



# WOKINGHAM BOROUGH COUNCIL

A Meeting of the **PERSONNEL BOARD** will be held in First Floor 11 - Civic Offices, Shute End, Wokingham RG40 1BN on **TUESDAY 27 SEPTEMBER 2022 AT 7.00 PM**

A handwritten signature in black ink, appearing to read 'Susan Parsonage', with a long, sweeping tail.

Susan Parsonage  
Chief Executive

Published on 16 September 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/z3l7qVavGFU>

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

## MEMBERSHIP OF THE PERSONNEL BOARD

### Councillors

Rachel Bishop-Firth  
(Chairman)  
Stephen Conway  
Stuart Munro

Clive Jones (Vice-Chairman) Prue Bray

Pauline Helliar-Symons Pauline Jorgensen

ITEM NO.	WARD	SUBJECT	PAGE NO.
25.		<b>APOLOGIES</b> To receive any apologies for absence	
26.	None Specific	<b>MINUTES OF PREVIOUS MEETING</b> To confirm the Minutes of the Meeting held on 4 July 2022 and the Minutes of the Extraordinary meetings held on 12 <sup>th</sup> and 27 <sup>th</sup> July 2022.	5 - 12
27.		<b>DECLARATION OF INTEREST</b> To receive any declarations of interest	
28.		<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>	
29.		<b>MEMBER QUESTION TIME</b> To answer any member questions	
30.	None Specific	<b>EXCLUSION OF THE PUBLIC</b> That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1, 2 and 3 of Part 1 of Schedule 12A of the Act (as amended) as appropriate.	

- |            |               |  |                      |
|------------|---------------|--|----------------------|
| <b>31.</b> | None Specific | <b>SALARIES COMPARED TO THE MARKET</b><br>To receive a report regarding salaries compared to the market. | <b>13 - 18</b>       |
| <b>32.</b> | None Specific | <b>SENIOR OFFICER ROLES</b><br>To receive a report regarding Senior Officer roles.                       | <b>To<br/>Follow</b> |
| <b>33.</b> | None Specific | <b>Q1 AGENCY REPORT - AUGUST 2022</b><br>To receive the Q1 Agency Report – August 2022.                  | <b>19 - 30</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**

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**MINUTES OF A MEETING OF THE  
PERSONNEL BOARD  
HELD ON 4 JULY 2022 FROM 7.00 PM TO 8.35 PM**

**Committee Members Present**

Councillors: Rachel Bishop-Firth (Chairman), Clive Jones (Vice-Chairman), Prue Bray, Stephen Conway and Stuart Munro

**Officers Present**

Madeleine Shopland, Democratic and Electoral Services Specialist  
Barbara Batchelor, Human Resources and Organisational Development

**13. APOLOGIES**

Apologies for absence were submitted from Pauline Helliard Symons and Pauline Jorgensen.

**14. MINUTES OF PREVIOUS MEETING**

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 were confirmed as a correct record and signed by the Chairman.

**15. DECLARATION OF INTEREST**

There were no declarations of interest received.

**16. PUBLIC QUESTION TIME**

There were no public questions.

**17. MEMBER QUESTION TIME**

There were no Member questions.

**18. ANNUAL PAY POLICY STATEMENT 2022/2023**

The Board considered the Annual Pay Policy 2022/23.

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

- For the 2022/23 policy some amendments had been made in line with guidance issued from the Department for Communities and Local Government. To allow for flexibility in the organisational structure and reporting lines in the top tiers of the Council, Assistant Directors had not been listed individually, but were captured within the definition of “chief officer” under the Localism Act.
- Chief Officers could receive performance related pay of up to 10% of their salary.
- The pay ratio, or pay multiple, was 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 meant that the highest paid individual earned eight times more than the lowest paid individual. The Chief Executive was at £156, 473 and the lowest grade at £19,308.
- Members were advised that the Council applied the NJC national pay agreement. Appointments were normally made at the minimum of a pay grade, but managers could appoint at higher at their discretion.
- Market supplements could be applied should a position prove difficult to recruit to in accordance with policy.
- The Chief Executive’s salary was in line with nationally negotiated rates.

