



**WOKINGHAM
BOROUGH COUNCIL**

A Meeting of the **PERSONNEL BOARD** will be held in
LGF4 - Civic Offices on **TUESDAY 19 JUNE 2018 AT
6.30 PM**

A handwritten signature in black ink, appearing to read 'Manjeet Gill', is written over a light grey rectangular background.

Manjeet Gill
Interim Chief Executive
Published on 11 June 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

Charlotte Haitham Taylor

Stuart Munro

UllaKarin Clark

Pauline Helliar-Symons

Lindsay Ferris

Charles Margetts

ITEM NO.	WARD	SUBJECT	PAGE NO.
1.	None Specific	ELECTION OF CHAIRMAN 2018-19 To elect a Chairman for the 2018-19 municipal year.	
2.	None Specific	APPOINTMENT OF VICE CHAIRMAN 2018-19 To appoint a Vice Chairman for the 2018-19 municipal year.	
3.		APOLOGIES To receive any apologies for absence	
4.	None Specific	MINUTES OF PREVIOUS MEETING To confirm the Minutes of the Meeting held on 22 March 2018.	5 - 6
5.		DECLARATION OF INTEREST To receive any declarations of interest	
6.		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	
7.		MEMBER QUESTION TIME To answer any member questions	
8.	None Specific	ANNUAL PAY POLICY To consider the Annual Pay Policy.	7 - 18
9.	None Specific	RECRUITMENT OF CHIEF EXECUTIVE To consider a report regarding the recruitment of the	19 - 26

Chief Executive.

- | | | | |
|------------|---|---|----------------|
| 10. | Coronation;
Emmbrook;
Loddon; Maiden
Erlegh; Norreys;
South Lake;
Twyford;
Wokingham
Without | SCHOOL CROSSING PATROL SERVICE CHANGES
To receive a report regarding School Crossing Patrol Service Changes. <i>(part 2 sheet attached)</i> | 27 - 30 |
| 11. | None Specific | RESTRUCTURING STAFFING AT TIER 2 IN PEOPLE SERVICES
To receive a report regarding restructuring staff at Tier 2 in People Services. <i>(Part 2 sheet attached)</i> | 31 - 46 |
| 12. | None Specific | 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 1,2, 3 and 4 of Part 1 of Schedule 12A of the Act (as amended) as appropriate. | |
| 13. | None Specific | RESTRUCTURING STAFFING AT TIER 2 IN LOCALITY & CUSTOMER SERVICES
To consider a report regarding the restructuring of staffing at Tier 2 in Locality & Customer Services. | 47 - 52 |

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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**MINUTES OF A MEETING OF THE
PERSONNEL BOARD
HELD ON 22 MARCH 2018 FROM 6.15 PM TO 6.55 PM**

Committee Members Present

Councillors: Stuart Munro (Vice-Chairman), UllaKarin Clark, Lindsay Ferris, Charlotte Haitham Taylor, Pauline Helliard-Symons and Charles Margetts

Officers Present

Madeleine Shopland, Democratic and Electoral Services Specialist
Sarah Swindley, Lead Specialist, HR

35. APOLOGIES

An apology for absence was submitted from Councillor Alistair Auty.

36. MINUTES OF PREVIOUS MEETING

The Minutes of the Extraordinary meetings of the Board held on 5 December 2017, 21 December 2017, 8 January 2018 and 6 February 2018 were confirmed as a correct record and signed by the Vice Chairman.

37. DECLARATION OF INTEREST

There were no declarations of interest received.

38. PUBLIC QUESTION TIME

There were no public questions.

39. MEMBER QUESTION TIME

There were no Member questions.

40. HR UPDATE REPORT

The Board considered the Gender Pay Gap report, the Annual Equalities Workforce Monitoring Report and the Apprenticeship Policy and Guidance.

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

- 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. The Council was required to publish its Gender Pay Policy on its website by 31 March 2018.
- The Board considered the Equality Monitoring Workforce Report 2017-18. The annual report demonstrated the Council's compliance with the Public Sector Equality Duty in relation to its workforce.
- Members were informed that the Council did not have significant data on the religion or sexual orientation of employees. Only 12% of employees had provided this information. An action was to increase staff confidence in disclosing their personal information to increase the accuracy of workforce monitoring, particularly with regards to sexual orientation, disability and religious beliefs. In response to a Member question Sarah Swindley commented that the Council had a duty to ensure that there was not indirect discrimination. Employees could choose not to provide personal information if they wished.
- An action was for HR to continue to closely monitor and review BME data in relation to Capability, Discipline and Grievances. Members asked that equalities data by

departments, be monitored and that this action be added to the action plan. Sarah Swindley indicated that she would bring data on this matter to the next Personnel Board meeting.

