

Integrated Impact Assessment Screening Form – Appendix E (i)

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

Which service area and directorate are you from?

Service Area: HR and Service Centre

Directorate: Corporate Services

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:

Proposals for Recruitment to Director of Corporate Services – covering Options 1 and 2 as per the report (Option 3 is subject to a separate screening)

Following the resignation of the Deputy Chief Executive and Director of Corporate Services in July 2022, there is now a vacancy for that post and an opportunity to consider the available options for replacement.

Option 1; Recruitment of a permanent Deputy Chief Executive and Director of Corporate Services on the existing salary range of £122,334 to £126,875

The existing role was established in November 2021 following a Senior Management Review and replaced the previous role of Deputy Chief Executive and Director of Resources. The previous role included responsibilities which are now managed by the Director of Finance.

In addition to Deputy Chief Executive duties, the Director of Corporate Services role has overall responsibility for Legal, Democratic Services and Business Intelligence, Communications and Marketing, Digital and Customer Services and the newly-formed HR and Service Centre.

Council could determine to proceed immediately to external advertisement of the role, in line with both the Council's Constitution and the legal requirements set out in the Local Authorities (Standing Orders) (Wales) Regulations 2006. This option does not propose any change to the duties of the post, nor any change to the remuneration level.

Option 2; Delete the post of Deputy Chief Executive and Director of Corporate Services and create a Director of Corporate Services on the same salary range as the wider Director grouping, £107,257 to £121,756

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The November 2021 job description for the Deputy Chief Executive and Director of Corporate Services requires the post holder to ‘deputise for the Chief Executive.’ This option proposes the removal of this duty and the redesignation of the job title to Director of Corporate Services. Copies of the existing and proposed job descriptions are detailed in Appendix 1.

Moving to a distributed leadership model where all Directors are responsible for deputising for the Chief Executive in their appropriate field provides greater resilience and capacity building. Subject to consultation, the Director grouping could share this responsibility on a rotational basis as was the agreed arrangement prior to the creation of a Deputy Chief Executive role.

The breadth of services that this post holds has recently altered in that the Finance service is no longer a function sitting within its portfolio. A Director of Finance has subsequently been established and therefore removed from the service grouping that the Deputy Chief Executive and Director of Corporate Services is responsible for. It would be timely to consider whether a realignment of this post with the wider Director grouping is appropriate.

Fewer than half of all Welsh Councils have a Deputy or Assistant Chief Executive post with the majority choosing to distribute the responsibility to deputise for the Chief Executive amongst their Director groupings. Removing the Deputy Chief Executive designation would therefore not be out of line with other local authorities.

The role would need to be re-evaluated with an indicative grade at Director level and will result in a flattening of the Senior Management structure below the Chief Executive. The Council would not be required to submit a proposal to change the responsibilities or salary range of the post to the Independent Remuneration Panel for Wales (IRPW) as this is only now a requirement where Chief Executive remuneration is being altered.

This option would also be in line with the recommendation received from an external review of the management structure carried out with the assistance of the WLGA prior to the November 2021 management restructure.

Based on current salaries this is likely to achieve a saving of employee costs of approximately £20,000 per annum (including on-costs).

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"/>

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Carers (inc. young carers)	<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 checked="" type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnancy and maternity	<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 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 – recruitment process to an existing post

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

- 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?

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(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.)

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)**

Should Options 1 or 2 be approved, there are no service delivery impacts identified as a result and therefore no mitigation is required. Recruiting to this post will enable the Council to have regard to its responsibilities under the WFG legislation by having sufficient leadership posts to work with members to make decisions for the benefit of our communities. No risks have been identified that would cause negative implications but the risk of not recruiting to the post would cause risk to the Council in not having sufficient resource capacity to deliver the Corporate Plan.

A full Integrated Impact Assessment (IIA) has not been undertaken on the proposals in this report based on 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: 28 June 2022
Approval by Head of Service:
Name:
Position:
Date:

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