

# Royal Borough of Windsor and Maidenhead Workforce Profile 2022-23

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# 1. Introduction

1.1 The purpose of this report is to provide an annual summary of the profile of the workforce for the Royal Borough of Windsor and Maidenhead (RBWM) by its protected characteristics as defined under the Equality Act 2010.

1.2 All public sector employers, including local authorities, have a statutory duty under the Equality Act (2010) to publish the equality profile data it holds for its direct employee workforce on an annual basis. This data forms part of the evidence base that the council can use to ensure its employment practices and services are free from discrimination and prejudice, and fulfil the core statutory duty placed on all public sector employers, including local authorities, to:

- Monitor the profile of their workforce by the protected characteristics
- Publish the relevant data on a regular basis (annually)
- Identify any negative trends or issues and take any necessary action to address these.

1.3 The information in this document is based on headcount and full time equivalent (FTE) permanent or fixed-term employees. It excludes employees based in schools, casual staff and vacancies. The data refers to employees as of 31 March 2023, with some key information by Directorate also included where appropriate and relevant.

1.4 This report is published annually on the RBWM website and will evolve over time to encompass more information and benchmarking where it becomes available and is appropriate to do so.

## **RBWM statistical information**

1.5 As a major local and influential employer, it is important to work towards a situation where the council's workforce as a minimum broadly reflects the makeup of the local community it serves, but as an aspiration, exceeds expectations and is fully inclusive at all levels of the organisation.

1.6 The council collects a range of statistics on applicants and current employees to support the organisation's intelligence capability in relation to protected characteristics data. The data is collected by way of self-declared returns from employees and candidates. Whilst this information is requested, employees and candidates may select "prefer not to say" in relation to any question except for gender which informs reporting requirements of HMRC.

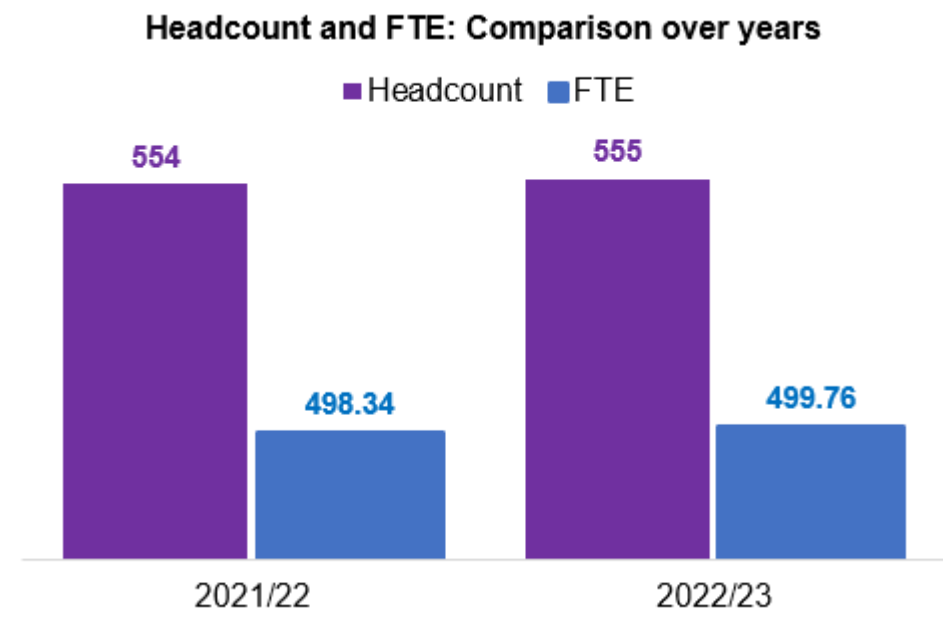
1.7 The council has a legal requirement to report its [Gender Pay Gap](#), and this is the subject to a separate more detailed report published annually.

## 2. Establishment Overview

### Headcount and FTE

- 2.1 At the 31 March 2023 the RBWM establishment was 556 headcount, an increase from 554 (+2) in 2021/22. The FTE is 499.76, an increase from 498.34 (+1.48) in 2021/22. Figure 1 sets out this annual comparison.
- 2.2 At the time of preparation of this report, the total headcount of the council is 556, with 7 employees holding more than one role.

Figure 1 RBWM: Annual comparison of Headcount and FTE



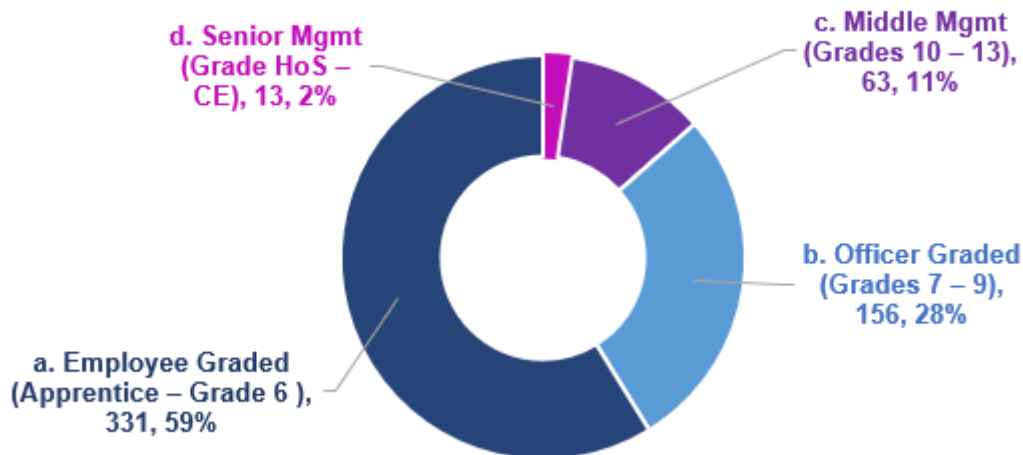
### Grade Bandings

- 2.3 The council has a pay grading system encompassing grades from Apprentice to Chief Executive. Grades are grouped into four key grade-bands. At the time of preparation of this report, total headcount for the organisation is 556, there are 7 employees fulfilling more than one role therefore any representation of headcount per grade-band (i.e. the total number of roles in RBWM) will total 556.

Figure sets out the proportion of the workforce by grade-band. The RBWM salary bandings as of March 2023 are detailed in Appendix A.

