

# Royal Borough of Windsor and Maidenhead Workforce Profile

2023-24

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## 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 2024.
- 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**

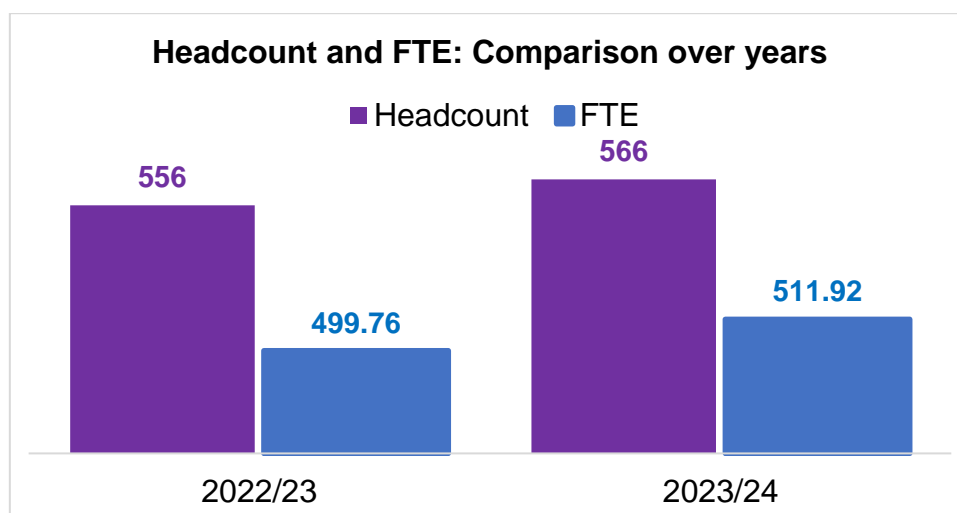
- 1.5 As a major local and influential employer, it is important to work towards a situation where the council's workforce as a minimum broadly reflects the makeup of the local community it serves, but as an aspiration, exceeds expectations and is fully inclusive at all levels of the organisation.
-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

## Establishment Overview

### Headcount and FTE

- 2.1 At the 31 March 2024 the RBWM establishment was 566 headcounts, an increase from 556 (+10) in 2022/23. The FTE is 511.92, an increase from 499.76 (+12.16) in 2022/23. Figure 1 sets out this annual comparison.
- 2.2 At the time of preparation of this report, the total headcount of the council is 568, with 8 employees holding more than one role.

Figure 1 RBWM: Annual comparison of Headcount and FTE

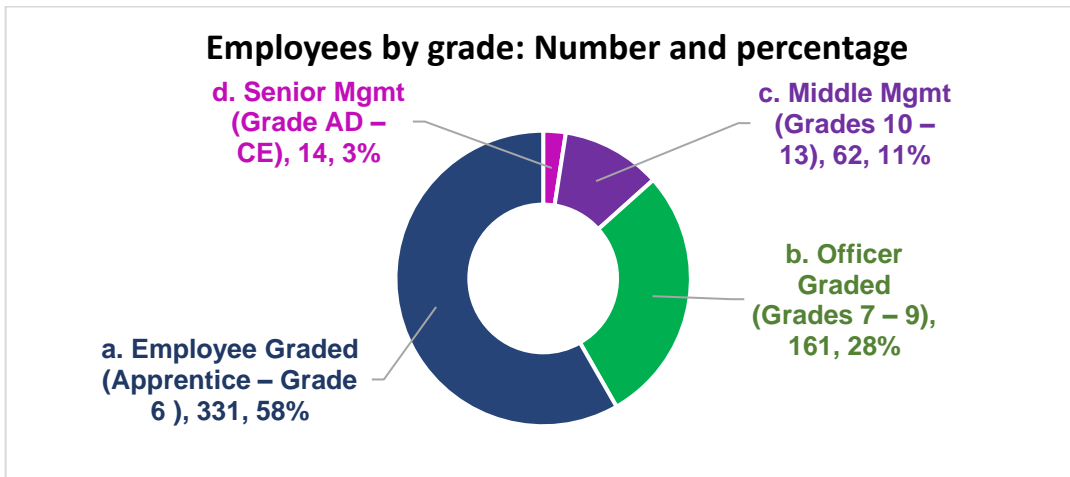


### Grade Bandings

- 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 568 there are 8 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 568.

Figure 2 sets out the proportion of the workforce by grade-band. The RBWM salary bandings as of March 2024 are detailed in Appendix A.

Figure 2 Workforce by grade

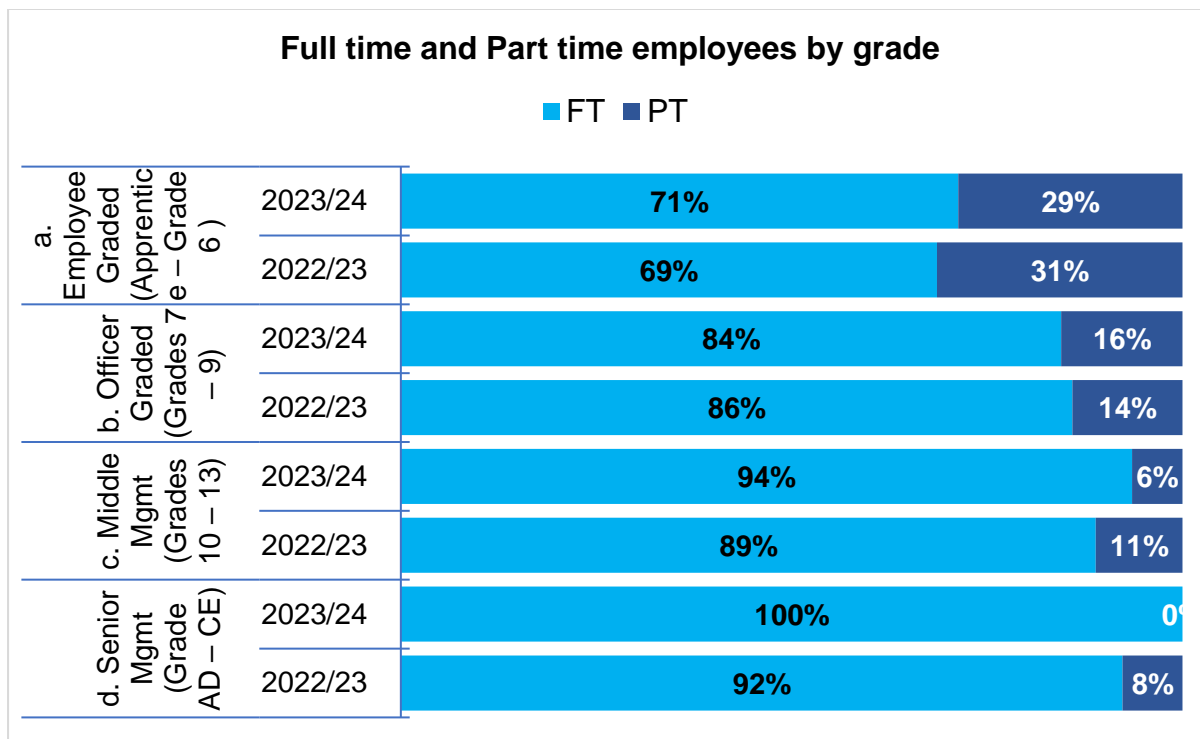


### Part time Employees

- 2.4 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 Working Well Charter and additional paid leave for employees who are Foster Carers also supports employees with caring responsibilities.
- 2.5 Across all grade-bands 78% are full-time employees and 22% are part-time employees. This is broadly in line with the Labour Market Survey for Windsor and Maidenhead which indicates that 76% of local employees (aged 16-64) are full-time and 24% are part-time. (Nomis, Workplace based Labour Market Survey based on interviews conducted over a 12-month period ending December 23).
- 2.6 Figure 3 shows the breakdown of part-time employees by grade-band comparing them with the previous year. As per the previous year 2022/23 this year the Employee grade-band (Apprentice-Grade 6) encompasses the highest proportion of part-time employees (29%) compared to other grade-bands.
- 2.7 In comparison to 2022/23 there has been a slight decrease in part-time working in the employee grade and a slight increase in part-time working in the officer grade. Part-time working in the middle management grade part-time working has decreased by 5%, from 11% to 6%. There is no part-time working in the senior management grade this year, compared to 8% in the previous year (Figure 3). It is possible that the flexibility provided by continued hybrid working enables individuals who previously required part-time schedules to transition to full-time roles.
- 2.8 As part of the actions identified in the [Gender Pay Gap](#) document, the council continues to promote flexible working arrangements for all employees. Following an analysis of a survey of senior managers (middle and senior management grades) regarding the facilitation of more flexible working, the Working Well Charter was launched in mid-2023. This initiative outlines various practices and advice aimed at enhancing the quality of work life for

our entire workforce. Additionally, effective from 1 April 2024, the annual leave entitlement has been increased to 32 days for full time employees (pro rata for part time employees), further improving the work-life balance.

