materials such as recruitment literature and arranges supplies if necessary.

Next steps

- We aim to have the service running in the remaining regions by the end of 2006.

Member representation project

Aim: To provide strong, appropriate and effective representation to individual members in the workplace and beyond.

2005 achievements / progress

- A guide to best practice in representing members was produced and sent to branches and activists
- We organised briefings on the guide in all regions to support its use
- A protocol for professional conduct cases has been developed
- Amended CASE form reflecting branch and regional feedback.

Next steps

- Branch and regional evaluation of the representation guide will be carried out in early 2006
- A review of the member complaints system
- Mechanisms to be developed to obtain feedback from members
- Finalise consultation with staff trade unions on a scheme for best practice case supervision by regional managers
- Further work to promote successful case outcomes for recruitment purposes
- Improve ethnic monitoring data on CASE.

Member participation

Aim: To widen participation in UNISON elections.

2005 achievements / progress

- The 2005 General Secretary election saw Dave Prentis re-elected with an increased turnout compared to the previous ballot
- Turnout in the NEC elections was increased by 3 percentage points against an all-union trend of falling participation
- Guidance on the role of an NEC member was published
- Mass texting to stewards to inform and encourage participation in ballot campaigns was piloted.

Next steps

- Survey of activists on effectiveness of communications methods used in GS and NEC elections
- Guidance on role of SGE member in advance of 2006 SGE elections
- Identify measures likely to improve participation in SGE elections
- Consider further use of texting to mobile stewards.

Our membership records (RMS)

Retention

Aim: To ensure systems are in place to monitor lapsed membership and then implement procedures to retain these members.

Next steps

- Develop and implement RMS module to automatically follow up lapsed members and ask them to rejoin
- Develop and implement an RMS module to track members whose job change affects their membership category.

Data Integrity

Aim: To use the RMS to provide high quality data to inform and drive recruitment and organising work.

2005 achievements / progress

- Latest all-member dispatch resulted in less than 0.5% of mail returned as 'gone-away'
- A 14% increase in the number of membership updates compared to 2004
- Email addresses are now stored for 30% of stewards and 80% of branch secretaries.

Next steps

- Royal Mail to cleanse 'invalid home address' records by end of 2005
- Implement improved recruitment campaign monitoring systems
- Produce data cleansing guides
- Finalise national employers guidelines

RMS development

The heavy workload involved in preparing for the expected ballot on Local Government Pension Scheme proposals in 2005 has slowed pace of RMS development. Nonetheless progress has been made in the following areas.

2005 achievements / progress

- We set a target of 550 branches, covering 70 per cent of the membership, using the RMS system by the end of the year. Although we currently have 525 branches live, these branches cover 75 per cent of the membership
- 262 branches connect to RMS by high-speed Internet connection or via employer's network.
- The list of core branch officer positions has been amended in line with rule book changes
- Branch e-learning and classroom DOCAS course developed
- A one-day "read-only" course for branch officials and regional officers is now available
- An efficient and effective ballot system introduced to generate mass legal notification letters to employers for industrial action ballots
- Codes developed to allow better tracking of service group recruitment campaigns.

Next steps

- Develop and test a process for measuring turnover rates
- We will review the RMS branch rollout strategy
- Encourage branches to undertake DOCAS training and ensure regional support is available
- Management information training to be delivered in January 2006
- Develop an automated system to produce better information on union density
- Implementation of enhancements to RMS recommended by branches
- Further development of RMS website for live branches to provide even better help outside office hours and to standardise procedures.

Objective 2: Negotiating and bargaining on behalf of members and promoting equality

Programme Manager: Malcolm Wing/Bob Abberley

What we aim to achieve:

That UNISON members:

- receive good and non discriminatory pay, conditions and pensions
- have access through their employment to education and training opportunities to enable them to personally develop and to provide good quality services to the public
- enjoy equal opportunities, a safe working environment and a healthy work-life balance
- have excellent job security in a rapidly changing public services environment.

2005 commentary

Negotiating and bargaining for our members is the fundamental function of a trade union. In UNISON we believe that we can only be successful in this if we use our bargaining agenda to promote equality.

As expected, 2005 has seen the convergence of the union's bargaining agenda across the union's sectors and service groups, particularly in the NHS, local government and higher education. Union branches and local employers have been busy planning and implementing new national pay and grading structures. These are complex challenges that are putting considerable pressure on the union's resource. The union's regions were asked to bring together representatives of regional sectors and service groups to discuss how best to utilise the regions resources to meet these challenges. However the single biggest obstacle to progress has been the lack of extra government funding in a number of sectors, particularly in local government.

Achieving equal pay for work of equal value has been a major challenge once again. Our strategy has been to negotiate, and where this fails to litigate, and we have undoubtedly made progress. But the emergence of the 'no-win, no-fee' lawyer has been an unwelcome distraction in a number of areas. Their tactics have been to 'cherry-pick' the easiest cases, or ride on the backs of our local negotiators in order to achieve settlements for their clients. We cannot ignore their presence but must continue to focus on negotiations backed up by the threat of litigation, and campaigns to secure the resources needed from national governments.

