

## Impact Assessment - First Stage

### 1. Details of the initiative

<b>Initiative description and summary:</b> Strategic Workforce Plan 2022 – 2027: The Future of Work Strategy
<b>Service Area:</b> All Services
<b>Directorate:</b> All

### 2. Does the initiative affect:

	Yes	No
Service users		X
Staff	X	
Wider community		X
Internal administrative process only	X	

### 3. Does the initiative impact on people because of their:

	Yes	No	None/ Negligible	Don't Know	Impact H/M/L	Reasons for your decision (including evidence)/How might it impact?
						The strategy contains the following workforce priority:  <p style="text-align: center;"><b>An Inclusive Workplace where all employees can be themselves</b></p>

						<p>This applies across the protection characteristics. Monitoring of the strategy will determine how successful the strategy is in meeting this priority.</p>
						<p>The Delivery Plan commits the council to the implementation of anonymised application forms in our recruitment process and in order to eliminate bias in our recruitment process across the protected characteristics. Monitoring of the implementation of this action, will determine the impact against each of the protected characteristics and whether or not it has a positive or negative impact.</p>
Age	X				H	<p>A strategic approach to workforce planning supports the development of our workforce in the short, medium and long term. There are actions that will impact on the workforce of today, as well as actions that will grow and develop our future workforce, so the impacts of this strategy have potential impact on all age groups.</p>
Disability	X				H	<p>The Delivery Plan sets out that the council will implement the TUC / GMB Disability Passport Scheme and in order to support employees with a disability to agree reasonable adjustments and reduce any barriers to our workplace.</p>
Gender Reassignment	X				H	<p>The commitment to an inclusive workplace where all employees can be themselves, as well as actions to remove bias in our recruitment processes are intended to impact positively on gender reassignment. Monitoring will determine whether or not the impact is positive.</p>

Marriage/Civil Partnership	X				H	The commitment to an inclusive workplace where all employees can be themselves, as well as actions to remove bias in our recruitment processes are intended to impact positively marriage and civil partnership. Monitoring will determine whether or not the impact is positive.
Pregnancy/Maternity	X				H	The commitment to an inclusive workplace where all employees can be themselves, as well as actions to remove bias in our recruitment processes are intended to impact positively on pregnancy and maternity. Monitoring will determine whether or not the impact is positive.
Race	X				H	The delivery plan refers to the establishment of the Ethnic Minority Employee Network to support the development and delivery of an anti-racism strategy. The network's aim is to provide a safe, confidential environment to network, socialise, question, challenge and receive support and advice in relation to race equality. The network's main goal is to turn discussions into tangible actions to improve the ethnic minority employee experience and to create cultural change, accountability and anti-racism within the council. The commitment to an inclusive workplace where all employees can be themselves, as well as actions to remove bias in our recruitment processes are intended to impact positively on race. Monitoring will determine whether or not the impact is positive.
Religion/Belief	X				H	The commitment to an inclusive workplace where all employees can be themselves, as well as actions to

						remove bias in our recruitment processes are intended to impact positively on religion and belief. Monitoring will determine whether or not the impact is positive.
Sex	X				H	<p>The delivery plan contains the following commitments in relation to women in the workplace:</p> <ul style="list-style-type: none"> <li>• Reduction in the council’s gender pay gap through actions set out in the Gender Equality Action Plan and developed in partnership with Chwarae Teg via the Fair Play Employer Scheme.</li> <li>• Career Mentoring for low-paid women delivered in partnership with Chwarae Teg.</li> <li>• The development and delivery of a Menopause Action Plan, leading to an environment in which colleagues can openly and comfortably instigate conversations, or engage in discussions about menopause. Everyone understands what menopause is, and are clear on the council’s policy and practices. Managers will understand the potential symptoms of menopause, and how they can support women at work. Women with menopause symptoms will feel confident to discuss it, and ask for support.</li> </ul> <p>The commitment to an inclusive workplace where all employees can be themselves, as well as actions to remove bias in our recruitment processes are intended to impact positively on gender. Monitoring will determine whether or not the impact is positive.</p>
Sexual orientation	X				H	The commitment to an inclusive workplace where all employees can be themselves, as well as actions to

						remove bias in our recruitment processes are intended to impact positively on sexual orientation. Monitoring will determine whether or not the impact is positive.
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**4. Does the initiative impact on:**

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence used) / How might it impact?
People's opportunities to use the Welsh language	X				H	<p>The Delivery Plan contains the following commitments:</p> <ul style="list-style-type: none"> <li>• Embed Welsh Language Learning Opportunities at all levels. Increase number of employees who have the confidence to use the Welsh language in the workplace.</li> <li>• A training plan to develop the Welsh language skills of the education workforce.</li> <li>• Establishment of a Workforce Forum to support the delivery of the Welsh in Education Strategic Plan. The Forum will work in partnership to develop actions to support the WESP's aim of increasing the number of learners accessing Welsh medium education by at least 27% over a 10 year period; this will include actions to increase the number of employees within education who are able to use the Welsh language in the workplace.</li> </ul>

Treating the Welsh language no less favourably than English	<b>x</b>				<b>L</b>	The Strategic Workforce Plan will be published in Welsh and in English.
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**5. Does the initiative impact on biodiversity:**

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence) / How might it impact?
To maintain and enhance biodiversity				X		Workplace initiatives implemented as a result of the Strategic Workforce Plan will seek to maintain / enhance biodiversity and / or to promote the resilience of ecosystems. Monitoring of the implementation of the Plan will determine what impact it has in relation to biodiversity.
To promote the resilience of ecosystems, i.e. supporting protection of the wider environment, such as air quality, flood alleviation, etc.				X		

