

Report Title:	2020/21 End of Year Employee Workforce Profile Report
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Cllr Rayner, Cabinet Member for Corporate and Resident Services, Culture and Heritage and Windsor
Meeting and Date:	Corporate Overview and Scrutiny, 22 June 2021
Responsible Officer(s):	Adele Taylor, Director of Resources and S151 officer Nikki Craig, Head of HR, Corporate Projects and IT
Wards affected:	All



REPORT SUMMARY

- The Workforce Profile 2020-21 provides 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.*
- 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.*

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Corporate Overview and Scrutiny notes the report and:

- Receives future reports which will take into account the Census 2021 detail when published.

2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Options

Table 1: Options arising from this report

Option	Comments
Accept the recommendations in this report. This is the recommended option	This will support continuing monitoring of the Council's workforce profile against protected characteristics as defined by the Equality Act 2010 and focus on areas to improve.
Reject the recommendations in the report.	Many aspects of the workforce profile must be published annually.

- 2.1 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.
- 2.2 The report, in Appendix A, is published annually on the RBWM website and will continue to evolve to encompass more information, benchmarking and data where it becomes available, such as the results of the Census 2021. For 2020-21 it covers an overview of establishment which includes: headcount and full time equivalents, salary grades, length of service, voluntary turnover, part time working and starters and leavers. The equality and diversity sections report on the nine protected characteristics of age, disability, ethnicity, sex, gender reassignment, marriage and civil partnership, pregnancy and maternity, religion or belief and sexual orientation.
- 2.3 A year-on-year comparison with 2019-20 is detailed where appropriate and benchmarking data is also included where available.
- 2.4 The report highlights areas for focus such as no ethnicity and part-time working at senior levels, as well as positive results such as the improved attraction and retention in ethnicity and disability. The final section of the report includes commitments to improve, which are linked through the people strategy and delivered through the people activity plan.

3. KEY IMPLICATIONS

- 3.1 Having as much data as possible from our workforce is vital to the integrity of the workforce profile. Completion of protected characteristics for existing employees has only been in place for two years but there are a number of employees who chose 'prefer not to say' as a response to some questions. Whilst this is acceptable, it would be preferable that employees felt comfortable enough to answer the question fully.

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Employees feel comfortable sharing personal data with 'prefer not to say	Prefer not to say responses remain as currently.	Prefer not to say responses are equal to Census.	Prefer not to say responses are less than Census.		31 March 2022

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
responses' reduced to in line with the Census.					

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 There are no direct financial implications arising from the recommendations.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications arising from the recommendations.

6. RISK MANAGEMENT

6.1 The risks and their control are set out in table 4.

Table 4: Impact of risk and mitigation

Risk	Level of uncontrolled risk	Controls	Level of controlled risk
Without monitoring and positive action, workforce is not diverse or does not feel inclusive to all employees.	HIGH	Monitor workforce profile throughout the year and use proactively to address any issues/areas of concern.	LOW

7. POTENTIAL IMPACTS

7.1 There are no Equality Impact Assessments or Data Protection Impact Assessments required for this report. There are no climate change or data protection impacts as a result of this report.

8. CONSULTATION

8.1 Performance against the strategic priorities is regularly reported to the council's four Overview and Scrutiny Panels. Comments from the Panels are reported to Cabinet Members, Directors and Heads of Service as part of an ongoing performance dialogue.

9. TIMETABLE FOR IMPLEMENTATION

9.1 The full implementation stages are set out in table 5.

Table 5: Implementation timetable

Date	Details
22 June 2021	Report presented at Corporate Overview and Scrutiny Panel
By end June 2021	Report published on RBWM website.

10. APPENDICES

10.1 This report is supported by one appendix:

- Appendix A: Workforce Profile 2020-21

11. BACKGROUND DOCUMENTS

11.1 This report has no background documents.

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr S Rayner	Cabinet Member for Corporate and Resident Services, Culture and Heritage and Windsor	14.06.21	14.06.21
Duncan Sharkey	Chief Executive	14.06.21	14.06.21
Adele Taylor	Executive Director of Resources/S151 Officer	14.06.21	14.06.21
Andrew Durrant	Executive Director of Place	14.06.21	14.06.21
Kevin McDaniel	Executive Director of Children's Services	14.06.21	14.06.21
Hilary Hall	Executive Director of Adults, Health and Housing	14.06.21	14.06.21
Andrew Vallance	Head of Finance	14.06.21	
Elaine Browne	Head of Law	14.06.21	
Nikki Craig	Head of HR, Corporate Projects and IT	14.06.21	14.06.21
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	14.06.21	
Louisa Dean	Communications	14.06.21	
Karen Shepherd	Head of Governance	14.06.21	14.06.21

REPORT HISTORY

Decision type:	Urgency item?	To follow item?
For information	No	No

Report Author: Vanessa Faulkner, Service Lead – People Services

Royal Borough of Windsor and Maidenhead Workforce Profile 2020-21

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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 at 31 March 2021, with some key information by Directorate also included where appropriate and relevant.
- 1.4 This report is published annually and will evolve over time to encompass more information and benchmarking where it becomes available and is appropriate to do so.

Council's 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 is fully inclusive and reflective 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.
- 1.8 In April 2021 the Managing Director job title and Directorate changed to Chief Executive. This change will be reflected on the next Workforce Profile.

2. Establishment Overview

2.1 Headcount and FTE

- 2.1.1. At the 31 March 2021 the establishment is 548 headcount, a decrease on 603 (-55) in 2019/20. The FTE is 480.83, a decrease on 519.25 (-38.42) in 2019/20. Figure 1 sets out this annual comparison. This significant decrease was as a result of 35 employees in the Sensory Consortium team transferring to Achieving for Children.
- 2.1.2. The workforce is organised into Directorates, each encompassing a range of services. In 2020/21 the organisation structure changed with effect from 1 February with the addition of a new Governance, Law and Strategy directorate and some services moving across other directorates. A new full-time Monitoring Officer has been appointed to bolster the governance capability of the Council and lead the Governance, Law and Strategy service. Figure 2 sets out the Headcount and FTE by directorate.
- 2.1.3. Whilst the total headcount of the council is 548, one member of staff fulfils dual roles in two directorates, so any representation by directorate will have a total headcount of 549.

Figure 1 RBWM: Annual comparison of Headcount and FTE

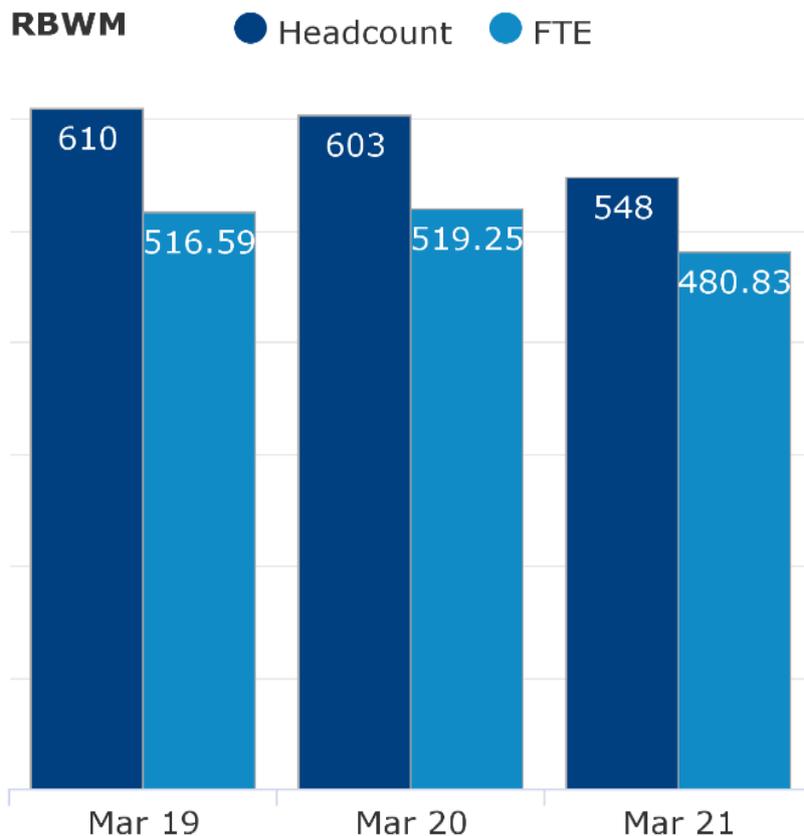
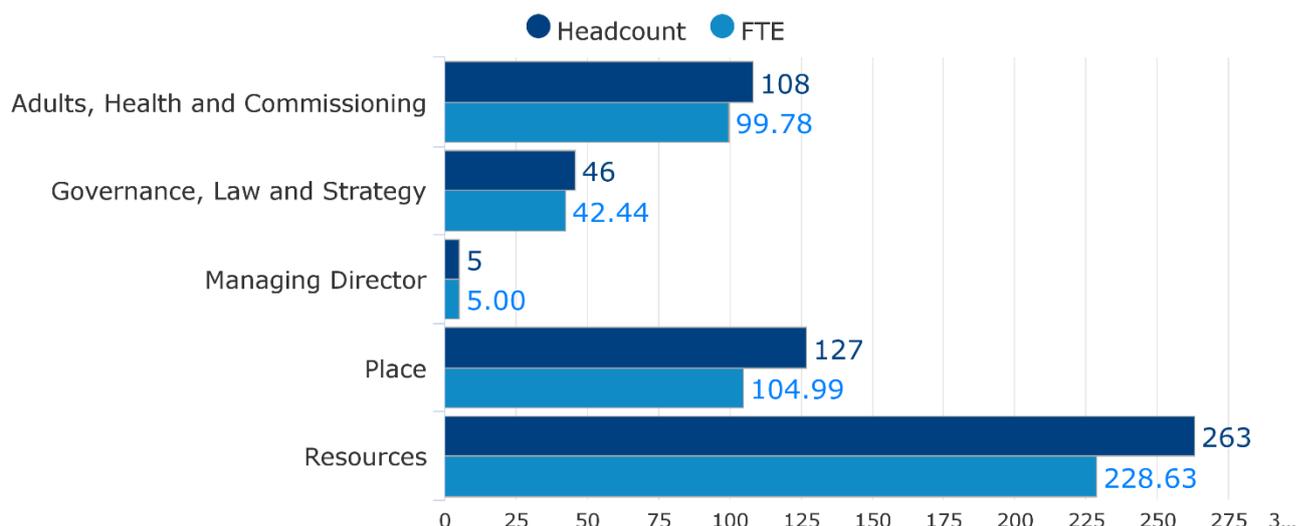


