



**WOKINGHAM
BOROUGH COUNCIL**

A Meeting of the **PERSONNEL BOARD** will be held in
David Hicks 2 - Civic Offices on **WEDNESDAY 5**
SEPTEMBER 2018 AT 7.30 PM

Manjeet Gill
Interim Chief Executive
Published on 28 August 2018



WOKINGHAM BOROUGH COUNCIL

Our Vision

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

Our Priorities

Improve educational attainment and focus on every child achieving their potential

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

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

Tackle traffic congestion in specific areas of the Borough

Improve the customer experience when accessing Council services

The Underpinning Principles

Offer excellent value for your Council Tax

Provide affordable homes

Look after the vulnerable

Improve health, wellbeing and quality of life

Maintain and improve the waste collection, recycling and fuel efficiency

Deliver quality in all that we do

MEMBERSHIP OF THE PERSONNEL BOARD

Councillors

Alistair Auty (Chairman)	Stuart Munro (Vice-Chairman)	UllaKarin Clark
Lindsay Ferris Charles Margetts	Charlotte Haitham Taylor	Pauline Helliar-Symons

ITEM NO.	WARD	SUBJECT	PAGE NO.
35.		APOLOGIES To receive any apologies for absence	
36.		MINUTES OF PREVIOUS MEETINGS To confirm the Minutes of the Personnel Board Meeting held on 9 July 2018 and the Minutes of the Extraordinary Meetings held on 26 July, 2 August and 14 August 2018.	5 - 12
37.		DECLARATION OF INTEREST To receive any declarations of interest	
38.		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	
39.		MEMBER QUESTION TIME To answer any member questions	
40.	None Specific	SETTING UP OF AN INVESTIGATING AND DISCIPLINARY COMMITTEE (IDC) To consider a report regarding the setting up of an Investigating and Disciplinary Committee (IDC)	13 - 18
41.	None Specific	CHIEF EXECUTIVE JOB DESCRIPTION To consider a report regarding the Chief Executive Job Description.	19 - 30

42. None Specific	ANNUAL EQUALITY MONITORING WORKFORCE REPORT To consider the Annual Equality Monitoring Workforce report.	31 - 50
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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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Agenda Item 36.

MINUTES OF A MEETING OF THE PERSONNEL BOARD HELD ON 9 JULY 2018 FROM 6.30 PM TO 7.20 PM

Committee Members Present

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

Officers Present

Madeleine Shopland, Democratic and Electoral Services Specialist

Sarah Swindley, Lead Specialist HR

Alison Alexander, Managing Director, Royal Borough Windsor and Maidenhead Council Candidate

14. APOLOGIES

Apologies for absence were submitted from Councillors Alistair Auty and Pauline Helliar Symons.

15. MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of the Board held on 19 June 2018 were confirmed as a correct record and signed by the Vice Chairman.

16. DECLARATION OF INTEREST

There were no declarations of interest received.

17. PUBLIC QUESTION TIME

There were no public questions.

18. MEMBER QUESTION TIME

There were no Member questions.

19. PRESENTATION FROM PROPOSED SHARED DASS

The Lead Specialist, HR reminded the Board of the proposal to create a shared Director of Adult Services role with the Royal Borough of Windsor and Maidenhead Council, initially on a trial basis. At the previous Board meeting, the Chief Executive had offered that the proposed candidate meet with the Personnel Board so they can be assured of the proposal.

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 Paragraph 2 of Part 1 of Schedule 12A of the Act (as amended) as appropriate.

21. PRESENTATION FROM PROPOSED SHARED DASS

Members received a presentation from the proposed candidate on: "What will be your key priorities in leading the Shared DASS function for Wokingham and Royal Borough of Windsor & Maidenhead in the first 6 months, 12 months, and over the next 3 years? What challenges do you foresee, and how will you overcome them?"

Following the presentation and questions, Members were assured by the proposed candidate.

RESOLVED: That the presentation be noted.

**MINUTES OF A MEETING OF THE
PERSONNEL BOARD
HELD ON 26 JULY 2018 FROM 6.00 PM TO 7.05 PM**

Committee Members Present

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

Officers Present

Madeleine Shopland, Democratic and Electoral Services Specialist
Joelle Cooper, Senior Relationship Manager
Manjeet Gill, Interim Chief Executive
Maggie Hennessy, Penna Public Sector Executive Search

22. APOLOGIES

An apology for absence was submitted from Councillor UllaKarin Clark.

23. DECLARATION OF INTEREST

Councillor Alistair Auty declared a Personal Interest in Item 24 Long List for Director Children's Services on the grounds that he had previously met several of the candidates. Councillor Auty remained in the meeting during discussions and voted on the matter.

Councillor Lindsay Ferris declared a Personal Interest in Item 24 Long List for Director Children's Services on the grounds that he had previously met several of the candidates. Councillor Ferris remained in the meeting during discussions and voted on the matter.

Councillor Charlotte Haitham Taylor declared a Personal Interest in Item 24 Long List for Director Children's Services on the grounds that she had previously met several of the candidates. Councillor Haitham Taylor remained in the meeting during discussions and voted on the matter.

Councillor Pauline Helliar Symons declared a Personal Interest in Item 24 Long List for Director Children's Services on the grounds that she had previously met several of the candidates. Councillor Helliar Symons remained in the meeting during discussions and voted on the matter.

Councillor Charles Margetts declared a Personal Interest in Item 24 Long List for Director Children's Services on the grounds that he had previously met several of the candidates. Councillor Margetts remained in the meeting during discussions and voted on the matter.

Councillor Stuart Munro declared a Personal Interest in Item 24 Long List for Director Children's Services on the grounds that he had previously met several of the candidates. Councillor Munro remained in the meeting during discussions and voted on the matter.

24. LONG LIST FOR DIRECTOR CHILDREN SERVICES

The Board considered a report regarding long listing for the Director of Children's Services post.

25. EXCLUSION OF THE PUBLIC

RESOLVED: That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they

involve the likely disclosure of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A of the Act (as amended) as appropriate.

26. LONG LIST FOR DIRECTOR OF CHILDREN'S SERVICES

The Board considered a report regarding long listing for the Director of Children's Services post.

RESOLVED: That:

- 1) applicants submitted by the Executive Search firm Penna be reviewed;
- 2) 8 candidates from those classified as either 'A' or 'B+', be supported to proceed to longlist interview;
- 3) candidates classified as 'B' and 'C' be rejected.

**MINUTES OF A MEETING OF THE
PERSONNEL BOARD
HELD ON 2 AUGUST 2018 FROM 6.30 PM TO 8.00 PM**

Committee Members Present

Councillors: Alistair Auty (Chairman), Lindsay Ferris, Charlotte Haitham Taylor, Pauline Helliar-Symons and Angus Ross (substituting Charles Margetts)

Officers Present

Madeleine Shopland, Democratic and Electoral Services Specialist
Manjeet Gill, Interim Chief Executive
Sarah Swindley, Lead Specialist HR

27. APOLOGIES

Apologies for absence were submitted from Councillors UllaKarin Clark, Charles Margetts and Stuart Munro.

28. DECLARATION OF INTEREST

There were no declarations of interest.

29. INTERIM DIRECTOR OF CHILDREN'S SERVICES

The Board considered a report regarding the appointment of an interim Director of Children's Services.

30. 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.

31. INTERIM DIRECTOR OF CHILDREN'S SERVICES

The Personnel Board interviewed a number of applicants for the post of Interim Director Children's Services.

RESOLVED: That:

- 1) following the outcome of a technical interview conducted by Officers, two candidates were considered for the appointment to the role of Interim Director of Children's Services;
- 2) subject to there being no objections from the majority of Executive Members, that it be recommended to Special Council Executive Committee that Jim Leivers be appointed to the statutory role of Interim Director of Children's Services from 21 August 2018 until such time as a permanent appointment is made and is able to start with the Council.

32. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES IS URGENT

The Chairman sought clarification regarding a specific HR process as detailed in the Constitution.

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**MINUTES OF A MEETING OF THE
PERSONNEL BOARD
HELD ON 14 AUGUST 2018 FROM 6.30 PM TO 7.25 PM**

Committee Members Present

Councillors: Stuart Munro (Vice-Chairman, in the Chair), UllaKarin Clark, Lindsay Ferris, Charlotte Haitham Taylor, Pauline Helliar-Symons and David Chopping (substituting Alistair Auty)

Officers Present

Madeleine Shopland, Democratic and Electoral Services Specialist

Manjeet Gill, Interim Chief Executive

Maggie Hennessy, Penna Public Sector Executive Search

33. APOLOGIES

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

34. DECLARATION OF INTEREST

There were no declarations of interest received.

35. SHORT LIST FOR DIRECTOR, CHILDREN'S SERVICES

The Board received a report regarding short listing for the post of Director of Children's Services.

36. 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.

37. SHORT LIST FOR DIRECTOR CHILDREN'S SERVICES

The Board considered a report submitted by Penna which contained feedback from the technical interviews that were carried out recently with the long listed candidates for the post of Director of Children's Services. Having due regard to the report the Board decided to take forward five candidates for short list interviews.

RESOLVED: That

- 1) the report submitted by the Executive Search firm Penna with regard to the long listed applicants who attended technical interviews during the week commencing 30 July, be reviewed.
- 2) five candidates be taken forward for Short list interview.

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Agenda Item 40.

TITLE Setting up of a Investigating and Disciplinary Committee (IDC)

FOR CONSIDERATION BY Personnel Board on 6 September 2018

WARD None specific

ASSISTANT DIRECTOR Andrew Moulton, Assistant Director Governance

OUTCOME / BENEFITS TO THE COMMUNITY

That the Council has a detailed process in place for dealing with disciplinary matters relating to relevant senior Officers i.e. Head of Paid Service, Section 151 Officer and Monitoring Officer.

RECOMMENDATION

That Personnel Board agrees:

- 1) to establish an Investigating and Disciplinary Committee and delegate authority to the Committee to deal with disciplinary matters relating to relevant senior Officers i.e. Head of Paid Service, Section 151 Officer and Monitoring Officer;
- 2) that the Investigating and Disciplinary Committee consist of three Members with seats allocated, as and when the Committee is required to sit, in accordance with the proportionality rules and appointments made in accordance with the nominations received from the Group Leaders;
- 3) the Terms of Reference of the Investigating and Disciplinary Committee as set out in Appendix 1;
- 4) that training be provided to members of the Investigating and Disciplinary Committee prior to them attending their first meeting;
- 5) that in line with the changes brought about by The Local Authorities (Standing Orders)(England)(Amendment) Regulations 2015 Officers be asked to draft detailed procedures relating to disciplinary matters involving relevant Officers for subsequent inclusion in Section 11.5 of the Constitution.

SUMMARY OF REPORT

It is proposed to set up an Investigating and Disciplinary Committee (IDC) the purpose of which will be to deal with disciplinary matters relating to the relevant Officers as defined in The Local Authorities (Standing Orders)(England)(Amendment) Regulations 2015.

The report sets out the proposed structure and Terms of Reference of the Investigating and Disciplinary Committee.

Background

1. The Local Authority (Standing Orders)(England)(Amendment) Regulations 2015 amended the previous legislation and changed the statutory process for taking disciplinary action against “relevant Officers” i.e. the Head of Paid Service (Chief Executive), Section 151 Officer (Director of Corporate Services) and Monitoring Officer (Assistant Director Governance). The Regulations set out new arrangements for taking disciplinary action against the “relevant Officers” by replacing investigation by a Designated Independent Person of an allegation of misconduct against these Officers, with an Independent Panel process.
2. As a result of the Regulations a nationally negotiated and agreed Model Disciplinary Procedure and Guidance, which incorporated the relevant statutory requirements, was agreed by the Joint Negotiating Committee (JNC) for Local Authority Chief Executives and issued in October 2016. This was subsequently incorporated into the contractual terms and conditions of employment for Chief Executives. Additionally the August 2017 Chief Officers’ JNC contained a modified procedure for Section 151 Officers and Monitoring Officers, indicating that the relevant provisions of the Chief Executives’ Handbook could be used as a reference guide in such circumstances and this has been adopted across England. A copy of the Model Procedure Flow Diagram is attached at Appendix 2.
3. In line with statutory requirements and the Model Disciplinary Procedure and Guidance it is proposed to set up an Investigating and Disciplinary Committee to deal with disciplinary matters relating to the “relevant Officers” as defined in the regulations.