The year has also seen more proposals to 'remodel' the workforce. This has been an important issue in the NHS for a number of years, in particular in the areas of nursing and allied professions to medicine. In schools further progress has been made on remodeling, but this has been inhibited in some cases by a lack of resources. There have been similar initiatives in

the police workforce with the growing numbers of community support officers evidence of this. And this whole agenda, driven in part by the union's push to provide career opportunities for lower paid members and the need to meet the recruitment and retention challenge faced by public services has emerged as an important strand of the 'efficient government' agenda throughout the UK

Pensions has been the dominant issue and particularly the threat to our public sector schemes. The recent negotiations at the Public Services Forum secured the pension schemes of our existing members. This was an important victory for UNISON. However we face the big challenge of securing similar protection for our members in the Local Government Pension Scheme (LGPS) and the Scottish LGPS. And we also face tough sector specific negotiations to secure good quality defined benefit schemes for new employees.

Progress has been made to develop an effective strategy for tackling racism in the workplace. This is vital if we are to tackle the discrimination in our pay and grading structures, in training and career development, and in recruitment that blights the lives of so many of our black members.

Finally while the union's service groups are rightly responsible for deciding their own pay claims and sector specific policies, the challenges facing our members everywhere have a familiar ring. More than ever before, we are seeing public policies and issues crossing our sector and geographical boundaries.

All these require a strategic, joined up response from the union. One of the main priorities of Objective 2 has been to work with the other programme boards, particularly Objective 3 to ensure branches are supported in responding to these threats and this work will need to continue in 2006.

Our priorities for 2005 were:

1. To conclude pay and conditions agreements through negotiations and collective bargaining
2. To provide advice and support to members facing reorganisation, restructuring and /or privatisation of services
3. To tackle racism in the workforce and the effective implementation of the Race Relations (Amendment) Act 2000

Our key projects include:

Implementing pay and conditions agreements

NHS Agenda for Change

Aim: To negotiate and implement an equal value pay system in the NHS that retains national bargaining, where UNISON remains the lead trade union, and that delivers the best possible outcomes for UNISON members.

2005 achievements / progress

- More than 88 per cent of NHS employees in England assimilated to A4C. Northern Ireland has 20 per cent assimilation, Scotland none and Wales 30 per cent.
- Knowledge and Skills Framework: implementation work underway – a UNISON guide, leaflet and poster have been sent to branches and recruitment material developed.
- Negotiations on back pay started.
- Established Equal Pay Unit' to manage members claims.
- Submitted 2006 pay claim for all NHS staff.

Next steps

- Build UNISON organisational and representative capacity to support implementation at local level.
- Service group working party is considering impact of A4C changes on lay structures review
- Conclude negotiations on a new system of unsocial hours payments – original timetable has slipped on testing and review and ballot due summer 2006.
- Negotiate new increase for all NHS staff effective from 1 April 2006.

Local Government Pay

Aim: Implementation of the 2004-7 National Joint Council pay settlement within the agreed timescales, and the recommendations of the Local Government Pay Commission.

Implementation of the 2004-6 Scottish Joint Council pay settlement and progress on implementation of single status agreement and new pay and grading structures that will deliver equal pay for women.

2005 achievements / progress

- Produced updated joint trade union guidance on pay and grading reviews.
- Established list of councils showing progress on local implementation of single status and new pay and grading structures.
- Training completed for local government activists on implementation of SJC settlement
- Agreement reached with employers and other unions on next SJC pay period.

Next steps

- Deliver training on equal pay audits, impact assessments and pay modelling
- Produce bargaining guidance
- Hold national seminar
- Produce a library of concluded agreements with employers
- Review and prioritise equality targets.

Higher Education Framework Agreement

Aim: To improve the pay and conditions of UNISON members employed in Higher Education by assisting branches in implementation of HE framework agreement to ensure harmonised pay, conditions and grading structures that deliver fair and equal pay by 2005.

2005 achievements / progress

- Job evaluation training programme piloted and rolled out

- Recruitment strategy showing results; recruitment publicity panels sent to regions
- Advice on memorandum of understanding and equal pay issued.

Next steps

- Consider national campaign after rejection of harmonisation claim by employers.
- Implementation of single status.

Schools Remodelling

Aim: Implement the schools remodelling agreement in England and Wales ensuring that staff enjoy fair pay and conditions, a proper career structure, and have appropriate training opportunities; improve UNISON organisation and recruitment of this group of staff.

2005 achievements / progress

- Issued advice on term-time working
- Submitted a national claim
- Schools seminar held
- School support staff training website went live at end of September

Next steps

- Briefings on legislation requiring schools to review staffing structures
- Event planned to build organisation among admin staff in schools.
- Assume we will be continuing to drive progress on implementation in 2006.
- Continuing discussions with governments on schools staff pay.

Bargaining Information System (BIS)

Aim: Improve support for local negotiators through implementing the BIS database. To improve the collection, analysis and access to bargaining information in an integrated system available via the intranet/internet.

2005 achievements / progress

- Introduced Agenda for Change subcategories
- Conducted BIS pilots in West Midlands and other regions.

Next steps

- Evaluate regional pilots
- Subject to successful evaluation and appropriate adjustment
- Rollout to Scotland, North West and Northern Ireland by end of 2005
- Rollout to Wales, Eastern, East Midlands, Yorkshire and Humberside,
- South East and Northern in Spring 2006.

UNISON Pay and Bargaining Strategy

Aim: Develop and implement a UNISON-wide pay and bargaining strategy that raises the union's profile on pay and bargaining issues; including a more co-ordinated approach to pay negotiations, a process for determining UNISON's input to the Low Pay Commission (LPC) and a link with the union's minimum wage target for bargaining groups.

