



# WOKINGHAM BOROUGH COUNCIL

A Meeting of the **PERSONNEL BOARD** will be held in  
David Hicks 1 - Civic Offices, Shute End, Wokingham RG40  
1BN on **MONDAY 4 JULY 2022 AT 7.00 PM**

A handwritten signature in black ink, appearing to read 'Susan Parsonage', written in a cursive style.

Susan Parsonage  
Chief Executive  
Published on 24 June 2022

**Note:** Non-Committee Members and members of the public are welcome to attend the meeting or participate in the meeting virtually, in line with the Council's Constitution. If you wish to participate either in person or virtually via Microsoft Teams, please contact Democratic Services. The meeting can also be watched live using the following link: <https://youtu.be/hGankVO7CG8>

Please note that other people may film, record, tweet, or blog from this meeting. The use of these images or recordings is not under the Council's control.



# WOKINGHAM BOROUGH COUNCIL

## Our Vision

***A great place to live, learn, work and grow and a great place to do business***

### Enriching Lives

- Champion outstanding education and enable our children and young people to achieve their full potential, regardless of their background.
- Support our residents to lead happy, healthy lives and provide access to good leisure facilities to complement an active lifestyle.
- Engage and involve our communities through arts and culture and create a sense of identity which people feel part of.
- Support growth in our local economy and help to build business.

### Safe, Strong, Communities

- Protect and safeguard our children, young and vulnerable people.
- Offer quality care and support, at the right time, to prevent the need for long term care.
- Nurture communities and help them to thrive.
- Ensure our borough and communities remain safe for all.

### A Clean and Green Borough

- Do all we can to become carbon neutral and sustainable for the future.
- Protect our borough, keep it clean and enhance our green areas.
- Reduce our waste, improve biodiversity and increase recycling.
- Connect our parks and open spaces with green cycleways.

### Right Homes, Right Places

- Offer quality, affordable, sustainable homes fit for the future.
- Build our fair share of housing with the right infrastructure to support and enable our borough to grow.
- Protect our unique places and preserve our natural environment.
- Help with your housing needs and support people to live independently in their own homes.

### Keeping the Borough Moving

- Maintain and improve our roads, footpaths and cycleways.
- Tackle traffic congestion, minimise delays and disruptions.
- Enable safe and sustainable travel around the borough with good transport infrastructure.
- Promote healthy alternative travel options and support our partners to offer affordable, accessible public transport with good network links.

### Changing the Way We Work for You

- Be relentlessly customer focussed.
- Work with our partners to provide efficient, effective, joined up services which are focussed around you.
- Communicate better with you, owning issues, updating on progress and responding appropriately as well as promoting what is happening in our Borough.
- Drive innovative digital ways of working that will connect our communities, businesses and customers to our services in a way that suits their needs.

## MEMBERSHIP OF THE PERSONNEL BOARD

### Councillors

Rachel Bishop-Firth  
(Chairman)

Stephen Conway  
Stuart Munro

Clive Jones (Vice-Chairman) Prue Bray

Pauline Helliar-Symons Pauline Jorgensen

ITEM NO.	WARD	SUBJECT	PAGE NO.
11.		<b>APOLOGIES</b> To receive any apologies for absence	
12.		<b>MINUTES OF PREVIOUS MEETING</b> To confirm the Minutes of the Meeting held on 15 March 2022 and the Minutes of the Extraordinary meetings held on 1 June and 15 June 2022.	5 - 10
13.		<b>DECLARATION OF INTEREST</b> To receive any declarations of interest	
14.		<b>PUBLIC QUESTION TIME</b> To answer any public questions  A period of 30 minutes will be allowed for members of the public to ask questions submitted under notice.  The Council welcomes questions from members of the public about the work of this committee.  Subject to meeting certain timescales, questions can relate to general issues concerned with the work of the Committee or an item which is on the Agenda for this meeting. For full details of the procedure for submitting questions please contact the Democratic Services Section on the numbers given below or go to <a href="http://www.wokingham.gov.uk/publicquestions">www.wokingham.gov.uk/publicquestions</a>	
15.		<b>MEMBER QUESTION TIME</b> To answer any member questions	
16.	None Specific	<b>ANNUAL PAY POLICY STATEMENT 2022/2023</b> To receive the Annual Pay Policy Statement 2022/23.	11 - 22
17.	None Specific	<b>ANNUAL EQUALITY WORKFORCE MONITORING REPORT</b> To receive the Annual Equality Workforce Monitoring Report.	23 - 52

- |     |               |   |                  |
|-----|---------------|---|------------------|
| 18. | None Specific | <p><b>RECRUITMENT PROCESS FOR ASSISTANT DIRECTORS HUMAN RESOURCES AND ORGANISATION DEVELOPMENT (HR&amp;OD)</b><br/>         To consider a report regarding the Recruitment Process for Assistant Director Human Resources and Organisation Development (HR&amp;OD).</p>   | 53 - 60          |
| 19. | None Specific | <p><b>DATES OF FUTURE MEETINGS</b><br/>         To consider the following proposed dates for the remainder of the municipal year:</p> <ul style="list-style-type: none"> <li>• Tuesday 27<sup>th</sup> September 7pm</li> <li>• Tuesday 22<sup>nd</sup> November 7pm</li> <li>• Monday 27<sup>th</sup> February 7pm</li> </ul>  |                  |
| 20. |               | <p><b>EXCLUSION OF THE PUBLIC</b><br/>         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.</p> |                  |
| 21. | None Specific | <p><b>AGENCY WORKER USAGE</b><br/>         To receive an update on Agency Worker usage.</p>   | <b>To Follow</b> |

**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**

**Madeleine Shopland**  
**Email**  
**Postal Address**

Democratic & Electoral Services Specialist  
 madeleine.shopland@wokingham.gov.uk  
 Civic Offices, Shute End, Wokingham, RG40 1BN

**MINUTES OF A MEETING OF THE  
PERSONNEL BOARD  
HELD ON 15 MARCH 2022 FROM 7.45 PM TO 8.20 PM**

**Committee Members Present**

Councillors: John Halsall (Chairman), John Kaiser (Vice-Chairman), Clive Jones, Simon Weeks and Rachel Bishop-Firth

**Officers Present**

Madeleine Shopland, Democratic and Electoral Services Specialist  
Christine Bennett, Interim Assistant Director HR&OD  
Andrew Moulton, Assistant Director Governance  
Marcia Hazzard, Acting Head of Workforce & Organisational Development

**27. APOLOGIES**

Apologies for absence was submitted from Councillors Stephen Conway and Pauline Helliar-Symons.

**28. MINUTES OF PREVIOUS MEETING**

The Minutes of the meeting of the Board held on 7 February 2022 were confirmed as a correct record and signed by the Chairman.

**29. DECLARATION OF INTEREST**

There were no declarations of interest received.

**30. PUBLIC QUESTION TIME**

There were no public questions.

**31. MEMBER QUESTION TIME**

There were no Member questions.

**32. WOKINGHAM BOROUGH GRADUATE ACADEMY**

The Board received a report regarding the Wokingham Borough Graduate Academy.

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

- The Council was participating in the National Graduate Development Programme (NGDP), a two-year scheme, led by the Local Government Association (LGA).
- The Graduate Academy was created in 2019 and had grown exponentially over the last 3.5 years, with a cohort of 6 welcomed onto the programme in 2020 and a further 2 added in 2021. Graduates were working on various projects in the Council.
- Feedback from managers had been very positive.
- Councillor Bishop Firth questioned why the number of graduates had increased by 6 in 2020 and then only by 2 in 2021. The Interim Assistant Director HR & OD commented that it likely related to volumes of work during the pandemic.
- Councillor Jones asked how many graduates the Council expected to take on during 2022 and was informed that there was not a target. Numbers depended on how many graduates the LGA had of a suitable calibre and the level of competition.
- Councillor Jones questioned what happened after the two year placement period and was informed that the Council and likely the LGA helped the graduates to find positions.

- Councillor Weeks noted that the scheme had begun in 2015 and questioned whether any graduates had remained with the Council. It was noted that some had whilst others had sought positions elsewhere. Whilst they were with the Council the graduates provided valuable work and support.
- Councillor Jones noted comparisons with Royal Borough of Windsor and Maidenhead, Bracknell and Slough, and questioned whether Reading Borough Council participated in the scheme.

**RESOLVED:** That the future direction of the Graduate Academy be supported.

### **33. RECRUITMENT AND APPOINTMENT OF DIRECTORS AND ASSISTANT DIRECTORS (PERMANENT AND INTERIM)**

The Board received a report regarding the appointment of Directors and Assistant Directors.

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

- Councillor Halsall explained the proposed changes to the appointment processes for Directors and Assistant Directors.
- Councillor Jones commented that the proposal raised at the previous meeting that the Leader of the Opposition be involved in the process had not been included. He noted that the relevant Executive Member, Leader of the Council, and the Chairman of the Personnel Board would be consulted. He emphasised that Councillor Halsall was both the Leader of the Council and Chairman of the Personnel Board, which he felt limited consultation.
- Councillor Halsall proposed that the recommendation of the report be amended so that the changes went direct to Council on 24 March and not first via Constitution Review Working Group, and that the changes not apply to recruitment processes which were already underway.

**RESOLVED:** That

- 1) changes to the appointment processes for Directors and Assistant Directors be recommended to Council.
- 2) These changes not apply to recruitment processes already underway.

### **34. 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.

### **35. AGENCY WORKER USAGE Q3 2021/2022**

The Board received the quarterly Agency report.

**RESOLVED:** That the recommendations set out in Part 2 of the report be agreed.

**MINUTES OF A MEETING OF THE  
PERSONNEL BOARD  
HELD ON 1 JUNE 2022 FROM 7.00 PM TO 8.45 PM**

**Committee Members Present**

Councillors: Rachel Bishop-Firth (Chairman), Stephen Conway, Pauline Helliar-Symons, Pauline Jorgensen, Ian Shenton (substituting Prue Bray), Paul Fishwick (substituting Clive Jones) and Stuart Munro

**Officers Present**

Madeleine Shopland, Democratic and Electoral Services Specialist  
Steve Moore, Interim Director Place and Growth  
Sally Watkins, Assistant Director Digital, and Change

**1. ELECTION OF CHAIRMAN**

**RESOLVED:** That Councillor Rachel Bishop-Firth be elected Chairman for 2022/23.

**2. APPOINTMENT OF VICE-CHAIRMAN**

**RESOLVED:** That Councillor Clive Jones be appointed Vice Chairman for 2022/23.

**3. APOLOGIES**

Apologies for absence were submitted from Councillors Prue Bray and Clive Jones.