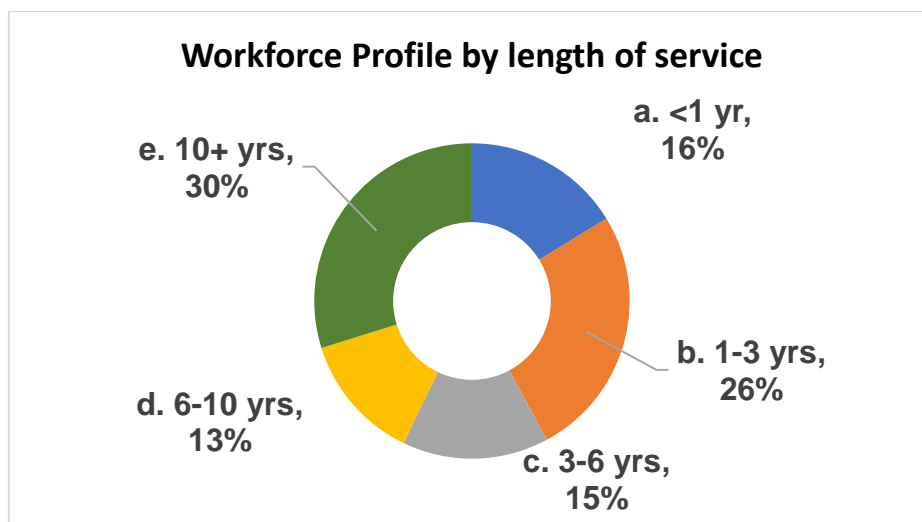
Figure 3 Part-time employees: Percentage by grade: Comparison with previous year



**Length of service**

2.9 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 44 shows that the highest proportion of employees (30%) have been in the council for more than 10 years. 58% of the council staff have been working for more than 3 years.

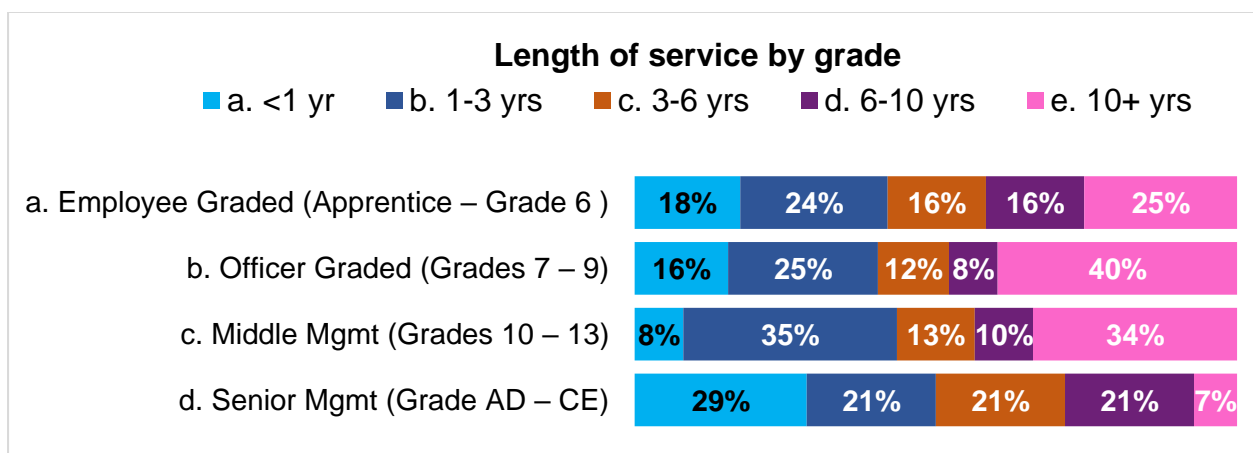
Figure 4 Workforce profile by length of service



2.10 For 2023/24, the stability index (percentage of employees with 12 or more months service) is 84% same as last year 2022/23.

2.11 Figure 5 shows the distribution of staff’s length of service across various grade bands. In all grades, nearly half or more of the employees have been with the company for over six years.

Figure 5 Length of service by grade



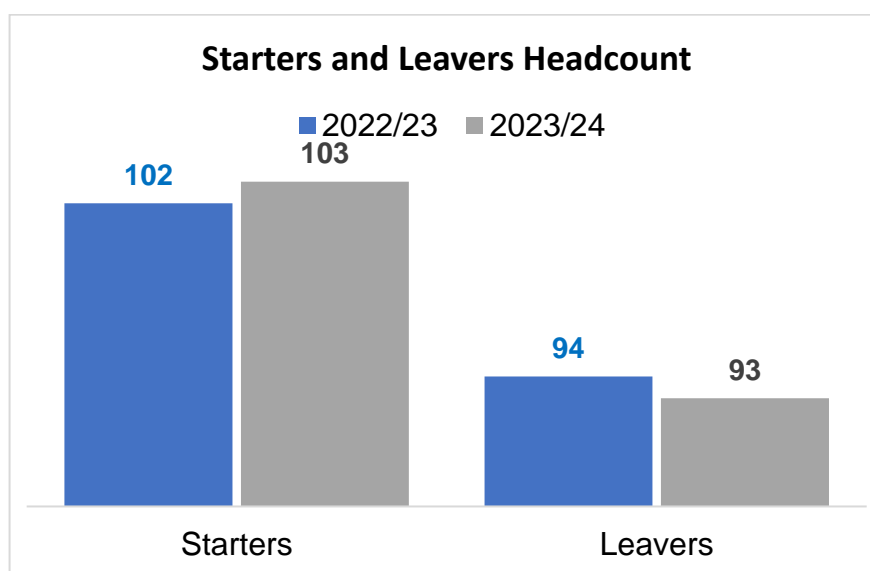
### Voluntary Turnover

- 2.12 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).
- 2.13 In 2023/24 voluntary turnover was 14.29%, an increase of 1.82% from 12.47% in 2022/23. This rate is higher than the Brightmine Public Sector median of 11% (Year to December 2023).

### Starters and Leavers

- 2.14 2023/24 saw a total of 103 starters (102 starters 2022/23) and 93 leavers (94 leavers 2022/23) (Figure 6).

Figure 6 Starters and Leavers Headcount



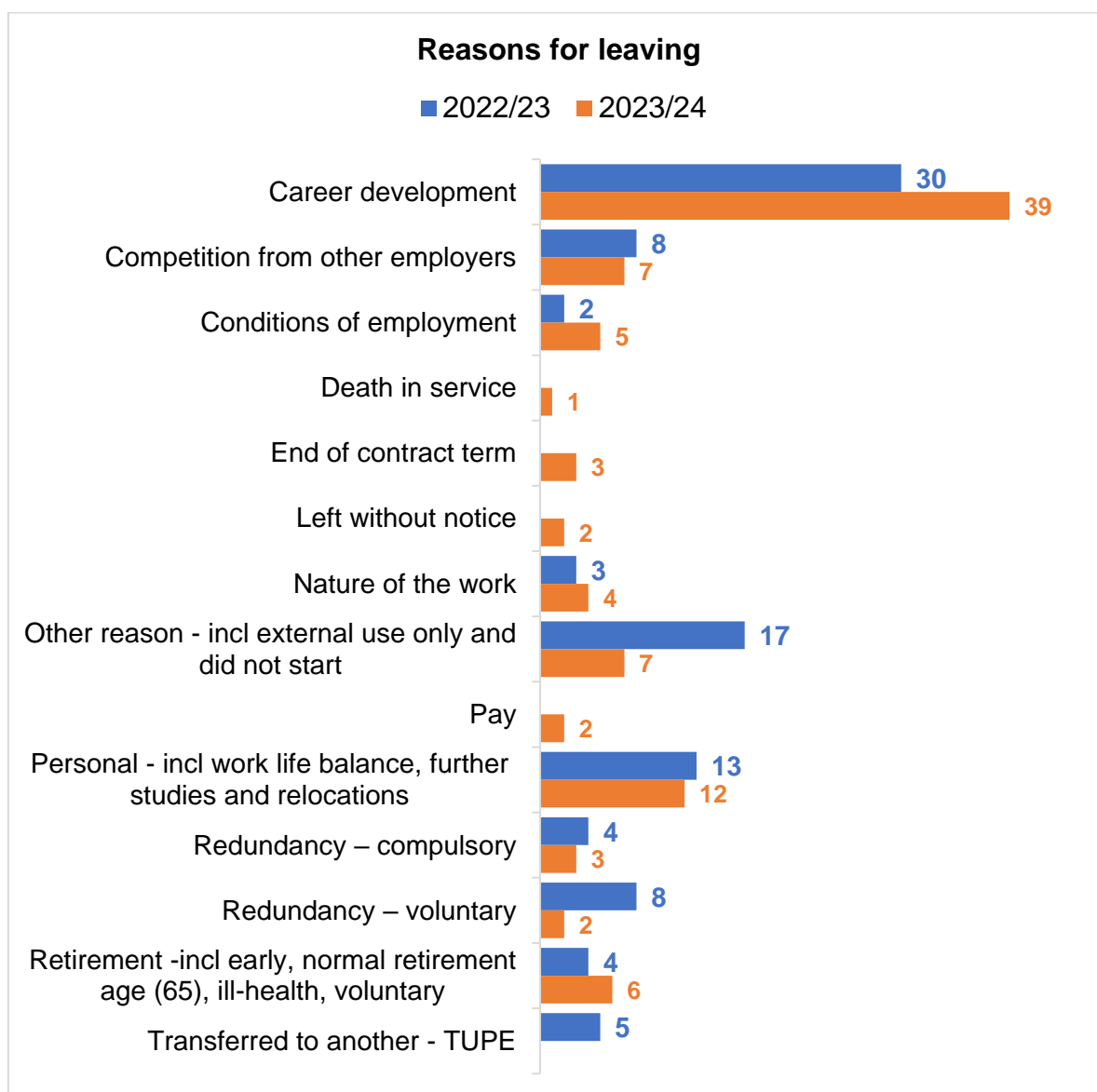
2.15 Table 1 compares starters and leavers by disability, ethnicity (Black, Asian or from a minority ethnic group) and female employees.