2005 achievements / progress

- Submitted evidence on national minimum wage rate for 16/17 year olds following consultation with service groups, regions and self-organised groups.
- Organised successful 2005 pay strategy seminar for service groups, SOGs, NEC representatives and regions.

Next steps

- Develop priorities on strategic pay and bargaining objectives, including equal pay, remodelling, and part-time workers.
- Procure research, including working with Dr Carole Thornley, Keele University, on part-time workers
- Circulate guidance and advice on these.
- Review progress.

Pensions

Aim: To bring together the union's pensions campaigning, focusing on the review of public sector pension schemes, negotiating and campaigning to eliminate discriminatory treatment and promote defined benefit and final salary schemes.

2005 achievements / progress

- Carried out major campaign to protect public sector pensions including through ballots for industrial action by Local Government Service Group, and through the TUC, Labour Party, and Labour Link.
- Achieved agreement through Public Services Forum on lifetime protections for current NHS staff.
- High profile campaigning on LGPS and Scottish LGPS proposals.
- Held two national pensions seminars and regional events.

Next steps

- Campaign for lifetime protections to apply to LGPS / Scottish LGPS members.
- Support and achieve successful outcome to the sector-specific negotiations.
- Continue to work with and support the TUC Pensions Campaign.
- Develop UNISON / TUC trustee networks and work on governance and investment strategies.
- Launch pension scheme 'take-up' campaign to increase scheme membership.

Resourcing Equal Pay

Aim: To support UNISON's aim of achieving equal pay through negotiation, bargaining and, if necessary, litigation and to ensure that resources are available to pursue these aims as part of the implementation of new pay systems in health care, local government and higher education.

2005 achievements / progress

- NEC agreed strategy for dealing with multiple equal pay cases relating to back pay under Agenda for Change.
- Established Equal Pay Unit to undertake initial assessment of cases and enter appropriate ET claims.
- Launched appeal for health members who might be eligible to apply through the unit.
- Publicity in U magazine, InFocus and on UNISON website.
- Developed questionnaire, information leaflet and covering letter for all applicants.
- Grievance letter drafted for all health employers.
- Briefings carried out in all UNISON regions.

Next steps

- Collate claims for back pay in health care through the Equal Pay Unit
- Use strategic cases to press for a negotiated settlement
- Manage multiple litigation if necessary.
- Develop a strategy for ensuring that resources are available for similar issues around Single Status in local government and changes in higher education.

Integrated Health and Social Care

Aim: To influence government's policies on the integration of health and social care; to support branches and provide advice to members; and to ensure effective UNISON organisation and recruitment.

2005 achievements / progress

- Questionnaire on organisational and bargaining arrangements sent to branches
- Major report commissioned on future of health and social care.

Next steps

- Publish and promote report findings.

Children's Trusts

Aim: To influence government policy on the establishment of Children's Trusts; to protect the job security, and pay and conditions of UNISON members; and ensure effective union organisation and recruitment

2005 achievements / progress

- Joint conference on extended schools in September 2005.
- Fringe meeting held at Labour Party Conference on children's services
- Response submitted on the children's workforce strategy
- Nominations received for cross-service group lay body.

Next steps

- Produce briefing on human resources practice
- Set up children's services website.

Private Contractors

Aim: Improve UNISON's organisation, recruitment, representation, and bargaining on behalf of members working for private contractors.

2005 achievements / progress

- Agreement reached with government on private contractors under Agenda for Change which allows for discussions with employers this year and the development of company-specific organising plans. A model learning agreement pack has been produced.
- Bargaining structures in place at Liberata, Capita and Serco
- Recruitment and publicity material produced.

Next steps

- Programme of presentations to private contractor employers on workplace learning
- National organising skills courses
- Develop company specific organising plans for UNISON target contractors
- Provide branches / regions with advice and support pre and post TUPE to build effective organisation.

Transport

The Transport Executive has updated and reissued the Positively Public Transport Charter. A major priority is to secure better funding for the bus industry and the re-regulation of its services. UNISON is supporting the Passenger Transport Forum's campaign and helped to finance its survey of MPs which showed strong, all-party support for better bus services outside London.

Utilities

UNISON has been active in responding to various consultations in recent months, including a review of the existing water industry regulatory regime. UNISON has been arguing for social factors to be taken into account, such as training standards, health and safety, and contracting-out standards. A report was also commissioned to explore the way we pay for water in the UK, with a view to generating debate on alternative approaches.

In Europe, UNISON is supporting the EPSU campaign to oppose more liberalisation of the energy market. In the UK, we are campaigning against the British Gas decision to reduce back office workforce and off-shore work to India. A report produced jointly with the Labour Research department on offshoring will be published in early 2006.

Policy Development, Bargaining and Devolution

Aim: To identify, raise awareness of and act on the bargaining issues arising from political devolution including ensuring the workforce implications arising from the introduction of regional government are addressed.

2005 achievements / progress

- Devolution protocol and impact assessment procedure implementation plan revised and presented to regional secretaries and convenors.

- Questionnaire on regional government sent to regional secretaries as part of a process for mapping the UNISON and regional government / institutional interface.
- Regional management budget formula developed and consultation timetable agreed
- Regional lay budget formula developed.