**4. DECLARATION OF INTEREST**

There were no declarations of interest made.

**5. 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.

**6. SHORTLISTING FOR THE ROLES OF ASSISTANT DIRECTORS FOR:  
ECONOMIC DEVELOPMENT AND GROWTH; HIGHWAYS AND TRANSPORT;  
AND ENVIRONMENT AND SAFETY**

The Board received a report regarding the shortlisting for the roles of Assistant Director Economic Development and Growth, Highways and Transport, and Environment and Safety.

**RESOLVED:** That the recommendations contained within the Part 2 report and presented at the meeting by the Interim Director Place and Growth, be agreed.

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**MINUTES OF A MEETING OF THE  
PERSONNEL BOARD  
HELD ON 15 JUNE 2022 FROM 9.00 AM TO 5.10 PM**

**Committee Members Present**

Councillors: Rachel Bishop-Firth (Chairman), Stephen Conway, Pauline Helliar-Symons, Pauline Jorgensen, Wayne Smith (substituting Stuart Munro), Paul Fishwick (substituting Clive Jones) and Ian Shenton (substituting Prue Bray)

**Officers Present**

Steve Moore, Director Place and Growth  
Elizabeth Howson, HR Business Partner

**7. APOLOGIES**

Apologies for absence were submitted from Councillors Prue Bray, Clive Jones and Stuart Munro.

**8. DECLARATION OF INTEREST**

There were no declarations of interest received.

**9. 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.

**10. FINAL STAGE INTERVIEW FOR THE ROLES OF ASSISTANT DIRECTORS FOR: ECONOMIC DEVELOPMENT & GROWTH, HIGHWAYS & TRANSPORT, AND ENVIRONMENT & SAFETY**

The Board interviewed candidates for the posts of Assistant Director Economic and Growth, Assistant Director Highways and Transport and Assistant Director Environment and Safety.

**11. ADJOURNMENT OF MEETING**

At this point in the meeting, 1pm, the meeting was adjourned.

**12. CONTINUATION OF THE MEETING**

At 2pm the meeting resumed.

**RESOLVED:** That Rhian Hayes be appointed Assistant Director, Economic Development & Growth, Francesca Hobson be appointed Assistant Director Environment & Safety, and Christopher Easton be appointed Assistant Director Highways and Transport, subject to no objections from the majority of the Executive.

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# Agenda Item 16.

<b>TITLE</b>	<b>Annual Pay Policy Statement 2022/2023</b>
<b>FOR CONSIDERATION BY</b>	Personnel Board on 4 July 2022
<b>WARD</b>	None Specific
<b>LEAD OFFICER</b>	HR Service Excellence Lead – Barbara Batchelor Pay & Reward Specialist – Claire Eckett

## **OUTCOME / BENEFITS TO THE COMMUNITY**

Compliance with s38 of the Localism Act 2011.

## **RECOMMENDATION**

Personnel Board is requested to approve the Pay Policy Statement 2022/23, as attached at Appendix A, which needs to be formally approved by Full Council for publication.

## **SUMMARY OF REPORT**

Pay Policy Statement

Personnel Board is required to approve the review of the Pay Policy Statement on an annual basis, which needs to be forwarded to Full Council to approve for publication.

The Pay Policy Statement enables residents to understand the Council's pay policy for senior staff and how it relates to the salaries of the lowest paid. It provides transparency and enables residents to assess whether salaries paid represent value for money.

The Pay Policy Statement covers the financial year 2022/23.

Once approved the Pay Policy Statement, as attached at Appendix A will be published on the Council's website. Under sections 38 to 43 of the Localism Act 2011 we are required to prepare, approve by Full Council and publish on the Council's website a pay policy statement each financial year.

## Background

**The Localism Act (2011)** brings together strands of increasing accountability, transparency and fairness in the setting of local pay and requires authorities to produce a pay policy statement for each financial year.

The statement should include the:

- policy on the level and elements of remuneration for each chief officer
- policy on the remuneration of its lowest paid
- policy on the relationship between the remuneration of its chief officers and other officers
- policy on other specific aspects of chief officers' remuneration: remuneration on recruitment, increases and additions to remuneration, use of performance-related pay and bonuses, termination payments and transparency.

In March 2011 the Hutton Review of Fair Pay was published which made several recommendations for promoting pay fairness in the public sector by tackling disparities between the lowest and highest paid in the public sector.

For 2022/2023 the following amendments have been made in line with the guidance issued by the Department for Communities and Local Government in February 2012 and the supplementary guidance issued in February 2013:

1. To allow for flexibility in the organisational structure and reporting lines in the top tiers of the Council, Assistant Directors have not been listed individually, but are captured within the definition of "chief officer" under the Localism Act as:
  - persons who, as respects all or most of their duties, report directly to or are directly accountable to the Head of the Council's Paid Service
  - persons who, as respects all or most of their duties, report directly to or are accountable to the posts listed above (other than staff whose duties are of a clerical or support nature).
  - Links to the web pages where information can be found on the Council's senior management structure have been included.
2. The Hutton Review of Fair Pay in the public sector, published in March 2011, did not recommend a defined pay multiple, but instead recommended that the public sector should publish, track and explain their pay multiples over time.

The pay ratio, or pay multiple, is used to express the relationship between the remuneration of the chief officer/highest paid employee and that of other employees. A ratio of 8:1 would mean that the highest paid individual earns 8 times more than the lowest paid individual. The larger the number, the greater the disparity between the highest and lowest paid individuals.

Ratio	2021	2022
Highest:Lowest	8.1 : 1	8.1 : 1
Highest: Median	4.8 : 1	4.7 : 1

A new baseline of data was established last year, so it is not possible to include comparisons with previous years. There are no significant differences in the pay ratio data from 2021 to 2022.

3. The Hutton Review issued revised implementation guidance in 2021 regarding fair pay disclosures, which requires the disclosure by public sector entities of top to median, lower quartile and upper quartile staff pay multiples (ratios) and to monitor them over time. The table at 5.4.1 of the Pay Policy statement shows the relationship between the highest paid individual to the person on the lower quartile (25<sup>th</sup> percentile) of the Council's pay range, the median (middle), and the person on the upper quartile (75<sup>th</sup> percentile) of the Council's pay range. Quartiles and percentiles are calculated by arranging all the employees in order from the lowest to the highest paid and dividing into 4 equal groups for quartiles, or 100 for percentiles. The median is the mid-point when the salaries are all ranked in order. This is the first year that this data has been reported in the Pay Policy Statement.
4. There is also a requirement to publish the percentage changes in the highest paid employee's salary and allowances, performance pay and bonuses payable and for employees of the entity taken as a whole, the average percentage changes from the previous financial year of salary and allowances and performance pay and bonuses payable.

## Conclusion

Members are requested to approve the Pay Policy Statement for 2022/23 as attached at Appendix A.

## FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

***The Council faces severe funding pressures, particularly in the face of the COVID-19 crisis. It is therefore imperative that Council resources are focused on the vulnerable and on its highest priorities.***

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

Other financial information relevant to the Recommendation/Decision
None

<b>Cross-Council Implications</b>
None

<b>Public Sector Equality Duty</b>
Not required as this is a statutory report on current data.

<b>List of Background Papers</b>
Attachment 1 – Pay Policy Statement 2022/23

<b>Contact:</b> Claire Eckett, Pay & Reward Specialist	<b>Service</b> Human Resources
<b>Telephone No</b>	<b>Email</b> Claire.eckett@wokingham.gov.uk



# Pay Policy Statement 2022

## Purpose

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

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

Document Approvals	
Author:	Claire Eckett, Pay & Reward Specialist Consultant
Approval:	Corporate Leadership Team Personnel Board Full Council

## Contents

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## 1. Purpose

- 1.1 This pay policy statement for the financial year 2022/2023 meets the statutory duty under sections 38 to 43 of the Localism Act 2011, to provide information on remuneration arrangements for staff directly employed by the Council, for approval by full council (as a Part 1 item) and to publish on the Council's website.
- 1.2 We may amend this statement during the financial year in which it is effective; however, any change must be approved by full Council. Any amended statement will be published on our website as soon as is reasonably practicable following the meeting.
- 1.3 In drawing up this statement, we have taken into consideration the guidance issued by the Department for Communities and Local Government in February 2012 and the supplementary guidance issued in February 2013.
- 1.4 This statement does not include staff based in our schools as this is outside the scope of the legislation.
- 1.5 Wokingham Borough Council fully endorses and supports the requirement to be open and transparent about the pay of our employees.
- 1.6 This statement was approved by Full Council on **(insert date)**.

## 2. Definitions used in this document

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

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

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

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

The senior management structure of the organisation can be found on the Council's website [Senior council staff - Wokingham Borough Council](#) and in section 1 of the Council's Constitution [Constitution - Wokingham Borough Council \(modern.gov.co.uk\)](#).

- 2.2 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 The highest paid employee is the Chief Executive (head of paid service) with a basic salary of £156,437 per annum (full-time).
- 2.4 The Council defines its lowest paid employee as an employee who is paid on the lowest level of pay for staff on non-casual or apprenticeship contracts of employment. The salary is £19,308 per annum full-time (37 hours per week) or £10.01 per hour.
- 2.5 Median salary is £33,486 (full-time equivalent). This is a measure of the ‘average’ salary for employees in the Council. It is defined as the ‘midpoint’ salary, such that there is an equal probability of falling above or below it.
- 2.6 Mean salary is £35,579.43 (full-time equivalent). This is an alternative measure of the ‘average’ salary for employees in the Council. The arithmetic mean is defined as the sum of all the salaries divided by the number of salaries.

