

**POLICY & RESOURCES
CABINET BOARD**

24th June 2010

CHIEF EXECUTIVE'S OFFICE

JOINT REPORT OF THE

**DIRECTOR OF ENVIRONMENT
J. FLOWER**

&

**HEAD OF CHANGE MANAGEMENT & INNOVATION
K. JONES**

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PART 1. Doc Code: PRB-240610-REP-CE-KJ-J(2)

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PART 1, SECTION B, ITEM 1

SICKNESS ABSENCE MANAGEMENT INFORMATION – CORPORATE REVIEW

Purpose of Report

To provide Members with employee sickness absence management information for April 2010 and to update Members on the progress of the Corporate Sickness Review.

Background

The Council is facing a period of unprecedented change. To support the changes, Cabinet has approved a Workforce Strategy which, amongst other things, seeks to reduce the levels of absence (and associated costs) due to sickness.

Policy and Resources Scrutiny Committee received a short presentation on 1st April 2010 on the approach to be taken to the review. The Committee has already asked for additional information to be provided on the levels of absence across the Council and for similar data to be made available to all scrutiny committees. The data enclosed shows the number of incidences of long term sickness absence (more than 28 days) and the number of working days lost due to sickness absence that relates. Data is also enclosed showing employees who have had three or more occasions of sickness absence in the last 12 months and the working days lost these absences relate to. It is intended that this information will be presented to Scrutiny Committees on a quarterly basis. Additionally, Policy and Resources Committee will receive information demonstrating how absence patterns and levels are changing over time.

In terms of the Review itself, the following actions have been taken since 1st April 2010:-

- Heads of Service have been provided with data identifying cases which warrant detailed scrutiny;
- Heads of Service have provided the Chief Executive with assurances that sickness absence is receiving active management attention;
- Trade Unions have actively engaged in the review;
- The review team have interviewed a wide range of employees about absence levels and the current policy approach;

- The need to emphasise the importance of regular attendance and also to ensure that return to work interviews establish the underlying cause of any absence are areas for early attention. This conclusion is based on the views of the employees who have been interviewed by the review team members;
- In addition to the areas highlighted in the point above, management information, the need to simplify procedures, amend the current policy and the need to clarify the roles of managers/occupational health unit/employees and personnel officers have been cited as areas that need to be addressed;
- Work to develop more meaningful measure to gauge progress in tackling sickness absence management has commenced;
- A set of principles against which the changes need to be assessed have been drawn up;
- The Streetcare Service has volunteered to trial a new approach to absence management and trials commenced three weeks ago. It is intended that all areas with relatively high absence levels will be subject of detailed review through a task & finish approach carried out jointly between management and trade unions;
- There is active involvement of those accountable managers with the highest sickness absence level in the review team;
- ‘Best Practice’ research has been carried out;
- The scrutiny of sickness absence for each committee has been scheduled at quarterly intervals.

Recommended

- 1) Members note the update provided and endorse the approach being taken by the review team.
- 2) Members consider inviting Heads of Service whose services fall within this committee’s portfolio to attend a future meeting to discuss the underlying reasons for absence in their service areas and the actions being taken to maximise attendance.

Reason for Proposed Decision

To increase the scrutiny of sickness absence management across the Council

List of Background Papers

Summary sickness figures for March & April 2010.

Council summary of employees with three or more instances of sickness within the last 12 months.

Council summary of employees who are consecutively sick for 28 days or more at the end of April 2010.

Wards Affected

All

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Appendices

- Appendix 1 – Summary of Data for March & April 2010
- Appendix 2 – Employees with 3 or more sickness within last 12 mths
- Appendix 3 – Summary Employees who are consecutively sick for 28 days or more at the end of April 2010

COMPLIANCE STATEMENT FOR EXECUTIVE REPORTS

SICKNESS ABSENCE CORPORATE REVIEW

a) **Implementation of Decision**

The decision is proposed for implementation after the three day call in period.

b) **Sustainability Appraisal**

Community Plan Impacts

Economic Prosperity	-	No Impact
Education & Lifelong Learning	-	No Impact
Better Health & Wellbeing	-	No Impact
Environment & Transport	-	No Impact
Crime & Disorder	-	No Impact

Other Impacts

Welsh Language	-	No Impact
Sustainable Development	-	No Impact
Equalities	-	No Impact
Social Inclusion		No Impact

c) **Consultation**

There has been no requirement under the Constitution for external consultation.