- Charlotte Haitham Taylor asked whether training was provided to Members regarding equality matters. Sarah Swindley commented that this should be part of the new Member induction training. The Board requested that a refresher session also be provided for more experienced Members.
- The Board considered the Apprenticeship Policy. Members were informed that on 6 April 2017 the new Apprenticeship Levy came into force.
- The Council was required to take 25 Apprentices, non schools, or 69 including schools by April 2021. It was anticipated that the Council would meet its targets. There were currently no teaching apprenticeships so the schools would be supported in offering the required apprenticeships.
- The Apprenticeship Policy was compliant with all legislation with regards to employing Apprentices and the use of the Apprenticeship Levy which costed Wokingham Borough Council approximately £14,250 per month for its centrally employed staff.
- Members discussed the proposed pay rates. It was proposed that more than the minimum wage be offered as it was appreciated that it was a difficult market. It was noted that the starting salary for Level 2 or Year 1 or L4 or above would be £15,115.
- Councillor Clark asked who could apply for apprenticeships and was informed that those living within and outside the Borough could apply. In some circumstances apprenticeships could be offered to existing employees.
- The Board discussed apprenticeships that would be offered within the Council. Sarah Swindley commented that three degree level apprentices were being recruited; in legal and project management and also a surveyor.
- Members asked how Apprentices were selected and how the mixture of different skills levels was decided. Sarah Swindley indicated that there was an interview and selection process. Currently the Council was responding to demand.
- Members requested an update on Apprentices at the next Board meeting.

RESOLVED: That

- 1) the Gender Pay Gap report that would be published on the Council's website before 31 March 2018, be noted;
- 2) the Equalities Workforce Monitoring Report be approved;
- 3) the Apprenticeship Policy that will enable the Council to be compliant with the requirements now set down in legislation and maximise the use of the Apprenticeship Levy, be approved.

Agenda Item 8.

TITLE	Annual Pay Policy Statement 2018
FOR CONSIDERATION BY	Personnel Board on 19 June 2018
WARD	None Specific
DIRECTOR	Director of Corporate Services - Graham Ebers

OUTCOME / BENEFITS TO THE COMMUNITY

Compliance with s38 of the Localism Act 2011.

RECOMMENDATION

That Personnel Board approve the draft Pay Policy Statement for 2018 and recommend its agreement to Full Council on 19 July 2018.

SUMMARY OF REPORT

Under sections 38 to 43 of the Localism Act 2011 we are required to prepare, approve by Full Council (as a Part 1 item), and publish on our website a pay policy statement for the financial year 2018/2019.

The Draft Pay Policy Statement is for your review and approval prior to submission to Full Council. This Statement reflects our pay arrangements as at 1 April 2018

Personnel Board are requested to approve the Pay Policy Statement for consideration by Full Council.

Background

For ease, table one provides a comparison of the figures published since 2015:

	2015-2016	2016-2017	2017-2018	2018-2019	Shift 15- 16	Shift 16- 17	Shift 17- 18
Highest Paid	£ 143,000	£ 143,000	£ 143,000	£ 146,000	0	0	2%
Lowest Paid	£ 14,075	£ 14,975	£ 15,375	£ 16,394	6%	3%	7%
Mean	£ 28,009	£ 28,921	£ 29,398	£ 30,250	3%	2%	3%
Median	£ 23,698	£ 24,717	£ 25,988	£ 27,358	4%	5%	5%
Ratio Highest to Lowest	10:1	9.5:1	9.2:1	8.7:1	-5%	-5%	-3%
Ratio Highest to Median	6:1	5.8:1	5.4:1	5.3:1	-3%	-3%	-2%

Analysis of Issues

This indicates that while there has been a slight increase to Senior Management pay the gap is narrowing due to the higher increases at the bottom end of the pay-scales as a result of National Minimum Wage increases.

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)	Nil		
Next Financial Year (Year 2)	Nil		
Following Financial Year (Year 3)	Nil		

Other financial information relevant to the Recommendation/Decision

None

Cross-Council Implications

None

Reasons for considering the report in Part 2
n/a

List of Background Papers
2018 Pay Policy Statement

Contact Sarah Swindley	Service Business Services
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Pay Policy Statement 2018

Purpose

This document covers the requirements to publish a pay policy statement under the Local Government Pension Act 2011.

Full Council has approved the Pay Policy Statement.

