



City and County of Swansea

Notice of Meeting

You are invited to attend a Meeting of the

Organisational Transformation Corporate Delivery Committee

At: Multi-Location Meeting - Gloucester Room, Guildhall / MS Teams

On: Tuesday, 20 December 2022

Time: 2.00 pm

Chair: Councillor Mandy Evans

Membership:

Councillors: P N Bentu, J A Hale, T J Hennehan, S Joy, F D O'Brien and L V Walton

Watch Online: <http://bit.ly/3F8YjuX>

Agenda

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3 Minutes. To approve & sign the Minutes of the previous meeting(s) as a correct record.	1 - 2
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Next Meeting: Tuesday, 24 January 2023 at 2.00 pm

A handwritten signature in cursive script that reads 'Huw Evans'.

Huw Evans
Head of Democratic Services
Tuesday, 13 December 2022

Contact: Democratic Services - (01792) 636923

Agenda Item 3



City and County of Swansea

Minutes of the **Organisational Transformation Corporate Delivery Committee**

Multi-Location Meeting - Gloucester Room, Guildhall / MS

Teams

Tuesday, 22 November 2022 at 9.00 am

Present: Councillor V M Evans (Chair) Presided

Councillor(s)

P N Bentu
M Jones

Councillor(s)

J A Hale
F D O'Brien

Councillor(s)

T J Hennegan

Officer(s)

Geoff Bacon
Rachael Davies
Marlyn Dickson
Samantha Woon

Head of Property Services
Head of HR & Service Centre
Strategic Change Programme Manager
Democratic Services Officer

Apologies for Absence

Councillor(s): S Joy, L V Walton

21 **Disclosures of Personal & Prejudicial Interests.**

In accordance with the Code of Conduct adopted by the City & County of Swansea, the following interests were declared:

Councillors J A Hale, M Jones and F O'Brien declared Personal Interests in Minute No. 23 – Agile Working.

22 **Minutes:**

Resolved that the Minutes of the Organisational Transformation Corporate Development Committee held on 25 October, 2022 be approved and signed as a correct record.

23 **Agile Working.**

The Head of HR and Service, accompanied by the Head of Property Services, advised that Agile Working has been in place for some years with a combination of building and people related projects across some areas of the Council to test the effectiveness of the approach. Government guidance to work from home where possible during the height of the Covid pandemic helped push the ability to work in

an agile way forward considerably and many Council services have operated entirely remotely since that time.

The future of agile working was being developed by service areas as part of their assessment of a post pandemic working model. Principles adopted by Cabinet in October 2022 will guide services in determining the most appropriate operating model, whether that be through remote working, hybrid working or from fixed locations.

Members noted the Agile Working Policy and Homeworking Policy.

The Head of HR and Service Centre detailed the rationale for supporting an agile working approach, including the benefits of agile working for the Council and employee. Members noted building considerations, people considerations and future considerations.

Committee questioning and discussion focussed on the following:

- Arrangements for the management and wellbeing of staff working from home were in place and would be further strengthened by the suite of benefits arising from the introduction of Oracle Fusion in April 2023.
- The availability of office space for employees choosing to work from the office.
- There is no financial remuneration for employees working from home.
- Auditing of accommodation and rationalising of space has been progressed and developed for many years.
- Robust lease arrangements exist with other public sector organisations and there are no concerns in regard to the Civic Centre or any other Council building.

The Chair thanked the Officers for their informative presentation.

Resolved that:

- 1) The report be noted.
- 2) An update report be provide in February 2023.

24 Work Plan.

The Chair presented 'for information' the Organisational Transformation Corporate Delivery Committee Work Plan 2022-23.

It was noted that Recruitment and Selection would be discussed at the meeting on 20 December, 2022.

In response to a Member question, the Chair stated that she would seek advice as to whether it was within the Committee's remit to receive quarterly reports in respect of the Council's estate portfolio.

The meeting ended at 9.33 am

Chair

Agenda Item 4



Report of the Head of HR and Service Centre Organisational Transformation Corporate Delivery Committee -

20 December 2022

Recruitment and Retention

Purpose:	To inform the Committee of the Council's current recruitment and retention strategy
Report Author:	Rachael Davies
Finance Officer:	Ben Smith
Legal Officer:	Debbie Smith
Access to Services Officer	Rhian Millar
For Information:	

1. Introduction

- 1.1 The Council's approach toward Recruitment and Retention is detailed in the Recruitment and Selection Policy which is available on Staffnet for managers and employees (Appendix 1).
- 1.2 The policy covers the Council's approach to advertising, shortlisting and selection to vacancies, including when it is appropriate to assess Welsh language requirements and taking positive action where tie break situations occur.

2. Current recruitment practice

- 2.1 The Council's main external webpage contains a link to 'Jobs' which is clearly visible and easy to find.
- 2.2 The jobs homepage lists the values, priorities and principles in order to highlight the type of employee that we are looking to apply to join our workforce. Separate sections are available to choose from according to the area of work that applicants may be searching for – school based vacancies, social care vacancies and the general vacancy list.