Next steps

- Consult on regional management budget formula and submit recommendations to NEC and report to NDC 2006.
- Produce report on regional government / UNISON interface for discussion and develop proposals.
- Produce strategy for participation in regional bodies which will ensure UNISON's objectives are pursued.

Tackling Racism in the Workplace

Aim: To improve services for black members by using collective bargaining to tackle institutional racism in the workplace, across the public sector.

2005 achievements / progress

- UNISON Greater London Region and Greater London Authority Conference on 13 May 2005 to promote best practice and use of Race Equality Schemes to achieve race equality in the workplace.
- Race Equality Schemes Toolkit for Trade Unions produced.
- Action plans developed and national team established.
- Draft education plan developed.

Next steps

- Toolkit/resource pack for branches
- Research plan for each region
- Education, research and communications plan for each region and key messages to be developed.
- Funding bids submitted.

Objective 3: Campaigning and Promoting UNISON on behalf of members

Programme Manager: Maggie Jones/Liz Snape

Promoting our members' interests is not just about pay and conditions. UNISON campaigns in support of public services and for a fair and more equal society for our members and their families.

What we aim to achieve:

UNISON will be a radical, campaigning union as well as a source of considerable expertise on public service issues. We will shape policies and influence change in society through reflecting the values and experiences of our members. By being a strong champion for public services we also aim to attract new members to our cause.

We will embrace new partners and develop strong community links to achieve our aim of high quality public services, employing well resourced and committed staff.

Our priorities are:

1. Promoting and improving public services in order to:

- Develop a union improvement agenda.
- Achieve a fair wages resolution/end two-tier workforce.
- Safeguard public service pensions.
- Highlight failure of PFI and privatisation.

2. Maximising UNISON's political influence by:

- Implementing the Political Fund Report.
- Balloting to retain UNISON's Political Funds.
- Securing positive changes in Government policies.
- Working to promote the union's key international objectives.

3. Opposing racism by:

- Developing and implementing an anti-racism strategy across the union.
- Promoting respect for asylum seekers and humane immigration rules.
- Combating the far right and promoting community cohesion.

Our key projects include

A series of projects have been worked on under this heading which are mainly short to medium term in nature. A number of the policy and political priorities reached a conclusion in the run-up to the General Election and an exercise took place over the summer to reassess the work of the programme. A number of projects have moved into 'business as usual' or have been completed.

Objective 3 has recently been revised to enhance the focus and emphasis of our campaigning and political work. As a union the issues and challenges we face are becoming far clearer. The revised programme and projects within it will ensure we can respond speedily and effectively to those challenges using our influence and reflecting our member's interests.

The Public Service Improvement Agenda

Aim: To develop and promote a UNISON vision of world-class public services and contribute to the public policy debates on public service reform and modernisation.

2005 Achievements/Progress:

- Meetings between the general secretary, service groups and ministers to discuss our public service reform agenda.
- High profile in media, speeches, articles.
- Major push around cleaner hospitals during the year concentrating on contract cleaning and raising the profile of cleaners – ran a high profile breakfast seminar and Cleaner Voices summit to question the minister.
- Two research reports; one on the link between contracting-out and the rise of infections; and one on cleaners views of their jobs
- Government has amended the tendering guidance and is consulting on legislation for a statutory hygiene code
- Support for school meals campaign, including school meals conference and report on 'School Meals, Markets and Quality.'
- High level seminar on Women and Work with the then DTI minister – contributing to our submission of evidence to the Women and Work Commission
- Submission of evidence to Low Pay Commission on National Minimum Wage, including apprenticeships and salary sacrifice schemes.

Next steps:

- Quality Public Services project to continue the work of this project
- Relaunch of the Positively Public campaign, within the Quality Public Services project - a UNISON-wide external facing campaign to promote public services, public-sector workers and to oppose marketisation.
- Forward-looking agenda for a 'Warwick 2' agreement.

Choice, New Localism, Targets and League Tables

Aim: To critique government and opposition proposals for public service reform in these areas and develop UNISON alternatives.

2005 Achievements/Progress:

- Series of joint seminars with Fabian Society and Local Government Information Unit on new localism
- Joint seminar with British Medical Association at Labour Party Conference 2005
- Successfully lobbied for adoption of a better framework for performance assessment in the NHS, to replace the flawed star rating system

- Input into Public Administration Select Committee inquiry into choice in public services, helping to secure a number of positive recommendations
- Evidence to Education Select Committee on Schools White Paper
- Secured high level speaking opportunities for UNISON and supported UNISON speakers.

Next steps:

- Project now part of Quality Public Services project (see above).

Workforce Development and the In-house Team

Aim: To develop arguments for the advantages of in-house teams and campaign for workforce development as a key to improving public services. There are three strands to the project: Workforce development; Work-Life Balance; Promoting the In-house team

2005 Achievements/Progress:

- Report on the organisational challenges and benefits arising out of learning and training campaigns at a local and regional level
- Significant representation on various sector skills councils
- Work life balance pilot workshop carried out as the beginning of a series of UNISON regional workshops for activists, members and employers
- Major survey underway reviewing progress made across public services on work-life balance policies and practice with a survey of members experiences and aspirations
- Partner in the Public Service HR Expo in London in September
- Successful campaigning on the Work and Parents consultation resulting in improved parental rights around leave and pay
- Series of branch and service group workshops and visits to promote the agenda
- Sponsorship of best practice case study guide for local government
- Sponsorship (through Positively Public) of STAR awards for school staff
- Work with service groups on relevant campaigns e.g. against academies – including reaching agreement with the TUC for a national conference early in 2006.

