



# WOKINGHAM BOROUGH COUNCIL

A Meeting of the **PERSONNEL BOARD** will be held in  
David Hicks 1 - Civic Offices, Shute End, Wokingham RG40  
1BN on **MONDAY 14 AUGUST 2023 AT 7.00 PM**

Susan Parsonage  
Chief Executive  
Published on 4 August 2023

**Note:** Non-Committee Members and members of the public are welcome to attend the meeting or participate in the meeting virtually, in line with the Council's Constitution. If you wish to participate either in person or virtually via Microsoft Teams please contact Democratic Services. The meeting can also be watched live using the following link: <https://youtube.com/live/ZvmAn1J-nf4?feature=share>



<b>Our Vision</b>
<b><i>A great place to live, learn, work and grow and a great place to do business</i></b>
<b>Enriching Lives</b>
<ul style="list-style-type: none"> <li>• Champion excellent education and enable our children and young people to achieve their full potential, regardless of their background.</li> <li>• Support our residents to lead happy, healthy lives and provide access to good leisure facilities to enable healthy choices for everyone.</li> <li>• Engage and empower our communities through arts and culture and create a sense of identity for the Borough which people feel part of.</li> <li>• Support growth in our local economy and help to build business.</li> </ul>
<b>Providing Safe and Strong Communities</b>
<ul style="list-style-type: none"> <li>• Protect and safeguard our children, young and vulnerable people.</li> <li>• Offer quality care and support, at the right time, to reduce the need for long term care.</li> <li>• Nurture our communities: enabling them to thrive and families to flourish.</li> <li>• Ensure our Borough and communities remain safe for all.</li> </ul>
<b>Enjoying a Clean and Green Borough</b>
<ul style="list-style-type: none"> <li>• Play as full a role as possible to achieve a carbon neutral Borough, sustainable for the future.</li> <li>• Protect our Borough, keep it clean and enhance our green areas for people to enjoy.</li> <li>• Reduce our waste, promote re-use, increase recycling and improve biodiversity.</li> <li>• Connect our parks and open spaces with green cycleways.</li> </ul>
<b>Delivering the Right Homes in the Right Places</b>
<ul style="list-style-type: none"> <li>• Offer quality, affordable, sustainable homes fit for the future.</li> <li>• Ensure the right infrastructure is in place, early, to support and enable our Borough to grow.</li> <li>• Protect our unique places and preserve our natural environment.</li> <li>• Help with your housing needs and support people, where it is needed most, to live independently in their own homes.</li> </ul>
<b>Keeping the Borough Moving</b>
<ul style="list-style-type: none"> <li>• Maintain and improve our roads, footpaths and cycleways.</li> <li>• Tackle traffic congestion and minimise delays and disruptions.</li> <li>• Enable safe and sustainable travel around the Borough with good transport infrastructure.</li> <li>• Promote healthy alternative travel options and support our partners in offering affordable, accessible public transport with good transport links.</li> </ul>
<b>Changing the Way We Work for You</b>
<ul style="list-style-type: none"> <li>• Be relentlessly customer focussed.</li> <li>• Work with our partners to provide efficient, effective, joined up services which are focussed around our customers.</li> <li>• Communicate better with customers, owning issues, updating on progress and responding appropriately as well as promoting what is happening in our Borough.</li> <li>• Drive innovative, digital ways of working that will connect our communities, businesses and customers to our services in a way that suits their needs.</li> </ul>
<b>Be the Best We Can Be</b>
<ul style="list-style-type: none"> <li>• Be an organisation that values and invests in all our colleagues and is seen as an employer of choice.</li> <li>• Embed a culture that supports ambition, promotes empowerment and develops new ways of working.</li> <li>• Use our governance and scrutiny structures to support a learning and continuous improvement approach to the way we do business.</li> <li>• Be a commercial council that is innovative, whilst being inclusive, in its approach with a clear focus on being financially resilient.</li> <li>• Maximise opportunities to secure funding and investment for the Borough.</li> <li>• Establish a renewed vision for the Borough with clear aspirations.</li> </ul>

## MEMBERSHIP OF THE PERSONNEL BOARD

### Councillors

Rachel Bishop-Firth (Chair)  
Pauline Helliar-Symons  
Lindsay Ferris

Prue Bray (Vice-Chair)  
Pauline Jorgensen

Stephen Conway  
Stuart Munro

ITEM NO.	WARD	SUBJECT	PAGE NO.
22.		<b>APOLOGIES</b> To receive any apologies for absence	
23.	None Specific	<b>MINUTES OF PREVIOUS MEETING</b> To confirm the Minutes of the Meeting held on 21 June 2023, and the Minutes of the Extraordinary Meeting held on 13 July 2023.	7 - 16
24.		<b>DECLARATION OF INTEREST</b> To receive any declarations of interest	
25.		<b>PUBLIC QUESTION TIME</b> 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 <a href="http://www.wokingham.gov.uk/publicquestions">www.wokingham.gov.uk/publicquestions</a>	
26.		<b>MEMBER QUESTION TIME</b> To answer any member questions	
27.	None Specific	<b>PAY POLICY STATEMENT 2023</b> To receive the Pay Policy Statement 2023.	17 - 26
28.	None Specific	<b>DIRECTOR OF CHILDREN SERVICES PERMANENT RECRUITMENT PROPOSAL</b> To consider a proposal around the recruitment of a permanent Director of Children Services.	27 - 30
29.	None Specific	<b>AGENCY &amp; TEMPORARY WORKER REPORT Q4 2022/23</b> To consider the Agency & Temporary Worker Report	31 - 34

Q4 2022/23.

