



WOKINGHAM BOROUGH COUNCIL

A Meeting of the **PERSONNEL BOARD** will be held in First Floor 12 - Civic Offices, Shute End, Wokingham RG40 1BN on **THURSDAY 22 MARCH 2018 AT 6.15 PM**

A handwritten signature in black ink, appearing to read 'Manjeet Gill'.

Manjeet Gill
Interim Chief Executive
Published on 14 March 2018



WOKINGHAM BOROUGH COUNCIL

Our Vision

A great place to live, an even better place to do business

Our Priorities

Improve educational attainment and focus on every child achieving their potential

Invest in regenerating towns and villages, support social and economic prosperity, whilst encouraging business growth

Ensure strong sustainable communities that are vibrant and supported by well designed development

Tackle traffic congestion in specific areas of the Borough

Improve the customer experience when accessing Council services

The Underpinning Principles

Offer excellent value for your Council Tax

Provide affordable homes

Look after the vulnerable

Improve health, wellbeing and quality of life

Maintain and improve the waste collection, recycling and fuel efficiency

Deliver quality in all that we do

MEMBERSHIP OF THE PERSONNEL BOARD

Councillors

Alistair Auty (Chairman)

Stuart Munro (Vice-Chairman)

UllaKarin Clark

Lindsay Ferris
Charles Margetts

Charlotte Haitham Taylor

Pauline Helliard-Symons

ITEM NO.	WARD	SUBJECT	PAGE NO.
38.		APOLOGIES To receive any apologies for absence	
39.	None Specific	MINUTES OF PREVIOUS MEETING To confirm the Minutes of the Extraordinary Meetings held on 5 December 2017, 21 December 2017, 8 January 2018 and 6 February 2018.	5 - 12
40.		DECLARATION OF INTEREST To receive any declarations of interest	
41.		PUBLIC QUESTION TIME To answer any public questions A period of 30 minutes will be allowed for members of the public to ask questions submitted under notice. The Council welcomes questions from members of the public about the work of this committee. Subject to meeting certain timescales, questions can relate to general issues concerned with the work of the Committee or an item which is on the Agenda for this meeting. For full details of the procedure for submitting questions please contact the Democratic Services Section on the numbers given below or go to www.wokingham.gov.uk/publicquestions	
42.		MEMBER QUESTION TIME To answer any member questions	
43.	None Specific	HR UPDATE REPORT To receive an HR update report.	13 - 46

Any other items which the Chairman decides are urgent

A Supplementary Agenda will be issued by the Chief Executive if there are any other items to consider under this heading.

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Civic Offices, Shute End, Wokingham, RG40 1BN

**MINUTES OF A MEETING OF THE
PERSONNEL BOARD
HELD ON 5 DECEMBER 2017 FROM 6.30 PM TO 7.50 PM**

Committee Members Present

Councillors: Alistair Auty (Chairman), UllaKarin Clark, Lindsay Ferris, Charlotte Haitham Taylor, Pauline Helliard-Symons, Charles Margetts and Anthony Pollock (substituting Stuart Munro)

Officers Present

Madeleine Shopland, Democratic and Electoral Services Specialist
Sarah Swindley, Lead Specialist Human Resources
Jonathan Clark, Berwick Partners

23. APOLOGIES

An apology for absence was submitted from Councillor Stuart Munro.

24. DECLARATION OF INTEREST

Councillor Pauline Helliard-Symons declared a Personal Interest in Item 25 Longlist for Permanent Chief Executive, on the grounds that she had interviewed one of the candidates previously.

25. EXCLUSION OF THE PUBLIC

RESOLVED: That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A of the Act as appropriate.

26. LONGLIST FOR PERMANENT CHIEF EXECUTIVE

The Board considered applications for the post of the permanent Chief Executive of Wokingham Borough Council and determined which candidates should be taken forward for long list interview.

RESOLVED: That

- 1) the applicants submitted by the Executive Search firm, Berwick Partners be reviewed;
- 2) 9 candidates from those classified as either 'A', 'B+', or 'B' be supported to proceed to longlist interview;
- 3) the candidates classified as 'C' be rejected.

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**MINUTES OF A MEETING OF THE
PERSONNEL BOARD
HELD ON 21 DECEMBER 2017 FROM 6.30 PM TO 7.50 PM**

Committee Members Present

Councillors: Stuart Munro (Chairman), Prue Bray (substituting Lindsay Ferris), UllaKarin Clark, Charlotte Haitham Taylor, Pauline Helliard-Symons and Anthony Pollock (substituting Alistair Auty)

Officers Present

Manjeet Gill, Chief Executive
Anne Hunter, Democratic and Electoral Services Lead Specialist
Sarah Swindley, Lead Specialist Human Resources
Jonathan Clark, Berwick Partners

27. APOLOGIES

Apologies for absence were submitted from Councillors Alistair Auty, Lindsay Ferris and Charles Margetts.

28. DECLARATION OF INTEREST

Councillor Pauline Helliard-Symons declared a Personal Interest in Agenda Item 29 Shortlist for Permanent Chief Executive by virtue of the fact that she had interviewed one of the candidates previously. Councillor Helliard-Symons took part in discussions and voted on the matter.

29. EXCLUSION OF THE PUBLIC

RESOLVED: That under Section 100A(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A of the Act (as amended) as appropriate.

30. SHORTLIST FOR PERMANENT CHIEF EXECUTIVE

(Councillor Helliard-Symons declared a personal interest in this item)

The Board considered a report submitted by Berwick Partners which contained feedback from the technical interviews that were carried out recently with the long listed candidates for the post of permanent Chief Executive. Having due regard to the report the Board decided to take forward five candidates for short list interviews.

RESOLVED That:

- 1) the report submitted by the Executive Search firm, Berwick Partners, with regard to the long listed applicants who attended technical interviews on 7 and 8 December 2017 be noted;
- 2) having considered those candidates who participated in the long list interviews five candidates be taken forward for short list interviews.

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**MINUTES OF A MEETING OF THE
PERSONNEL BOARD
HELD ON 8 JANUARY 2018 FROM 9.00 AM TO 5.15 PM**

Committee Members Present

Councillors: Alistair Auty (Chairman), Stuart Munro (Vice-Chairman), UllaKarin Clark, Charlotte Haitham Taylor, Pauline Helliard-Symons, Prue Bray (substituting Lindsay Ferris) and Angus Ross (substituting Charles Margetts)

Officers Present

Sarah Swindley, Lead Specialist HR

31. APOLOGIES

Apologies for absence were submitted from Lindsay Ferris and Charles Margetts.

32. DECLARATION OF INTEREST

There were no declarations of interest.

33. EXCLUSION OF THE PUBLIC

RESOLVED: That under Section 100A(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A of the Act (as amended) as appropriate.

34. CHIEF EXECUTIVE RECRUITMENT

The Board interviewed candidates for the position of Chief Executive and Head of Paid Service.

RESOLVED: That Personnel Board recommend to Council the appointment of the preferred candidate subject to the necessary HR checks.

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**MINUTES OF A MEETING OF THE
PERSONNEL BOARD
HELD ON 6 FEBRUARY 2018 FROM 1.00 PM TO 1.25 PM**

Committee Members Present

Councillors: Stuart Munro (Vice-Chairman, in the Chair), UllaKarin Clark,
Charlotte Haitham Taylor and Prue Bray (substituting Lindsay Ferris)

Officers Present

Madeleine Shopland, Democratic Services and Electoral Services Specialist
Sarah Swindley, Lead Specialist Human Resources

35. APOLOGIES

Apologies for absence were submitted from Alistair Auty, Lindsay Ferris, Pauline Helliard Symons, Charles Margetts and Angus Ross.

36. DECLARATION OF INTEREST

There were no declarations of interest received.

37. EXCLUSION OF THE PUBLIC

RESOLVED: That under Section 100A(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 1 of Part 1 of Schedule 12A of the Act (as amended) as appropriate.

38. CHIEF EXECUTIVE RECRUITMENT

The Personnel Board considered a report regarding the appointment of a permanent Chief Executive and the next steps in the appointment process.

RESOLVED: That

- 1) an Executive Search be re-tendered to go back out to the market for a permanent Chief Executive;
- 2) Manjeet Gill undertake the role of Interim Chief Executive for 4 days per week on the expiration of her current contract, until a permanent Chief Executive is appointed. Details of the revised contract are set out in Part 2 of the report.

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TITLE	HR Update report
FOR CONSIDERATION BY	Personnel Board on 22 March 2018
WARD	None Specific
DIRECTOR	Director of Corporate Services - Graham Ebers

OUTCOME / BENEFITS TO THE COMMUNITY

To note the Gender Pay Gap report that will be published before 31 March 2018 and approve the Annual Equalities Workforce Monitoring Report and new Apprenticeship Policy and Guidance.

RECOMMENDATION

- 1) To note the Gender Pay Gap report that will be published before 31 March 2018;
- 2) To approve the Annual Equalities Workforce Monitoring Report and new Apprenticeship Policy and Guidance.

SUMMARY OF REPORT

Members are asked to:

- 1) Note the Gender Pay Gap report that will be published on our website before 31 March.
- 2) Approve the Equalities Workforce Monitoring Report that has been prepared and agreed by the Employment Equalities Working Group
- 3) Approve the Apprenticeship Policy that will enable us to:
 - a. be compliant with the requirements now set down in legislation
 - b. maximise the use of the Apprenticeship Levy

Background

- 1) **Gender Pay Gap Report:** Gender pay reporting legislation requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees. As a public sector organisation this demonstrates our compliance under the Public Sector Equality Duty. Attached is Wokingham Borough Council's report which has to be published no later than 31 March 2018. The data is a snapshot in time and explained in the report. We are also preparing a version for Members, Directors and the Communications team with commentary in order to be ready for any public interest.
- 2) **Equalities Workforce Monitoring Report 2017-2018:** This annual report provides information on employees obtained from our monitoring processes and procedures, which allows us to meet the reporting requirements outlined in the Equality Act 2010. Using this data we can understand the composition of our people, help identify areas for action, and publish the information required to show compliance with the duty. The report for 2017-18 is attached and produced by the Employment Equalities Working Group.