Figure 2 Workforce by grade

## Employees by grade: Number and percentage

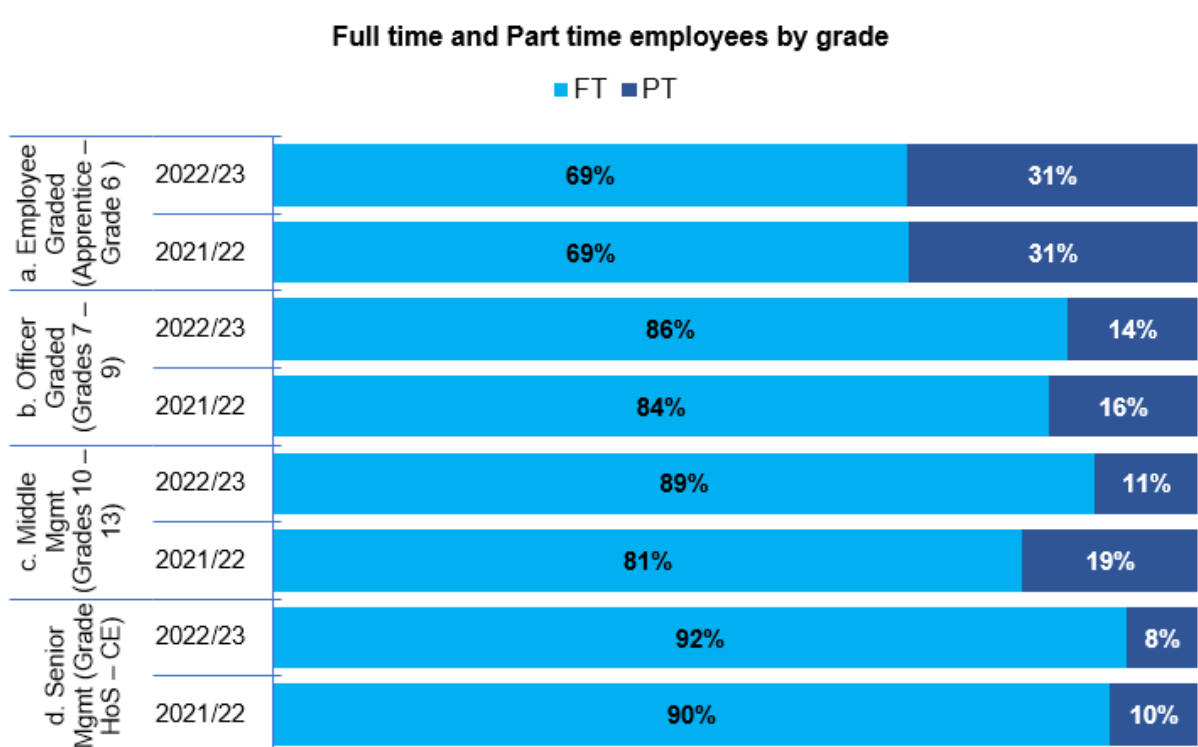


### Part time Employees

- 2.6 The council delivers a range of measures to improve opportunities for those who wish to combine work with family or caring responsibilities or work/life balance, including a flexi-time scheme, part-time working, term-time only working, nine-day fortnights, remote working and flexible retirement. The Employee Wellbeing Statement and additional paid leave for employees who are Foster Carers also supports employees with caring responsibilities.
- 2.7 Across all grade-bands 76% are full-time employees and 24% are part-time employees. This is broadly in line with the Labour Market Survey for Windsor and Maidenhead which indicates that 79% of local employees (aged 16-64) are full-time and 21% are part-time. (Nomis, Workplace based Labour Market Survey based on interviews conducted over a 12-month period ending December 22).
- 2.8 Figure shows the breakdown of part-time employees by grade-band comparing them with the previous year. As per the previous year 2021/22 this year the Employee grade-band (Apprentice-Grade 6) encompasses the highest proportion of part-time employees (31%) compared to other grade-bands.
- 2.9 In comparison to 2021/22 there has been a slight decrease in part-time working in officer and senior management grades. However, in middle management grades part-time working has the decreased from 19% to 11%. (Figure). It is possible that the flexibility that hybrid working provides enables those that would have previously needed to work part time to work full time.
- 2.10 As part of the actions identified in the [Gender Pay Gap](#) document, the council continues to promote flexible working arrangements for all employees. A survey of senior managers (middle and senior management grades) identified barriers to more flexible working at this level. As a result of this at the end of

May the council launched its Working Well Charter, which sets out a range of practices and advice to help all of our workforce improve their working life.

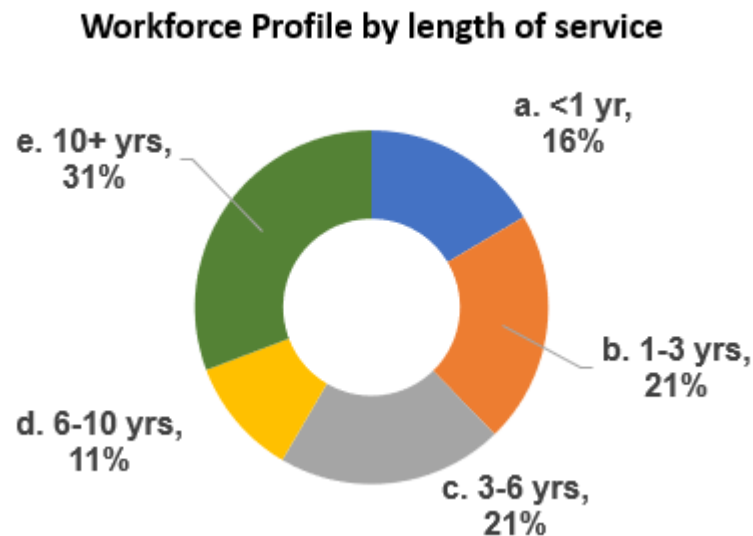
Figure 3 Part-time employees: Percentage by grade: Comparison with previous year



#### Length of service

- 2.11 Ensuring that all staff thrive and reach their full potential coupled with feeling valued and respected has been at the core of the council's values. Figure 4 shows that the highest proportion of employees (31%) have been in the council for more than 10 years. 63% of the council staff have been working for more than 3 years.

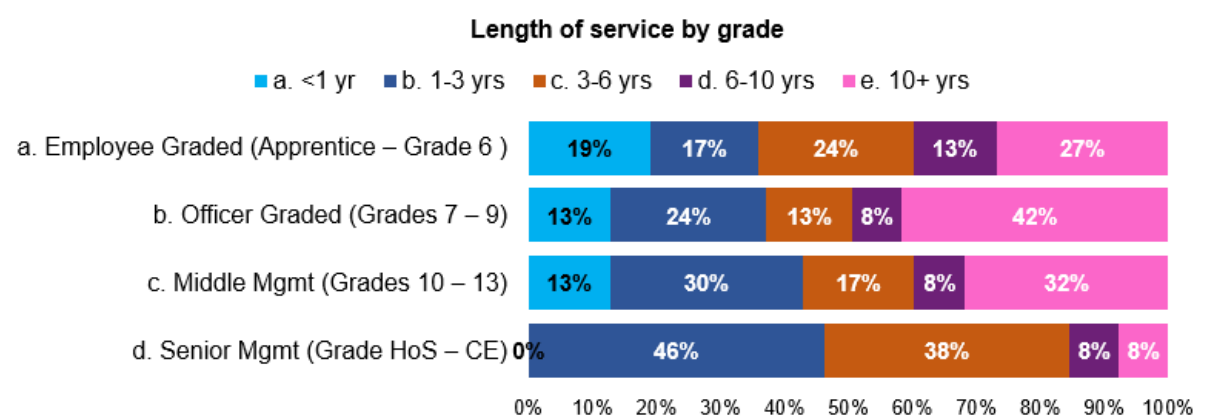
Figure 4 Workforce profile by length of service



2.12 The stability index (percentage of employees with 12 or more months service) is 84% up slightly from 79% in 2021/22.

2.13 Figure 5 shows the distribution of staff's length of service across various grade bands. The slight increase in the stability index can be explained by the decrease across all grades of staff with less than one year's service compared to 2021/22.

Figure 5 Length of service by grade



### Voluntary Turnover

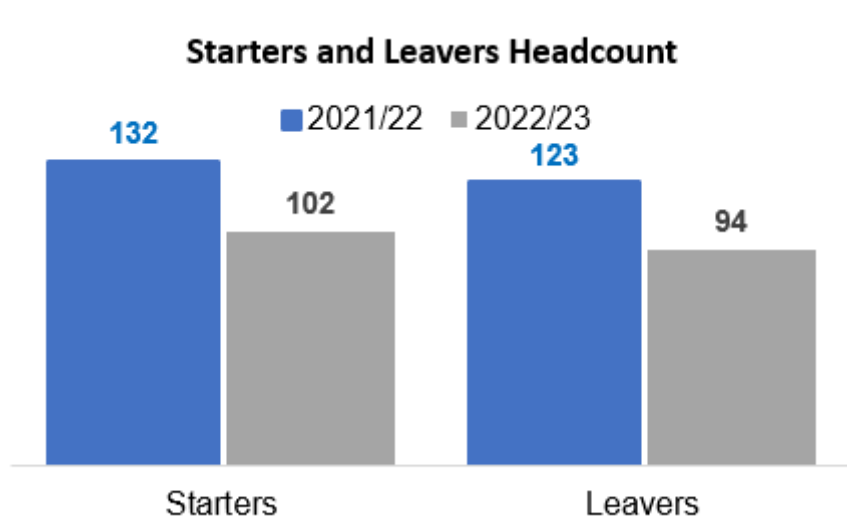
2.14 RBWM voluntary turnover includes those who choose to resign or retire and excludes leavers whose contracts have been ended by reason of redundancy, end of fixed-term contracts or other dismissals. Nationally, turnover is calculated by dividing the number of voluntary leavers by the average headcount (headcount at start and end of period/2).

2.15 In 2022/23 voluntary turnover was 12.47%, a decrease on 2021/22 (16.42%) by 3.95%. This is comparable to the Cendex Public Sector average (Year to December 2022) figure of 12.7%. Information was requested from the other Unitary authorities within Berkshire, with only Slough responding and reporting 18.5%.

## Starters and Leavers

- 2.16 2022/23 saw a total of 102 starters (132 starters 2021/22) and 94 leavers (123 leavers 2021/22) (Figure ). The average length of service for leavers is 6.6 years, up slightly from 6.1 years in 2021/22.