30.

**EXCLUSION OF THE PUBLIC**

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 amended) as appropriate.

31. None Specific

**PERMANENT APPOINTMENT OF THE DIRECTOR OF PUBLIC HEALTH**

To consider a report regarding the permanent appointment of the Director of Public Health.

**To  
Follow**

**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.

**CONTACT OFFICER**

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**MINUTES OF A MEETING OF THE  
PERSONNEL BOARD  
HELD ON 21 JUNE 2023 FROM 7.00 PM TO 9.20 PM**

**Committee Members Present**

Councillors: Rachel Bishop-Firth (Chair), Prue Bray (Vice-Chair), Lindsay Ferris, Stephen Conway and Pauline Jorgensen

**Officers Present**

Madeleine Shopland, Democratic and Electoral Services Specialist  
Louise Livingston, AD HR & OD  
Susan Parsonage, Chief Executive (items 1-15)  
Sally Halliwell, Lead HR Business Partner

**1. ELECTION OF CHAIR 2023-24**

**RESOLVED:** That Councillor Rachel Bishop-Firth be elected Chair for the 2023-24 municipal year.

**2. APPOINTMENT OF VICE CHAIR 2023-24**

**RESOLVED:** That Councillor Prue Bray be appointed Vice Chair for the 2023-24 municipal year.

**3. APOLOGIES**

An apology for absence was submitted from Pauline Helliard Symons.

Stuart Munro attended the meeting virtually.

**4. MINUTES OF PREVIOUS MEETING**

The Minutes of the meeting of the Minutes of the Board held on 13 January 2023 and the Minutes of the Extraordinary meetings held on 23rd January 2023, 6 February 2023, 24 March 2023 and 30 March 2023 were confirmed as a correct record and signed by the Chair.

**5. DECLARATION OF INTEREST**

There were no declarations of interest.

**6. PUBLIC QUESTION TIME**

There were no public questions.

**7. MEMBER QUESTION TIME**

There were no Member questions.

**8. DEVELOPMENT OF THE COUNCIL'S PEOPLE STRATEGY**

The Board received a report regarding the development of the Council's People Strategy.

During the discussion of this item, the following points were made:

- The Assistant Director, HR & OD had been reviewing the Council's HR practices and looking at linking them with the Council's objectives.
- The Council would be developing a People's Strategy. Engagement in the process would include councillors, and the draft and final versions would be presented to the Personnel Board for comment.

- The People Strategy would help to set the direction of the workforce and would link to the work around the Community Vision and Council Plan.
- Possible areas for inclusion included performance, leadership, investment in people, organisational behaviours, engagement, inclusivity, reward, and employer brand.
- The report detailed various engagement tools that would be used. Personnel Board's views would be sought on these.
- A further update would be provided in September and the views of Board members would be sought prior to this. A final version would be presented to the Board in November.
- Prue Bray welcomed the idea of a strategy on a page. She felt that this would be more likely to be read.
- Pauline Jorgensen questioned what the scope would be and whether it would be aimed at contractors as well as employees. Louise Livingston indicated that it would be mainly aimed at the workforce, but conversations would also be had with partners such as Optalis.
- Pauline Jorgensen questioned whether reference should be made to a sourcing strategy. Louise Livingston indicated that the strategy itself would be succinct but there would also be a clear action plan underneath. Members felt that this would help to provide guidance.
- Stephen Conway commented that the development of a People Strategy was very encouraging and that he welcomed the focus on partnership working and the taking into account of the community vision work.
- In response to a question from Lindsay Ferris, Louise Livingston indicated that staff would see how the Council intended to develop its staff, making a commitment to look at factors such as career development, growing its own and ensuring that there was transparency around how salaries would be set. It was hoped that this would help recruitment and retention.

**RESOLVED:** That the proposed method of defining the people strategy through engagement and consultation with the wider workforce, be agreed.

## **9. MODERN WORKFORCE CONCEPTS**

The Board considered a report regarding Modern Workforce concepts.

During the discussion of this item, the following points were made:

- The Council would look at taking the ways of working which had developed over the pandemic, and what it needed to do as an organisation to deliver the best for its residents, ascertaining where this would open up opportunities to work flexibly.
- Stephen Conway suggested that reference be made to partnership working under the section relating to potential principles. This would be an important part of the modern workforce concepts.
- Sally Halliwell stated that whilst the framework would focus on staff, the customer remained at the heart of all that we did as a Council. The principles related to the customer/colleague experience but allowed greater flexibility that had started to develop over the pandemic. This would help to broaden the net when it came to recruitment and allow flexibility in the market. It continued to be difficult to recruit to certain roles, but some roles could also work in different ways. The concepts would be very service orientated as one size did not fit all.



