

CITY AND COUNTY OF SWANSEA

NOTICE OF MEETING

You are invited to attend a Meeting of the

CORPORATE SERVICES CABINET ADVISORY COMMITTEE

At: Committee Room 5, Guildhall, Swansea

On: Wednesday, 13 January 2016

Time: 4.00 pm

Chair: Councillor Erika Kirchner

Membership:

Councillors: J E Burtonshaw, J A Hale, T J Hennegan, Y V Jardine, A J Jones, D J Lewis, C E Lloyd, R C Stewart, M Thomas and L V Walton

AGENDA

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- | | | |
|----------|---|----------------|
| 1 | Apologies for Absence. | |
| 2 | Disclosures of Personal and Prejudicial Interests.
www.swansea.gov.uk/DisclosuresofInterests | |
| 3 | Minutes.
To approve & sign the Minutes of the previous meeting(s) as a correct record. | 1 - 6 |
| 4 | Invest to Save Loans. (Verbal) | |
| 5 | Analysis of Female Workforce. | 7 - 12 |
| 6 | Agency Workers. | 13 - 15 |
| 7 | Work Programme 2015-2016. | 16 |

Next Meeting: Wednesday, 10 February 2016 at 4.00 pm



Patrick Arran
Head of Legal and Democratic Services
Wednesday, 6 January 2016

Contact: Democratic Services: - 636923

CITY AND COUNTY OF SWANSEA

MINUTES OF THE CORPORATE SERVICES CABINET ADVISORY COMMITTEE

HELD AT COMMITTEE ROOM 5, GUILDHALL, SWANSEA ON
WEDNESDAY, 9 DECEMBER 2015 AT 4.00 PM

PRESENT: Councillor E T Kirchner (Chair) Presided

Councillor(s)
J E Burtonshaw
M Thomas

Councillor(s)
J A Hale
L V Walton

Councillor(s)
T J Hennegan

Officer(s)

L Wenham - Head of Communications & Customer Engagement
C Steele - Health Promotion Co-ordinator
S Hopkins - Policy Development Officer (Equality)
J Gosney – Children’s Rights Compliance Officer
P Couch - Equality Policy Officer (Welsh Officer)
J Parkhouse – Democratic Services Officer

Apologies for Absence

Councillor(s): Y V Jardine and D J Lewis

19 **DISCLOSURES OF PERSONAL AND PREJUDICIAL INTERESTS.**

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

20 **MINUTES.**

RESOLVED that the minutes of the meeting held on 11 November 2015 be agreed as a correct record.

21 **COUNCILLOR CHAMPION UPDATE.**

In the absence of Councillor Y V Jardine, the item was deferred.

22 **INVEST TO SAVE GRANTS.**

In the absence of the Head of Finance and Delivery, the item was deferred.

AGREED that the Head of Finance and Delivery or his representative attend the next meeting.

23 **STAFF SURVEY RESULT 2015.**

The Head of Communications & Customer Engagement presented the staff survey results 2015. It was explained that the second annual staff survey was completed during September 2015. The report provided a council-wide overview of results and analysis.

He highlighted the following Key issues and actions from 2014 survey: -

- Managing change was the weakest element identified by staff.
- A number of staff not feeling valued for their work.
- Staff rate their team more favourably than the wider organisation.
- A clear vision for the council was needed.
- There was a significant number of staff who had been harassed, bullied or abused.

As a result, the following actions were completed:

- Publicised the survey results to staff.
- Developed and promoted the 'Swansea Story' to provide a clear vision for staff.
- Adopted a zero tolerance approach to harassment, bullying and abuse.
- A commitment to 'continue the conversation' with staff by improving day-to-day engagement led by managers.
- Provided more opportunities for staff to participate and become involved,
- Developed service-based action plans to tackle 'local' issues raised in the survey.