Figure 7 Starters and Leavers Headcount



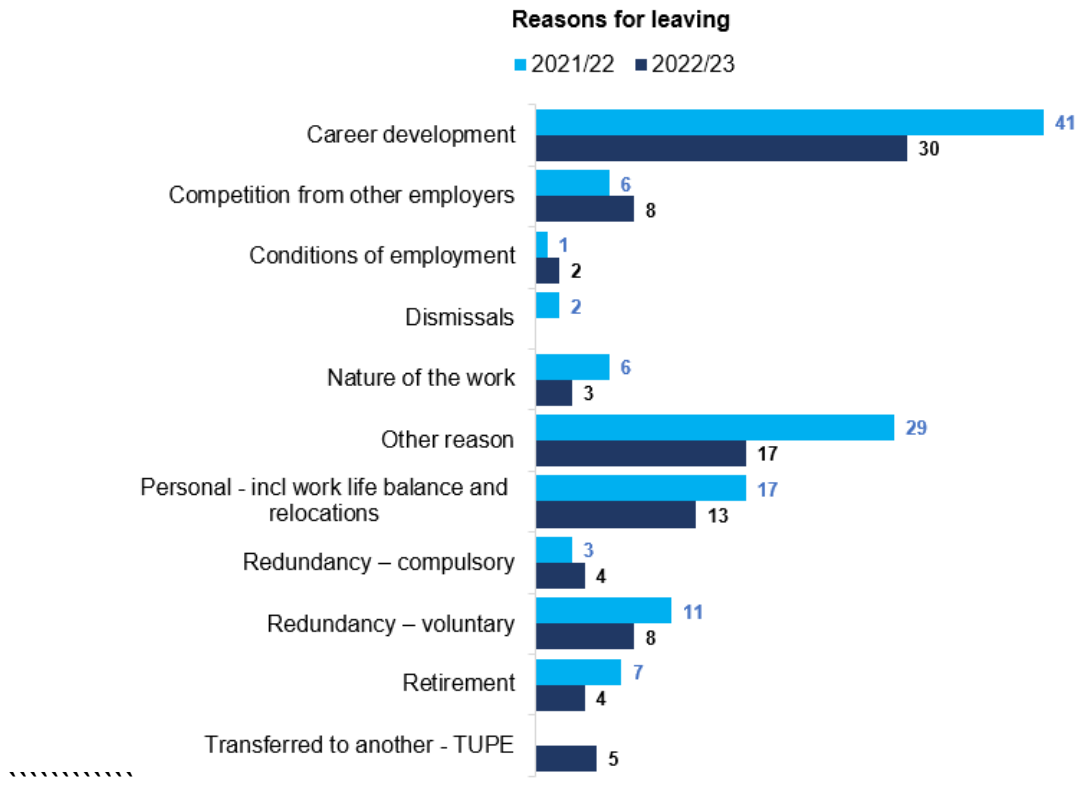
- 2.17 Table 1 compares starters and leavers by disability, ethnicity (Black, Asian or from a minority ethnic group) and female employees. The percentage for all three categories for 2021/22 figures is shown in brackets. Additional information can be found in sections 3.2, 3.3 and 3.4.

**Table 1: Comparison of starters and leavers profile: 2022-23**

	Starters	Leavers
Declare themselves disabled	2.9% (2.3%)	6.5% (6.5%)
Ethnicity (declare themselves Black, Asian or from a minority ethnic group)	26.5% (17.4%)	12.8% (14.6%)
Female	65.7% (54.5%)	59.6% (67.7%)

- 2.18 Figure compares reasons for leaving with previous year. The top two reasons for leaving in 2022/23 were: Career development (30), other reasons (17). We have recently updated the list of reasons to remove the option to select Other, which was selected by 17 leavers.

Figure 8 Reasons for leaving



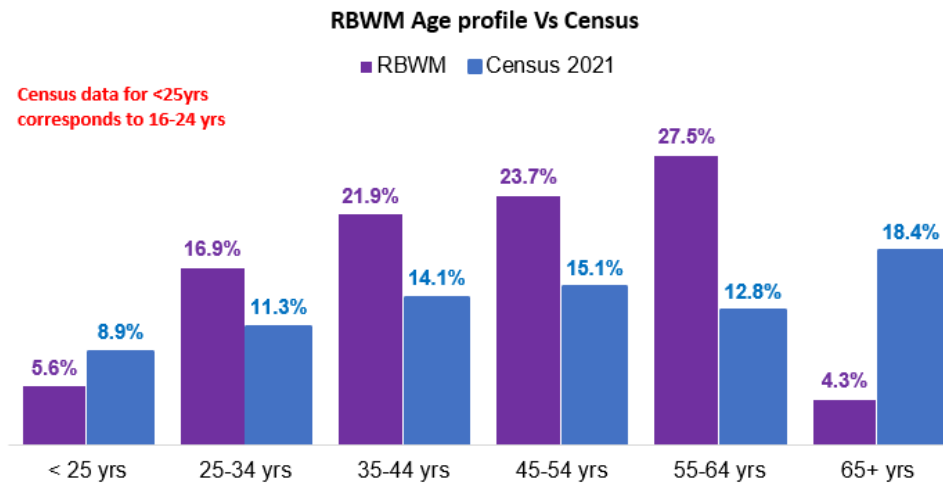
### 3 Equality and Diversity

#### Age

- 3.1 Census 2021 data for the Royal Borough of Windsor and Maidenhead shows an overall population increase of 6.2% since the last census in 2011. The population demographics show that the population of the borough is ageing with 18.4% of the population being 65+. This is lower than the Southeast figures of 19.4% and same as England figures of 18.4%.
- 3.2 Figure 9 sets out the age-profile of employees compared to the 2021 Census data. The council currently offers apprenticeships which whilst available to all ages are often more appealing to younger applicants. For workers nearer retirement age, flexible retirement options are available.



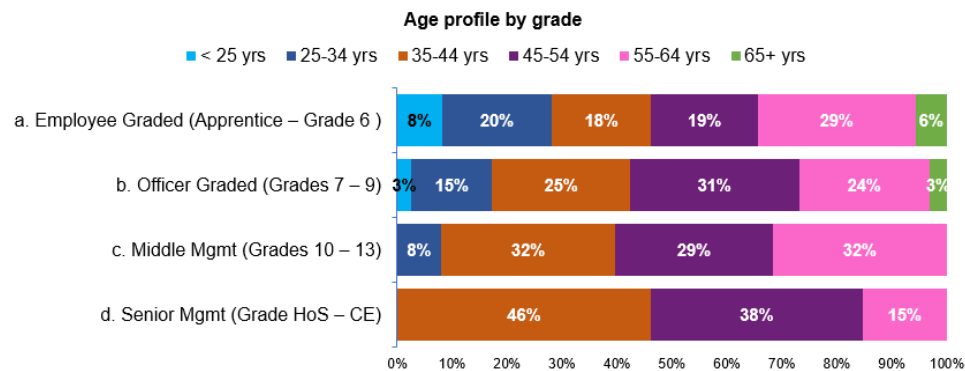
Figure 9 RBWM Age Profile Comparison with Census 2021



3.3 Figure 10 compares age profile by grade bandings.

Figure 10 Age profile by grade bandings

Shows the

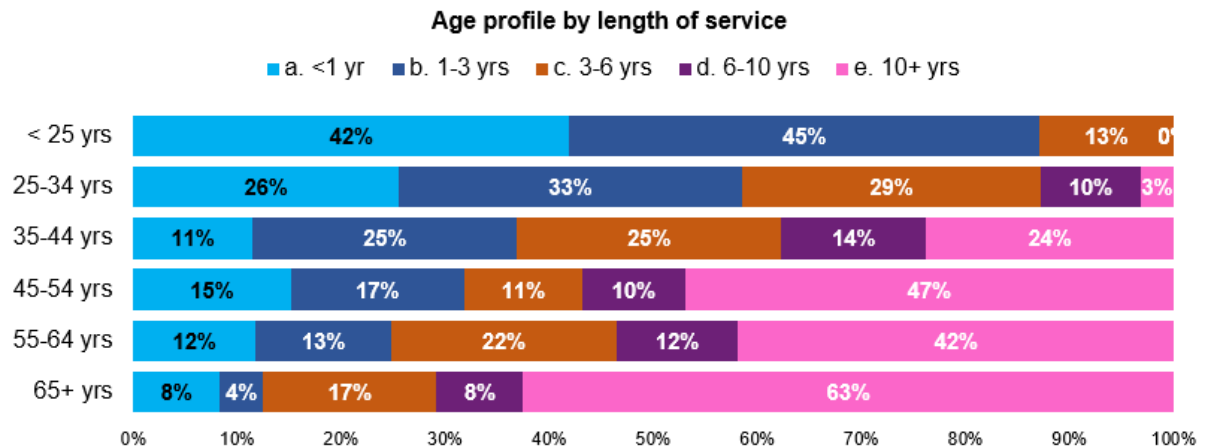


3.4 There is a good mix of staff in all age bands across all grades. With the senior grades we see a higher proportion of staff from the 35-44 age band.

3.5 Figure 2 compares age profile with length of service. Staff working in the council for 1-3 years shows a healthy mix of employees in all age groups.