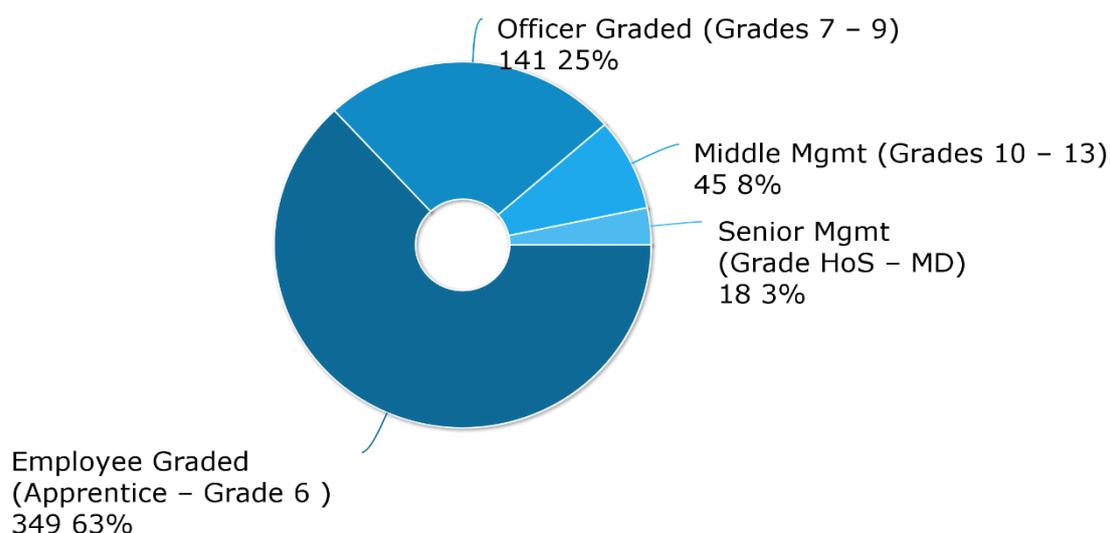
Figure 2 Headcount and FTE by directorates



2.2 Grade Bandings

- 2.2.1 The council has a pay grading system encompassing grades from Apprentice to Managing Director. Grades have been grouped into four key grade-bands. Whilst the total headcount for the organisation is 548, there are 5 employees fulfilling more than one role (for example within Libraries there are 2 employees who each work in 2 completely different roles and will therefore be counted twice), therefore any representation of headcount per grade-band (i.e. the total number of roles in RBWM) will total 553.
- 2.2.2 Figure 3 sets out the proportion of the workforce by grade-band. The RBWM salary bandings as at March 2021 are detailed in Appendix A.

Figure 3 Workforce by grade



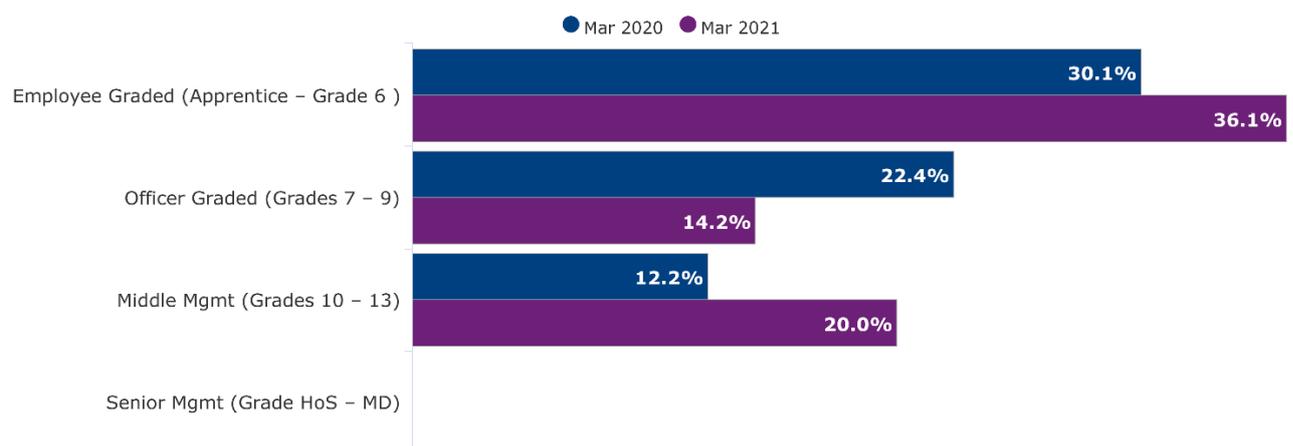
2.3 Part time Employees

- 2.3.1 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 Plan and additional paid leave for employees who are Foster Carers also supports employees with caring responsibilities. Support for families with military connections is also provided, as detailed on the RBWM website under [Armed Forces support](#).

- 2.3.2 Across all grade-bands 72% are full-time employees and 28% are part-time employees. This is broadly in line with the Labour Market Survey for Windsor and Maidenhead which indicates that 75.4% of local employees are full-time and 24.6% are part-time. (Nomis, Workplace based Labour Market Survey based on interviews conducted over a 12-month period ending December 20)
- 2.3.3 Figure 4 shows the breakdown of part-time employees by grade-band comparing them with previous year. The Employee (Apprentice-Grade 6) grade-band encompasses the highest proportion of part-time employees (36.1%) compared to other grade-bands.
- 2.3.4 In comparison to 2019/20 there is an increase in the uptake of part-time working options in employee and middle management grades, this may have been impacted by the Covid pandemic, more working from home and consideration of work life balance. However there has been a decrease in the officer grade and there are no part time employees in the senior management grade. (*Figure 4*).
- 2.3.5 The council stated in the 2021 Gender Pay Gap document, that it will continue to promote flexible working arrangements for all employees.

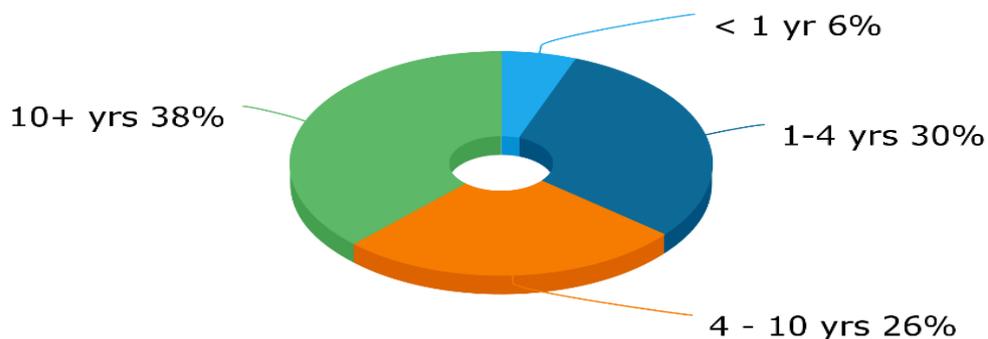
Figure 4 Part-time employees: Percentage by grade: Comparison with previous year



2.4 Length of service

- 2.4.1 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 new values. Figure 5 shows that the highest proportion of employees (38%) have been in the council for more than 10 years. Nearly two-thirds (64%) of the council staff have been working for more than 4 years, which demonstrates positive staff retention.