- The Gender Pay Gap report had been published earlier in the year. The Pay Policy was required to be published by the end of March so was late.
- Barbara Batchelor informed the Board how the Council compared with Reading, Slough, West Berkshire and Windsor and Maidenhead for salaries. In terms of the highest salary and the ratio to the highest salary, Wokingham was slightly higher than Windsor and Maidenhead. Slough, West Berkshire and Reading were higher than Wokingham. With regards to the highest salary to the median Wokingham at 4.8:1; was lower than the other four authorities. The Chief Executive's salary was slightly lower in West Berkshire but higher in Slough, Reading and Windsor and Maidenhead. Members requested that further comparative salary data for the other Berkshire authorities be provided.
- Councillor Munro questioned whether Adult Social Care remained a vulnerable area in terms of recruitment and retention and was informed that this remained a national problem.
- Councillor Bray questioned whether the lowest grade was above the National Living Wage (NLW) and the Real Living Wage (RLW), and if this could be reflected within the Policy or its covering report when considered by Council. Councillor Bishop Firth questioned whether the Council paid above the National Living Wage and the Real Living Wage for all except interns and apprentices. Barbara Batchelor agreed to confirm.
- Councillor Bishop Firth asked about the Council's policy on the remuneration of the lowest paid workers. Barbara Batchelor commented that the lowest grade paid £19,308 (£10.01p per hour) and that this was stated within the Pay Policy. Councillor Bray questioned whether there was a policy in place regarding keeping this at a certain level. Barbara Batchelor confirmed that payments were in accordance with the NJC Pay Awards. The Council's lowest paid worker earned more than the lowest paid workers in Reading, Slough, and West Berkshire.
- Councillor Bishop Firth questioned whether the Real Living Wage scheme could be considered and brought to a future meeting. Barbara Batchelor advised that once the Council became accredited as part of the Real Living Wage Scheme, it would not have control as to what the RLW could be. If it increased significantly in comparison to the NJC and NLW increases, it could have an impact on the first four pay bands, and then a trickle up effect throughout the organisation. There would also be implications for school staff, contractors, and partner organisations such as Optalis.
- In response to a question as to whether appointments were ever made at below the minimum pay scale, Barbara Batchelor indicated that they were not.
- Councillor Jones noted that Assistant Directors received between £73,000 and £87,000 and asked how this compared to other authorities. He felt that the salary gap between Directors and Assistant Directors was widening.

**RESOLVED:** That the Annual Pay Policy be recommended to Council subject to the amendments discussed at the meeting.

## **19. ANNUAL EQUALITY WORKFORCE MONITORING REPORT**

The Board received the Annual Equality Workforce Monitoring Report.

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

- The data contained within the report related to the data collation as at April-June 2021. It provided an analysis of the Council's workforce demographics against that of the Borough. The report had been prepared at a time when severe austerity as a

result of Covid had been experienced. Key areas covered included gender, age, ethnicity, and disability.

- There were approximately 1,400 members of staff.
- With regards to gender, there was a reasonable split between men and women in the Borough. In the Council 73% of staff were female and 27% were male.
- 53% of staff earning over £50,000 in the organisation were women. There were a higher proportion of female staff in entry level posts. As the salary bands increased so too did the number of women in those bands.
- The age gap in staff was largely reflective of the Borough. Whilst there had been an increase in leavers aged over 60, there had been an increase in the number of starters in the younger age groups under 29.
- The number of apprenticeships had increased to 73.
- 5% of the workforce had reported a disability. Staff were encouraged to disclose any disabilities so that any necessary adjustments could be made to support them.
- With regards to ethnicity, 16% had declared that they were from an ethnic minority background. 18% of staff had not declared their ethnicity. Barbara Batchelor explained that the way in which ethnicities data had been grouped was different from previous reports.
- Staff could disclose their religion and sexual orientation should they wish.
- Over the last reporting period 20 members of staff had been through formal Grievance, Capability or Disciplinary processes. Councillor Bishop Firth commented that the number of staff of an ethnic minority who had been through a formal employment relation case in 2020-21, seemed high. Members sought information as to the type of employee relation cases and the outcomes.
- Members asked whether there any indications of the number of staff who had gone through formal employment relation cases in 2021-22 and were informed that there was not yet. It was noted that the number had dropped in 2019-20, potentially as a result of Covid, and many staff working from home rather than the workplace.
- The Board discussed staff with disabilities. Members were informed that within the Borough 20% of adults with learning disabilities were in paid employment. Councillor Bishop Firth asked for information on the number of working age adults in the Borough with disabilities.
- Councillor Bray expressed concern regarding capability and grievances relating to disability and questioned whether lessons had been learnt from a previous case. Barbara Batchelor commented that 19 recommendations had come out of the specific case, 12 of which were completed and the remaining 7 were in progress. The Board felt that it would be useful to understand how lessons had been learnt.
- Members were reminded that the Council operated a guaranteed interview scheme for candidates with disabilities who met the minimum requirements of a role.
- Councillor Bray went on to ask about making reasonable adjustments for Councillors with disabilities and which department was responsible for ensuring this.
- It was noted that the report contained one incorrect figure and a typo, which would be corrected.