**Table 1: Comparison of starters and leavers profile**

	Starters 2022/23	Starters 2023/24	Leavers 2022/23	Leavers 2023/24
Declare themselves disabled	2.9%	3.9%	6.5%	0%
Ethnicity (declare themselves Black, Asian or from a minority ethnic group)	26.5%	21.4%	12.8%	21.5%
Female	65.7%	62.1%	59.6%	51.6%

2.16 Figure 7 compares reasons for leaving with previous year. The top two reasons for leaving in 2023/24 were: Career development (39), personal reasons (12).

Figure 7 Reasons for leaving





## Employee Relations

2.17 In 2023/24, there were 33 employee relations cases addressing issues such as absence management, probation, capability and performance, grievances, and disciplinary matters. These cases were either informally resolved or were subject to formal processes. Notably, no disciplinary sanctions were issued. Two formal grievances were raised, though neither was upheld.

Regarding long-term sickness management, there were 16 cases, with 56% involving female employees and 69% involving white employees, which aligns closely with the overall employee demographic.

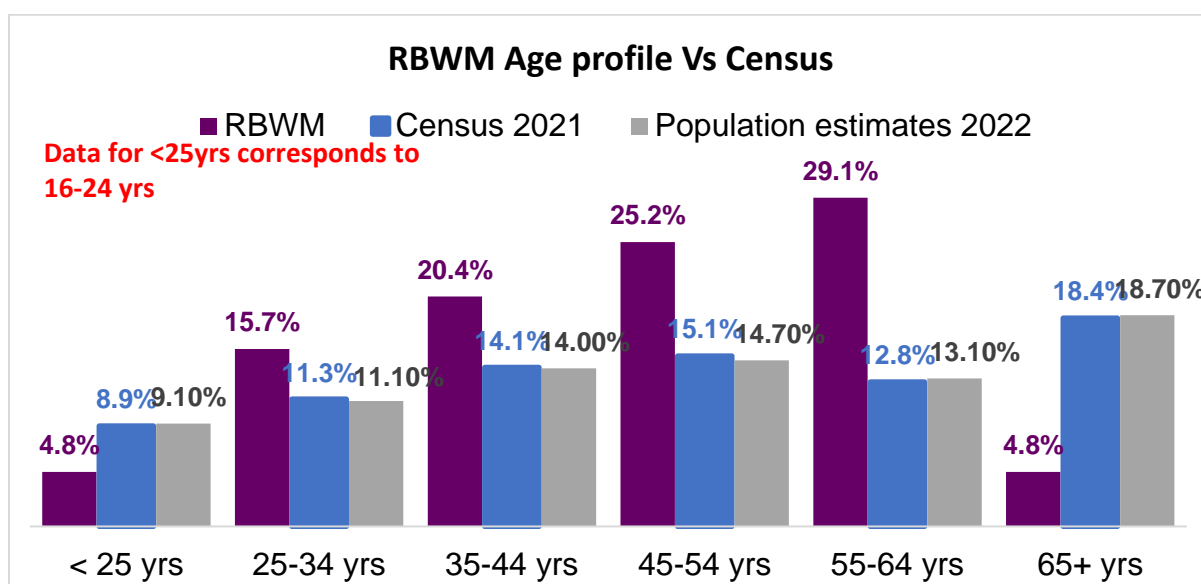
## Equality and Diversity

### 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%.

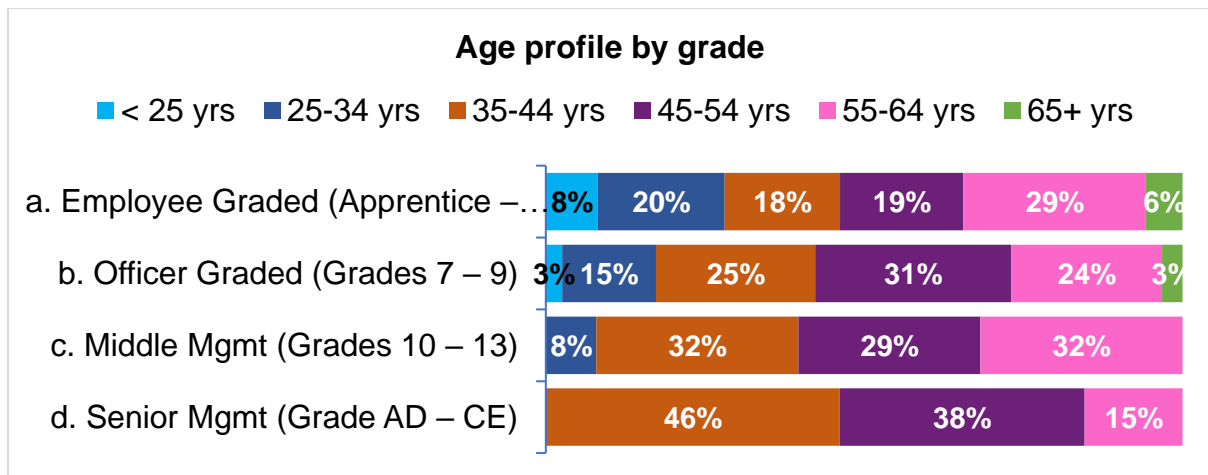
3.2 Figure 8 sets out the age-profile of employees compared to the 2021 Census data. The council currently offers apprenticeships which whilst available to all ages are often more appealing to younger applicants. For workers nearer retirement age, flexible retirement options are available.

Figure 8 RBWM Age Profile Comparison with Census 2021 and population estimates



3.3 Figure 9 compares age profile by grade bandings.

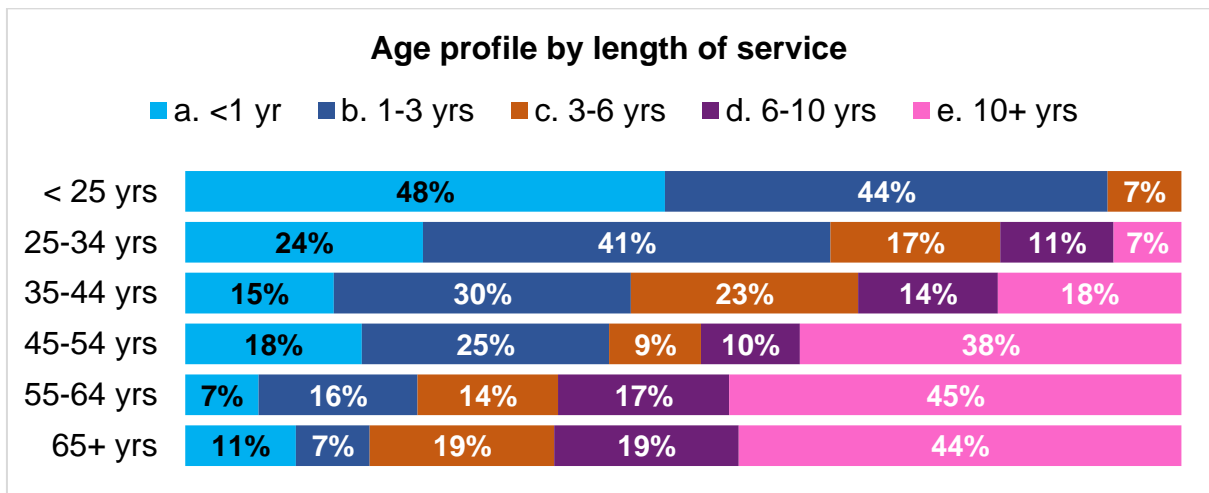
Figure 9 Age profile by grade bandings



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.

