

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, 27 July 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, M Thomas and L V Walton

AGENDA

Page No.

- 1 Apologies for Absence.
- 2 Disclosures of Personal and Prejudicial Interests.
www.swansea.gov.uk/DisclosuresofInterests
- 3 Minutes. 1 - 3
To approve & sign the Minutes of the previous meeting(s) as a correct record.
- 4 Customer Contact Aspect - Terms of Reference. (Verbal)
- 5 Update - Gender Pay Gap Project. 4 - 7
- 6 Work Programme 2016-2017. 8

Next Meeting: Wednesday, 31 August 2016 at 4.00 pm



Huw Evans
Head of Democratic Services
Wednesday, 20 July 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, 29 JUNE 2016 AT 4.00 PM

PRESENT: Councillor E T Kirchner (Chair) Presided

Councillor(s)

J A Hale
L V Walton

Councillor(s)

Y V Jardine

Councillor(s)

D J Lewis

Officer(s)

J Dong
J Parkhouse

Chief Treasury & Technical Officer
Democratic Services Officer

Apologies for Absence

Councillor(s): J E Burtonshaw, T J Hennegan, A J Jones and M Thomas

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

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

7 **MINUTES.**

RESOLVED that the Minutes of the meeting held on 1 June 2016 be agreed as correct record.

8 **INVEST TO SAVE CASE STUDIES.**

J Dong, Chief Treasury Officer presented the Welsh Government report entitled Investing-to –Save 4 – Short-term investment for long-term benefit.

The report provided an update about public service efficiency and improvement projects that had received Welsh Government Invest-to-Save funding. The report stated that to minimise the negative impact on front-line services resulting from reducing budget settlements, it was paramount to find more cost-effective approaches to delivery and to focus greater attention on prevention and innovation in the delivery of public services.

It was added that the grant scheme was introduced to encourage innovation. Available funds were provided as interest free loans that are repayable in full, subject to negotiation with Welsh Government. The Fund had been available since 2009. However, the Council had not applied for funding via this method and had utilised funding from its own Contingency Fund.

The examples of schemes provided included: -

- Case study 1: NHS Wales Shared Services Partnership;
- Case study 2: Looked after Children's Services – Wrexham Repatriation & Prevention (WRAP) Project;
- Case study 3: Non-emergency Patient Transport – Hywel Dda Health Board;
- Case study 4: E-Rostering Implementation – Hywel Dda Health Board;
- Case study 5: Powys School Modernisation Programme – Powys County Council.

The Fund is available on a discretionary basis to Welsh Government funded public service organisations to support their strategic improvement projects where they lead to significant cash-releasing efficiency savings whilst ensuring effective citizen-centred services. The Fund looks to:

- Deliver improved public services in line with the Welsh Government's public service efficiency and wider improvement agenda;
- Transform the operational efficiency of public services and generate significant cash-releasing efficiency savings;
- Encourage stronger collaboration across organisations and administrative boundaries where this leads to measurable benefits in public service delivery; and,
- Promote the dissemination of lessons learnt and best practice arising from projects.

The Fund targets those projects that utilise proven approaches, where success in delivering significant benefits previously is evidenced. For example, projects in the following areas that:

- improve the way public services procure and commission goods and services and manage the market;
- transform business processes;
- make better use of the public estate and shared approaches to construction;
- reduce the costs of corporate functions and routine business through shared services and other collaborative approaches to organisational effectiveness;
- maximise efficiency through the introduction or enhancement of ICT as a delivery mechanism;
- redesign services so that they are more effective by encouraging the development of innovative collaboration across organisations.

It was recognised that the Section 151 officer had previously demonstrated prudent and astute financial management in setting aside capital for the transformation and improvement agenda. There were still internal funds available for invest to save schemes where there are robust business cases.

The Committee asked a number of questions of the Officer, who responded accordingly. The Committee highlighted having an internal agency staff system as a possible Invest to Save loan application.

RESOLVED that: -

- 1) The contents of the report be noted;
- 2) The Chair contacts Cabinet Members / Directors to establish if there are any schemes within their portfolio / department that could be funded by an Invest to Save loan;
- 3) The Director Resources and Interim Chief Transformation Officer be invited to the Committee meeting scheduled for 31 August 2016 in order to discuss an internal agency staff system further;
- 4) Enquire of the Cabinet Member of Transformation and Performance the possibility of the implementation of an internal agency staff capability.

9 **WORK PROGRAMME 2016-2017.**

The Chair presented an updated Work Programme 2016-2017.

RESOLVED that: -

- 1) The contents of the report be noted;
- 2) The Director Resources and Interim Chief Transformation Officer be invited to the Committee meeting scheduled for 31 August 2016 in order to discuss an internal agency staff system further.

The meeting ended at 4.35 pm

CHAIR

Agenda Item 5

Briefing Note of Head of Human Resources & Organisational Development

Corporate Services Cabinet Advisory Committee – 27 July 2016

GENDER PAY GAP PROJECT UPDATE

1.0 Background

This Briefing Note provides an update to the Corporate Services Cabinet Advisory Committee

- 1.2 The Welsh Specific Equality Regulations 2011, the so-called 'Equal Pay Duty', requires the Council to address not only disparities of pay but also to address the structural labour market factors that can cause gender pay gaps. Hourly pay gaps are straightforward – there is a difference in rates of pay between men and women. Structural pay gaps are slightly more complex to identify – this is when there are significant gender differences between and across grade structures and working patterns (FT and PT, contract types etc.).
- 1.3 With this in mind, the Head of HR&OD invited Dr Alison Parken of Cardiff University, the leading research specialist in this area, to undertake further analysis of our workforce data. She has done so and reported back to the Head of HR&OD on 12 July 2016.
- 1.4 The research has highlighted a number of issues, which are outlined in section 2 below.