- 3) **Apprenticeship Policy:** On 6 April 2017 the new Apprenticeship Levy came into force and the Corporate Leadership Team (CLT) agreed that a top slice should be taken from the Corporate Training budget to set up our Apprenticeship Framework and offer in order to maximise the usage of the levy and a consultant commissioned to develop a programme of work. This has culminated in the recruitment of an Apprenticeship Specialist who will support the organisation to identify the most appropriate training provider and recruit the Apprentice. In order to maximise our opportunity to successfully achieve the targets set for us (25 Apprentices by April 2021), CLT have approved the attached Apprenticeship Policy. This policy is compliant with all legislation with regards to employing Apprentices and the use of the Apprenticeship Levy which costs Wokingham Borough Council approximately £14,250 per month for its centrally employed staff. Within the policy, we are proposing a special pay scale for Apprentices. This pay scale is designed to suit all areas of the business and those managers who have already employed, or are planning on employing Apprentices were consulted on their views of the proposal. It is proposed that as the Apprentices grows, so do the breadth of the pay-scales therefore enabling managers to set the salary, within boundaries, that enable retention and within budget. Unison are currently being consulted on the proposal and their feedback will be verbally reported at Personnel Board.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	£0	n/a	n/a
Next Financial Year (Year 2)	£0	n/a	n/a
Following Financial Year (Year 3)	£0	n/a	n/a

Other financial information relevant to the Recommendation/Decision
Failure to maximise the use of the Apprenticeship Levy will result the funds reverting to central government after 2 years if unspent.

Cross-Council Implications
N/A

Reasons for considering the report in Part 2
N/A

List of Background Papers
1) Gender Pay Gap Report
2) Equalities Workforce Monitoring Report 2017-2018

3) Apprenticeship Policy

Contact Sarah Swindley	Service Business Services
Telephone No Tel: 0118 974 6076	Email sarah.swindley@wokingham.gov.uk

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Gender Pay Gap 2017



WOKINGHAM
BOROUGH COUNCIL

Forward

Gender pay gap requires employers with 250 or more employees to publish various figures to demonstrate how large the pay gap is between their male and female employees. As a public sector organisation this demonstrates our compliance under the Public Sector Equality Duty.

Wokingham Borough council is committed to having a workplace where everyone is treated with dignity and respect and where equality of opportunity and choice is promoted for all employees. A diverse and inclusive workforce isn't just good for women – it's good for everyone.

Charlotte Haitham-Taylor and I are one of a very few female Leader and Chief Executive combinations in the UK and we take our jobs as female role models very seriously.

We are proud that our council has working hours and practices which are flexible and enable people to balance work and life in a sustainable way, therefore encouraging more women to make their career in the public sector and supporting more women to return to work on a flexible basis.

We also want to shape our community to ensure good growth, where nobody is left behind. Not only are we raising the aspirations of our workforce we are also supporting our wider community by encouraging educational attainment and developing a progressive apprenticeship strategy.

The value of inclusion and harnessing diversity should not be underestimated and we are proud of the opportunities available to all at Wokingham.

Manjeet Gill

Interim Chief Executive

Introduction

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require Wokingham Borough Council to produce an annual report on the differences in aggregate pay and bonuses of men and women based on a snapshot of data on 31st March each year. This includes data for 'relevant employees' which relates to three groups of staff and workers at WBC. These are:

- Staff including those on permanent and fixed term contracts
- Casual workers who received pay during the reporting period (March 2017 payroll)
- Staff at Foundry College including those on permanent and fixed term contracts

Local authorities are not required to include school based staff in their Gender Pay Gap reporting.

Employers are required to report:

- The difference in the mean pay of full-pay men and women, expressed as a percentage
- The difference in the median pay of full-pay men and women, expressed as a percentage
- The difference in mean bonus pay of men and women, expressed as a percentage
- The difference in median bonus pay of men and women, expressed as a percentage
- The proportion of men and women who received bonus pay
- The proportion of full-pay men and women in each of four quartile pay bands

A positive percentage figure reveals that female employees have a lower average pay or bonus than male employees. A negative percentage figure reveals the opposite, i.e. male employees have a lower average pay or bonus than female employees.

It is important to understand that gender pay gap measures the difference between men and women's average earnings across the organisation. This is distinctly different from equal pay, as set out in the Equality Act 2010, which requires that men and women in the same employment performing the same, or similar, jobs of equal value receive equal pay.

Further information on the Gender Pay Gap is available at www.acas.org.uk/genderpay.

Wokingham Borough Council is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above). As such, we:

- carry out pay and benefits audits at regular intervals;
- evaluate job roles and pay grades as necessary to ensure a fair structure.

We are therefore confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather our gender pay gap is the result of the roles in which men and women work within the organisation and the salaries that these roles attract.

WBC Workforce Profile

Like most public sector employers, WBC has a workforce which comprises a wide and diverse range of skills from numerous industry sectors including front line service and support for adults and children, customer services, education, health, leisure, building control, planning and professional services.

At the time of reporting our 'relevant employee' workforce was made up of:

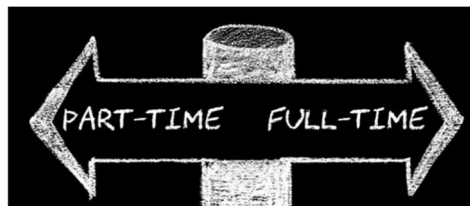
74% Female
(887)



26% Male
(309)

Ratio of 3:1

41% Part Time
(490)



59% Full Time
(706)

Ratio of 2:3

In addition to the Gender Pay Gap reporting requirements we have reviewed how the mean and median pay gap is reflected for our full time and part time workforces separately. All casual workers have been counted as part time. A significantly higher proportion of females (49%, 433 women) work part time compared to males (18%, 57 men).

Mean Gender Pay Gap

$$\text{Calculation} = \frac{\text{Mean Average Pay for Men} - \text{Mean Average Pay for Women}}{\text{Mean Average Pay for Men}} \times 100$$

The mean gender pay gap at WBC is **14.71%**

The mean gender pay gap for full time workers at WBC is **12.64%**

The mean gender pay gap for part time workers at WBC is **-6.81%**

National average mean gender pay gap (October 2017 Office for National Statistics Annual Survey of Hours and Earnings) is **17.4%**

Median Gender Pay Gap

$$\text{Calculation} = \frac{\text{Median Average Pay for Men} - \text{Median Average Pay for Women}}{\text{Median Average Pay for Men}} \times 100$$

The median gender pay gap at WBC is **28.51%**

The median gender pay gap for full time workers at WBC is **13.15%**

The median gender pay gap for part time workers at WBC is **-10.07%**

National average median gender pay gap (October 2017 Office for National Statistics Annual Survey of Hours and Earnings) is **18.4%**

Gender Bonus Gap

Wokingham Borough Council operates two bonus schemes:

- Performance Related Pay (PRP) for senior management
- Retention bonus for children's social work to support recruitment and retention

Mean Gender Bonus Gap

$$\text{Calculation} = \frac{\text{Mean Average FTE Bonus for Men} - \text{Mean Average FTE Bonus for Women}}{\text{Mean Average Bonus for Men}} \times 100$$

The mean gender bonus gap at WBC is **59.30%**

The mean gender bonus gap at WBC for senior management PRP is **-0.83%**

The mean gender bonus gap at WBC for social worker retention is **15.84%**

Median Gender Bonus Gap

$$\text{Calculation} = \frac{\text{Median Average Bonus for Men} - \text{Median Average Bonus for Women}}{\text{Median Average Bonus for Men}} \times 100$$

The median gender bonus gap at WBC is **33.33%**

The median gender bonus gap at WBC for senior management PRP is **0%**

The median gender bonus gap at WBC for social worker retention is **33.33%**

Proportion of Men and Women who receive Bonus Pay

$$\text{Calculation} = \frac{\text{Number of Men (or) Women receiving a bonus}}{\text{Number of Men (or) Women}} \times 100$$

Female	Male
3.15%	3.22%

Proportion of Men and Women in Quartile Pay Bands

	Female	Male
Lower Pay	82.61%	17.39%
Lower Middle Pay	78.86%	21.14%
Upper Middle Pay	74.16%	25.84%
Upper Pay	61.20%	38.80%

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Wokingham Borough Council Equality Monitoring Workforce Report 2017-18

Purpose

The Equality Act 2010 introduced a new General Equality Duty which requires organisations to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- 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

In addition to this there is a Specific Equality Duty which requires organisations to:

- Publish information which demonstrates compliance with the Equality Duty
- Set and publish equality objective

This annual report demonstrates the Council's compliance with the Public Sector Equality Duty in relation to its workforce. It captures data about Wokingham Borough Council employees (excluding Schools) and relates this to the protected characteristics and other relevant indicators along with actions taken to address any gaps.

Version	Date	Description
1	12/10/16	1 st report
2		2 nd report
Document Approvals		
Author: Employment Equality Steering Group		
Approval: CLT		

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Introduction

Under the Equality Act 2010 Wokingham Borough Council (WBC) has a legal duty to advance equality of opportunity for people with protected characteristics, eliminate unlawful discrimination and promote good relations between people. We also have a responsibility to promote equality and recognise diversity; understanding our own workforce and how it relates to the community we serve.

To assist us in undertaking these duties, we review relevant information and data to recognise areas of strength and identify areas for improvement. We then work with relevant groups to develop necessary actions and monitor performance.

It is important that the Council's workforce reflects the composition of the local population to ensure it is representative of the community we serve, thereby helping to ensure that appropriate services are provided to all citizens.

This annual report provides information on employees obtained from our monitoring processes and procedures, which allows us to meet the reporting requirements outlined in the Equality Act 2010. Using this data we can understand the composition of our people, help identify areas for action, and publish the information required to show compliance with the duty.

Borough Demographic

The Borough has a population of around 160,000 with a demographic composition that has changed markedly over the course of the past 15 years. For example, the 2001 census showed that 6.1% of the population were classified as Black or Minority Ethnic (BME), while in 2011 this had risen to 11.75%.

Council Information

Wokingham is a small unitary authority that employs just over 1000 staff, with 54 Councillors, 8 of whom sit on the Executive. We are one of 6 Unitary Authorities in Berkshire and work in a complex multi-agency context, in close partnership with the other unitary authorities.