Council Summary sickness Totals (excluding Teachers)	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10
Number of employees with 3 or more instances of sickness within last year	1477	1563								
Number of working days lost for those employess with 3 or more instances of sick in last year.	39533	43462								
Number of employees who are consecutively sick for 28 days or more	150	148								
Number of working days lost for those employees who are consecutively sick for 28 days or more	12038	12874								
sickness days lost per FTE employee (excluding teachers)	0.96	0.81								
sickness days lost per FTE employee (excluding teachers) - cumulative	0.96	1.77								

Council summary of 3 or more instances of sickness within last 12 months as at 30th April 2010

HOS	Section	Count	WD count	Temp	Perm
CHANGE MANAGEMENT AND INNOVATION	CHANGE MANAGEMENT	1	46	0	1
CHANGE MANAGEMENT AND INNOVATION Total		1	46	0	1
CORPORATE STRATEGY	CORPORATE COMMUNICATIONS & MARKETING TEAM	4	160	2	2
CORPORATE STRATEGY	COMMUNITIES FIRST	8	149	7	1
CORPORATE STRATEGY	YOUTH OFFENDING AND COMMUNITY SAFETY	13	214	4	9
CORPORATE STRATEGY	MAYORAL AND CIVIC SERVICES/EXECUTIVE SUPPORT SERVICES	3	61	0	3
CORPORATE STRATEGY Total		28	584	13	15
HUMAN RESOURCES	HUMAN RESOURCES	7	137		7
HUMAN RESOURCES	HUMAN RESOURCES - ENV	1	84	0	1
HUMAN RESOURCES	LEARNING TRAINING AND DEVELOPMENT	8	105	2	6
HUMAN RESOURCES	OCCUPATIONAL HEALTH UNIT	1	19	0	1
HUMAN RESOURCES Total		17	345	2	15
ACCESS & SUPPORT SERVICES	ACCESS MANAGED SERVICES	74	3137	9	65
ACCESS & SUPPORT SERVICES	CENTRAL SERVICES	2	36	0	2
ACCESS & SUPPORT SERVICES	ELRS	2	125	0	2
ACCESS & SUPPORT SERVICES	MANAGEMENT INFORMATION SERVICE	1	11	0	1
ACCESS & SUPPORT SERVICES	STUDENT PUPIL FAMILY AWARDS	2	12	0	2
ACCESS & SUPPORT SERVICES	WELSH LANGUAGE SERVICE	5	55	1	4
ACCESS & SUPPORT SERVICES Total		86	3376	10	76
PARTNERSHIPS & COMMUNITY DEVELOPMENT	COUNTRYSIDE	6	147	0	6
PARTNERSHIPS & COMMUNITY DEVELOPMENT	CULTURAL SERVICES	18	261	2	16
PARTNERSHIPS & COMMUNITY DEVELOPMENT	FRAMEWORK PARTNERSHIP	5	66	3	2
PARTNERSHIPS & COMMUNITY DEVELOPMENT	LIFELONG LEARNING	40	1187	12	28
PARTNERSHIPS & COMMUNITY DEVELOPMENT	PASS	3	45	3	0
PARTNERSHIPS & COMMUNITY DEVELOPMENT Total		72	1706	20	52
SCHOOLS	BRYNCOCH TUITION CENTRE	1	122	0	1
SCHOOLS	COEDFFRANC PRIMARY SCHOOL	11	168	1	10
SCHOOLS	ALDERMAN DAVIES C.I.W. PRIMARY	4	34	1	3
SCHOOLS	ALLTWEN PRIMARY	4	80	0	4
SCHOOLS	BAGLAN PRIMARY	5	80	0	5
SCHOOLS	BLAENBAGLAN PRIMARY	7	73	1	6
SCHOOLS	BRYNCOCH C.I.W. PRIMARY SCHOOL	6	46	1	5