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

Document Approvals	
Author:	Sarah Swindley
Approval:	Personnel Board Full Council

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1. Purpose

- 1.1 Under sections 38 to 43 of the Localism Act 2011, we are required to prepare, approve by full Council (as a Part 1 item) and publish on our website, a pay policy statement for the financial year 2018/2019
- 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 within 10 working days of the meeting.
- 1.3 In drawing up this statement, we have taken into account 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 This updated statement was approved by full Council on 19th July 2018.

2. Definitions used in this document

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

- Chief Executive
- Director, Corporate Services (S151 Officer)
- Director, People Services
- Director, Localities & Customer Service
- Director, 21st Century Programme

- 1.2 Although falling within the definition of Chief Officer under the Localism Act, the pay policy applying to the following posts is as set out in Section 3 below for Senior Managers:

- Assistant Director, People Commissioning
- Assistant Director, Place Commissioning
- Assistant Director, Governance Services (Monitoring Officer & Returning Officer)
- Assistant Director, Business Services
- Assistant Director, People Services (Children)
- Assistant Director, People Services (Adults)
- Assistant Director, Education
- Assistant Director, Integrated Mental Health
- Assistant Director, Quality Assurance & Safeguarding Standards
- Assistant Director, Customer & Localities
- Assistant Director, Place
- Assistant Director, Delivery & Infrastructure
- Assistant Director, 21st Century Implementation
- Assistant Director, IMT and Business Analysis

- 2.2 Employees who are not chief officers; all other employees (including those employed on a casual basis) employed directly by the Council.

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

- 2.3 Lowest paid employee; minimum of grade 1 on the Council's pay scales (£16,775 per annum full time (37 hours per week) or £8.68 per hour).

Apprentices aged 16-18, may be paid on the age-related National Minimum Wage. The Apprentice NMW rate is not used. Apprentices have been excluded from this definition on the basis that they are in specific posts created for training purposes.

- 2.4 Median salary; £27,358 (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.

- 2.5 Mean salary; £30,250 (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.

- 2.6 Highest paid employee: the Interim Chief Executive is paid £146,000.

3. Pay Policy from April 2018

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.

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

- 3.1.2 There is a performance related pay ('PRP') scheme for Chief Officers, approved by the Personnel Board and based on an assessment of performance against objectives.

- 3.1.3 Salary upon appointment will be made in line with 3.1.1

- 3.1.4 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 of the Chief Executive. There are 2 levels, dependent upon responsibility as determined by budgets, headcount and impact on front line service delivery:

SM3: £68,558 to £75,700

SM4: £77,214 to £81,594

3.2.2 Payment arrangements for local returning officer are in line with the “Dorset Scheme” developed by Dorset County Council and updated annually in line with any pay increase agreed by the National Joint Council (NJC) for local government services.

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 evaluated using either the Peodesy job evaluation system or HAY, depending on whether they have been through the restructure programme.

3.3.4 All jobs are assigned to a grade within the Wokingham Borough Council salary structure on the basis of the job evaluation score. The Council benchmarks its pay rates against a comparator group and will seek to position itself appropriate to the market in terms of pay.

3.4 Salary on appointment

3.4.1 Appointments will normally be made to the minimum point of the grade. Managers may take into account 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 or evening 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 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 2018, pay ratios within the Council stand as follows;
 - Highest : lowest = 8.7:1
 - Highest : median = 5.3:1
- 5.3 This is based on the following salary packages:
 - Highest paid (Interim Chief Executive) = £146,000
 - Lowest paid (Grade 1 SCP 9) = £16,755
 - Median (average) = £27,358

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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Agenda Item 9.

TITLE	Recruitment of Chief Executive
FOR CONSIDERATION BY	Personnel Board on 19 June 2018
WARD	None Specific
DIRECTOR	Chief Executive - Interim Manjeet Gill

OUTCOME / BENEFITS TO THE COMMUNITY

To ensure that we are best placed to appoint the best possible Chief Executive for Wokingham.

RECOMMENDATION

Members are recommended to:

- 1) Review the current market data for Unitary Chief Executives in the South East and agree revised salary range.
- 2) Review the draft Job Description and Person Specification.
- 3) Agree the commencement of a permanent recruitment campaign on the proposed compensation package and job description.
- 4) Note the timescales for any recruitment process.
- 5) Agree the extension of Manjeet Gill's contract to 31 March 2019.

SUMMARY OF REPORT

Penna have been appointed as the Executive Search firm to support us in the search for our new Chief Executive and they have advised a review of the salary as this is low in the market which has moved on since the salary range was agreed in June 2017.