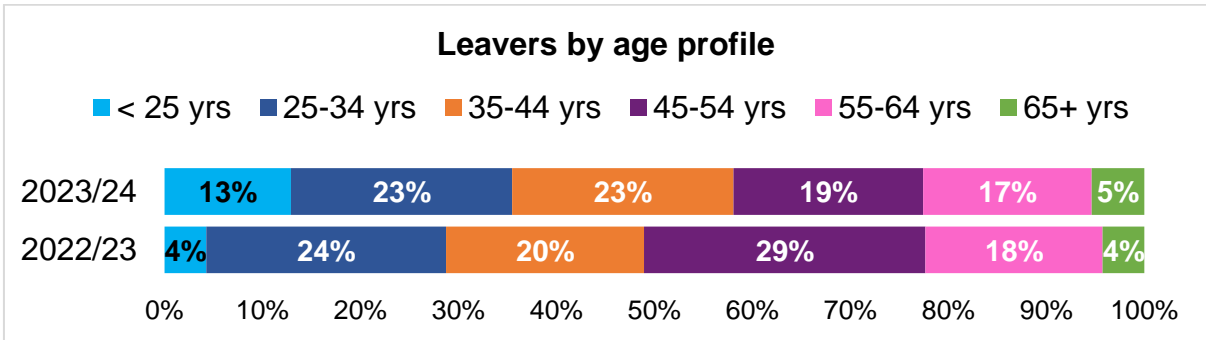
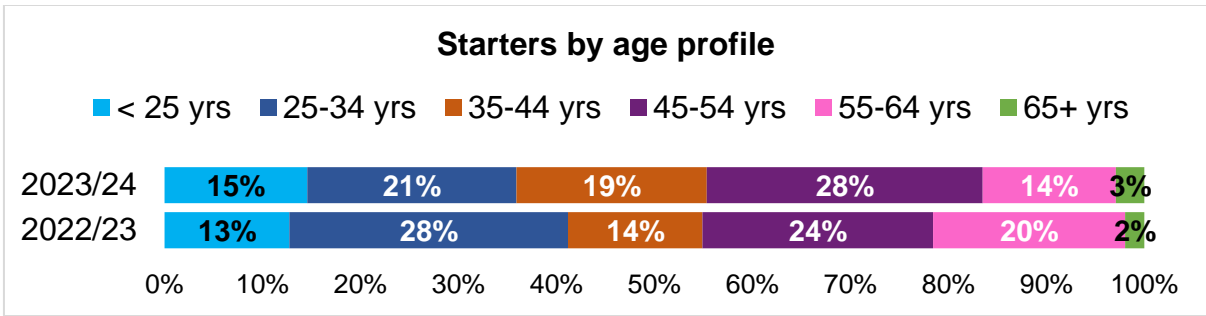
3.5 Figure 10 compares age profile with length of service. Staff working in the council for 1-3 years shows a healthy mix of employees in all age groups.

Figure 10 Age profile by length of service



3.6 Figure 11 compares starters and leavers by age. It shows that in 2023/24, the council attracted more staff in the <25 and 35-54 age bands than in the previous year. For leavers, the <25 age band increased by 9%, and the 45-54 age band decreased by 10%. Other age bands remain similar to the previous year.

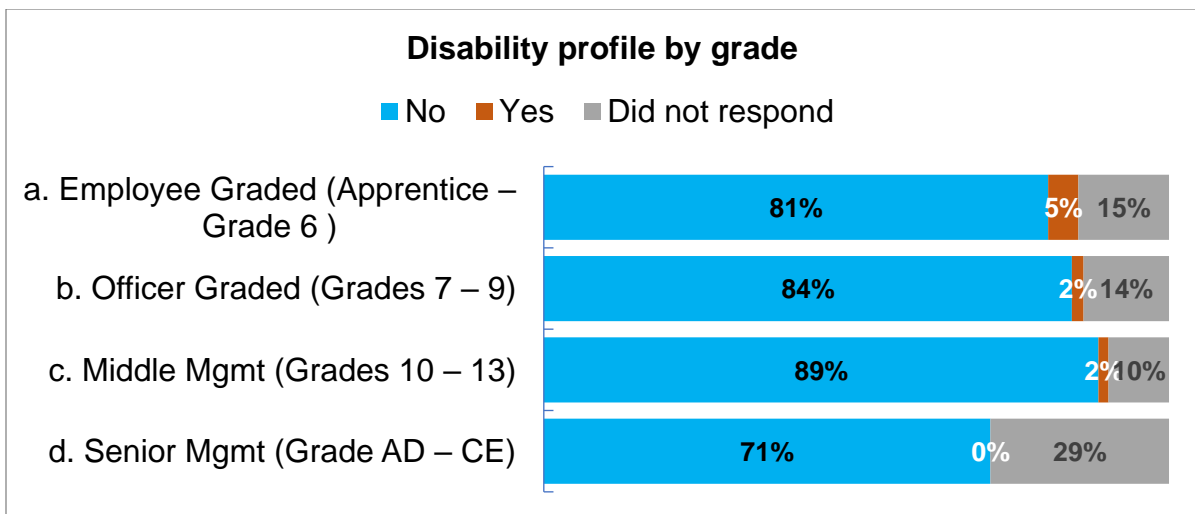
Figure 11 Age Profile by starters and leavers



### Disability

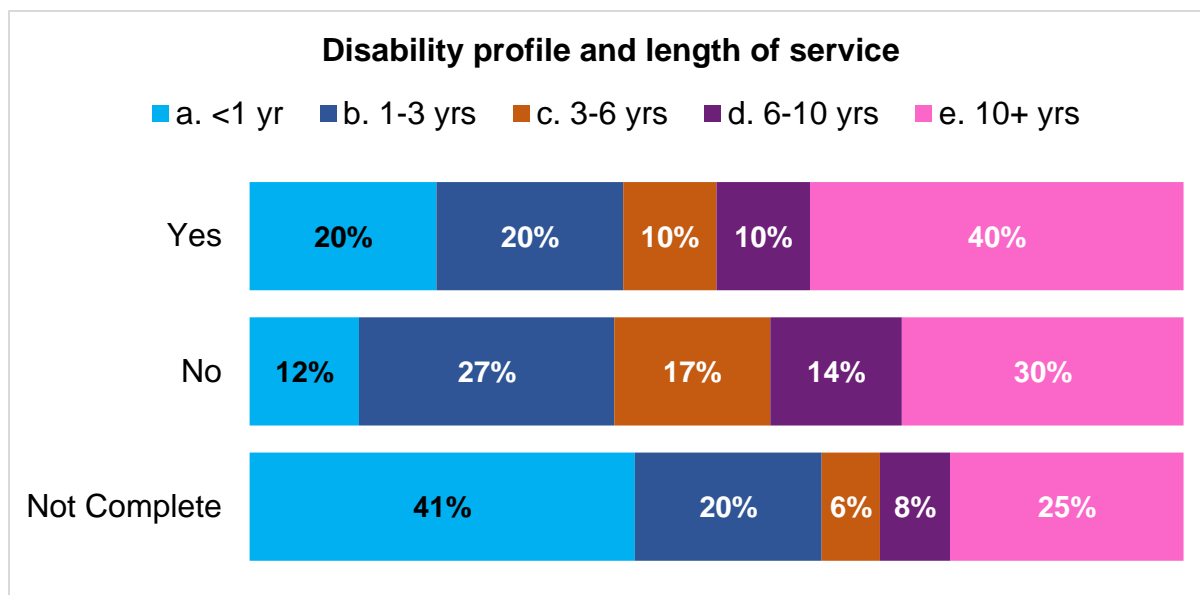
- 3.7 As a 'Disability Confident' scheme employer, we guarantee to interview all applicants with a disability who meet the minimum essential criteria for the role. The percentage of employees who declared themselves to have a disability in 2023/24 is 3.6%, an increase from 2022/23 (3.2%). Of the remaining 96.4%, 82.1% declared themselves as not disabled and 14.3% did not respond (Not known).
- 3.8 Figure 12 compares the disability profile of the workforce by grade, showing a slightly higher proportion of employees declaring themselves disabled (5%) at employee grades, which is consistent with the proportion in 2022/23.