SCHOOLS	BLAENDULAIS PRIMARY	1	9	1	0
SCHOOLS	MAES Y COED SPECIAL SCHOOL	27	767	8	19
SCHOOLS	BLAENGWACH PRIMARY	2	88	2	0
SCHOOLS	BLAENHONDDAN PRIMARY SCHOOL	5	61	1	4
SCHOOLS	BRYNHYFRYD PRIMARY SCHOOL	1	5	0	1
SCHOOLS	CYMER AFAN COMPREHENSIVE	9	434	0	9
SCHOOLS	CYMER AFAN PRIMARY SCHOOL	3	63	1	2
SCHOOLS	CWMTAWE COMPREHENSIVE	21	671	2	19
SCHOOLS	CWMGORS PRIMARY SCHOOL	2	67	0	2
SCHOOLS	COED HIRWAUN PRIMARY SCHOOL	1	11	1	0
SCHOOLS	CENTRAL INFANTS	7	92	2	5
SCHOOLS	CILFFREW PRIMARY	8	110	3	5
SCHOOLS	CWM NEDD PRIMARY SCHOOL	3	63	2	1
SCHOOLS	CREUNANT PRIMARY SCHOOL	3	32	1	2
SCHOOLS	CRYNALLT INFANTS	5	66	1	4
SCHOOLS	CRYNALLT JUNIOR SCHOOL	2	16	0	2
SCHOOLS	CROESERW PRIMARY SCHOOL	1	123	1	0
SCHOOLS	CEFN SAESON COMPREHENSIVE	13	410	1	12
SCHOOLS	CWMAFAN INFANTS	1	14	0	1
SCHOOLS	CWMAFAN JUNIOR SCHOOL	1	37	1	0
SCHOOLS	CWRT SART COMPREHENSIVE	14	133	4	10
SCHOOLS	DYFFRYN COMPREHENSIVE	13	247	0	13
SCHOOLS	DWR-Y-FELIN COMPREHENSIVE	16	397	2	14
SCHOOLS	EASTERN PRIMARY SCHOOL	7	59	2	5
SCHOOLS	GLANAFAN COMPREHENSIVE	7	306	1	6
SCHOOLS	GWAUN-CAE-GURWEN PRIM SCHOOL	8	345	2	6
SCHOOLS	GLYNCORRWG PRIMARY SCHOOL	1	4	0	1
SCHOOLS	GODRE'R GRAIG PRIMARY SCHOOL	1	3	0	1
SCHOOLS	GLYN PRIMARY SCHOOL	1	9	1	0
SCHOOLS	GNOLL PRIMARY SCHOOL	8	163	4	4
SCHOOLS	GROES PRIMARY SCHOOL	4	42	3	1
SCHOOLS	GLAN-Y-MOR PRIMARY SCHOOL	2	124	0	2
SCHOOLS	LLANGATWG COMMUNITY SCHOOL	9	220	4	5
SCHOOLS	MELIN JUNIOR SCHOOL	1	4	0	1
SCHOOLS	MYNACHLOG NEDD JUNIOR SCHOOL	2	29	0	2
SCHOOLS	NEATH ABBEY INFANTS SCHOOL	1	5	0	1