- 2.3 To support those applicants with a disability, we promote alternative methods of application such as braille, larger print and audio where requested and we provide a helpful 'Tips on completing your job application' document, along with a list of some of the benefits that Swansea Council employees receive.
- 2.4 Applications are available to complete in either English or Welsh.
- 2.5 We promote diversity and inclusion and a YouTube video link to promote the work that the Equalities Scrutiny Group has done to highlight the importance the Council places on equalities. The Council is a Disability Confident Employer and a Stonewall Diversity Champion.
- 2.6 The Council typically advertises on the Swansea.gov.uk website for the majority of vacancies but will also use eteach for school based vacancies in addition to select specialist advertising websites for niche roles. Senior roles are required to be externally advertised and will therefore usually feature in a well known local government publication, the Management Journal in addition to the Guardian.
- 2.7 Applications are received via the Council's online application system with exceptions made for candidates with accessibility needs.
- 2.8 Upon the closing date being reached, managers will be sent a recruitment pack from the Service Centre and are required to undertake the initial shortlisting stage before providing confirmation of which applicants are to be invited to interview. Shortlisting consists of a scored framework in which written applications are measured against the job profile of the role the candidate has applied for.
- 2.9 The selection procedure may include a range of tasks to assess competence against the job profile alongside the formal interview process.
- 2.10 Successful candidates receive employment offers and new starter documentation electronically from the Service Centre. There is currently no automated on-boarding process in place to welcome new starters to the Council at the time of their offer being made. This is considered further in the report as a future recommendation.
- 2.11 To support the Council's aims in attracting talent from a wide pool, a Relocation Policy is in place to support those new hires who need to relocate to Swansea to take up employment. It is likely that this will be appropriate for senior roles where there have been significant recruitment difficulties or where there are roles which are part of a national campaign. Employees who receive relocation expenses are required to remain in employment for a period of 3 years to retain the expenses or make reimbursement on a monthly sliding scale basis.

3. Retention

- 3.1 To support new starters in early employment the Council expects managers to ensure that an effective induction framework is in place to ensure performance expectations are clear, mandatory training is completed and awareness on policies and procedures is provided. 3 and 6 monthly probationary period reviews are issued by the Service Centre to managers for completion.
- 3.2 The Council provides a range of terms conditions of employment alongside non-financial benefits that help provide a supportive, fair and inclusive package of benefits in order to both attract new recruits and retain members of the existing workforce. Further information on the detailed reward and recognition package which supports our recruitment and retention strategy was discussed at the September Organisational Transformational CDC meeting, a copy of the report is available in Appendix 2.
- 3.2 Annual leave is based on length of service. Those with less than 5 years' service receive 24 days, those with 5-9 years' service receive 29 days and those with 10 years or more receive 33 days. The Council operates an additional annual leave purchase scheme where a proportion of pay can be deducted across the calendar year to buy up to 10 additional annual leave days.
- 3.3 The opportunity to work flexibly is a key benefit of working for the Council as a wide range of options are available to the workforce – the promotion of part time working, job sharing compressed working hours and more recently the introduction of hybrid working all demonstrate an employer wishing to support work/life balance.
- 3.4 Exit interview questionnaires are provided to all leavers to address any issues that may show retention issues in particular job groups, manager reporting lines or with wider reasons for leaving such as level of pay, terms and conditions, etc.
- 3.5 Whilst retention of key staff is an issue in some departments due to the nature of work required or more competitive pay available elsewhere in the labour market, the Council's workforce demographic statistics show a overall positive picture.

Taken from the ONS workforce labour market data set, the graphic below shows the number of vacancies in the UK, showing the greatest increase has been in the 2021/22 year.



[Employment and labour market - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

Turnover across the Council during the competitive 2021/22 was 7.7% against a UK average of 15%.

- 3.6 As with turnover, length of service at Swansea Council is also an indicator of workforce retention. In the 2021/22 year, over 6000 employees (53% of the workforce) had worked for the Council for 10 years or more. The Workforce Strategy provides a breakdown by Directorate:

Directorate	Employee Numbers
Education and Schools	2866 (48%)
Place	1588 (60%)
Resources	458 (54%)
Social Services	1109 (56%)
TOTAL	6031(53%)

- 3.7 Whilst turnover and length of service shows broadly positive retention, there are critical areas that are facing significant difficulty in attracting and retaining staff. These areas need separate consideration and intervention to support managers to develop strategies to overcome barriers preventing a full complement of staff and HR Business Partners work with service area managers to identify opportunities where appropriate. These could include market supplements where pay is the inhibiting factor to recruitment.

8. Workforce Strategy 2022-2027

- 8.1 Recruitment and retention is a key element of the Council's new Workforce Strategy. The Council's Workforce Strategy 2022-2027 identifies 'An Employer of Choice' as one of its four central strands and highlights 'Recruitment and Retention' as one of two objectives that will enable Swansea Council to strive to be seen as an employer of choice.
- 8.2 We want Swansea Council to be a rich, fulfilling and rewarding place to work. The workforce has adapted to and absorbed a very different way of working during the pandemic and continued the journey of agile working. We want to identify the best aspects of these new ways of working into our

everyday working practices and, in doing so, create more compelling reasons to attract and retain talented staff.

8.3 We will develop a recruitment strategy designed to widen the applicant talent pool, having regard to our aspiration for a diverse workforce that is more reflective of our communities.

8.4 The Workforce Strategy action plan sets out the 'Recruitment and Retention' actions as follows:

To recruit and retain the right quantity and quality of employees that we need to support the Council in the future through development of our Recruitment Attraction Programme, delivering a positive recruitment experience for applicants and hiring managers.