Figure 12 Disability profile by grade



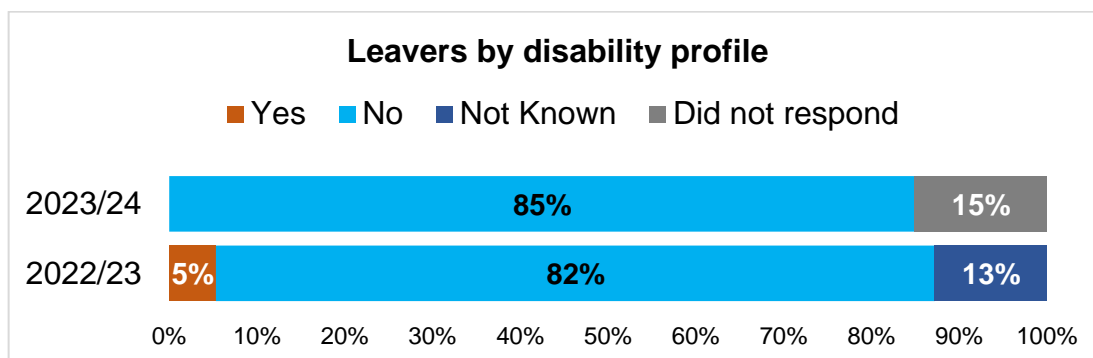
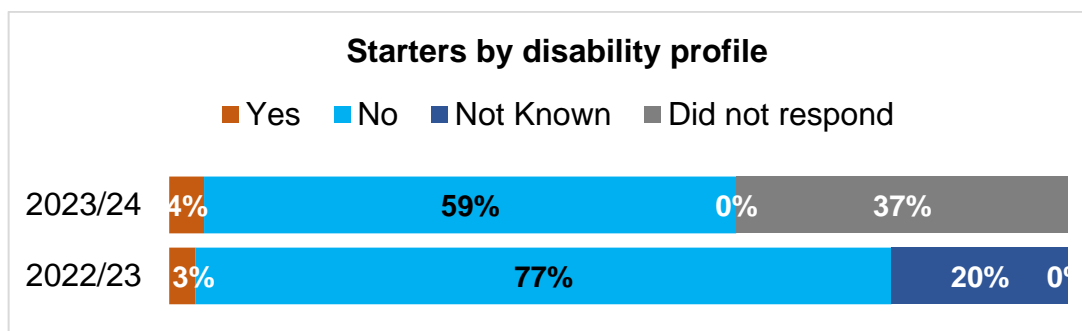
3.9 Figure 13 shows that 60% of those who declare themselves disabled have stayed in the council for more than 3 years a decrease from 72% in 2022/23. This decrease is possibly due to the hiring of new starters who declared themselves disabled in 2023/24, as there were no leavers who declared themselves disabled during the same period.

Figure 13 Disability profile by length of service



3.10 In 2023/24, 4% of starters and none of leavers declared themselves disabled (Figure 14). Compared to 2022/23 with 3% of starters and 5% of leavers.

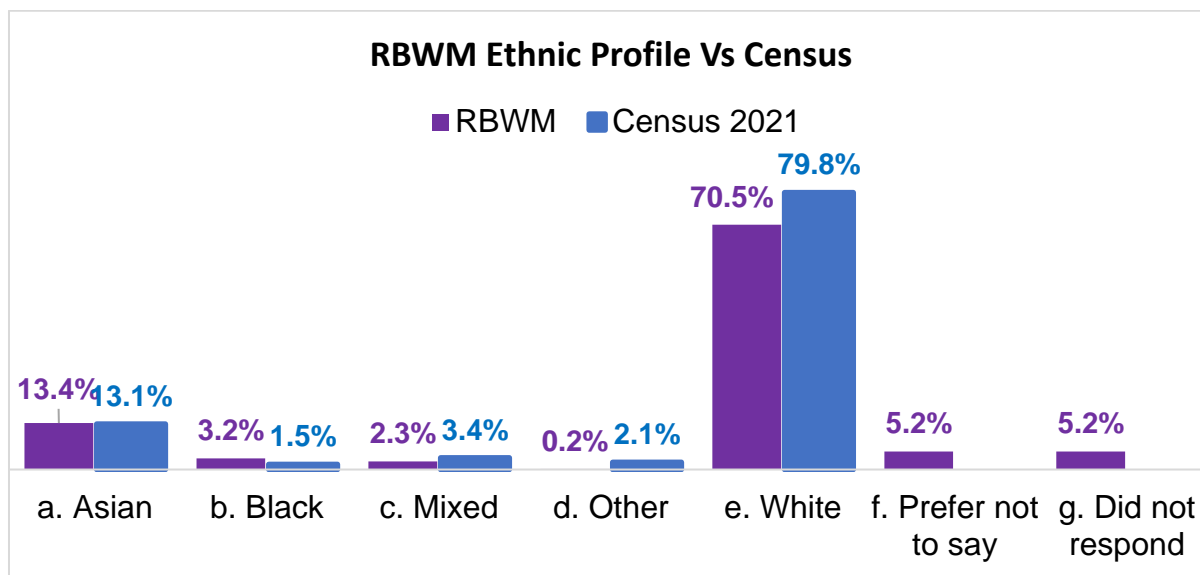
Figure 14 Disability profile by starters and leavers



### Ethnicity (Race)

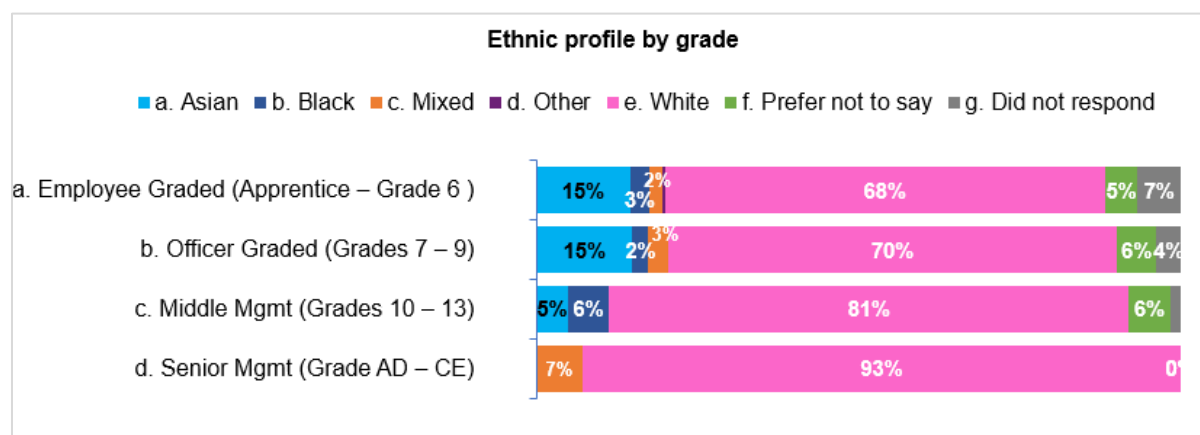
3.11 The percentage of employees who declare themselves as being Black, Asian or from a minority ethnic group is 18.9% in 2023/24 (a slight decrease from 19.1% in 2022/23). The percentage of employees who prefer not to provide this information has decreased from 5.4% to 5.2%. Figure 15 shows that the workforce's profile broadly tracks in line with the local profile generated by the 2021 Census.

Figure 15 RBWM Ethnicity Profile Comparison with Census 2021



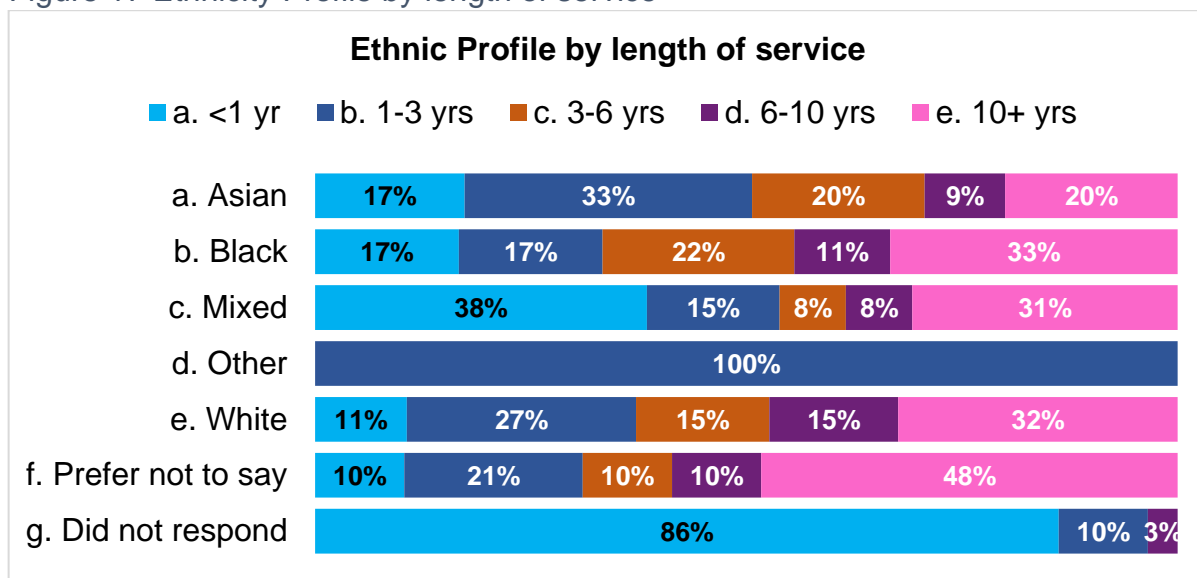
3.12 Figure 16 compares the ethnic profile by grade bands. The Black, Asian or ethnic minority representation in senior management grade has risen to 7% in 2023/2024 from no representation in 2022/2023.

