



## City and County of Swansea

### Notice of Meeting

You are invited to attend a Meeting of the

## Transformation & Future Council Policy Development and Delivery Committee

**At:** Committee Room 5, Guildhall, Swansea

**On:** Tuesday, 28 November 2017

**Time:** 9.30 am

**Chair:** Councillor Erika Kirchner

**Membership:**

Councillors: C Anderson, M Durke, C R Evans, J A Hale, T J Hennegan, C A Holley, M B Lewis, S Pritchard, B J Rowlands, A H Stevens and L J Tyler-Lloyd

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### Agenda

### Page No.

- |          |   |               |
|----------|---|---------------|
| <b>1</b> | <b>Apologies for Absence.</b>   |               |
| <b>2</b> | <b>Disclosures of Personal &amp; Prejudicial Interests.</b><br><a href="http://www.swansea.gov.uk/disclosureofinterests">www.swansea.gov.uk/disclosureofinterests</a> |               |
| <b>3</b> | <b>Minutes:</b><br>To approve and sign the Minutes of the previous meeting(s) as a correct record.  | <b>1 - 3</b>  |
| <b>4</b> | <b>Update on the Gender Pay Gap Project.</b><br>Linda Phillips  | <b>4 - 10</b> |
| <b>5</b> | <b>Work Plan Progress Update.</b>   | <b>11</b>     |
| <b>6</b> | <b>Schedule of Work to March 2018. (Verbal)</b>   |               |

**Next Meeting:** Tuesday, 19 December 2017 at 9.30 am

A handwritten signature in black ink that reads 'Huw Evans'.

**Huw Evans**  
**Head of Democratic Services**  
**Monday, 20 November 2017**  
**Contact: Democratic Services - Tel (01792) 636923**

## CITY AND COUNTY OF SWANSEA

### MINUTES OF THE TRANSFORMATION & FUTURE COUNCIL POLICY DEVELOPMENT AND DELIVERY COMMITTEE

HELD AT COMMITTEE ROOM 5, GUILDHALL, SWANSEA ON  
TUESDAY, 22 AUGUST 2017 AT 9.30 AM

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

**Councillor(s)**

J A Hale  
M B Lewis  
A H Stevens

**Councillor(s)**

T J Hennegan  
S Pritchard

**Councillor(s)**

C A Holley  
B J Rowlands

**Officer(s)**

Sarah Caulkin	Interim Director of Resources
Andrew Hopkins	Business Improvement Advisor, Transformation Team
Kate Jones	Democratic Services Officer
Richard Rowlands	Strategic Delivery & Performance Manager

**Apologies for Absence**

Councillor(s): C Anderson, C R Evans and L J Tyler-Lloyd

9 **DISCLOSURES OF PERSONAL & PREJUDICIAL INTERESTS.**

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

10 **MINUTES.**

**RESOLVED** that the Minutes of the Transformation and Future Council Policy Development and Delivery Committee held on 17 July 2017 be approved and signed as a correct record.

11 **CORPORATE POLICY DEVELOPMENT AND DELIVERY UNIT.**

The Strategic Delivery & Performance Manager provided an overview of the Corporate Policy Development and Delivery Unit ('the Unit'). He noted that the process of establishing the Unit was underway and provided an overview of the following: -

- What the Unit would provide
- What the Unit would not provide
- Responsibilities of the Unit
- What the Unit would look like
- What were the next steps for the Unit

The Committee asked questions of the Officer who responded accordingly.

It was requested that a written copy of the function, roles and responsibilities of the Unit be provided. It was also noted that the Unit was still evolving and would be reviewed and amended as appropriate to ensure it is effective.

**RESOLVED** that: -

- 1) the update be noted; and
- 2) the Units function, roles and responsibilities be provided in written format.

## 12 **PROCUREMENT REVIEW SCOPE.**

Andrew Hopkins, Business Improvement Advisor within the Transformation Team, provided an outline scope of the Procurement Review.

The proposed scope of the Procurement Review included the following: -

- Review of Council spend with small to medium enterprises (SME's)
- Third Party Spend
- Current Framework Contracts and the impact of these on SME's
- Review of the service available to SME's in respect of the tender / bidding process
- General review of contract management
- Levels on non-compliance spend
- Ways to promote local supply

It was noted that the proposed review was a corporate review only and did not include schools.