It was added that the majority of statements had shown an increase in positive ratings compared to 2014. These improvements include the key issues identified last year:

- Bullying and harassment from service users, their relatives or the public had shown significant improvement, reducing from 37% in 2014 to 21% in 2015;
- Harassment, bullying or abuse from managers, team leaders or colleagues had also reduced by half from 24% in 2014 to 11% in 2015;
- The gap between those who would recommend their team as a place to work, compared to the Council had closed.
- More staff felt supported / trusted etc;
- More staff (+15%) said the Council had a clear vision.

Several key issues had emerged in this year's survey as follows:

- Fewer staff had completed this year's survey;
- Bullying was still an issue in some areas;
- Those reporting bullying had increased two-fold from 17% to 39%. However, staff without access to ICT needed to be made aware of where they could find the harassment and bullying policy;
- In eight service areas, 50% or less of staff had not had an appraisal in the past 12 months;

- Very few staff (28%) knew who the lead Councillor for Safeguarding was, and less than half (47%) knew who their department's designated lead was.

The following priorities and actions from the 2015 survey were highlighted: -

- Whilst the level of bullying and harassment had moved in a positive direction, the zero tolerance approach needed to continue. Alongside this the Council will continue to promote its policy and, in particular, undertake increased promotion in areas where staff did not have ICT access;
- All staff should have an annual appraisal. An audit of appraisals was currently under way by the Head of Human Resources to review compliance and the quality of appraisals taking place.
- There had been promotion of safeguarding issues, but this needed to be reinforced across the Council and at a service level.
- Further analysis of the results had been undertaken to provide each Head of Service with their individual results, including where employees made additional comments. Heads of Service would develop their own action plan based on these findings. Service action plans should be agreed by the relevant Director as soon as possible.

It was added that the results were reported to Executive Board in November 2015 and it was agreed as follows: -

- The staff survey would continue annually;
- The Authority will promote the actions taken since the 2014 survey;
- Each Head of Service would develop an action plan based on the findings in their own area along with the main council-wide issues to promote safeguarding, address bullying and harassment and ensure staff appraisals were carried out.

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

- Increase in reported incidents of bullying;
- Drop in level of staff participation;
- Improvement in staff engagement;
- Feedback provided by staff;
- Improvements in communications / to methods of receiving completed ballot papers;
- Appraisals system within the Authority.

AGREED that: -

- 1) The contents of the report be noted;
- 2) The Head of Communications & Customer Engagement provides an update report in the future.

24 **PRESENTATION - SURVEY FOR SMOKE FREE SPACES.**

The Health Promotion Co-ordinator provided a presentation regarding the survey for smoke free spaces. The presentation provided information on the proposal to extend smoke-free spaces and to introduce a trial for a smoke-free beach in Swansea.

The health advantages and practicalities of extending smoke-free spaces in Swansea on a voluntary basis, to include school gates, playing fields, beaches and specific areas in the City Centre were discussed.

It was added that tobacco smoking continued to be the largest single preventable cause of ill health and premature death in Wales, causing over 5,000 deaths each year. Smoking was also the leading cause of health inequalities, accounting for approximately half of the difference in life expectancy between the lowest and highest income groups.

The Committee were provided with evidence of schemes in other areas. In addition, the results of the month long public survey were provided and the Committee were informed that 546 questionnaires were completed, 40.3% of respondents had never smoked, 22.7% were ex-smokers, 22.3% used electronic cigarettes and 14.7% were current smokers. Proposals to trial a designated smoke free beach, smoke free school gates and smoke free areas in the City Centre were also outlined.

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

- Having a separate e-cigarette policy;
- Smoking Cessation support provided by the Health Promotions Team;
- How a trial of a designated smoke free beach would affect beach side café's;
- Financial support available to support the proposals;
- The need to de-normalise smoking for children;
- Ensuring that proposals are not too draconian and try to find a balance that suits all;
- Using Caswell beach as the trial smoke-free beach.