Figure 16 Ethnicity Profile by Grade



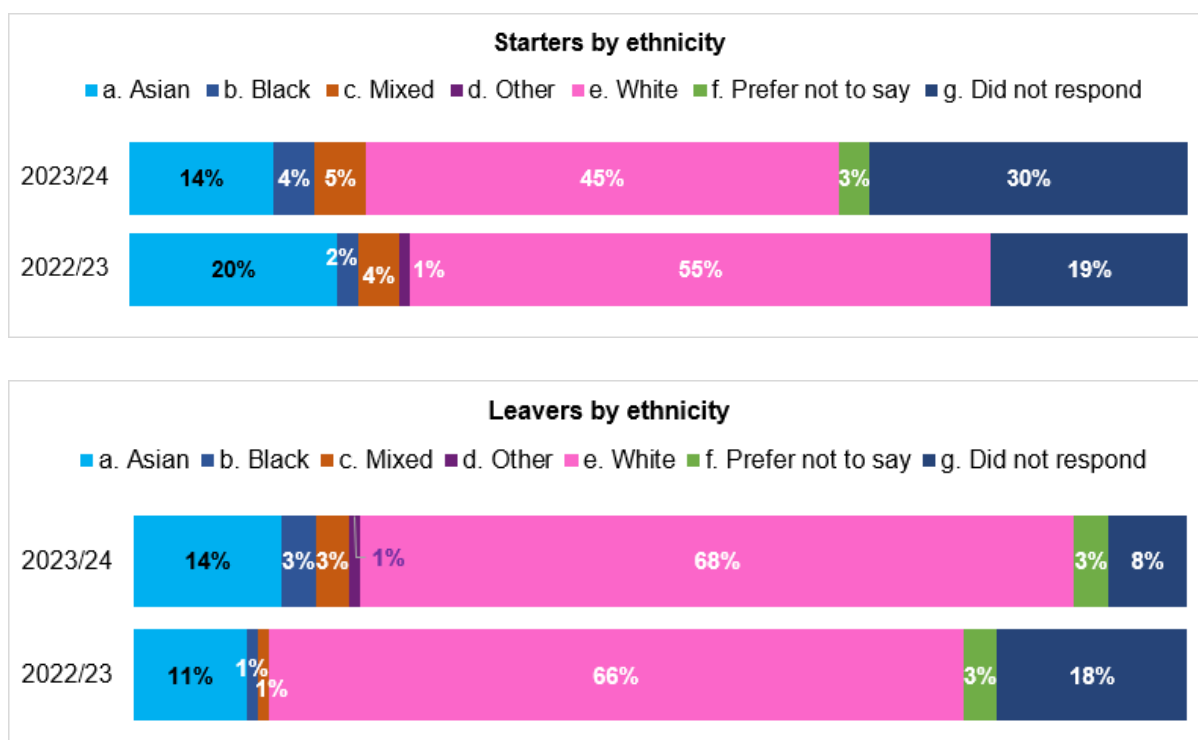
3.13 Figure 17 shows distribution of Black, Asian and ethnic minority staff by length of service showing that more than 47% of our Black, Asian and Minority Ethnic (BAME) staff have been with the council for more than 3 years.

Figure 17 Ethnicity Profile by length of service



3.14 As shown in Figure 18, the proportion of new starters in 2023/24 who declared themselves Black, Asian, or from a minority ethnic group was 23%, a decrease from 26% in 2022/23. Additionally, 3% of starters preferred not to disclose their ethnicity in 2023/24, compared to none in the previous year. In contrast, among leavers, 21% were Black, Asian, or from a minority ethnic group, marking a significant increase from 13% in 2022/23.

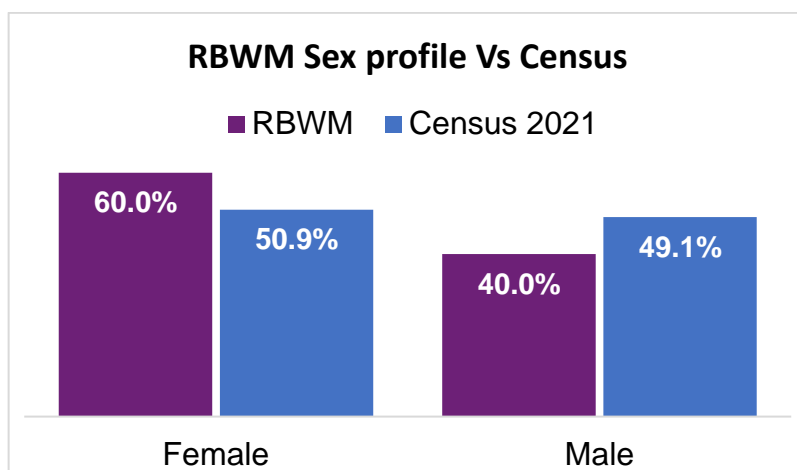
Figure 18 Ethnic Profile by starters and leavers



### Sex (Gender)

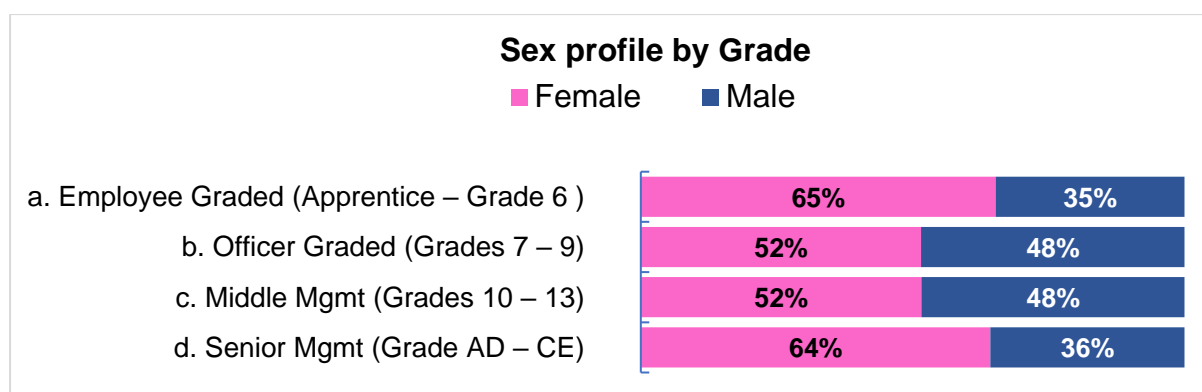
3.15 For context, the 2021 Census indicates that 50.9% of the local population is female and 49.1% is male. Women make up the majority of the council's workforce (60%). This is slightly up from 59.5% in 2022/23.

Figure 19 Proportion of male and female employees in RBWM: Comparison with Census 2021



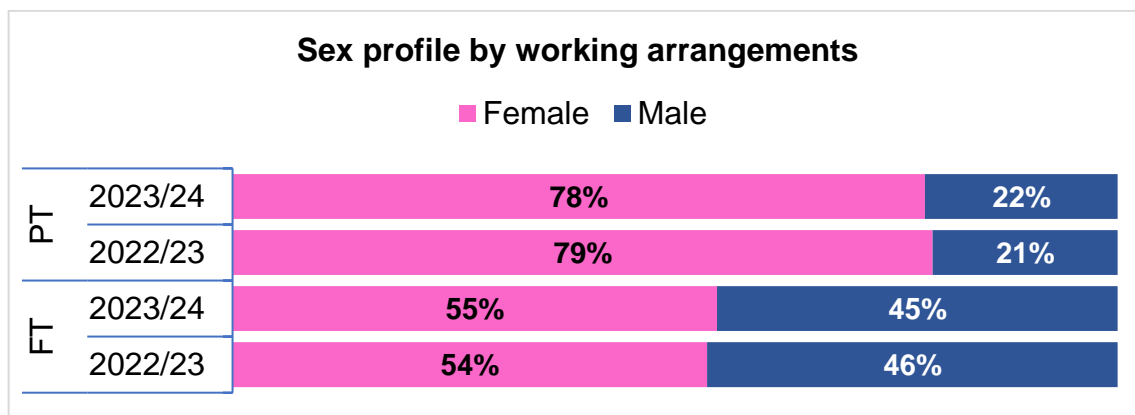
3.16 Figure 20 sets out the proportion of males and females for each grade-band. The proportion of female employees across all grades are higher than that of male employees, particularly in the employee and senior management grades. This distribution is consistent with the proportions observed in 2022/23.