Budgetary pressures on local authorities are severe. Added to which Wokingham Borough Council is the worst funded unitary authority in England. We rely on council tax as our main income source and, therefore, the accountability relationship with our residents is very strong and real. There have also been changes to national legislation that directly impact the way we deliver our services. Therefore it is very important that we, as an organisation, are prepared for these challenges to ensure the ongoing success of our Borough. We decided the best way to do this was to ensure we had a clear vision with meaningful and realistic priorities, focusing on the needs of our residents. Over the last 6 years we have delivered £36.5million pounds of savings and are forecast to save £20million over the next 4 years. We are about to embark on a major change programme which will deliver £4million savings per annum which will have a direct impact on our workforce and the way in which we work.

When we monitor the composition of the workforce we consider a variety of factors (e.g. starters, leavers and salary) across several protected characteristics (i.e. age, gender, disability, ethnicity, religion and sexual orientation). The data used in this report was drawn on 22nd August 2017

The majority of the information collected is through self-declaration and is reliant on the provision of this data from the workforce.

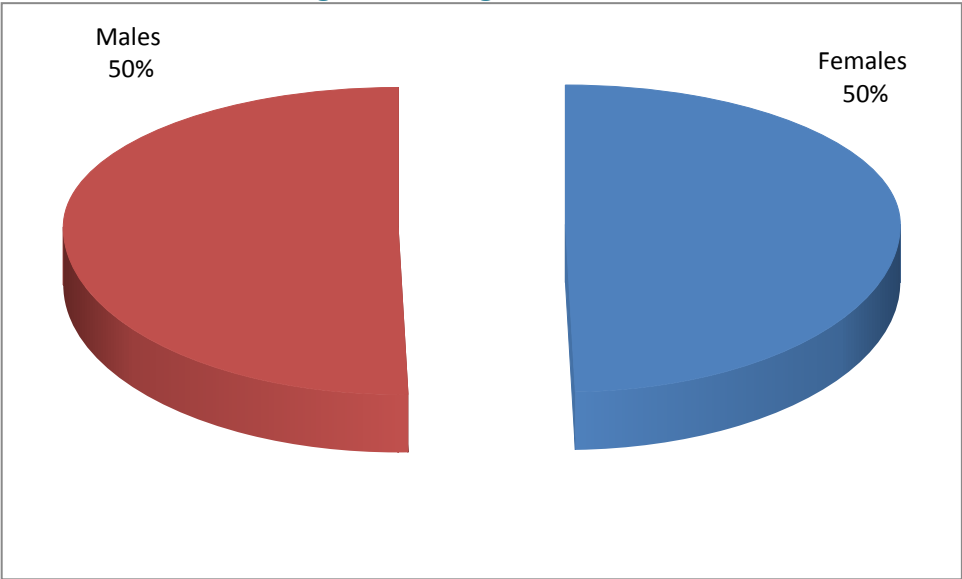
As this is the second report there is limited trend data available. However, this will be reported in further years in order to determine whether recommended interventions have made an impact.

Gender

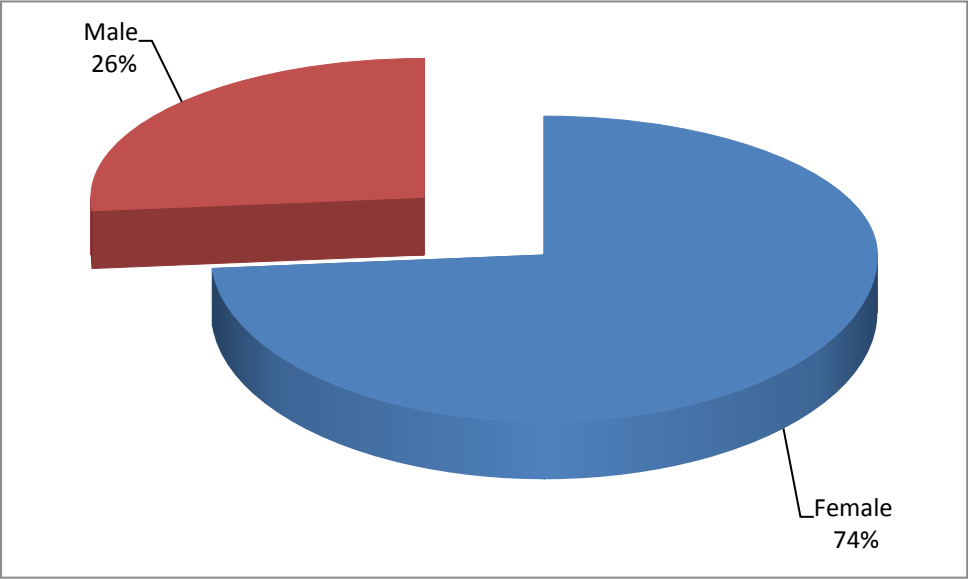
While the Borough has an equal split of men and women, the Council has a gender profile where over 74% of the workforce is women and 26% men, and appears to have remained stable over the last 2 years’.

The salary profile appears to show a fairly consistent level of men achieving each salary range, while there is a skew for women to occupy lower salary ranges. This must consider the distribution of women in specific lower paying roles. The percentage of females earning £50,000 or more is increased by 8% to 50%, against a national average of 32% (Source: CMI: Women in Leadership White Paper). While we are moving in the right direction, it cannot be ignored when almost three quarters of the total workforce are women.