Further work has is also underway with Members on the strategic priorities for the Council and as a result an amended Job description is being developed for Personnel Board approval.

Personnel Board are asked to support both amendments to salary and job description and note that Penna will commence the advertising and search. As a result, it is unlikely that a new Chief Executive will commence employment until January 2019 earliest and Personnel Board are requested to extend Manjeet Gill's interim contract to 31 March 2019.

Background

The Chief Executive, Andy Couldrick, submitted his resignation and Manjeet Gill has been Interim Chief Executive since his departure.

Analysis of Issues

Current Market Data

In the year since the Personnel Board agreed the salary range for appointing a new Chief Executive, the market has moved significantly. Appendix 1 provides current market data in relation to Unitary Authorities in the South East of England and compares it to the same point in time in 2017. It should be noted that we are the only local authority to have an element of Performance Related Pay in our Chief Executive pay. Personnel Board may therefore wish to consider either:

- a) £160,000 - £170,000 pay range without PRP, or
- b) £150,000 - £160,000 with potential to earn a further 10% through PRP (165,000 – 176,000 On Target Earnings). Historically payment has averaged at 7% which would equate to total compensation range of £160,500 - £171,200.

Job Description and Person Specification

Since June 2017 and the previous recruitment campaign, further work has been undertaken on the strategic priorities for the next 5 years and Members will have the opportunity to shape the job description. The proposal will be set out at Personnel Board and reviewed. However, it should be noted that there may be a need to undertake further consultation with Members and that a further Personnel Board may be required to conclude this piece of work.

Commencement of recruitment campaign and timings

Subject to agreement of points 1 & 2, Members are asked to agree the commencement of the recruitment campaign. The draft timelines are in Appendix 2 and the process would be:

- (a) The Executive Search Agency will review applications received and prepare a 'long-list' recommendation for Personnel Board's consideration
- (b) A shortlist pack (with recommendations) will be produced for Personnel Board consideration
- (c) Personnel Board will select their preferred candidate following a rigorous assessment and interview process.
- (d) Recommendation to Full Council

The process is likely to take up to 3 months to arrive at preferred appointment, plus the notice period the candidate has to serve, typically 3 months.

Extension of Interim Chief Executive fixed term contract

It is likely, with this timeline that the new Chief Executive will be in post early January at the earliest. Manjeet Gill, the current Interim Chief Executive is on a Fixed Term

contract which expires on 7 September 2018. Personnel Board are therefore asked to confirm the extension of the fixed term contract to 31 March 2019 on the understanding that if we are able to bring a new Chief Executive on board before then, that early notice will be issued. As the Interim Chief Executive will have been in post for more than a year, the 'Transfer Fee' becomes payable to Solace, which at Personnel Board's request on 6 February 2018, was negotiated down from £9,000 to £7,000 in the occurrence of this event.

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)	a) £15,775 b) £15,970	No – total cost	Revenue
Next Financial Year (Year 2)	a) £35,100 b) £35,800	No – total cost	Revenue
Following Financial Year (Year 3)	a) £35,100 b) £35,800	No – total cost	Revenue

Other financial information relevant to the Recommendation/Decision

Part year cost a combination of increased salary budget and the £7,000 transfer fee

Cross-Council Implications

n/a

Reasons for considering the report in Part 2

n/a

List of Background Papers

Chief Officer Benchmarking data

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

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Borough	Source	Chief Executive - May 2017	
		Min	Max
West Berks	Pay Policy	141,100	141,100
Bracknell Forest	Pay Policy	155,000	160,000
RBWM* MD not CE	Pay Policy	120,000	140,000
Slough	Pay Policy	133,869	160,645
Reading	Pay Policy	135,000	135,000
Portsmouth City Council	epaycheck	137,413	151,878
Milton Keynes	epaycheck	156,550	161,600
Brighton & Hove	epaycheck	153,015	153,015
Avg (excl Wokingham)		141,493	150,405
Wokingham		143,000	143,000
Summary		<i>in range</i>	
Recommended revised ranges (including PRP)		143,000	159,500
Recommended base pay		130,000	145,000
Swindon (Outlier)	epaycheck	150,363	187,392

Chief Executive - May 2018	
Min	Max
141,100	141,100
165,000	170,000
160,000	180,000
187,421	214,197
135,000	135,000
166,343	180,808
166,650	171,700
153,015	153,015
159,316	168,228
143,000	159,500
176,000	187,000
160,000	170,000
224,421	261,450