AGREED that: -

- 1) Schools are encouraged to designate school gates as smoking free and avenues to fund signage be explored;
- 2) The trial of a smoke free beach in Swansea by working with the Beaches Management Group to determine the most appropriate area be supported;
- 3) Discussions be progressed with the preferred company that will develop the City Centre, to include appropriate signage to support smoke free areas as part of the new development;
- 4) Non-smoking in play areas be re-enforced;

- 5) A communication plan be developed with colleagues in the communications Team to promote no smoking compliance in school grounds, leisure facilities and playing fields.

25 **PRESENTATION - EQUALITY AND WELSH LANGUAGE UPDATE.**

The Policy Development Officer (Equality), supported by the Participation Manager provided the Committee with an equalities update presentation. Details provided included the following: -

- Strategic Equality Plan – the legalities;
- Equality is.....;
- What is the UNCRC;
- What is the City and County of Swansea commitment to the UNCRC;
- How does UNCRC link to equality?;
- The equality objectives;
- Looking ahead.

The Committee asked questions of the officers who responded accordingly. Discussions centred around the following: -

- The UNCRC presentation provided to Councillors;
- Methods of consultation used by the Authority;
- Consulting with children and young people.

The Equality Policy Officer (Welsh Officer) provided an update regarding the Welsh Language Standards. It was outlined that the Welsh Language Standards will replace the Welsh Language Scheme in April 2016 and explained how this change would impact upon the Authority. He added that the Authority would have to comply with the new legislation in order to avoid potential financial penalties.

The Committee discussed the implications of the Welsh Language Standards, particularly the potential financial costs.

AGREED that: -

- 1) The contents of the presentation be noted;
- 2) The Participation Manager investigates the consultation process with young people.

26 **WORK PROGRAMME 2015-2016.**

The Chair presented an update Work Programme 2015-2016.

AGREED that: -

- 1) The contents of the report be noted;
- 2) Invest to Save Grants be added to the meeting on 13 January 2016.

The meeting ended at 5.45 pm

CHAIR

Briefing Note of the Head of HR&OD

Corporate Services Cabinet Advisory Committee - 13 January 2016

ANALYSIS OF FEMALE WORKFORCE

1. Purpose of Briefing Note

- 1.1 The purpose of this Briefing Note is to provide the Committee with an analysis of the gender breakdown of the Council workforce (attached at Appendix 1).
- 1.2 The Committee may want to consider discussing this issue with 'Women Adding Value to the Economy' (WAVE) with a view to possibly engaging their services.

2. 'Women Adding Value to the Economy' (WAVE)

- 2.1 Women Adding Value to the Economy (WAVE) has been created to address workplace and labour market practices, specifically gender earning disparities in employment and self-employment.
- 2.2 The aim of the WAVE programme is to contribute to tackling the causes of gender pay gaps in Wales. Their aim is to achieve this through both interrelated and targeted activities, working with employers, employees and self-employed women. WAVE is funded by the Convergence European Social Fund through the Welsh Government.
- 2.3 The three main strands of the WAVE programme are:
 - Cardiff University will develop tools and techniques based on research with employers to challenge gender based inequalities in organisations. With particular attention to pay inequalities, the aim being to replace them with a more equitable system
 - The Women's Workshop Project BAWSO Ltd aims to empower and upskill women to progress in and move into non-traditional sectors and technical career paths, to access higher valued and better paid areas of work.
 - The University of South Wales aims to empower and to up-skill women who are either already in, or aiming towards self-employment. Encouraging and enabling them to achieve higher levels of remuneration.
- 2.1 WAVE has recently undertaken a case study in Rhondda Cynon Taff Council.