SCHOOLS	PONTRHYDYFEN PRIMARY SCHOOL	1	11	1	0
SCHOOLS	RHYDYFRO PRIMARY SCHOOL	3	167	0	3
SCHOOLS	RHOS PRIMARY SCHOOL	1	30	0	1
SCHOOLS	SANDFIELDS PRIMARY SCHOOL	5	52	3	2
SCHOOLS	SANDFIELDS COMPREHENSIVE	22	534	1	21
SCHOOLS	ST. JOSEPH'S INFANTS SCHOOL	5	38	2	3
SCHOOLS	ST. JOSEPH'S PRIMARY SCHOOL	3	165	0	3
SCHOOLS	ST. JOSEPH'S COMPREHENSIVE	12	187	0	12
SCHOOLS	ST. THERESE'S PRIMARY SCHOOL	1	7	0	1
SCHOOLS	TIRMORFA PRIMARY SCHOOL	4	67	1	3
SCHOOLS	TONMAWR PRIMARY SCHOOL	2	18	2	0
SCHOOLS	TONNAU PRIMARY SCHOOL	3	16	0	3
SCHOOLS	TREBANNWS PRIMARY SCHOOL	3	144	0	3
SCHOOLS	TRAETHMELYN PRIMARY SCHOOL	3	20	1	2
SCHOOLS	TYWYN PRIMARY	10	147	1	9
SCHOOLS	WAUNCEIRCH PRIMARY SCHOOL	8	83	0	8
SCHOOLS	YGG CWM NEDD	7	172	1	6
SCHOOLS	YGG BLAENDULAIS	3	27	1	2
SCHOOLS	YGG CASTELL NEDD	10	278	8	2
SCHOOLS	YGG PONTARDAWE	5	164	0	5
SCHOOLS	YGG RHOS AFAN	5	61	0	5
SCHOOLS	YGG TYLE'R YNN	4	95	0	4
SCHOOLS	YSGOL HENDRE SPECIAL SCHOOL	8	282	1	7
SCHOOLS	YNYSMAERDY PRIMARY SCHOOL	3	82	0	3
SCHOOLS	YNYSFACH PRIMARY SCHOOL	1	218	0	1
SCHOOLS	YG YSTALYFERA	9	446	0	9
SCHOOLS	VELINDRE SPECIAL SCHOOL	2	22	0	2
SCHOOLS Total		392	9365	78	314
SCHOOLS EDUCATION DEVELOPMENT & INCLUSION SERVICE	EDUCATION PSYCHOLOGY	5	121	2	3
SCHOOLS EDUCATION DEVELOPMENT & INCLUSION SERVICE	EDUCATION DEVELOPMENT & INCLUSION SERVICE	1	11	0	1
SCHOOLS EDUCATION DEVELOPMENT & INCLUSION SERVICE	ENGAGE STEERING GROUP	3	28	2	1
SCHOOLS EDUCATION DEVELOPMENT & INCLUSION SERVICE	NPT WORKS (FND)	3	26	0	3
SCHOOLS EDUCATION DEVELOPMENT & INCLUSION SERVICE	SUPPORT FOR INCLUSION	17	346	2	15
SCHOOLS EDUCATION DEVELOPMENT & INCLUSION SERVICE Total		29	532	6	23
FINANCIAL SERVICES	CORPORATE PROCUREMENT	4	43	0	4