### 3. Pay Policy from April 2022

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

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

3.1.2 The spot salaries are: Deputy Chief Executive £127,652 and Directors £117,531.

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

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

3.1.3 There is a performance related pay (‘PRP’) scheme for Chief Officers, excluding the Chief Executive Officer, which pays up to 10% of salary against the achievement of targets. The bonus does not form part of base pay and is not pensionable. The performance of the Chief Officers is reviewed annually by the Chief Executive with involvement from the Lead Member to assess the extent to which objectives have been met and to determine the level of PRP to be paid.

3.1.4 Chief Officers receive the same level of employer’s pension contribution as all other employees.

3.1.5 Salary upon appointment will be made in line with 3.1.1

3.1.6 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 the Chief Executive or a Director and are paid in the range £73,110 to £87,011.

3.2.2 The Returning Officer is an officer of the Borough Council who is appointed under the Representation of the People Act 1983. The Assistant Director Governance performs the role of the Council's Returning Officer. Whilst appointed by the Borough Council, the role of the Returning Officer is one which involves and incurs personal responsibility and accountability and is statutorily separate from their duties as an employee of the Borough Council. As Returning Officer, they are paid a separate allowance for each election linked to duties undertaken for running national, or local elections/referenda. Payment arrangements for the local returning officer are in line with a formula operated by the Government for determining fees to all Returning Officers across the country.

3.2.3 All other terms and conditions are in line with all other employees and described in 3.3 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 All jobs below Director (excluding those covered by national Youth & Community and national teaching related Soulbury grades) are subject to job evaluation to determine the appropriate grade.

### 3.4 Salary on appointment

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

### 3.5 Incremental progression

3.5.1 Each of the grades has a series of incremental steps. Colleagues progress by one spinal column point each year until they reach the maximum for their grade, which reflects the acquisition of skill, knowledge and expertise that comes with experience. Increments can be withheld in the event of unsatisfactory performance.

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

### 3.6 Additional payments – all employees

- 3.6.1 The Council will consider the use of market supplements to be applied to specific posts in the event of recruitment and /or retention difficulties. Where such supplements are introduced, they will be applied, reviewed and withdrawn in accordance with the Council's policy.
- 3.6.2 Additional payment may be made for additional hours, overtime, undertaking higher responsibilities, and for non-standard working arrangements such as stand-by, evening or weekend working, shift working, or for exceptional working conditions.
- 3.6.3 All employees can claim for qualifying payments under our travel and expense policy.

## 4. Policies on redundancy and pension enhancement

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

## 5. Pay ratios in the Council

- 5.1 The pay ratio, or pay multiple, is used to express the relationship between the remuneration of the chief officer/highest paid employee and that of other employees. The ratio between the highest paid employee, the Chief Executive, and the lowest paid employee is 8.1:1. The ratio between the highest paid employee and the median pay of all employees is 4.7:1.
- 5.2 This is based on the following salary packages:
- Highest paid (Chief Executive) = £156,437
  - Lowest paid (Grade 2 SCP 4) = £19,308
  - Median (average) = £33,486
- 5.3 The Hutton Review of Fair Pay in the public sector, published in March 2011, did not recommend a defined pay multiple, but instead recommended that the public sector should publish, track and explain their pay multiples over time. A new baseline of data was established last year, so it is not

possible to include comparisons with previous years. The table below compares the ratios for 2022 with those published for the previous year.

Ratio	2021	2022
Highest: Lowest	8.1 : 1	8.1 : 1
Highest: Median	4.8 : 1	4.7 : 1

There has been no significant change to the pay ratios since 2021.

5.4 Revised implementation guidance regarding fair pay disclosures issued in 2021 requires the disclosure by public sector entities of top to median, lower quartile and upper quartile staff pay multiples (ratios) and to monitor them over time. In addition, for financial years 2021-22 onwards, there is also a requirement to publish:

- The percentage changes in the highest paid director's salary and allowances and performance pay and bonuses payable.
- For employees of the entity taken as a whole, the average percentage changes from the previous financial year of salary and allowances and performance pay and bonuses payable.

5.4.1 The pay ratios are as follows:

Year	Lower Quartile (25 <sup>th</sup> percentile)	Median (50 <sup>th</sup> percentile)	Upper Quartile (75 <sup>th</sup> percentile)
2022/23	6.3 : 1	4.7 : 1	3.7 : 1

This is based on the following salary packages:

- Employee on 25<sup>th</sup> percentile: salary £24,920
- Employee on 50<sup>th</sup> percentile: salary £33,486
- Employee on 75<sup>th</sup> percentile: salary £42,614

5.4.2 The Chief Executive's salary has increased in line with the nationally negotiated increases for 2020 (2.75%) and 2021 (1.5%).

5.4.3 Salaries for employees of the entity taken as a whole have increased by 5.77% over the past 12 months. The increase is due to a combination of:

- National pay agreement of 1.75% effective from 1 April 2021
- Incremental progression within grades
- New starters and leavers throughout the year
- Organisational Structural Changes

## 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

# Agenda Item 17.

<b>TITLE</b>	<b>Annual Equality Workforce Monitoring Report</b>
<b>FOR CONSIDERATION BY</b>	Personnel Board on 4 <sup>th</sup> July 2022
<b>WARD</b>	None Specific;
<b>LEAD OFFICER</b>	Lead Officer: Head of Workforce and OD (interim) – Marcia Hazzard

<b>OUTCOME / BENEFITS TO THE COMMUNITY</b>
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To ensure compliance with our Public Sector Equality Duty
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<b>RECOMMENDATION</b>
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Personnel Board are asked to approve the 2020 - 2021 Annual Equality Workforce Monitoring Report
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<b>SUMMARY OF REPORT</b>
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The report provides comparison workforce and demographic statistics and an analysis if our workforce is reflective of our population and proportionate across salary scales.
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## 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. The data relates to the data collation as at April-June 2021. 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 2020-21 is attached and produced by the Employment Equalities Working Group.

## Analysis of Issues

This report contains the analysis, progress against the 2020-2021 action plan.

### FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

***The Council faced severe funding pressures, particularly in the face of the COVID-19 and subsequent financial crisis. It is therefore imperative that Council resources are focused on the vulnerable and on its highest priorities.***

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

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

None

#### Cross-Council Implications

The proposed actions will take place across all Council directorates

#### Public Sector Equality Duty

The entire report enables us to demonstrate our commitment to complying with this Duty.

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

N/A

#### List of Background Papers

Attachment 1 – Annual Equality Workforce Monitoring Report 2020-2021

**Contact** Marcia Hazzard

**Service** HR

**Telephone No**

**Email**

marcia.hazzard@wokingham.gov.uk





The Prince's  
Responsible  
Business Network  
Race at Work Charter signatory



# Wokingham Borough Council Equality Monitoring Workforce Report 2020-2021

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## Foreword

I am pleased to introduce the Annual Workforce Equality Monitoring Report for 2020-2021 for Wokingham Borough Council.

Wokingham Borough Council is committed to playing our part in making Britain a fairer society, and we strive to put equality and respect for all people at the heart of everything we do. This is reflected in our organisational values: at Wokingham we are Customer Focussed, we are One Team, we are Ambitious, and we Take Ownership.

As an employer, this means that we are committed to creating an inclusive and welcoming workplace based on fairness, respect, and dignity for all. This report is an important part of our arrangements to achieve this, and helps us to monitor and improve our policies, practices, and workforce initiatives.

I want to highlight that the period covered by this report spans the beginning of restrictions relating to the Covid 19 pandemic. We are proud of how colleagues quickly adapted to ensure we were able to respond to the needs of our communities at this time and are deeply thankful to everyone for their efforts under very difficult circumstances.

We know that our workforce is our biggest asset, and we recognise and celebrate the richness and innovation that a truly diverse and engaged workforce brings to our organisation.

**Susan Parsonage,**  
**Chief Executive of Wokingham Borough Council**

## Introduction

The council is committed to placing equality, diversity, and inclusion at the heart of everything we do as an employer and as a service provider.

As an organisation, we work to continually review and improve our policies, practices, and procedures to provide an inclusive and responsive workplace for all colleagues. Transparent and effective workforce equality monitoring helps us to do that by telling us if:

- our workforce is representative of the communities we serve
- we are attracting and retaining diverse talent
- we are applying our Human Resources policies and procedures consistently

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This report presents a summary of the council's workforce equality monitoring for the year April 2020 to March 2021 and helps to describe how we are meeting our duties under the Equality Act 2010.

The data used to describe the diversity profile of our workforce was taken from the end of the reporting period (April-June 2021). This report also provides information on capability, grievance, and disciplinary action across the reporting period.

## What diversity data do we monitor?

The Equality Act 2010 protects people from discrimination in the workplace and in wider society, in relation to nine protected characteristics:

- Age
- Disability
- Gender Reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

The Equality Act 2010 also established the Public Sector Equality Duty. This says that the council must consider these protected characteristics when making decisions. Specifically, the council must consider the need to eliminate discrimination, advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.

We encourage colleagues to confidentially self-disclose diversity data in relation to these protected characteristics. We also respect that due to its personal nature sometimes colleagues will not wish to disclose information for every category.

This report focuses on the following characteristics: Gender, Age, Disability and Ethnicity.

## The council

The council employs just under 1400 staff. We are one of six Unitary Authorities in Berkshire and work closely with our partners, communities, and neighbouring boroughs to deliver our [Community Vision](#) for Wokingham: **‘a great place to live, learn, work and grow and a great place to do business’**.

The Community Vision sets out six strategic priorities:

- Enriching Lives
- Safe, Strong Communities
- A Clean and Green Borough
- Right Homes, Right Places
- Keeping the Borough Moving
- Changing the way we work for you

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Our Corporate Delivery Plan explains what we are doing to achieve these priorities and embeds the objectives of the council’s [Equality Plan](#). Within the Equality Plan we have committed to building a diverse and engaged workforce and to equipping colleagues with the right tools, knowledge, and support to meet the diverse needs of our residents. This means that equality considerations and our commitments to workforce development are threaded through the work we do to deliver our Community Vision for our residents, supporting better outcomes for all.