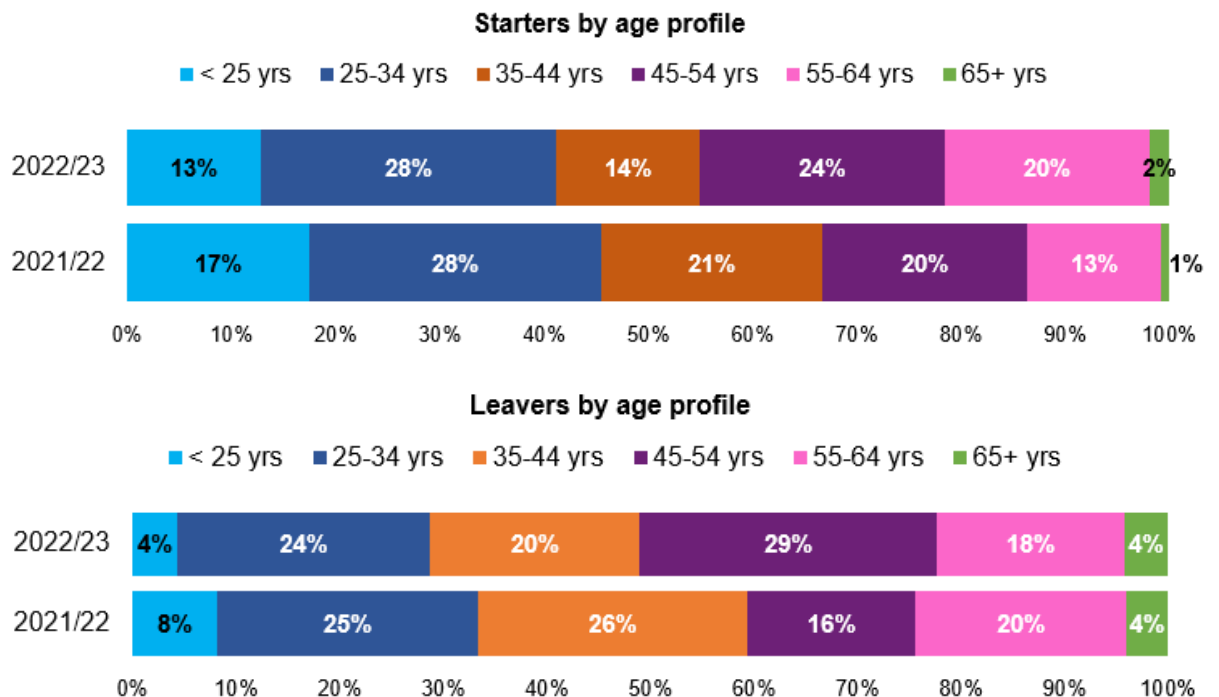
3.6 The increase in length of service in the council follows in line with the increase in the proportion of middle-aged staff. More than 50% of in the age-band of 45 to 64 years have more than 6 years' service with the council.

Figure 2 Age profile by length of service



3.7 Figure 12 compares starters and leavers by age and shows that in 2022/23 the council attracted more staff in the 45-64 age band than in the previous year. It was this age range that also saw an increase in leavers in 2022/23.

Figure 12 Age Profile by starters and leavers

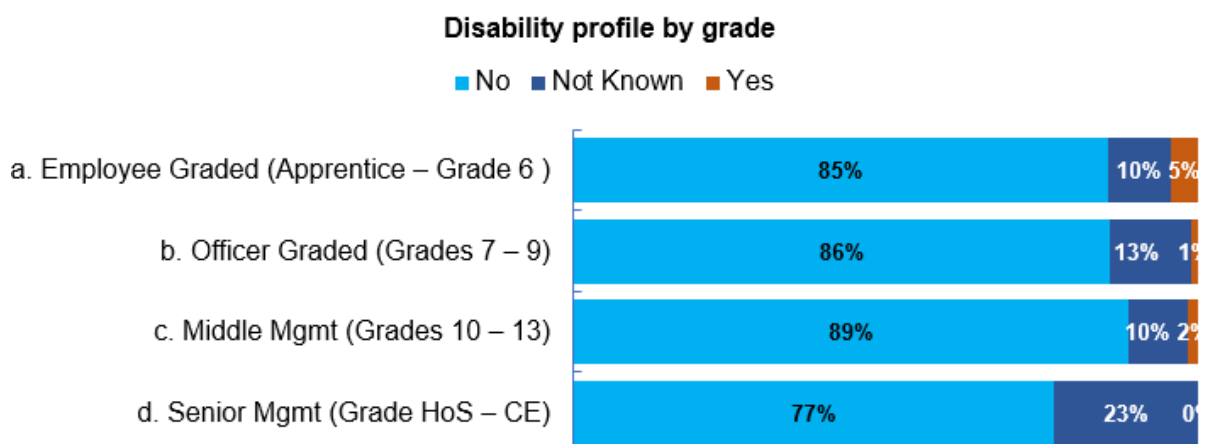


### Disability

3.8 As a 'Disability Confident' scheme employer, we guarantee to interview all applicants with a disability who meet the minimum essential criteria for the role. The percentage of employees who declared themselves to have a disability in 2022/23 is 3.2%, a slight decrease from 2021/22 (3.4%). Of the remaining 96.8%, 85.6% declared themselves as not disabled and 11.2% did not respond (Not known).

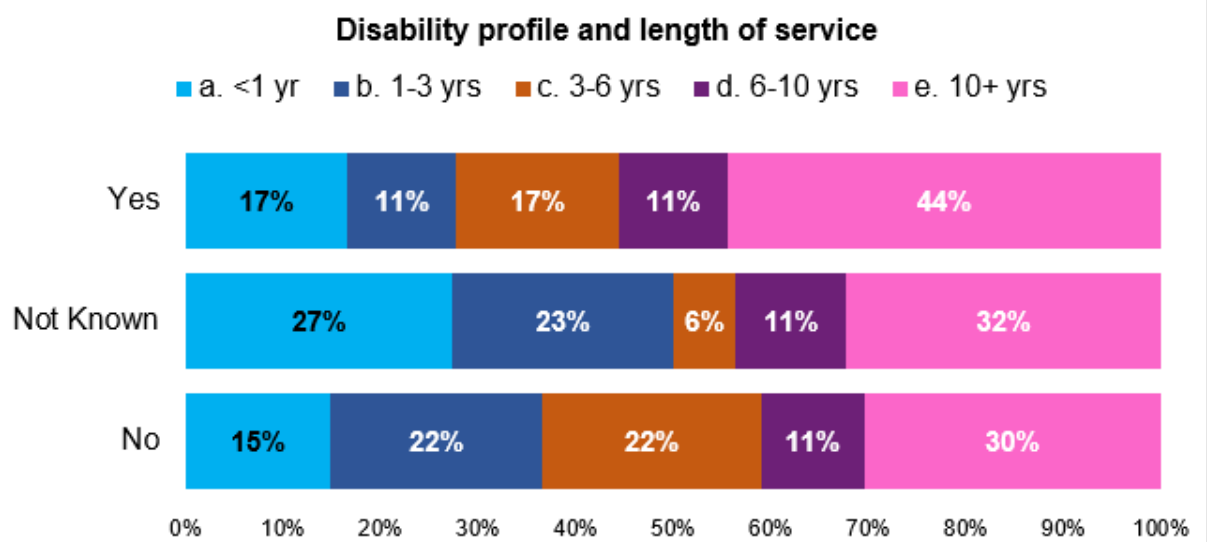
3.9 Figure 13 compares the disability profile of the workforce by grade, showing a slightly higher proportion of employees declaring themselves disabled (5%) at employee grades when compared to 2022/23 (4.6%)

Figure 13 Disability profile by grade



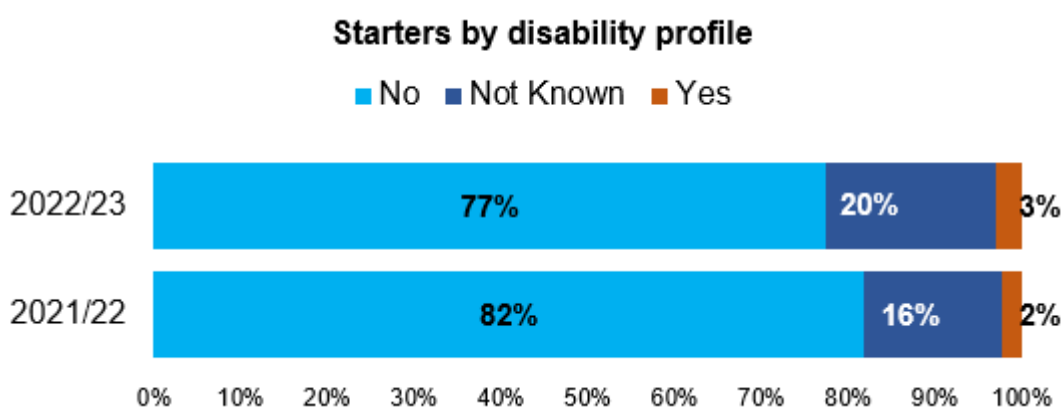
3.10 Figure 14 shows that 72% of those who declare themselves disabled have stayed in the council for more than 3 years an increase from 63% in 2021/22.

