

## CITY AND COUNTY OF SWANSEA

### NOTICE OF MEETING

You are invited to attend a Meeting of the

### ENGAGEMENT & INCLUSION CABINET ADVISORY COMMITTEE

**At:** Committee Room 3A, Guildhall, Swansea

**On:** Wednesday, 1 April 2015

**Time:** 4.00 pm

### AGENDA

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3 Minutes. To approve the Minutes of the meeting of the Engagement and Inclusion Cabinet Advisory Committee held on 4 March 2015.	3 - 5
4 Councillor Champion Update.	6
5 Briefing - Engagement with Students / Community. (Verbal)	
6 Presentation - Council Staff Appraisals / Staffing Issues.	
7 Staff Engagement Final Report.	7 - 10
8 Work Programme.	11 - 12
9 Next Meeting - 4 p.m. on Wednesday, 29 April 2015.	



**Patrick Arran**  
Head of Legal, Democratic Services & Procurement  
Wednesday, 25 March 2015

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Contact: Democratic Services: - 636016

## ENGAGEMENT AND INCLUSION CABINET ADVISORY COMMITTEE

### Labour Councillors: 9

J P Curtice	A J Jones
D W Cole	D J Lewis
F M Gordon	H M Morris ( <b>Vice-Chair</b> )
E T Kirchner ( <b>Chair</b> )	L V Walton
Y V Jardine	

### Liberal Democrat Councillors: 2

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### Independent Councillor: 1

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### Conservative Councillor: 1

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### Officers:

Euros Owen	Access to Services
Lee Wenham	Head of Marketing, Communications & Scrutiny
Archives	
Democratic Services	

### Email Only:

Phil Roberts	Director of Place
Dean Taylor	Director of Corporate Services
Chris Sivers	Director of People

### Total Copies Needed:

17
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## Disclosures of Interest

To receive Disclosures of Interest from Councillors and Officers

### Councillors

**Councillors Interests are made** in accordance with the provisions of the Code of Conduct adopted by the City and County of Swansea. You must disclose orally to the meeting the existence and nature of that interest.

**NOTE:** You are requested to identify the Agenda Item / Minute No. / Planning Application No. and Subject Matter to which that interest relates and to enter all declared interests on the sheet provided for that purpose at the meeting.

1. If you have a **Personal Interest** as set out in **Paragraph 10** of the Code, you **MAY STAY, SPEAK AND VOTE** unless it is also a Prejudicial Interest.
2. If you have a Personal Interest which is also a **Prejudicial Interest** as set out in **Paragraph 12** of the Code, then subject to point 3 below, you **MUST WITHDRAW** from the meeting (unless you have obtained a dispensation from the Authority's Standards Committee)
3. Where you have a Prejudicial Interest you may attend the meeting but only for the purpose of making representations, answering questions or giving evidence relating to the business, **provided** that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise. In such a case, you **must withdraw from the meeting immediately after the period for making representations, answering questions, or giving evidence relating to the business has ended**, and in any event before further consideration of the business begins, whether or not the public are allowed to remain in attendance for such consideration (**Paragraph 14** of the Code).
4. Where you have agreement from the Monitoring Officer that the information relating to your Personal Interest is **sensitive information**, as set out in **Paragraph 16** of the Code of Conduct, your obligation to disclose such information is replaced with an obligation to disclose the existence of a personal interest and to confirm that the Monitoring Officer has agreed that the nature of such personal interest is sensitive information.
5. If you are relying on a **grant of a dispensation** by the Standards Committee, you must, before the matter is under consideration:
  - i) Disclose orally both the interest concerned and the existence of the dispensation; and
  - ii) Before or immediately after the close of the meeting give written notification to the Authority containing:

- a) Details of the prejudicial interest;
- b) Details of the business to which the prejudicial interest relates;
- c) Details of, and the date on which, the dispensation was granted; and
- d) Your signature