- The concepts were linked in with other initiatives such as staff parking and accommodation.
- Some worker styles had been identified but the Council was very diverse in what it delivered. Engagement would take place with staff across all levels.
- Pauline Jorgensen expressed some concerns regarding the wording of part of the benefits section. She was of the view that 'Colleagues will have flexibility of when, how and where they work taking into account the needs of the service allowing for a better work life balance', gave the impression that the colleague was the one who decided how they worked. The needs of the organisation were important. She felt that this could be better worded. Sally Halliwell agreed that the wording could be amended. The needs of the organisation were paramount and there would still be a requirement to be present in the office as and when required.
- Lindsay Ferris commented that it could be difficult when officers were based some distance away. Whilst there needed to be flexibility, it needed to be within a framework and understood by both parties, to ensure that an additional burden did not fall on officers who were based closer.
- Members agreed that clear communication from the start of employment, and during recruitment, was essential. Sally Halliwell emphasised that the Council would be clear around expectations when recruiting.
- Stephen Conway stated that it was often helpful for officers attending committee meetings to attend in person as it helped to get know councillors and how the committee worked, better. He went on to state that flexibility in the system was beneficial. Some officers liked to come in to the office for the social aspect.
- Prue Bray stated that planning the size of the workspace was difficult if there was a lot of flexibility in workstyles.
- In response to a question from Prue Bray, Louise Livingston commented that the Learning and Development team were looking at development opportunities. She emphasised that discussions were being held with the property team regarding accommodation.
- Pauline Jorgensen referred to the proposed signage for the forthcoming car parking changes, which included reference to the cost of staff parking permits. She suggested that this wording be removed. She was also of the view that £950 was a lot for those on the lower end of the pay scale who may not work full time in the office. Sally Halliwell indicated that discussions were being held with the Parking team. The pause on permit charges had been extended to allow for the permits to be modelled in line with the modern workforce, based on worker styles.

**RESOLVED:** That the concepts to develop a Modern Workforce Policy be agreed subject to the comments made at the meeting, set out above.

## **10. ABSENCE MANAGEMENT CONCEPTS**

The Board considered a report regarding Absence Management Concepts.

During the discussion of this item, the following points were made:

- The Chair indicated that monitoring staff absence was a key performance indicator. It was important to have a policy to ensure that staff who were ill were fairly treated but also so that the Council could manage situations where absences became prolonged or frequent.
- Louise Livingston indicated that guidance was in place for managers, but absence management concepts would tighten this up, remove ambiguity and help to clarify expectations.

- Trigger points would be set to help identify patterns.
- The policy would help to define long term absence. Louise Livingston assured the Committee that the Council was here to support its staff when they were ill. The policy would help to manage that process. However, in the worst-case scenario, the individual could be managed out of the organisation either via medical retirement or capability. Managers would be trained to use the policy.
- Sally Halliwell stated that the lack of an existing absence management policy made it more difficult for managers to manage absences. The new policy would help to set out obligations and expectations on both sides.
- Items of focus would include support through Occupational Health, quality of data, training for managers, and clarification around time off for appointments.
- Members expressed surprise that there was not currently an Absence Management Policy in place. Lindsay Ferris commented that there had been inconsistencies in this area previously.
- Prue Bray asked about absences due to bereavement or absence without pay, and whether these would be covered by the policy. In addition, she was of the view that managers should be able to exercise a level of discretion around absence management.
- Prue Bray commented that it was important that officers did not come into the workplace when they were infectious, and questioned what would be done to stop this.
- Sally Halliwell responded that bereavements and unpaid leave would feature in a separate policy and that the Absence Management Policy would solely focus on absence due to illness. This would cover ensuring that staff did not attend the workplace when infectious.
- It was important that the policy complied with the Equality Act requirements.
- Members were informed that there would be consultation on the draft policy, which would be brought to the July Board meeting.
- Stephen Conway stated that an absence management policy would help to identify issues at an earlier stage.
- Susan Parsonage referred to practical examples where staff might be missing work e.g., because of domestic abuse.
- Pauline Jorgensen emphasised that the policy needed to be clear and not overly complex and give information on identifying trends. She emphasised that there needed to be discretion around terminal or serious illness. Sally Halliwell responded that there would be a section regarding absence due to terminal illness. Conversations were being had with the BWO team about modules that would help to identify absence management patterns. However, work patterns would need to be built in which could take time.
- Lindsay Ferris suggested that reference also be made to chronic illness and other factors which could lead to prolonged absences such as long Covid and the menopause.
- Louise Livingston emphasised that the policy was to help and support, and penalise employees, but equally they needed to be able to undertake their role.

**RESOLVED:** That the concepts for the Absence Management Policy be agreed.

## **11. GENDER & ETHNICITY PAY GAP REPORT**

The Board considered the Gender and Ethnicity Pay Gap Report.

During the discussion of this item, the following points were made:

- The Council was required to publish a Gender Pay Gap Report annually.
- Louise Livingston indicated that it was an old report, set at March 2022 and that the version for 2023 would be presented at the September Board meeting.
- The Gender Pay Gap was a measure of the difference between the average earnings of men and women across an organisation, expressed as a percentage of men's earnings in comparison. The mean Gender Pay Gap for the Borough was currently 14.07%, a slight decrease on 2021.
- As part of the Council's inclusivity work, opportunities for attracting males and females into roles at all levels, would be looked at.
- It was quite difficult to change the gap as many specific roles tended to attract specific genders.
- The mean Ethnicity Pay Gap for 2022 was 2.25%.
- Prue Bray commented that much of the workforce was female but a lot of those in senior posts were male, although more females were starting to be seen in senior posts. She questioned how the Council compared with other councils, and if there was more that the Council could be doing to decrease the gap. Sally Halliwell commented that the Council was broadly similar to other councils. Louise Livingston stated that work was being done around recognising unconscious bias and job evaluation. Stephen Conway added that unconscious bias when considering internal promotions also needed to be addressed.
- Lindsay Ferris stated that the report was not very easy to understand. Louise Livingston indicated that improvements would be made to the style in future iterations to make it more readable.
- Pauline Jorgensen agreed that the format could be improved. She suggested that salaries by job families be compared as opposed to specific roles. Louise Livingston indicated that this would be included as part of the work around job evaluation.