A discussion ensued surrounding the proposed scope of the Procurement Review, which focussed on:-

- How contracts are advertised to SME's, and whether there was an option to advertise Contacts on Council website
- Sell to Wales Portal
- Previous Procurement Reviews
- Consider inclusion of Education / Schools in the review
- The need to ensure that the quality of the services / goods provided are maintained whilst considering cost.
- Ensure there are no overlaps with other reviews or Committees.

**RESOLVED** that the outline scope of the Procurement Review be provided in written format for full consideration.

## 13 **UPDATED WORKPLAN 2017/2018.**

The Interim Director of Resources provided an updated Work Plan and would produce a schedule for the year in due course.

**RESOLVED** that: -

- 1) the updated Work Plan be noted; and
- 2) a schedule of work for the year be produced and circulated to the Committee.

14 **TERMS OF REFERENCE.**

The Interim Director of Resources provided a draft version of the Terms of Reference for consideration by the Committee.

The meeting ended at 10.25 am

**CHAIR**

# Agenda Item 4



## Report of the Head of Human Resources

Transformation & Future Council Policy Development and Delivery  
Committee  
28th November 2017

### Gender Pay Gap Project - Update

Purpose:	The report presents the Gender Pay Gap work that has been undertaken so far on behalf of the Council, outlines current position and recommendations.
Report Author:	Linda Phillips, Steve Rees
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Sherill Hopkins
<b>For Information</b>	

#### 1. Background

- 1.1 This Briefing Note provides an interim update to the Transformation and Future Council Policy Development Committee, following on from previous reports provided to Members of the former Corporate Services Cabinet Advisory Committee who initiated the Gender Pay Gap project in 2016. The aim of the project was to analyse our pay data in order to comply with the The Welsh Specific Equality Regulations 2011, the so-called 'Equal Pay Duty', which requires the Council to address not only disparities of pay but also to the structural labour market factors that can cause gender pay gaps.
- 1.2 The internal HR specialist used a specially designed tool to analyse the data, developed by Dr Alison Parken at Cardiff University, and reported back to the Committee in March 2017. It was agreed at the meeting that an annual update would be provided to the Committee; but we have been asked to provide an interim update to the newly

formed Transformation and Future Council Policy Development Committee.

1.3 As the initial findings were a 'pilot' to understand the Council's position regarding its data and whether there was a pay gap, we concentrated on the non-schools based workforce data. As we will be required to report on the whole workforce in 2018 to comply with legislation, we have included teachers and Soulbury roles in the following data, and casual/relief staff, thus comparison with the previous report should take into account that the size of the front line workforce has increased considerably.

1.4 Our initial Gender Pay Gap Assessment was published in the Council's Equality and Diversity report for 2016/17 in June this year, and a summary of findings for non-Schools based staff shows:

- The majority of staff are female
- The majority of staff work part time (ranging from a few hours a week up to 36 hours per week – full time is classed as 37 hours)
- The majority of staff are on salaries from National Living Wage up to the national average (£25,600 p.a. for Wales, £27,500p.a. for UK, source WG website)
- We have parity of hourly rate between men and women generally across the same grade, with some slight fluctuations as we go up the grade scale, (women generally are on a slightly higher hourly rate)
- In higher grades there are more men in full time roles than women, but it is important to note that any request for part time working at all levels is always considered in line with business needs, and not automatically denied due to the level of the post.

1.5 As a result of the above analysis, our Action Plan was published and is available in Appendix 1 attached, with progress and a current status update added.

1.6 We are also continuing to evaluate our data in order to further develop our action plan to ensure we comply with the above regulations.

1.7 We have once again invited Dr Alison Parken of Cardiff University, a leading research specialist in this area for Wales, to review our workforce data and provide some comments on areas of interest where we could voluntarily focus our attention in next year's Action Plan.

## **2. Updated research into Gender Pay Gaps in Swansea Council workforce**

Please note, the following data includes schools, teachers and all relief/casual staff.