Analysis of Issues

4. It is proposed that the Investigating and Disciplinary Committee will consist of three Members with seats allocated, as and when the Committee is required to sit, in accordance with the proportionality rules and appointments made in accordance with the nominations received from the relevant Group Leaders. In line with the Guidance the IDC must include one member of the Executive.
5. The purpose of the Investigating and Disciplinary Committee will be to consider any allegations and any information related to disciplinary matters of the “relevant Officers”, taking into account any comments made by the “relevant Officer”. In line with the Model Procedure Flow Diagram (Appendix 2) the Investigating and Disciplinary Committee will then decide which of the following options to take forward:

- Option 1 – No further action
- Option 2 – Informal un-recorded oral warning
- Option 3 – Case to answer/further investigation required.

6. The remaining actions as specified in the Model Procedure Flow Diagram will then be carried out by the Investigating and Disciplinary Committee.

Further Action

7. Training will be provided to members of the Investigating and Disciplinary Committee prior to them attending their first meeting.

8. In order to provide further clarification of the process Officers are asked to draft detailed procedures relating to disciplinary matters involving the “relevant Officers” for inclusion in Section 11.5 of the Constitution. Once these procedures have been agreed by Personnel Board they will be considered by the Constitution Review Working Group prior to final approval by Council.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

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

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

Other financial information relevant to the Recommendation/Decision

There are no financial implications associated with this report

Cross-Council Implications

There are no cross-Council implications associated with this report

List of Background Papers

The Local Authority (Standing Orders)(England)(Amendment) Regulations 2015
 Joint Negotiating Committee (JNC) Model Procedures and Guidance
 Joint Negotiating Committee (JNC) for Local Authority Chief Executives National Salary Framework and Conditions of Service Handbook updated 13 October 2016
 Joint Negotiating Committee (JNC) for Local Authority Chief Executives National Salary Framework and Conditions of Service Handbook updated 8 August 2017

Contact Andrew Moulton	Service Governance
Telephone No 0774 7777298	Email Andrew.moulton@wokingham.gov.uk

INVESTIGATING AND DISCIPLINARY COMMITTEE TERMS OF REFERENCE

1. Purpose

The Investigating and Disciplinary Committee (IDC) has been established by the Personnel Board to:

- a) deal with all disciplinary matters relating to “relevant Officers” as defined in The Local Authority (Standing Orders)(England)(Amendment) Regulations 2015 i.e. Head of Paid Service, Section 151 Officer and Monitoring Officer;
- b) carry out all the actions set out for the Investigating and Disciplinary Committee (IDC) in the Model Procedure Flow Diagram (as included in the Model Disciplinary Procedure and Guidance for Chief Executives) (see Appendix).

2. Composition of the Investigating and Disciplinary Committee

The Investigating and Disciplinary Committee shall consist of three Members. Seats will be allocated, as and when the Committee is required to sit, in accordance with the proportionality rules and appointments made in accordance with the nominations received from the Group Leaders. One of the members of the Committee must be an Executive Member.

The Members appointed to sit on the Committee must not have sat on any other body in respect of the matter under consideration or had any previous involvement in the matter.

3. Meetings of the Investigating and Disciplinary Committee

Meetings of the Investigating and Disciplinary Committee will be held in private as and when required and dates and times will be agreed by the members of the Committee.

4. Chairman

The Chairman of the Investigating and Disciplinary Committee will be appointed at the first meeting of the Committee.

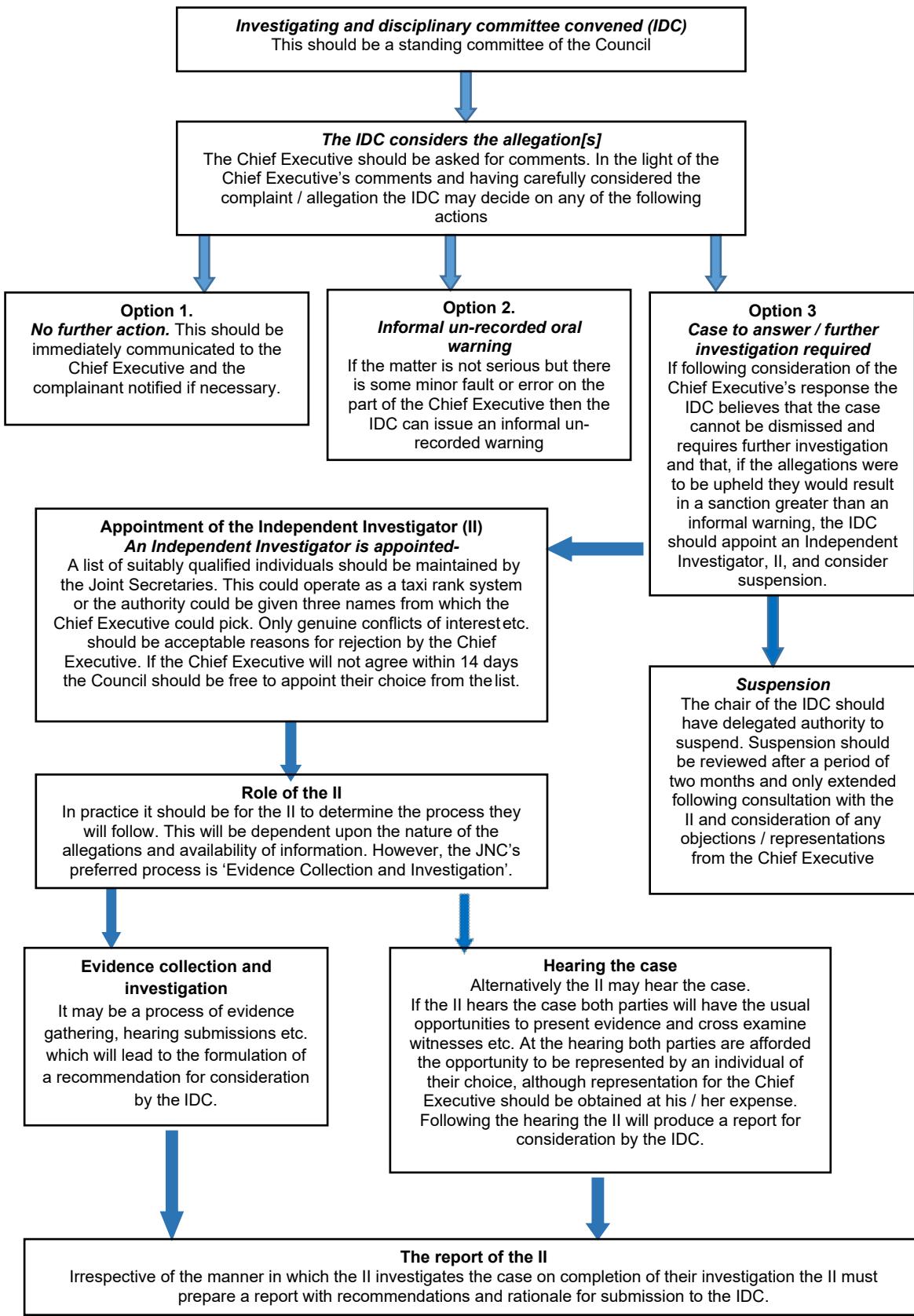
5. Quorum

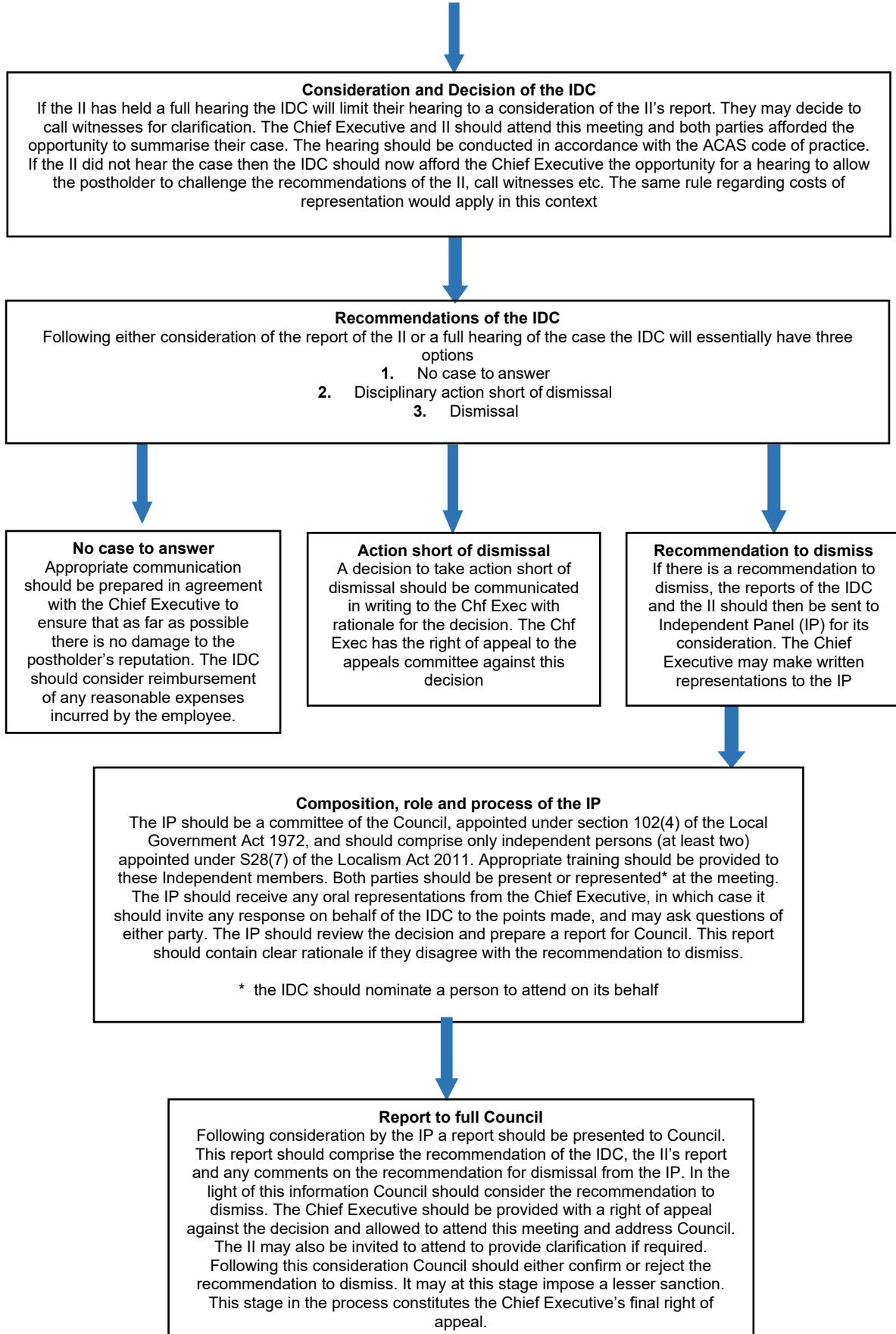
The quorum of a meeting of the Investigating and Disciplinary Committee will be three.

6. Public and Member Questions

No public or Member questions may be asked at Investigating and Disciplinary Committee meetings.

Disciplinary Procedure for Local Authority Chief Executives





Agenda Item 41.

TITLE	Chief Executive Job Description
FOR CONSIDERATION BY	Personnel Board on 5 September 2018
WARD	None Specific
DIRECTOR	Chief Executive - Interim Manjeet Gill

OUTCOME / BENEFITS TO THE COMMUNITY

To ensure the Chief Executive Job Description is fit for purpose, enabling us to attract and retain the best talent

RECOMMENDATION

Members are recommended to approve the draft amendments to the Chief Executive Job description for permanent recruitment.

SUMMARY OF REPORT

Members are asked to approve the draft amendments to the Chief Executive Job Description for permanent recruitment – Attached as Appendix 1 is the proposed revised Job Description in draft, which is aligned to all employees job descriptions, using the behaviour's as set out in the Council's Competency Framework (see Appendix 2).

Background

Personnel Board approved the Job Description and Person Specification for selecting an Interim Chief Executive on 18 October 2017.

Since then further work has been undertaken with a number of Members around the priorities for this role and suggested amendments made for consideration by Personnel Board.

Personnel Board are asked to consider the proposed Job Description and Person Specification and approve for use in the selection and appointment of our Permanent Chief Executive.

Analysis of Issues

N/A

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

n/a

Cross-Council Implications

n/a

List of Background Papers

- 1) Revised Chief Executive Job Description – to follow
- 2) WBC Competency Framework

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

Background

With the introduction of the 21st Century Council we are reviewing the knowledge, skills and behaviours that we need to ensure our success in the future and put us in the best position to provide a high quality service to the communities we serve.