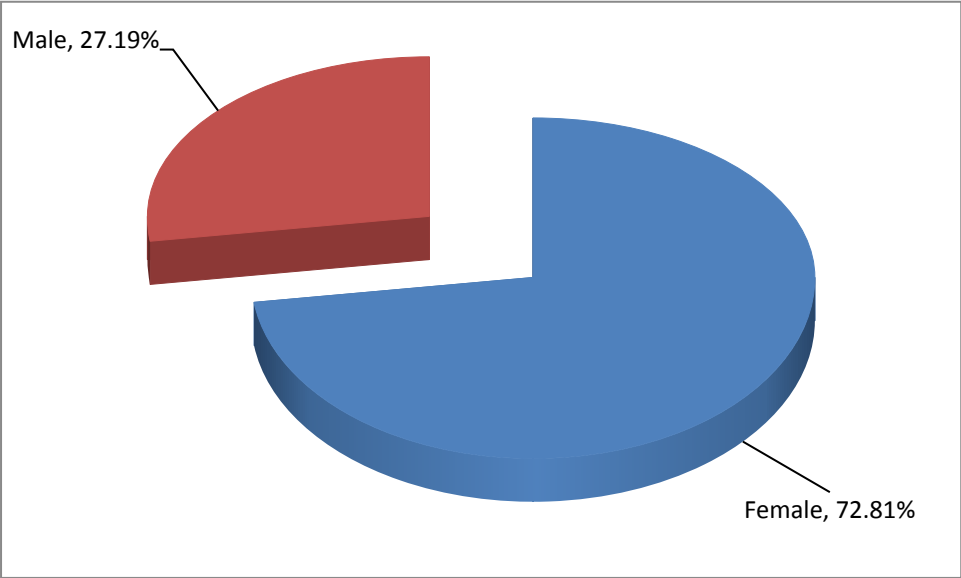
Gender Profile of Wokingham Borough



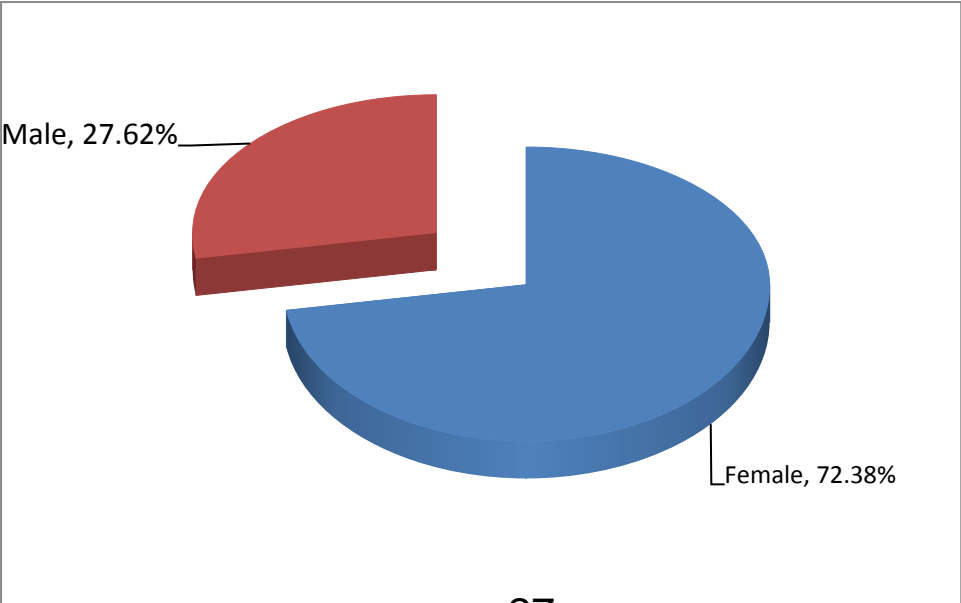
Gender Profile of the Council



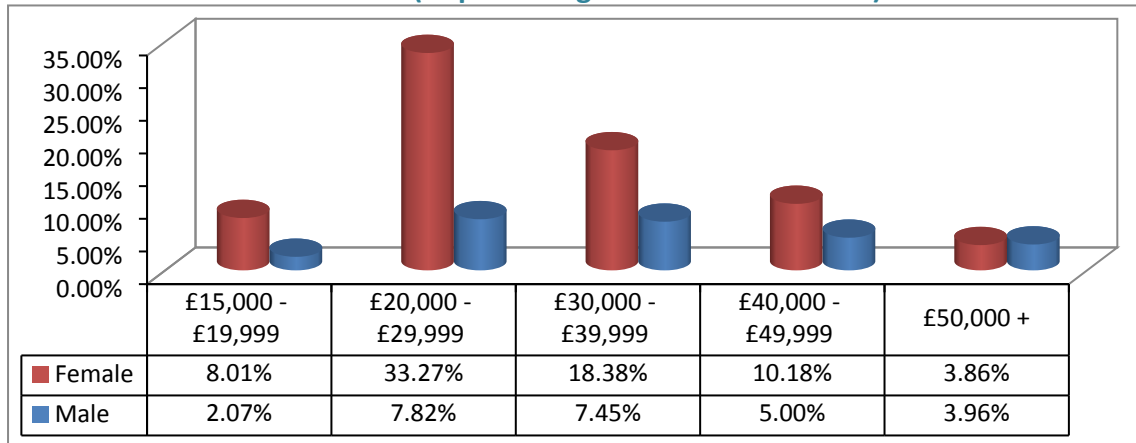
Gender Profile of Starters



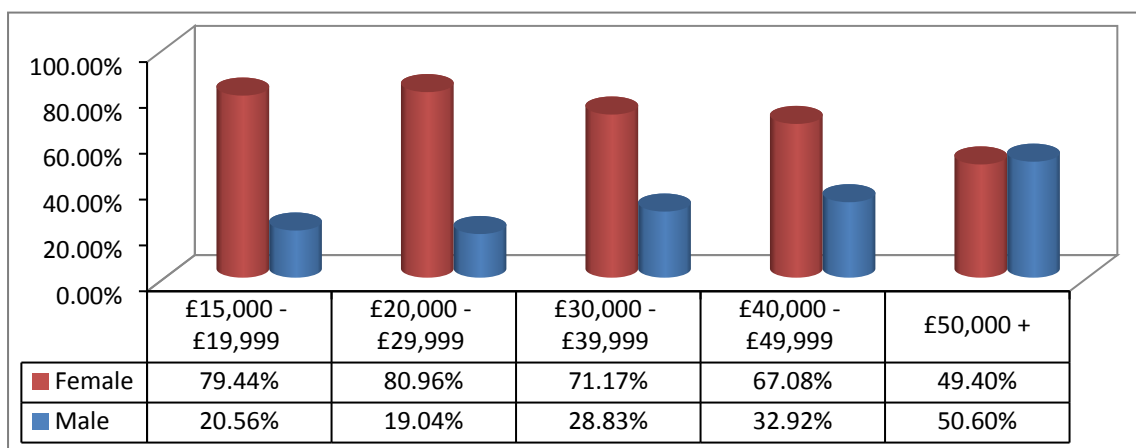
Gender Profile of Leavers



Salaries Across Gender Profile (as percentage of entire workforce)



Salaries Across Gender Profile (as percentage of gender within each salary band)



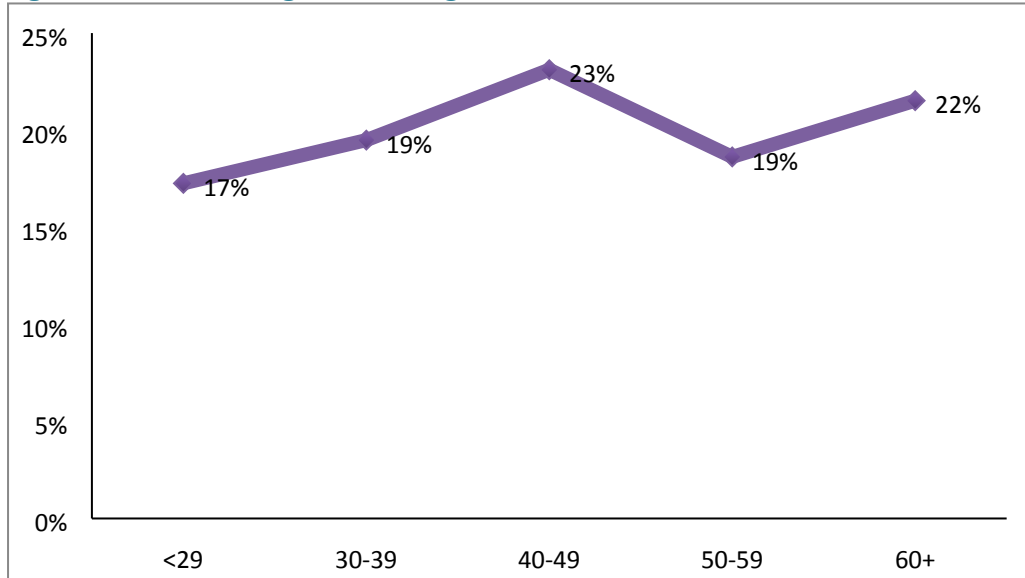
Age

While the age profile is not representative of the Borough its workforce serves, the Council's age profile is not unlike that of other local authorities nationally with a higher proportion (42%) of workers being above 50 years of age, and only 12% under 30 years of age.

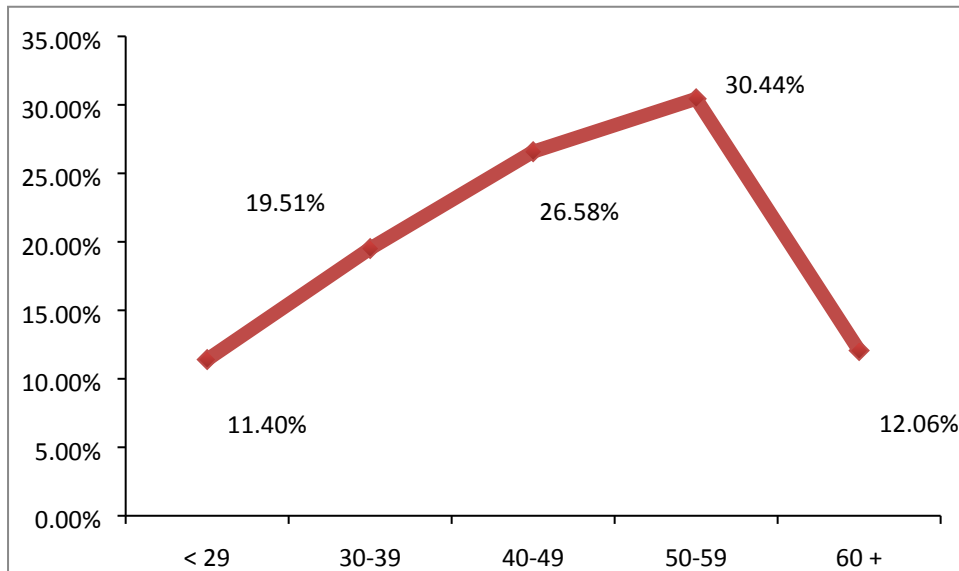
However, 71% of our new starters are under 50, while there is a higher proportion of the older workforce leaving.

When considering salaries across age ranges, there is slight skew towards lower salaries for those below 30 years of age, but this skew moving slightly for each of the following ranges, translating in to older members of the workforce generally commanding higher salaries.

