

Report Title:	2021/22 End of Year Employee Workforce Profile Report
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Cllr Rayner, Deputy Leader of the Council and Cabinet Member for Cabinet Member for Business, Corporate & Residents Services, Culture & Heritage, & Windsor; Armed Forces Champion
Meeting and Date:	Corporate Overview and Scrutiny, 25 July 2022
Responsible Officer(s):	Adele Taylor, Executive Director of Resources and S151 officer Nikki Craig, Head of HR, Corporate Projects and IT
Wards affected:	All

REPORT SUMMARY

- The Workforce Profile 2021-22 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.

Option	Comments
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. Full, updated, data on all the protected characteristics are expected to be available from the autumn/winter of 2022. For 2021-22 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 2020-21 is detailed where appropriate and benchmarking data is also included where available.

2.4 The report highlights areas for focus such as increased turnover as well as positive results including the increase in part timers in middle and senior management. 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 been in place for three years but there are a number of employees who chose 'prefer not to say' as a response to some questions. This time the percentage of the workforce that has withheld information about their religion has increased from 24.5 to 35.3. Whilst the withholding of personal data is acceptable, it would be preferable that employees felt comfortable enough to answer the questions fully. HR will be considering what positive action can be taken to encourage employees to provide this data and therefore reduce the percentage of 'Prefer not to say' responses.

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Employees feel comfortable sharing personal data with 'prefer not to say responses' reduced across all the protected characteristics	Prefer not to say responses remain as currently or continue to increase.	Prefer not to say responses reduced by 25%	Prefer not to say responses are reduced by 50%.		31 March 2023

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 isn't diverse or feels 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 Equalities. There is no Equality Impact Assessment required for this report.

7.2 Climate change/sustainability. There are no potential impacts of the recommendations in relation to climate change / sustainability.

7.3 Data Protection/GDPR. The personal data used has been collected and used in line with the HR Privacy policy.

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 Lead 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
25 July 2022	Report presented at Corporate Overview and Scrutiny
By end July 2022	Report published on RBWM website.

10. APPENDICES

10.1 This report is supported by one appendix:

- Appendix A: Workforce Profile 2021-22.

11. BACKGROUND DOCUMENTS

11.1 This report has no background documents.

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory:</i>			
<i>Statutory Officers (or deputies)</i>			
Adele Taylor	Executive Director of Resources/S151 Officer	5/7/22	8/7/22
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	5/7/22	
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)		
Elaine Browne	Head of Law (Deputy Monitoring Officer)		
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)		
<i>Mandatory:</i>			
<i>Procurement Manager (or deputy) - if report requests</i>			

<i>approval to award, vary or extend a contract</i>			
Lyn Hitchinson	Procurement Manager	N/A	
<i>Other consultees:</i>	Cllr Rayner, Deputy Leader of the Council and Cabinet Member for Cabinet Member for Business, Corporate & Residents Services, Culture & Heritage, & Windsor; Armed Forces Champion	14/07/22	
<i>Directors (where relevant)</i>			
Duncan Sharkey	Chief Executive	5/7/22	
Andrew Durrant	Executive Director of Place	5/7/22	
Kevin McDaniel	Executive Director of Children's Services	5/7/22	

REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Non-key decision	No	No

Report Author: Karin Zussman-Ward, Lead HR Policy and Reward Advisor
--

Royal Borough of Windsor and Maidenhead Workforce Profile 2021-22

Contents

1. Introduction.....	2
2. Establishment Overview	3
Headcount and FTE.....	3
Grade Bandings	3
Part time Employees.....	4
Length of service.....	5
Voluntary Turnover	6
Starters and Leavers.....	6
3 Equality and Diversity	8
Age	8
Disability.....	10
Ethnicity (Race).....	11
Sex	12
Gender Reassignment	14
Marriage and Civil Partnership.....	15
Religion or Belief.....	15
Sexual orientation	16
4 Commitments to Improve.....	16

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 2022, 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.

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.

1.8 It had been hoped to update this report with the latest data from the 2021 Census, however whilst some data has been released on age and gender at a high level, full data sets breaking down the information further and also data covering the other seven protected characteristics will not be available the

autumn/winter in 2022. Therefore, this report continues to use the 2011 Census data and the updated 2021 data will be reflected in the 2022/23 report.

2. Establishment Overview

Headcount and FTE

- 2.1 At the 31 March 2022 the establishment is 553 headcount, an increase from 548 (+5) in 2020/21. The FTE is 496.06, an increase from 480.83 (+15.23) in 2020/21. Figure 1 sets out this annual comparison. In 2020/21 the council TUPE transferred in legal and building control services.
- 2.2 The workforce is organised into Directorates, each encompassing a range of services. Figure 2 sets out the Headcount and FTE by directorate.
- 2.3 The total headcount of the council is 553, with 4 employees holding more than one role within their directorate.