Our Aims

Key to our success is our people, and we want to ensure that everyone:

- Understands the organisation's vision and the focus on outcomes and value for our residents and how their work contributes to it
- Is clear about how well they are performing; that they are consistently challenged and supported to be the best they can be
- Has access to the training and support they need to improve their performance and develop their skills
- Collaborates across organisational boundaries, layers and functions in the organisation to build effective partnerships both internally and externally
- Understands the implications of the changes in the organisation's environment and are confident in the new ways of working

We are going to need leadership that focuses on high challenge, high support and that demonstrates:

- A focus on our people
- Clarity and consistency
- Determination and resilience
- Confidence in ourselves and sharing that confidence with others
- Knowledge and understanding of how the Council works as a whole
- Effective communication skills
- An ability to convert vision, strategy and policy into effective implementation
- The courage to ask difficult questions and to deliver difficult messages

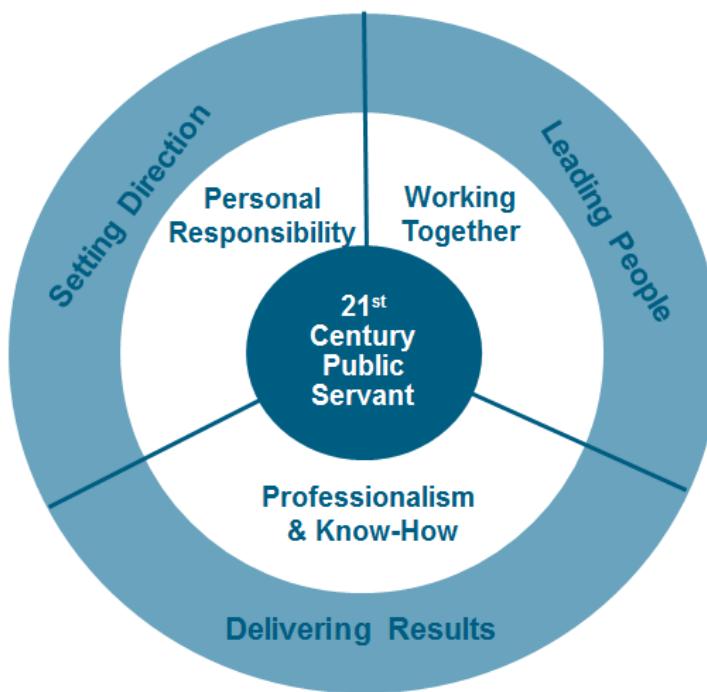
In summary, we want every member of staff to feel connected to the organisation, valued for their contribution, and working to be the best they can be.

Introducing the Competency Framework

In order to help us achieve our goals, we have developed a competency framework that identifies the key qualities that we are looking for in our staff and leaders. The framework is tailored to our specific environment and is applicable to all roles across the organisation. It aims to enhance both individual and organisational performance and will be used across the organisation in the development of:

- Job descriptions
- Recruitment and selection processes, including assessment centres
- Performance management, including appraisal
- Learning and development
- Talent management and succession planning

This is the complete framework which will be applied as appropriate for a particular purpose. For example, job candidates will only receive a summary relating to the role they have applied for, not the whole document.



The qualities have been divided into 4 themes; these are the **core competencies** for everyone:

- **21st Century Public Servant:** this is central to all we do and includes being adaptable, resilient, focused on change and improvement, being innovative and having commercial awareness
- **Personal Responsibility:** includes taking ownership and being accountable for your work while operating with honesty, integrity and respect

- **Professionalism and Know-How:** includes how you plan and organise your time to deliver high quality work, including your own learning and development
- **Working Together:** includes how we work together as One Team, communicating effectively and providing a high level of customer service both internally and externally

For people managers, there are 3 additional *leadership competencies*:

- **Setting Direction:** includes strategic thinking, ambition for the council and personal courage
- **Leading People:** includes enabling people, sharing the vision and inspiring others
- **Delivering Results:** includes being performance-focused, driving improvement, setting the right pace for change, influencing others and being politically astute

These measurable competencies describe how we need to perform our roles, rather than what we need to achieve. Your role objectives will still set out what you need to achieve each year, and the skills and knowledge required for each job role are set out in individual job descriptions.

Each competency contains bands that can be used to assess the behaviours that are consistently demonstrated. There are four bands: **Foundation, Proficient, High Achiever, Role-Model**. Each competency is explained in more detail in the following pages, with a description of the expected performance levels and examples against which people can be appraised.

The behaviours become more challenging as you move through the bands. **The bands are cumulative, so someone who is expected to demonstrate Role-Model behaviour would also be expected to demonstrate all previous positive qualities.**

The examples given against each behaviour describe the types of things that you might see individuals demonstrating this behaviour doing; they are a guide rather than an exhaustive list. Examples of behaviour that needs to be challenged or developed are also included to aid thinking and discussions.

CORE COMPETENCY - 21st Century Public Servant

This is central to all we do and includes being adaptable, resilient, focused on change and improvement, being innovative and having commercial awareness

Foundation

- | | |
|---|---|
| <ul style="list-style-type: none"> ✓ Resilient and robust when faced with difficult and challenging situations ✓ Aware of their position and influence as a representative of the wider council ✓ Demonstrates wider thinking in work activities; identifies and suggests improvements | <ul style="list-style-type: none"> ✗ Focuses on the negative, affecting their ability to overcome challenges ✗ Unaware or disinterested in their influence as a council employee ✗ Prefers things the way they are and reluctant to change how they work |
|---|---|

Proficient

- | | |
|---|---|
| <ul style="list-style-type: none"> ✓ Proactively seeks feedback on own performance and aims to improve on it ✓ Embraces change, understanding the need for it and the benefits it can bring ✓ Reflects on the situation and uses coaching opportunities to help move forward | <ul style="list-style-type: none"> ✗ Avoid feedback on own performance and/or responds poorly to it ✗ Closed to change, seeing only the negative aspects ✗ Does not reflect on issues or resistant to coaching |
|---|---|

High Achiever

- | | |
|--|--|
| <ul style="list-style-type: none"> ✓ Remains confident in ambiguous situations and champions organisational change ✓ Helps team and colleagues to adapt to and overcome concerns about shifting direction; manages resistance to change positively ✓ Considers and suggests ideas for improvement across the organisation, sharing insight with others in an effective manner | <ul style="list-style-type: none"> ✗ Becomes anxious and unable to effectively work under ambiguous situations ✗ Fails to appreciate the need to adapt and/or unable to support others through any transition; negative and/or dismissive of change ✗ Fails to consider or share ideas for improvement, or tries to force through their ideas |
|--|--|

Role Model

- | | |
|---|--|
| <ul style="list-style-type: none"> ✓ Responds decisively and quickly to emerging opportunities or challenges, adapting delivery models and strategies as required ✓ Shows commercial understanding, maximising financial opportunities and pursues organisational excellence ✓ Demonstrates awareness of other leading organisations and uses this information to benchmark own strategic direction ✓ Challenges others to innovate and think outside the box, creating the culture and setting the expectation that this is the norm | <ul style="list-style-type: none"> ✗ Slow to respond to emerging opportunities and challenges, ignoring the need to reshape strategies as required ✗ Demonstrates little commercial awareness and does not challenge ineffective organisational performance ✗ Does not recognise the need to benchmark strategies with leading organisations to identify opportunities for improvement ✗ Suppresses innovation and creativity; continues to rely upon current approaches |
|---|--|

CORE COMPETENCY - Personal Responsibility

This includes taking ownership and being accountable for your work while operating with honesty, integrity and respect

Foundation	
<ul style="list-style-type: none"> ✓ Possesses a “can do” attitude; trustworthy, dependable and delivers on what is promised ✓ Listens, checks understanding and reflects before responding ✓ Conveys enthusiasm and interest in their work ✓ Consistently demonstrates a high level of respect, honesty and integrity ✓ Takes personal responsibility for their work, including any mistakes 	<ul style="list-style-type: none"> ✗ Limits themselves within their role; fails to meet colleague and customer expectations ✗ Responds too quickly with the wrong information, creating misunderstandings ✗ Conveys apathy and/or disinterest ✗ Displays inconsistent behaviour that does not reflect our key values ✗ Finds excuses not to own their work and/or blames others for their mistakes
Proficient	
<ul style="list-style-type: none"> ✓ Acts on own initiative without being prompted ✓ Sets and shares realistic expectations ✓ Takes full ownership to solve queries, only refers when necessary 	<ul style="list-style-type: none"> ✗ Waits to be pressed into action ✗ May over-promise or not commit to action ✗ Wants someone else to solve problems without attempting to solve them first
High Achiever	
<ul style="list-style-type: none"> ✓ Trusts others to deliver and effectively delegates responsibility where appropriate ✓ Works creatively within the organisational framework ✓ Considers the impact of their style on others; conveys a strong professional impression 	<ul style="list-style-type: none"> ✗ Controlling: resists delegating responsibility and/or micromanages ✗ Acts as a “maverick”, outside of organisational norms ✗ Lacks insight into how their style may be perceived by others
Role-Model	
<ul style="list-style-type: none"> ✓ Solution-focused; makes informed judgements, takes responsibility; publicly stands by and explains difficult or unpopular decisions ✓ Accepts responsibility when things do not go according to plan at an organisational level ✓ Creates a supportive environment that promotes empathy, respect, honesty and integrity 	<ul style="list-style-type: none"> ✗ Indecisive or makes poor decisions and rejects responsibility, giving in when challenged or blaming others ✗ Looks to pass blame or responsibility when setbacks occur on an organisational level ✗ Creates an uncomfortable environment where colleagues do not feel safe or able to come forward with issues

CORE COMPETENCY - Professionalism and Know- How

This includes how you plan and organise your time to deliver high quality work, including your own learning and development

Foundation

<ul style="list-style-type: none"> ✓ Uses appropriate methods to deliver quality work in a timely and consistent manner to internal and external customers ✓ Uses clear and simple language; checks grammar and spelling; has the required level of written and spoken English language skills ✓ Looks to improve their skills, knowledge or experience; takes advantage of learning and development opportunities ✓ Open to integrating new information in the work environment; proactive in applying new learning, information and skills within their work, such as proactively supporting the self-serve environment 	<ul style="list-style-type: none"> ✗ Does not consider the quality of their work, the need for pace and accuracy or the impact this may have on the customer. ✗ Work lacks clarity due to use of jargon, poor spelling and grammar; does not review their own work ✗ Does not take advantage of opportunities to develop themselves ✗ Reluctant to take on new information and use it in practice
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Proficient

<ul style="list-style-type: none"> ✓ Persistent: works through demanding challenges to achieve goals ✓ Approaches their own work in a logical and orderly manner to deliver quality outcomes ✓ Works within relevant policies and regulations to solve problems ✓ Able to tackle a range of issues/questions from both colleagues and customers 	<ul style="list-style-type: none"> ✗ Reluctant to work through challenges: prefers straight forward tasks/goals ✗ Fails to prioritise work, often failing to deliver to expectations ✗ Hides behind policies and regulations, using them as a reason for not finding solutions ✗ Lacks knowledge or effective interaction with others to tackle issues/questions
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High Achiever

<ul style="list-style-type: none"> ✓ Consistently maintains expected service levels, taking prompt action as required ✓ Continuously benchmarks and monitors results and performance ✓ Provides direction and clearly outlines what is expected ✓ Conveys a strong professional impression in written and verbal communication 	<ul style="list-style-type: none"> ✗ Shows little concern for quality standards of outputs or slow to take remedial action ✗ Takes an inconsistent approach to monitoring performance ✗ Sets unrealistic goals and confusing priorities which causes frustration ✗ Often imprecise or confusing in written and verbal communication
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Role-Model

<ul style="list-style-type: none"> ✓ Highly credible and invests time in keeping informed; sought after to share knowledge ✓ Passionate about delivering a high level of customer service and proactively looks for ways to improve the customer experience ✓ Understands the need to, and effect of, delivering value in all services, removing organisational blocks on performance 	<ul style="list-style-type: none"> ✗ Not seen as a subject matter expert or a source of current knowledge ✗ Does not proactively tackle customer service issues, allowing service to be negatively affected by inaction ✗ Does not focus on delivering value across the council as a whole and creates or ignores blocks to efficient working
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CORE COMPETENCY - Working Together

This includes how we work together as One Team, communicating effectively and providing a high level of customer service both internally and externally

Foundation

<ul style="list-style-type: none"> ✓ Considerate of the views of others; acts fairly, in a polite and respectful manner, embracing equality and diversity ✓ Critical friend, willing to constructively question and challenge the team and wider organisation ✓ Quickly builds appropriate rapport with colleagues, customers and stakeholders ✓ Keen to learn from others 	<ul style="list-style-type: none"> ✗ Can be insensitive, intolerant and impatient; fails to consider other people and their approach ✗ Derogatory about the organisation and/or team, or adversarial in questioning ✗ Slow/disinterested in building rapport or makes inappropriate connections ✗ Does not value the experiences of others
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Proficient