FINANCIAL SERVICES	CORPORATE SERVICES	3	29	0	3
FINANCIAL SERVICES	CORPORATE CAPITAL & RISK MANAGEMENT	4	107	1	3
FINANCIAL SERVICES	EXCHEQUER	5	46	1	4
FINANCIAL SERVICES	FINANCIAL SERVICES	2	10	0	2
FINANCIAL SERVICES	INTERNAL AUDIT	2	12	0	2
FINANCIAL SERVICES Total		20	247	2	18
ICT	BAGLAN I.T. CENTRE	9	155	0	9
ICT	I.T. CUSTOMER SERVICES	5	34	0	5
ICT	I.T. INFRASTRUCTURE	15	566	6	9
ICT	INFORMATION / COMMUNICATION & TECHNOLOGY	1	10	0	1
ICT Total		30	765	6	24
LEGAL AND DEMOCRATIC SERVICES AND MONITORING OFFICER	MEMBER AND COMMITTEE SERVICES	6	57	2	4
LEGAL AND DEMOCRATIC SERVICES AND MONITORING OFFICER	BUSINESS SUPPORT UNIT	1	8	0	1
LEGAL AND DEMOCRATIC SERVICES AND MONITORING OFFICER	CHILDCARE	3	43	3	0
LEGAL AND DEMOCRATIC SERVICES AND MONITORING OFFICER	REGISTRATION SERVICE	2	16	0	2
LEGAL AND DEMOCRATIC SERVICES AND MONITORING OFFICER Total		12	124	5	7
REVENUES AND CUSTOMER SERVICES	CUSTOMER SERVICES	11	321	1	10
REVENUES AND CUSTOMER SERVICES	BENEFITS/MISC. INCOME	10	178	0	10
REVENUES AND CUSTOMER SERVICES	COUNCIL TAX/INCOME	8	184	0	8
REVENUES AND CUSTOMER SERVICES Total		29	683	1	28
BUILDING SERVICES	HOUSING MAINTENANCE	36	1044	2	34
BUILDING SERVICES	BUILDING WORKS	32	1031	2	30
BUILDING SERVICES Total		68	2075	4	64
COMMUNITY CARE SERVICES	COASTAL PROJECT	6	111	6	0
COMMUNITY CARE SERVICES	LEARN DIS SERV - C.S.T.	4	50	0	4
COMMUNITY CARE SERVICES	LEARN DIS SERV - L.D.DIRECT SERVICES	74	1728	18	56
COMMUNITY CARE SERVICES	CARE MGMT SERVICES (O & D PEOPLE)	32	965	0	32
COMMUNITY CARE SERVICES	DIR SERV O & D PEOPLE - HOME CARE SERVICE	91	2810	3	88
COMMUNITY CARE SERVICES	M.H. SERV	1	36	0	1
COMMUNITY CARE SERVICES	M.H. SERV - C.M.H. SERVICES	3	40	0	3
COMMUNITY CARE SERVICES	M.H.SERV - OPERATIONS - DAY SERVICES	1	5	0	1
COMMUNITY CARE SERVICES	M.H.SERV - OPERATIONS - REHAB SERVICES	8	127	1	7
COMMUNITY CARE SERVICES	DIR SERV O & D PEOPLE - RES AND DAY SERV	155	5036	7	148
COMMUNITY CARE SERVICES	WELFARE RIGHTS	2	70	2	0