**RESOLVED:** That the Gender and Ethnicity Pay Gap Report be noted.

## **12. AGENCY AND TEMPORARY WORKER REPORT: QUARTER 3 2023/24**

The Board considered the Agency and Temporary Worker Report Quarter 3 2023/24.

During the discussion of this item, the following points were made:

- It was hoped that the new style of report would improve the focus on what the Council was paying its temporary and agency staff and contractors. Previously the report had been considered in Part 2 session, but the new style of report would allow public scrutiny of the issue and create a strategic focus. Members were asked to consider whether the new format met requirements or whether any further improvements were required. It was suggested that where issues were identified that these be taken back to the specific department for consideration.
- It was recognised that there were skills shortages in certain areas and that it was sometimes necessary to appoint agency or temporary workers.
- A corporate mandate of only hiring agency workers through the Matrix framework had taken effect from 1st April 2023. This meant that the Council spent less money in recruitment as fees had been previously negotiated. Sally Halliwell added that through procurement, a number of agencies had been removed that the Council no longer used because they would not sign up to the framework or were costly. An Agency Contracts Manager would be starting in July and would work with teams to bring down the level of agency workers where possible.

- Sally Halliwell indicated that there was often an increase in agency workers in Q3 and 4 following the receipt of government grants for projects which had to be quickly completed, necessitating the use of agency staff due to the length of the recruitment process for permanent staff.
- A steering group was in place which met fortnightly to discuss agency usage.
- As on framework contracts started to increase the agency costs would start to reduce further.
- The Chair questioned whether those areas where agency workers had had to be appointed, for example as a result of a short term project or a national skills shortage, could be highlighted and the spending on this pulled out within the report. This would help to focus the Board's discussions on areas that required the most challenge.
- Pauline Jorgensen believed it would be helpful to receive information about the proportion of agency workers by role.
- Stephen Conway felt that it would be useful to receive information on how the Council compared with other unitary councils. It was appreciated that different councils had different pressures. He added that the Council was proactive at bidding for external funding, but this funding was often short term and required the use of temporary or agency workers to undertake associated projects. The use of agency or temporary workers or contractors could sometimes be a sign of success, i.e., the successful achievement of external funding. The Chair suggested that this information be included in the narrative.
- Lindsay Ferris commented that Personnel Board had been looking at this matter for a number of years, and that there were always certain areas which had been difficult to recruit to. The cost of living crisis had made it even more difficult to recruit, particularly in areas such as Wokingham Borough which had a higher cost of living. Lindsay Ferris anticipated that consequently the rate of agency and temporary workers may increase. He suggested that trends be looked at to identify areas where agency staff could be anticipated. He went on to question whether there were new areas of concern, which the Council had historically been able to recruit to but were now experiencing problems with. The Chair agreed that it would be helpful to highlight new areas where it was now difficult or more expensive to recruit, but also where it was more cost effective to use agency and temporary staff.

**RESOLVED:** That the content of the report be noted, and the new style of reporting be agreed.

### **13. 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 amended) as appropriate.

### **14. DIRECTORATE PLANNING**

The Board considered a report regarding directorate planning.

**RESOLVED:** That the recommendations contained within the report be agreed.

### **15. CHIEF EXECUTIVE REMUNERATION**

The Board considered a report regarding the Chief Executive remuneration.

**RESOLVED:** That the recommendations contained within the report be agreed.

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**MINUTES OF A MEETING OF THE  
PERSONNEL BOARD  
HELD ON 13 JULY 2023 FROM 11.35 AM TO 11.55 AM**

**Committee Members Present**

Councillors: Prue Bray (Vice-Chair), Stephen Conway, Pauline Jorgensen, David Cornish (substituting Lindsay Ferris), David Hare (substituting Rachel Bishop-Firth) and Phil Cunnington (substituting Pauline Helliar-Symons)

**16. APOLOGIES**

Apologies for absence were submitted from Rachel Bishop-Firth, Lindsay Ferris, Pauline Helliar Symons and Stuart Munro.

**17. DECLARATION OF INTEREST**

There were no declarations of interest received.

**18. PUBLIC QUESTION TIME**

There were no public questions.

**19. MEMBER QUESTION TIME**

There were no Member questions.

**20. 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 amended) as appropriate.

**21. RECRUITMENT OF ASSISTANT DIRECTOR FOR INTEGRATED MENTAL HEALTH.**

The Board interviewed for the role of Assistant Director Integrated Mental Health.

**RESOLVED:** That Elizabeth Tait be appointed Assistant Director Integrated Mental Health.

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**TITLE** Pay Policy Statement 202/23

**FOR CONSIDERATION BY** Personnel Board – 14<sup>th</sup> August 2023

**WARD** Non-Specific

**LEAD OFFICER** Sally Watkins – Head of HR and OD

**RECOMMENDATION**

**That Personnel Board:**

Approves the pay policy statement prior to full council

**SUMMARY OF REPORT**

The pay policy statement is an annual statement that the Council has to make, for the previous financial year, to ensure that it meets its statutory duty under sections 38 to 43 of the Localism Act 2011. We have to ensure information on remuneration arrangements for staff, directly employed by the Council, is published on the Council's website after approval by full council, as a part 1 item.