Actions:

- Review and update of Recruitment and Selection Policy; so that it meets with employment legislation, best practice and Council need (particularly with regard to Equalities). Where necessary, taking positive action through R&S activity to make sure our staff profiles reflect our inclusive and diverse communities.
- Development of our Recruitment Attraction Approach; so that our websites are enhanced to best promote our employer brand, stressing the benefits of working with us. Ensuring that recruitment advertising is effective, focussed, good value for money, uses language and imagery that maximises potential interest from a diverse range of candidates, and is legally compliant
- Review of Application Process; so that it is compliant with legislation and is seen to be supportive to applicants
- Upskilling of recruiting managers so that they are appropriately trained in unconscious bias training, and that all employees who are involved in recruitment panels follow correct processes in conducting recruitment interviews.
- Creation of a modern on-boarding and induction experience for new starters

Strand 6 – Recruitment and Retention

Review and Update of Recruitment and Selection Policy; so that it meets with employment legislation, best practice and Council need (particularly with regard to Equalities).	Where necessary, taking positive action through R&S activity to make sure our staff profiles reflect our inclusive and diverse communities. Addressing future skills and resource gaps; through delivery of effective programmes to attract and retain talent in key resource and skill shortage areas, identified through workforce planning activities	Appointment of Recruitment Specialist	March 2023	Head of HR	Recruitment Specialist Service Centre Hiring Managers Workforce Equalities Group	Funding received for recruitment of Recruitment Specialist
Review of Application Process; so that it is compliant with legislation and is seen to be supportive to applicants.	That we meet established KPIs in relation to recruitment practices.	Appointment of Quality Systems Lead	March 2023	Head of HR	Quality Systems Lead Service Centre IT Recruitment Specialist	Funding received for recruitment of Pay & Grading Officer
Development of our Recruitment Attraction Approach;	So that our websites are enhanced to best promote our employer brand, stressing the benefits of working with us. Ensuring that recruitment advertising is effective, focussed, good value for money, uses language and imagery that maximises potential interest from a diverse range of candidates, and is legally compliant	Appointment of Recruitment Specialist	March 2023	Head of HR	Recruitment Specialist Service Centre Hiring Managers	Funding received for recruitment of Recruitment Specialist
Upskilling of recruiting Managers	So that, for example they are appropriately trained, in unconscious bias training, and that all employees who are involved in recruitment panels follow correct processes in conducting recruitment interviews.	Appointment of Recruitment Specialist	July 2023	Head of HR	Recruitment Specialist Service Centre Hiring Managers Workforce Equalities Group Corporate L&D Team	Funding received for recruitment of Recruitment Specialist and Corporate L&D Officers

Creation of a modern on-boarding and induction experience for new starters	So that we have a consistent on-boarding and induction process in place that supports new employees in understanding their role and place in the organisation	TBD on Oracle fusion implementation	September 2023	Head of HR	Corporate L&D Service Centre	Not commenced
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9. Future considerations

9.1 The actions contained in the Workforce Strategy focus on policy development, attraction strategy, the application process, manager training and on-boarding options, additional areas to explore could include:

- Greater promotion of the benefits of the Local Government Pension Scheme
- Wider reach across our communities with initiatives such as the Defence Employer Recognition Scheme (ERS) in line with our Armed Forces Covenant support
- Confirming the Council's approach to hybrid working for each job role should enable a wider talent pool to be available us through our attraction strategy
- Including in our recruitment material the lived experiences of working for the Council – for example apprentices, care workers, Welsh speaking colleagues – to promote the wide and varied opportunities for a career in the Council from the first hand experience of our workforce members
- The enhanced processes that could be gained from increased technological developments in our new Oracle Fusion system. Increased workflow and automation should ensure an end to end recruitment process that reduces the time to recruit, improves accuracy and builds the relationship with new starters before they have experienced their first day of employment.

10. Integrated Assessment Implications

10.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs

- 10.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 10.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 10.4 There are no integrated assessment implications associated with this report. There is no impact identified on people and/or communities when considering all the impacts identified in the screening. This is a for information report and does not require any decision making which could impact on others.

11. Financial Implications

- 11.1 There are no financial implications directly associated with this report.

12. Legal Implications

- 12.1 There are no legal implications associated with this report.

Background Papers: None

Appendices

- Appendix 1 - Recruitment and Selection Policy
Appendix 2 – Reward and Recognition Report, Organisational Transformation
CDC, 25 October 2022
Appendix 3 - IIA



Recruitment and Selection Policy

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1. Introduction

- 1.1. The Council of the City and County of Swansea is the largest single employer in the local area. As such the Council is in a position to take a lead in setting employment standards which will give direction and opportunity to both individuals and the organisation during a period of rapid change and a challenging financial environment.
- 1.2. Our employees are critical to the services provided by the Council. The Council's practice in the recruitment, selection and development of suitable employees is an integral activity in sustaining and improving growth within the framework of its business plans.



- 1.3. The Council recognises its responsibilities to provide job opportunities to internal and external applicants on a fair, consistent and equitable basis.
- 1.4. All appointments to the Council will be made on merit, and the appointments process is designed to ensure that the best person for the job is recruited.
- 1.5. The City and County of Swansea welcomes applications from the whole community, including those who are under-represented in our workforce.
- 1.6. The aspirations of the policy are to:-
 - adopt good recruitment practice
 - ensure the recruitment of a diverse workforce that will add value to the organisation
 - achieve the Council's aim of providing a cost effective and quality service to the people of the City and County of Swansea.

2. Scope

- 2.1. This policy applies to all internal and prospective employees other than those in Educational Establishments with delegated powers. Whilst the aspirational statements in this policy apply across the Council, the JNC Officer Appointment Procedure Rules provide details on the procedure to be followed for the recruitment and selection of [Chief Officers](#).
- 2.2. This policy encompasses all activities that form part of the recruitment and selection process. In order for the policy to be effective, it is essential that any employee involved in any aspect of the recruitment and/or selection of staff is familiar with the content of this document and adheres to it.