<ul style="list-style-type: none"> ✓ Inclusive approach, cooperates well with others, ready to help and support colleagues and wider team ✓ Openly shares information and consults with colleagues across the organisation ✓ Works well within a team and actively helps create a positive and supportive environment ✓ Effectively balances the needs of individual customers with the needs and responsibilities of the wider council 	<ul style="list-style-type: none"> ✗ Shows limited interest in working collaboratively; reluctant to help others or offers inappropriate support ✗ Keeps knowledge and information to themselves ✗ Does not contribute to creating a positive team environment; prefers working in isolation ✗ Focuses on individual customers to the detriment of the council or focuses on the council to the disadvantage of the customer
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High Achiever

<ul style="list-style-type: none"> ✓ Builds capability and empowers others; recognising their contribution and providing constructive and specific feedback ✓ Adapts communication style to suit the needs and understanding of the audience and situation; brings colleagues on-board ✓ Sets clear expectations and goals ✓ Able to carry the message of the organisation in a positive manner 	<ul style="list-style-type: none"> ✗ Focuses on managing upwards; ignores or undervalues the contributions of others; does not provide feedback or recognition ✗ Does not understand their audience or vary their style; unable to effectively communicate at all levels ✗ Sets unclear, irrelevant or unachievable targets ✗ Insincere, dismissive or lacks enthusiasm when speaking about the organisation
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Role-Model

<ul style="list-style-type: none"> ✓ Promotes cross-team working with internal and external stakeholders, facilitates making relationships work effectively ✓ Promotes a culture of collaboration by sharing knowledge and resources across the organisation 	<ul style="list-style-type: none"> ✗ Encourages narrow ways of working by preventing own area from engaging with and working across teams and organisations ✗ Creates and allows silo working; supports an "us and them" culture within the organisation
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Leadership competencies are additional for everyone who has people management responsibilities

LEADERSHIP COMPETENCY - Setting Direction

This includes strategic thinking, ambition for the council and personal courage

High Achiever

- | | |
|--|---|
| <ul style="list-style-type: none"> ✓ Relishes challenges, demonstrates courage in taking on stretching challenges with enthusiasm and a strong belief that they can deliver ✓ Effectively anticipates and responds decisively to change, acting flexibly to adapt to shifting priorities ✓ Able to back up their position with data and reasoned argument | <ul style="list-style-type: none"> ✗ Lacks enthusiasm for new challenges and uncertain if they/their team can deliver; focuses on the negative or problems that may occur ✗ Slow to respond to emerging opportunities and challenges, ignoring the need to reshape strategies as required ✗ Arguments lack evidence and conviction |
|--|---|

Role Model

- | | |
|--|---|
| <ul style="list-style-type: none"> ✓ Displays entrepreneurship ✓ Ensures a risk management culture: able to make difficult decisions with limited information, assesses the viability of opportunities and encourages innovation and flexibility ✓ Sets and develops organisational strategy in line with organisational vision | <ul style="list-style-type: none"> ✗ Unwilling to develop a more commercial or alternative approach to public service ✗ Highly process driven and overcautious; hesitant when making difficult decisions; promotes a risk-averse culture with little analysis of viability of opportunities ✗ Does not direct a clear strategic vision, preferring to primarily focus on immediate or personal goals |
|--|---|

LEADERSHIP COMPETENCY - Leading People

This includes enabling people, sharing the vision and inspiring others

High Achiever

- | | |
|---|---|
| <ul style="list-style-type: none"> ✓ Develops high performing teams, adapting the leadership style required in order for the individual and team to flourish ✓ Capable influencer, ability to see issues from other points of view, negotiating well with others and builds consensus for decisions ✓ Promotes partnership working, taking active steps to remove blockages or obstacles | <ul style="list-style-type: none"> ✗ Expects others to adapt to their own behaviour, not taking into account the leadership needs of the team and individual ✗ Focuses on getting their perspective across, failing to incorporate the views of others and overrides disagreement ✗ Partnerships are limited to internal or existing relationships |
|---|---|

Role Model

- | | |
|--|---|
| <ul style="list-style-type: none"> ✓ Leads from the front, inspiring others towards a common goal ✓ Acts as an ambassador for the organisation; credibly communicates the future vision and direction; speaks with authority and conviction that inspires; owns the message they deliver ✓ Ensures the wider team are clear about their performance, and have the skills and development they need to improve | <ul style="list-style-type: none"> ✗ Allows others to take the lead without initiating others to action ✗ Lacks impact and clarity when interacting with others, not taking an active role to represent the organisation; speaks with a lack of gravitas and direction, fails to inspire others ✗ Does not give appropriate feedback or support development opportunities to improve performance |
|--|---|

LEADERSHIP COMPETENCY - Delivering Results

This includes being performance-focused, driving improvement, setting the right pace for change, influencing others and being politically astute

High Achiever	
<ul style="list-style-type: none"> ✓ Takes ownership and spearheads transformational change initiatives ✓ Understands how shifts in the local/national political environment might impact services ✓ Understands the formal and informal culture within the organisation and between local stakeholders 	<ul style="list-style-type: none"> ✗ Interested in only cosmetic change or lacks ownership for larger programmes ✗ Does not link the wider political influence to the environment in which they are working ✗ Unaware or disinterested in the culture of the organisation and the stakeholders we work with
Role Model	
<ul style="list-style-type: none"> ✓ Delivers sustainable change on target, with awareness of the impact of those changes ✓ Sets demanding quality standards and monitors organisational outputs against these standards ✓ Creates a culture of flexibility that is able to effectively respond quickly as priorities change ✓ Understands the more detailed political context they operate in, taking into account the wider impact; networks effectively with politicians and helping their teams do the same 	<ul style="list-style-type: none"> ✗ Unaware of the impact of implementing change or being unable to meet the timescales ✗ Unconcerned about quality standards and accepts substandard performance ✗ Slow to respond, fails to reprioritise; rigid thinking when presented with new ideas ✗ Has limited insight into the political context they and their teams operate in or the wider impact of decisions; limited networking with politicians

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Agenda Item 42.

TITLE	Annual Equality Monitoring Workforce Report
FOR CONSIDERATION BY	Personnel Board on 5 September 2018
WARD	None Specific
DIRECTOR	Chief Executive - Interim Manjeet Gill

OUTCOME / BENEFITS TO THE COMMUNITY

To ensure compliance with our Public Sector Equality Duty by approving the Annual Equalities Workforce Monitoring Report

RECOMMENDATION

To approve the Annual Equalities Workforce Monitoring Report

SUMMARY OF REPORT

Members are asked to approve the Equalities Workforce Monitoring Report that has been prepared and agreed by the Employment Equalities Working Group and Corporate Leadership Team

Background

This annual report provides information on employees obtained from our monitoring processes and procedures, which allows us to meet the reporting requirements outlined in the Equality Act 2010. Using this data we can understand the composition of our people, help identify areas for action, and publish the information required to show compliance with the duty. The report for 2018-19 is attached and produced by the Employment Equalities Working Group.

Analysis of Issues

N/A

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

n/a

Cross-Council Implications

n/a

Reasons for considering the report in Part 2

n/a

List of Background Papers

Annual Equalities Workforce Monitoring Report

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



Wokingham Borough Council Equality Monitoring Workforce Report 2018-2019

Purpose

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

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not

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

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

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

Version	Date	Description
1	12/10/16	1 st report
2	22/02/18	2 nd report
3	09/08/18	3 rd report
Document Approvals		
Author: Employment Equality Steering Group		
Approval: CLT and Personnel Board		

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Introduction

Under the Equality Act 2010 Wokingham Borough Council (WBC) has a legal duty to advance equality of opportunity for people with protected characteristics, eliminate unlawful discrimination and promote good relations between people who share a characteristic and those who do not. We also have a responsibility to promote equality and recognise diversity; understanding our own workforce and how it relates to the community we serve.

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

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

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

Borough Demographic

The Borough population was estimated to be 163,353 in 2017. The demographic composition has changed markedly over the course of the past 15 years. For example, the 2001 census showed that 6.1% of the population were classified as Black or Minority Ethnic (BME), while in 2011 this had risen to 11.75%.

Council Information

Wokingham is a small unitary authority that employs just over 1000 staff, with 54 Councillors, 10 of whom sit on the Executive. We are one of 6 Unitary Authorities in Berkshire and work in a complex multi-agency context, in close partnership with the other unitary authorities.

Budgetary pressures on local authorities are severe. Added to which Wokingham Borough Council is the worst funded unitary authority in England. We rely on council tax as our main income source and, therefore, the accountability relationship with our residents is very strong and real. There have also been changes to national legislation that directly impact the way we deliver our services. Therefore it is very important that we, as an organisation, are prepared for these challenges to ensure the ongoing success of our Borough. We decided the best way to do this was to ensure we had a clear vision with meaningful and realistic priorities, focusing on the needs of our residents.

When we monitor the composition of the workforce we consider a variety of factors (e.g. starters, leavers and salary) across several protected characteristics (i.e. age, gender, disability, ethnicity, religion and sexual orientation). The data used in this report was drawn on 26th June 2018.

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

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

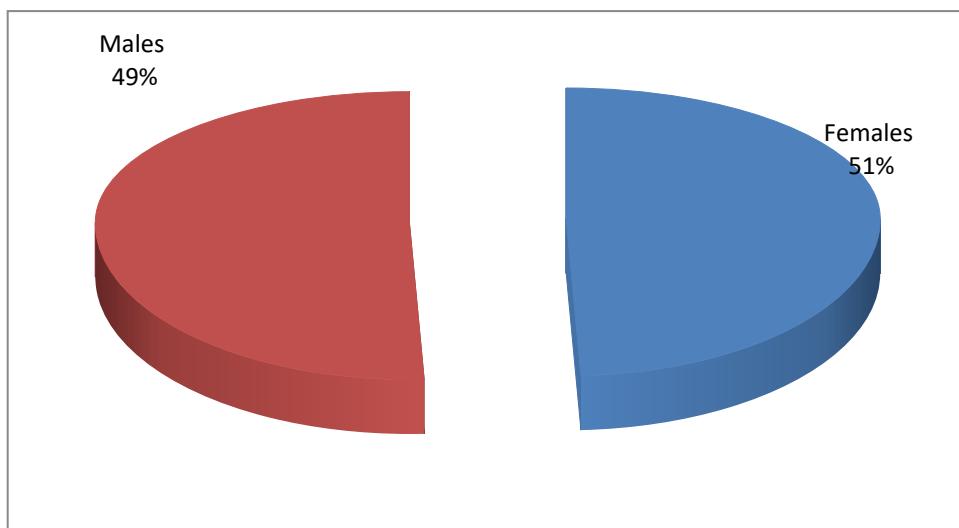
Gender

While the Borough has an equal split of men and women, the Council has a gender profile where over 74% of the workforce is women and 26% men, and appears to have remained stable over the last 3 years'.

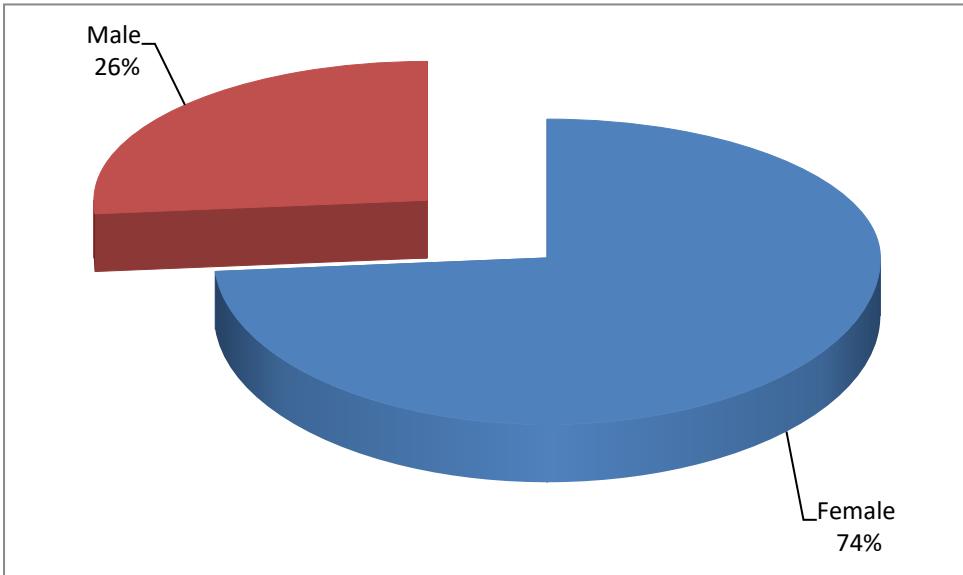
The salary profile appears to show a fairly consistent level of men achieving each salary range, while there is a skew for women to occupy lower salary ranges. This must consider the distribution of women in specific lower paying roles. The percentage of females earning £50,000 or more has increased over the last 2 years by 10.5% to 52.5%, against a national average of 32% (*Source: CMI: Women in Leadership White Paper*).