## 2.1 Overall Gender Picture of the Current Total Workforce:

- Post holders comprise 72% Women, and 28% Men
- Full time posts are held by 57% of the male workforce, 43% of the female workforce
- Part time posts are held by 16% of the male workforce, 84% of the female workforce

## 2.2 Overview of how posts in the establishment are categorised currently:

- 40% of all jobs are offered full time, 60% are offered as part time
- 50% of permanent posts are offered on a full time basis, 50% are offered as part time
- 67% of all posts are currently offered on a permanent basis, 22% are offered as temporary, and 11% as relief/casual
- 35% of all posts are permanent part time, 15% of all posts are temporary part time
- 10% of all posts are part time relief/casual posts

## 2.3 Overview of Schools data:

- 44% of the total workforce posts are schools based
- 30% of the schools workforce are teachers / head teachers
- 76% of the teaching workforce are female
- 10% of the teaching workforce are head teachers / deputy head teachers, 60% of the HT group are female
- 84% of the schools workforce are female, 16% are male
- 38% of the schools workforce work full time, 62% work part time
- 27% of the schools workforce are allocated in Living Wage / up to Grade 3, 89% of this group are women

2.4 Due to the gender composition of the workforce outlined above, it is clear that the majority of staff are female, and the differential between men and women is significant.

2.5 An analysis of the gender pay gap is highly likely to be skewed as a result of the gender make-up of the workforce, and indeed there are some points to note as a result.

Dr Parken has highlighted some of the following points for us to note going forward:

## 3.0 Grade Distribution

3.1 Given the gendered distribution of permanent and full time work, it is not surprising that women dominate the lower grades: 1- 5 particularly. For example:

In Grade 2,  
19% of all posts are in this grade  
98.8% of posts are part time  
50% of all grade 2 posts are based in schools  
14% of all posts are occupied by men, 85% occupied by women  
15% of men work on a full time basis, and 85% part time.

In Grade 3  
6% of all posts are in this grade  
81% of all posts in this grade are part time  
18% of posts in this grade are based in schools  
66% of Grade 3 workers are women, 88% of them are part time  
58% of males in this grade work on a full time basis.  
Only 18% of posts in this grade are based in Schools.

- 3.2 Generally, men are over-represented as a percentage of workers from Grade 6 onwards in relation to their overall proportion of the workforce. They are more than half of all staff at Grade 7, and 12, almost half at Grade 11.
- 3.3 An analysis of the distribution of men and women's employment within grades shows that 45% of men work at Grade 6 and above, compared to 30% of women.  
Note: 13.5% of the roles included in this data are schools based associated staff, 77% of the roles holders are women, and in the top four grades (not including teachers and head teachers), women outweigh the men by 4:1.
- 3.4 Just over half (52%) of women work in grades 1-4 compared to 28% of men. Employment in the top 4 grades (all staff) accounts for 7% of 'women's' work, compared to 12.3% of 'men's'.
- 3.5 The working pattern of higher level grade posts is determined by the needs of the service, and is not gender biased. However, where requests are made by senior officers to reduce hours to part time (including flexible retirement), each situation is assessed on a case by case basis, and agreed between the manager, employee and HR.
- 3.6 Also, any posts offered for recruitment on a full time basis are open to part time employees, and if offered, managers may consider to fill posts on a part time or job share basis. Each post is considered on a case by case basis.
- 3.7 In grade, the hourly pay differences look to be in the normal scale range – so no equal pay issues – just the distribution between grades, contract types and working patterns, which does produce an actual pay gap, but with the proportional difference between men and women, the data is skewed. For all staff, the mean hourly pay gap is 8.9% in favour of men.



- 3.8 Full time women are earning a slightly higher hourly rate than men, but the data is skewed, e.g. in higher grades, and where men are more likely to work full time throughout the grade structure.
- 3.9 It should be noted that the October 2017 data on the Welsh Government website shows that the national average salary for Wales has increased to £25,916, and the UK has increased to £28,620. This is an annual increase of £316 for Wales, (equivalent to £6 more per week), and an annual increase for England of £1120 (equivalent to £21.54 more per week), this updates the figure quoted in 1.4.