**FINANCIAL IMPLICATIONS OF THE RECOMMENDATION**

	How much will it Cost	Is there sufficient funding	Revenue or Capital?
Current Financial Year (Year 1)	£0	NA	NA
Next Financial Year (Year 2)	£0	NA	NA
Following Financial Year (Year 3)	£0	NA	NA

**Other financial information relevant to the Recommendation/Decision**

None

**Cross-Council Implications**

None

**Reasons for considering the report in Part 2**

**List of Background Papers**

Pay Policy Statement 2023

**Contact:** Sally Halliwell – Head of HR and OD

**Service:** HR and OD, Chief Executive's Officer

**Telephone No**

**Email** [sally.halliwell@wokingham.gov.uk](mailto:sally.halliwell@wokingham.gov.uk)

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# Pay Policy Statement 2023

## Purpose

This document covers the requirements to publish a pay policy statement under s38 of the Localism Act 2011.

Version	Date	Description
1	01/04/12	Annual Review
2	01/09/15	Updated to comply with regulations.
3	01/07/16	Updated to comply with regulations.
4	01/07/17	Updated to comply with regulations.
5	01/06/18	Updated to comply with regulations
6	01/05/19	Updated to comply with regulations
7	04/05/20	Updated to comply with regulations
8	04/05/21	Updated to comply with regulations
9	01/03/22	Updated to comply with regulations & pay award
10	01/07/23	Updated to comply with regulations

Document Approvals	
Author:	Louise Livingston – Assistant Director, HR & OD
Approval:	Corporate Leadership Team Personnel Board Full Council

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## 1. Purpose

- 1.1 This pay policy statement for the financial year 2022/23 meets the statutory duty under sections 38 to 43 of the Localism Act 2011, to provide information on remuneration arrangements for staff directly employed by the Council, for approval by full Council (as a Part 1 item) and to publish on the Council's website.
- 1.2 We may amend this statement during the financial year in which it is effective; however any change must be approved by full Council. Any amended statement will be published on our website as soon as is reasonably practicable following the meeting.
- 1.3 In drawing up this statement, we have taken into consideration the guidance issued by the Department of Communities and Local Government and the advice supplied jointly by the Local Government Association and the Association of Local Authority Chief Executives (ALACE).
- 1.4 This statement does not include staff based in our schools as this is outside the scope of the legislation.
- 1.5 Wokingham Borough Council fully endorses and supports the requirement to be open and transparent about the pay of our employees.
- 1.6 This updated statement was approved by Full Council on (insert date)

## 2. Definitions used in this document

This statement sets out the Council's policy with regard to:

- The remuneration of "chief officers"
- The remuneration of the lowest paid employees
- The relationship between chief officers' remuneration and that of other officers

- 2.1 Under the current structure of the Council, the following posts are included in the definition of 'Chief Officer':

- a) Chief Executive (Head of Authority's Paid Service)
- b) Deputy Chief Executive and Director, Resources & Assets (S151 Officer)
- c) Director, Adult Social Care & Health
- d) Director, Children's Services
- e) Director, Place & Growth
- f) Chief Operating Officer
- g) Persons who, as respects all or most of their duties, report directly to or are directly accountable to the Head of the Council's Paid Service
- h) Persons who, as respects all or most of their duties, report directly to or are directly accountable to the posts listed in (b), (c), (d), (e) and (f) above (other than staff whose duties are of a clerical or support nature).

The senior management structure of the organisation can be found on the Council's website [Senior council staff - Wokingham Borough Council](#)

- 2.2 This policy does not cover the remuneration of other 'workers' engaged by the Council, as employees of agencies or as self-employed consultants.

- 2.3 The highest paid employee is the Chief Executive (head of paid service) with a basic salary of £158,362 per annum (full-time).
- 2.4 The Council defines its lowest paid employee as an employee who is paid on the lowest level of pay for staff on non-casual or apprenticeship contracts of employment. The salary is £20,812 per annum full-time (37 hours per week) or £10.79 per hour.
- 2.5 Median salary is £35,411 (full-time equivalent). This is a measure of the 'average' salary for employees in the Council. It is defined as the 'midpoint' salary, such that there is an equal probability of falling above or below it.
- 2.6 Mean salary; £38,109.18 (full-time equivalent). This is an alternative measure of the 'average' salary for employees in the Council. The arithmetic mean is defined as the sum of all the salaries divided by the number of salaries.

### 3. Pay Policy from April 2022

#### 3.1 Policy on level and elements of remuneration for Chief Officers

3.1.1 The Council benchmarks its pay rates against relevant comparator groups. For Chief Officers the Council pays "spot salaries" (i.e. no incremental range) and seeks to position itself appropriately in the market in terms of pay.

3.1.2 The spot salaries are: Deputy Chief Executive £142,535, Directors £131,402 and Chief Operating Officer £117,000

Their salary is increased by nationally negotiated increases agreed by the:

- Joint Negotiating Committee (JNC) for Chief Executives and;
- Joint Negotiating Committee (JNC) for Chief Officers

Similarly, terms and conditions agreed nationally by these bodies are also applied, with local variations as appropriate

3.1.3 Chief Officers receive the same level of employer's pension as all other employees.

3.1.4 Salary upon appointment will be made in line with 3.1.1

3.1.5 In accordance with the Accounts and Audit (England) Regulations 2011 and the Code of Recommended Practice for Local Authorities on Data Transparency, we publish annually the remuneration of our senior staff on our [website](#).