Next Steps:

- NCC/Catalyst project commissioned to look at the service aspirations shared by users and providers within public services
- Participation in the development of a Public Service Forum toolkit promoting union involvement in public service/workplace reforms
- Project now part of Quality Public Services project (see above).

Fair Wages and the Two Tier Workforce

Aim: To achieve a fair wages resolution and to end the two tier workforce across public services.

2005 Achievements/Progress:

- Success in getting a roll-out of protections to prevent a two-tier workforce. In March 2005, the government finally issued instructions to all departments to roll out the best value code operating in local government across public services.

- A two-tier agreement achieved in the NHS which includes a fair wages clause where private contractors will have to provide no less favourable terms and conditions than those for directly employed staff

Next steps:

- Remaining strands of project will be covered as part of Securing the Warwick Agreement project (see below), with responsibility for the further roll out of Best Value code and identifying gaps in protections being taken up by respective objective 2 projects.
- Campaigning for a fair wages clause will be part of a new project on procurement.

Public Service Pensions

Aim: To campaign to safeguard public service pensions, to maintain campaign for state pension and to raise awareness of pensioner poverty.

2005 Achievements/Progress:

- See Objective 2 for report of joint work programme
- Participation in National Pensions debate
- Submitter and involved stakeholder in review of Women and Pensions

Next steps:

- Ensuring a comprehensive response to the Turner Commission report on future pension provision.

Privatisation, PFI and PPPs

Aim: To change government policy on the growing use of private and not-for-profit sectors in public service delivery and equip UNISON representatives to deal with it.

2005 Achievements/Progress:

- Government agreed and implemented changes to PFI regime
- UNISON led campaign against PCT proposals winning Labour Party Conference support and backing of Labour MPs leading to Department of Health backtracking
- Continued production of strong evidence based for UNISON's campaign against privatisation, including for hospital cleaning and school meals campaigns, showing how contracting out has undermined these services.
- Publication of 'The Private Finance Initiative: a policy build on sand'. The report challenged the government's claim that PFI performs better than conventional procurement. It was widely reported in the press and supports UNISON's demand for a proper evaluation of PFI
- First PFI hospitals – without services – were announced, following the concessions UNISON won in 2004 to get a more level playing field for PFI
- Branches and regions supported with materials, briefings and reports on key issues and a monthly briefing on privatisation developments.

Next steps:

- UNISON will continue to challenge the marketisation and privatisation of public services and to promote high quality, directly-delivered and properly funded public services

- Project now part of Quality Public Services project (see above).

Evidence Collection and Research

Aim: To collate evidence and research to support UNISON's policy and campaigning work.

2005 Achievements/Progress:

- Increased knowledge of issues being dealt with by members of project teams.
- UNISON objectives, campaigns, etc. are now supported with authoritative and up-to-date evidence.
- Greater awareness of current developments in project topics.
- Greater awareness of external research being carried on in UNISON priority areas.
- Ongoing work incorporated into business as usual.

Next steps:

- All objectives met- project now closed.

Campaign Co-ordination

Aim: To co-ordinate UNISON's campaigns across our policy and political priorities, ensuring effective planning and clear messages.

2005 Achievements/Progress:

- Joint Labour Link, GPF, PDCC approach to key campaigns established
- Positive joint campaigns run on pensions, health and against BNP.

Next steps:

- Project closed.

Political Fund Review Ballot

Aim: To secure an overwhelming yes vote in the ballot.

2005 Achievements/Progress:

- Joint campaign team established with education and publicity materials produced
- Widespread and effective campaign run explaining the work of the political funds
- Political Fund Review Ballot carried by large majority, thus maintaining existing political fund relationship and structures.

Next steps:

- Project now closed.

Devolution of GPF Funding

Aim: To implement procedures for regions to approve branch bids of upto £5,000 for GPF funding and monitor outcome.

2005 Achievements/Progress:

- New system is now in place. Most regions have established a body to scrutinise applications and officers appointed as contact for GPF applications and issues. Some of
-

the mechanisms at regional level are still being refined and have been captured in follow-on actions. The GPF Committee reviewed how the regional system has been working at its meeting in October 2005 and will be issuing updated guidance early 2006

Next steps:

- Project now closed.

Political Databases

Aim: To create a wide range of databases of key campaigners and opinion formers to enhance UNISON's campaigning abilities.

2005 Achievements/Progress:

- Increased clarity amongst UNISON structures of the work of Labour-Link, the GPF and their successes.
- Better communications with MPs, Labour Party members and other contacts established.
- A coordinated, central resource for UNISON staff involved in campaign activities established in order to lobby in regions and nationally.

Next steps:

- Project now closed.

Labour Link Organisation

Aim: To implement UNISON NDC decisions on political funds and strengthen Labour Link structure.

2005 Achievements/Progress:

- Workplans for improving organisation put in place nationally and in regions
- Improved liaison with service groups, self-organised groups and regions

Next steps:

- Project undergoing review, new goals being set.
- To create a structure that enables the enhancing of UNISON's political influence.
- To promote UNISON policies and influence Labour Party policy leading up to the Labour Party Conference in September 2006.

Labour Party Manifesto

Aim: To maximise UNISON's influence over Labour's third term manifesto.