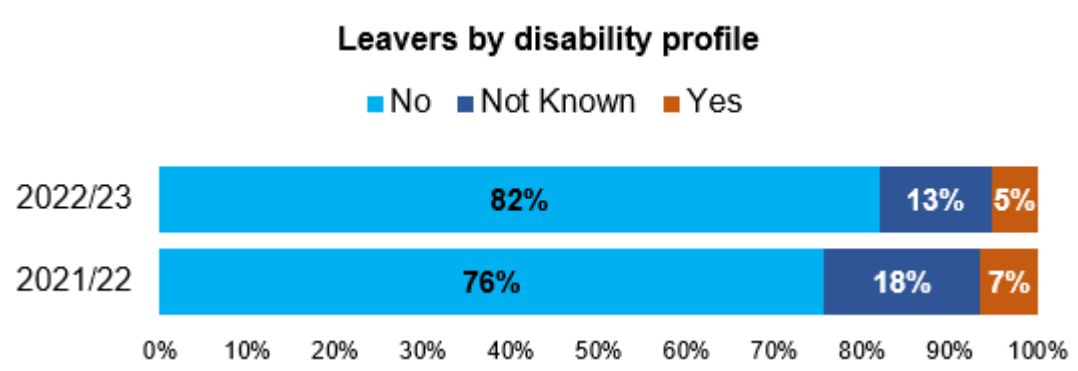
Figure 14 Disability profile by length of service



3.11 In 2022/23, 3% of starters and 5% of leavers declared themselves disabled (Figure 15). Compared to 2021/22 with 2% of starters and 7% of leavers.

Figure 15 Disability profile by starters and leavers

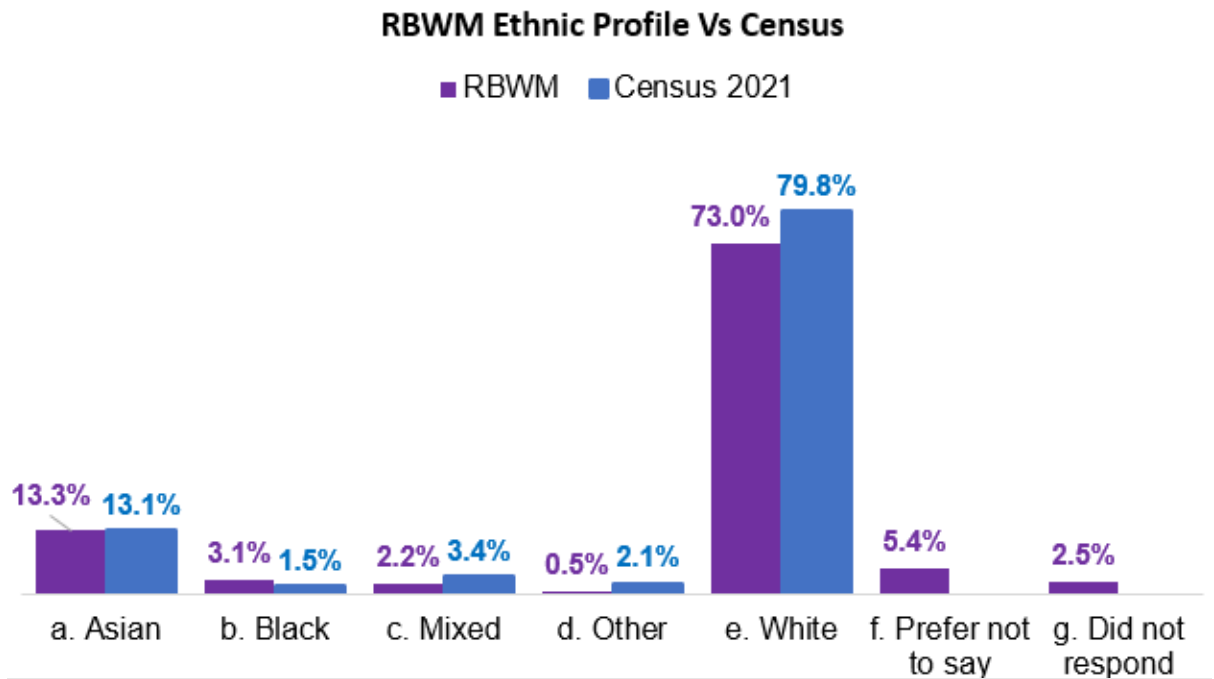




### Ethnicity (Race)

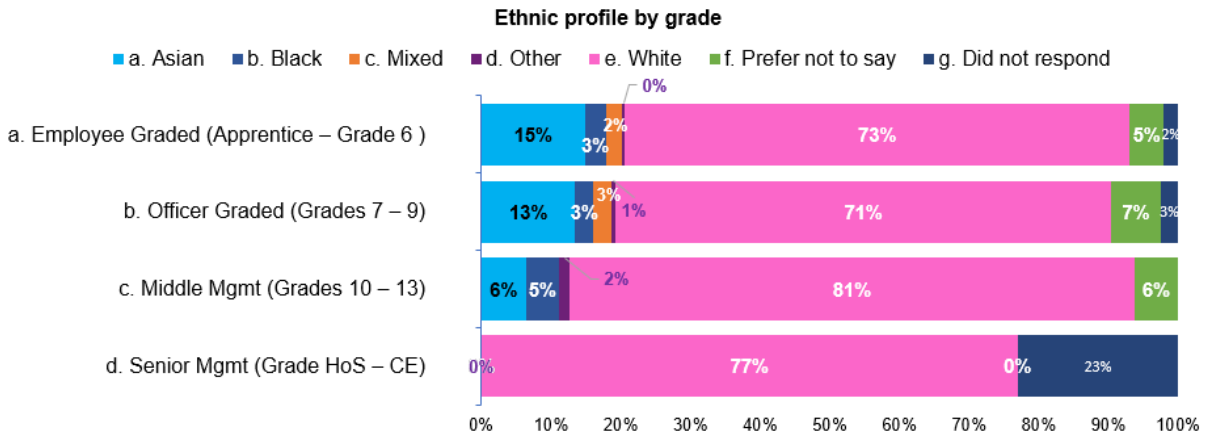
3.12 The percentage of employees who declare themselves as being Black, Asian or from a minority ethnic group is 19.1% in 2022/23 an increase from 16.8 % in 2021/22). The percentage of employees who prefer not to provide this information has decreased 9.8 to 5.4. Figure 16 shows that the workforce's profile broadly tracks in line with the local profile generated by the 2021 Census.

Figure 16 RBWM Ethnicity Profile Comparison with Census 2021



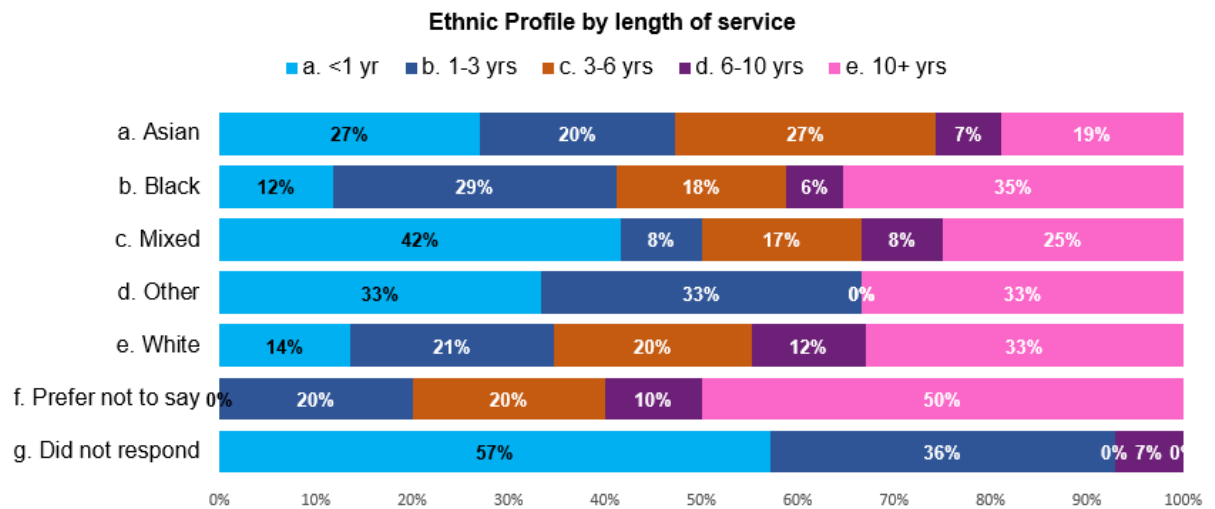
3.13 Figure 17 compares the ethnic profile by grade bands. There is no Black, Asian or ethnic minority representation at the senior management level.