It is important to acknowledge that the work to deliver our Community Vision is being undertaken in the context of severe budgetary pressures for all local authorities. Wokingham Borough receives the least funding for a unitary authority from central government and council tax is our main source of income. This means that we are distinctive for having a very clear and direct relationship of accountability with our residents. This report is one of the ways we want to help our residents understand and engage in the work we are doing to advance equality, diversity and inclusion.

## The Borough

To ensure that the information presented about our workforce can be understood in the context of the communities we serve, we have set out some information introducing the borough of Wokingham. In doing so, we have relied on [The Wokingham Borough Equality Profile](#), which summarises what we know about our communities according to the nine protected characteristics.

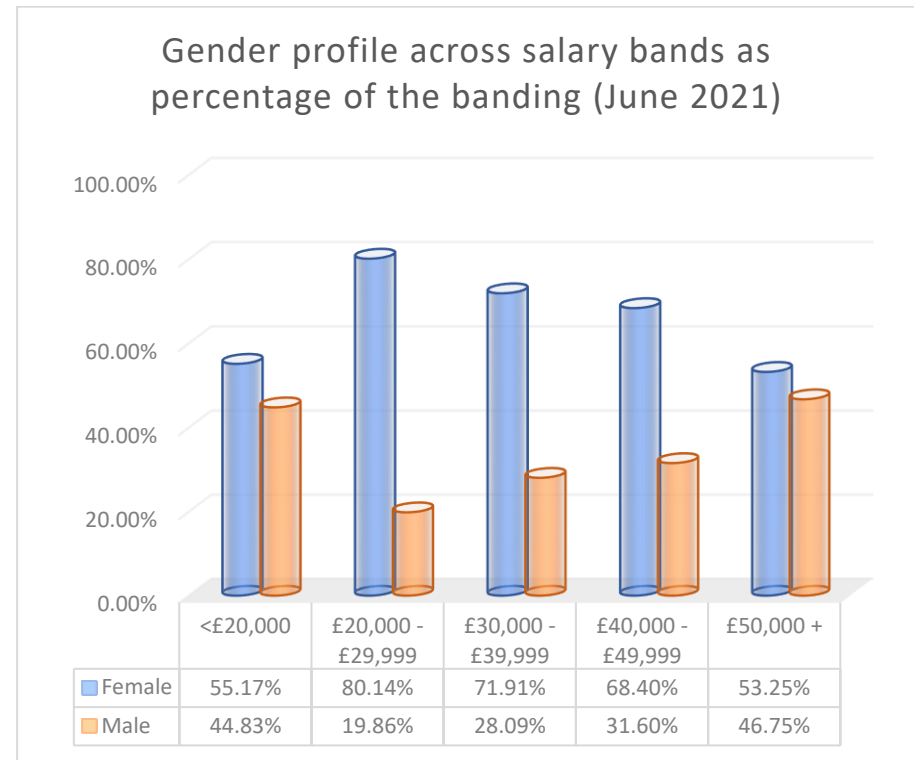
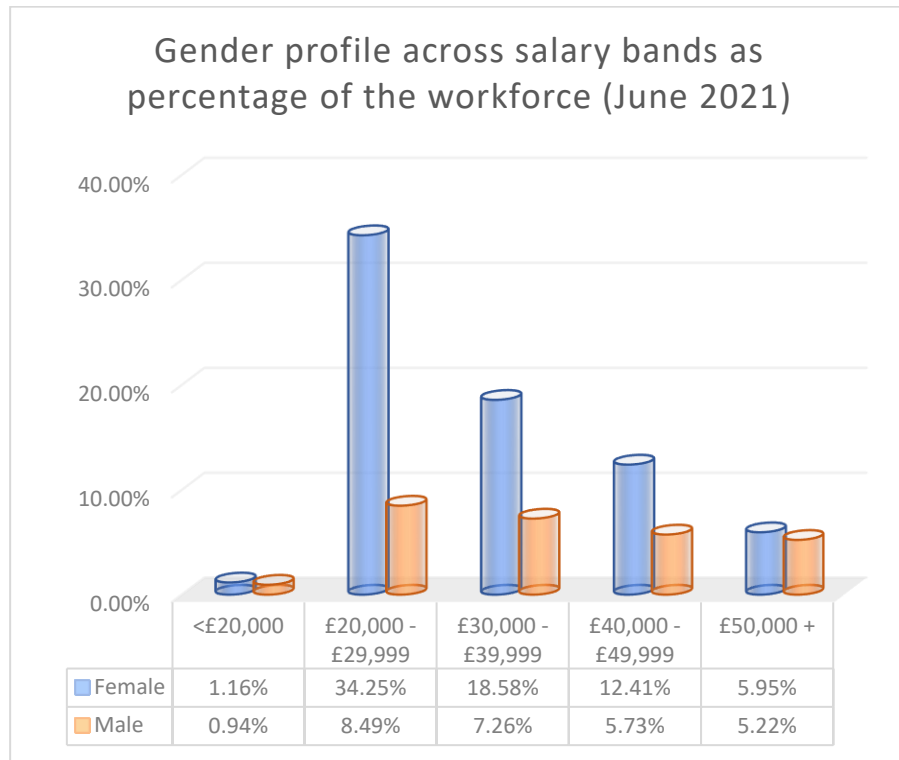
- **Age:** Wokingham borough is a thriving, popular area in Berkshire with a population of 171,119. A high proportion (30%) of Wokingham residents are aged between 35-54 (26%, UK). Fewer young adults (15%), aged 20-34, live in Wokingham (20%, UK). 13% of Wokingham's residents are aged 70+; this is forecast to rise to 18% by 2043. 77% of working age Wokingham residents (aged 16-64) are in employment (75%, UK).
- **Gender:** The borough has a slightly higher proportion of female residents (51%), than male (49%); particularly amongst the over 65+ population. The gross weekly earnings are high in Wokingham, both for men and women, compared with other areas. Male full-time workers in the borough earn approximately 25% more gross weekly pay than females (14% more in England).
- **Ethnicity:** Wokingham has an increasingly diverse community with different needs, in both rural and urban settings. The 2001 census showed that 6.1% of the borough's population identified as Black, Asian or 'other Minority Ethnic' and by 2011 this had risen to 11.75%. The Annual Population Survey 2020 highlights that Wokingham's most ethnically diverse community are those aged between 20-24 years, where 31% of residents are ethnic minority communities.
- **Disability:** 24% of Wokingham households reported in the 2011 census at least one person with a long-term health problem or disability, significantly lower than the national average for England at 33%. Around 20% of Wokingham adults with a learning disability are in paid employment; well above national average (6%, England). There are likely to be increasing numbers of residents with disabilities that require support, as our population continues to grow.

# Gender

Table 1. Gender profile

	Male	Female
<b>Gender profile of Wokingham Borough<sup>1</sup></b>	49%	51%
<b>Gender profile of the council</b>	27%	73%
<b>Gender profile of starters</b>	32%	68%
<b>Gender profile of leavers</b>	23%	77%

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<sup>1</sup> Source: Wokingham Borough Equality Profile



## Key Highlights (Gender)

- While the Borough has an equal split of men and women, the council has a gender profile of 73% women to 27% men. This is broadly consistent with the gender profile across local government.
- Women are well represented in the 'upper middle' and 'upper' pay quartiles and we are pleased to report that women comprise 53% of those earning £50k or over in the council – this is an increase from 49% last year.
- Our mean gender pay gap of 15.15% has decreased by 0.43% from the previous year and remains below the national average of 15.5%<sup>2</sup>. The council will continue to undertake activity to address our gender pay gap.
- Women continue to make up a greater proportion of the 'lower middle' and 'lower' pay quartiles. This pulls average earnings down but is considered, in part, to be a result of the generous flexible working options that the council offers. Importantly, access to flexible working options have been highlighted as key to addressing the gender pay gap nationally<sup>3</sup> and there is evidence to suggest that the growth in availability of flexible working options nationally has supported an increase in women moving from part-time to full-time roles<sup>4</sup>.
- The proportion of women leavers has slightly exceeded the proportion of women in the workforce and conversely the proportion of women joining the organisation has been slightly lower. This picture is consistent with the 2019/20 data. However, nationally, there has been a disproportionate impact on women in the workplace, particularly those with children<sup>5</sup>. As we move beyond the restrictions relating to the pandemic, this is an area of focus that will be kept under review.

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<sup>2</sup> Source: Annual Survey of Hours and Earnings (ASHE)

<sup>3</sup> [Fawcett society, Coronavirus Crossroads, Equal Pay Day Report 2020](#)

<sup>4</sup> Resolution Foundation, Begin again? Assessing the permanent implications of Covid-19 for the UK's labour market, 23 November 2021

<sup>5</sup> [How has the coronavirus pandemic affected women in work?](#) House of Commons Library,