3. Policy Statement

- 3.1. The Council aims to recruit and retain the best employees who are flexible and committed to producing high quality services. The aim is to have the right people, with the right skills in the right place at the right time.
- 3.2. The Council's approach as a good employer is to:
 - Recruit the best person for the job on merit.
 - Design jobs to take full advantage of potential and current employees' skills and abilities, which take account of the Council's equality duties. Click here to see the [Equality Policy Statement](#)
 - All jobs will be advertised internally in the first instance and externally if the post cannot be filled
 - Recognise the quality, experience and career aspirations of current employees and ensure that they are given proper consideration in this process.
 - Limit consideration to internal candidates in situations where redundancies are threatened or ill health redeployment may be necessary. Such candidates will be given a prior interview where they meet the minimum criteria.

- Ring fence applications for vacancies, where departmental re-organisations occur and redundancies are envisaged to those affected by that re-organisation.
 - Employ a range of techniques to select candidates, dependent on the competencies required for the post.
- 3.3. All posts will normally be advertised and may take a number of different forms but this general principle will be dependant on circumstance. The recruiting manager is responsible, following consultation with Human Resources for adopting the most appropriate method.
- 3.4. The Council recognises the need to increase the diversity of its workforce in order to reflect the community that we serve. Recruiters need to be fully aware of equal opportunities legislation and understand how discrimination can occur both directly and indirectly in the recruitment process. [Click here for a guidance note on the legal principles](#)
- 3.5. All applicants who indicate that they have a disability and meet the essential criteria for a job are guaranteed an interview.
- 3.6. To highlight the Council's commitment to tackling economic inactivity in Swansea, any applicant who is registered with the following projects and meets the essential criteria, as laid down in the person specification, will be guaranteed an interview, i.e.
- Workways Plus
 - Communities for Work
 - Lift
 - and any other appropriate schemes as determined by the Head of HR
- 3.7. The Council's policy is that all those taking part in short-listing, selection and interviewing must have been appropriately trained in recruitment and selection techniques.
- 3.8. Human Resources will continuously monitor recruitment processes to ensure that they are non-discriminatory. Human Resources will be developed to adopt a role which focuses on quality assurance.

4. Procedure obligations

- 4.1. Before an officer or Member undertakes any recruitment on behalf of the Council they must have completed the City and County of Swansea's Recruitment and Selection Training Course.
- 4.2. All applicants will be treated fairly in line with the Council's [Equality Policy Statement](#), to ensure that recruitment and selection is carried out on the basis of merit only.
- 4.3. There are, however, certain positions in the Council for which the protected characteristic of the successful candidate will be a genuine occupational requirement.

- 4.4. Where a person involved in the short listing or interviewing panel has a potential conflict of interest because of a personal, familial, financial or other relationship with applicants/candidates, this matter must be raised prior to the short listing process. This will normally disqualify that person from the process, however Human Resources will advise on the appropriate action to be taken to ensure fairness throughout the selection process. Please refer to the [Employing people who are related Policy](#) and the Council's [Code of Conduct](#).

5. What to do when a vacancy first arises

- 5.1. The arrangements made for recruitment and selection must be appropriate to the needs of the job, the nature of the vacancy and the job market. They must be lawful and follow good practice.
- 5.2. When a post becomes vacant the manager must first consider things such as:-
- whether or not it should be filled in its present form
 - whether any changes should be made or
 - whether the post can be deleted.
- 5.3. Depending on the financial position facing the Council from time to time, it might be appropriate to re-distribute the workload, or change the duties of the post to better fit the needs of the service.
- 5.4. Subject to any standing instructions from Corporate Management Team, if there is a need to recruit to the post, before it is advertised both the Job Description and the Person Specification must be checked and, if necessary, updated to be available for advertising purposes. Where Job and Person Specifications are updated, they must be sent to the Pay and Grading Team to be checked and possibly re-allocated, within the Job Evaluation scheme.
- 5.5. All Job and Person Specifications will be drawn up after objectively analysing the job and will take account of the contents of the role profile to which the job will be allocated.
- 5.6. When it is decided to fill a vacancy the [Management of the Establishment Policy](#) will specify authority for approval to advertise. [Click here for the Vacancy Monitoring Form](#). The manager should ensure they have authority to recruit to existing posts in line with the scheme of authority set out in the [Management of the Establishment Policy](#). This is the manager's responsibility, because if Human Resources receive a completed request to recruit from a manager and there is a vacant post on the ISIS system, the request will be automatically processed. The Vacancy Monitoring Form must be signed off by the Director, Head of Service and Accountant before Human Resources will process. All proposed advertisements are reviewed and approved by the relevant Head of Service prior to them being published.
- 5.7. Where there is major organisational change or there is a temporary vacancy freeze, higher level authorisation may be required and process and forms will be temporarily adjusted accordingly. It is the responsibility of managers to satisfy themselves that they have the necessary authority.

- 5.8. Once the recruiting manager has confirmed that they need to recruit, they need to:
- determine the contract type needed;
 - revise or prepare the job and person specification;
 - consider who will be involved in the recruitment process;
 - draw up a clear and realistic timetable for recruitment taking account of advertising media; and
 - decide how to attract candidates.
- 5.9. Managers have a responsibility to always be clear about the content of the job and the attributes the job holder needs to undertake it. This is especially important given the Job Family Allocation process adopted by the Council. The job description and person specification are therefore an essential part of the preparation for recruitment.
- 5.10. As set out above, where a job and person specification is new or has been significantly revised it **must** be submitted to the Pay and Grading Team for job evaluation **prior** to advertisement so that an accurate allocation can be determined.
- 5.11. When devising a job description or person specification, managers must look at the DBS risk assessment to ensure the requirement to undertake any necessary checks is made clear to the applicant.