Figure 20 Proportion of male and female employees by grade



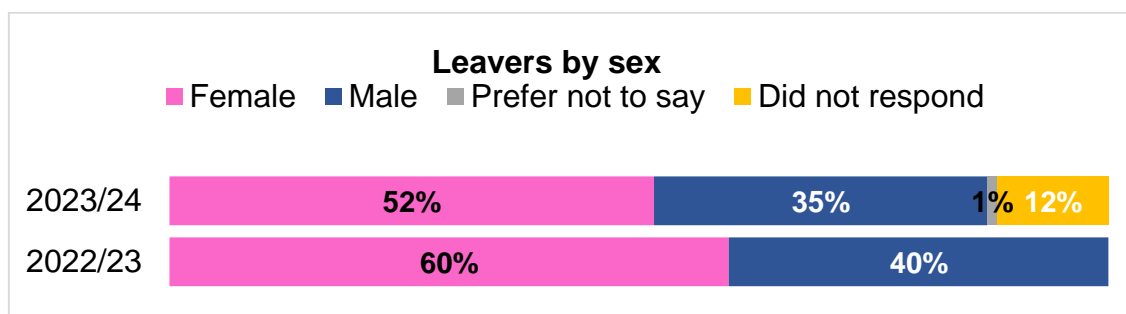
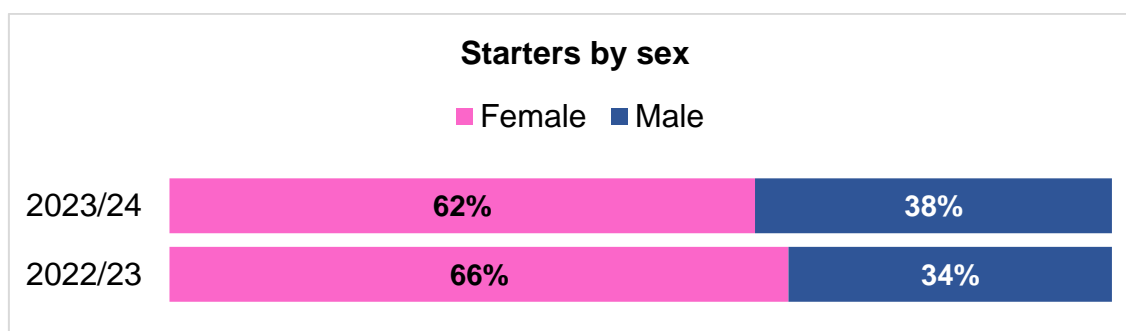
3.17 Labour Market Survey for Windsor and Maidenhead (Nomis, Workplace based Labour Market Survey figures based on interviews conducted on employees aged 16-64 over a 12-month period ending December 23) indicates that there are 41% female in full time employment (Male: 59%). The proportion of females in part-time employment is 67% (Male: 32%). In comparison to the Labour Market Survey, the council has a higher proportion of females in full time (55%) and part time (78%) employment (shown in Figure 21).

Figure 21 Proportion of male and female employees in full time and part time employment



3.18 In 2023/24 62% of starters were female, a decrease on 2022/23 figure (66%), and 52% of leavers were female, lower than the 60% in 2022/23.

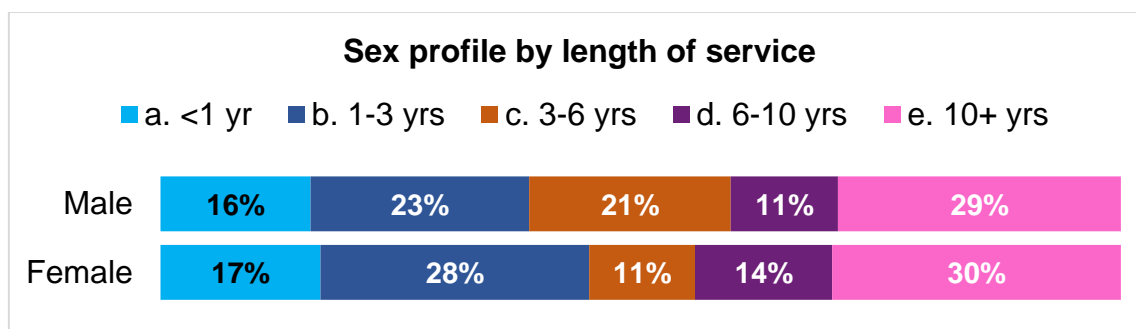
Figure 22 Proportion of male and female in starters and leavers



3.19 Figure 23 shows the proportion of female employees by length of service, indicating that 55% of female staff have more than 3 years of service, which is 6% less than their male counterparts.



Figure 23 Proportion of female employees by length of service



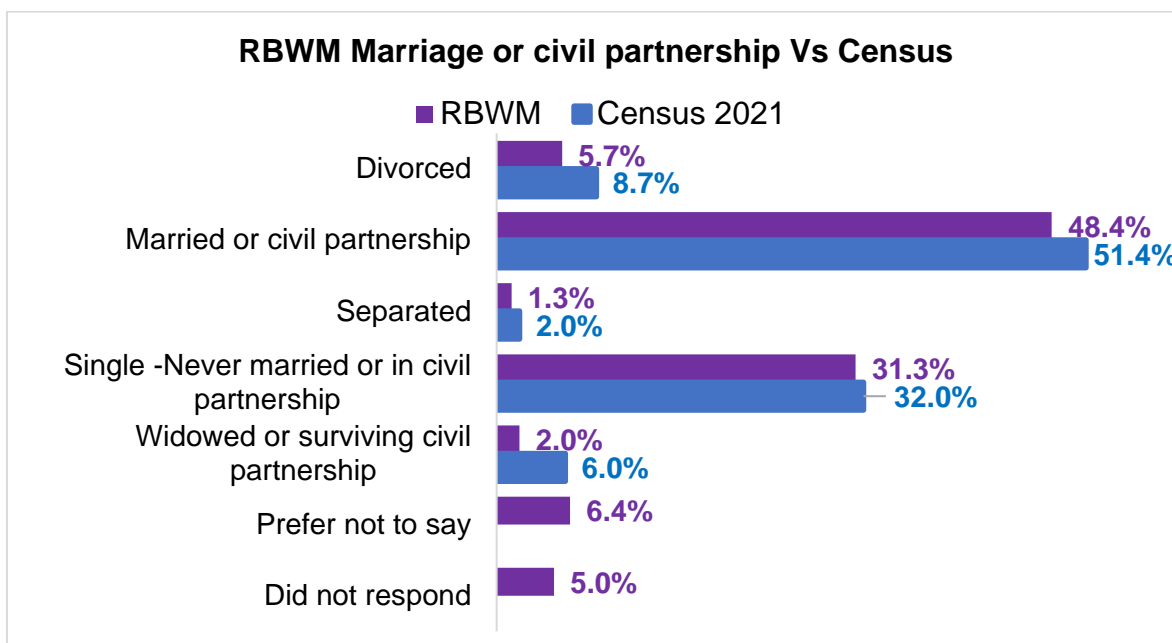
### Gender Reassignment

3.20 The majority of the workforce (76.3%) has self-reported that they do not have plans to go through any part of a process to change their birth sex. The remaining 23.7% encompasses employees who indicated that they did have plans to do so (0.2%), those who preferred not to say (10%) or those who chose not to respond (13.6%).

### Marriage and Civil Partnership

3.21 Slightly less than half of the workforce (48.4%) reported that they are married or in civil partnership and 31.3% reported themselves as single (never married or never registered a same-sex civil partnership). Figure 24 compares the council's workforce with the 2021 Census.