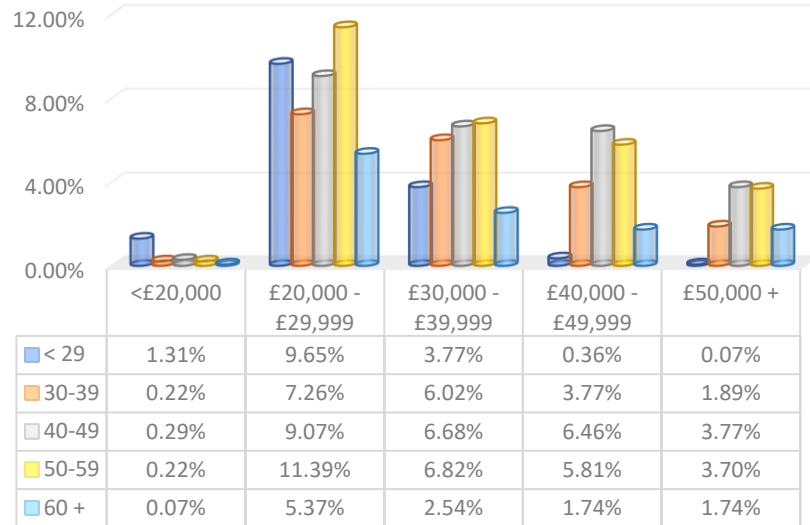
# Age

Table 2. Age Profile

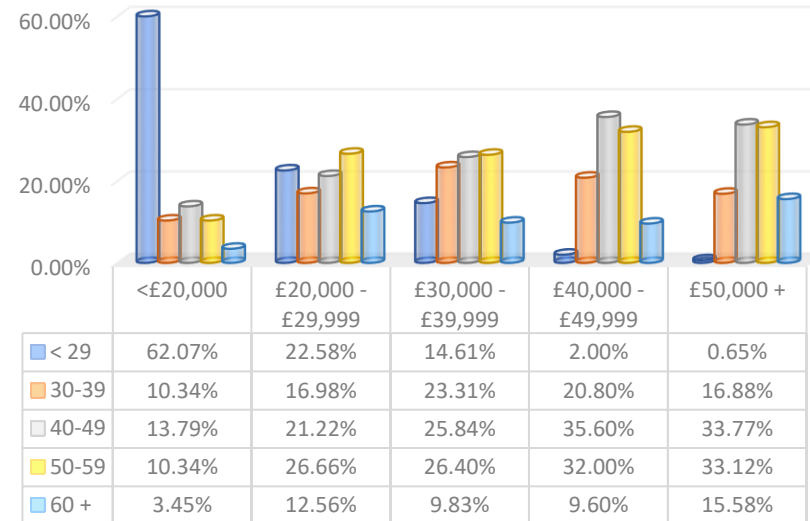
	<29	30 – 39	40 – 49	50 – 59	60+
<b>Age profile of borough<sup>6</sup></b>	15%	13%	15%	14%	23%
<b>Age profile of the Council</b>	15%	20%	26%	28%	11%
<b>Age profile of starters</b>	30%	22%	21%	18%	9%
<b>Age profile of leavers</b>	16%	17%	15%	20%	31%

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Age profile across salary bands as percentage of the workforce (June 2021)



Age profile across salary bands as percentage of each band (June 2021)



<sup>6</sup> Source: Wokingham Borough Equality Profile

## Key Highlights (Age)

- The Council's age profile is largely representative of the Borough and the trends for starters and leavers across age ranges remains broadly consistent with the data for 2019/20.
- There has however, been an increase in the proportion of leavers who are 60 plus from 24% in 2019/20 to 31% in 2020/21. At the same time there has been an increase in the proportion of starters who are under 29, from 17% to 30%.
- Nationally, the pandemic has to date had more of an impact on the labour market status of workers aged 18-24 and 65+, who have been most likely to leave employment. Due to the impact on certain sectors, there had also been a drop in apprenticeship opportunities<sup>7</sup>.
- Considering this national context, we are particularly pleased to note the increase in younger starters and to report that the number of apprentices working for Wokingham Borough Council and our maintained schools has increased from 62 (March 2020) to 73 (March 2021). This reflects the fantastic work that has been undertaken to promote and attract people to an Apprentice scheme at Wokingham Borough Council.
- Longer term trends in the age profile of workers in the UK show a sustained increase in workers aged 50 or over. In the UK, between 2018-2035, it is predicted that there will be 1 million more workers over the age of 50 and 300,000 fewer workers under the age of 30<sup>8</sup>. The council recognises that an age diverse workforce brings lots of benefits to an organisation and is an important element of workplace inclusion.

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<sup>7</sup> [Coronavirus: Impact on the labour market](#), House of Commons Library

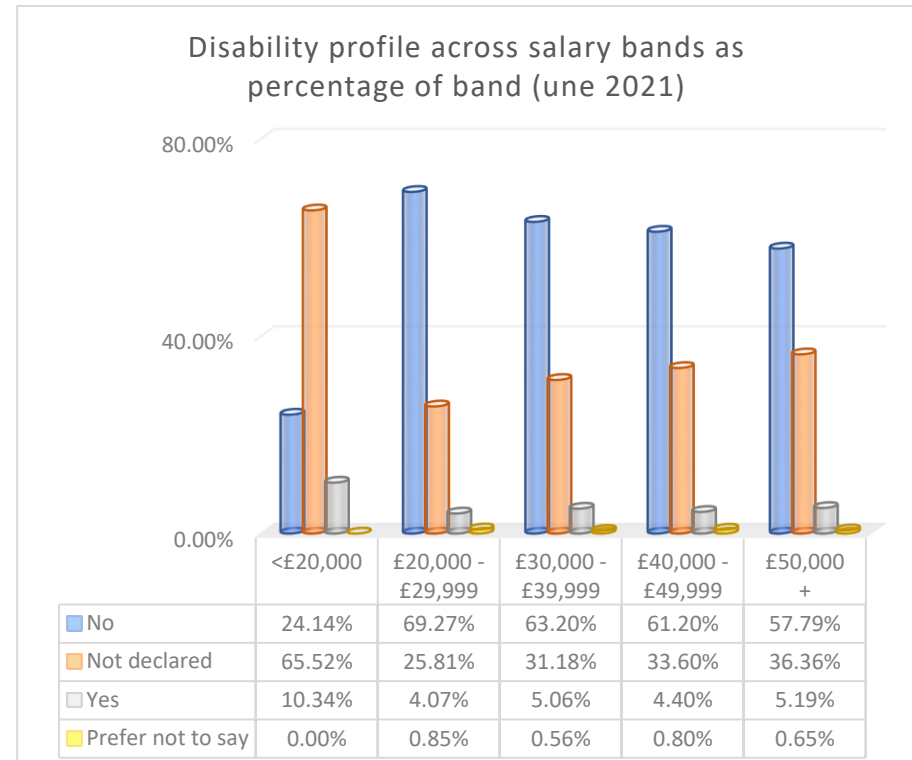
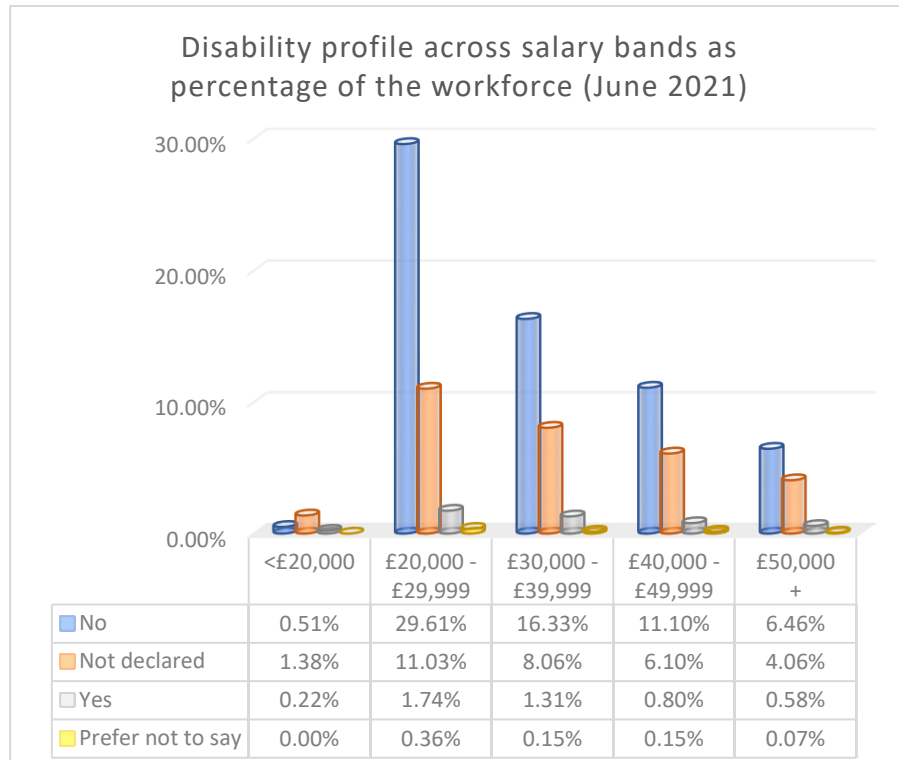
<sup>8</sup> [The State of Ageing in 2020](#)

# Disability

Table 3. Disability Profile

	Yes	No	Prefer not to say	Not declared
<b>Disability profile of Wokingham borough<sup>9</sup></b>	12%	88%	N/A	N/A
<b>Disability profile of the Council</b>	5%	64%	1%	30%
<b>Disability profile of starters</b>	3%	59%	0%	38%
<b>Disability profile of leavers</b>	4%	70%	0%	26%

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<sup>9</sup> Source: Census 2011 (QS303EW)

## Key Highlights (disability)

- Nationally, disabled people face significant barriers in employment and the employment rate of disabled people is 53%, compared to 82% of non-disabled people<sup>10</sup>. As a Disability Confident employer, the council is committed to identifying and removing barriers to equality and will continue to take action to improve how we recruit and retain disabled talent.
- In 2020/21, 5% of the workforce told us that they have a disability. This is not as high as we would expect however, as the national picture indicates that 21% of working age adults have a disability<sup>11</sup>.
- Furthermore, 30% of the workforce (and 38% of new starters) have not declared whether they have a disability. This is reasonably consistent with other local government organisations<sup>12</sup> but the council recognises that more needs to be done to encourage colleagues to feel comfortable to tell us about any disabilities.
- The council has a duty to make reasonable adjustments to make sure employees with disabilities, or physical or mental health conditions, are not substantially disadvantaged when doing their jobs. However, the council must be aware of the disability and need for support to address any barriers experienced and therefore this will remain a key part of the ongoing work to encourage colleagues to provide their diversity data.
- The council is conscious that this issue will grow in prominence as a result of the ageing working population which is anticipated to lead to growing numbers of people with disabilities and long-term health conditions within the workforce.