Figure 1 RBWM: Annual comparison of Headcount and FTE



Figure 2 Headcount and FTE by directorates



Grade Bandings

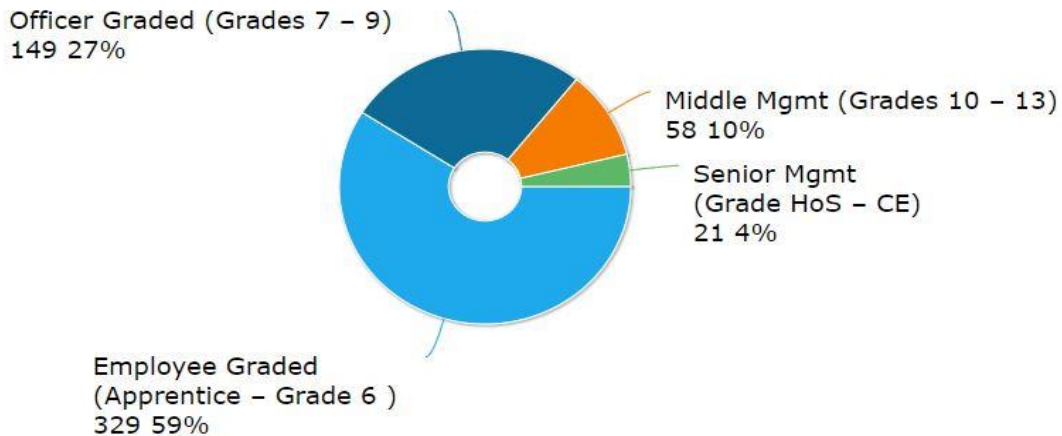
- 2.4 The council has a pay grading system encompassing grades from Apprentice to Chief Executive. Grades are grouped into four key grade-bands. Whilst the

total headcount for the organisation is 553, there are 4 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 557.

Figure 3 sets out the proportion of the workforce by grade-band. The RBWM salary bandings as of March 2022 are detailed in Appendix A.

Figure 3 Workforce by grade

Mar 22

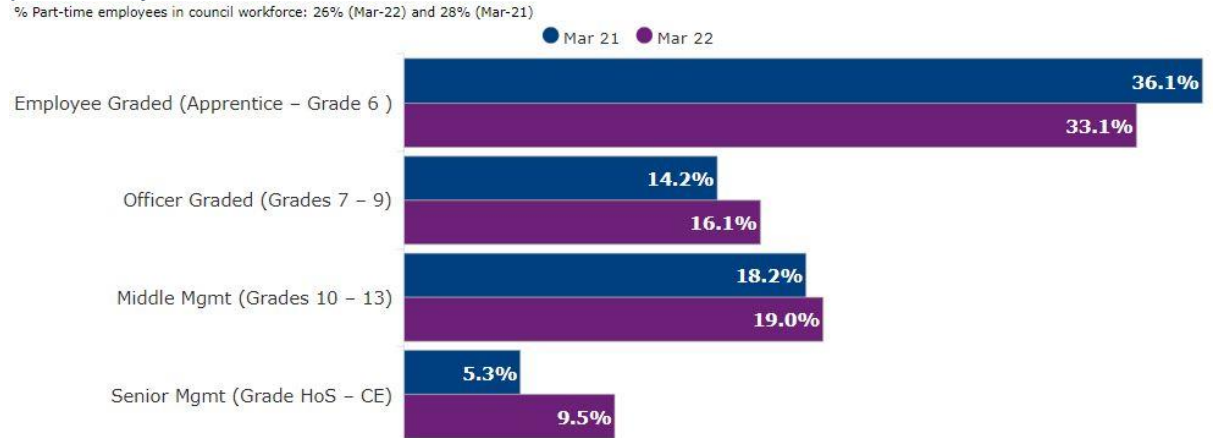


Part time Employees

- 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 Plan and additional paid leave for employees who are Foster Carers also supports employees with caring responsibilities.
- 2.7 Across all grade-bands 74% are full-time employees and 26% are part-time employees. This is broadly in line with the Labour Market Survey for Windsor and Maidenhead which indicates that 78% of local employees are full-time and 22% are part-time. (Nomis, Workplace based Labour Market Survey based on interviews conducted over a 12-month period ending December 21)
- 2.8 Figure 4 shows the breakdown of part-time employees by grade-band comparing them with the previous year. The Employee grade-band (Apprentice-Grade 6) encompasses the highest proportion of part-time employees (33.1%) compared to other grade-bands.
- 2.9 In comparison to 2020/21 there is an increase in uptake of part-time working options in officer, middle and senior management grades and a slight decrease in the employee Grade. (Figure 4).
- 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 and actions to help address the issues identified are currently being planned.

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



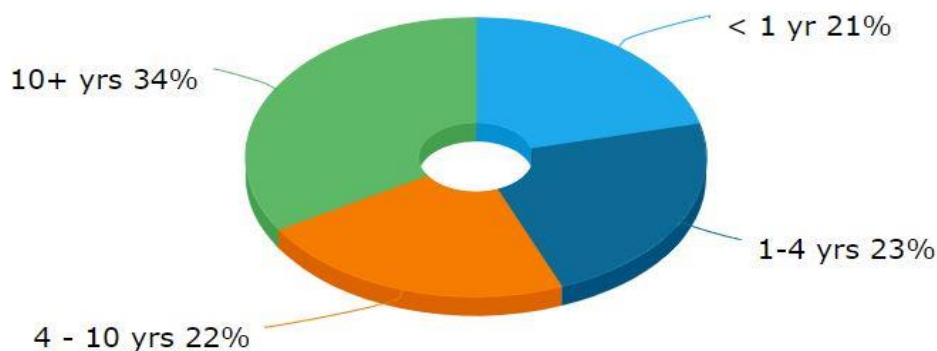
Length of service

- 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 5 shows that the highest proportion of employees (43%) have been in the council for more than 10 years. Over half (56%) of the council staff have been working for more than 4 years.