## **Officers**

### **Financial Interests**

1. If an Officer has a financial interest in any matter which arises for decision at any meeting to which the Officer is reporting or at which the Officer is in attendance involving any member of the Council and /or any third party the Officer shall declare an interest in that matter and take no part in the consideration or determination of the matter and shall withdraw from the meeting while that matter is considered. Any such declaration made in a meeting of a constitutional body shall be recorded in the minutes of that meeting. No Officer shall make a report to a meeting for a decision to be made on any matter in which s/he has a financial interest.
2. A “financial interest” is defined as any interest affecting the financial position of the Officer, either to his/her benefit or to his/her detriment. It also includes an interest on the same basis for any member of the Officers family or a close friend and any company firm or business from which an Officer or a member of his/her family receives any remuneration. There is no financial interest for an Officer where a decision on a report affects all of the Officers of the Council or all of the officers in a Department or Service.

## CITY AND COUNTY OF SWANSEA

### MINUTES OF THE ENGAGEMENT & INCLUSION CABINET ADVISORY COMMITTEE

HELD AT COMMITTEE ROOM 3, CIVIC CENTRE, SWANSEA ON  
WEDNESDAY, 4 MARCH 2015 AT 4.00 PM

**PRESENT:** E T Kirchner (Chair) Presided

<b>Councillor(s)</b>	<b>Councillor(s)</b>	<b>Councillor(s)</b>
D W Cole	F M Gordon	H M Morris

**Officers:**

C Richards - Social Care Planning Officer - Carers  
J Parkhouse - Democratic Services Officer

34 **APOLOGIES FOR ABSENCE.**

Apologies for absence were received from Councillors Y V Jardine, D J Lewis, H M Morris and L V Walton.

35 **DISCLOSURES OF PERSONAL AND PREJUDICIAL INTEREST.**

In accordance with the Code of Conduct adopted by the City and County of Swansea, no interests were declared.

36 **MINUTES.**

**RESOLVED** that the Minutes of the meeting of the Engagement and Inclusion Cabinet Advisory Committee held on 4 February 2015 be approved as a correct record.

**Matters Arising**

It was commented that the presentation received at the previous meeting regarding domestic abuse had not been circulated and requested that this be done as soon as possible.

37 **COUNCILLOR CHAMPIONS UPDATE.**

The Chair, as Councillor Champion for Diversity updated the Committee on her role, the activities she had undertaken and the outlook going forward. She made reference to a recent meeting with the Welsh Government Minister, Leighton Andrews AM regarding diversity. The Minister has requested that Diversity Champions contact communities, particularly ethnic minorities, disabled and women with regards to contributing to politics.

Members debated the issues raised by the Councillor Champion.

An update will be provided at the next meeting following a further meeting with the Welsh Minister at the end of March 2015.

**RESOLVED** that the contents of the report be noted.

38 **PRESENTATION - COMMUNICATION WITH CARERS.**

The Social Care Planning Officer - Carers provided a detailed and informative presentation regarding communication with carers. It was outlined that the City and County of Swansea were committed to supporting unpaid carers in our area. In recognition of the number of unpaid carers in Swansea (over 30,000) and significant levels of support they provide to relatives, friends, and neighbours, the Authority currently commission a range of support services for a variety of service providers. This was in addition to ongoing Social Services interventions where staff such as Social Workers and Community Connectors regularly identify and support carers on a daily basis.

Details provided included:

- Carers Rights Day
- Carers Week
- Swansea Carers Action Group
- Carers Planning Group
- Carers Measure - Action Plan
- E-Learning resource for staff

It was added that it was considered that the induction training for City and County of Swansea staff included a specific session on carers and the induction packs also included information on carers. Further information was provided regarding commissioned services, this included:

- General support - Swansea Carers Centre.
- Day Services - Ty Conway Caring Break Service, Hafal, and Cwmbwrla Day Centre.
- Respite at Home Services - the Alzheimer's Society Support at Home Service, Ty Conway Support at Home Service, SNPT Crossroads Support at Home Service, Emergency Respite at Home and SNPT Crossroads 72 hour/3 months Emergency Respite.
- Swansea Care and Repair.
- Carers Grant Fund.
- Voluntary/Community Carers Support Group.