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<sup>10</sup> [Labour Force Survey October to December 2021](#)

<sup>11</sup> Source: [Family Resources Survey \(2020-21\)](#)

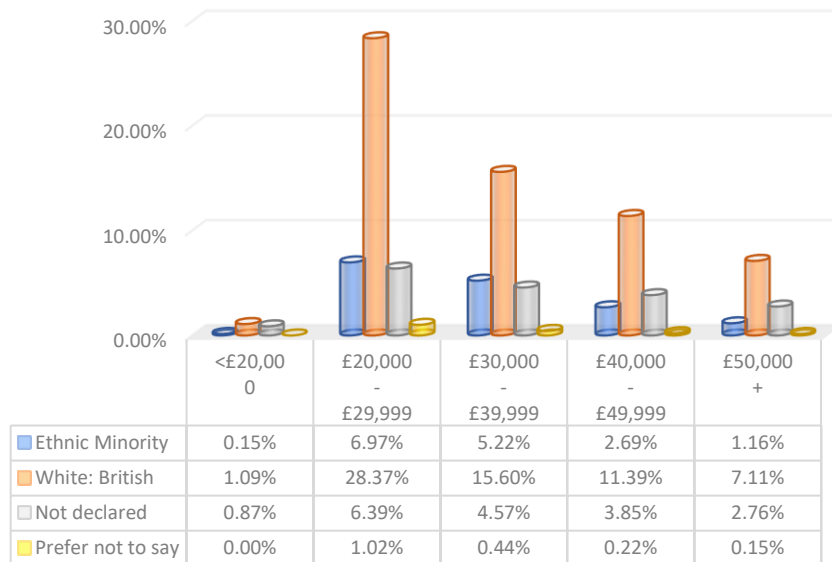
<sup>12</sup> Source XPerHR "Disability 2014: What Percentage of your organisation's workforce has a disability"

## Ethnicity

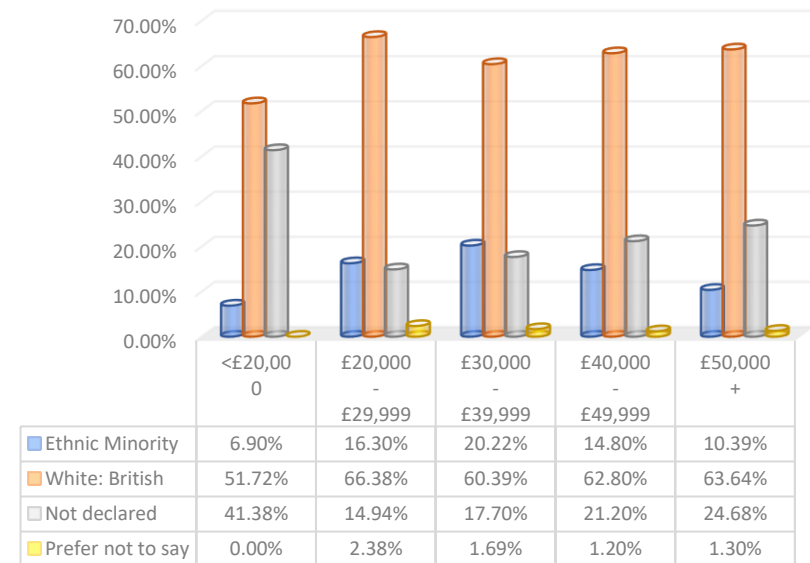
Table 4. Ethnicity Profile

	White British	Ethnic minority groups <sup>13</sup>	Not declared	Prefer not to say
<b>Ethnicity profile of Wokingham borough<sup>14</sup></b>	87%	13%	0%	N/A
<b>Ethnicity profile of the Council</b>	64%	16%	18%	2%
<b>Ethnicity profile of starters</b>	46%	21%	27%	5%
<b>Ethnicity profile of leavers</b>	63%	17%	19%	2%

Ethnicity profile across salary band as percentage of workforce (June 2021)



Ethnicity profile across salary bands as percentage of band (June 2021)



<sup>13</sup> 'Ethnic Minority Groups' includes 'White: Other'

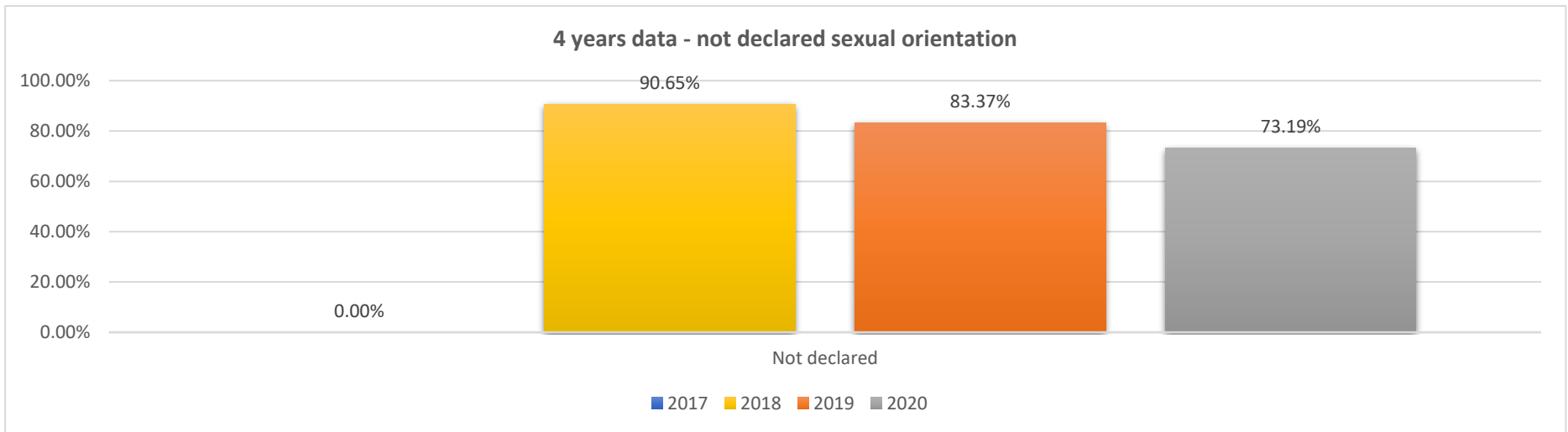
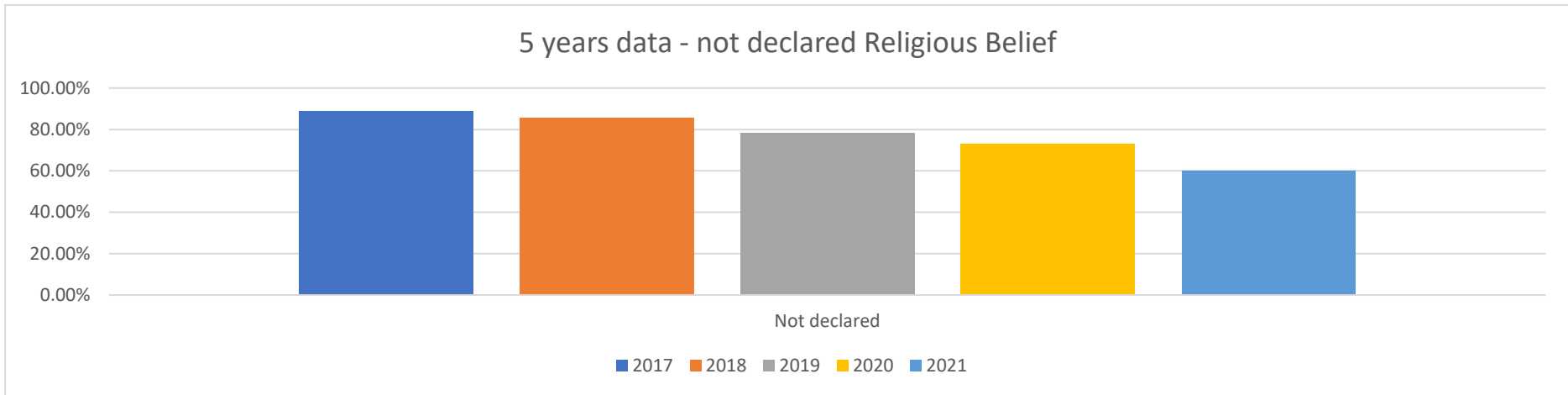
<sup>14</sup> Equality Profile

## Key Highlights (ethnicity)

- 16% of the council's employees are from ethnic minority backgrounds, with detailed analysis revealing that the workforce is representative of the borough's varied communities. The 2021 census data will provide further insight into the borough's demographics following release in 2022.
- 18% of colleagues have not declared their ethnicity. There has however, been a sustained improvement in this figure across reporting periods, indicating action taken to encourage disclosure has had some success. Despite this, 27% of new starters did not declare their data and there remains a need to continue to encourage staff to provide diversity data to support robust equality monitoring.
- There is a sustained trend across reporting periods of more starters than leavers being from ethnically minority groups. This has continued this year with 21% of starters and 17% of leavers being from ethnic minority groups. The council will continue to monitor recruitment and retention practices to ensure we continue to attract and support diverse talent.
- The salary profile is broadly proportionate, except for both lower and senior grades. Whilst there appears to be an increase at senior grades from the previous reporting period, it is likely that this reflects a change in reporting to group white ethnic minority groups together with other ethnic minority groups. This has been done to better understand the experience of all ethnic minority groups across the organisation. The council is committed to addressing gaps in representation across all levels of the organisation and has begun to voluntarily publish an Ethnicity Pay Gap report to aid transparency of our efforts.
- The council also signed the Race at Work Charter in December 2020 to demonstrate commitment to tackling racial disparities in the workplace. An update of activity undertaken to deliver Charter is provided later in this report.

## Other Equality data

The Council provides an opportunity for its employees to provide information on their religion and sexual orientation. We are seeing an increase in declaration, following a range of activities to promote this amongst colleagues. The data it is not yet sufficient to provide meaningful analysis and we will continue to encourage self-declaration of equality data.





## Grievance, Capability and Disciplinary Action

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
<b>Formal Employee relation cases</b>	23	16	9	8	4	20

	Total cases	Ethnic minority group	White: British	Not Declared
<b>Formal Employee relation cases 2020-21</b>	20	7	9	4

	Total cases	Male	Female
<b>Formal Employee relation cases 2020-21</b>	20	4	16

	Total cases	<29	30 to 39	40 to 49	50 to 59	60 +
<b>Formal Employee relation cases 2020-21</b>	20	5	3	6	5	1

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### Key Highlights (employee relations)

- Of the 20 employees in 2020/2021 that were part of formal processes, 7 employees were of ethnic minority origin, 9 were of non-ethnic minority and 4 chose not to disclose their ethnicity. There is insufficient data to demonstrate any trend across reporting periods. Nonetheless, further investigation will be undertaken to provide assurance to senior leaders that all processes are applied consistently across our workforce.
- Of the 20 employees who went through a formal process; 16 or 80% were women and 4 were men. As 74 % of the workforce are women this figure does not give cause for concern. The data does not illustrate that any one age groups is more likely to be disciplined than other age groups

## The Public Sector Equality Duty

Under the Equality Act the council has a duty to give due regard to the need to:

- (a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

To ensure transparency, and to assist in the performance of this duty, public authorities must publish:

- 42
- equality objectives, at least every four years
  - information to demonstrate their compliance with the public sector equality duty

We meet this duty in a variety of ways, described below.