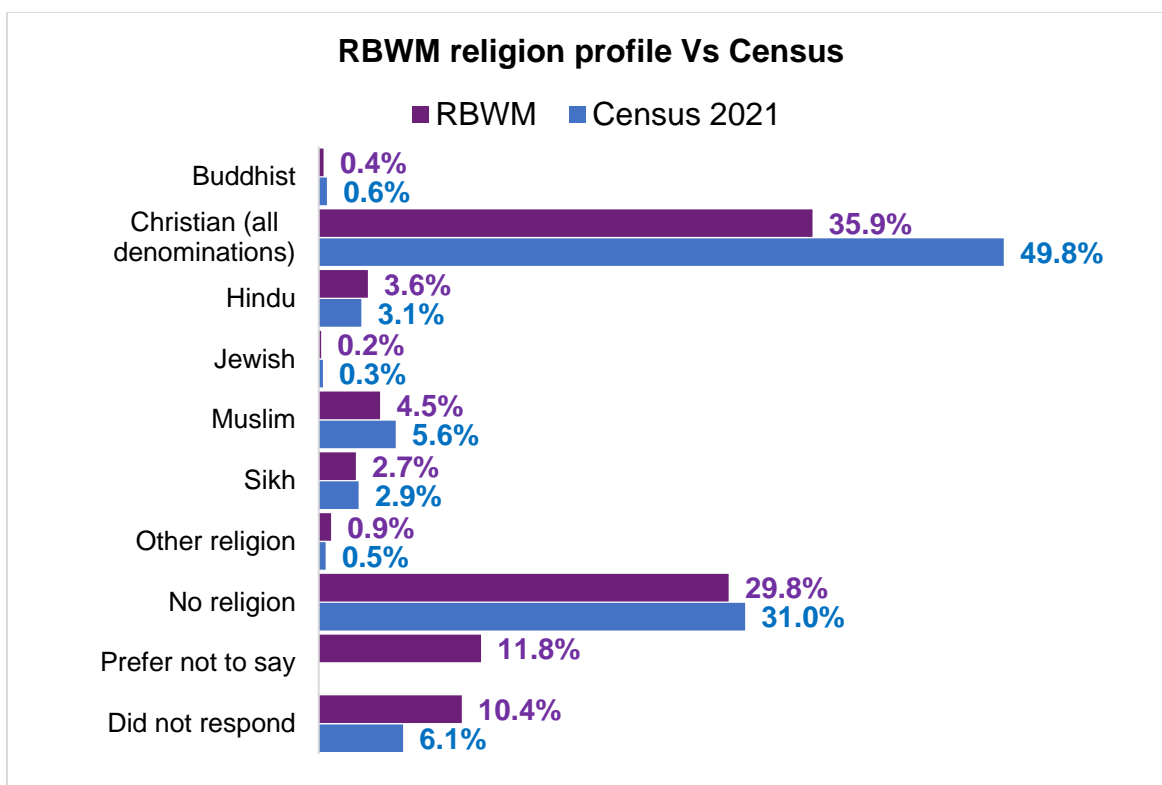
Figure 24 Marital Status: RBWM Profile in comparison to Census 2021



### Religion or Belief

3.22 Figure 25 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) (35.9%) compared to the local profile (49.8%).

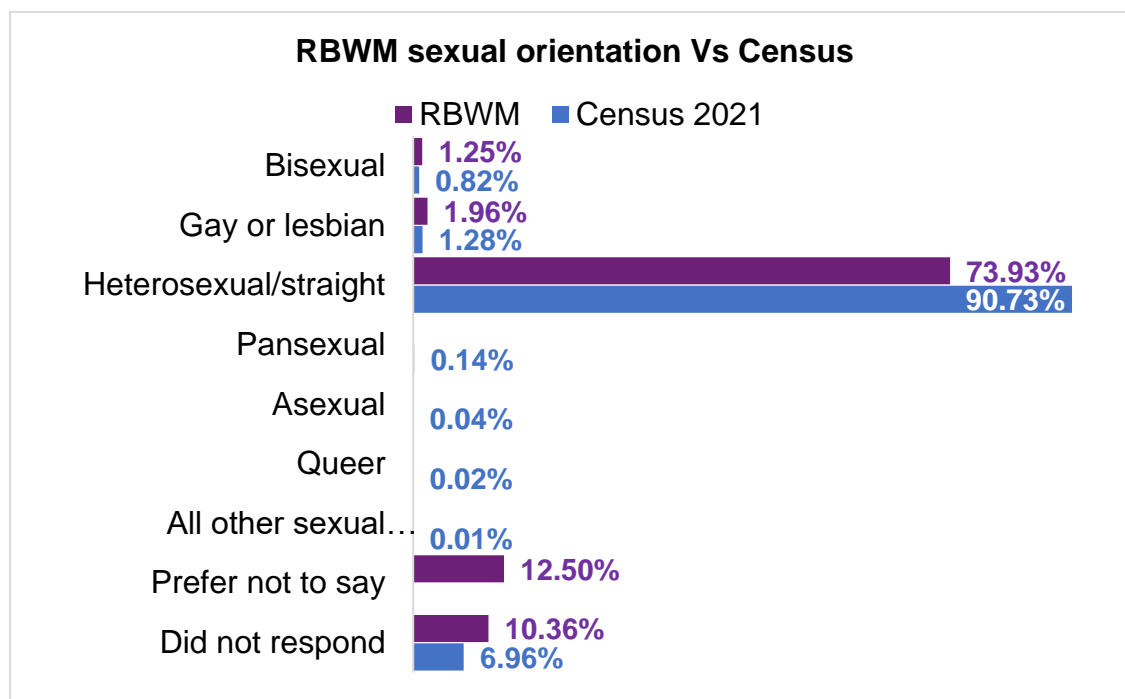
Figure 25 RBWM Religion Comparison to Census



### Sexual orientation

3.23 Most employees (73.9%) reported themselves as heterosexual/straight, 2% of employees reported themselves as gay or lesbian and 1.3% reported themselves as bisexual. The remaining percentage encompasses employees who preferred not to say (12.5%) and who did not respond (10.4%). Figure 26 compares the workforce profile in relation to sexual orientation with Census 2021 figure.

Figure 26 RBWM sexual orientation comparison to Census 2021



## 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 and behaviours were relaunched September 2023. The values are:

- **Humility**
  - Embrace the diversity of colleagues, partners and the people of the borough
  - Seek and listen to the ideas of others
  - Ask for help when you need it
  - Take pride in your work
- **Empower**
  - Support each other to learn, grow and improve
  - Focus on wellbeing – your own and your colleagues
  - Celebrate success
  - Take ownership, be accountable, focus on outcomes
  - Learn lessons and innovate to change what isn't working
  - Use your professional expertise to make key decisions
- **Respect**
  - Be open, honest and transparent
  - If you can't do something, let people know
  - Engage in a variety of ways
  - Don't sit in silence if something concerns you
  - Consult with people on decisions which impact them
  - Treat people with respect
- **One Team**
  - Deliver our vision together
  - Break down internal silos – put the people of the borough first
  - Don't pass people around the system
  - Understand how what you do relates to our vision
  - Build good relationships and get to know other teams

4.2 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 the diversity of colleagues, partners and the people of the borough" is acknowledged as a key behaviour of the organisation's commitment to "Humility". The RBWM Equality Policy contains more information on the equality responsibilities that the council has to prospective and current employees.

4.3 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.

- 4.4 The employee Ambassador Group acts as a sounding board for workforce initiatives and policies, offering valuable insights and feedback from staff across all levels of the organisation. In February 2024, the group introduced a virtual suggestion box for employees to share ideas and thoughts on improving the workplace environment. Additionally, in March 2024, they launched a coffee roulette scheme, providing employees with the opportunity for informal conversations with colleagues across the organisation, fostering new connections.
- 4.5 Our Wellbeing Advocates are a dedicated group of trained mental health first aiders committed to supporting the mental and emotional wellbeing of our employees. They provide a compassionate and confidential listening ear to anyone experiencing wellbeing issues, whether they are minor day-to-day concerns or more significant challenges.
- 4.6 Recognising that approximately 60% of our employees are female, in June 2024, we established a group of Menopause Advocates. This team provides support, guidance, and a listening ear for employees and their colleagues navigating the challenges and fluctuations associated with menopause.
- 4.7 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 2023 in which 5% of the respondents said that they are a member of the armed forces, including Reservist, or are a family member of someone who serves or has served in the Armed Forces, (regular or reserve). For context, based on Census 2021 figures, in Windsor and Maidenhead where one or more members of the household have previously served in the UK accounts for 6.4%.
- 4.8 As part of its responsibility as a 'Corporate Parent', RBWM ensures that young people in care or those who have left care, who meet the minimum essential criteria for the job, will be guaranteed an interview alongside other short-listed candidates. This includes those who have been part of children's services, adults' services, or any other formal care system up to the age of 25.
- 4.9 In June 2024, RBWM was officially accredited as a Foster Friendly Employer by a national charity, The Fostering Network. This recognition highlights our ongoing commitment to supporting foster carers through various initiatives, including:
- **Flexible working:** We offer flexible working arrangements for foster carers and those going through the approval process.

- **Additional paid leave:** In accordance with our Family Leave Policy, we provide extra days of paid leave for foster carer training, meetings with social workers, or helping a child settle into their new home.
- **Foster Care Fortnight:** We actively promote Foster Care Fortnight, an annual campaign hosted by The Fostering Network, to raise awareness and support for fostering.

4.10 Additionally, we encourage and support our employees in the development and creation of their own specific specialist interest groups. These groups, such as book clubs, badminton clubs, and golfing groups, provide opportunities for personal growth, social interaction, and community building within our organization.

4.11 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 council plan from 2024 – 2028.

## Appendix A

### RBWM salary scales – March 2024

#### RBWM LOCAL PAY Grade 1 – 5

GRADE / POINT	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**

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

**SENIOR LEADERSHIP TEAM PAY BANDS**

GRADE	RBWM SENIOR MANAGERS PAY BANDS	
	MIN	MAX
ASSISTANT DIRECTOR	£72,400	£101,125
DIRECTOR / DEPUTY DIRECTOR	£93,811	£111,248
EXECUTIVE DIRECTOR	£105,896	£146,069
CHIEF EXECUTIVE	£150,800	£192,400