Recruitment to Permanent Chief Executive

Element	Date	Notes
1) Executive Search commences	20/06/2018	
2) Advert out to market	5/07/2018	
3) Closing date	23/07/2018	Penna to assess all applications
4) Applications and assessment sent to Wokingham Personnel Board	By 07/08/2018	
5) Personnel Board re Long List	Mid August	To review all candidates and decide which will go forward for initial interview and technical assessment
6) Long List Interviews	Mid August	Offer different dates to allow for holidays Suggest candidates meet with Leader informally as part of the process?
4) Personnel Board re Short List	Early September	To review long listed candidates and decide who to Short List for Interview
5) Final Interview & Selection day	Mid September	Assessment and final interviews
6) Proposal to Full Council	Early October	Requires Extraordinary Full Council

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TITLE	School Crossing Patrol Service Changes
FOR CONSIDERATION BY	Personnel Board on 19 June 2018
WARD	Norreys, Emmbrook, Coronation, South Lake, Loddon, Twyford, Wokingham Without and Maiden Erlegh
DIRECTOR	Josie Wragg, Interim Director of Environment

OUTCOME / BENEFITS TO THE COMMUNITY

Cessation of the school crossing patrol service, currently incorporating seven sites. Pedestrian crossings to be placed at those sites to replace the school crossing patrollers to provide children and others with a safe point to cross. The job of School Crossing Patrol Organiser, who oversees the patrollers, would also cease.

RECOMMENDATION

That Personnel Board note the School Crossing Patrol Service changes being undertaken and the potential workforce implications including those set out in the Part 2 sheet.

SUMMARY OF REPORT

Wokingham Borough Council continually reviews the value of its non-statutory services, and in this context has been considering the effectiveness of pedestrian crossings as a proven, efficient and safe way of crossing a road.

There are currently seven school crossing patrollers working at schools in the Wokingham Borough. The installation of pedestrian crossings at these sites will give children and others a safe point to cross.

It is proposed that the school crossing patrol service at these seven locations should cease at the end of this academic year (July 2018):

The affected sites are:

- All Saints Primary School, Norreys Avenue, Wokingham; Norreys Ward
- St Paul's Junior & Walter Infant Schools, Murray Road, Wokingham; Emmbrook Ward
- Keephatch Primary School, Keephatch Road, Wokingham; Norreys Ward
- Willow Bank Infant & Junior School, Duffield Road Woodley; Coronation Ward
- South Lake Primary School, Nightingale Road, Woodley; South Lake Ward
- Woodley CE Primary School, Hurricane Way, Woodley; Loddon Ward
- Polehampton Infant & Junior School, London Road Twyford; Twyford Ward.

In addition two sites which are currently unmanned will also be assessed for the provision of a formal crossing namely;

- Oaklands Infant & Junior School, New Wokingham Road; Wokingham Without Ward

- Loddon Primary, Silverdale Road; Maiden Erlegh Ward

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	£18,049 cost	Yes	Revenue
Next Financial Year (Year 2)	(£39,000)	N/A	Revenue
Following Financial Year (Year 3)	(£39,000)	N/A	Revenue

Other financial information relevant to the Recommendation/Decision

None

Cross-Council Implications

n/a

Reasons for considering the report in Part 2

Part 2 sheet contains confidential employee information

List of Background Papers

None

Contact Mark Gibbons

Service Human Resources

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Date 11 June 2017

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By virtue of paragraph(s) 2, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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TITLE	Restructuring staffing at Tier 2 in People Services
FOR CONSIDERATION BY	Personnel Board on 19 June 2018
WARD	None Specific
DIRECTOR	Chief Executive - Interim Manjeet Gill

OUTCOME / BENEFITS TO THE COMMUNITY

The safe delivery of our statutory DASS and DCS duties

RECOMMENDATION

Personnel Board are asked to note the proposed restructure separating out the statutory duties of Director of Children's Services and Director of Adult Services (DASS) and:

- 1) Agree the job description for the Director of Children's Services
- 2) Agree the Summary of Accountabilities for the shared Director of Adult Services (DASS);
- 3) Subject to approval of the supplementary estimate, agree the revised salary recommendation for Director of Children's Services;
- 4) Subject to approval of the supplementary estimate, agree the revised salary recommendation for the shared DASS.

SUMMARY OF REPORT

The Director of People Services post has been in our tier 2 structure since 1 November 2016. With the current vacant situation, consideration has been given to whether the best option is to replace like with like, or to consider alternative structures and/or delivery models.