COMMUNITY CARE SERVICES Total		377	10978	37	340
CHILDREN AND YOUNG PEOPLE SERVICES	FIRST RESPONSE & DISABILITY SERVICES	4	104	0	4
CHILDREN AND YOUNG PEOPLE SERVICES	FOSTERING ADOPTION & LEAVING CARE SERVICES	4	212	0	4
CHILDREN AND YOUNG PEOPLE SERVICES	PLACEMENT REVIEW & CHILD PROTECTION SERVICES	4	136	0	4
CHILDREN AND YOUNG PEOPLE SERVICES	LOOKED AFTER CHILDREN & FAMILY SUPPORT SERVICES	6	53	0	6
CHILDREN AND YOUNG PEOPLE SERVICES	HILLSIDE SECURE CENTRE	25	714	1	24
CHILDREN AND YOUNG PEOPLE SERVICES Total		43	1219	1	42
HOUSING AND PUBLIC PROTECTION	ENVIRONMENTAL HEALTH - FOOD H & S HEALTH PROMOTION	5	70	0	5
HOUSING AND PUBLIC PROTECTION	ENVIRONMENTAL HEALTH - HOUSING & GEN. ENV. HEALTH	8	187	0	8
HOUSING AND PUBLIC PROTECTION	TRADING STANDARDS	4	160	1	3
HOUSING AND PUBLIC PROTECTION	RENEWAL & ADAPT SERV - ASSESSMENT DIV	3	201	0	3
HOUSING AND PUBLIC PROTECTION	RENEWAL & ADAPT SERV - GRANT AGENCY & SUPPORT	6	165	0	6
HOUSING AND PUBLIC PROTECTION	RENEWAL & ADAPT SERV - OPERATIONS DIV	2	87	0	2
HOUSING AND PUBLIC PROTECTION	HOUS MGMT & HOUSING OPTIONS SERV - HOUSING OPTIONS SERV	4	172	1	3
HOUSING AND PUBLIC PROTECTION	HOUS MGMT & HOMELESS SERV - HOUSING MGMT (NEATH)	11	241	3	8
HOUSING AND PUBLIC PROTECTION	HOUS MGMT & HOMELESS SERV - HOUSING MGMT (PONTARDAWE)	5	74	0	5
HOUSING AND PUBLIC PROTECTION	HOUS MGMT & HOMELESS SERV - HOUSING MGMT (PORT TALBOT)	10	331	2	8
HOUSING AND PUBLIC PROTECTION Total		58	1688	7	51
BUSINESS STRATEGY	BUSINESS SUPPORT - OPERATIONAL SERVICES - COMMUNITY CARE	11	222	0	11
BUSINESS STRATEGY	BUSINESS SUPPORT - OPERATIONAL SERVICES - CHILDREN'S SERVICE	9	180	0	9
BUSINESS STRATEGY	BUSINESS SUPPORT - PERFORMANCE MANAGEMENT	2	14	0	2
BUSINESS STRATEGY	CONTRACTING & COMMISSIONING UNIT	3	61	0	3
BUSINESS STRATEGY	POLICY AND SPECIAL PROJECTS TEAM	1	55	1	0
BUSINESS STRATEGY	COMPLAINTS AND COMMUNICATIONS TEAM	1	3	0	1
BUSINESS STRATEGY	FINANCE	11	238	0	11
BUSINESS STRATEGY Total		38	773	1	37
ECONOMIC DEVELOPMENT AND VALLEYS PROGRAMME	EUROPEAN & EXTERNAL FUNDING CO-ORDINATION	2	25	1	1
ECONOMIC DEVELOPMENT AND VALLEYS PROGRAMME	EMPLOYMENT SUPPORT	5	79	4	1
ECONOMIC DEVELOPMENT AND VALLEYS PROGRAMME	ENTERPRISE	1	80	0	1
ECONOMIC DEVELOPMENT AND VALLEYS PROGRAMME	FINANCE SERVICES	11	308	3	8
ECONOMIC DEVELOPMENT AND VALLEYS PROGRAMME Total		19	492	8	11
PLANNING	CLIMATE CHANGE UNIT	13	366	1	12
PLANNING	BUILDING CONTROL	4	44	0	4

PLANNING	DEVELOPMENT CONTROL	5	98	0	5
PLANNING	PLANNING POLICY	2	115	0	2
PLANNING Total		24	623	1	23
SOUTH WALES TRUNK ROAD AGENCY	ASSET MANAGEMENT	6	78	0	6
SOUTH WALES TRUNK ROAD AGENCY	BUSINESS MANAGEMENT	3	78	1	2
SOUTH WALES TRUNK ROAD AGENCY	NETWORK MANAGEMENT	6	146	0	6
SOUTH WALES TRUNK ROAD AGENCY Total		15	302	1	14
ENGINEERING AND TRANSPORT	COMMUNITY TRANSPORT	11	393	4	7
ENGINEERING AND TRANSPORT	FLEET SERVICES	7	334	1	6
ENGINEERING AND TRANSPORT	HIGHWAYS DEVELOPMENT CONTROL	3	43	0	3
ENGINEERING AND TRANSPORT	ENGINEERING	13	370	0	13
ENGINEERING AND TRANSPORT	ROAD SAFETY	7	402	2	5
ENGINEERING AND TRANSPORT Total		41	1542	7	34
PROPERTY AND REGENERATION	FACILITIES MANAGEMENT	25	1269	1	24
PROPERTY AND REGENERATION	PROPERTY RESOURCES MNGMNT	2	17	0	2
PROPERTY AND REGENERATION Total		27	1286	1	26
POLICY AND ADMINISTRATION	CONTACT CREW	16	560	0	16
POLICY AND ADMINISTRATION Total		16	560	0	16
STREETCARE SERVICES	DRAINAGE STREETWORKS & TRUNK ROAD SERVICES	17	506	0	17
STREETCARE SERVICES	PARKS & NEIGHBOURHOOD SERVICES	64	2681	10	54
STREETCARE SERVICES	LIGHTING & HIGHWAY NETWORK SERVICES	3	149	0	3
STREETCARE SERVICES	WASTE SERVICES	37	815	3	34
STREETCARE SERVICES Total		121	4151	13	108
Grand Total		1563	43462	224	1339