2005 Achievements/Progress:

- Input throughout Labour Party policy development process
- Improved liaison with other affiliated unions
- A range of policies agreed at Warwick dealing with public services and trade union issues formed part of Manifesto
- Specific workplace manifesto published by the Labour Party for the first time.

Next steps:

- Project now closed

Political Education and Integration

Aim: Incorporate political education into training for activists.

2005 Achievements/Progress:

- New training resources developed on political education
- New training materials for Labour Link activists piloted in regions

Next steps:

- Project now closed- becomes part of Securing the Warwick Agreement project.

Disseminating Information regarding political fund choices

Aim: To improve information on funding choices and raise the profile of the work of the political funds.

2005 Achievements/Progress:

- Used Political Fund ballot campaign to raise awareness of the choices members have regarding membership of funds
- Steps agreed to encourage members to make informed choice on fund membership and follow up action for those not making a choice

Next steps:

- Project now closed.

UNISON International

Aim: work to promote UNISON key international objectives

2005 Achievements/Progress:

- Launched UNISON International Development Fund (UIDF) to support the union's international commitments, through a range of projects with trade unions in the developing world
- Played an active role in Make Poverty History, ensuring that trade union demands were included in the campaign and using our resources and influence to push for the key demands on trade, aid and debt
- Iraq – continued our capacity building work with Iraq trade unions, running two major 'train the trainers' sessions as well as providing a range of other support
- Palestine and Israel – organised a UNISON delegation to Palestine and Israel to better understand the situation in the region, to strengthen our links with unions in Palestine and Israel and seek further proposals for project work
- Colombia – supported visits of a number of Colombian trade unionists to Britain as well as supporting a variety of activities to press for an end to the abuse of trade union and human rights in Colombia
- Malawi/Zambia – assessment visits to these countries to build on our contacts with local unions and to develop our HIV/AIDS project work

- HIV/AIDS – ran a successful visitors programme at national delegate conference linked to our project activity
- Labour migration – produced a policy document, developed an action plan to further our work and played a leading role in the PSI project on migration and women health workers
- Developed the union's work in opposition to the European Union's Services Directive and organised a union-wide campaign on this issue
- Joint seminar with Ver.di on the 'Future of Public Services' as part of our partnership with our German sister union, and ran a joint seminar with the CGT, our French sister union on public private partnerships
- Held two well attended branch and regional international officers seminars to raise awareness on a variety of international issues across the union.

Next steps:

- Continued work programme reporting to International Committee
- Further details of UNISON's international work can be found in the International Unit's Annual Review which will be published in early 2006

Quality Public Services

Aim: A UNISON-wide external facing campaign to promote public services, public sector workers and to oppose marketisation.

2005 Achievements/Progress:

- Project in process of being set up.

Next steps:

- Forward-looking agenda for a 'Warwick 2' agreement.
- Aiming for changes in government policy.
- Union to be engaged in the campaign at all levels.
- A raised public profile for UNISON.

Procurement Policy and Advice

Aim: In the process of being determined.

2005 Achievements/Progress:

- Project in process of being set up and objectives defined.

Next steps:

- To establish a UNISON presence in procurement at national, European and international levels and to develop a UNISON agenda.
- To make UNISON an acknowledged stakeholder by government.
- To work with Private Companies and Bargaining Support to identify advice and support for branches.

Securing the Warwick Agreement

Aim: The implementation of each of the commitments made by the Labour Party in the Warwick Agreement.

2005 Achievements/Progress:

- Project in process of being set up.
- Links made with joint union and ministerial teams dealing with Warwick issues

Next steps:

- Prioritised list of agreements and responsibilities.
- Mechanism to hold prioritised list and links to policy text.
- Communications strategy

2006-7 Local and Devolved Administrations Elections

Aim: To maximise UNISON's intervention in the 2006 and 2007 election campaigns at national, regional and branch levels.

2005 Achievements/Progress:

- Project in process of being set up.

Next steps:

- List of key seats being agreed with Labour Party and UNISON regions.
- Agreement with TULO about UNISON responsibilities for coordinating.
- Key seat coordinator roles being identified
- Scotland/Wales developing policy and political priorities for 2007 elections
- GPF funded anti BNP advertising campaign

Race Portfolio

The Race Portfolio Programme consists of seven projects to delivery UNISON's commitments to deliver its Race Equality Scheme.

2005 Achievements/Progress

Opposing Racism and Promoting Race Equality

Aim: The aim of the Race Equality Scheme (RES) is to develop and implement an anti-racist strategy that makes race equality a central part of the way that UNISON works and to integrate it into all aspects of its activity.

Key projects include:

Tackling the BNP

Aim: To develop a coherent national strategy in the run up to national and local elections which engages branches and regions.

Prior to the June 2004 elections UNISON launched a major campaign against the far right, involving high profile publicity, advertising and joint work with local, regional and anti fascist groups. The BNP had particularly targeted the 2004 elections as the PR voting system in the European Elections gave them the greatest hope of success.

2005 Achievements/Progress

- In May 2005, UNISON continued this work in the general and local elections. Publicity was produced with specific targeted materials in certain seats.
- UNISON has successfully campaigned with other unions and the TUC for changes to the law on fascists in union membership and have resisted legal attempts by fascists challenging our membership rules.
- UNISON supported and participated in many events during the year and continues to work with a number of outside organizations and in many areas UNISON has been the main union involved in this work in the community. We are working with the TUC on developing work with trade unions in the regions.
- UNISON is affiliated to Searchlight and the UAF.
- Labour Link joint work with Labour Party to challenge BNP in national/local elections.