Our mean gender pay gap is 14.7% against a national average mean gender pay gap of 17.4% (October 2017 ONS Annual Survey of Hours and Earnings). While female workers are well represented in the 'upper middle' and 'upper' pay quartiles they make up greater proportions of the 'lower middle' and 'lower' pay quartiles and this pulls the average earnings of female workers down.

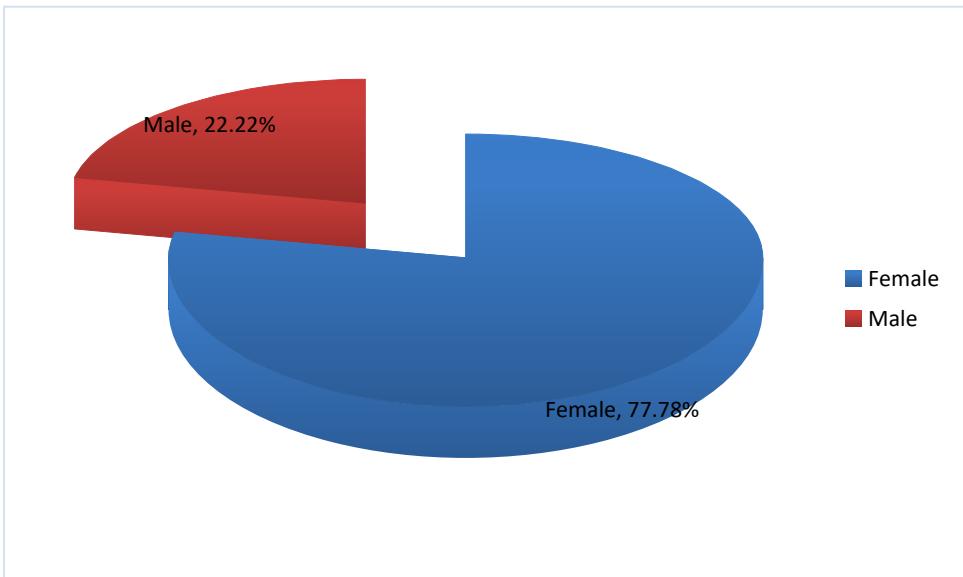
Gender Profile of Wokingham Borough



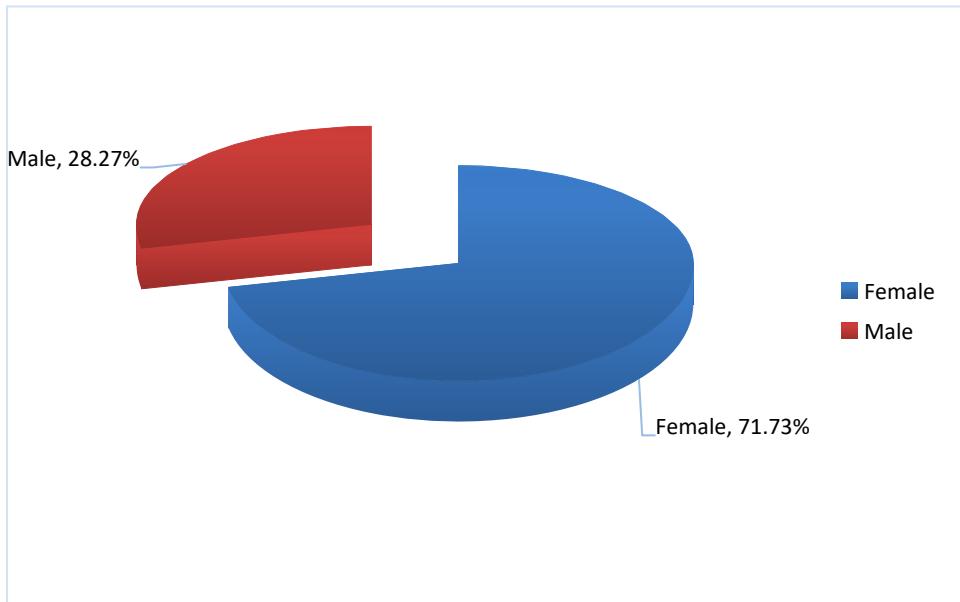
Gender Profile of the Council



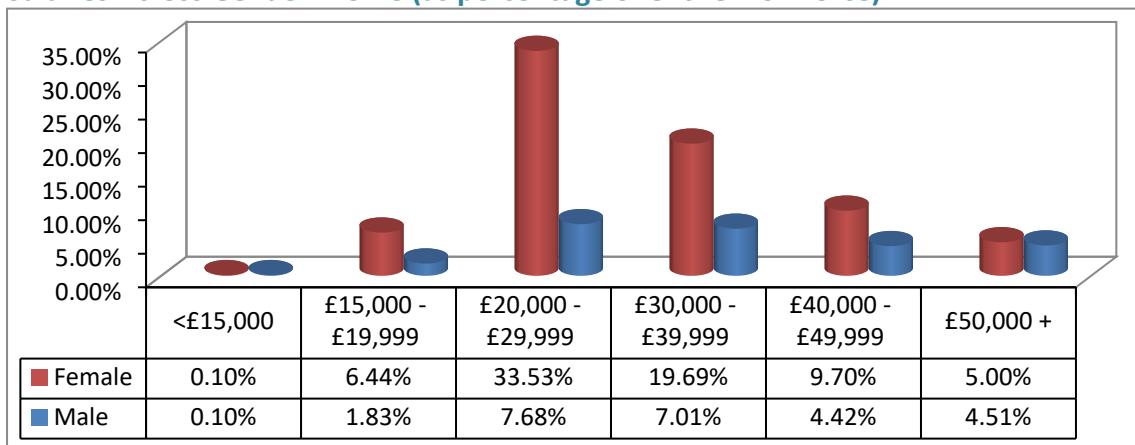
Gender Profile of Starters



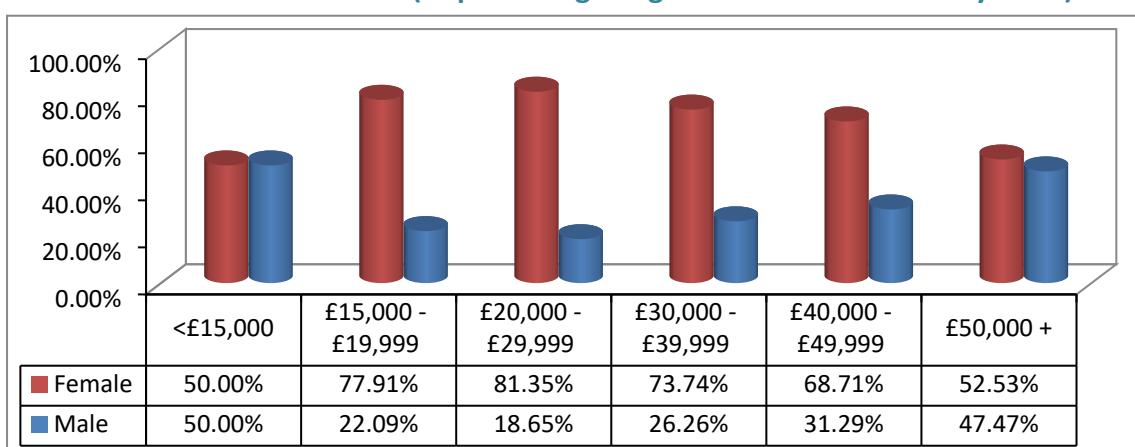
Gender Profile of Leavers



Salaries Across Gender Profile (as percentage of entire workforce)



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

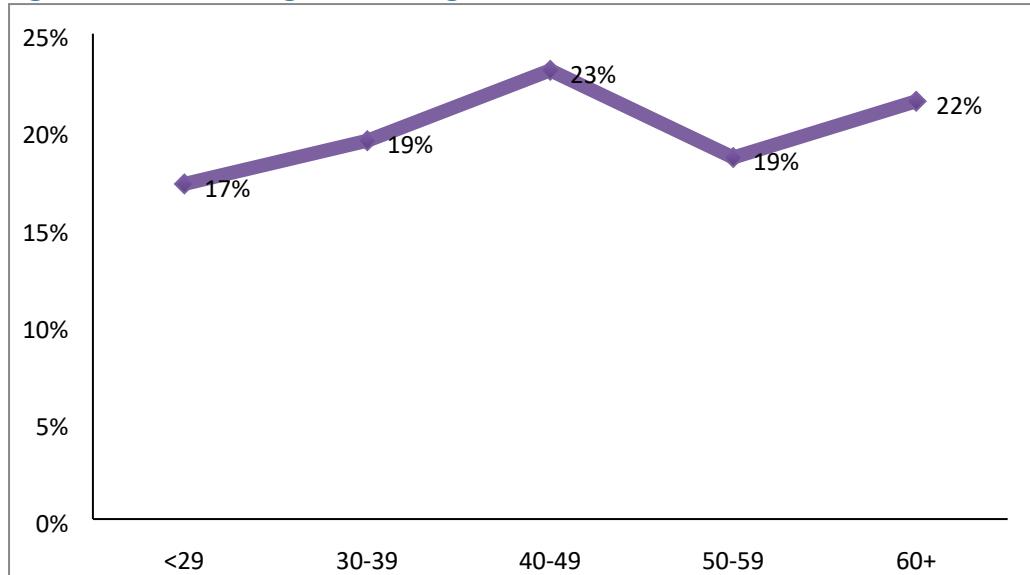


Age

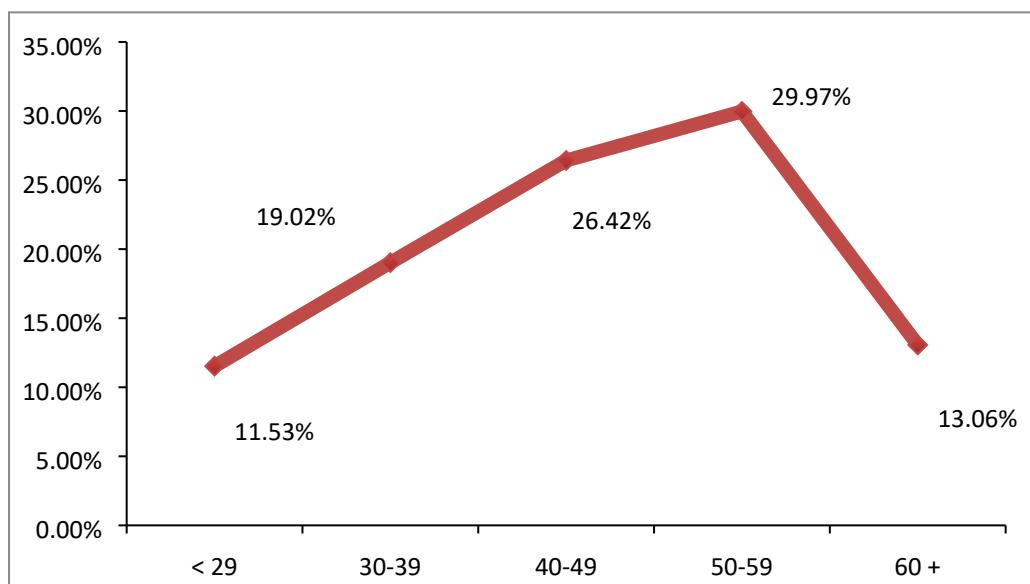
The Council's age profile is not representative of the Borough its workforce serves, with a higher proportion (43%) of workers being above 50 years of age. Over the last year however, our under 30 workforce has increased from 12% to 17% as a third of all new starters have been under the age of 30.