The Committee asked a number of questions of the officer who responded accordingly. Discussions centred around the following:

- Classification of individuals needing care;
- Respite care services available;
- Clubs/groups/societies that provide services for carers;
- Carers assessments undertaken;
- Provision for respite services;
- Services provided for young carers;
- The difficulty in reaching communicating with all carers.

**AGREED** that the contents of the presentation be noted.

39 **WORK PROGRAMME.**

The Chair presented an updated Engagement and Inclusion Cabinet Advisory Committee Work Programme for 2014/15. She stated that the report regarding engagement with Council staff would be reported to the next meeting. Furthermore the Cabinet Member for Wellbeing and Healthy City had requested the Committee examines smoking and obesity and the impact of cumulative impact areas within the city centre. The Cabinet Member for Transformation and Performance had also requested the Committee investigates the appraisals system within the Authority.

The Chair added that it was considered that the Committee title should be amended to Equalities, Inclusion and Prevention Cabinet Advisory Committee and that this would be submitted to the Annual Meeting of Council and altered to commence in the new Municipal Year.

**AGREED** that:

- (1) the contents of the report be noted;
- (2) the additional items be included in the Work Plan;
- (3) the title of the Committee be amended to Equalities Inclusion and Prevention Cabinet Advisory Committee at the Annual Meeting of Council to commence at the start of the new Municipal Year.

40 **DATES OF FUTURE MEETINGS (ALL AT 4 P.M.): -**

**NOTED** the dates of future meetings for the remainder of the 2014/15 Municipal Year.

The meeting ended at 5.12 pm

**CHAIR**

# Agenda Item 4

## Report of the Chair

Engagement and Inclusion Cabinet Advisory Committee – 1 April 2015

### LIST OF COUNCILLOR CHAMPIONS

<b>Councillor Champion For</b>	<b>Post Held By Councillor</b>	<b>Date Reported to CAC</b>
Armed Forces	June Burtonshaw	1 April 2015
Biodiversity	Mark Child	
Carers	Paulette Smith	
Children and Young People	Christine Richards	
Councillor Support and Development	Clive Lloyd	
Disabled People	Paul Lloyd	
Diversity	Erika Kirchner	4 March 2015
Domestic Abuse	Erika Kirchner	
Gender, Gender Reassignment and Sexual Orientation	John Bayliss	4 February 2015
Health and Wellbeing	Jane Harris	
Healthy Cities	Mark Child	
Language (Welsh)	Paul Meara	
Older People	Jan Curtice	7 January 2015
Race, Religion, Belief and Heritage	Yvonne Jardine	
United Nations Convention on the Rights of the Child (UNCRC)	Mitch Theaker	



## Report of the Chair

### Engagement and Inclusion Cabinet Advisory Committee – 1 April 2015

#### STAFF ENGAGEMENT AND INTERNAL COMMUNICATIONS

<b>Purpose:</b>	To improve staff engagement and internal communications with and for all staff of the City & County of Swansea.
<b>Reason for Report:</b>	The Cabinet Member for Transformation and Performance requested a report on the current situation and for recommendations on possible improvements.
<b>Recommendation(s):</b>	It is recommended that:  <ol style="list-style-type: none"><li>1) The findings of the Cabinet Advisory Committee be noted;</li><li>2) A clear action plan is developed for improving staff engagement/internal communication based on the best practice seen;</li><li>3) Consideration be given to resourcing a member of staff to lead on staff engagement e.g. Staff Engagement Manager;</li><li>4) Options for staff champions for engagement within all parts of the Council are explored;</li><li>5) Short term (3-months) actions to show immediate improvements that are visible to staff are implemented;</li><li>6) Performance management and recruitment reflect the importance of people management/staff engagement in the role of ALL managers;</li><li>7) A 40% return is targeted in the next staff survey with staff being able to complete it anonymously;</li><li>8) Staff recognition is reviewed and suggestions made on how this can be improved in the future e.g. staff awards etc.</li></ol>
<b>Report Author(s):</b>	Cllr Erica Kirchner and Rhodri Jones, Stakeholder and Communications Manager (Education)