#### **4. Outcomes and recommendations**

##### **4.1 2018 further action will include:**

- Continue with efforts to improve workforce data, particularly cleansing and accuracy of reporting
- Continue to review casuals/relief staff arrangements
- Maintain 'watching brief' on the changes to the GLPC Job Evaluation scheme, in light of changes required as a result of Living Wage and changes to the National Pay Spine
- Undertake grade distribution analysis of gender based work in lower grades to understand whether these roles are arranged fairly and not set up to exclude / include one gender over the other
- Consider undertaking a grade distribution analysis of senior roles by gender, working pattern etc.
- Continue to review multiple posts and contractual arrangements
- Consider undertaking consultation with staff with multiple roles to consider whether the construction of roles is contributing to gender segregation and low pay for women in roles allocated to the first three grades of the pay structure.
- Consider whether the Council will publish its data on the Equal Pay Website or only in its annual Equality and Diversity review report.

#### **5. Equality and Engagement Implications**

The report presents information relevant to the Council's compliance with the Equality duties outlined in the Equality Act 2010, specifically the analysis of Pay by Gender, and the identification of actual and/or potential pay gaps.

#### **6. Legal Implications**

- 6.1 The Authority is required to have regard to the need to have objectives that address the causes of any pay difference between employees who are from a protected group and those who are not if it appears reasonably likely that the reason for the difference is related to the fact that those employees share a protected characteristic (regulation 11 of

the 2011 Wales Regulations). Plus, it is required to have an appropriate action plan (regulation 12). Consideration needs to be given to the extent to which pay differences between men and women are related to the structural differences highlighted in this report and how they are to be addressed in formulating relevant objectives and action plans.

## **7. Financial Implications**

7.1 There are no financial implications.

## **For Information**

### **Background papers:**

Gender Pay Gap Project Proposal to Cabinet Advisory Committee, 9 March 2016 (Submitted 13 April 2016)

Gender Pay Gap Project Report to Cabinet Advisory Committee, 29 March 2017

### **Appendices:**

**Appendix 1** – Action Plan for 2017-2018 Interim Update November 2017.

**Appendix 1: Action Plan for 2017-2018 Interim Update November 2017**

<b>Responsible Officer</b>	<b>Action</b>	<b>Timescale</b>	<b>Progress / Update</b>
<b>Interim Service Centre Manager</b>	We will ensure regular data cleansing activities are undertaken as part of systems maintenance (including review of vacant posts etc.)	To ES data work plan (Quarterly)	Data cleansing activities are now planned as business as usual activities. Since April 2017 approximately 250 inactive relief staff have been removed from the system.
<b>Head of HR</b>	Multiple posts (Dr Parken has recommended we undertake work in this area).	Systems Updates 2017-2018	As above. Regular data cleansing of relief and casual staff undertaken in 2017. Analysis of this area planned early 2018, including consideration of potential to offer new arrangements such as combined roles such as 'Schools Support' roles.
<b>Head of HR</b>	Pay and Grading Project findings for 2016 will be included in the review of HR policies planned during 2017/18.	HR Policy Review 2017-2018	Changes to Living Wage has impacted the Council's Pay Structure and the GLPC scheme and changes to the National Pay Spine, which our process is based upon. We are awaiting the outcome of the GLPC scheme review before making an assessment on the impact for Swansea, due mid-2018.
<b>Head of HR &amp; Interim Service Centre Manager</b>	New workforce reporting mechanisms will include the requirements for undertaking a full Gender Pay Gap Analysis on an annual basis.	Annual Gender Pay Gap report 2017-2018	Work ongoing to develop appropriate reports using Oracle and Apex, however some manual manipulation will still be required to 'match' up payroll data with the Gender Pay analysis tool developed and supplied by Cardiff University.
<b>Transformation and Future Council PDD Committee</b>	The PDD Committee will table this item as an annual review topic. The Head of HR will submit an annual update on progress from outputs of this action plan.	Annual Update April 2018.	This paper is an interim update prior to providing the agreed annual update due April 2018. The next update is subject to agreement with the PDD Committee.