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

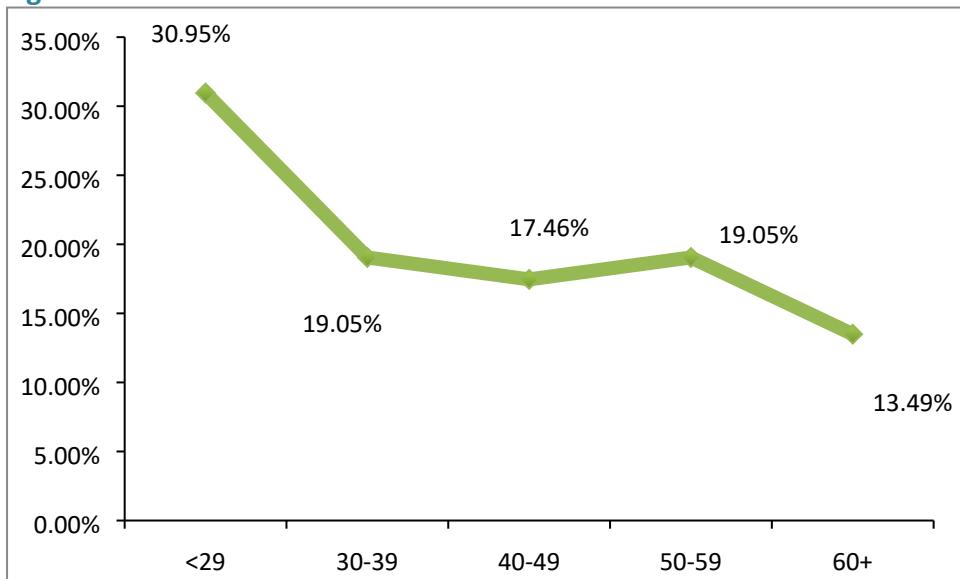
Age Profile of Wokingham Borough



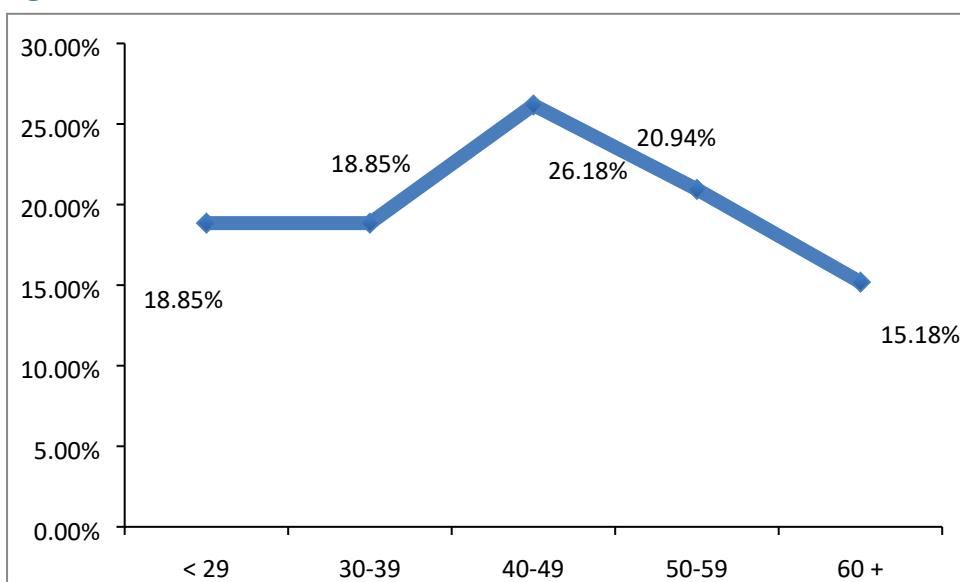
Age Profile of the Council



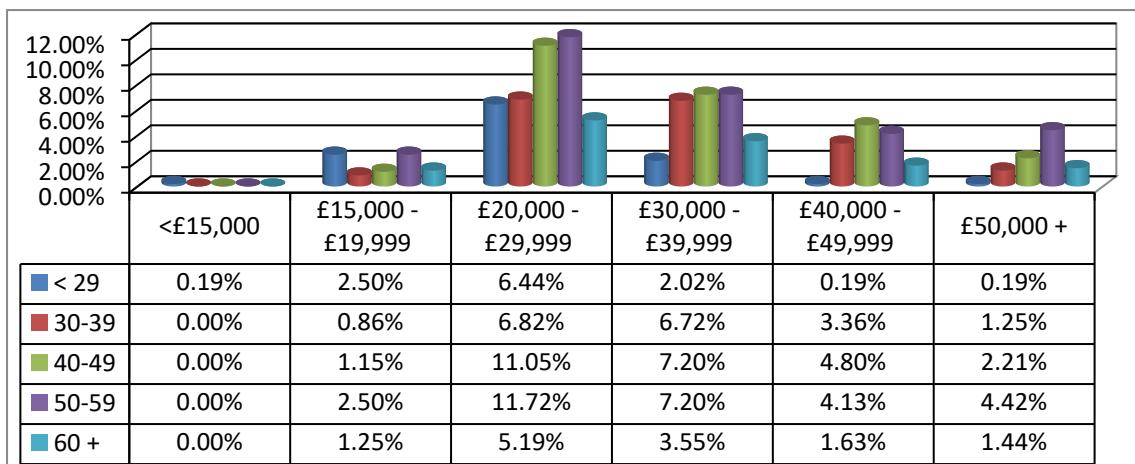
Age Profile of Starters



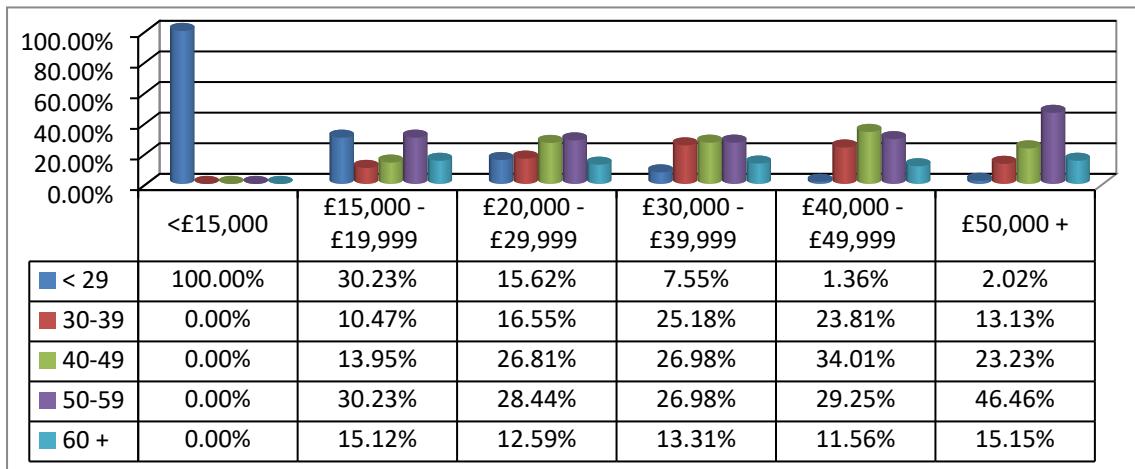
Age Profile of Leavers



Salaries Across Age Ranges (as percentage of entire workforce)



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



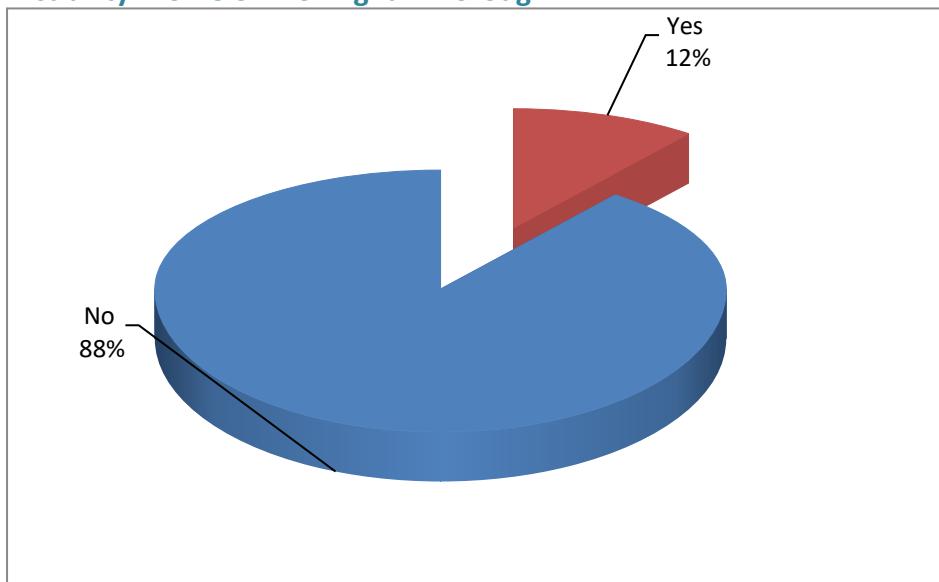
Disability

From the information provided, it appears only 4.51% of the workforce have a disability, but this could be higher as 32% of the workforce have not declared their status. This data is reasonably consistent with other local government organisations where 30% of respondents report that they have 5% or more workers with a disability but 31.4% don't know (*source XpertHR "Disability 2014: What Percentage of your organisation's workforce has a disability"*). Even without complete data our overall workforce is more than reflective of the community we serve where 2.84% have a declared long term health problem or disability (*source Office of National Statistics 2011 census*).

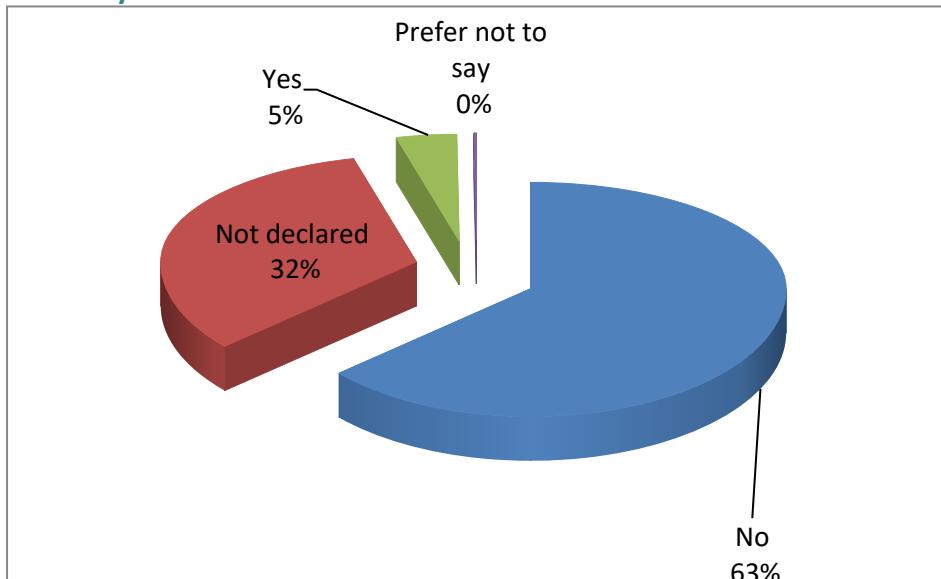
We have a larger number of leavers with a declared disability than starters and a larger number of starters not declaring even though we have introduced the 'opt out' category of 'Prefer not to Say', suggesting that further work needs to be undertaken in encouraging staff to declare their status. The council holds 'Disability Confident' status, the new Government Scheme, replacing the previous two ticks guaranteed interview scheme.