### Strategic Equality Priorities

The council's Equality Plan 2021-2025 sets 3 priorities and 8 equality objectives for the organisation:

#### **Priority 1 - Listen to and learn from our communities and use this to deliver services that work well for everyone**

- We will improve the collection of data about our communities.
- We will engage and communicate with our residents to encourage participation.
- We will use feedback from residents to identify barriers to equality of opportunity

## **Priority 2 - Act on our commitments to equality, diversity, and inclusion in the way we plan, deliver, and shape our services**

- We will embed our commitments to equality into the way we plan, purchase, and deliver.
- We will model active community leadership through collaboration and coproduction
- We will strengthen and improve our use of Equality Impact Assessments

## **Priority 3 - Build a diverse and engaged workforce, where everyone is respected**

- We will equip staff with the right tools to tackle inequality and meet the needs of our increasingly diverse community.
- We will honour the commitments agreed in our Equality Workforce Monitoring Report.

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These are embedded in the work of the organisation via the Corporate Delivery Plan and are directly supported by an annual action plan. The Deputy Chief Executive is our champion for the Equality Programme.

### **Equality Impact Assessments**

Equality Impact Assessments (EqIAs) are undertaken to support our decision-making and are published with the relevant reports on the [council's website](#). An EqIA is a systematic check against the requirements of the Public Sector Equality Duty with regard to different equality groups. Ultimately, EqIAs help us to understand how a decision might impact different people and enables us take action to ensure that we meet needs and promote equality.

With regard to assessing the equality implications of decisions affecting our workforce, EqIAs are carried out whenever there is a major organisational restructure that affects employees as set out in the Organisational Change policy, and to support policy formulation and review.

## Learning & Development

The council provides a range of learning opportunities including mandatory training on Equality and Diversity at Work, Equal Opportunity, and Equality Impact Assessments.

Wokingham Borough Council has taken on 39 Apprentices in the last financial year and works with schools to promote and encourage use of apprentices.

## Recruitment & Retention

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 council currently has a guaranteed Interview Scheme for any candidate who declares a disability and meets the essential criteria of the role.

The council proactively works with applicants and employees to undertake any reasonable adjustments needed to ensure all processes and spaces are accessible for all colleagues.

The council offers enhanced maternity pay, and is supportive of and meets our statutory duties with respect to shared parental leave, paternity leave and pay, care leave, adoption leave and pay, and parental bereavement leave

## Accreditations

In December 2020, the Council signed up to the Race at Work Charter, in partnership with Business in the Community (BITC), to demonstrate commitment to improving equality of opportunity in the workplace.

The Race at Work Charter is designed to improve outcomes of Ethnic Minority employees in the workplace, a goal which is key to the Council's vision to be '**a great place to live, learn, work and grow and a great place to do business**'. The Council is committed to being an employer of choice and in meeting the principles of the Charter, we are taking action to ensure we attract, recruit, and support progression from the widest pool of talent.

On signing the charter, the Council committed to acting on 5 key principles aimed at addressing the barriers to recruitment and progression for candidates and employees from ethnic minority communities. These are:

- 45
- 1) Appoint an executive sponsor for race
  - 2) Capture data and publicise its progress
  - 3) Ensure zero tolerance of harassment and bullying
  - 4) Make equality in the workplace the responsibility of all leaders and managers
  - 5) Take action that supports ethnic minority career progression

In 2021, BITC expanded this to add a further two principles:

- 6) Support race inclusion allies in the workplace.
- 7) Include Black, Asian, Mixed Race and other ethnically diverse-led enterprise owners in supply chains.

It has been almost a year since the Council signed the charter. The table overleaf provides a summary of the actions taken by the council to deliver against the 5 principles:

Table 5. Race at Work Charter (2020-21)

Principle	Action
1) Appoint an Executive Sponsor for race	<ul style="list-style-type: none"> <li>• The Council’s equality programme has embedded the principles of the Race at Work Charter within its annual action plan, reflecting the Equality Plan priority to ‘build a diverse and engaged workforce’. The project sponsor for the Equality Programme is Graham Ebers, Deputy Chief Executive of the Council.</li> <li>• The council’s executive has a lead member for Equality, Diversity and Inclusion.</li> </ul>
2) Capture ethnicity data and publicise progress	<ul style="list-style-type: none"> <li>• The Council has committed to publishing our ethnicity pay gap data. We have published the ethnicity pay gap for 2020 and 2021, alongside the gender pay gap for the Council. Without published guidance, we have worked to the same principles as the Gender Pay Gap and have calculated the mean and median ethnicity pay gaps for our workforce.</li> <li>• The report for 2021, due for publication in 2022, will include the ethnicity pay gap for the council.</li> <li>• The Council has implemented a new applicant tracking system that will enable the organisation to analyse diversity data across the recruitment process.</li> <li>• A programme of internal communications has been established to promote self-disclosure of equality data amongst staff. Staff Network groups will be engaged to support this activity.</li> </ul>
3) Commit at Board level to zero tolerance of harassment and bullying	<ul style="list-style-type: none"> <li>• The Council has a Dignity at Work Policy. This states ‘The Council will not tolerate bullying and harassment of any kind... the Council will also not tolerate victimisation of a person for making allegations of bullying or harassment in good faith or supporting someone to make such a complaint.’</li> <li>• A Bullying and Harassment working group was established to identify opportunities to improve practice. The recommendations will be considered as a part of the development of the forthcoming People Strategy and implementation plan.</li> </ul>

Principle	Action
4) Make clear that supporting equality in the workplace is the responsibility of all leaders and managers.	<ul style="list-style-type: none"> <li>• All staff are required to undertake e-learning on Equality and Diversity at work, which highlights that equality is the responsibility of everyone in the organisation.</li> <li>• The role that managers play in supporting equality in the workplace is also addressed within the Council's learning and development provision for managers.</li> <li>• On the introduction of the new appraisal framework, workshops and briefings held for managers encompassed a focus on wellbeing and creating a safe climate for colleagues to ensure colleagues are supported to be the best that they can be.</li> <li>• A management and leadership programme is being developed, in line with a new People Strategy, and will include responsibilities of leaders and managers with regard to supporting equality in the workplace.</li> </ul>
5) Take action that supports ethnic minority career progression.	<ul style="list-style-type: none"> <li>• A review of the recruitment process has been undertaken, with a specific focus on identifying actions that can support the career progression of ethnic minority employees and the recruitment of underrepresented groups.</li> <li>• Tackling Racism working groups reviewed the Grievance policy, Recruitment policy and 59 of the 61 e-learning training modules with an equalities and anti-racism lens. Explicit exploration was also undertaken by the groups of the 5 principles of the Race at Work Charter, drawing together best practice and recommending actions for future focus.</li> <li>• A review was undertaken to understand whether there are opportunities to enhance the support offered to staff exposed to racism within their work.</li> <li>• The recommendations of these reviews have informed the Equality Action Plan for 2022/23 and priorities will be considered within the development of the forthcoming People Strategy.</li> </ul>

The ongoing work to support delivery against the principles of the charter will continue to be embedded within the council's equality programme, which encompasses a large programme of work across all council services.

## Action Plan and outcomes 2020/2021

The council undertook several actions within 2020/21 to enhance equality, diversity, and inclusion in the workforce.

Subject	Action	Target	Owner	Outcome
<b>Recruitment</b>	Identify a way to capture the recruitment data to identify trends and risks	By December 2020	HR & OD (JC)	Introduction of the Applicant Tracking System to enable reporting and the identification of any recruitment trends.
<b>Recruitment</b>	Increase take-up of Apprenticeships to encourage younger people into the Council.	27 by 31 March 2021 (25 per annum plus the non-achieved in 2017 to maximise use of the levy)	HR & OD (JC)	March 2020 there were 62 apprentices at WBC (50 within WBC and 12 within our maintained schools)  March 2021 there were 73 apprentices (54 within WBC and 19 within our maintained schools)
<b>Recruitment</b>	Review of guidance in relation to use of pay scales in starting salaries	That pay points on starting employment are representative of the gender make-up of the workforce	HR & OD (JV)	This is an ongoing action which will be reviewed year on year.



<b>Data Collection</b>	Set up a separate working group to look at improving 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 63% for Disability and 16% for religious beliefs & sexual orientation)		A working group of “trusted voices” from across the Council to explore how to encourage the disclosure of personal information and any pertinent to the protected characteristics.  HR are introducing of a Case Management system to enable the management of Employee Relation cases more efficiently and more effectively.
<b>Gender Pay Gap</b>	Set up separate working group to review Gender Pay Gap and provide separate action plan and recommendations to reduce our Gender pay gap.	Reduce Mean Gender Pay Gap by 1% year on year for next 3 years	HR & OD (SS)	Pay & Reward Specialist joined WBC in August 2021 to review Pay & Reward policies and processes.  The requirement of working groups is being reviewed by the Pay & Reward Specialist.

<b>Bullying &amp; Harassment Action plan</b>	Set up a separate working group to review the data in relation to bullying and harassment and provide separate action plan and recommendations	Action plan implemented reported again in late 2021	Resources & Assets (NC)	The working group has been set up.
<b>Tackling Racism at Work</b>	Review the survey findings and set up working groups deliver on agreed activity	Working groups to be formed and action plans generated by mid-October 2021	HR & OD (SS)	Working groups were established and some work was undertaken by the group but now the Actions form part of broader Equalities programme.
<b>Tackling Racism at Work</b>	Form a BME Employee Subgroup	30 Sep 2020	Resources & Assets (KI)	Ethnically Diverse Staff Network set up.
<b>Disability protection</b>	Amend the leave policy to record that people who are unfit for work are not precluded from taking accrued annual leave	30 Sept 2020	HR & OD (HL)	Complete. The policy has been updated.