4. Issues for the Committee

4.1 The Committee may wish to discuss this issue further with WAVE.

Contact Officer: Steve Rees, Head of HR&OD

Date: 4th January 2015

APPENDIX 1

Non Schools Workforce Data [September 2015 – note some changes may have occurred due to Appeals]

Post count by Grade [including centrally based teaching staff]

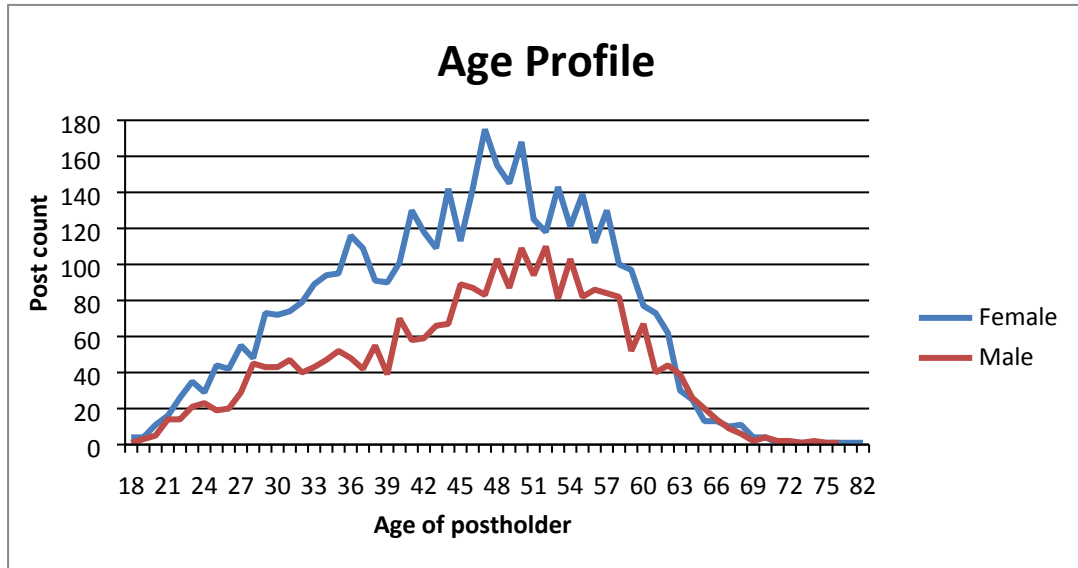
Grade Name	Example post in grade	Female	Male	Grand Total
Advisor Inspectors 002-011		2		2
Advisor Inspectors 007-013		1		1
Advisor Inspectors 012-018			1	1
Advisor Inspectors 024-030		1		1
Advisor Inspectors 2 -8		1		1
Apprentice Plumber 127			2	2
Apprentice 153			2	2
Ed Psychologist 001-009		6	1	7
Ed Psychologist 001-015		1		1
Ed Psychologist 002-010		2		2
Grade_01_LW LW	Outdoor Leisure Assistant	3	9	12
Grade_02	Cleaner, Litter Picker, Kitchen Asst.	845	175	1020
Grade_03	Cleaning Sup, Asst. Cook, Admin Clerk	337	212	549
Grade_04	Admin Asst., Bus Station Ranger, Cook,	272	247	519
Grade_05	Arborist, Admin Officer, Driver, Caretaker Level 2	792	412	1204
Grade_06	C&F Support Officer, City Ranger, Enforcement Officer	744	392	1136
Grade_07	Electrician, Welder, Neighbourhood officer, Basic Skills tutor	393	572	965
Grade_08	Accountant, Asst Engineer, Vehicle fitter, Cabinet Support Officer	316	229	545
Grade_09	Day service manager, Electrical engineer, Snr Planning Officer, Snr Accountant	258	166	424
Grade_10	Area Housing Manager, Principal Planning Officer,	76	85	161
Grade_10A 41-43 *	Social Workers ONLY	50	15	65
Grade_10B 44-45 *	Social Services ONLY (Dep T/Leads)	21	5	26
Grade_11	City Centre Team Leader, SS Team Leaders, Group Accountant, Marina Manager	47	52	99
Grade_12	Chief Accountant, Directorate Lawyer, Construction Manager	28	35	63
Head Deputy and Assistant Teachers 001-043 H00		1		1
HOS 001-005 			1	1
HOS 003-009 		2	3	5
HOS 007-013 		5	5	10
Minimum Wage 016-022			1	1
NJC Point 44		1		1
SNR Ed Psychologist 001-007		1	2	3
SNR Ed Psychologist 008-014			1	1
Threshold Teacher 001-003 P00		1		1
Grand Total		4207	2625	6832

Comments: 61.5% of non-school workforce are women, 38.5% are men.