## **1.0 Introduction**

- 1.1 In order to improve staff engagement within the City & County of Swansea the Cabinet Advisory Committee (CAC) was actioned with looking at examples of good practice in various organisations to see how the City & County of Swansea can learn from others and make improvements to how it engages its staff.
- 1.2 Members of the committee visited the DVLA in Swansea and looked at example of good practice at Admiral, the National Health Board and Engage for Success. Following the visit Rhodri Jones attended a meeting of the committee to provide feedback.
- 1.3 On arrival at the DVLA we were given a brief tour of the facilities. This included large community areas for staff to congregate and hold events, a staff gym and fitness studio, an open and welcoming (yet outsourced) occupational health service, a resource centre (including library and PCs) and a staff Starbucks café. The brief tour was followed by a presentation by the Head of Internal Communication.

## **2.0 DVLA Visit – Internal Communications**

- 2.1 The DVLA employs 4800 staff based in their Swansea and Swansea Vale offices. Over the past few years they have looked at their internal communications and looked to make improvements for the benefit of their staff.
- 2.2 These changes have included using the Government Digital Service (GDS) to break down some communication barriers. The GDS is leading the digital transformation of government, making public services digital by default, and simpler, clearer and faster to use.
- 2.3 The internal staff magazine has been replaced with web chat, blogs and corporate videos with senior managers taking part and recording pieces to camera. Staff have been trained to use the various avenues and comments were made that this has led to improvements in the output produced.
- 2.4 The staff intranet has been re-designed recently with the newly launched site being well received by staff. An offer was made for City & County of Swansea staff to visit in the future for a more in-depth look at the process used and how the improved site was developed.
- 2.5 The DVLA have encouraged anonymous staff feedback to ensure that all staff feel comfortable in sharing their views without any individual being attributed to the views. This has led to an improved response rate.

- 2.6 The DVLA use Yammer extensively for staff communication on various aspects of its work. It has allowed its use to grow organically and hasn't put any pressure on officers to use it. They now have 1500 users.
- 2.7 A final key comment on internal communication from the DVLA highlighted the importance of the tone of the language that you use with staff. To quote, "You need to keep it real, not over shine your wording and keep it honest."

### **3.0 DVLA Visit – Staff Engagement**

- 3.1 We received a presentation from the Support Engagement and Survey Manager looking at how the DVLA delivers staff engagement.
- 3.2 The current return rate for the DVLA staff survey is 68%. This is compared to 20% in the recent City & County of Swansea survey. The engagement score from this survey has gone from 51% to 60% in the last 5 years. It is important to note that the DVLA's staff survey is completed anonymously by staff.
- 3.3 Following the completion of the staff survey, focus groups are held with groups of staff to look in more detail at the results and look at how things are improved for staff.
- 3.4 The DVLA has 9 engagement managers who are based in different parts of the organisation. These individual members of staff focus purely on staff engagement in their own areas and run focus groups for staff to discuss staff survey issues, have an understanding of different staff groups in their area, are responsible for issues/ideas logs, keep a live timeline of actions since the last survey and co-ordinate all staff communication within their own area.
- 3.5 In addition to the engagement managers there are further staff engagement volunteers within teams. These members of staff have clear objectives and play a vital role as organisational ambassadors. Their roles receive recognition via the appraisal process and there are numerous examples of them changing the views of apathetic staff.
- 3.6 The importance of staff knowing their organisational journey came out strongly from the DVLA, as it did from the City & County of Swansea staff survey. It is also important to record the milestones along the way to ensure that staff are aware and signed up to the plan of action.
- 3.7 It is the role of line managers, with the support of the executive, to create conditions for engagement with lower level staff. It is the people in the directorates that know how best to give messages and when. The DVLA have provided training to managers on staff engagement with strong support coming from senior managers to make this a priority.

- 3.8 It was recommended from the DVLA experience that the City & County of Swansea take each individual point from the staff survey and tackle them. Regular feedback then needs to be provided to staff on what is being done and when.
- 3.9 Staff recognition is also given a lot of attention by the DVLA. This can be anything from a simple thank you to an awards ceremony at a specific point in time. At the DVLA the quarterly staff awards are funded by the staff themselves via a ticketed event.
- 3.10 We were encouraged to look at what is available on the Engage for Success website, as this is a good starting point for everything to do with staff engagement.