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

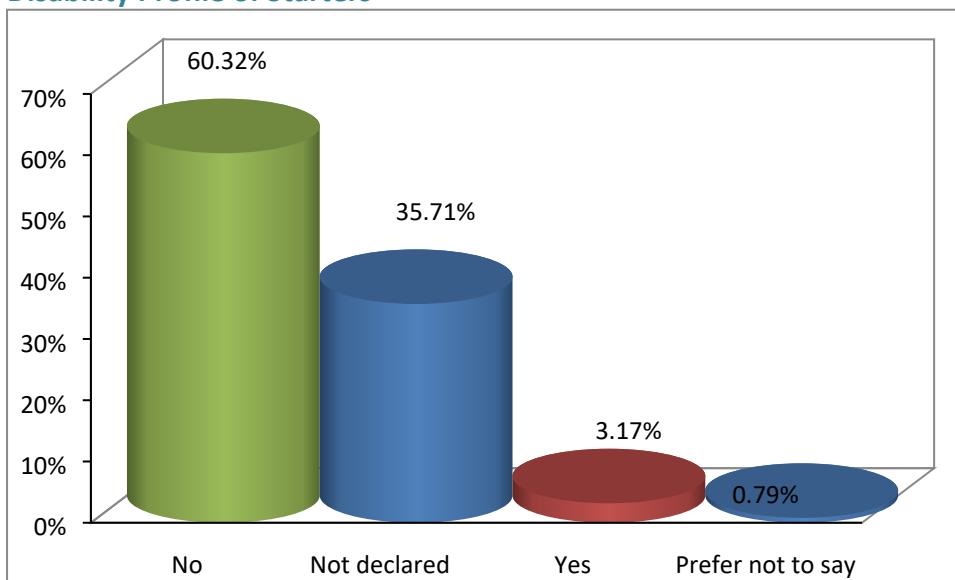
Disability Profile of Wokingham Borough



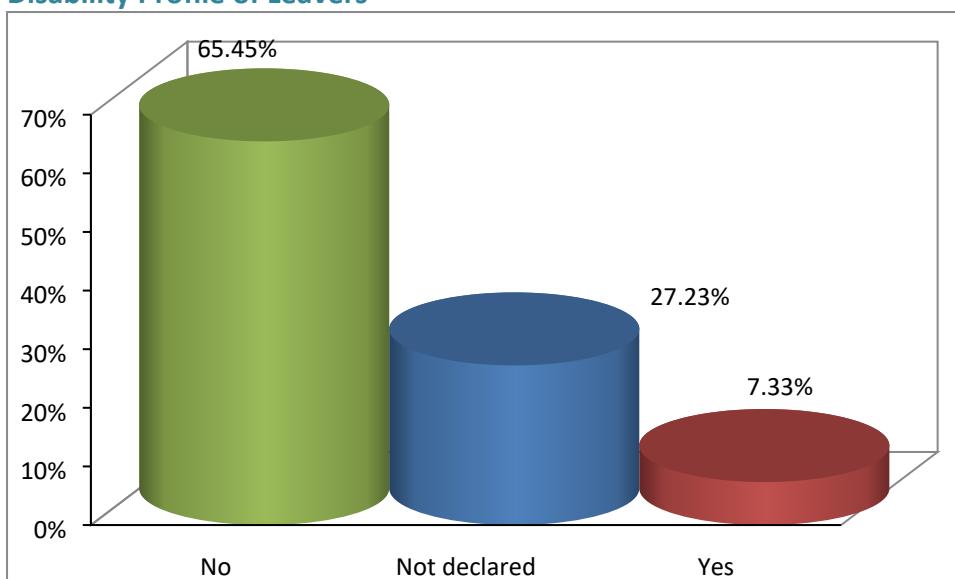
Disability Profile of the Council



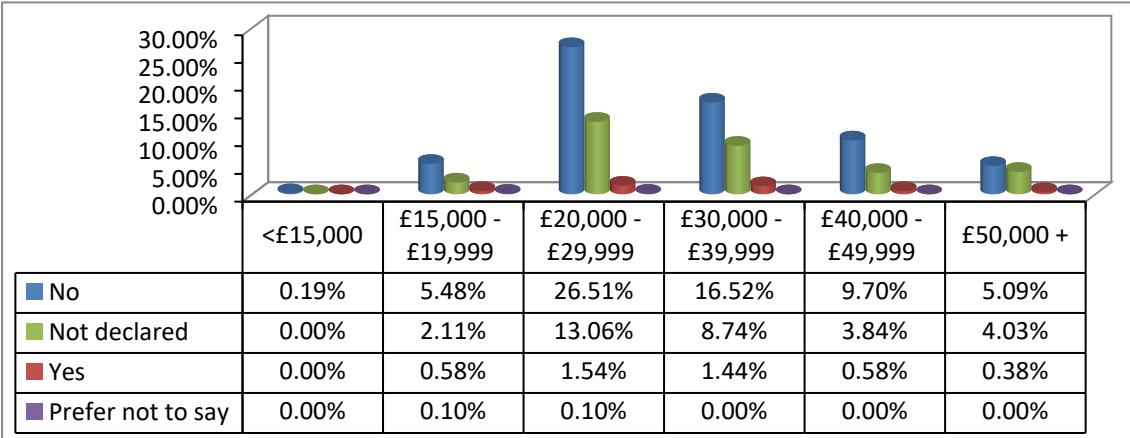
Disability Profile of Starters



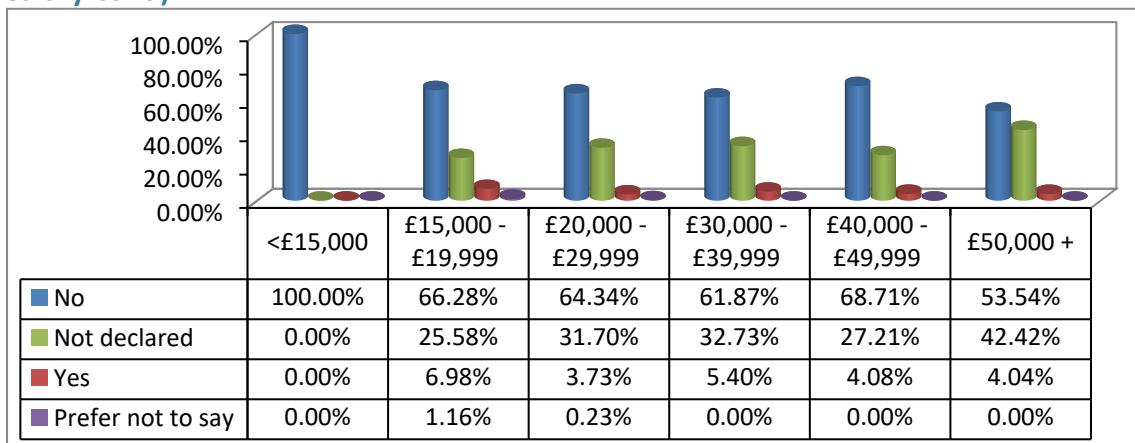
Disability Profile of Leavers



Salaries Across Disability Profile



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

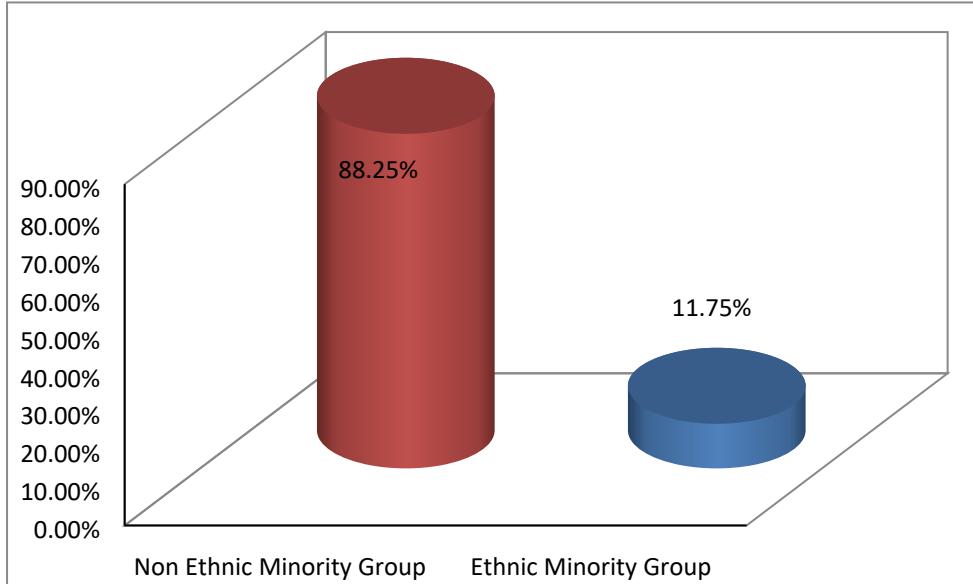


Ethnicity

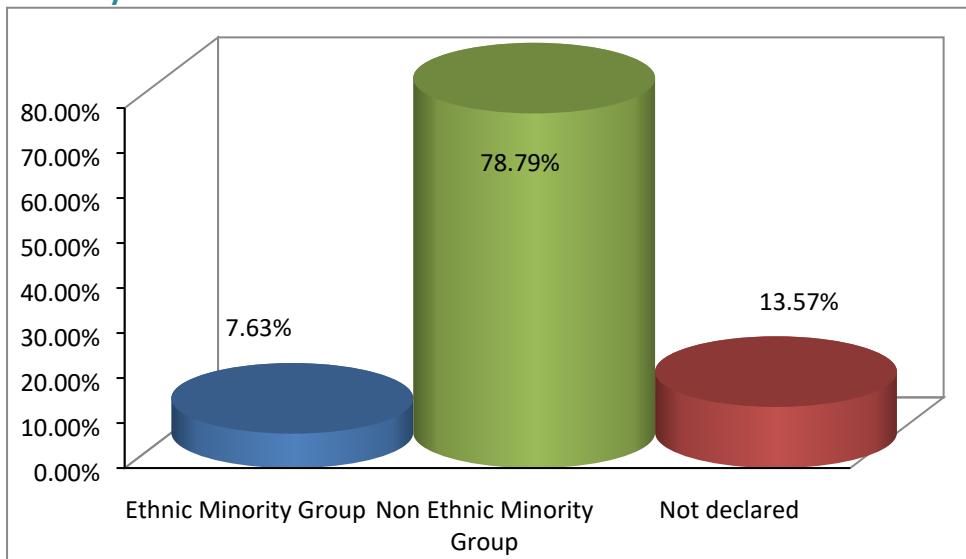
Ethnicity reporting is well established and it is clear that the workforce is actually more diverse than the population it serves, with 75% of the workforce being White British compared to 88% of the Borough (based on 2011 census data). There appears to be a trend in increasing the level of diversity with more starters than leavers being from ethnic minority groups. However, there are a large percentage of new starters who are not declaring their ethnicity and this is being addressed through showing new starters how to do this in our systems, while on Corporate Induction.

