

Impact Assessment - First Stage

1. Details of the initiative

Initiative description and summary: Strategic Workforce Plan: The Future of Work Strategy 2022 – 2027 - Review of Year 1 Delivery Plan and confirmation of Year 2 Delivery Plan
Service Area: All Services
Directorate: 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;">An Inclusive Workplace where all employees can be themselves</p>

						This applies across the protection characteristics. Monitoring of the strategy will determine how successful the strategy is in meeting this priority.
						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.
Age	X				H	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.
Disability	X				H	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.
Gender Reassignment	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 gender reassignment. Monitoring will determine whether or not the impact is positive.

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"> • 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. • Career Mentoring for low-paid women delivered in partnership with Chwarae Teg. • 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. <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	The Delivery Plan contains the following commitments: <ul style="list-style-type: none"> • Embed Welsh Language Learning Opportunities at all levels. Increase number of employees who have the confidence to use the Welsh language in the workplace. • A training plan to develop the Welsh language skills of the education workforce. • Establishment of a Workforce Forum to support the delivery of the Welsh in Education Strategic Plan.
Treating the Welsh language no less favourably than English	x				L	The Strategic Workforce Plan will be published in Welsh and in English.

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
Long term - how the initiative supports the long term well-being of people	x		
Integration - how the initiative impacts upon our wellbeing objectives	x		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: 1. All children get the best start in life


			<ol style="list-style-type: none"> 2. All communities are thriving and sustainable 3. Our local environment, heritage and culture can be enjoyed by future generations 4. Jobs and Skills – local people are skilled and can access high quality, green jobs <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>Involvement - how people have been involved in developing the initiative</p>	<p>x</p>		<p>We held focus groups with a cross section of employees, accountable managers and trade union representatives. We reviewed Service Recovery Plans, and Succession Plans. We listened to and took on board feedback received from employees and managers at training events (for example the Succession Planning Workshops), briefing sessions (for example the Menopause Briefings), and via Viva Engage, generally and also in specific communities (for example Leading & Managing Team NPT, Staff Well-being, Staff News, Staff Matter). We listened to our recognised trade unions in both formal and informal events. We had input from Accountable Managers, Heads of Service and Corporate Directors at a consultation event held in the Accountable Managers online session of 30th November 2023, in order to help us assess whether the seven priorities set out in the strategy remain relevant and finally, we invited Accountable Managers, Heads of Service and trade union representatives to attend consultation focus groups to consider the draft Delivery Plan for 2024 / 2025 and provide feedback to us.</p>

<p>Collaboration - how we have worked with other services/organisations to find shared sustainable solutions</p>	<p>x</p>		<ul style="list-style-type: none"> • We worked with our trade union partners to ensure the workforce plan is underpinned by fairness and transparency. • We informed our approach with the outcome of an Audit Wales Springing Forward review of workforce planning across the council, carried out in 2023. This highlighted strengths in our established approach and recommended areas for improvement. • We continue to work with the Chartered Institute for Personnel and Development (CIPD) via their People Development Partner (PDP) Scheme which seeks to recognise organisations that are demonstrating a real commitment to better work and working lives.
<p>Prevention - how the initiative will prevent problems occurring or getting worse</p>	<p>x</p>		<p>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.</p>

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

A full impact assessment (second stage) is not 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) is required	
Reasons for this conclusion	

	Name	Position	Signature	Date
Completed by	Sheenagh Rees	Head of People & OD	Sheenagh Rees	16th February 2024
Signed off by	Sheenagh Rees	Head of Human & OD		16 th February 2024