Figure 17 Ethnicity Profile by Grade



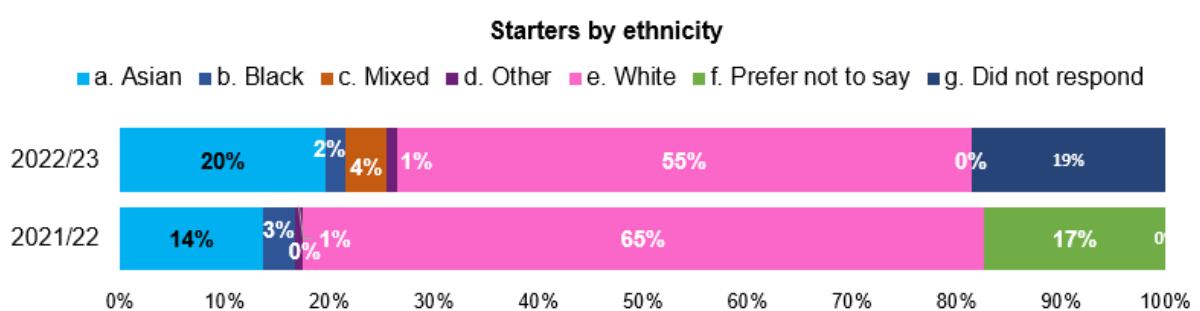
3.14 Figure 18 shows distribution of Black, Asian and ethnic minority staff by length of service showing that more than 50% of our BAME staff have been with the council for more than 3 years.

Figure 18 Ethnicity Profile by length of service

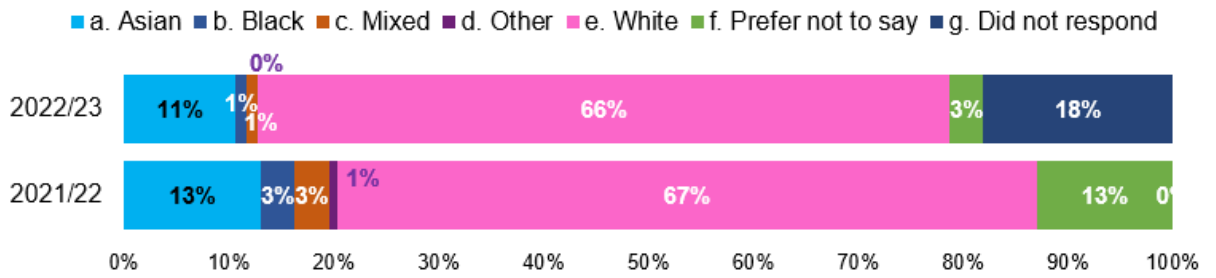


3.15 In 2022/23 the number of starters who declare themselves Black, Asian or from a minority ethnic group was 26%, and increase on 17% in 2021/22 as shown in Figure 19. Of leavers 13% were Black, Asian or from a minority ethnic group down from 20% in 2021/22.

Figure 19 Ethnic Profile by starters and leavers



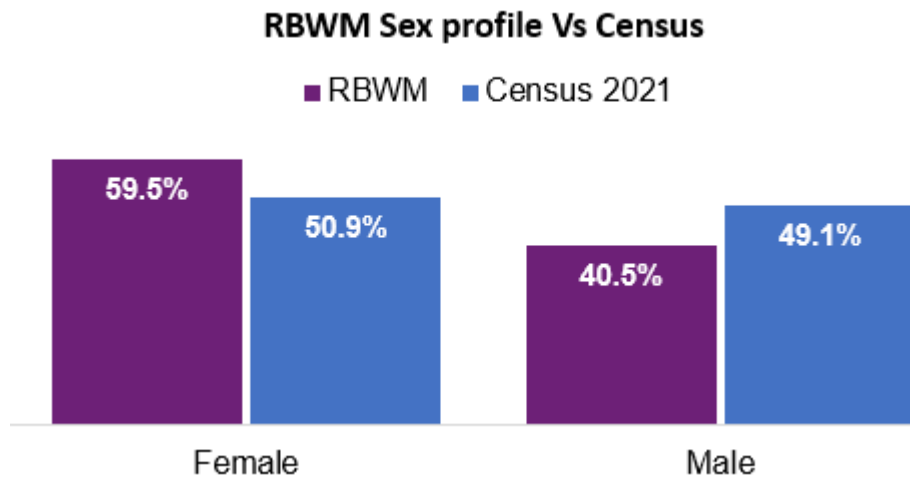
### Leavers by ethnicity



### Sex (Gender)

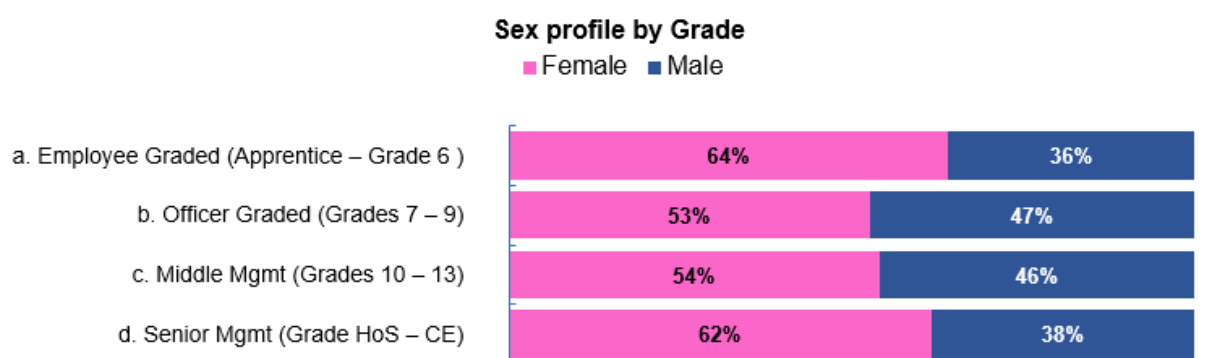
3.16 For context, the 2021 Census indicates that 50.9% of the local population is female and 49.1% is male. Women make up the majority of the council's workforce (59.5%). This is slightly up from 58.6% in 2021/22.

Figure 20 Proportion of male and female employees in RBWM: Comparison with Census 2021



3.17 Figure 21 sets out the proportion of males and females for each grade-band. Encouragingly, the proportion of female employees in senior management grade has increased from 57.1% to 62%.

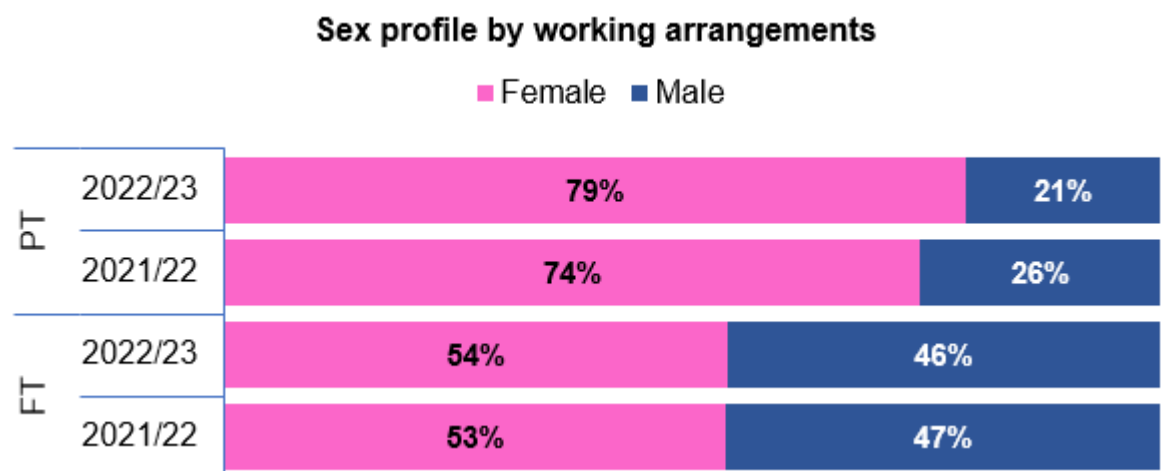
Figure 21 Proportion of male and female employees by grade



3.18 Labour Market Survey for Windsor and Maidenhead (Nomis, Workplace based Labour Market Survey figures based on interviews conducted on employees aged 16-64 over a 12-month period ending December 22) indicates the proportion of females in full time employment is 46% and the proportion of females in part-time employment is 72%. In comparison to the Labour Market