Click here for the [Pay and Grading – Job Allocation Questionnaire](#) and [Guidance Notes](#)
Click here for [guidance on preparing a job description form and person specification](#)

6. Redeployment and ring fencing

- 6.1. Where it can, the Council is committed to minimising compulsory redundancies of employees who are no longer able to fulfil their current role. One way of achieving this is to redeploy employees who are potentially at risk of redundancy to other jobs within the Council.
- 6.2. Details of employees at risk are contained within the redeployment register. This means that redeployees can be slotted into another job without the need to compete in the normal way. Consideration must be given to whether retraining may be needed for redeployees applying for other vacancies. If there is more than one person in the pool of redundant employees, then there will be a competitive process.
- 6.3. Potential redeployees need to provide relevant information e.g. skills, competence etc to demonstrate that they meet the essential criteria, in the person specification, for the job during the selection process. The post must normally be deemed to be suitable alternative employment. Further details can be obtained in the [Re-deployment Policy](#).

- 6.4. The recruiting manager may be instructed to ring fence a post. This may be where:
- the vacancy should be offered as a redeployment opportunity in a redundancy programme;
 - there is no overall increase in headcount due to a matching arrangement in a restructuring programme; or
 - an existing fixed term contract is expiring.

7. Determining the contract type

- 7.1. The recruiting manager has a responsibility to consider the type of contract arrangement that is needed to meet the vacancy requirements.
- 7.2. Examples of employment contracts covered by this procedure are:
- permanent open ended contracts
 - fixed term;
 - secondment; and
 - flexible working arrangements.
- 7.3. Examples of other contract types not covered by this procedure are:
- Contracts for services - self employed;
 - Consultants;
 - Casual workers.

Advice on any of these is available from Human Resources.

8. Advertising

- 8.1. There are many different forms of advertising, please ask Human Resources for further information. Managers should carefully consider what form of advertisement is necessary for the particular job and should advertise internally in the first instance. Whilst advertising the job to attract appropriate candidates is important, managers must be mindful that some processes are expensive.
- 8.2. The purpose of the advertising method is to:
- attract a pool of suitably qualified applicants;
 - dissuade those who are not qualified from applying;
 - present the Council as an attractive employer with a workforce which is representative of the wider community
 - make clear the requirements of the post; and
 - meet the legal requirements of good recruitment practice.
- 8.3. Once approval has been given and where appropriate, all jobs should be advertised internally in the first instance and externally if the post cannot be filled. Consideration will be given to advertising jobs on a job share basis, where it is deemed appropriate.

- 8.4. Applications are to be submitted on a standard application form. Adequate time should be allowed for receipt of applications. In any case the closing date should be normally no less than two weeks and take account of the time needed to circulate the advertisements to staff in the Authority, including those who may be absent from their posts where this is practicable to arrange.
- 8.5. Managers should complete the [request for job advertisement form](#) indicating the ISIS unique post reference number, attaching the relevant job and person specification, person specification, advertisement text and any other supporting paperwork. The form must be signed by the Director, Head of Service and Accountant prior it being sent to the Human Resources Operations Team.

9. Shortlisting

- 9.1. The applications must be considered against the Person Specification and Job and Person Specification for that job. For shortlisting purposes, only the information on the application form should be used.
- 9.2. A [prescribed form](#) will be used for this process which will detail all the [shortlisting](#) criteria being measured from the application form. The essential criteria for the position must be clearly indicated.
- 9.3. Applicants with the highest scores at shortlisting will be invited to the next stage of selection. Due regard will be given to those groups who are guaranteed an interview if they match the essential criteria. Any weighting must be agreed by the interviewers before shortlisting commences.
- 9.4. It is explained in our 'Information for Job Applicants' guidance that we deal with very large numbers of job applications and are therefore unable to acknowledge unsuccessful applicants. If an invite to interview has not been received within 6 weeks then the application should be considered unsuccessful.
- 9.5. If the applications are not of sufficient quality to provide candidates for interview, the post may be re-advertised. In the event that one or more of the candidates withdraw and thus reduces the number of interviewees, the panel should consider whether any of the remaining candidates should be added to the short list.
- 9.6. Currently, the Workforce Programme is working toward the development of a competency based interview structure. This will be designed to improve the capability and capacity of our people and processes. Further information will be given when available.
- 9.7. Those who are called for interview will be given details and the timetable for subsequent stages in the selection process, and asked whether they have any specific requirements (e.g. wheelchair access at interview location, interpretation services, documents in Braille or large print).

10. The Selection Panel

- 10.1. Establishing who will be involved in the short-listing and selection decision is important to ensure the availability of panel members. The panel composition may change at selection stages. However all selection decisions should be taken by at least 2 panel members and it is recommended to ensure consistency that at least one panel member is involved throughout the selection process.

11. Selection Process

- 11.1. The selection method chosen must be appropriate to the level of post and type of job, and may include an assessment centre. A standardised approach to interviews should be applied to ensure that all interviewees are treated fairly and given equal opportunity to compete. Please ask Human Resources for advice on appropriate methods.
- 11.2. Applicants are to be given adequate notice of interviews or the assessment centre. If an assessment centre is to be used candidates should be advised in advance.
- 11.3. The interviews will be organised around set questions and a structured interview. However, in order to introduce an element of flexibility and get the best from each candidate, follow up questions may be asked, when felt appropriate. Certain appointments will require specific questions to each applicant on the detail of their application form.
- 11.4. Interview and other assessment forms must be completed by the panel to record and compare their findings. These forms must then be retained by the Council for 6 months for reference purposes.