2.0 Research into Gender Pay Gaps in City and County of Swansea workforce

2.1 Dr Parken's overview of June data 2016 summary:

10665 employees (headcount) at point of downloading the data into the tool:

- Gender Composition: women 72% and men 28%.
- Stock of jobs: 35% are offered on a FT basis and 65% PT
- 62% of posts are permanent, 37% temporary, 1% casual.
- Half of permanent posts are offered on a full time basis, half part time.
- Men hold 35% of all permanent jobs (over-representation)
- Women hold 65% of all permanent jobs (under-representation)
- Men hold 16% of all temporary posts, women 84% (over-representation)

- Men hold 57% of all full time posts (over-representation); women hold 88% all PT posts (over-representation) (3815 FT posts, 6850 PT posts)
- Women are more than twice as likely to be in temporary work than men.
- Women are over-represented in part time permanent jobs and temporary jobs.

Crucially men hold 60% of all full time permanent posts – the route to progression. This is also the route to ‘making work pay’ in low grades posts (women *overwhelmingly* are working PT in low grade posts).

The ‘elite’ – permanent full time roles - are dominated by men; at 28% of the workforce they hold 60% of all these jobs, with 69% of all men working in this contract type/pattern.

Full time work is usually most associated with mid to higher graded work, while PT is associated with the lowest three grades. These patterns will inevitably create and sustain gender pay gaps.

Most temporary jobs are part time, therefore the addition of temporary full time jobs only brings the percentage of women working full time up to 21%.

Dr Parken’s view is that overall, CCS is a ‘typical’ local authority, with one exception, the size of our temporary workforce. There is a higher stock of full time jobs in this employment when compared to other local government workforces in Wales, but no difference in the percentage of that stock held by women at 17%.

HROD would like to point out that our temporary workforce is high because we *generally* do not offer ‘fixed term contracts’ any longer, they are all classed as ‘temporary’, which could account for the relatively high figure, but this will be investigated further as part of the project.

3.0 Actions suggested by Dr Parken based on initial overview:

3.1 Investigate Casual workers data further –

- Who they are
- Which roles they are occupying
- Grades
- Hours (and if regularly working over contracted hours)
- Length of Service (may suggest not ‘casual’)
- Gender analysis
- FT/PT analysis
- Formalise which posts are casual, relief, and zero hours by clear definitions and reports

3.2 Investigate ‘Multiple’ post-holders and the size of this ‘issue’:

- Who they are
- Which roles they are occupying
- Grades

- Hours (and if regularly working over contracted hours)
- Length of Service
- Gender / PT analysis – number of employees with 2 or more posts in this group

3.3 Investigate the Chief Officers / HOS data in the GEPA tool

- Include in the full workforce data analysis
- Separate to full workforce data analysis

3.4 Job Families analysis

- Grades by Gender / FT and PT
- Proportion of FT/PT roles by job family
- Contract types offered in job families (gender bias?)
- Occupations by grade and working pattern (FT/PT)

3.5 Pipeline Analysis

- Age analysis of Grade 8+ (including gender and working pattern)
- Age analysis of full time and part time workforce (myth that part time females will be under 40)

3.6 Comparison with other Local Authorities

- Undertake some benchmarking of gender split and working patterns with other LA's (refer to WLGA benchmarking survey data)
- Comparison of the temporary workforce with other Welsh Local Authorities of comparable size and our immediate neighbours.

3.7 Policy Analysis

- Implementation of Living Wage and female workforce attrition at lower grades
- Training and Development
- Flexible Working
- Agile Working
- Compressed hours
- Senior recruitment (gender analysis)

3.7 Workforce Engagement for in depth context analysis

When we have a better grip on the data above, we may wish to have some workforce consultation with different levels of staff (females specifically but not exclusively); to get a better understanding of the part time workforce, and if we have issues around perceptions around opportunities for progression, opportunities for full

time work, etc. for part time workers, and the associated issues for lower grade part time workers (benefits / tax credits affected etc.).

4.0 Actions for HROD

4.1 The Head of HR&OD has agreed the OD Project Officer will continue with the project work and:

- Analyse 'actual hours' data for casuals / relief staff
- Build a Job Families report and input into the GEPA tool
- Complete 1-6 above by the end of October 2016

Contact Officers

Steve Rees Head of HR&OD x 6067
Linda Phillips OD Project Officer x 6078

13 July 2016

Agenda Item 6

Report of the Chair

Corporate Services Cabinet Advisory Committee – 27 July 2016

CORPORATE SERVICES CABINET ADVISORY COMMITTEE – WORK PROGRAMME 2016/17

Date	Subject Area	Lead
1 June 2016	<ul style="list-style-type: none"> • Discussions with the Cabinet Member for Transformation & Performance • Feedback from Visit to Helping Hands 	Councillor Clive Lloyd Chair
29 June 2016	<ul style="list-style-type: none"> • Invest to Save Case Studies 	Jeff Dong
27 July 2016	<ul style="list-style-type: none"> • Customer Contact Aspect – Terms of Reference • Update - Gender Pay Gap Project 	Councillor Clive Lloyd Linda Phillips
31 August 2016	<ul style="list-style-type: none"> • Agency Workers • Invest to Save Loans • Update - Smoke Free Spaces • Customer Contact Aspect 	Steve Rees Mike Hawes / Sarah Caulkin David Picken
28 September 2016	<ul style="list-style-type: none"> • Customer Contact Aspect • Update - Smoke Free Spaces 	Dave Picken
26 October 2016	<ul style="list-style-type: none"> • Gender Pay Gap Project • Customer Contact Aspect 	Steve Rees / Linda Phillips