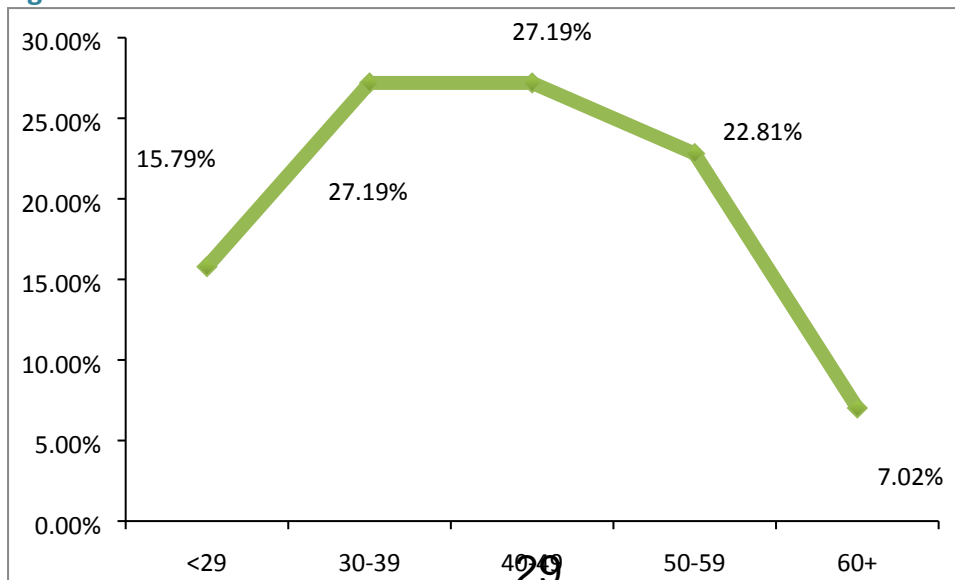
Age Profile of Wokingham Borough



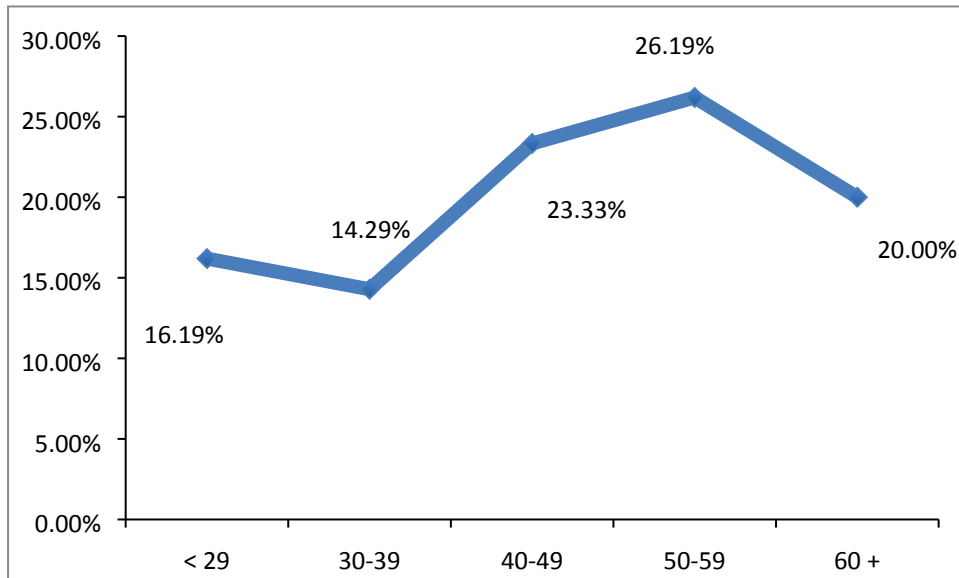
Age Profile of the Council



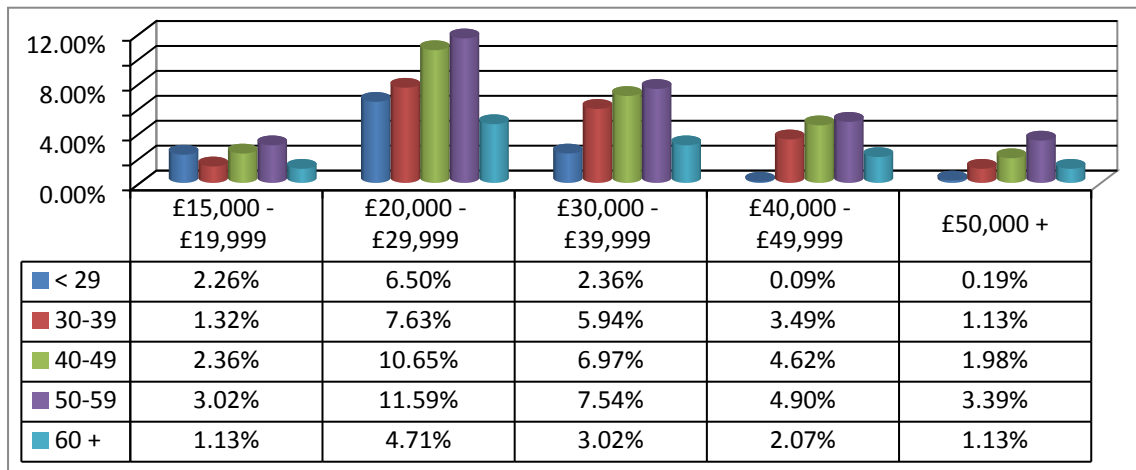
Age Profile of Starters



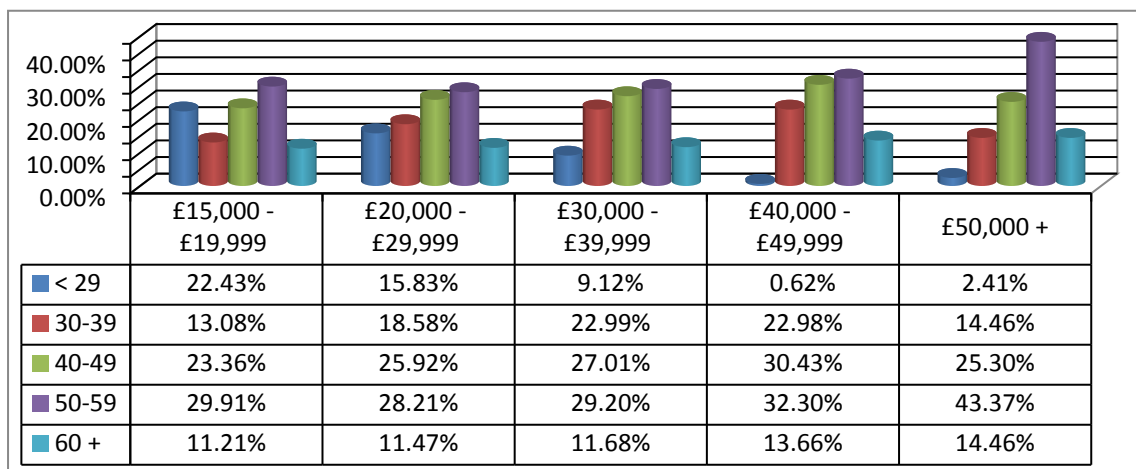
Age Profile of Leavers



Salaries Across Age Ranges (as percentage of entire workforce)



Salaries Across Age Ranges (as percentage of age within each salary band)



Disability

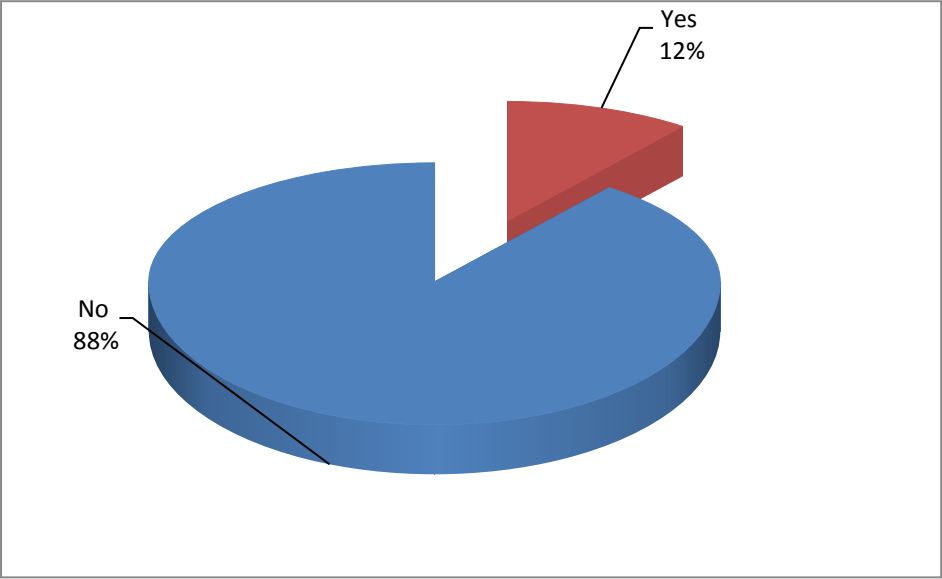
From the information provided, it appears only 4.43% of the workforce have a disability, but this could be higher as 33% of the workforce have not declared their status. This data is reasonably consistent with other local government organisations where 30% of respondents report that

they have 5% or more workers with a disability but 31.4% don't know (source XPerTHR "Disability 2014: What Percentage of your organisation's workforce has a disability"). Even without complete data our overall workforce is more than reflective of the community we serve where 2.84% have a declared long term health problem or disability (source Office of National Statistics 2011 census).

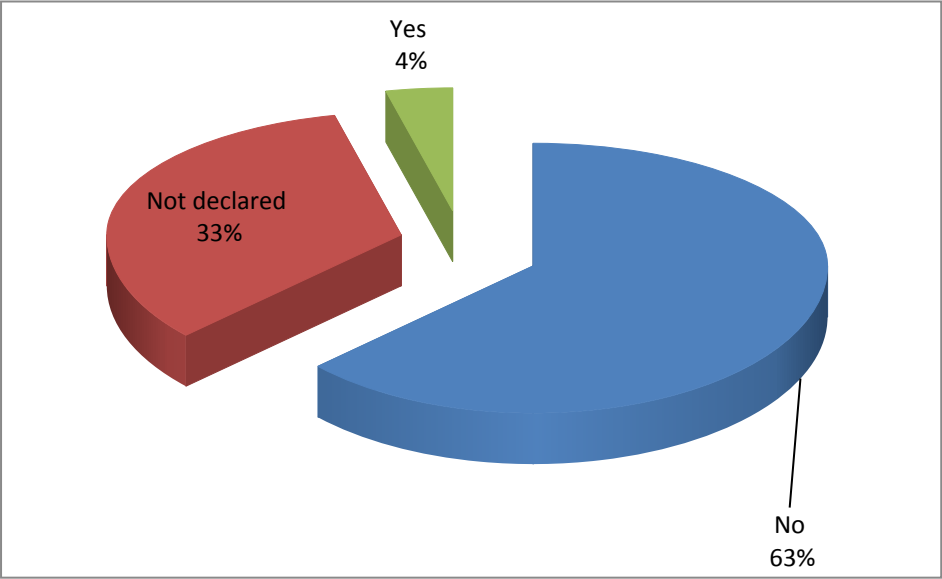
The percentage of leavers and starters who declared a disability are almost identical thereby suggesting a maintenance of the current composition, and an ability to attract those with disability to roles in the Council. The Council currently holds the 'double tick' disability status and has 'Disability Confident' status, the new Government Scheme.

The profile of those with a disability across pay ranges appears to indicate no issues in this area.