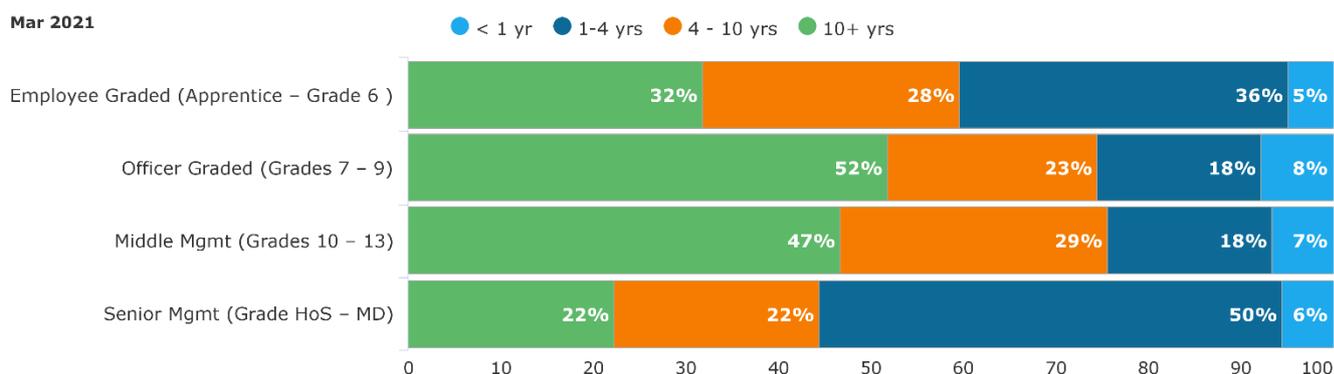
Figure 5 Workforce Profile by length of service



2.4.2 The stability index (percentage of employees with 12 or more months' service) is 94.2%

2.4.3 Figure 6 shows a fair distribution of staff's length of service across various grade bands depicting a healthy mix of experience and new starters.

Figure 6 Length of service by grade

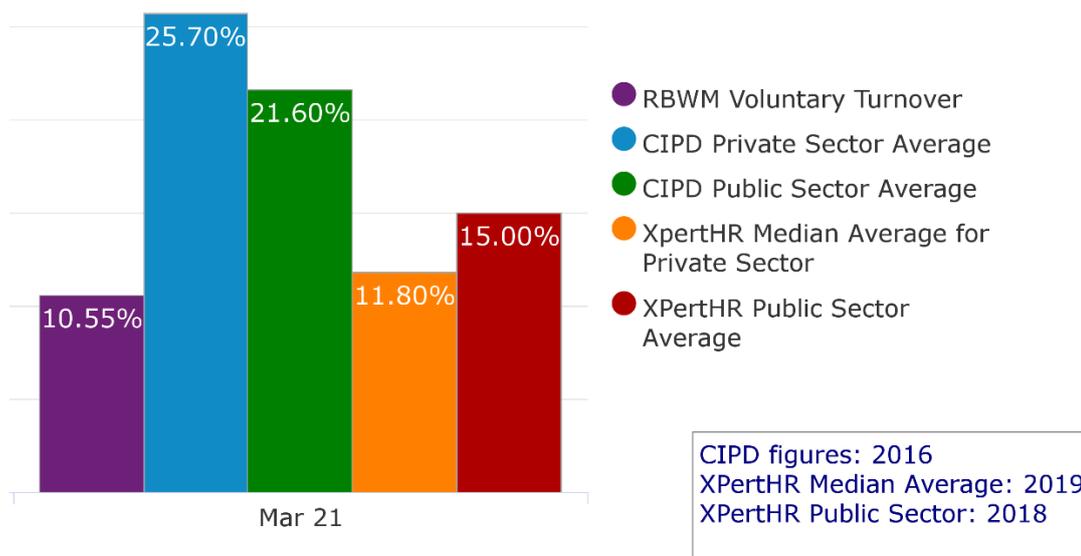


2.5 Voluntary Turnover

2.5.1 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).

2.5.2 In 2020/21 voluntary turnover was 10.55%, a reduction on 2019/20 (13.07%) by 2.55%. The Local Government Association median rate is 13.4% (2017/18) and the CIPD median rate of labour turnover is 16% (2019). Figure 7 shows RBWM voluntary turnover compared to the public and private sectors.

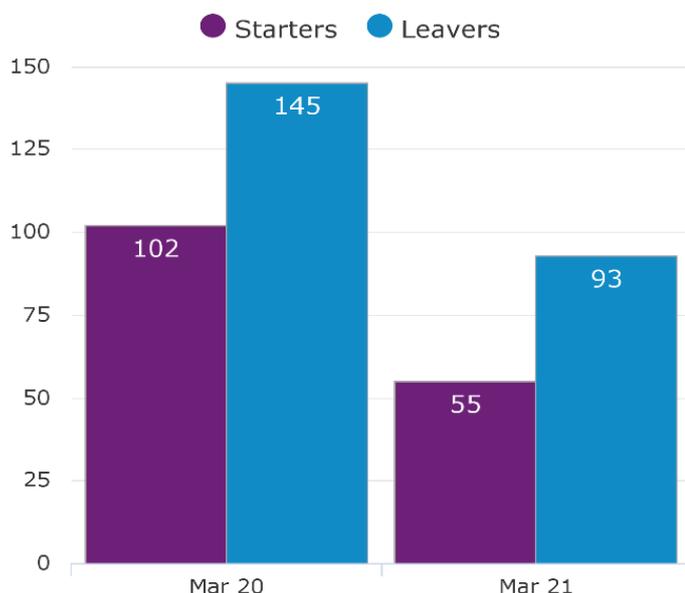
Figure 7 RBWM Percentage Voluntary Turnover



2.6 Starters and Leavers

2.6.1 2020/21 saw a total of 55 starters (102 starters 2019/20) and 93 leavers (145 leavers 2019/20, which includes 35 that were TUPE transferred to AfC) (Figure 8). The average length of service for leavers is 6 years. Comparing the current figures with the previous year, it can be said that recruitment has slowed down and staff movement fairly static, all of which attributable to the current pandemic and budgetary constraints.

Figure 8 Starters and Leavers Headcount



2.6.2 Table 1 compares starters and leaves by disability, Ethnicity (Black, Asian or from a minority ethnic group) and female employees. These figures would suggest that the council are attracting a more diverse workforce (in terms of ethnicity and disability) and retaining them. Additional information can be found in sections 3.2, 3.3 and 3.4.