The decision has been made to separate out these 2 statutory roles, with the Director of Adult Services to be a shared role with the Royal Borough of Windsor & Maidenhead, employed by them, for a trial period of 9 months. Personnel Board are asked to agree the revised Job Description and the salary for the Director of Children's Services and the scope of the Wokingham DASS responsibilities in the shared agreement with the Royal Borough of Windsor & Maidenhead, together with the salary proposal, of which we will pay 50%.

Background

In line with constitutional requirements, The Leader of the Council and Head of Paid Service, after consultation have decided to separate out the Director People Services into 2 roles, the Director, Children's Services (DCS) and Director, Adult Services (DASS). Further, that for a trial period of 9 months that the DASS responsibilities are incorporated into a shared role, hosted by the Royal Borough of Windsor and Maidenhead. As a result new job descriptions/role accountabilities are required and a review of the market salary requirements for these roles has been undertaken.

Analysis of Issues

Reason for change

The Director of People Services post has been in our tier 2 structure since 1 November 2016. With the current vacant situation, consideration has been given to whether the best option is to replace like with like, or to consider alternative structures and/or delivery models. Evidence that informs this report are discussions that have taken place internally and externally with:

- Neighbouring councils especially RBWM
- Chief Executive of Clinical Commissioning Group
- Assistant Directors for Children and Adults
- Interim People Services Director
- Independent LGA advisor (associate) on Social services and People Services
- Elected Members – Leader and Adult and Children's Services portfolio holders
- Corporate Leadership team

Adults Social Care and Children's Social Care are two of the Council's biggest and high profile services. They both carry immense risk in terms of assuring:

- Safety of vulnerable adults and children
- Quality of care in terms of complex outcomes in partnership
- Quality of services and nature of varied demand from Home to School Transport, Special Needs to Child Protection
- Efficiency, value for money and budgetary control of services where demand is complex and subject to many external factors difficult to control
- Compliance with standards of Ofsted and CQC

All these factors require the management and leadership skills that enable:

- Direction and leadership that is collaborative, innovative and commercial in designing and delivering the risks outlined
- Experience and technical understanding of the diverse range of services and how they are improved
- The ability and capacity to engage with a range of stakeholders for agendas such as joint commissioning and delivery, as well
- Influencing stakeholders such as independent schools in ensuring a sense of coherency to overall schools' strategy for the area

- Includes influencing strategies such as community safety – vital for SEND, Neglect, Safeguarding and Child Protection areas

As well as considering our own structure to deliver the above, it is necessary to explore shared services to enable resilience (expertise) as well as to live within budgetary constraints as a small unitary council.

The decision to change has been based on an appraisal of all options and the key factors for the proposed recommendation are:

- Level and scale of change and improvement requiring leadership authority, capacity and specialist experience of delivery in Adults and Children
- A situational approach based on current experience of a People's role, retention of key staff and establishing good governance for Optalis and other partnerships such as BW10, WISP1, Safeguarding Boards etc.
- Willingness of partners to engage in further shared services including joint commissioning subject to appropriate business cases that need leadership capacity, experience and authority
- Value for money, efficiency and budget constraints especially for a small unitary in terms of scale

The Council has tested the People Services Director model and this proposal makes the most of learning from the vision developed and building on the joint commissioning and quality assurance leadership roles at Assistant Director levels.

The scale of the change and improvements that now are needed requires separate Directors of Children and Adults posts.

In the first instance to assist us with delivering a project to determine what more we transfer to Optalis and how we performance manage and develop Optalis, we have a trial of a shared DASS for nine months with the Royal Borough of Windsor & Maidenhead.

At the end of the nine months, we would have a review of based upon agreed success criteria which still need to be developed and agree to either:

- Confirm this model as the preferred way forward
- Revert to a structure within Wokingham that has both a Director of Children's Services and a Director of Adults Services at tier 2.

Job Descriptions

Appendix 1 is the proposed new Job Description for the Director, Children's Services. The job description continues to be aligned to the Corporate Competency Framework and the other members of the Corporate Leadership team to ensure a cohesive approach to delivering the Council Plan and priorities and Personnel Board are asked to review and approve this updated Job Description.