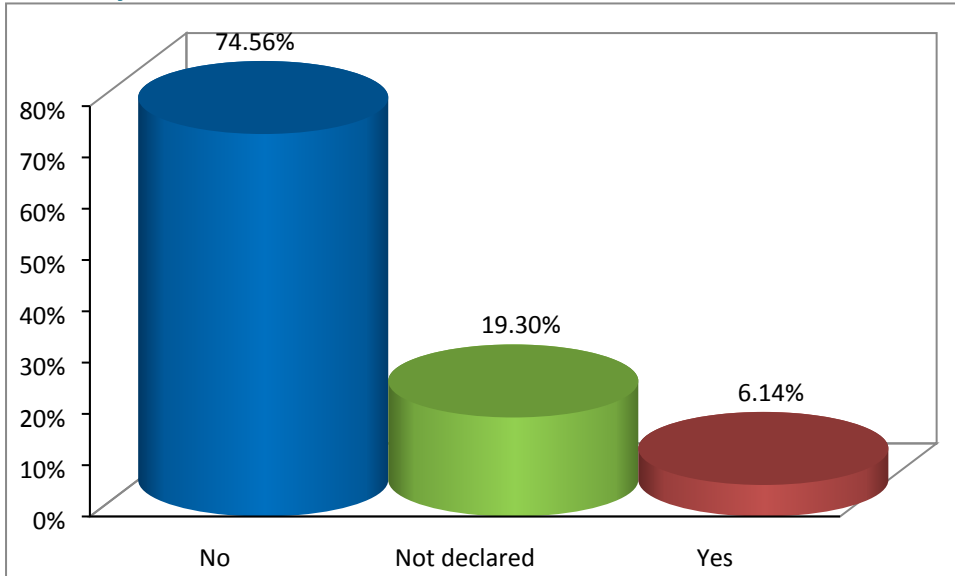
Disability Profile of Wokingham Borough



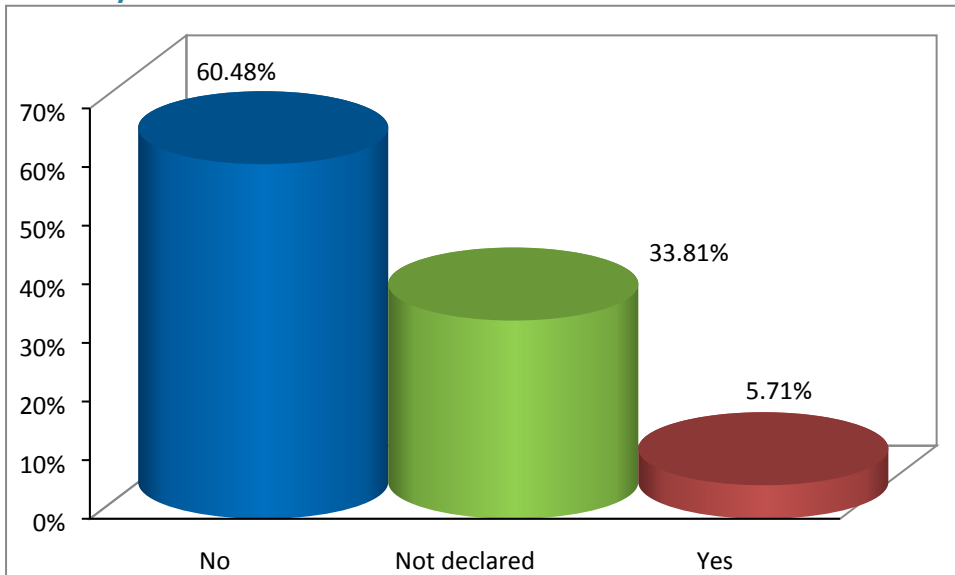
Disability Profile of the Council



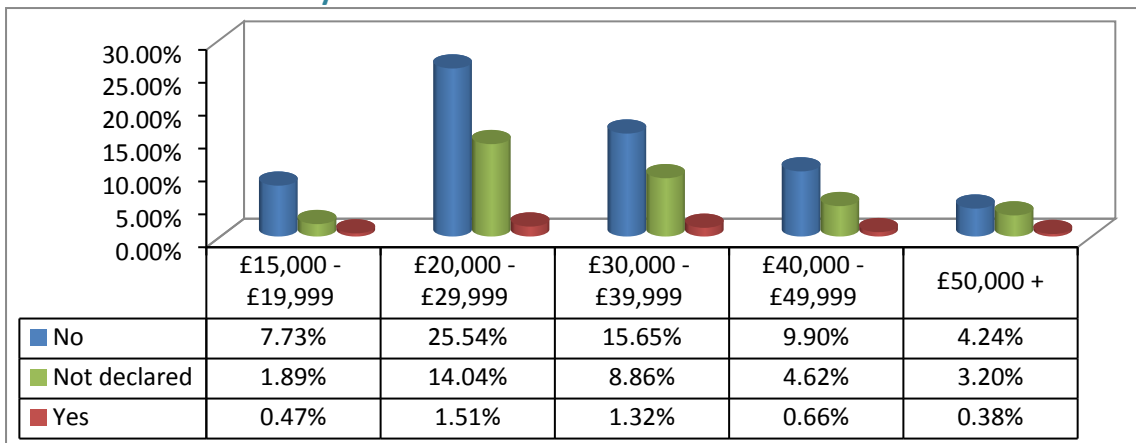
Disability Profile of Starters



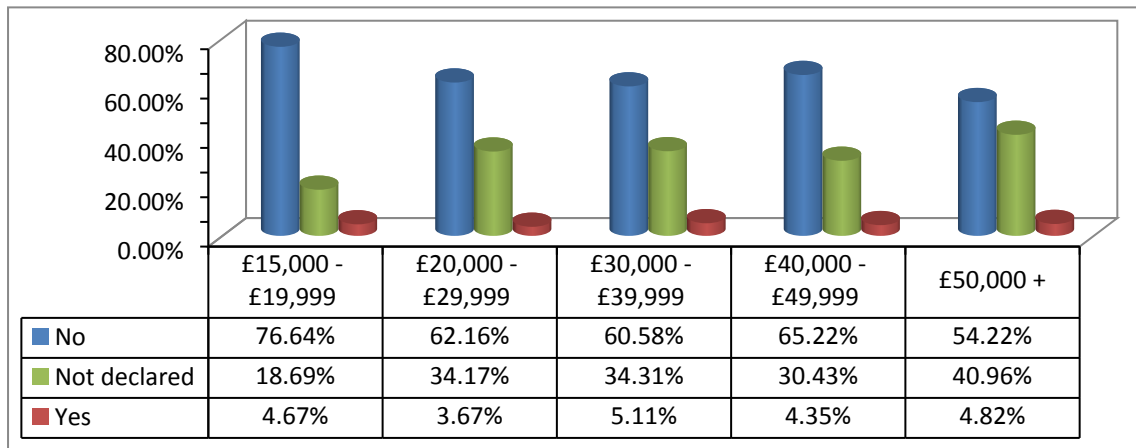
Disability Profile of Leavers



Salaries Across Disability Profile



Salaries Across Disability Profile (as percentage of people with disabilities within each salary band)

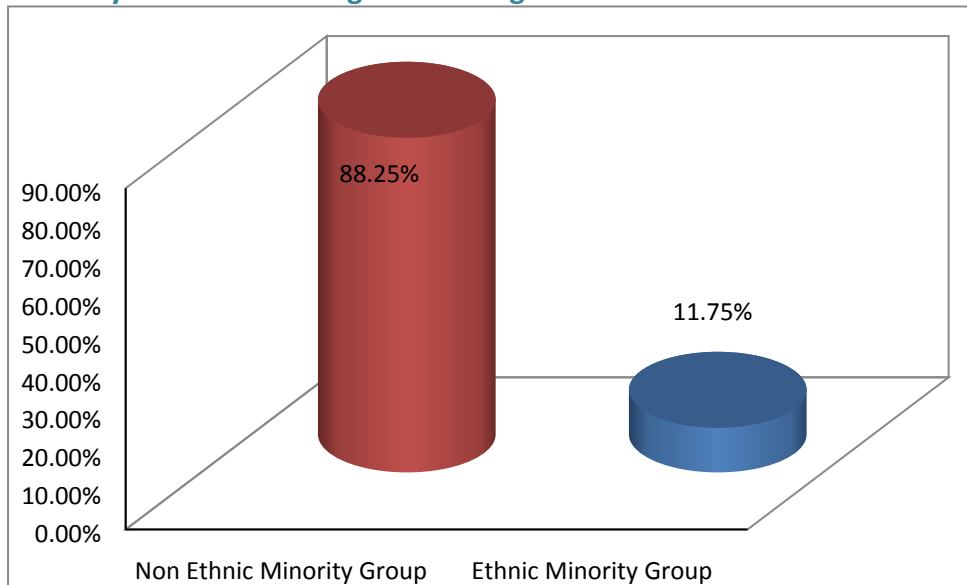


Ethnicity

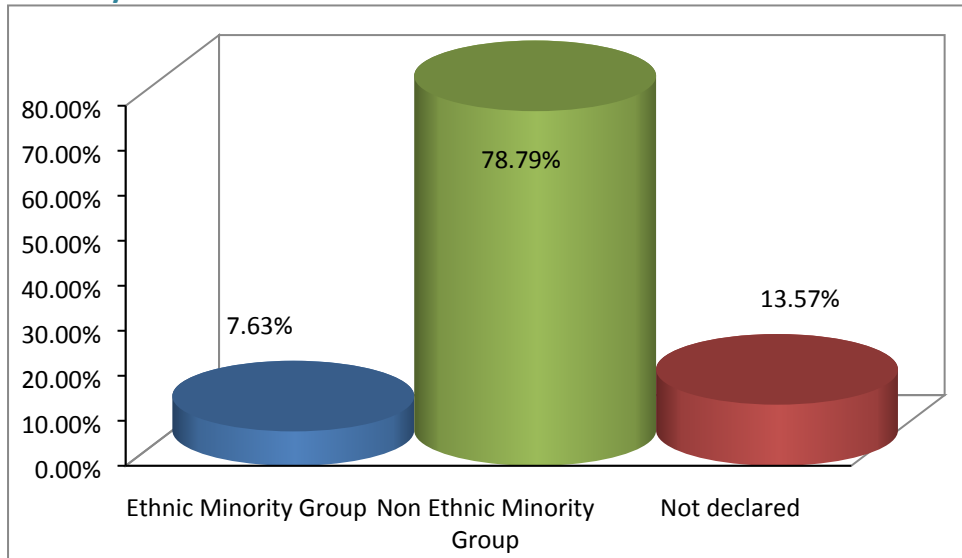
Ethnicity reporting is well established and it is clear that the workforce is actually more diverse than the population it serves, with 79% of the workforce being White British compared to 88% of the Borough. There appears to be a trend in increasing the level of diversity with almost a third of starters being from ethnic minority groups.

The salary profile for those from ethnic minority groups appears to be representative of the general distribution.