12. Positive Action

- 12.1. The City and County of Swansea follows the principles of 'positive action' as outlined in the Equality Act 2010. This can be applied during the recruitment and selection process when a tie breaker situation arises between two (or more) candidates of equal merit.
- 12.2. Positive action allows an employer to make an appointment based on a particular protected characteristic possessed by a candidate. This decision should only be based on the evidence of an under-representation of a particular group within the workforce (e.g. a shortage of women at a senior level within the authority).
- 12.3. This process must not be used without consulting Human Resources. Please contact Human Resources for further information

13. After the Interview

- 13.1. All applicants should be quickly and officially informed of the outcome. Applicants should not be left to find out the result from other employees, the media or any other unofficial source.

- 13.2. The relevant Manager should give feedback to unsuccessful candidates where this is requested.
- 13.3. Offers will be made conditional upon [satisfactory references](#) and other appropriate qualifying criteria.
- 13.4. All employees new to the City and County of Swansea will complete the Council's and department's Induction Programme.

14. Canvassing elected members or other employees

- 14.1. Canvassing of Members of the Council, any Committee of the Council directly or indirectly for any appointment under the Council will disqualify the candidate for that appointment.
- 14.2. It would be a potential breach of the Code of Conduct for a Member of the Council to solicit for any person any appointment within the Council. Therefore, candidates should not cause embarrassment for them or elected members by approaching them for assistance with any job application.
- 14.3. In relation to references, the Council's Constitution is clear and states that:-
"A Member of the Council shall be precluded from giving a written or oral testimonial of the candidate's ability experience or character for submission to the Council with an application for appointments."

15. Welsh language speakers

- 15.1. The Council is committed to providing equality of opportunity in all matters relating to recruitment, employment and training. Where the Welsh language is concerned:
 - All external positions will be advertised in English and Welsh. If Welsh is essential for the position it will be advertised in Welsh only with a line of explanation in English.
 - Where applicable, all accompanying literature will be bilingual or in the applicant's chosen language.
 - If a specific language skill is required for a position, applicants may have to demonstrate their skills (spoken or written) in advance or during the interview procedure.
 - Job advertisements, descriptions and specifications will welcome Welsh language speakers and, where necessary, specify the level of skill required.
 - Where Welsh language skills are recognised as essential or desirable at a team level but not for all posts in the team, recruitment may be targeted to rectify a shortfall in numbers or maintain a level of service.
 - Gaining or improving Welsh language skills to a specified level in a given time period may be a condition of employment for certain posts with the Authority.

16. Politically Restricted Posts

- 16.1. Some posts in the Council are politically restricted by virtue of the Local Government & Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990.
- 16.2. Where a political restriction applies this means that the applicant will not be permitted to be involved in, or may be restricted, in political interests or associations.
- 16.3. If the post being applied for is politically restricted this will be shown on the enclosed Job Description. If you are unsure whether this applies to you or a post you wish to apply for please contact Human Resources. [Click here to go to the Policy on Politically Restricted Posts](#)

17. Complaints

- 17.1. The Council's Corporate Complaints procedure provides applicants with the right to redress where they may feel that they have been treated unfairly or discriminated against in our recruitment and selection process. The Council will take action to ensure that anyone who applies for a job with the Council will not be treated less favourably than anyone else.

18. Policy monitoring

- 18.1. The Council will monitor the application of this policy and has discretion to review it at any time through the appropriate consultation mechanisms.
- 18.2. Responsibility for the implementation, monitoring and development of this policy lies with the Head of Human Resources. Day to day operation of the policy is the responsibility of nominated officers who will ensure that this policy is adhered to.

Version Number	Details of Change	Date
2	Paragraph 3.6 amended	August 2017





Report of the Head of HR and Service Centre
Organisational Transformation Corporate Delivery Committee

25 October 2022

Reward and Recognition

Purpose:	To inform the Committee of the Council's current reward and recognition strategy
Report Author:	Rachael Davies
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar

1. Introduction

- 1.1 The Council's approach toward Reward and Recognition is detailed in the annual Pay Policy Statement 2022/23. It is a statutory requirement as per the Localism Act (2011) in which English and Welsh authorities must publish a Pay Policy Statement on an annual basis, setting out their approach to all aspects of pay and remuneration. Swansea Council last adopted the annual pay statement in March 2022.
- 1.2 The Pay Policy Statement covers the Council's approach to financial remuneration, market supplement, honoraria payments, the link to pay and performance, exit payments, voluntary severance and pension schemes. It does not cover any non-financial benefits.

2. Pay Policy Statement 2022/23

- 2.1 Pay is the single largest influencing contributor to overall remuneration packages and the Council adopts the nationally agreed pay award rates as and when they are agreed between national employers and trade unions.

Appendix 2

- 2.2 The National Joint Council (NJC) covers most Council employees with the exception of Chief Executives, Chief Officers, teachers, Soulbury officers and Youth and Community workers. The NJC pay spine of 43 spinal column points is exceeded in Swansea by an additional 6 points, making the salary range Scp 1 £19,650 (£10.00 per hour) to Scp 49 £53,994 (£27.99 per hour).

Within that range there are 12 pay grades, most of which have 5 spinal column points. The lower pay grades have either 1, 2 or 3 spinal column points in them. Appendix A contains a full list of each pay grade.

- 2.3 Pay is determined by the process of job evaluation. All NJC posts were evaluated in 2014 and newly created roles emerging since that time have all been evaluated against the same scheme to determine the correct grade. A panel of trained job evaluators undertake evaluations.
- 2.4 Honoraria payments may be made where an employee is undertaking duties of a higher grade for a temporary period. Circumstances could include covering some duties for a manager who is on long term absence as opposed to the full role.
- 2.5 Pay is increased in line with nationally agreed pay awards each year.
- 2.6 The Council does not pay any bonus payments.
- 2.7 There may be rare occasions where recruitment shortages in a specific workforce group could lead to market supplements to pay being offered. The Council has a market supplement policy to determine how and when these payments might be considered appropriate.