#### 3.2 Policy on level and elements of remuneration for Senior Managers

3.2.1 Assistant Directors report to either a Director or the Chief Operating Officer and the salary bands are in a range £75,035 to £88,936

3.2.2 The Returning Officer is an officer of the Borough Council who is appointed under the Representation of the People Act 1983. The Assistant Director Governance performs the role of the Council's Returning Officer. Whilst appointed by the Borough Council, the role of the Returning Officer is one which involves and incurs personal responsibility and accountability and is statutorily separate from their duties as an employee of the Borough Council. As Returning Officer, they are paid a separate allowance for each election linked to duties

undertaken for running national, or local elections/referenda. Payment arrangements for the local returning officer are in line with a formula operated by the Government for determining fees to all Returning Officers across the country.

3.2.3 All other terms and conditions are in line with all other employees and described in 3.4 onwards.

### 3.3 All other employees

3.3.1 The Council applies the national pay agreements reached by the:

- National Joint Council (NJC) for Local Government Services
- National Joint Council (NJC) for Youth & Community Services
- Soulbury Committee

3.3.2 Local variations are applied as appropriate.

3.3.3 All jobs below Assistant Director (excluding those covered by national Youth & Community and national teaching-related Soulbury grades) are subject to job evaluation to determine the appropriate grade.

### 3.4 Salary on appointment

3.4.1 Appointments will normally be made to the minimum point of the grade. Managers may consider the previous experience and skills of the employee to offer appointment above the salary minimum for the post.

### 3.5 Incremental progression

3.5.1 Each of the Grades has a series of incremental steps, progression within which is subject to satisfactory performance. Increments can be withheld in the event of unsatisfactory performance.

3.5.2 Progression by more than one increment, up to the maximum of the grade, can be made in acknowledgement of exceptional performance.

### 3.6 Additional payments – all employees

3.6.1 The Council will consider the use of market supplements to be applied to specific posts in the event of recruitment and /or retention difficulties. Where such supplements are introduced they will be applied, reviewed and withdrawn in accordance with the Council's policy.

3.6.2 Additional payment may be made for additional hours, overtime, undertaking higher responsibilities, and for non-standard working arrangements such as stand-by, evening or weekend work, or for exceptional working conditions.

3.6.3 All employees can claim for qualifying payments under our travel & expense policy.

## 4. Policies on redundancy and pension enhancement

4.1 Our Policies and Procedures for Organisational Change, Retirement and Employer Discretions outline how we will approach redundancy including redundancy pay

- 4.2 We calculate redundancy pay using the individual's actual weekly salary.
- 4.3 We do not enhance the number of statutory week's redundancy pay an individual is entitled to under the Employment Rights Act 1996.
- 4.4 The Local Government Pension Scheme contains provision for employers to enhance pension payments. Employers are required to determine how they will use these discretionary provisions. We have determined generally not to use our discretion to enhance pension payments by either additional years or additional pension.
- 4.5 In certain circumstances, eligible employees may request early retirement or flexible retirement. (Flexible retirement gives access to accrued pension, whilst allowing the scheme member to continue working). In both these cases, there must be sufficient financial or other benefit to the Council for such retirements to be approved and if there is a cost associated with the request, approval sought from the Personnel Board.

## 5. Pay ratios in the Council

- 5.1 The pay ratio, or pay multiple, is used to express the relationship between the remuneration of the chief officer/highest paid employee and that of other employees. It is the policy of the Council to ensure that the ratio of the salary of the highest paid officer and the lowest paid officer is well below the 20:1 ratio recommended as a maximum in the terms of reference for the 2011 Hutton Review of Fair Pay in the Public Sector.
- 5.2 As at 1st April 2023, pay ratios within the Council stand as follows;
- Highest: lowest = 7.6:1
  - Highest: median = 4.5:1
- 5.3 This is based on the following salary packages:
- Highest paid (Chief Executive) = £158,362
  - Lowest paid (Grade 2 SCP 3) = £20,812
  - Median (average) = £35,411

## 6. Review

- 6.1 This policy will be reviewed at least annually and more frequently if necessary to respond to any changes.
- 6.2 The Personnel Board is responsible for recommending the policy statement for approval

## 7. Other relevant Council documents

### **Policies & Procedures relating to:**

- Travel Expenses
- Retirement
- Honoraria
- Market Supplements
- Overtime
- Pension's discretions



- Organisational Change

**Pay Scales relating to:**

- National Joint Council (NJC) for Local Government Services
- National Joint Council (NJC) for Youth & Community Services
- Soulbury Committee

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<b>TITLE</b>	<b>Director of Children Services Permanent Recruitment Proposal</b>
<b>FOR CONSIDERATION BY</b>	Personnel Board – 14 <sup>th</sup> August 2023
<b>WARD</b>	Non-Specific
<b>DIRECTOR</b>	Executive Director Children, Adults & Health

## RECOMMENDATION

### That Personnel Board:

Approves the proposed recruitment process for the appointment of a permanent Director of Children's Services

## SUMMARY OF REPORT

### Background

The Director of Children Services has been covered on an interim basis since December 2021 and with the new Directorate of Children, Adults & Health being set up in July 2023 this post will now be filled permanently.

### Proposal

Given the level of this role and the importance of it to Wokingham we will be advertising internally and externally which will ensure we engage with a wide sector of experienced individuals who will be able to help the Council achieve its strategic ambition to create a happy and healthy community. We will openly welcome applications from internal candidates.

### Recruitment Process

It is proposed that the recruitment process outlined below will be followed for the Director appointment. The Council will lead & facilitate the search for the Director position.