Appendix 2 is the agreement with Royal Borough of Windsor and Maidenhead for the Shared DASS. Schedule 1 details the accountabilities this role will have in executing its duties on behalf of Wokingham Borough Council. These are described as laid down in the statutory guidance provided by the Association of Directors of Adult Social Services

(ADASS), https://www.adass.org.uk/media/6002/adass-advice-note-director-of-adult-social-services_roles-and-responsibilities.pdf

Salary Benchmarking

Appendix 3 provides the market data for salaries for Directors of Children’s and Adult Services in Unitary Authorities in the South East. This would indicate while we are at the top end of the salary scales for Adult Services, our current spot pay rate for Director, Children’s Services is at the bottom end. However the DASS role is to have joint responsibility for 2 Unitary Authorities and this commands a higher salary. It is therefore recommended that we:

- 1) Advertise the role of Director of Children’s Services with a salary range of £112,695 to £120,000 with performance related pay, aligned to the other Directors.
- 2) Agree to a salary of £120,000 for the Shared DASS. However, if the trial is unsuccessful then it the salary reverts to our current spot rate of £112,695 plus PRP

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)	DCS £6,200 DASS £61,380	No - £67,580	Revenue
Next Financial Year (Year 2)	DCS £12,400 DASS £81,840 subject to successful shared pilot, £151,280 if not	No - £94,240	Revenue
Following Financial Year (Year 3)	DCS £12,400 DASS £81,840 subject to successful shared pilot, £151,280	No - £94,240	Revenue

Other financial information relevant to the Recommendation/Decision

Year 2 & 3 estimates subject to successful pilot. If not then the cost will be £163,680 and a further supplementary estimate of £69,940

Cross-Council Implications

n/a

Reasons for considering the report in Part 2
Appendix 2 – financial information

List of Background Papers
Appendix 1 Job Description for Director, Children’s Services Appendix 2 Draft agreement for Shared DASS with RBWM Appendix 3 Market Data for DASS and DCS salaries in Unitary authorities in the South East

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Job Title	Director, Children’s Services		
Service	Children’s Services		
Team	Children’s Services	Location	Shute End/Smart Working
Reports to	Chief Executive	Grade	n/a

This job description sets out the duties of the post at the time it was drawn up. Such details may vary from time to time without changing the general character of the duties or the level of responsibility involved.

Summary of Role

- To lead all relevant Children’s services.
- To share collective accountability for the leadership of the Council, as a member of CLT
- To hold the Council’s statutory accountabilities as Director of Children’s Services
- To be responsible for a team of lead specialists in delivering the outcomes required by customers and in line with the Council’s strategic direction
- To be responsible for creating an environment where continuous improvement in service for customers and residents is delivered.

Key Accountabilities

Service Delivery Accountabilities

- Provide leadership of the breadth of Children’s services
- Provide judgement and tactical direction in developing corporate services which meet the needs of the organisation ensuring as much activity as possible is dealt with through case management.
- Support the development of the Council’s strategic planning framework and the delivery of the required outcomes
- Discharge effectively the specific accountabilities of the Statutory function of the DCS

Management Accountabilities

- Participate and collaborate as a member of CLT to ensure Council plans and targets are achieved
- Functionally manage team of direct reports who have responsibilities for achieving agreed Children’s Services service and outcomes
- Provide leadership and direction to ensure the council is able to operate optimally and that 21st Century Council principles are being upheld.

- Functionally manage team of direct reports who have responsibilities for children’s and services, and who set delivery and performance targets; support and coach the team
- Operationally manage line reports, ensuring delivery targets are hit and officers in their service are embodying the 21st Century Council working principles.
- Provide functional leadership and guidance to direct line reports with escalated cases and complex issues as required.
- Develop and implement effective monitoring, performance management and review mechanisms to ensure continuous improvement in delivery of services, and to enable personal professional and team development.
- Provide strategic direction on development of good practice policies and procedures.
- Develop relationships with key peers and stakeholders outside the organisation to promote efficiency, share ideas and good practice.
- Lead and manage effective stakeholder relationships: with elected members, partners and customers/residents

Additional Corporate Responsibilities

1	Health and Safety: Take reasonable care for the health and safety of yourself and of other persons who may be affected by your acts or omissions at work; and co-operate with the Council to enable the Council to perform or comply with its duties under statutory health and safety provisions.
2	Equal Opportunities: To take positive action to ensure a thorough understanding of and positive commitment to equality in both service delivery and employment practices.
3	Safeguarding responsibilities: At all times to demonstrate and positively reinforce our commitment to safeguarding and promoting the welfare of children and vulnerable adults.
4	Special Factors: <input type="checkbox"/> <i>Has own transport to travel across the borough,</i> <input checked="" type="checkbox"/> <i>work some evenings/weekends,</i> <input type="checkbox"/> <i>hazardous conditions,</i> <input checked="" type="checkbox"/> <i>silver/gold* emergency response</i> <input checked="" type="checkbox"/> <i>politically restricted post,</i> <input type="checkbox"/> <i>DBS check required</i>
5	Behaviour: Works within the Council’s “competency framework” and adheres to the Code of Conduct.