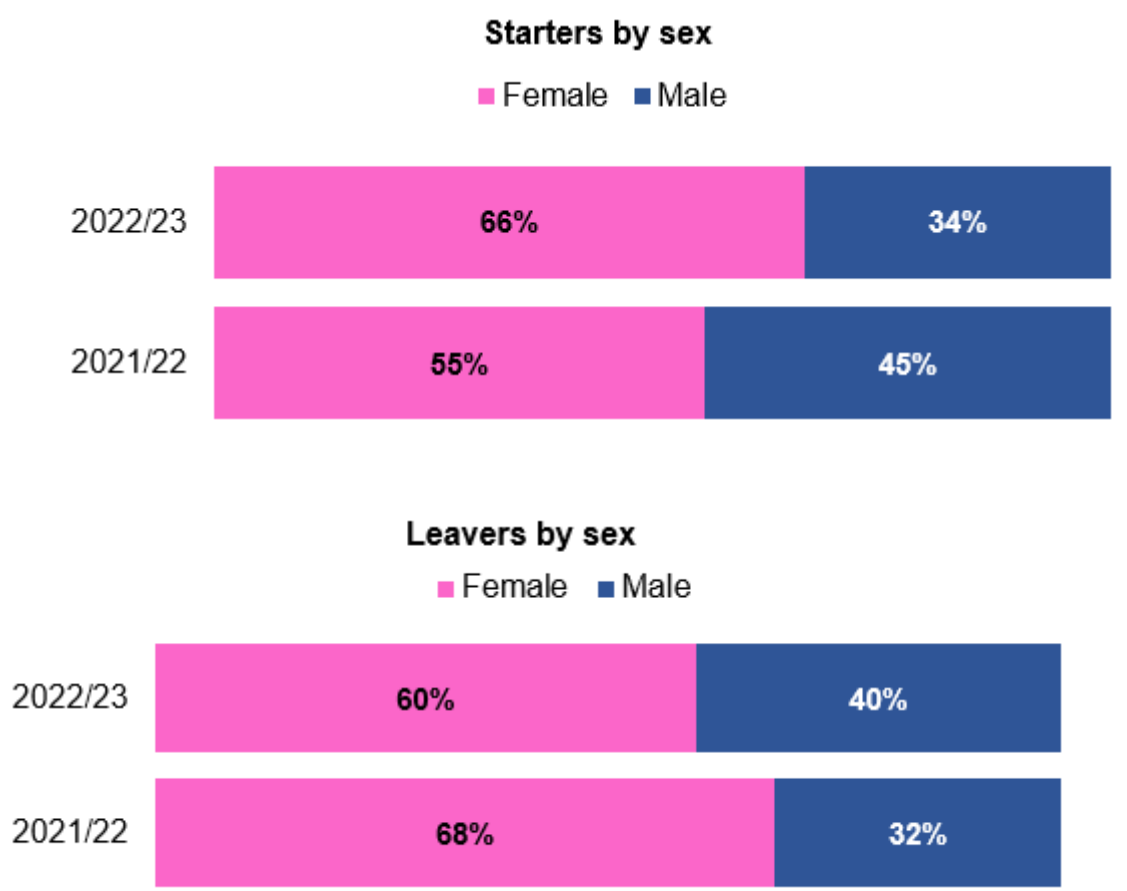
Survey, the council has a higher proportion of females in full time (54%) and part time (79%) employment (shown in Figure 22).

Figure 22 Proportion of male and female employees in full time and part time employment



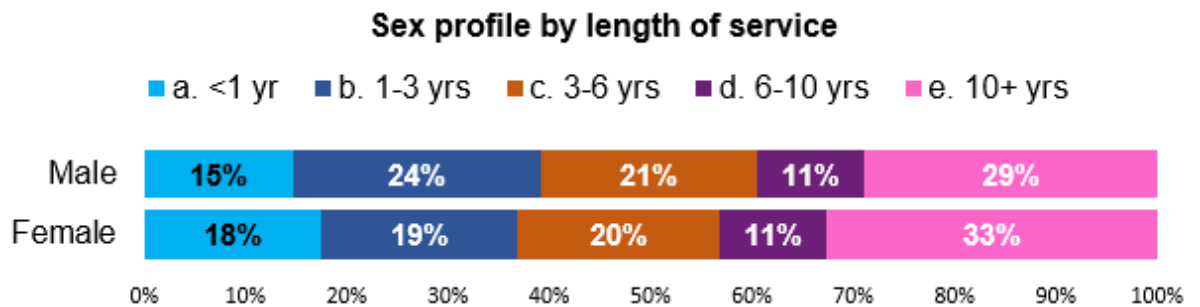
3.19 In 2022/23 66% of starters were female, an increase on 2021/22 figure (55%), and 60% of leavers were female, lower than the 68% in 2021/22.

Figure 3 Proportion of male and female in starters and leavers



3.19 Figure 24 shows the proportion of female employees by length of service. Nearly two-thirds of the female staff (64%) have more than 3 years' service.

Figure 24 Proportion of female employees by length of service



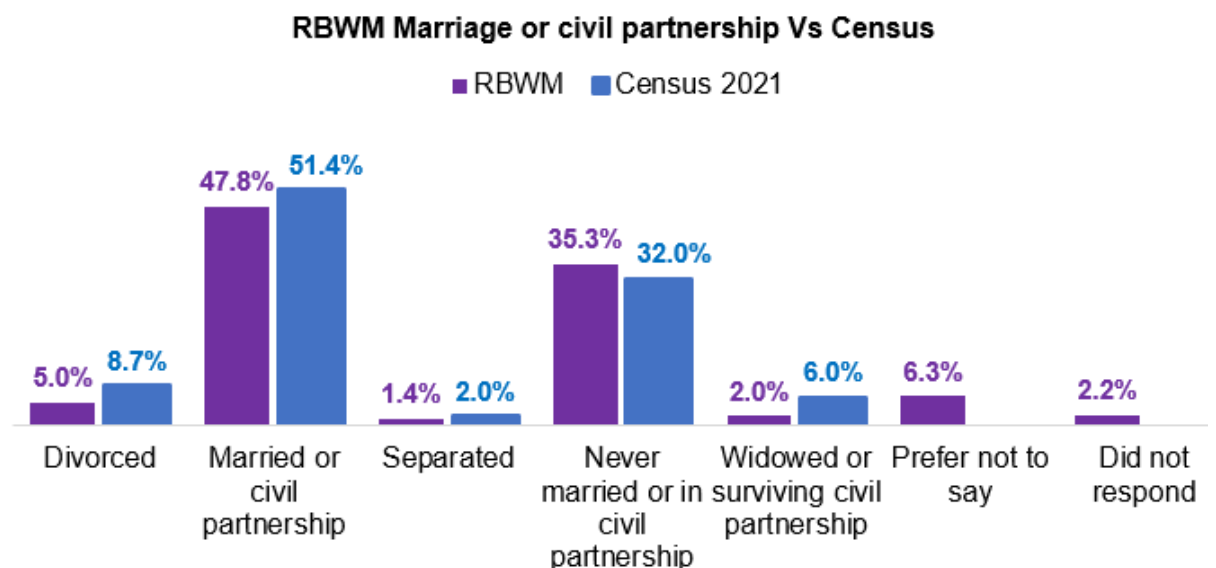
### Gender Reassignment

3.20 The majority of the workforce (61.0%) has self-reported that they do not have plans to go through any part of a process to change their birth sex. The remaining 39.0% encompasses employees who indicated that they did have plans to do so (0.7%), those who preferred not to say (9.7%) or those who chose not to respond (28.6%).

### Marriage and Civil Partnership

3.21 Slightly less than half of the workforce (47.8%) reported that they are married or in civil partnership and 35.3% reported themselves as single (never married or never registered a same-sex civil partnership). Figure 25 compares the council's workforce with the 2021 Census.