### Person & Role Specification Briefing

A role and person briefing will be undertaken with Matt Pope the Executive Director Children Adults & Health and Helen Watson, as the current Director of Childrens Services and someone who has been engaged on a fixed term basis, with the Recruitment Specialists in the HR team to gather key person and role specification requirements.

### Advertising Stage

- The advert will be placed in the MJ, Jobs Go Public, The Guardian, Community Care, Ad Warrior and on the Council website and WBC LinkedIn page.
- The costs will be for adverts and job boards only
  - The Guardian Silver option £970
  - Job Boards £299
  - The MJ Advert Costs £5,950

### **Initial Evaluation & Long Listing Stage**

An initial evaluation to assess candidates written submissions against the person specification and agreed competencies will be undertaken by the HR team. A full report of all applicants will be prepared which will sort candidates into three categories:

- A: recommended applicants
- B: applicants that merit further consideration/discussion
- C: applicants not recommended

A virtual long-list meeting will take place with designated CLT Officers to agree which candidates to take forward.

### **Technical Interview Stage**

Selected candidates will undergo a technical interview with Helen Watson (Director of Children's Services) and another suitable external specialist, which could either be a DCS peer or the LGA. These interviews will probe candidates' technical ability to undertake the role as well as their wider strategic understanding.

### **Short Listing Stage**

Based on the above interviews, a full report will be prepared which will sort candidates into two categories:

- Recommended
- Not Recommended.

It is proposed that a shortlist meeting takes place with Personnel Board w/c 16<sup>th</sup> October (to be confirmed) to decide which candidates to take forward.

### **Final Assessment Stage**

Following approval, shortlisted candidates will go through to interview, which will include:

- Direct Reports to the role – this should either include safeguarding element or a separate safeguarding panel;
- CLT members – peers to the role
- External stakeholders – representatives from schools/education, social care, children's homes etc.
- Voice of the Child – children reps
- Fireside Chat – 2 :1 informal with Chief Exec, and Executive Director Children, Adults & Health.  
Personality Questionnaire – not a panel but an option for selection.
- Personnel Board Interview

### **Appointment Stage**

The successful candidate name and details will be share with the Executive.

Once final decisions are made, all candidates whether successful or otherwise will be notified with the appropriate feedback.

### **Timescales**

**Director of Children Services - Recruitment.**

Action	Date
Final sign off: Advert, interview with MJ, microsite, all Agent briefings completed.	Wc 11 <sup>th</sup> September 2023
Go live: Search and advertising	Wc 18 <sup>th</sup> September 2023
Closing date	15 <sup>th</sup> October 2023
Longlist report complete and shared	Wc 16 <sup>th</sup> October
Longlist meeting	Wc 16 <sup>th</sup> October 2023
Preliminary interviews (Technical Interview with Helen Watson)	Wc 30 <sup>th</sup> October 2023
Shortlist Meeting with <b>Personnel Board</b>	Wc 6 <sup>th</sup> November
Panel interview with CLT, meeting/interview with key stakeholders and interview with <b>Personnel Board</b>	Wc 13 <sup>th</sup> November

Personnel Board will be engaged in our search to identify the most appropriate candidates for the roles and thank the Board in advance for their time and commitment to this recruitment process.

**FINANCIAL IMPLICATIONS OF THE RECOMMENDATION**

	How much will it Cost	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	c£198k (incl £7k for advertising)	Yes	Revenue
Next Financial Year (Year 2)	c£191k	Yes	Revenue
Following Financial Year (Year 3)	c£191k	Yes	Revenue

**Other financial information relevant to the Recommendation/Decision**

None

**Cross-Council Implications**

This leadership role is a key statutory role in Children's services and will work across the Corporate Leadership Team (CLT) and Extended Leadership Team (ECLT) which includes all Chief Officers in the organisation.

**Reasons for considering the report in Part 2****List of Background Papers**

N/A

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<b>TITLE</b>	<b>Agency &amp; Temporary Worker Report Q4 2022/23</b>
<b>FOR CONSIDERATION BY</b>	Personnel Board on 14 <sup>th</sup> August 2023
<b>WARD</b>	None Specific
<b>LEAD OFFICER</b>	Sally Halliwell – Head of HR and OD

## Executive Summary

This report contains information based on the end of Q4 for the financial year of 2022/23 and also the year on year position for 2022/23.

- It is important to recognise that there are specific scenarios where reliance on temporary workers is both a necessary and appropriate resourcing solution to meet service delivery needs especially in areas where staffing numbers are governed by statutory requirement e.g., in the care services. This obviously needs to be underpinned by commercial cost governance.
- As at end of Q4 there were 81 agency workers at a cost of £2,181,978
- Costs are slightly down, as a whole, when measured against the period for Q3

<b>FY to date Agency Worker Spend</b>	<b>Q1 Total</b>	<b>Q2 Total</b>	<b>Q3 Total</b>	<b>Q4 Total</b>
Adult Social Care	£518,181	£739,875	£675,441	£673,275
Chief Executive	£86,100	£100,723	£163,274	£139,530
Children's Services	£687,974	£845,843	£917,419	£1,079,587
Place & Growth	£250,774	£305,060	£220,852	£76,184
Resources & Assets	£249,110	£270,097	£236,804	£213,403
<b>Total</b>	<b>£1,792,139</b>	<b>£2,261,599</b>	<b>£2,213,790</b>	<b>£2,181,978</b>

## Analysis by Directorate

### 1. Adult Social Care and Health

There remain national difficulties in recruiting permanent Social Workers, Occupational Therapists, Advanced Mental Health Practitioners (AMHPs) and Operational Commissioning Officers and this has required the directorate to use agency workers to ensure consistent, safe provision of services and maintain performance against KPI's. To improve recruitment and retention, a salary review has been conducted and implemented from 1<sup>st</sup> July. Market supplements for AMHPs have also been introduced to support recruitment and retention in this area.