**RESOLVED:** That the 2020 - 2021 Annual Equality Workforce Monitoring Report be approved subject to the minor amendments discussed.

## **20. RECRUITMENT PROCESS FOR ASSISTANT DIRECTORS HUMAN RESOURCES AND ORGANISATION DEVELOPMENT (HR&OD)**

The Board received a report regarding the recruitment process for the Assistant Director Human Resources and Organisational Development.

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

- The campaign was in progress and had gone live on 16 May. Adverts had been placed in the Municipal Journal, the Council's website, LinkedIn and the Guardian online website. The advert had closed on 20 June. In response to a Member question it was clarified that the Guardian Online had been recommended by the Council's recruitment partner, Solace.
- A virtual long listing process had taken place on 27 June and technical interviews had been carried out on 4 July. A short list meeting would take place on 12 July. Following this, candidates would undergo an assessment centre comprising of psychometric tests, written exercise, a role play exercise and a panel interview with members of CLT, on 18 July. Final Members Interviews would take place on 27 July.
- Members felt that in future it would be helpful to consider the process prior to it having begun. Barbara Batchelor referred to the change in the Council's Constitution regarding the appointment of Assistant Directors.

**RESOLVED:** That the report regarding the recruitment process for the Assistant Director Human Resources and Organisational Development be noted.

## **21. DATES OF FUTURE MEETINGS**

The Board agreed the following meeting dates:

- Tuesday 27<sup>th</sup> September 7pm
- Tuesday 22<sup>nd</sup> November 7pm
- Monday 27<sup>th</sup> February 7pm

## **22. 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.

## **23. AGENCY WORKER USAGE**

The Board considered the Agency Worker Usage Q4 report.

**RESOLVED:** That the recommendations set out in the Part 2 report be agreed subject to the amendments discussed during the meeting.



**MINUTES OF A MEETING OF THE  
PERSONNEL BOARD  
HELD ON 12 JULY 2022 FROM 7.00 PM TO 7.50 PM**

**Committee Members Present**

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

**Officers Present**

Madeleine Shopland, Democratic and Electoral Services Specialist  
Susan Parsonage, Chief Executive  
Sally Watkins, Assistant Director Digital and Change  
Barbara Batchelor, HR &OD  
Steve Guest, SOLACE

**24. APOLOGIES**

Apologies for absence were submitted from Councillors Stephen Conway, Pauline Helliard-Symons, and Clive Jones.

**25. DECLARATION OF INTEREST**

There were no declarations of interest received.

**26. 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.

**27. ASSISTANT DIRECTOR HR &OD RECRUITMENT & ASSESSMENT SHORTLIST RECOMMENDATIONS**

The Board received a report regarding the shortlist recommendations for the role of Assistant Director HR&OD.

**RESOLVED:** That the recommendations contained within the Part 2 report be agreed.

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**MINUTES OF A MEETING OF THE  
PERSONNEL BOARD  
HELD ON 27 JULY 2022 FROM 9.15 AM TO 12.00 PM**

**Committee Members Present**

Councillors: Rachel Bishop-Firth (Chairman), Stephen Conway, Pauline Helliard-Symons, Lindsay Ferris (substituting Clive Jones), Rebecca Margetts (substituting Pauline Jorgensen), Ian Shenton (substituting Prue Bray) and Bill Soane (substituting Stuart Munro)

**Officers in Attendance**

Susan Parsonage, Chief Executive  
Steve Moore, Interim Director Place and Growth  
Steve Guest, Solace  
Barbara Batchelor, HR

**28. APOLOGIES**

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

**29. DECLARATION OF INTEREST**

There were no declarations of interest received.

**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. RECRUITMENT PROCESS FOR ASSISTANT DIRECTORS HUMAN RESOURCES AND ORGANISATION DEVELOPMENT (HR&OD)**

The Board interviewed for the position of Assistant Director Human Resources and Operational Development.

**RESOLVED:** That Louise Livingston be appointed as Assistant Director Human Resources and Operational Development.

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