3. Local Government Pension Scheme (LGPS)

- 3.1 Swansea Council employees are automatically enrolled into the Local Government Pension Scheme (LGPS) where they meet the entry criteria and where they do not elect to opt out.
- 3.2 The pension scheme provides a career average pension upon retirement as well as death in service and dependent pension provision. The scheme remains generous and an attractive part of the reward package compared to many employers as the employer contributions far outweigh the contributions made by individual members of the scheme
- 3.3 Members of the pension scheme can also choose to purchase Additional Voluntary Contributions (AVC's) to top up their pension benefits.

4. Terms and conditions of employment

- 4.1 The Council provides a range of terms conditions of employment that help provide a supportive, fair and inclusive package of benefits in order to both attract new recruits and retain members of the existing workforce.
- 4.2 Annual leave is based on length of service. Those with less than 5 years' service receive 24 days, those with 5-9 years' service receive 29 days and those with 10 years or more receive 33 days. The Council operates an additional annual leave purchase scheme where a proportion of pay can be deducted across the calendar year to buy up to 10 additional annual leave days.
- 4.3 In addition to annual leave, the Council recognises that there are a minimum of 8 Bank Holidays each year which are given as paid time, and one extra statutory day. Special leave is also available for unexpected absence such as bereavement, serious illness of dependents, jury service and hospital appointments.
- 4.4 The occupational sickness scheme provides for financial support during periods of illness:
- | | |
|--|--|
| During 1 st year of service – | 1 month full pay and (after completing 4 months' service) 2 months' half pay |
| During 2 nd year of service – | 2 months full pay and 2 months half pay |
| During 3 rd year of service – | 4 months full pay and 4 months half pay |
| During 4 th & 5 th year of service – | 5 months full pay and 5 months half pay |
| After 5 years' service - | 6 months full pay and 6 months half pay |
- 4.5 The Council is supportive of flexible working to enable employees to have a healthy work/life balance and the Flexible Working Policy includes voluntary reduction of hours, part-time working, job sharing, annualised hours, compressed hours, term time working, home working and career breaks as options available to apply for.
- Further, the Council operates a Flexi Time Scheme in which those workforce groups who are not on fixed shift patterns due to the nature of the service that they operate within, can use to manage their weekly hours. Employees on flexi time can accrue up to 12 hours on the clock in a period and take one day flexi leave per period (part time staff are pro rata).
- 4.6 Maternity/Paternity, Adoption, shared parental leave and time off for dependents policies are in place that go beyond the statutory minimum to support the workforce when becoming parents.

5. Non-financial benefits

- 5.1 The Council currently offers a range of non-financial benefits to staff alongside the nationally set annual pay award increases and the nationally and locally negotiated terms and conditions.
- 5.2 In September 2022 a new employee benefits platform, Edenred, was launched. This platform provides Swansea Council staff with access to the following:

Cycle to Work Scheme
Car Leasing Scheme
Health Cash Plan
MyAdvantages – discounts on retail, leisure and health

Additionally, other opportunities have been identified to promote to the workforce including the Civil Service Sports Council which provides membership for discounted leisure, spending discounts and volunteering opportunities, a mobile phone discount for staff and family members through EE Perk, First Cymru bus travel discount and a wide range of locally agreed discounts at hospitality venues, childcare and play facilities, leisure facilities and retailers.

All information on these offers is available on the Staff Intranet and instructions on how to access if staff do not have the Staff Intranet are also issued.

6. Recognising Performance

- 6.1 The Council does not reward financially on the basis of performance. A performance management policy is in place and regular discussions and appraisals are expected between managers and their direct reports. The purpose is to recognise good performance and identify any areas for development.

7. Staff Feedback

- 7.1 The last staff survey was undertaken in 2018 and feedback from the workforce regarding reward and recognition was sought.

When asked how satisfied they were, 77% answered positively to the statement 'The recognition I get for good work,' a slight increase from 75% in 2017. Staff surveys have taken a different approach during Covid due to the increase in displacement and a staff engagement group was established in July 2022 to discuss ways in which engagement can be improved.

8. Workforce Strategy 2022-2027

- 8.1 Reward and recognition is a key element of a successful attraction and retention strategy. To ensure workforce commitment and high performance, an effective approach to reward and recognition is necessary, and the Council will have to continuously review the pay, terms and conditions and non-financial benefits on offer to ensure they are relevant, appropriate and valued by the workforce.
- 8.2 The Council's Workforce Strategy 2022-2027 identifies 'An Employer of Choice' as one of its four central strands, and highlights 'Recruitment and Retention' and 'Recognising Performance' as the two objectives that will enable Swansea Council to strive to be seen as an employer of choice.
- 8.3 The Workforce Strategy action plan sets out the 'Recognising Performance' actions as follows:

Strand 7 – Recognising Performance

Review of pay and grading across the Council and for senior roles as identified through the senior management review	To optimise pay and grading arrangements. Review and deliver “future proof” Chief Officer scheme. Review potential for new Officer JE scheme.	TBD on appointment of Pay & Grading Officer	March 2023	Head of HR	Pay and Grading Officer Directors	Funding received for recruitment of Pay & Grading Officer.
Delivery of a revised, “fit for purpose” Performance Management approach, to reflect the future needs of the Council,	Delivery of “Performance and Goals performance management system through Oracle Fusion Delivery of revised Performance Management Policy Corporate and Directorate Objectives Reviewed and Agreed	Oracle Fusion implemented October 2022 Rollout to Council by March 2023	March 2023	Head of HR	Oracle fusion team HR&OD CMT Leadership Team Trade Unions	Engagement with Oracle Fusion team ongoing
Delivery of Action Plan to address Gender, Disability and Race Pay Gap Issues.	Delivery on Actions identified through Plan Develop readiness for Disability and Race Pay Gap issues	Establishment of Workforce Equalities Group Appointment of Pay and Grading Officer	September 2023	Head of HR	Workforce Equalities Group Pay and Grading Officer	Funding received for recruitment of Pay & Grading Officer
Consider re-introduction of “career grades” as part of Pay policy/ strategy	Identified through Staff Focus Group Process to address recruitment and retention issues	Appointment of Pay and Grading Officer	September 2023	Head of HR	Pay and Grading Officer	Funding received for recruitment of Pay & Grading Officer