Agency staff have been used to cover time-limited, grant funded initiatives to respond to the impact of these pressures and income that is provided through central government which is required to be spent as part of programmes of delivery or other initiatives such as Winter Pressure funding. There have also been Invest to Save opportunities which have required additional support, on an interim basis, to deliver savings.

The long-standing agency staff have mainly been utilised flexibly across the whole service to meet the needs as they arise, cover vacancies that we have been unable to recruit, to cover during absences and to fulfil the roles created by grant funded initiatives.

Additional transformation funding in 2022/23 has also been used to secure agency support to drive demand down, review high-cost packages and contribute towards savings targets.

## **2. Children's Services**

There continue to be challenges regionally, sub regionally and nationally in recruitment to the children's workforce. This includes social work, Educational Psychology and other key parts of the workforce such as Data and Intelligence and Commissioning. There is a national shortage of trained and qualified workers for particular roles eg the Doctorate level qualification for Educational Psychology has had a notable impact. We continue to be in competition with other LAs to attract, recruit and retain in these key roles.

We are responding creatively to these challenges by making early offers to undergraduates, recruiting trainees and growing our own social work workforce.

There has been a slight increase in spend within Q4 within this area due to sickness and maternity leave. Absence of this nature is often hard to fill through fixed term contracts.

A steering group has been created to look at social work recruitment, specifically within Children's services, to understand and benchmark against other Berkshire counties when it comes to packages being offered. Detailed data analysis from exit interviews has also been requested from the service to understand any staff churn.

## **3. Resources & Assets**

A national skills shortage challenge continues to impact the Council's ability to recruit auditors however reliance is decreasing, and a review of the internal structure has helped to encourage and generate more interest from applicants. Recruitment strategies will continue to be developed to reduce reliance on agency workers through internal development and opportunities.

Agency workers are being used to fill vacancies in several departments including Income & Assessments while work is being undertaken to move to a permanent structure following consultation and the acquisition of funding for permanent recruitment.

Agency usage within the property team is being used to support specific projects whose cost is capitalised against the projects worked on.

## **4. Chief Executive Office**

The reduction for spend within Q4 has been as a result of the removal HR consultancy now the permanent structure is in place. Additionally, we have been able to convert and agency workers onto contract with IT services which has been a positive.

A number of specialist IT and Digital interims have been brought in and engaged on very specific capital projects such as website replacement, corporate document management and HR/ Finance ERP system improvements.



## 5. Place & Growth

Within Place and Growth, Highways is a national sector that is underpinned by an agile, contracting labour force. Across the sector, due to the nature of national schemes and projects, specialists are interim in nature contracting when and where schemes are financed and as such, there are nationally very few specialists who undertake permanent placements. Most of the high-cost agency workers identified in the report fall into this category and as such, whilst we continue to apply good governance and replace contractors with permanent staff as and when we can, the nature of this industry remains reliant on agency workers. The reduction in Q4 is significant and this was due to the cessation of a number of high value agency placements.

### Benchmarking

The costs associated with agency workers and interims are high across the Council and work has commenced to address this.

It is important to report to Personnel Board that benchmarking, on agency costs, has been undertaken across all 6 Berkshire Councils. An outcome of this benchmarking has resulted in Wokingham being one of the lowest spenders on agency contracts. The year-on-year position has increased by circa £765k however in comparison to other Councils again the increase is relatively low.

### Moving forward

The corporate mandate of only hiring workers through the Matrix framework went live on 1<sup>st</sup> April 2023 and has been well received by all Managers and there is adherence to this. This has resulted in a reduction again of the number of off framework contracts across Wokingham.

A regular steering group is in place with HR, Finance and Procurement working in collaboration to try and reduce these costs where possible but also look at the governance in the appointment of agency workers and developing more enhanced conversations with DLTs through stronger partnership working.

The re-tendering of the agency contract is also due to commence soon with the current contract expiring in January 2024.

In addition to looking at how corporate functions can work more closely to improve the position when it comes to interims and agency workers the following areas and actions have also been addressed.

- A dedicated Agency Contract Manager, which is being funded through the rebate we get on agency workers from our supplier, commenced on 4<sup>th</sup> July 2023
- A full review of the supply chain has been undertaken, in each category, removing agencies that are not performing and adding specialist agencies in areas that are difficult to fill
- Matrix, our current provider, are being fully held to account and they have held a number of workshops to support Managers on agency appointments.
- Assessment of job titles and pay rates to ensure consistency and fairness in the market but ensure that day rates for roles are capped and not excessive.
- HR and Finance have agreed an amended governance of the appointment of agency workers and ensure that there is consistency with other forms of recruitment approval

but also value for money. A business case will need to be produced and signed off by the relevant Director, HR and Finance before an agency worker is engaged. This will enable more challenge from business partners.

- HR Business Partners will focus within DLTs and senior management meetings with each of their assigned areas so that there is full oversight and challenge in terms of tenures and the appointment of agency workers this will also include understanding whether or not permanent posts are being advertised on a cyclical basis, to test the market which will allow further justification for interim appointments if they are unable to successfully fill.

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