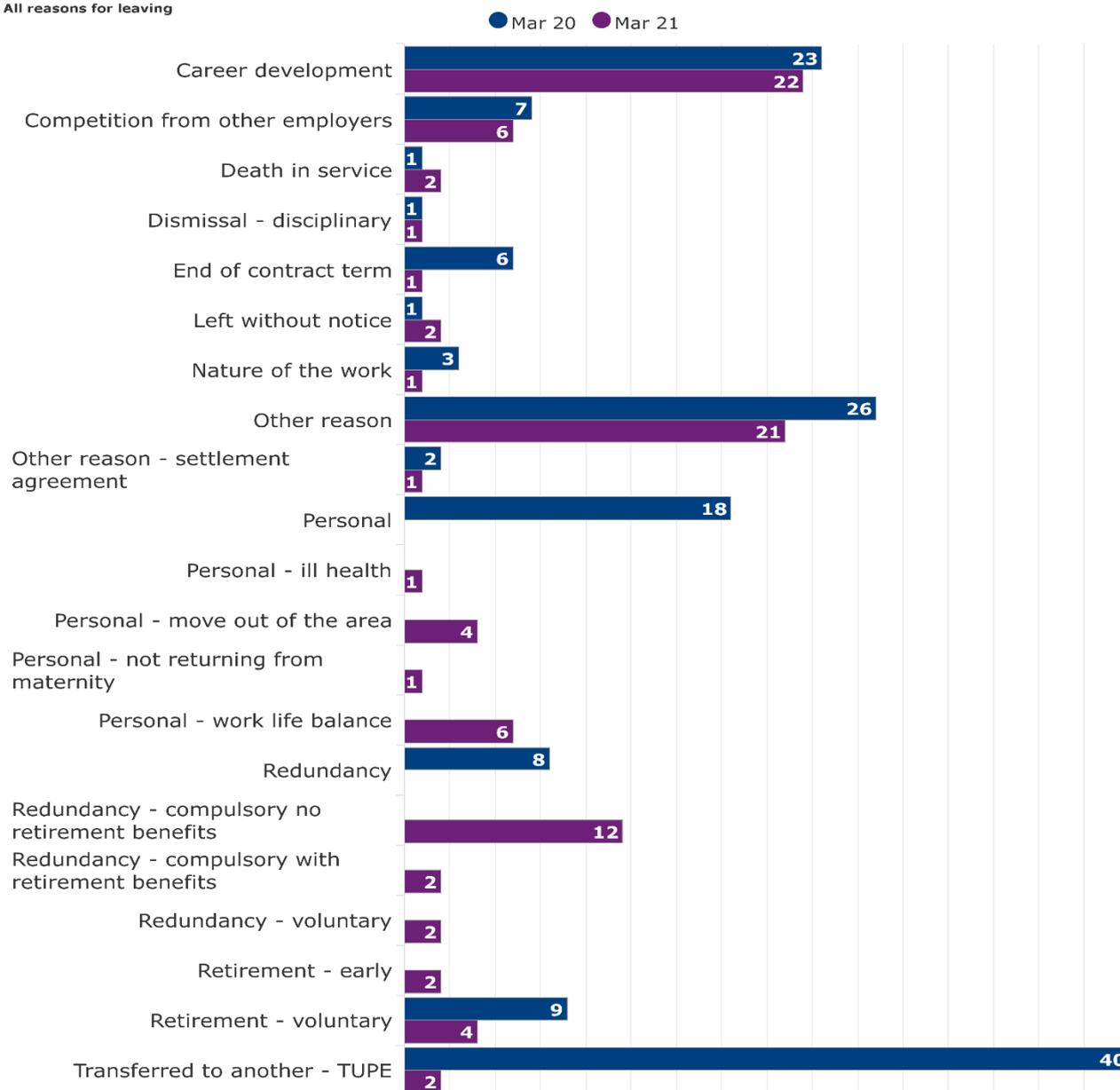
Table 1: Comparison of starters and leavers profile: 2020-21

	Starters	Leavers
Declare themselves disabled	5.5%	3.2%
Ethnicity (Declare themselves Black, Asian or from a minority ethnic group)	27.3%	14.0%
Female	60%	67.7%

- 2.6.3 Figure 9 compares reasons for leaving with previous year. The top three reasons for leaving in 2020/21 were: Career development (40%, 22/55), Other reasons* (38%, 21/55) and redundancy (21.8%, 12/55). *The use of Other as an option in reasons for leaving needs to be reviewed as it does not give the opportunity for the council to learn as an employer.
- 2.6.4 The people activity plan will be looking at ways to address staff leaving due to career development and provide more learning and development opportunities for growth in future roles.

Figure 9 Reasons for leaving

All reasons for leaving



3 Equality and Diversity

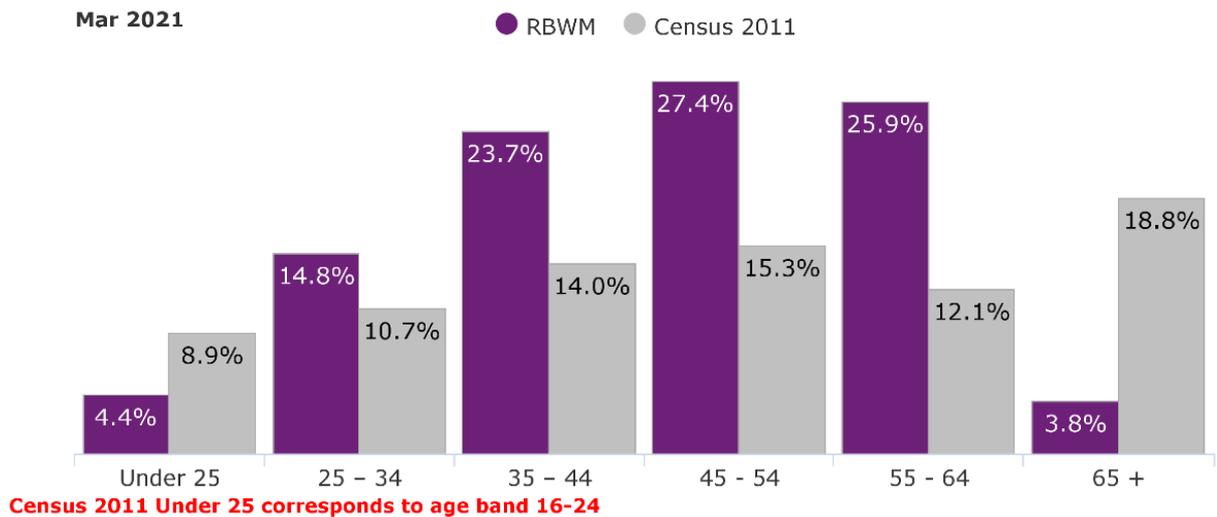
3.1 Age

3.1.1 For context, population demographics for the Royal Borough of Windsor and Maidenhead show that the population of the borough is ageing. Population estimates for 2019 by the Office for National Statistics (ONS) by broad age-group indicate that 18.8% of the borough’s population is aged 65+. This is lower than the South East estimate (19.5% aged 65+) but marginally higher than the England estimate (18.4% aged 65+). The percentage of the population aged 65+ is projected to rise to 25.9% by 2041 in the borough, again lower than the South East projection (26.2% aged 65+) and higher than the England projection (24.2% aged 65+).

3.1.2 Figure 10 sets out the age-profile of employees. Figure 10 shows that the council’s workforce profile is broadly representative of the local population,

however there is an increased percentage of staff employed in the middle age bands of 35-44, 45-54 and 55-64 years and fewer in the age band of under 25 years and 65+ years. The council currently offers a number of apprenticeships which whilst available to all ages are often more appealing to younger applicants. The council is also participating in the government's Kickstart Scheme. For workers nearer retirement age, a range of flexible retirement options are available.

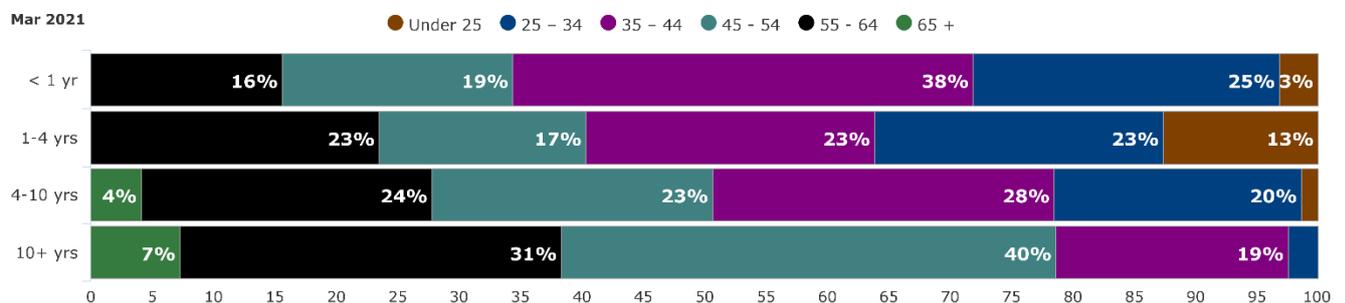
Figure 10 RBWM Age Profile Comparison with Census 2011



3.1.3 Figure 11 compares age profile with length of service. Staff working in the council for 1-4 years shows a healthy mix of employees in all age groups. (13% under 25 years, 23% for 25-34, 35-44, 55-64 years, 17% for 45-54 years).

3.1.4 The increase in length of service in the council follows in line with the increase in the proportion of middle-aged staff. 71% of staff with more than 10 years' experience are in the age-band of 45 to 64 years.

Figure 11 Age profile by length of service



3.1.5 Figure 12 compares starters and leavers by age and shows that the council is attracting staff across all age-bands. There is a higher percentage of starters across all age-bands than there are leavers. The exception being higher age-bands of 55-64, 65+ and under 25 years.