<b>Disability protection</b>	Ensure Managers understand the importance of documenting risk assessments and having a Personal Emergency Evacuation Plan for those with Mobility Issues	31 Dec 2020	Health & Safety (LM)	This has been incorporated into the Managers Health and Safety Checklist for new inductees – this is also embedded into the new onboarding process.
<b>Disability protection</b>	Develop a 'Management Handover' checklist as part of onboarding to be used when a manager leaves so new incumbent knows where all employee information is and for employees moving department	31 Dec 2020	HR & OD (FC)	There's a new manager checklist which captures all employee information about their direct reports (Performance Reviews, 1:1s, Risk Assessments etc).
<b>Disability protection</b>	Consider whether any changes are required to the Organisation Change Policy to ensure that employees on sick leave are not disadvantaged	31 Dec 2020	HR & OD (HL)	Amendment to the policy made in October 2020.

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<b>TITLE</b>	<b>Recruitment Process for Assistant Directors Human Resources and Organisation Development (HR&amp;OD)</b>
<b>FOR CONSIDERATION BY</b>	Personnel Board on 4 <sup>th</sup> July 2022
<b>WARD</b>	None specific
<b>LEAD OFFICER</b>	Barbara Batchelor – Head of HR Service Excellence

## **OUTCOME / BENEFITS TO THE COMMUNITY**

The roles of Assistant Directors as Chief Officers in the Council are critical in ensuring the objectives set by the organisation are successfully delivered to meet the needs of the Borough's Communities.

The Assistant Director HR&OD is a high profile role, whose remit is to ensure a strategic approach to organisational development and ensuring the resources of the Council achieve the best outcomes, for the community in which we serve.

## **RECOMMENDATION**

The Board is asked to note the report.

## **BACKGROUND**

The post detailed within this report has been covered by an interim for a time, and needs to be addressed.

The role went live on 16<sup>th</sup> May 2022 appearing as a half page advert and an online package within the MJ. It was also posted to Wokingham's Recruitment Website, PM Jobs (CIPD), LinkedIn and Guardian Online. An internal advert was also published inviting expressions of interests from any member of staff wishing to be considered for the roles.

The advert closed on Monday 20<sup>th</sup> June and longlist candidate applications are currently being assessed by Solace our recruitment partner.

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

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

A virtual long-list meeting will take place with CLT on Monday 27<sup>th</sup> June at 12pm for Solace to verbally present the report.

Selected candidates will undergo a technical interview on 4<sup>th</sup> July 2022. These interviews will probe candidates' technical ability to undertake the role as well as their wider strategic understanding.

Based on the above interviews, a full report will be prepared which will sort candidates into three categories: Recommended, For Further Consideration and Not Recommended. This report will be shared with Personnel Board for consideration and decision to take place at a shortlist meeting on 12<sup>th</sup> July 2022.

Following approval, shortlisted candidates will be invited to an assessment centre on 18<sup>th</sup> July 2022.

The assessment centre will comprise of:-

- A panel interview with CLT
- Written exercise
- Interactive exercise
- Psychometric assessment

Full details of the assessment centre approach are contained within the enclosed report.

Following the assessment centre, a further report will be produced. Solace will share this report with Personnel Board ahead of final interviews on 27<sup>th</sup> July and Steve Guest will take the Board through it ahead of each candidate's interview.

Once final decisions are made, Solace will then notify all candidates of the outcomes accordingly.

## **FINANCIAL IMPLICATIONS OF THE RECOMMENDATION**

***The Council faces severe funding pressures, particularly in the face of the COVID-19 crisis. It is therefore imperative that Council resources are focused on the vulnerable and on its highest priorities.***

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

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

None

### **Cross-Council Implications**

This role will network across the Extended Corporate Leadership Team (ECLT) which includes all Chief Officers in the organisation. ECLT has an important function to work collaboratively with one another and be cross cutting in its approach to ensure all implications for the workforce are highlighted and considered.

### **Public Sector Equality Duty**

Due regard to the Public Sector Equality Duty has been taken in respect of the recruitment process with continual Human Resource support at all stages

**Reasons for considering the report in Part 2**  
N/A

**List of Background Papers**  
Solace Assessment Centre approach

<b>Contact</b> Barbara Batchelor	<b>Service</b> Chief Executives Office
<b>Telephone No</b>	<b>Email</b> Barbara.Batchelor@wokingham.gov.uk

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## Wokingham Borough Council Assistant Director HR and OD Assessment Overview

## **Virtual Assessment Centre**

As a national recruitment organisation, Solace have been delivering Assessment Centres for clients up and down the country for many years. Because we work with local authorities in some remote places, we had already been delivering virtual assessments pre-Covid-19. We have therefore been able to easily adapt our assessment services for a Covid-secure, virtual world. At a time where local lockdowns could become a factor, this is critical in terms of forward planning. In the spirit of learning, we have been sharing our innovations and experiences with HR colleagues within the Local Government sector throughout the course of the Covid-19 pandemic.

Our experience is that an assessment centre that includes a combination of management exercises, partner and stakeholder events and appropriate one-to-one discussions will give the best results and complement the information gained from more traditional interviews and presentations. However, the decision as to which elements to include in the assessment centre is one for discussion with you. We do not believe there is one preferred model that fits all cases: our approach is to agree a bespoke programme with you that meets your requirements and in which you have the degree of involvement you wish.

Our assessment team is led by our Chartered Occupational Psychologist, Victoria Wood-Williams, she will work with you to agree a bespoke design to assess candidates 'fit'.

Victoria will work closely with you to ensure a bespoke approach to assessment.

### **Interview with Susan Parsonage and other members of CLT (30 minutes per candidate)**

For senior appointments such as this which has a strong focus on collaboration, we would generally recommend a form of stakeholder engagement with those the postholder would work closely with, in this case, the CLT.

- They are a very effective method of testing the credibility of candidates;
- They provide the opportunity to engage others in the recruitment process;
- They offer candidates a chance to sample the wider landscape and gather intelligence that can help inform their final interview performance

Panels do not carry any 'voting power' in terms of the final appointment decision, but their views are fed into the Appointment Panel's deliberations and potentially provide further areas of questioning for the Member Appointments Panel.

When considering the format of the sessions, as a starting point, you may wish to consider an icebreaker presentation which leads into a discussion. Typically, candidates are given the topic in advance and asked to prepare an oral briefing (no PowerPoints or visual aids) for up to 5 minutes on the topic. The panel can then agree follow up questions

### **Written Exercise (1hr 30 minutes)**

Candidates would be presented with information relating to a fictitious local authority. The information would contain details relating to the objectives they were set coming into post coupled with the results of a staff survey, employee competency audit, workforce development plans and information around culture, engagement, and communication. Having analysed the information, they would be asked to prepare a report identifying the key issues and associated actions they would take.

### **Interactive Exercise (45 minutes)**

This is a scenario exercise that is designed to simulate 'real life'. Candidates are given background information and after a short time to prepare, they are required to conduct a meeting with an individual to address issues

relating to people and performance management, motivating others to get on board with new initiatives, galvanizing support for managing and delivering transformational change.

### Psychometric Assessment

We propose the candidates complete **2** online psychometric assessments prior and as part of the assessment activities a qualified Solace in Business assessor validates their responses to each and provides candidate feedback. Each psychometric assessment will take 45 minutes to complete.

The **WAVE Professional Styles** questionnaire invites candidates to describe their behaviour, preferences, and attitudes, in relation to different aspects of their working life, by indicating their level of agreement or disagreement with a number of statements.

The **Leadership Judgement Indicator** provides valuable insight into the relative leadership strengths of participants and provides useful information to assist with ongoing development. The questionnaire consists of 16 specially crafted workplace scenarios, all written against a set of leadership standards. The process assesses how well a manager can perceive the key determiners of when to be directive, consultative, consensual or delegative. Equipped with these tools, we can create a profile of whether managers will, for example, engage and involve staff and stakeholders, take ownership of difficult decisions and understand when the specific decision they are faced with requires them to adopt a particular leadership style. The advantage of the measurement approach used by LJ is that the respondent is being asked to actually demonstrate their level of leadership wisdom through the questionnaire. The responses are scored for correctness in terms of achieving desirable business outcomes in specific situations.

### Final Report

We will work with you to agree what criteria you would like the candidates to be assessed against. This will be formatted into a readable report with scores against each competency with bullet points as to suggested areas to probe.

Underpinning the principles of assessment centre methodology are to allow for a candidate to be observed multiple times by multiple assessors through the medium of multiple exercises. Best practice suggests that every competence should be assessed at least twice.

As qualified and experienced assessors, we recognise the importance of having to manage subjectivity and maintain objectivity. All of our assessors follow the ORCE technique (Observe, Record, Classify & Evaluate). This process is central to any assessment exercise and emphasises the sequence in which an assessor should attempt to assess the behaviour of a candidate against any competency.

Having classified the evidence gathered we would then seek to evaluate the behaviour which involves quantitative and qualitative analysis. In line with best practice, we typically use we will be using the following Behaviourally Anchored Rating Scale which requires assessors to allocate a numerical rating against the competency.

1	2	3	4	5
Not Met	Partially Met	Met	Exceeded Requirements	Outstanding
Demonstrated significant negative indicators with little, if any	Demonstrated more negative than positive behaviours. Needs some	Demonstrated mostly positive but also indicated some	Acceptable showing more strength than development areas.	All positive behaviours, no negative evidence. Very strong examples

<p><b>positive behaviour related to the competency. Strong development needed</b></p>	<p><b>personal development concentrating on strengthening desired behaviours for this role</b></p>	<p><b>areas for development</b></p>	<p><b>Development may be desirable but not essential</b></p>	
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By rating candidates in this way, we are able to provide a clear method of comparing and contrasting individuals as well as identifying a benchmark.

As the process is being overseen by a Chartered Occupational Psychologist, you have our re-assurance that best practice guidelines in recruitment and selection methodology as set out by the Health Professionals Council will be adhered to. In addition, we promote quality assurance through peer review so that all exercises have been scored, evaluated, and discussed by two assessors.