**Transformation and Future Council PDDC Work Plan**

**First 100 days Work Plan:**

Priority Area	Tasks	Deadline	Officers involved	Progress Update
Establish corporate policy development and delivery unit	Report outlining remit, composition, reporting Agree work plan priorities for the year Complete HR processes and transfer staff Scoping the work plan and delivery dates	Jun-17 SC/RR Jul-17 SC/RR Jul-17 SC/RR	TMcN	Unit established and communicated across the Council Draft schedule developed Phased transition of staff underway
Agree draft 3G pitches roll out programme				Bishopston has a 4G synthetic pitch surface, Elba, Morrision and Penyrheol have 3G synthetic pitch surfaces and Cefn Hengoed 3G pitch surface is in the pipeline Work started to scope the project. First task is to carry out an audit of zero hour contracts across the Council - audit underway
Commence the elimination of all zero hour contracts	Work across Directorates to identify where these contracts are and the nature of them  Link with Safeguarding PDDC due to Ethical Care Charter and impact on Social Services  Analyse findings, compile report and make recommendations that would fit diverse needs across the Council	Revised to Mar 2017	SC/Transformation Team  SC/Transformation Team/Safeguarding PDDC  SC/Transformation Team	
Start to commission work on the citizen card / app	Scoping the work plan and delivery dates		SC/Digital Services/Other Directorates	Work on single citizen ID is in progress with the technical infrastructure currently underway. A website upgrade has been completed enabling new functionality including the ability for citizens to log in to their Council account via social media accounts. Following this upgrade the actual citizen account software build has commenced
Future working of agile	Upgrading equipment in key meeting rooms and committee rooms at the Guildhall	Aug-17	SC/Digital Services/GB	Complete
Work towards implementation of webcasting	Implementation of webcasting	Revised to Nov 2017	HE	Implementation underway
Work towards implementation of e-voting	Implementation of e-voting	Revised to Nov 2017	HE	Implementation underway
Future commercialisation of the Mansion House	Scoping the work plan with short, medium and longer term projects and commercial goals	Revised to Mar 2017	SC/CW	PIN issued for potential suppliers / partners to express an interest
Future Procurement policy / process to ensure micro/small/medium can access CD & other Government contracts	Begin procurement 'mini' commissioning review to also incorporate 'Commissioning Council' approach and whether this is a viable aoption for CCoS. This includes: procurement Policy, processes, contract management, commissioning.  Scoping of the review (workshops) Benchmarking Options appraisal and recommendations	Revised to Mar 2017	CW/Transformation team CW/Transformation team CW/Transformation team	Scoping complete, plan underway, draft schedule of workshops planned

Page 11

**Wider PDDC Objectives from the Manifesto**

**Review 1:**

56. Encourage greater community ownership of parks and work with 'friends of parks' organisations to ensure the long term sustainability and control of parks and public spaces.	This outcome is being delivered as part of the Services in the Community cross-cutting review in the SSFFF programme. The PDDC will link / be involved with that cross-cutting theme. In addition, a facilitated workshop with WLGA is taking place to develop the co-production strategy	In line with cross-cutting theme	MN/Transformation Team/TMcN	Scoping complete. Four pilot areas identified and stakeholder workshops underway to define the detail at Ward level.
85. Seek the wider and more imaginative community use of public assets such as Council owned buildings	This outcome is being delivered as part of the Services in the Community cross-cutting review in the SSFFF programme. The PDDC will link / be involved with that cross-cutting theme. In addition, a facilitated workshop with WLGA is taking place to develop the co-production strategy	In line with cross-cutting theme	MN/Transformation Team	As above
9. Schools should be at the heart of their communities we will work head teachers and governing bodies to ensure that schools are accessible and available for community activities	Education Transformation Officer undertaking a review to analyse how and where schools can be developed for community activities. Report with recommendations for December including plan for implementation	Dec 2017 for initial report	Education Transformation Officer	Transformation Officer scoping the review and to attend future PDDC

**Review 2:**

78. Take a zero tolerance approach to tackling domestic violence and work with partners to fully support victims of domestic violence/ stand up for those suffering domestic abuse	As per new Domestic Abuse strategy. Areas of the strategy to be taken as a key area of focus each year for the PDDC	As per impl. Plan	Poverty & Prevention Team	Violence against women, domestic abuse and sexual violence (VWDASV) national training framework legislation and compliance delivery plan agreed at CMT so that awareness and practical guidance will be delivered to the Council's workforce by March 2018, as per the Council's responsibility
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**Review 3:**

93. Continue with Sustainable Swansea modernisation programme	See reviewed and updated SSFFF programme plan	Mar-18	SC/CMT	Determine which areas of future policy the PDDC will support as part of SSFFF. Also discussion to be had at a future meeting around how the PDDC can be involved in future developments across the four cross-cutting reviews, Digital and Future Council developments.
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