Figure 12 Age Profile by starters and leavers



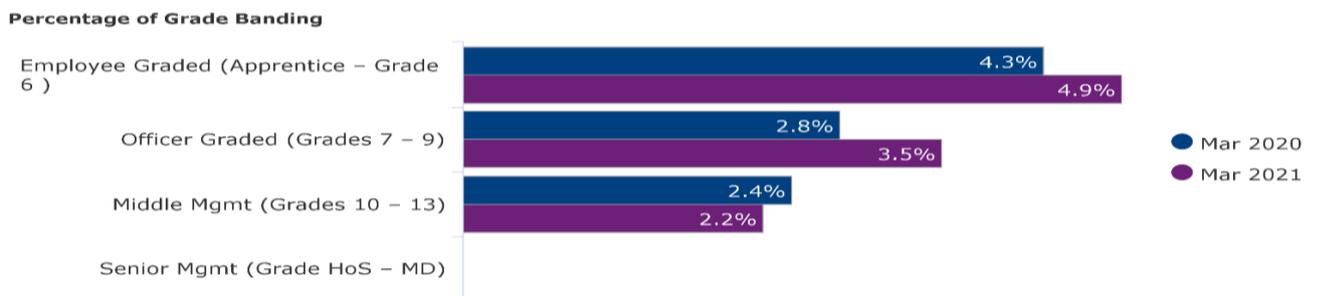
3.2 Disability

3.2.1 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 2020/21 is 4.2%, an increase from 2019/20 (3.8%). Of the remaining 95.8%, 84.7% declared themselves as not disabled and 11.1% did not respond.

3.2.2 Figure 13 compares the disability profile of the workforce by grade, showing an increase across employee and officer grades (4.3% to 4.9% in employee grade, 2.8% to 3.5% in officer grade) and a small decrease in the middle management level (2.4% to 2.2%).

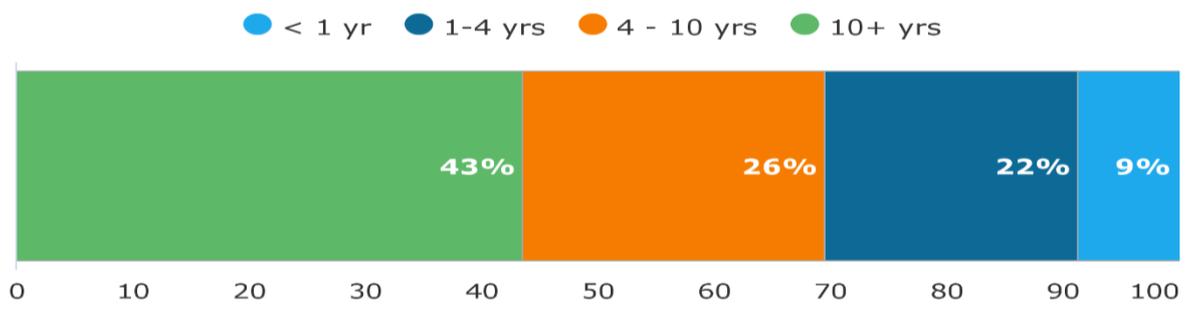
3.2.3 This increase could be attributed to the increase in starters with a disability and (or) more staff feeling confident whilst in employment to declare that they have a disability.

Figure 13 Disability profile by grade



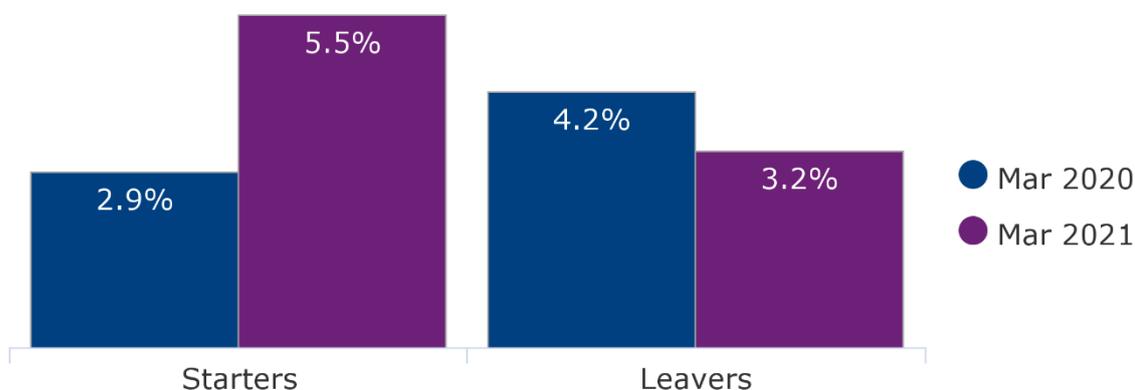
3.2.4 Figure 14 shows that more than two-thirds (69%) of those who declare themselves disabled have stayed in the council for more than 4 years.

Figure 14 Disability profile by length of service



3.2.5 In 2020/21, 5.5% of starters and 3.2% of leavers declared themselves disabled (Figure 15), compared to 2019/20 with 2.9% of starters and 4.2% of leavers.

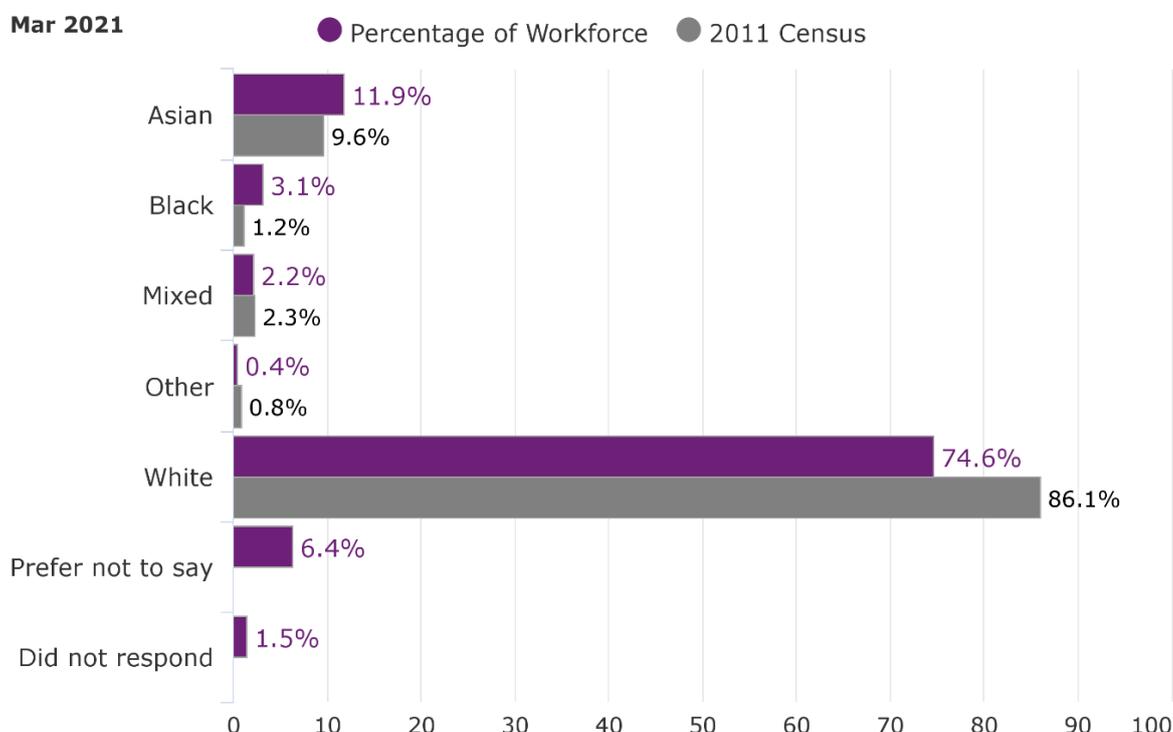
Figure 15 Disability profile by starters and leavers



3.3 Ethnicity (Race)

3.3.1 The percentage of employees who declare themselves as being Black, Asian or from a minority ethnic group is 17.5% (16.6% in 2019/20). 74.6% of employees declare themselves as White (including English, Welsh, Scottish, Northern Irish, British, any other background, Irish). Figure 16 shows that the workforce's profile broadly tracks in line with the local profile generated by the 2011 Census and more favourably in relation to Asian and Black ethnicities.

Figure 16 RBWM Ethnicity Profile Comparison with Census 2011

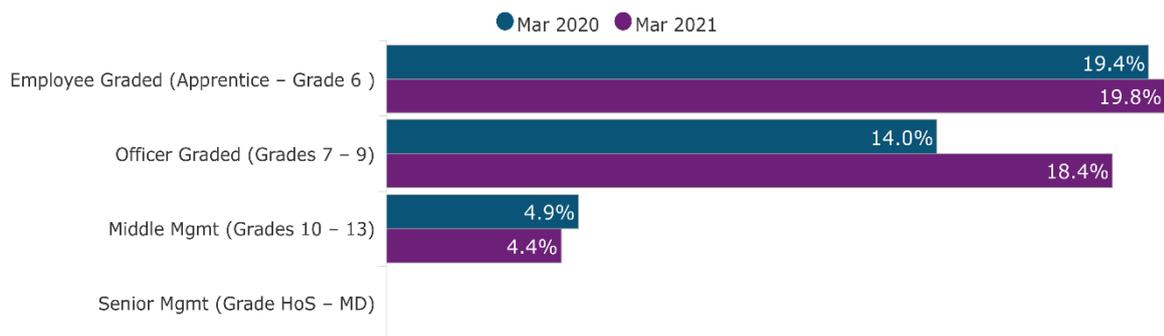


3.3.2 Labour Market Survey for Windsor and Maidenhead (Nomis, Workplace based Labour Market Survey figures based on interviews conducted over a 12-month period ending December 20) indicates that 13.1% of economically active (16+) are non-white. In comparison to the Labour Market Survey, the council has a

higher proportion of employees who declare themselves as being Black, Asian or from a minority ethnic group, 17.5%.