#### **4.0 Recommendations**

- 4.1 Following our visit and some further research we would make the following recommendations:
- The findings of the Cabinet Advisory Committee be noted;
  - A clear action plan is developed for improving staff engagement / internal communication based on the best practice seen;
  - Consideration be given to resourcing a member of staff to lead on staff engagement e.g. Staff Engagement Manager;
  - Options for staff champions for engagement within all parts of the Council are explored;
  - Short term (3-months) actions to show immediate improvements that are visible to staff are implemented;
  - Performance management and recruitment reflect the importance of people management/staff engagement in the role of ALL managers;
  - A 40% return is targeted in the next staff survey with staff being able to complete it anonymously;
  - Staff recognition is reviewed and suggestions made on how this can be improved in the future e.g. staff awards etc.

## Report of the Chair

### Engagement and Inclusion Cabinet Advisory Committee – 1 April 2015

#### ENGAGEMENT AND INCLUSION CABINET ADVISORY COMMITTEE – WORK PROGRAMME 2014/15

Date	Subject Area	Lead
10 December 2014	<ul style="list-style-type: none"> <li>Staff engagement</li> </ul>	Lee Wenham
7 January 2015	<ul style="list-style-type: none"> <li>Presentation - Sustainable Swansea</li> <li>Councillor Champion Update</li> </ul>	Rhian Millar
4 February 2015	<ul style="list-style-type: none"> <li>Councillor Champion Update</li> <li>Staff Engagement – Feedback from site visit to DVLA</li> <li>Presentation - Domestic Abuse</li> <li>Strategic Equality Plan and Equality Objectives Annual Review 2013/14</li> </ul>	Councillor John Bayliss  Rhodri Jones  Ali Morris Euros Owen
4 March 2015	<ul style="list-style-type: none"> <li>Councillor Champion Update</li> <li>Presentation – Communication with Carers</li> </ul>	Councillor Erika Kirchner Cathy Richards
6 March 2015	<ul style="list-style-type: none"> <li>Swansea Bay Asylum Seekers Support Group (SBASSG) - <b>Brunswick Church Hall</b>, Saint Helen's Road (next door to Exotica). Anytime between 5.30pm – 7pm</li> </ul>	Helen Clancy
7 March 2015	<ul style="list-style-type: none"> <li>Swansea Bay Asylum Seekers Support Group (SBASSG) - at <b>St Phillips Community Centre</b> (opposite Tesco). Anytime between <b>2.30pm – 4.30pm</b></li> </ul>	Helen Clancy
13 March 2015	<ul style="list-style-type: none"> <li>Swansea Bay Asylum Seekers Support Group (SBASSG) - <b>Brunswick Church Hall</b>, Saint Helen's Road (next door to Exotica). Anytime between <b>5.30pm – 7pm</b></li> </ul>	Helen Clancy
14 March 2015	<ul style="list-style-type: none"> <li>Swansea Bay Asylum Seekers Support Group (SBASSG) - at <b>St Phillips Community Centre</b> (opposite Tesco). Anytime between <b>2.30pm – 4.30pm</b></li> </ul>	Helen Clancy

1 April 2015	<ul style="list-style-type: none"> <li>• Councillor Champion Update</li> <li>• Briefing - Engagement with Students / Community.</li> <li>• Council Staff Appraisals / Staffing Issues</li> <li>• Staff Engagement Final Report</li> </ul>	<p>Councillor June Burtonshaw</p> <p>Robin Benson</p> <p>Rhodri Jones</p> <p>Steve Rees / Deb Yeates</p>
29 April 2015	<ul style="list-style-type: none"> <li>• Councillor Champion Update</li> <li>• Smoking – review of current prevention and reduction policies and targets, and the means of achieving them</li> </ul>	<p>Chris Steele</p>

**Outstanding Former Equalities Committee Issues**

1. Design and produce a BME / migration fact sheet.