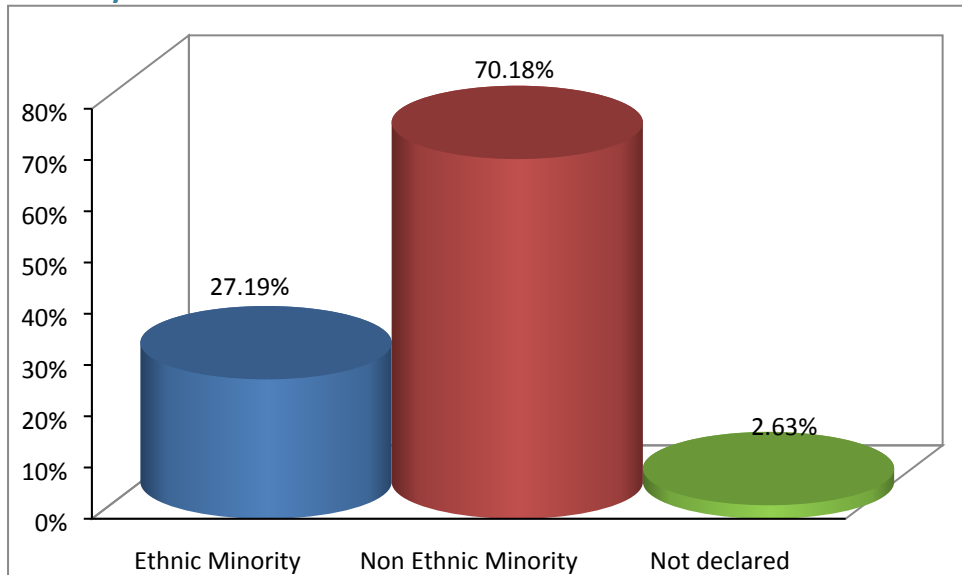
Ethnicity Profile of Wokingham Borough



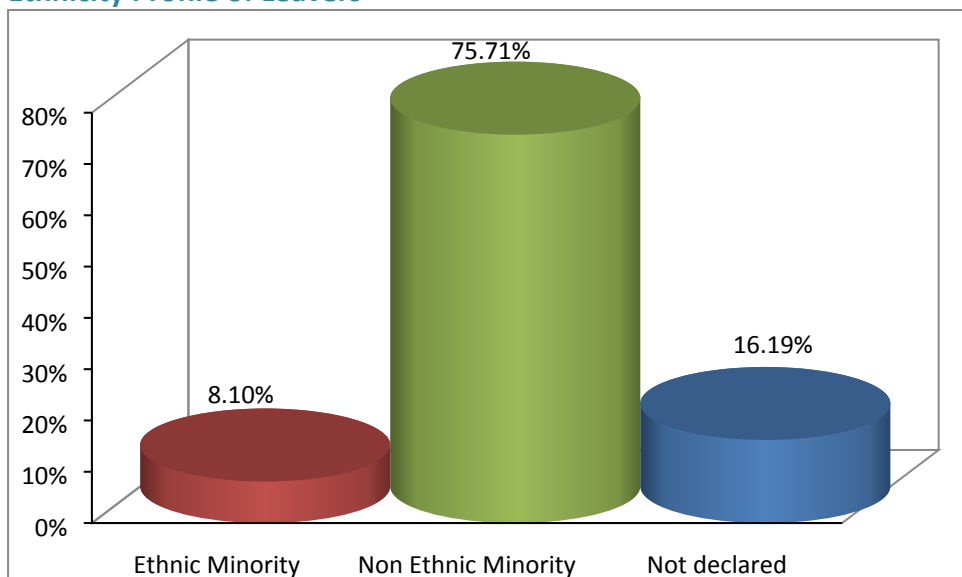
Ethnicity Profile of the Council



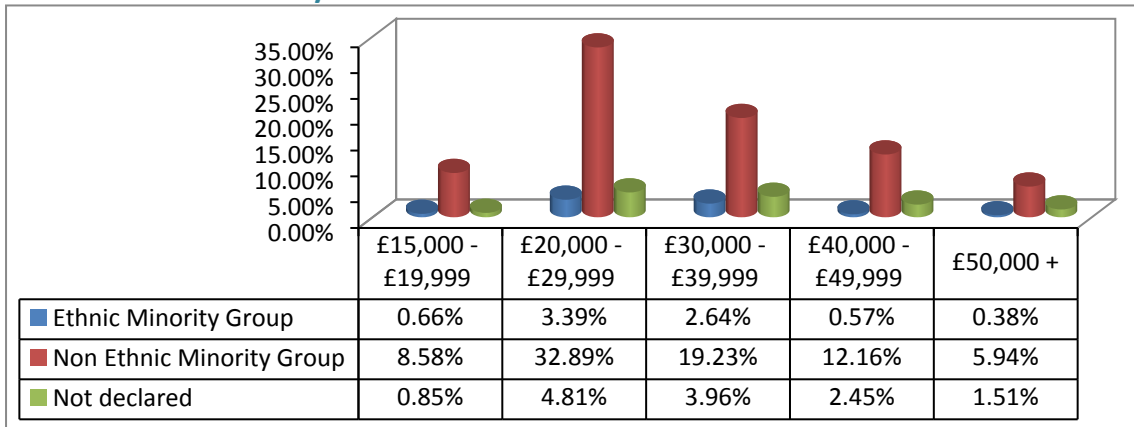
Ethnicity Profile of Starters



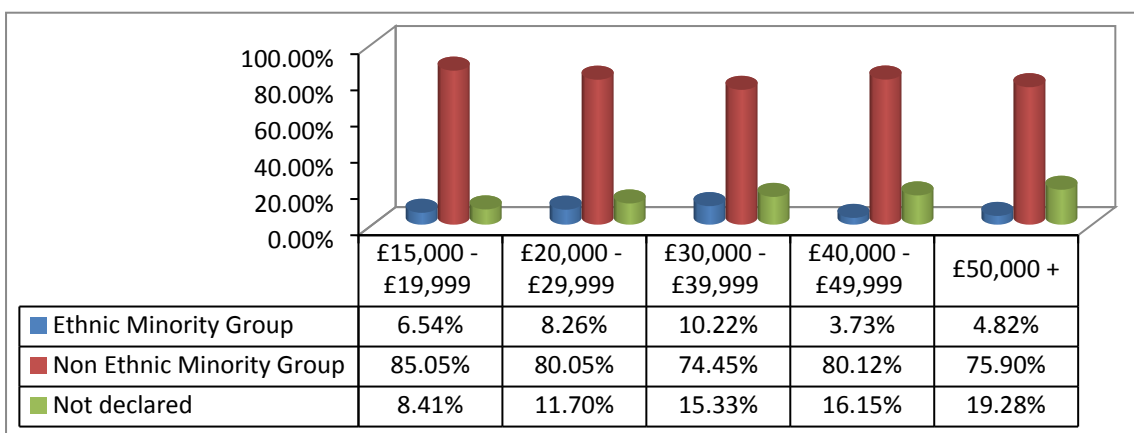
Ethnicity Profile of Leavers



Salaries Across Ethnicity Profile



Salaries Across Ethnicity Profile (as percentage of ethnicity within each salary band)



Religion and Sexual Orientation

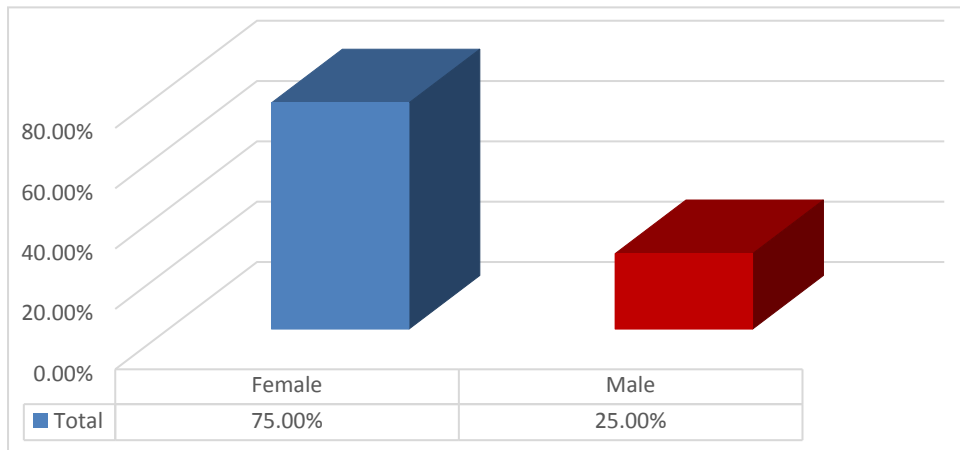
The Council provides an opportunity for its employees to provide information on their religion or belief and sexual orientation; however the confidence to do so does not appear to be sufficient as there is limited information available to provide any analysis, with 88% of the workforce not declaring.

Grievance, Capability and Disciplinary Action

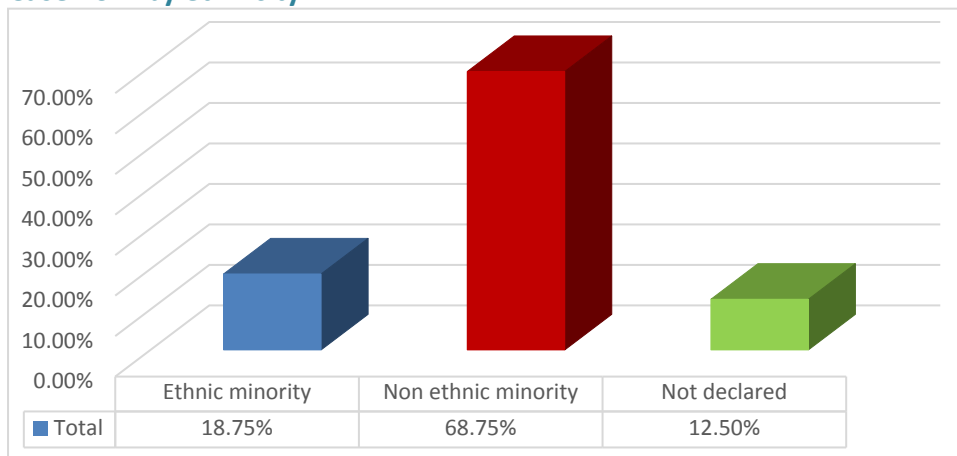
A total of 16 workers went through a formal casework process during the reporting period including capability, disciplinary, probation and grievance cases. A reduction from 23 of the previous year.

There appears to be a disproportionate number of workers with protected characteristics going through formal casework. Those from a BME group account for 18.75% of those going through casework compared to 7.63% of the entire workforce being from a BME background. However, there is a reduction in the gap from 19.02% to 11.12%. With regard to those with declared disabilities, the 3 cases (18.75% of the total casework in comparison to 4% of the workforce declaring a disability) were not in relation to conduct not capability. Further exploration of the data shows that the cases were split equally across all Directorates so this would suggest that the skew is as a result of low level of activity.