3.3.3 Figure 17 compares the ethnic profile by grade bands with the 2019/20 figures and this shows an increase in employee and officer grades from 19.4% to 19.8% and 14.0% to 18.4% respectively, with a marginal decrease in the middle management grade (from 4.9% to 4.4%). There is no Black, Asian or ethnic minority representation at the senior management level.

Figure 17 Ethnicity Profile by Grade: Comparison with previous year



3.3.4

3.3.5 Figure 18 shows distribution of Black, Asian and ethnic minority staff by length of service showing a good proportion tend to stay for at least 4 years (44.8%) and a quarter stay longer (21.9% in 4-10 years and 25% in 10+ years category).

3.3.6 2020/21 saw more starters (27.3%) than leavers (14.0%) who declare themselves Black, Asian or from a minority ethnic group. It can be seen from Figure 19 there are more starters in 2020/21 (27.3%) than 2019/20 (26.5%) and fewer staff who declare themselves Black, Asian or from a minority ethnic group leaving the council (14% in 2020/21 and 16.3% in 2019/20).

Figure 18 Ethnicity Profile by length of service

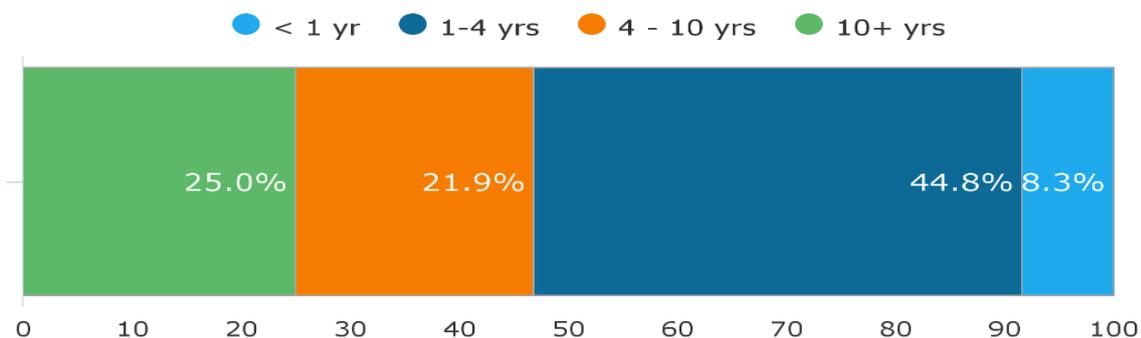
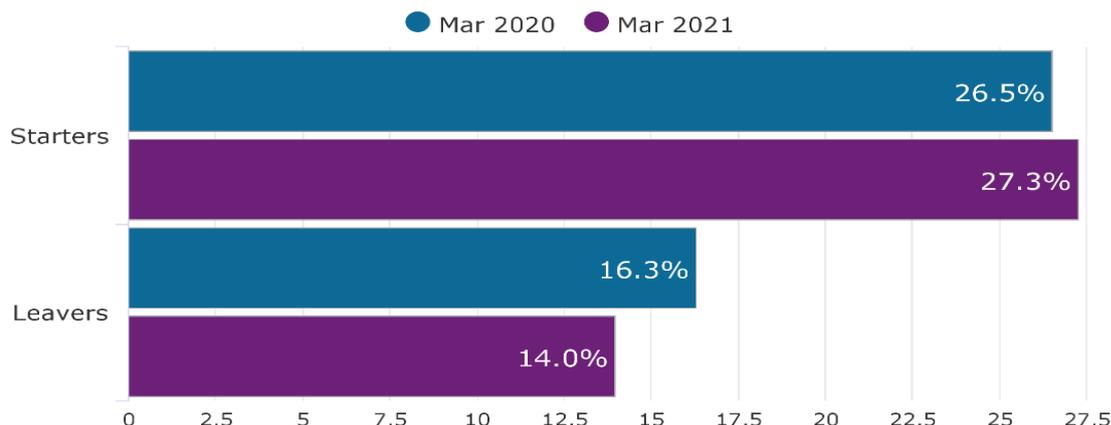


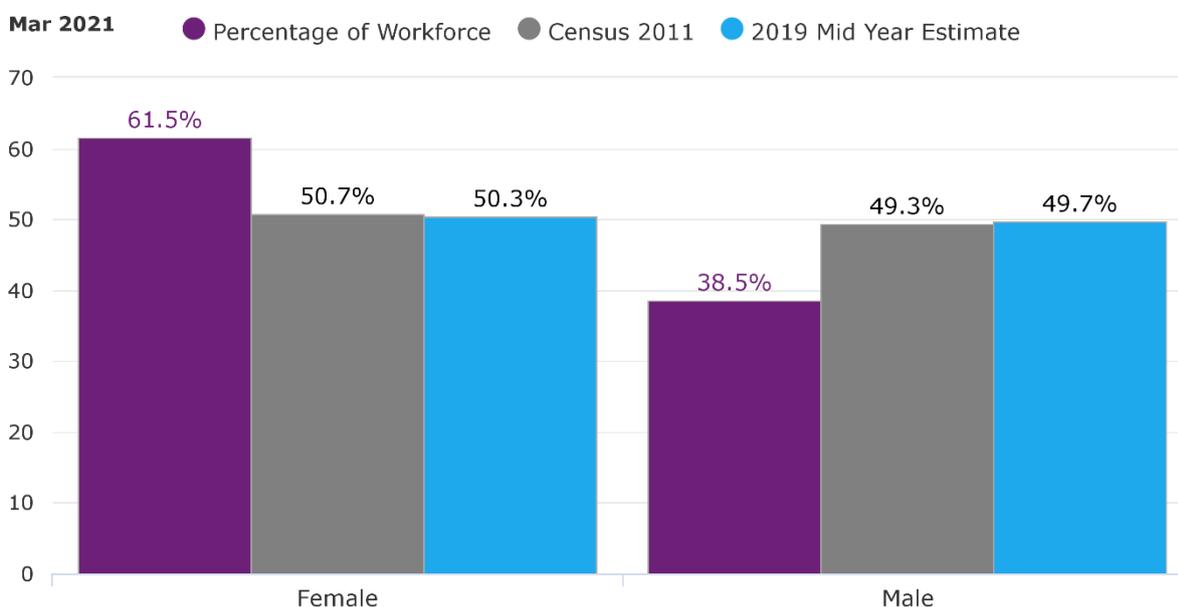
Figure 19 Ethnic Profile by starters and leavers



3.4 Sex (Gender)

3.4.1 For context, the 2011 Census indicates that 50.7% of the local population is female and 49.3% is male. Mid-year population estimates for 2019 by the ONS have indicated a marginal decrease in the percentage of females to 50.3% and a marginal increase in the percentage of males to 49.7%. Women make up the majority of the council's workforce (61.5%). This is in line with 2019/20 (61.6%) (Figure 20).

Figure 20 Proportion of male and female employees in RBWM: Comparison with Census 2011

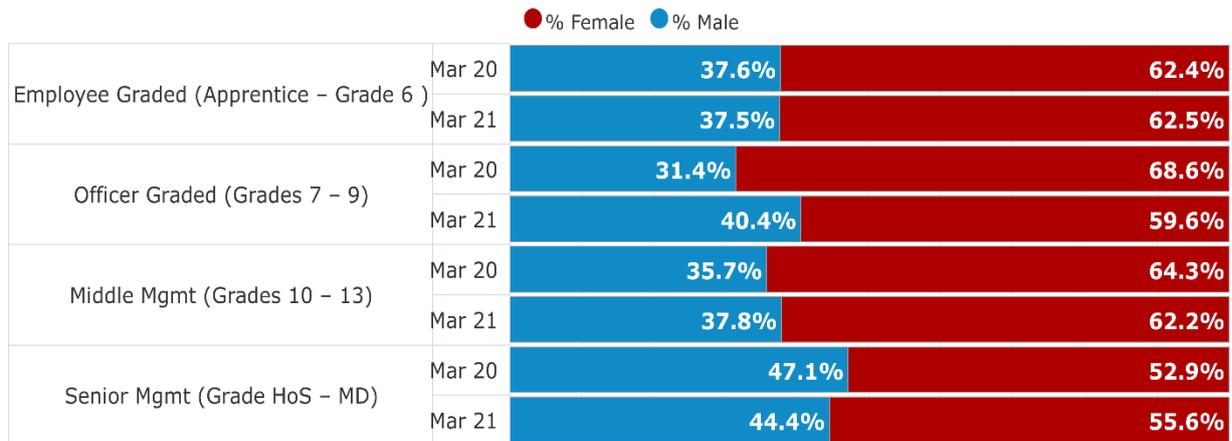


3.4.2 Figure 21 sets out the proportion of males and females for each grade-band. The proportions are relatively consistent across each grade-band, however the proportion of males in the senior management grade is slightly higher.