Council summary of employees who are consecutively sick for 28 days or more as at 30th April 2010					
HOS	Section	Count	WD count	Temp	Perm
ACCESS & SUPPORT SERVICES	ACCESS MANAGED SERVICES	18	1962	1	17
ACCESS & SUPPORT SERVICES Total		18	1962	1	17
PARTNERSHIPS & COMMUNITY DEVELOPMENT	COUNTRYSIDE	1	79	0	1
PARTNERSHIPS & COMMUNITY DEVELOPMENT	CULTURAL SERVICES	2	396	0	2
PARTNERSHIPS & COMMUNITY DEVELOPMENT	LIFELONG LEARNING	4	472	0	4
PARTNERSHIPS & COMMUNITY DEVELOPMENT Total		7	947	0	7
SCHOOLS	BRYNCOCH TUITION CENTRE	1	104	0	1
SCHOOLS	ALLTWEN PRIMARY	1	38	0	1
SCHOOLS	MAES Y COED SPECIAL SCHOOL	1	39	1	0
SCHOOLS	BRYNHYFRYD PRIMARY SCHOOL	1	174	0	1
SCHOOLS	CYMER AFAN COMPREHENSIVE	4	141	0	4
SCHOOLS	CWMTAWE COMPREHENSIVE	1	283	0	1
SCHOOLS	CILFFREW PRIMARY	2	332	0	2
SCHOOLS	CRYNALLT INFANTS	1	48	1	0
SCHOOLS	CWRT SART COMPREHENSIVE	1	139	0	1
SCHOOLS	DWR-Y-FELIN COMPREHENSIVE	4	289	0	4
SCHOOLS	GWAUN-CAE-GURWEN PRIM SCHOOL	1	37	0	1
SCHOOLS	MAESMARCHOG PRIMARY SCHOOL	1	49	0	1
SCHOOLS	RHYDYFRO PRIMARY SCHOOL	1	68	0	1
SCHOOLS	SANDFIELDS COMPREHENSIVE	1	24	0	1
SCHOOLS	ST. JOSEPH'S COMPREHENSIVE	1	44	0	1
SCHOOLS	TIRMORFA PRIMARY SCHOOL	1	119	0	1
SCHOOLS	TREBANNWS PRIMARY SCHOOL	1	44	0	1
SCHOOLS	YGG TYLE'R YNN	1	139	0	1
SCHOOLS	YNYSMAERDY PRIMARY SCHOOL	1	44	0	1
SCHOOLS	YNYSFACH PRIMARY SCHOOL	1	94	0	1
SCHOOLS	YG YSTALYFERA	2	168	0	2
SCHOOLS Total		29	2417	2	27
SCHOOLS EDUCATION DEVELOPMENT & INCLUSION SERVICE	SUPPORT FOR INCLUSION	4	145	0	4
SCHOOLS EDUCATION DEVELOPMENT & INCLUSION SERVICE Total		4	145	0	4
ICT	I.T. INFRASTRUCTURE	1	47	1	0
ICT Total		1	47	1	0
LEGAL AND DEMOCRATIC SERVICES AND MONITORING OFFICER	MARGAM CREMATORIUM	1	39	0	1
LEGAL AND DEMOCRATIC SERVICES AND MONITORING OFFICER Total		1	39	0	1