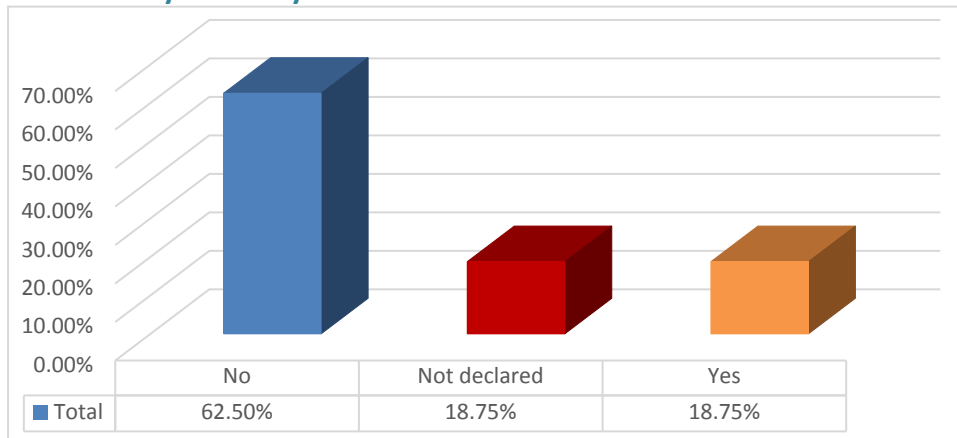
Casework by gender



Casework by ethnicity



Casework by disability



How we meet the Equality Duty

There are several practices already in place, and work already started that demonstrates our commitment to Equality. These are:

- Guaranteed Interview Scheme for any candidate who declares a disability and meets the essential criteria of the role
- All roles are advertised on our website and are accessible to all employees unless there is someone who meets the requirements of the role and is awaiting redeployment

- The creation of the Employment Equality Steering Group whose purpose is to ensure that no potential or existing member of staff is excluded from career or training opportunities due to their age, disability, sex, gender reassignment, pregnancy, maternity, race (which includes colour, nationality and ethnic or national origins), sexual orientation, religion or belief, or because someone is married or in a civil partnership.
- Equal Opportunity training is already in place
- Recruitment training includes learning in relation to equality and diversity and unconscious bias
- Full Equality Impact Assessments take place whenever there is a major change that affects employees
- Reasonable building and equipment adjustments to make offices accessible to all
- Enhanced maternity pay by offering 12 weeks' half pay on the condition that the employee returns to work for at least 3 months' upon completion of their maternity leave
- Meeting our statutory duties with regard to leave for family care
- Elevate Wokingham who seek Apprenticeships and Work Experience for 16-19 year olds not in education, employment or training. Wokingham Borough Council has taken on 6 Apprentices in the last financial year
- Our dormant staff café 'Shuters' has been opened up to provide work experience and for vulnerable and disadvantaged young people from Addington School to enable the young people to acquire catering skills

Last Years' Activity

Subject	Action	Target	Outcome
Recruitment	Introduce monitoring of job applicants in order to identify if there are any equality issues in the recruitment process	Applicant Tracking System launched	Achieved and implemented 3 July 2017
	Increase take up of Apprenticeships in order to encourage younger people into the Council. No target set due to 21 st century restructure but commitment to move in positive direction	n/a	Apprenticeship Co-ordinator appointed w.e.f. 1/10/17 to support this
Training	Introduce a biennial Equal Opportunities refresh to ensure that employees are up to date and aware of their legal duties and requirements	All staff have refresher training	Still being developed
Career opportunities	Ensure EIA are completed at each stage of the 21 st century council restructure programme to review that there is equality in opportunities for the new roles	100% completion of EIA	Completed
	HR continue to closely monitor and review BME data in relation to Capability, Disciplinary and Grievance	n/a	Completed
Data Collection	Increase staff confidence in disclosing their personal information to increase the accuracy of workforce monitoring by ensuring confidentiality and 37 anonymity	75% of workforce disclosed (Currently 60% for Disability and less than 10% for Religious Beliefs	77% of workforce disclosed 67% for Disability and 12% for religious

	(particularly sexual orientation, religious beliefs & disability)	and Sexual Orientation)	beliefs & sexual orientation
	Consider the effective recording of, and response to the needs of any transgender staff	Decision made and implemented	Completed
Accreditations	Review the new 'Disability Confident' accreditation levels and work towards the most appropriate level	Revised accreditation obtained, if appropriate	Accreditation received at Bronze level
Governance	Embed equalities groups and reporting within the organisation, to deliver effective governance and accountability	n/a	Reporting is embedded, size of group has reduced due to staff turnover and further promotion required
	Consider developing internal support groups for different cohorts of employees with that protected characteristic to share experience and help inform further action required	n/a	No internal volunteers to date

Next Years' Activity

The data and information we hold appears to demonstrate no significant issues face us at this point, but there remain areas where we can continue to improve. Therefore, the action plan for this year is as follows:

Subject	Action	Target	Outcome
Recruitment	Analyse the recruitment data that will now be available to identify trends and risks	Quarterly at each Workforce Equality Group meeting	
	Increase take up of Apprenticeships in order to encourage younger people into the Council.	26 by 31 March 2018	
Training	Introduce a biennial Equal Opportunities refresh to ensure that employees are up to date and aware of their legal duties and requirements	All staff have refresher training	
Career opportunities	Continue to ensure EIA are completed at each stage of the 21 st century council restructure programme to review that there is equality in opportunities for the new roles	100% completion of EIA	

	HR continue to closely monitor and review BME data in relation to Capability, Disciplinary and Grievance	n/a	
Data Collection	Increase staff confidence in disclosing their personal information to increase the accuracy of workforce monitoring by ensuring confidentiality and anonymity (particularly sexual orientation, religious beliefs & disability)	80% of workforce disclosed (currently 77% disclosed 67% for Disability and 12% for religious beliefs & sexual orientation)	
Accreditations	Review the new 'Disability Confident: Employer' accreditation and work towards the most appropriate level	Revised accreditation obtained, if appropriate	
Governance	Promote Employment Equality Group to get greater representation from protected minorities and across all Directorates		

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Apprenticeship Policy

Our commitment and intent

The policy is intended to describe how Apprenticeships will be implemented in the Council and documents policy decisions only and is compliant with government guidance. We are committed to integrating Apprenticeships within our workforce as part of our overall Employment model.

Our intention is to ensure that Apprentices benefit from the same policies as other Council employees, except where the nature of an Apprenticeship renders any such policy inappropriate or impractical.

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Version	Date	Description
1	2 January 2018	Author Sarah Swindley & Sarah Trahearn
Document Approvals		
Author:	Sarah Swindley	
Director of Corporate Services:	Graham Ebers	

Scope

This document describes the **Council's** approach to Apprenticeships which **are** paid for by the Apprenticeship Levy. Any Apprentices who joined Wokingham Borough Council prior to 1st May 2017, will be covered by this policy where practical and relevant.

All staff are eligible to express an interest in embarking on an Apprenticeship Training Programme, whether they are new recruits or existing staff wanting to develop within their current role or embark on a new career.

The Council will make every effort to ensure that those with protected characteristics are encouraged to enter Apprenticeships in the full range of possible occupations.

What is an Apprenticeship

An apprenticeship is a genuine job with an accompanying skills development programme. Through their apprenticeship, Apprentices gain the technical knowledge, practical experience and the wider skills they need for their immediate job and future career. The apprentice gains this through a wide mix of learning in the workplace, formal off-the-job training and the opportunity to practise new skills in a real work environment.

The Council will appoint an appropriate Training Provider to deliver the detailed, technical elements of the Training Programme but will maintain responsibility for the overall Apprenticeship. Therefore, an Apprenticeship is an agreement between three parties all working towards successful completion of the Apprenticeship: the Apprentice, the Training Provider and the relevant Line Manager.

Wherever possible the Council will seek to permanently employ an Apprentice at the end of their successfully completed Training Programme should the Apprentice wish to remain with us.

Committing to an Apprenticeship

The Council expects any potential Apprentice, whether they are a new recruit or an existing member of staff, to have a clear understanding of the Training Programme they are committing to and what this will require from the Apprentice to ensure successful completion to ensure the appropriate return on investment for all parties involved.

Managers must be committed to supporting the Apprentice for the duration of the Training Programme.

Apprenticeship Pay, Terms and Conditions

The level at which Apprentices enter the pay-scale will be dependent upon the Level of Apprenticeship qualification and the pay rates will be monitored to ensure they remain competitive.

Apprenticeship Pay Rates

The agreed pay rates are:

Apprenticeship Level	NJC Scale point Minimum	NJC Scale points Maximum
Level 2 or Year 1 of L4 or above	7	11
Level 3 or Year 2 of L4 or above	10	14
Year 3 of L4 or above	13	17
Year 4 of L4 or above	16	22
Year 5 of L4 or above	19	27
Year 6 of L4 or above	22	35

Apprentice Terms and Conditions

All newly employed Apprentices will be employed on Fixed-term contracts for the duration of their Training Programme (pay scales set out above).

Existing employee's amendments to pay and Terms and Conditions will be dependent upon the nature of the selected Apprenticeship Training Programme. However, were an existing member of staff wishes to undertake an Apprenticeship as part of the Continued Professional Development (CPD) and remains in their current role, their terms and conditions will remain unchanged.

20% of the Apprentices working hours will be in relation to study time, either at college or away from work and the continuation of the Apprenticeship will be dependent upon adequate attendance and performance.

Should an Apprentice be absent for any statutory reason i.e. adoption, maternity, paternity, long term sick leave the Apprentice will have their contract extended to enable them to complete their Apprenticeship.

The Council will support Apprentices who need to take a break in learning where they plan to return and it is agreed by their Manager. Reasons for this could include medical treatment, parental or personal reasons, but would not include short-term absences, such as annual leave or occasional sickness.

Apprenticeship Duration

The minimum duration for a fixed term contract in support of an Apprenticeship is one year and one day.

Where an Apprentice has completed the learning before the minimum duration has been met, Training must continue for the duration of the Training Programme.

Should the Apprenticeship be part time the duration of the Training Programme may need to be extended.

Employment Hours

Apprenticeships can be full time or part time. If part time and less than 30 hours a week:

- the min duration of the Apprenticeship has to be extended on a pro rata basis
- 20% of any hours contracted must be given to off-the-job training

Therefore if the Apprentice works fewer than 30 hours a week, the Council will extend both the duration of the Training Programme and the Employment Contract to accommodate this. This will also apply to any temporary period of part-time working.

Changes to an Apprenticeship

The Council will consider a change to an Apprenticeship level within the first 3 months of commencement of the Apprenticeship subject to there being no additional costs to the organisation.

Leaving WBC whilst undertaking an Apprenticeship

If an Apprentices leaves the Council, their Apprenticeship Training Programme with the Council will cease.

Apprenticeship Training Programme Complaints

If an Apprentice is not satisfied with the quality of the training they are receiving from their Training Provider, they should in the first instance discuss this with their Line Manager who will determine the appropriate course of action.

If an Apprentice is not satisfied with the level of support they are receiving from their Line Manager, they should discuss this with their Line Manager in accordance with the grievance procedure.

Further information

Further help and advice can be obtained through emailing hrenquiries@wokingham.gov.uk, or calling 0118 974 6116.

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