Next Steps

- This work will continue as part of UNISON's work on local and regional elections.

Tackling Racism in the Workplace (see Objective 2)

Community Cohesion and Race Equality

Aim: To ensure that UNISON makes a coherent and meaningful contribution to the work done by government and local authorities to develop community cohesion.

2005 Achievements

- UNISON Toolkit produced with Blackburn Darwen Councils and IDeA.
- Toolkit to be launched at Local Government Conference on 19 October 2005
- Presentation by North West Region of Work on Toolkit and anti-racism at the Trade Unions Against Racism conference in Paris organised by European Commission/TUC/Working Lives Research Institute.

Next Steps

- Meeting with MEPs to discuss anti-racist work and aims of the Toolkit
- Promoting the aims of the Toolkit to encourage community cohesion.

Policy and Campaigning Development

Aim: Promoting respect for asylum seekers; campaigning for humane immigration rules and policy; integrating race equality issues into UNISON's campaigns and strategic planning.

2005 Achievements/Progress

- Commissioned Labour Research Department analysis of Government's Labour Force Survey to map where migrant workers are in public services.
- UNISON/PSI Book on Migrant Health Workers produced.
- UNISON-sponsored and participated in a range of PSI and TUC conferences and events calling for better protection for migrant workers.

Next Steps

- Publication of UNISON Guide on migrant workers and employment rights.

Race Equality (Recruitment, Organisation and Participation)

Aim: To increase engagement and participation of black and minority ethnic members in all activities of UNISON at branch, regional and national level.

This project is about addressing issues of under-representation of black and minority ethnic members, particularly as UNISON activists.

2005 Achievements/Progress

- Regionally-based pilot project on increasing black members' recruitment, organisation and participation in the East Midlands has been established.
- The core group of branches (Leicester City, Nottingham City, Nottinghamshire Police and Queen's Medical Centre) have participated in discussions on the recruitment and management of the Project worker.
- Recruitment and Selection of a project worker has been finalised.

Next Steps

- Delivery of 5 per cent target set for year-on-year increase in the pilot areas for black and minority ethnic membership, activists, and members attending national delegate conference and national black members' conference.
- Functioning branch black self-organised groups in urban centers
- 30 per cent increase in RMS monitoring data per year.
- Evaluation of the pilot vis-à-vis targets and views of relevant stakeholder groups (branches, regional organising committee and regional black members' group).
- Production of best practice guide and organising model.

Service Delivery and Member Care

Aim: To increase use of Services to Members by Black and minority ethnic members.

2005 Achievements/Progress

- Range of services for project identified.
- Facilitator for focus groups selected.
- Questionnaire developed.

Next Steps

- Questionnaires to be sent out.
- Focus groups to be organised.

Objective 4: Building an efficient and effective union

Programme Manager: Margaret Wheeler

What we aim to achieve:

To develop a more efficient and effective union by enhancing our organisational performance and ensuring that our financial and staffing resources are focused on our key objectives and priorities and our core work on behalf of members.

2005 commentary

The union is only as effective as the infrastructure which supports it. To make sure that UNISON is able to deliver on its policies and pledges, we need to be efficient and effective. Our staff are our biggest resource. Making sure that our plans fit the union's priorities and that our staff have the skills and development opportunities to meet the challenges of the future are key to ensuring that the union can deliver for its members.

This year the emphasis has been on the pay and grading review and on making substantial progress towards Investors in People accreditation.

As a union, our income comes from our members' subscriptions. This puts a special duty on us to spend the money wisely, to manage it successfully and to be transparent in our procedures. And in terms of building a union that can face the future with confidence, our aim is to use new technologies and advanced systems to help drive change in the organisation. This means improving our information and communication systems so that we can share knowledge easily and learn from good practice.

Projects under this objective are mostly medium to longer-term and will take between one to three years to come to fruition. However, clear work programmes and outputs are set for each year of project development. Reports on progress and recommendations on key policy decisions are provided to the NEC's Development and Organisation, Staffing and Finance and Resource Management Committees.

Our priorities for 2005 were:

1. Improved development and management of staff through:

- implementation of the Pay and Grading Review
- working to achieve whole-organisation accreditation under Investors in People
- achievement of health and safety quality standard by 2006
- improved performance management.

2. Improved financial management by:

- establishing robust budgetary and income collection processes
- improving financial monitoring during budgetary cycle
- effective control of expenditure by budget holders.

3. Improved organisational systems by:

- enhancing and upgrading Information and Communications Technology systems across the union
- reducing administrative costs and other overheads.

Our key projects to achieve this include:

Human Resources/Staff Development

Pay and Grading Review

Aim: To develop a fair and equality-proof pay and grading system for UNISON staff which provides unified pay and conditions, ends the current separate UNISON and ex-partner union salary and protected conditions, and forms the framework for future staff development

2005 achievements / progress

- Joint working in partnership with staff trade unions to assimilate staff on to new grading structure
- Three successful independent equality audits of grading structure and proposed new salary scales which commended joint working and outcomes and emphasised the review was fully in line with good equalities principles and practice
- Final offer agreed with staff unions in July and staff balloted in August.