REVENUES AND CUSTOMER SERVICES	CUSTOMER SERVICES	1	62	0	1
REVENUES AND CUSTOMER SERVICES Total		1	62	0	1
BUILDING SERVICES	HOUSING MAINTENANCE	4	391	0	4
BUILDING SERVICES	BUILDING WORKS	5	279	0	5
BUILDING SERVICES Total		9	670	0	9
COMMUNITY CARE SERVICES	COASTAL PROJECT	1	69	1	
COMMUNITY CARE SERVICES	DIR SERV O & D PEOPLE OCCUPATIONAL THERAPY SERVICE	1	54	0	1
COMMUNITY CARE SERVICES	LEARN DIS SERV - L.D.DIRECT SERVICES	2	54	0	2
COMMUNITY CARE SERVICES	CARE MGMT SERVICES (O & D PEOPLE)	6	507	0	6
COMMUNITY CARE SERVICES	DIR SERV O & D PEOPLE - HOME CARE SERVICE	12	1486	0	12
COMMUNITY CARE SERVICES	DIR SERV O & D PEOPLE - RES AND DAY SERV	16	1031	1	15
COMMUNITY CARE SERVICES	WELFARE RIGHTS	2	233	2	0
COMMUNITY CARE SERVICES Total		40	3434	4	36
CHILDREN AND YOUNG PEOPLE SERVICES	FOSTERING ADOPTION & LEAVING CARE SERVICES	1	203	0	1
CHILDREN AND YOUNG PEOPLE SERVICES	LOOKED AFTER CHILDREN & FAMILY SUPPORT SERVICES	1	97	0	1
CHILDREN AND YOUNG PEOPLE SERVICES	HILLSIDE SECURE CENTRE	3	73	0	3
CHILDREN AND YOUNG PEOPLE SERVICES Total		5	373	0	5
HOUSING AND PUBLIC PROTECTION	HOUS MGMT & HOUSING OPTIONS SERV - HOUSING OPTIONS SERV	1	34	0	1
HOUSING AND PUBLIC PROTECTION	HOUSING FINANCE (SECONDED)	1	51	0	1
HOUSING AND PUBLIC PROTECTION	HOUS MGMT & HOMELESS SERV - HOUSING MGMT (PONTARDAWE)	1	119	0	1
HOUSING AND PUBLIC PROTECTION Total		3	204	0	3
BUSINESS STRATEGY	BUSINESS SUPPORT - OPERATIONAL SERVICES - CHILDREN'S SERVICE	1	104	0	1
BUSINESS STRATEGY	FINANCE	1	104	0	1
BUSINESS STRATEGY Total		2	208	0	2
ECONOMIC DEVELOPMENT AND VALLEYS PROGRAMME	FINANCE SERVICES	1	49	0	1
ECONOMIC DEVELOPMENT AND VALLEYS PROGRAMME Total		1	49	0	1
ENGINEERING AND TRANSPORT	COMMUNITY TRANSPORT	1	34	0	1
ENGINEERING AND TRANSPORT	FLEET SERVICES	2	73	0	2
ENGINEERING AND TRANSPORT	ROAD SAFETY	4	311	0	4
ENGINEERING AND TRANSPORT Total		7	418	0	7
PROPERTY AND REGENERATION	STRATEGIC DEVELOPMENT	1	65	0	1
PROPERTY AND REGENERATION	ARCHITECTURAL DESIGN & PROJECT MANAGEMENT	1	51	0	1
PROPERTY AND REGENERATION	FACILITIES MANAGEMENT	6	510	0	6
PROPERTY AND REGENERATION Total		8	626	0	8
STREETCARE SERVICES	PARKS & NEIGHBOURHOOD SERVICES	9	1119	2	7
STREETCARE SERVICES	WASTE SERVICES	3	154	0	3

STREETCARE SERVICES Total		12	1273	2	10
Grand Total		148	12874	10	138