3.4.3 From Figure 21 it can be seen that the proportion of females in council workforce across all grades is consistent with 2019/20 figures except in the officer grade where there is a decrease in the proportion of female staff (from 68.6% in 2019/20 to 59.6% in 2020/21). Encouragingly, the proportion of

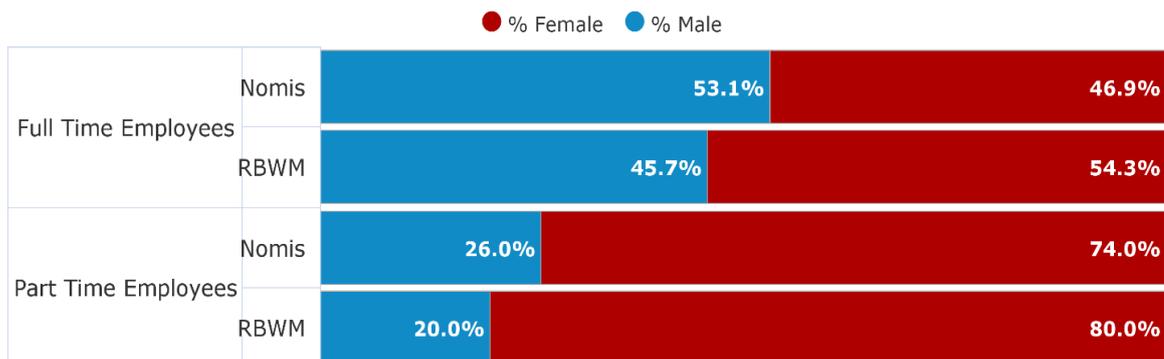
female employees in senior management grade has increased from 52.9% to 55.6%

Figure 21 Proportion of male and female employees by grade: Comparison with 2019/20



3.4.4 Labour Market Survey for Windsor and Maidenhead (Nomis, Workplace based Labour Market Survey figures based on interviews conducted over a 12-month period ending December 20) indicates the proportion of females in full time employment is 46.9% and the proportion of females in part-time employment is 74%. In comparison to the Labour Market Survey, the council has a higher proportion of females in full time (54.3%) and part time (80%) employment (shown in Figure 22).

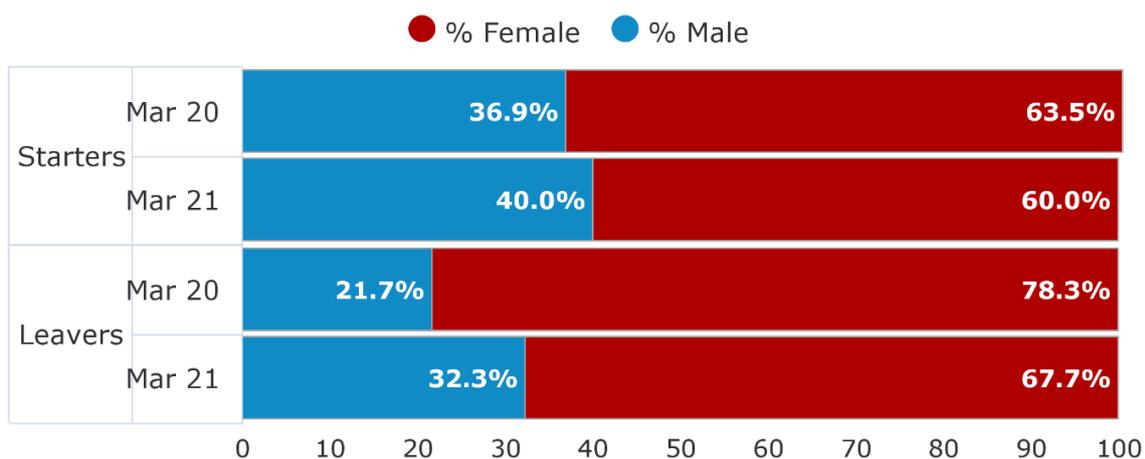
Figure 22 Proportion of male and female employees in full time and part time employment



Nomis: Workplace based Labour Market Survey figures based on interviews conducted over a 12 month period ending on December 20

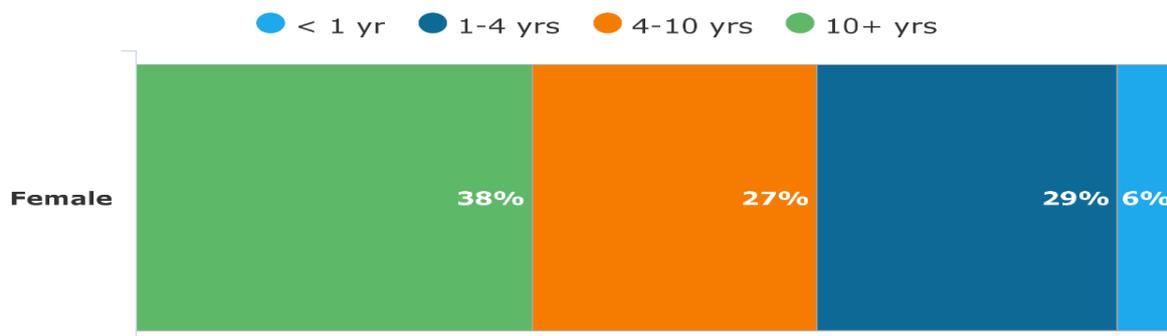
3.4.5 In 2020/21 60% of starters were female, a decrease on 2019/20 figures (63.5%), and 67.7% of leavers were female, a decrease on 2019/20 (78.3%) Figure 23 shows the comparison.

Figure 23 Proportion of male and female in starters and leavers: Comparison with 2019/20



3.4.6 Figure 24 shows the proportion of female employees by length of service. Nearly two-thirds of the female staff (65%) stay for more than 4 years (27% in 4-10 years and 38% in 10+ years length of service bands)

Figure 24 Proportion of female employees by length of service



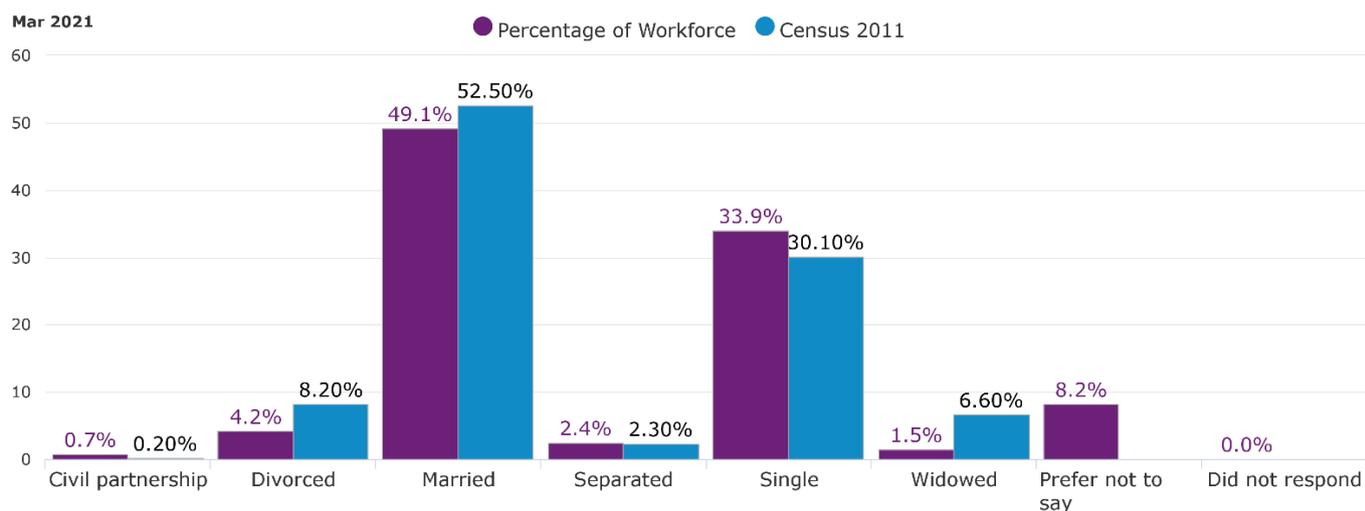
3.5 Gender Reassignment

3.5.1 The majority of the workforce (74.6%) has self-reported that they do not have plans to go through any part of a process to change their birth sex. The remaining 25.4% encompasses employees who indicated that they did have plans to do so (0.4%) or that they preferred not to say (25%).