9. Future considerations

9.1 The actions contained in the Workforce Strategy focus primarily on the financial reward element of being an employer of choice, focusing on pay and grading and performance management. Additional areas to explore could include:

- Salary sacrifice AVC schemes – this is becoming a popular choice in the public sector, supporting individuals retirement plans and reiterating the importance of saving for the future.
- Long service awards – whilst financial payments to recognise long service were phased out in 2014 there are non-financial ways in which long term contribution to public service can be recognised and thanked.
- Staff awards – recognising excellence and celebrating success stories by holding staff awards is a further way of demonstrating the value that staff have to the Council, it's senior leadership team and elected members. Allowing colleagues the opportunity to nominate peers helps engage wider audience and can shine a spotlight on individuals and teams deserving of wide recognition from across the organisation.

10. Integrated Assessment Implications

10.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs

10.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in

accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

10.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

10.4 There are no integrated assessment implications associated with this report. There is no impact identified on people and/or communities when considering all the impacts identified in the screening. This is a for information report and does not require any decision making which could impact on others.

11. Financial Implications

11.1 There are no financial implications directly associated with this report.

11.2 Several items referenced in the report could, if adopted, result in additional costs if Cabinet and Council were to pursue them . Any such policy choices would be appropriately considered at the time including affordability and changes if necessary made to budgets.

11.3 The single biggest component of cost each year will be the national pay award and whether it is fully funded or not in the settlement the Council receives from Welsh Government.

12. Legal Implications

12.1 There are no legal implications associated with this report.

Background Papers:
None

Appendices

Appendix A: Pay Policy Statement 2022/23

Appendix 3 - Integrated Impact Assessment Screening Form

Please ensure that you refer to the Screening Form Guidance while completing this form.

Which service area and directorate are you from?

Service Area:

Directorate:

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services
- Other

(b) Please name and fully describe initiative here:

To inform the Organisational Transformation CDC of the Council's current Recruitment and Retention strategy. This report is for information only and informs the committee of the existing ways in which the Council recruits and retains the workforce, giving options for further exploration.

Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)

	High Impact		Medium Impact		Low Impact		Needs further Investigation	No Impact
	+	-	+	-	+	-		
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Appendix 3 - Integrated Impact Assessment Screening Form

Pregnancy and maternity	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Human Rights	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Q3 What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches?
Please provide details below – either of your activities or your reasons for not undertaking involvement

N/A

Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

No, as this is not an initiative to implement.

- a) Overall does the initiative support our Corporate Plan’s Well-being Objectives when considered together?
Yes No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?
Yes No
- c) Does the initiative apply each of the five ways of working?
Yes No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?
Yes No

Q5 What is the potential risk of the initiative? (*Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...*)

High risk

Medium risk

Low risk

Q6 Will this initiative have an impact (however minor) on any other Council service?

Yes No If yes, please provide details below

Q7 Will this initiative result in any changes needed to the external or internal website?

Yes No If yes, please provide details below

Q8 What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

Appendix 3 - Integrated Impact Assessment Screening Form

(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact/poverty, withdrawal of multiple services and whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)

There is no impact identified on people and/or communities when considering all the impacts identified in the screening. This is a for information report and does not require any decision making which could impact on others.

Outcome of Screening

Q9 Please describe the outcome of your screening using the headings below:

- **Summary of impacts identified and mitigation needed (Q2)**
- **Summary of involvement (Q3)**
- **WFG considerations (Q4)**
- **Any risks identified (Q5)**
- **Cumulative impact (Q7)**

There is no impact as a result of the screening undertaken.

(NB: This summary paragraph should be used in the 'Integrated Assessment Implications' section of corporate report)

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Rachael Davies
Job title: Head of HR and Service Centre
Date: 06/12/2022
Approval by Head of Service:
Name: Rachael Davies
Position: Head of HR and Service Centre
Date: 06/12/2022

Please return the completed form to accesstoservices@swansea.gov.uk

Agenda Item 5



Report of the Chair

Organisational Transformation Corporate Delivery Committee

Work Plan 2022-2023

Date of meeting	Agenda items and Format
28 June 2022	<ul style="list-style-type: none">• Work Plan Discussion.
26 July 2022	<ul style="list-style-type: none">• Work Programme 2022-2023.
27 September 2022	<ul style="list-style-type: none">• Transformation.
25 October 2022	<ul style="list-style-type: none">• Reward an & Recognition of Staff.
22 November 2022	<ul style="list-style-type: none">• Agile Working.
20 December 2022	<ul style="list-style-type: none">• Recruitment & Retention.
24 January 2023	<ul style="list-style-type: none">• Transformation.
28 February 2023	<ul style="list-style-type: none">• Agile Working (Update).
28 March 2023	<ul style="list-style-type: none">•
25 April 2023	<ul style="list-style-type: none">•
To be Scheduled	<ul style="list-style-type: none">• Customer Contact Strategy.• Swansea as the first Human Rights City.• Co-production.