Competencies Required in Role

Core Competencies	Foundation	Proficient	High Achiever	Role Model
21 st Century Public Servant				✓
Personal Responsibility				✓

Professionalism & Know How				✓
Working together				✓
Leadership Competencies			High Achiever	Role Model
Setting Direction				✓
Leading People				✓
Delivering Results				✓
Person Specification				
Focus on describing the qualifications, knowledge and experience an individual will require to successfully undertake the role. These should be split between essential and desirable. There is no need to repeat competency requirements or corporate responsibilities.				
Qualifications				
Essential		Desirable		
<ul style="list-style-type: none"> Education to degree-level and/or equivalent relevant professional qualifications or expertise 				
<ul style="list-style-type: none"> Evidence of continuous personal and professional development 				
<ul style="list-style-type: none"> Membership of relevant professional body 				
Technical Skills				
Essential		Desirable		
<ul style="list-style-type: none"> Excellent IT skills including office software such as Microsoft Word, Outlook, PowerPoint and Excel 				
<ul style="list-style-type: none"> Well-developed written and verbal communication skills with an ability to vary style to meet the needs of the audience 				
<ul style="list-style-type: none"> Ability to analyse management data and communicate to groups, including recommending appropriate action where necessary 				
<ul style="list-style-type: none"> An understanding of large, complex and political organisations 				
Knowledge & Experience				
Essential		Desirable		

<ul style="list-style-type: none"> • Significant experience of successfully managing an operational service, including; people, budgets and performance 	<ul style="list-style-type: none"> • Experience of championing own ideas and obtaining commitment to allow them to be delivered
<ul style="list-style-type: none"> • Experience of creating an environment of continuous improvement and innovation 	<ul style="list-style-type: none"> • Experience of working in a matrix management environment, where cross-team and cross-organisation working are essential
<ul style="list-style-type: none"> • Experience of successfully delivering change management, particularly in relation to process improvement 	<ul style="list-style-type: none"> • Experience of effectively leading a group of professional staff
<ul style="list-style-type: none"> • Experience of leading complex and major projects to successful outcomes 	
<ul style="list-style-type: none"> • Significant experience of leading the development and delivery of policies and strategies 	
<ul style="list-style-type: none"> • Experience of managing areas within the service portfolio 	
<ul style="list-style-type: none"> • Significant understanding of the political landscape, legislative frameworks, and regional and national drivers surrounding the areas covered within the portfolio 	
<ul style="list-style-type: none"> • Experience of effective partnership working and stakeholder management, to obtain desired outcomes for customers 	

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Tier	Responsibilities	Organisation Name	Organisation Type	Region	Min Salary	Max Salary
	2 Adult Social Care, St	Portsmouth City Council	Unitary Council	South East	£ 75,686	£ 83,654
	2 Adult Social Care, St	Slough Borough Council	Unitary Council	South East	£ 102,211	£ 116,878
	2 Adult Social Care, Sa	Portsmouth City Council	Unitary Council	South East	£ 88,300	£ 97,598
	2 Adult Social Care, Ch	Milton Keynes Council	Unitary Council	South East	£ 122,412	£ 142,814
	2 Adult Social Care, H	Brighton & Hove City Council	Unitary Council	South East	£ 107,111	£ 117,312
	2 Adult Social Care, H	Reading Borough Council	Unitary Council	South East	£ 93,389	£ 116,129
				Average	£ 98,185	£ 112,398
	2 Adult Social Care, Ch	Wokingham Borough Council	Unitary Council	South East	£ 112,695	£ 112,695

Tier	Responsibilities	Organisation Name	Organisation Type	Region	Min Salary	Max Salary
	2 Children & Young Pe	Brighton & Hove City Council	Unitary Council	South East	£ 107,111	£ 117,312
	2 Children & Young Pe	Portsmouth City Council	Unitary Council	South East	£ 103,017	£ 111,629
	2 Children & Young Pe	Reading Borough Council	Unitary Council	South East	£ 93,389	£ 116,129
	2 Children & Young Pe	Slough Borough Council	Unitary Council	South East	£ 110,185	£ 128,515
				Average	£ 103,426	£ 118,396
	2 Adult Social Care, Ch	Wokingham Borough Council	Unitary Council	South East	£ 112,695	£ 112,695
		With PRP @7%			£ 120,584	£ 120,584
		Recommendation			£ 112,695	£ 120,000
		With PRP @7%			£ 120,584	£ 128,400

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