Figure 25 Marital Status: RBWM Profile in comparison to Census 2021

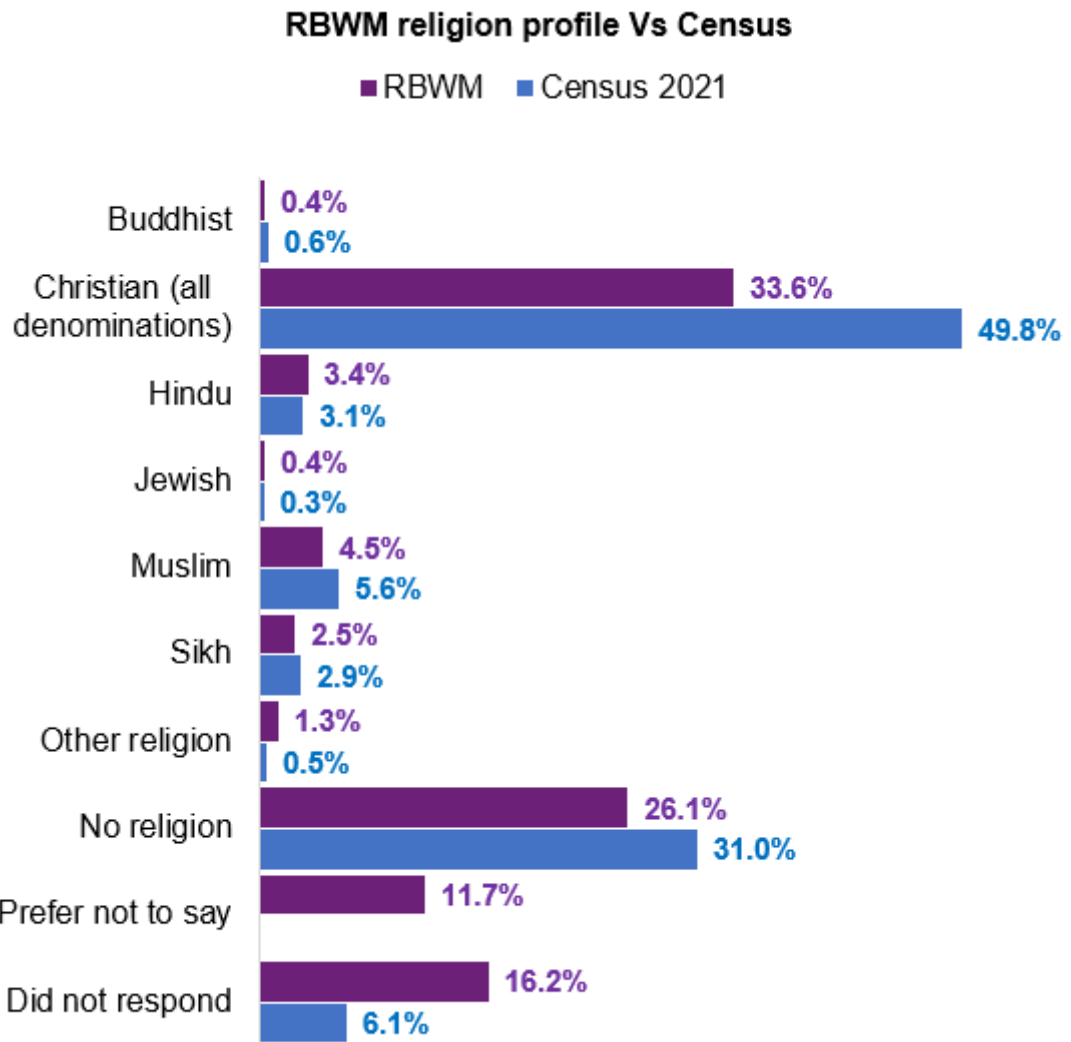


### Religion or Belief

3.22 Figure 26 sets out the workforce profile of employees' self-reported religious, faith and belief affiliations compared with the local profile generated by the 2021 Census. Whilst the council's workforce profile tracks very broadly against the local profile, there is a significantly lower proportion of the workforce declaring themselves as Christian (all denominations) (33.6%) compared to the local profile (49.8%).



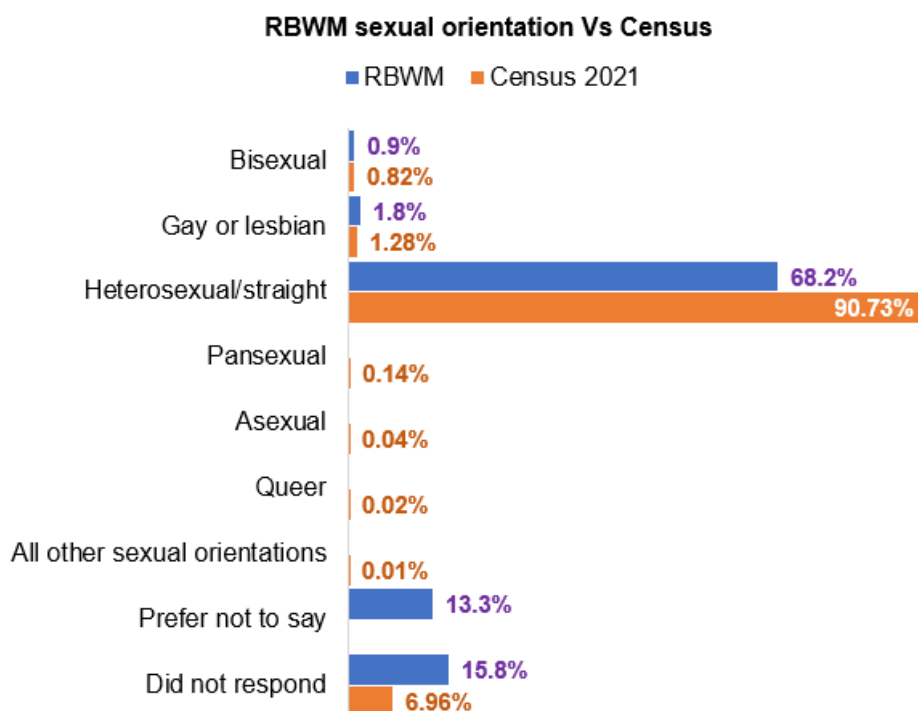
Figure 26 RBWM Religion Comparison to Census



### Sexual orientation

3.23 The majority of employees (68.2%) reported themselves as heterosexual/straight, 1.8% of employees reported themselves as lesbian (0.72%) or gay (1.08%) and 0.9% reported themselves as bisexual. The remaining 29.1% encompasses employees who preferred not to say (13.3%) and who did not respond (15.8%). Figure 27 compares the workforce profile in relation to sexual orientation with Census 2021 figure.

Figure 27 RBWM sexual orientation comparison to Census



## 4 Commitments to Improve

4.1 A key foundation of the council's future people strategy is the agreement of its organisational values. The council's organisational values were launched in mid-2020 and the behaviours underpinning each value have reviewed and will be relaunched in the autumn of 2023. The values are:

- Invest in strong foundations
- Empowered to improve
- One team and vision
- Respect and openness

4.2 The People Activity Plan incorporates all initiatives that are developed to deliver against our People Strategy. This is a dynamic tracker and includes the outcomes and/or outputs of initiatives, such as those to implement the reviewed behaviours associated with the values, implementing the actions identifies as arising from the staff survey, developing a leadership development programme and continuing with the development of our wellbeing initiatives.

4.3 RBWM believes that valuing diversity means recognising the strengths, talents and needs of every individual, nurturing potential and maximising opportunities for all to contribute. "Embrace diversity in all ways" is acknowledged as a key behaviour of the organisation's commitment to "Respect and openness". The RBWM Equality Policy contains more information on the equality responsibilities that the council has to prospective and current employees.

4.4 Our employee led Equality, Diversity and Inclusion Network is committed to supporting the council and its staff by championing equality and valuing and

promoting diversity. It aims to encourage an organisational culture that is respectful and inclusive and nurtures the talents of all who work here.

- 4.5 An employee Ambassador Group acts as a sounding board for workforce initiatives and policies, and provides valuable insight and feedback on the opinions of staff across and at all levels within the organisation.
- 4.6 As a Gold Award Armed Forces Covenant holder, the council provides support to military families, see the [Armed Forces Covenant](#) information on the council's website. We will look at ways to increase representation within the workforce of Reservists and will survey employees to establish military connections. The council conducted a full Staff Survey in November 2022 in which 3% of the respondents said that they are currently or have been a member of armed forces, including being a reservist. For context, based on Census 2021 figures, in Windsor and Maidenhead where 1 or more members of the household have previously served in the UK accounts for 6.4%.
- 4.7 The Staff Climate Action Group consists of interested volunteers from across all areas of the council who identify and promote internal action that individuals and teams can implement to contribute to improving the council's sustainability.
- 4.8 In addition, employees are encouraged and supported in the development and creation of their own specific specialist interest groups.
- 4.9 We hope that our continuing focus on wellbeing will help us recruit and retain the flexible workforce we need to deliver the objectives that will be set out in the refreshed Corporate Plan that will be launched later in 2023/24.

## Appendix A

### RBWM salary scales – March 2023 RBWM LOCAL PAY Grade 1 – 5

GRADE/ POINT	TOTAL SALARY	GATEWAY RANGE
	£	£
<b>GRADE 1</b>		
16	£20,466	
<b>GRADE 2</b>		
20	£20,466	
21	£20,915	
22	£21,124	£21,125 - £23,853
<b>GRADE 3</b>		
23	£20,802	
24	£21,569	
25	£22,346	
26	£23,150	
27	£23,617	
28	£23,853	£23,854 - £26,517
<b>GRADE 4</b>		
29	£23,466	
30	£24,156	
31	£24,943	
32	£25,735	
33	£26,254	
34	£26,517	£26,518 - £30,261
<b>GRADE 5</b>		
35	£26,575	
36	£27,457	
37	£28,354	
38	£28,636	
39	£29,449	
40	£30,261	£30,262 - £34,679

**RBWM LOCAL PAY Grade 6 - 13**

<b>Salary range (spot salary)</b>			
<b>GRADE</b>	<b>MIN</b>	<b>MAX</b>	<b>Gateway Range</b>
	£	£	£
<b>6</b>	£31,070	£34,679	£34,680 - £39,224
<b>7</b>	£35,372	£39,224	£39,225 - £45,665
<b>8</b>	£41,809	£45,665	£45,666 - £50,071
<b>9</b>	£45,812	£50,071	£50,072 - £54,940
<b>10</b>	£50,237	£54,940	£54,941 - £61,713
<b>11</b>	£56,519	£61,713	£61,714 - £69,226
<b>12</b>	£63,232	£69,226	£69,227 - £82,461
<b>13</b>	£70,870	£82,461	£82,462 - £89,889

**SENIOR LEADERSHIP TEAM PAY BANDS**

<b>GRADE</b>	<b>MIN</b>	<b>MAX</b>
	£	£
<b>Assistant Director</b>	£72,400	£101,125
<b>Director/Deputy Director</b>	£93,811	£111,248
<b>Executive Director</b>	£105,896	£146,069
<b>Chief Executive</b>	£150,800	£192,400