Next steps

- Ballot not accepted by staff.
- Management Side has emphasised that status quo is not an option in view of the union's legal obligations and commitments.
- Discussions with staff trade unions are continuing.

Investors in People

Aim: to achieve whole-organisation accreditation under the new Investors in People standard which comes into effect in 2006.

2005 achievements / progress

- First accreditation achieved by Greater London region, bringing total to six regions and Croyde Bay.
- Northern and West Midlands have been re-accredited under the existing standard. Second Head Office assessment in April which, although failing to achieve accreditation, nevertheless showed significant improvements since the 2003 assessment.
- Questionnaire-based assessment of eight regions also showed significant improvements in the non-accredited regions.

The senior management group reviewed progress in July and agreed that in view of other priority work commitments it would be best to work towards whole organisation accreditation under the new standard. The new standard places strong emphasis on performance and management standards and it was felt that this new approach would be fully in line with the agenda of the wider union.

Next steps

- Development of corporate-level IIP plan, including training and development plan.
- Assessment under the existing standard of Wales region and reassessment for South West and East Midlands by the end of 2005.
- There will be a progress assessment under the new standard for Head Office in 2006.
- Development of management standards and competencies – to be developed by the UNISON Senior Managers Forum
- Updated staff development review guidelines to promote best practice and advice to managers on quality checking and assessments of reviews.

Staff Health and Safety

Aim: to achieve the Royal Society for the Prevention of Accidents' QSA quality standard for staff health and safety by 2006.

2005 achievements / progress

- New health and safety policy statements, management and governance structures and standards agreed and implemented.

Next steps

- Development of monitoring and consultation processes and arrangements, development of risk assessment programme.
- Reassessment scheduled for autumn 2006.

Improving our systems

Development of RMS financial module

Aim: to develop subscription and income recording facilities so that member records and subscription payments can be aligned and the union's subscription income monitored and predicted more accurately over a 3-5 year period. Three year development project.

2005 achievements / progress

- Portfolio and Project Managers appointed and project plans, objectives and work programmes for the principal and subsidiary projects developed. Principal projects cover the development of organisation-wide accounting (e.g. subscription accounting, recording of receipts, debtors collection and recording, general ledger interface, calculations and payments for branch funding. Subsidiary projects cover back-up work on income and branch accounting, and the review of direct debit processes which began in autumn 2005.
- Establishment of RMS governance board to develop three year strategy for RMS member records and subscription recording and to agree priority work

Next steps

- Development of three year RMS strategy
- Completion of feasibility study project for subscriptions accounting

- Implementation project to begin by end of 2006.

Financial management technology and systems upgrade

Aim: To upgrade the union's current financial management technology and other systems to improve and streamline financial reporting and monitoring systems. This should improve budget information and monitoring to NEC and national and regional managers.

2005 achievements / progress

- Automated bank reconciliation procedures.
- Improved financial management information in plain English.
- BACS payments to suppliers and staff.
- Read-only access to finance system for budget-holders.

Next steps

- Upgrade of financial system, beginning with a review of current systems.

IT infrastructure and systems upgrade

Aim: to upgrade UNISON's IT infrastructure and telephony systems to improve efficiency and effectiveness of IT systems, to upgrade desktop PCs and facilitate mobile and remote working, particularly for organising staff.

2005 achievements / progress

- New PCs, laptops and hand-held PDAs/telephones for appropriate staff.
- Training for all regional and head office staff by end of 2005.

Next steps

- Further development of IT infrastructure to integrate voice, video and data to improve network, integrate systems and databases and enhance connectivity and communications.
- Begin regional telephony project in 2006 to move towards integration of regional voice and data systems.
- Updated and enhanced training package on new IT equipment following implementation analysis.

Head Office Project

Aim: to develop UNISON's new head office at the Elizabeth Garratt Anderson site in Euston road to meet the union's requirement for the next 25-30 years and provide a modern office for the use of staff, lay members and visitors.

2005 achievements / progress

- NEC agreed project plan and budget.
- EGA site purchased by UNISON.

- Drivas Jonas appointed as overall project managers.
- Work has begun on submitting planning proposals to London Borough of Camden.
- NEC lay steering group established to agree planning submission, design and development brief for new building, use of space including information and storage management, and to ensure effective maintenance of existing Mabledon Place site while the EGA building is being developed.

Next steps

- Pre-application planning consultation with Camden.
- Planning negotiations through 2006 and planning consent achieved in January 2007.
- Work to begin on design and space allocation.
- Work to begin on transition information management and storage systems in preparation for move to EGA site.

E-Communications and website development

Aim: To develop a strategy for the fully electronically-enabled union which will allow us to create a proportionate, integrated communications network linking the union from head office to regions and branches. Using redeveloped web services, e-mail bulletins, desktops, laptops and PDAs, the union will improve services and communications with members and allow closer and more efficient working for activists and staff.

2005 achievements / progress

- Staff allocation agreed for first phase.
- Draft communication strategy developed.
- Scoping exercise in progress for content management system to support new intranet and website development.
- Bulk emailing system drawing updated lists from RMS trialled and ready to roll out for all email bulletins.

Next steps

- UNISON content management system (UCM) chosen and implemented
- Redevelopment of intranet site first half 2006.
- Bulk email system implementation, including rationalisation of email publications.
- Drive to increase number of branch secretary, activist and member email details kept in RMS.
- UCM used to redevelop website, including password-protected areas.