There are greater numbers of males (54%) in senior roles than women (46%) at all grades from Grade 10 and above, including HOS. We have slightly more males than females at HOS level.

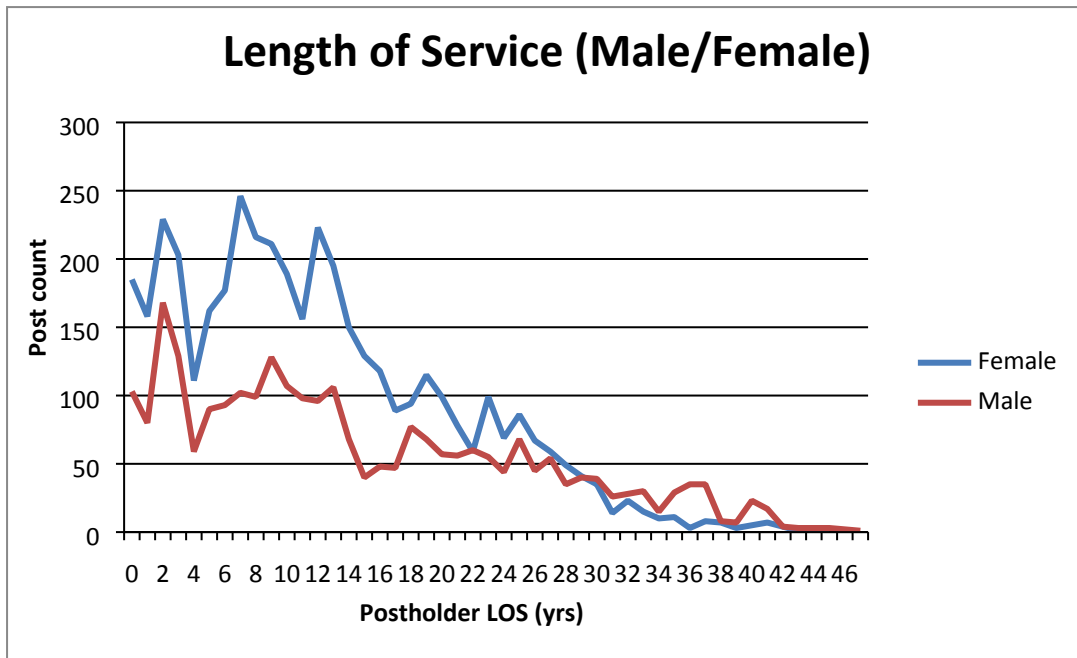
There are more men than women in Grade 7 which is roughly the middle of the salary scale, (but this is where the majority of the trades posts are located, and these are mainly male postholders)
 The greatest number of employees are in Grade 5, but we have the most difference in grade at Grade 2 (most of these posts will be cleaning and catering roles, which are predominantly posts filled by female staff).

Age Profile



Comment: The age profile of both genders are almost mirror images, showing that we have an even split across the age groups, however there are very low numbers in the under 30 age group for both. The over 60 group indicates that there are relatively low numbers here also, most likely due to the consistent application of the ER/VR policy every year since 2008. The biggest group are aged between 46 and 54.