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

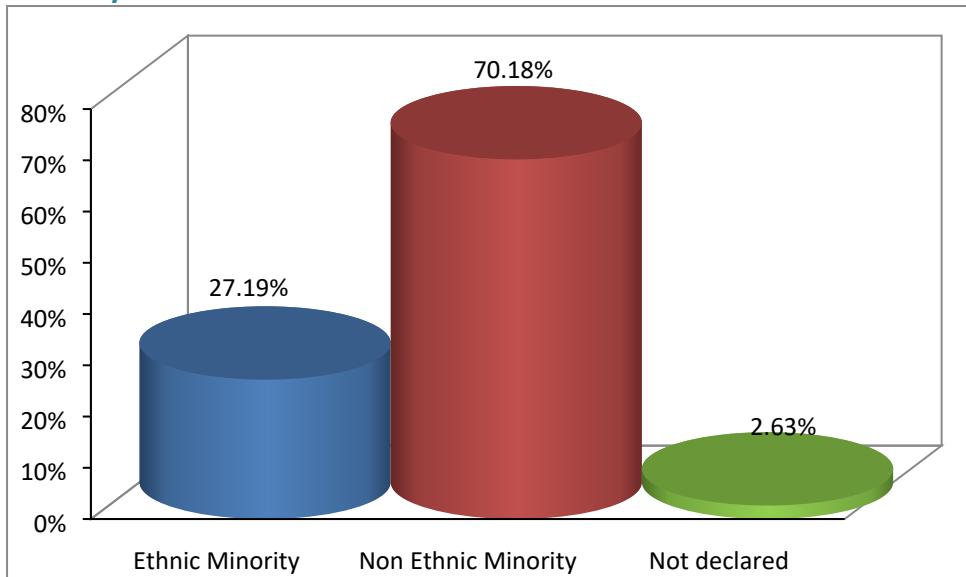
Ethnicity Profile of Wokingham Borough



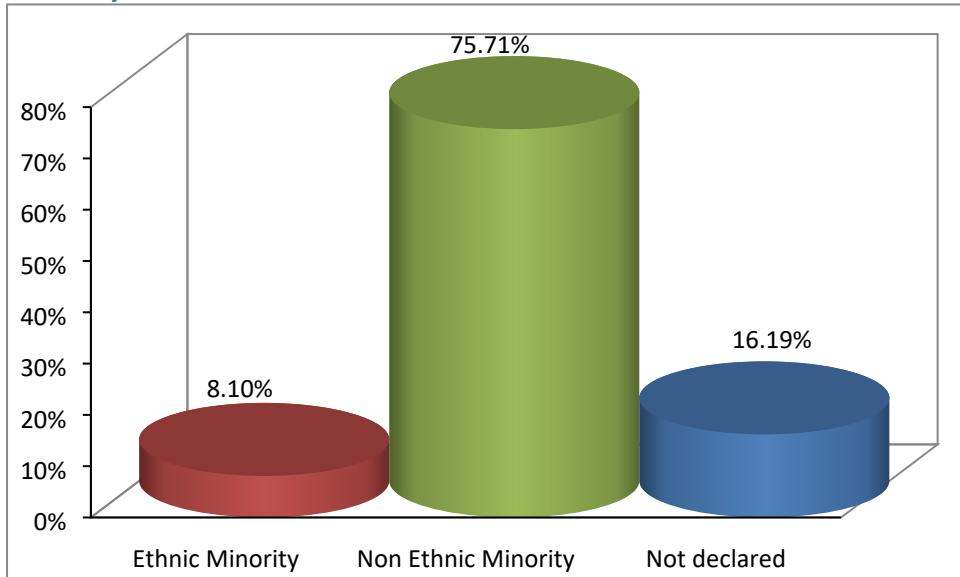
Ethnicity Profile of the Council



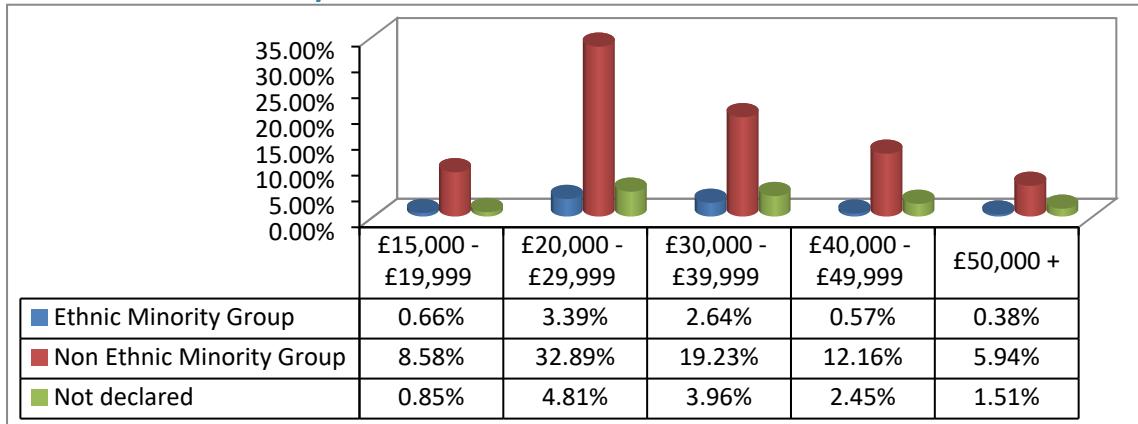
Ethnicity Profile of Starters



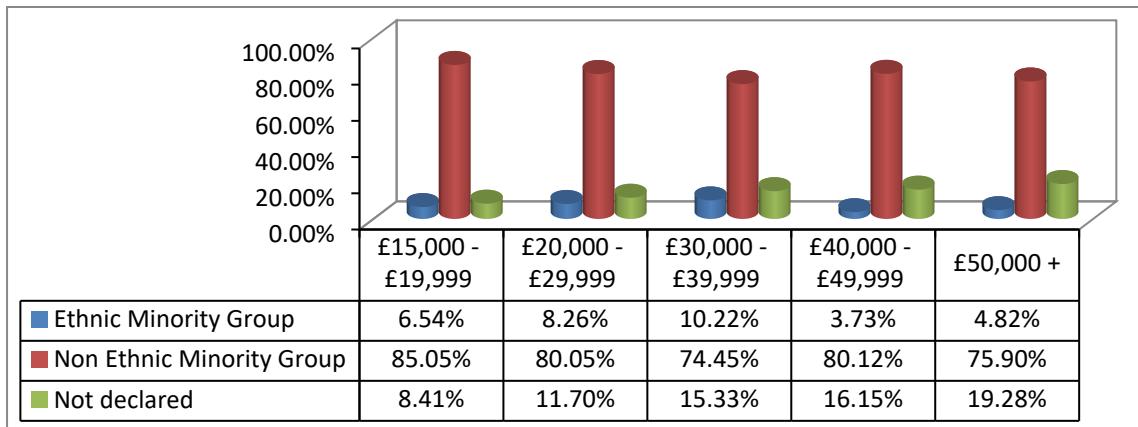
Ethnicity Profile of Leavers



Salaries Across Ethnicity Profile



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



Religion and Sexual Orientation

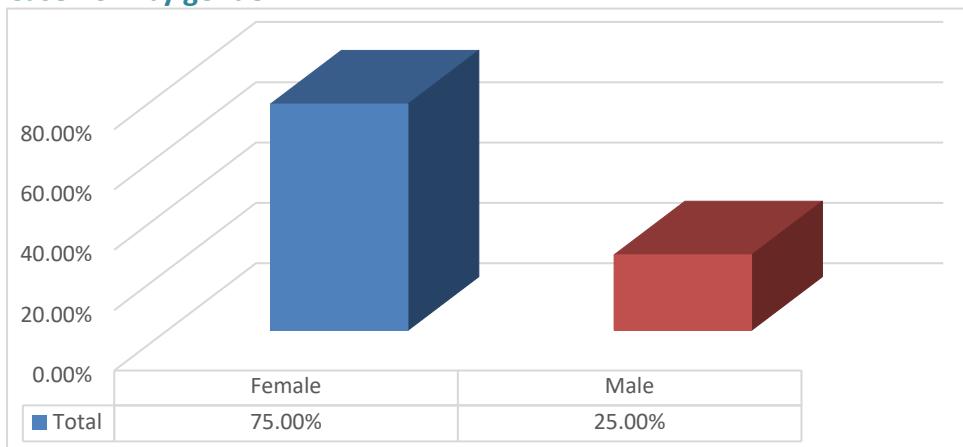
The Council provides an opportunity for its employees to provide information on their religion or belief and sexual orientation; however the confidence to do so does not appear to be sufficient as there is limited information available to provide any analysis, with 85% of the workforce not declaring. There has been an increase in declaration from last year where 88% had not declared, however still not sufficiently statistically significant to report.

Grievance, Capability and Disciplinary Action

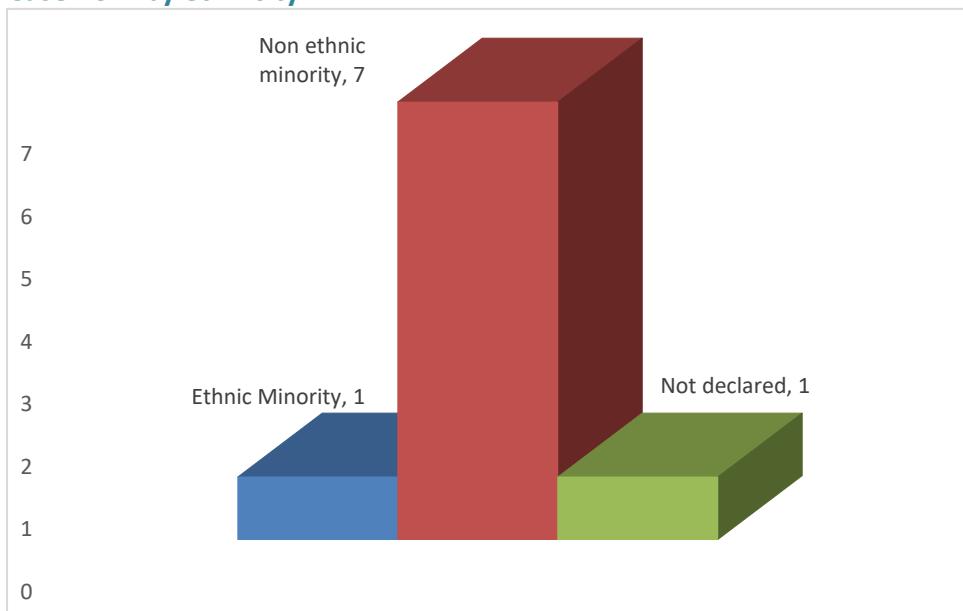
Our records would indicate a total of 9 workers went through a formal casework process during the reporting period including capability, disciplinary, probation and grievance cases. A reduction from the previous 2 years (23 in 2015-2016 and 16 in 2016-2017), with no cases being reported through the official reporting channels in the HR Information System, instead using anecdotal data from questions received within HR, or cases known to HR.

Last year we reported that there appeared to be a disproportionate number of workers with protected characteristics going through formal casework. Those from a BME group accounted for 18.75% of those going through casework compared to 7.63% of the entire workforce being from a BME background. However, this year only 1 employee is reported as from an Ethnic Minority.

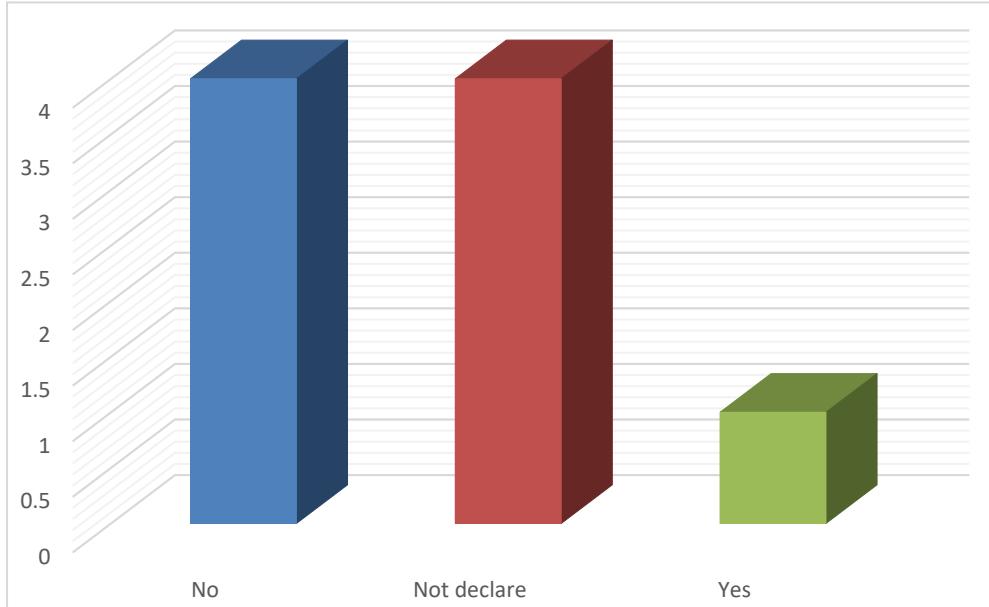
Casework by gender



Casework by ethnicity



Casework by disability



How we meet the Equality Duty

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

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

Activity in 2017/2018

Subject	Action	Target	Outcome
Recruitment	Analyse the recruitment data that will now be available to identify trends and risks	Quarterly at each Workforce Equality Group meeting	Reports not providing sufficient data. Reviewing alternatives
	Increase take up of Apprenticeships in order to encourage younger people into the Council.	26 by 31 March 2018	10 achieved
Training	Introduce a biennial Equal Opportunities refresh to ensure that employees are up to date and aware of their legal duties and requirements	All staff have refresher training	Carried forward to 18/19 action plan
Career opportunities	Continue to ensure EIA are completed at each stage of the 21 st Century Council restructure programme to review that there is equality in opportunities for the new roles	100% completion of EIA	Achieved
	HR continue to closely monitor and review BME data in relation to Capability, Disciplinary and Grievance	n/a	Done, see commentary
Data Collection	Increase staff confidence in disclosing their personal information to increase the accuracy of workforce monitoring by ensuring confidentiality and anonymity (particularly sexual orientation, religious beliefs & disability)	80% of workforce disclosed (currently 77% disclosed 67% for Disability and 12% for religious beliefs & sexual orientation)	68% Disability 15% Religious belief and Sexual Orientation
Accreditations	Review the new 'Disability Confident: Employer' accreditation and work towards the most appropriate level	Revised accreditation obtained, if appropriate	Achieved
Governance	Promote Employment Equality Group to get greater representation from protected minorities and across all Directorates		Achieved with 5 new members

Activity planned for 2018/2019

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

Subject	Action	Target	Outcome
Recruitment	Identify a way to capture the recruitment data to identify trends and risks	By April 2019	
	Increase take up of Apprenticeships in order to encourage younger people into the Council.	41 by 31 March 2019	
Training	Introduce a biennial Equal Opportunities refresh to ensure that employees are up to date and aware of their legal duties and requirements	All staff have refresher training	
Career opportunities	Continue to ensure EIA are completed at each stage of the 21 st Century Council restructure programme to review that there is equality in opportunities for the new roles	100% completion of EIA	
	HR continue to closely monitor and review BME data in relation to Capability, Disciplinary and Grievance	n/a	
Data Collection	Increase staff confidence in disclosing their personal information to increase the accuracy of workforce monitoring by ensuring confidentiality and anonymity (particularly sexual orientation, religious beliefs & disability)	80% of workforce disclosed (currently disclosed 67% for Disability and 12% for religious beliefs & sexual orientation)	
Case Work	Improve accuracy of Case Work reporting by: <ol style="list-style-type: none"> Offering managers bite size training in capability, disciplinary and grievance Reporting effectiveness of working practice to leadership team 	All Disciplinary, Grievances and Capabilities recorded as they should be.	