3.6 Marriage and Civil Partnership

3.6.1 Just under half of the workforce (49.1%) reported that they are married and 33.9% reported themselves as single (never married or never registered a same-sex civil partnership). Figure 25 shows that the council's workforce profile tracks broadly in line with the local community profile generated by the 2011 Census.

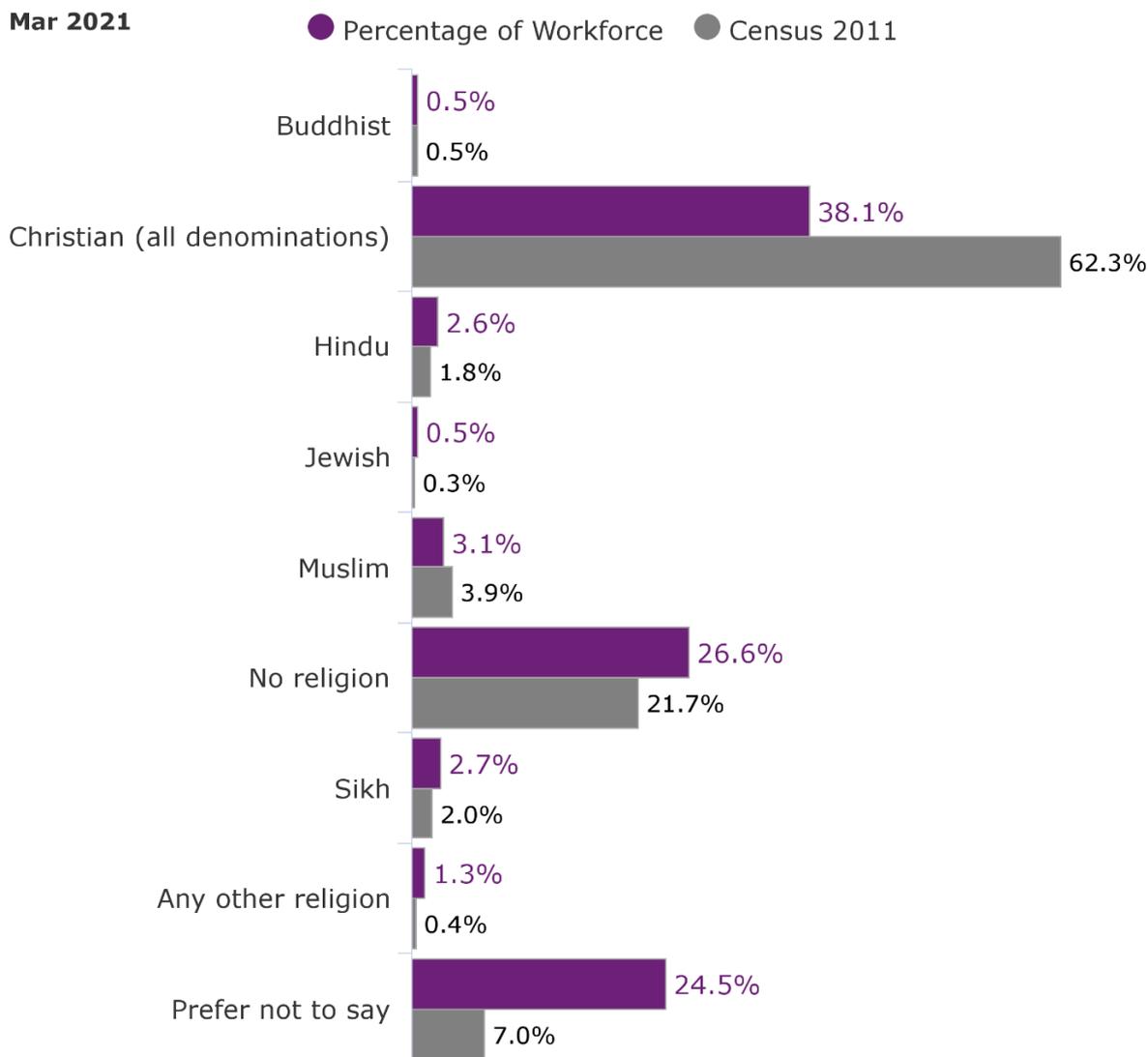
Figure 25 Marital Status: RBWM Profile in comparison to Census 2011



3.7 Religion or Belief

3.7.1 Figure 26 sets out the workforce profile of employees' self-reported religious, faith and belief affiliations compared with the local profile generated by the 2011 Census. Whilst the council's workforce profile tracks broadly against the local profile, there is a significantly lower proportion of the workforce declaring themselves as Christian (all denominations) (38.1%) compared to the local profile (62.3%).

Figure 26 RBWM Religious Orientation Comparison to Census



3.8 Sexual orientation

3.8.1 In 2020/21 the majority of employees (71%) reported themselves as heterosexual/straight and 2.9% of employees reported themselves as lesbian, gay, or bisexual. The remaining 26.1% encompasses employees who preferred not to say.

4 Commitments to Improve

4.1.1 A key foundation of the council's future people strategy is the agreement of its organisational values. Following extensive consultation with employees a suite of new organisational values was launched on 19 June 2020. Each value is underpinned by positive behaviours illustrative of each value. The values are:

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

- 4.1.2 The people activity plan incorporates all initiatives that are developed to deliver against our people strategy. This is a dynamic tracker and will include the outcomes and/or outputs of initiatives, such as those to implement the values. A staff survey was conducted in November 2020 and initiatives to support the key themes from the results will be added to the people activity plan.
- 4.1.3 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”.
- 4.1.4 An employee led equality, diversity and inclusion network has been set up within the council which is about valuing everyone in the organisation as an individual and ensuring an inclusive environment where everyone feels able to participate and achieve their potential feeling valued, respected, included and able to thrive.
- 4.1.5 An Equality, Diversity and Inclusion survey was conducted in March 2021 to understand how diverse and inclusive the council workforce is. The results of the survey will be analysed and fed back to further shape the people activity plan in conjunction with the data within this report which will look at promoting and addressing anomalies and where possible create positive outcomes/initiatives.
- 4.1.6 The 2021 Census will provide updated insights into the profile of the local community. The Council will continue to identify actions to address the under-representation of any protected characteristic where this is evidenced by the data monitored.

Appendix A

RBWM salary scales – March 2021

RBWM LOCAL PAY Grade 1 - 5

GRADE / POINT	TOTAL	
	SALARY	Gateway Range
GRADE 1		
13	£16,954	
14	£17,327	
15	£17,759	
16	£17,938	£17,939-£19,524
GRADE 2		
17	£17,637	
18	£18,078	
19	£18,452	
20	£18,888	
21	£19,330	
22	£19,524	£19,525-£22,045
GRADE 3		
23	£19,225	
24	£19,933	
25	£20,653	
26	£21,396	
27	£21,827	
28	£22,045	£22,046-£24,507
GRADE 4		
29	£21,687	
30	£22,325	
31	£23,053	
32	£23,784	
33	£24,264	
34	£24,507	£24,508-£27,967
GRADE 5		
35	£24,561	
36	£25,375	
37	£26,204	
38	£26,466	
39	£27,217	
40	£27,967	£27,968-£32,050

RBWM LOCAL PAY Grade 6 - 13

GRADE	Salary range (spot salary)		Gateway Range
	MIN	MAX	
	£	£	£
6	£28,715	£32,050	£32,051 - £36,250
7	£32,691	£36,250	£36,251 - £42,204

RBWM MANAGEMENT GRADES

GRADE	Salary range (spot salary)		Gateway Range
	MIN	MAX	
8	£38,640	£42,204	£42,205-£46,275
9	£42,339	£46,275	£46,276-£50,775
10	£46,429	£50,775	£50,776-£57,034
11	£52,234	£57,034	£57,035-£63,978
12	£58,439	£63,978	£63,979-£76,210
13	£65,498	£76,210	£76,211-£83,075

SENIOR LEADERSHIP TEAM PAY BANDS

RBWM Senior Managers Pay Bands		
	Min	Max
Head of Service	£66,912	£93,460
Deputy Director	£86,700	£102,816
Executive Director	£97,869	£134,997
Managing Director	£122,400	£149,083