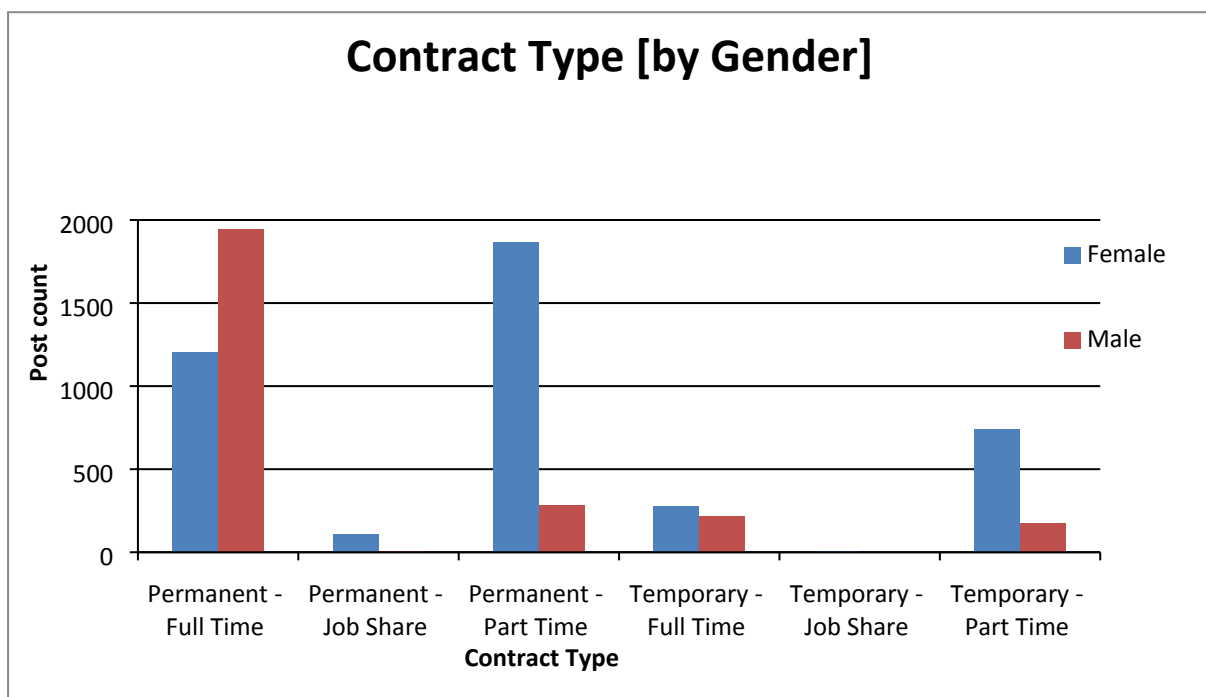
Length of Service Profile



Comment: There are relatively few staff of both sexes with more than 40 years' service, but generally speaking, most of the long service workforce is male. There are high numbers of staff with less and 10 years' service, with very high numbers for less than 2 years' service.

Contract Type [by Gender]

Count of Employee Number	Gender		
	Female	Male	Grand Total
Employment Category			
Permanent - Full Time	1204	1942	3146
Permanent - Job Share	111	7	118
Permanent - Part Time	1868	283	2151
Temporary - Full Time	279	219	498
Temporary - Job Share	7		7
Temporary - Part Time	738	174	912
Grand Total	4207	2625	6832



Comment:

We have more full time men than women, and a 6:1 ratio of permanent to temporary staff, however there are more full time men overall.

73% of the total female workforce are permanent
62% of the total female workforce are part time

85% of the total male workforce are permanent
12% of the total male workforce are part time

Briefing Note of the Head of HR&OD

Corporate Services Cabinet Advisory Committee - 13 January 2016

AGENCY WORKERS

1. Purpose of Briefing Note

The purpose of this Briefing Note is to provide the Committee with some background information in respect of the use of Agency Workers within the Authority and for them to investigate the merits of developing an 'in house' agency service.

2. Current use

2.1 The Authority currently has 232 Agency Workers being used in various Departments. See Appendix A for a breakdown as at 30th November 2015. The two main Contractors are RSD and Select who were the successful tenderers for the corporate contract.