**6. Does the initiative embrace the sustainable development principle (5 ways of working):**

	Yes	No	Details

<p><b>Long term</b> - how the initiative supports the long term well-being of people</p>	<p>x</p>		
<p><b>Integration</b> - how the initiative impacts upon our wellbeing objectives</p>	<p>x</p>		<p>The Strategic Workforce Plan is aligned to the Strategic Change Programme (contained within the Corporate Plan 2022-2027), initiated to enable the council to achieve its purpose and vision. The Strategic Change Programme contains the following 4 wellbeing objectives:</p> <ol style="list-style-type: none"> <li>1. All children get the best start in life</li> <li>2. All communities are thriving and sustainable</li> <li>3. Our local environment, heritage and culture can be enjoyed by future generations</li> <li>4. Jobs and Skills – local people are skilled and can access high quality, green jobs</li> </ol> <p>Each of these wellbeing objectives will require workforce actions to enable deliverability. These actions will be developed in partnership with the relevant wellbeing objective lead and described within the annual Future of Work Delivery Plan which is appended to this strategy.</p>
<p><b>Involvement</b> - how people have been involved in developing the initiative</p>	<p>x</p>		<p>In developing this plan, we have listened to what’s important to our employees at every level and our trade union partners. We have used surveys, workshops, drop in sessions, as well as rolling out Yammer across our workforce, to help us communicate with and listen to our employees. Our surveys have included questions in relation to equality impacts and this information is used in relation to specific actions set out in the delivery plan (subject to their own IIA in decision making processes). We have worked with managers to understand what matters to them and their priorities for</p>

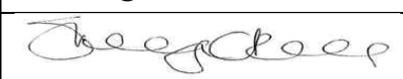
		<p>their teams and the services they deliver. We have used this information to develop key themes for delivery, and to determine our priority actions. Internal consultation in relation to the draft plan itself began in August 2022. The draft plan was widely shared with every employee receiving a link to the plan via Yammer or GovNotify. A summary video was prepared, which is available on the internet, and trade unions have been consulted in face to face meetings. Articles in the Sway and agenda items at Corporate Director Group, Corporate Management Group and the regular Accountable Manager briefing have encouraged participation in the consultation. 10 Focus Groups have been held, attended by employees from across the council and from a range of occupations and levels, to provide feedback in facilitated sessions led by the trade union officer who has been seconded to the Future of Work (FOW) Team. Employees have also been able to provide feedback via a dedicated email address: <a href="mailto:thefutureofwork@npt.gov.uk">thefutureofwork@npt.gov.uk</a>. The consultation has not identified any negative impacts across the protected characteristics.</p>
<p><b>Collaboration</b> - how we have worked with other services/organisations to find shared sustainable solutions</p>	<p>x</p>	<ul style="list-style-type: none"> <li>• We worked with our trade union partners to ensure the workforce plan is underpinned by fairness and transparency.</li> <li>• We informed our approach with the outcome of an <b>Audit Wales</b> review of workforce planning across the council, carried out in 2021 / 2022. This highlighted strengths in our established approach and recommended areas for improvement.</li> <li>• We worked with the Chartered Institute for Personnel and Development (CIPD) via their <b>People Development Partner (PDP) Scheme</b> which seeks to recognise organisations that are demonstrating a real commitment to better work and working lives. As part of the scheme, the CIPD carried out a People Impact Survey to determine how the council's current people capability aligns to CIPD standards. This</li> </ul>

			provided us with feedback on our strengths and key areas for improvement, feeding in to the priorities set out in the draft plan.
<b>Prevention</b> - how the initiative will prevent problems occurring or getting worse	x		The Strategic Workforce Plan identified some key workforce risks, for example the challenging and competitive recruitment market we face, with skills gaps in some key areas of the council and concerns in relation to succession planning. In some services retention of employees is also a challenge, and particularly where we face competition from other employers. If we cannot recruit and retain the best employees to deliver our services, this will represent a real threat to the future delivery of council services and priorities. The Plan identified that a strong strategic workforce partnership with other employers within the County Borough and the Swansea Bay region will enable us to forge links with both the demand and supply side of the labour market, so developing our relationships with schools and colleges, and other key partners will ensure the supply of our future workforce, whilst more effective links with other employers will increase our understanding of labour market competition and the demand on the labour market.

**7. Declaration - based on above assessment (tick as appropriate):**

A full impact assessment (second stage) <b>is not</b> required	X
Reasons for this conclusion	
<p>A full impact is not required as at this stage there is no identified impact on any protected group; there may of course be equality impacts through the consequential implementation of actions set out in the Delivery Plan. Regular monitoring, including equality monitoring, will help the council to identify if any adverse equality risks do occur in practice and take action to remedy this. This monitoring will also consider if actions are having the positive impacts intended on protected characteristics and review our delivery plan accordingly.</p> <p>It also has no negative impact on bio-diversity or the Welsh Language.</p>	

A full impact assessment (second stage) <b>is</b> required	
Reasons for this conclusion	

	<b>Name</b>	<b>Position</b>	<b>Signature</b>	<b>Date</b>
Completed by	<b>Sheenagh Rees</b>	<b>Head of People &amp; OD</b>	<b>Sheenagh Rees</b>	<b>08/10/22</b>
Signed off by	Sheenagh Rees	Head of Human & OD		08/10/22