2.2 It can be seen that the majority of Agency Workers are used in the Waste Management Service area. Some of these are long standing Agency Workers and approximately 20 of these have been taken on a permanent basis during 2015. The Waste Management Commissioning Review will be looking at the remainder of these Agency Workers.

2.3 Since October 2011 Agency Workers have been entitled to equal treatment on basic working and employment conditions as if they had been recruited directly by the Council once they have been in the same job for 12 calendar weeks. 'Equal treatment' means Agency Workers are entitled to:

- Access to the same basic pay based on the annual salary the Agency Worker would get if recruited directly by us. The pay will include holiday pay, overtime allowances and bonus payments (whilst the Council still pays them). Pay does not include occupational sick pay, but they are entitled to statutory sick pay
- Access to the same holiday entitlement, working time, overtime, breaks and rest periods as permanent workers
- Equal access to collective facilities – this is a day 1 entitlement
- Access to information about internal vacancies to give them the same opportunity as other workers to find permanent employment– this is a day 1 entitlement
- Equal access to on-site facilities such as canteen facilities and transport services– this is a day 1 entitlement

2.4 The Council has an Agency Workers Policy which was implemented on 1st April 2014.

3. Social Services Resource Support Team (RST)

3.1 In addition to Agency Workers, Social Services have their own Team of workers, i.e. the RST Team. The team was established in 2007. These are a team of approx. 38 staff which are employed by the Authority, on a casual basis to cover for holidays and sickness, they are used on an as and when needed basis.

3.2 These staff are paid the rate of pay for the position and do progress through the grade of the post that they are undertaking. The service only uses these staff if are unable to use employed staff to cover the shifts. The service should only use external Agency workers where there is an urgent need and unable to engage current staff or RST.

4. Issues for the Committee

4.1 The Committee may wish to investigate the merits of developing an in house agency pool based on the Social Services RST Model.

Contact Officer: Steve Rees, Head of HR&OD

Date: 4th January 2015

APPENDIX A

Nov-15								
Place	Number of Agency Workers	People	Number of Agency Workers	Corporate Services	Number of Agency Workers			
Culture, Tourism, Sport & Leisure	15	Social Services	43	Communications & Consultations	0			
Corporate Building and Property Servies	4	Education	0	HR & OD	0			
Highways & Transportation	13	Poverty & Prevention	0	Financial Services	1			
Waste Management	152			Information & Business Change	3			
Economic Regeneration & Planning	1			Legal, Democratic Services & Procurement	0			
Housing & Public Protection	0							
	185		43		4			232

Agenda Item 7

Report of the Chair

Corporate Services Cabinet Advisory Committee – 13 January 2016

CORPORATE SERVICES CABINET ADVISORY COMMITTEE – WORK PROGRAMME 2015/16

Date	Subject Area	Lead
14 October 2015	<ul style="list-style-type: none"> • Councillor Champion Update • Presentation – Helping Hands • Staff Engagement Feedback 	Councillor Paul Lloyd Helen Lewis Steve Rees / Deb Yeates
11 November 2015	<ul style="list-style-type: none"> • Councillor Champion Update • Discussions with the Cabinet Member for Transformation & Performance 	Councillor Clive Lloyd Councillor Clive Lloyd
9 December 2015	<ul style="list-style-type: none"> • Feedback regarding the staff survey • Survey for smoke free spaces • Presentation - Equality and Welsh Language Update 	Lee Wenham Chris Steele Sherill Hopkins & Phil Couch
13 January 2016	<ul style="list-style-type: none"> • Invest to Save Grants • Analysis of the Female Workforce • Agency Workers 	Mike Hawes Steve Rees Steve Rees
10 February 2016	<ul style="list-style-type: none"> • Councillor Champion Update 	
9 March 2016	<ul style="list-style-type: none"> • Councillor Champion Update 	
13 April 2016	<ul style="list-style-type: none"> • Councillor Champion Update 	
11 May 2016	<ul style="list-style-type: none"> • Councillor Champion Update 	Councillor June Burtonshaw