Figure 5 Workforce Profile by length of service

Mar 22

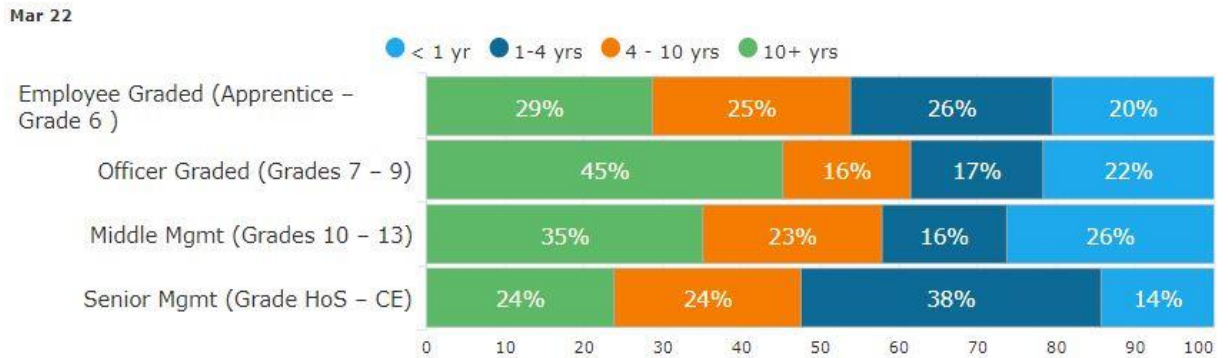
Stability Index (percentage of employees with 12 or more months service): 79%



- 2.12 The stability index (percentage of employees with 12 or more months service) is 79%

- 2.13 Figure 6 shows the 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

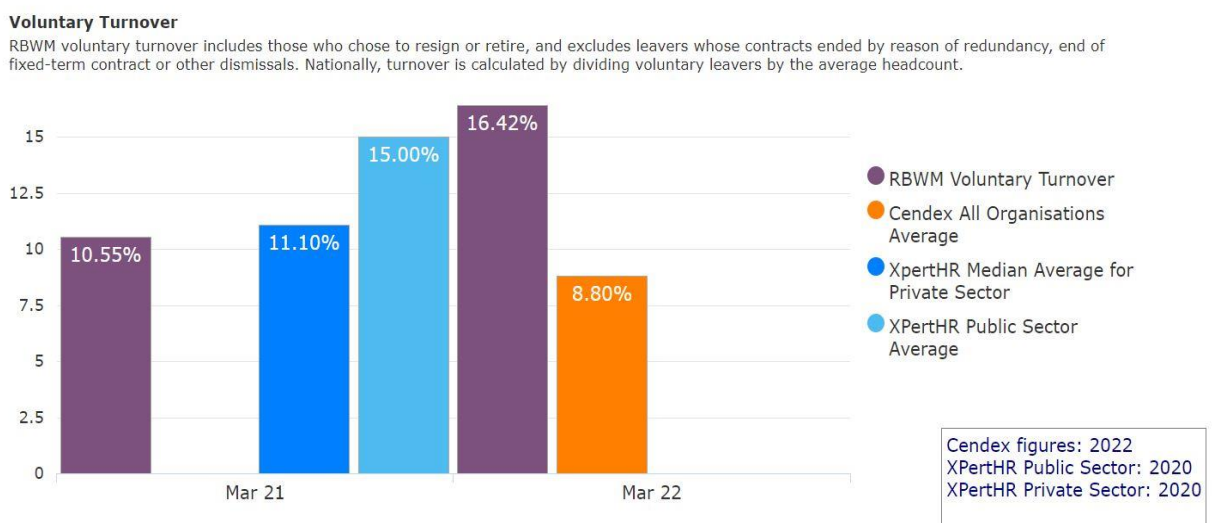


Voluntary Turnover

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 2021/22 voluntary turnover was 16.42%, an increase on 2020/21 (10.55%) by 5.87%. Cendex Public Sector average (Year to January 2022) is 8.85%. Figure 7 shows RBWM voluntary turnover compared to the public and private sectors. Limited information was available from the other Unitary authorities within Berkshire, with Slough reporting 20% and Bracknell Forest 13.84%. Many employers are experiencing an increase in voluntary turnover reflecting the end of the restrictions imposed by the pandemic and the increase in employees reviewing their career and lifestyle choices, as well as the highest level of vacancies in the country for over 20 years, resulting in a 'sellers' market from an employees' perspective.

Figure 7 RBWM Percentage Voluntary Turnover

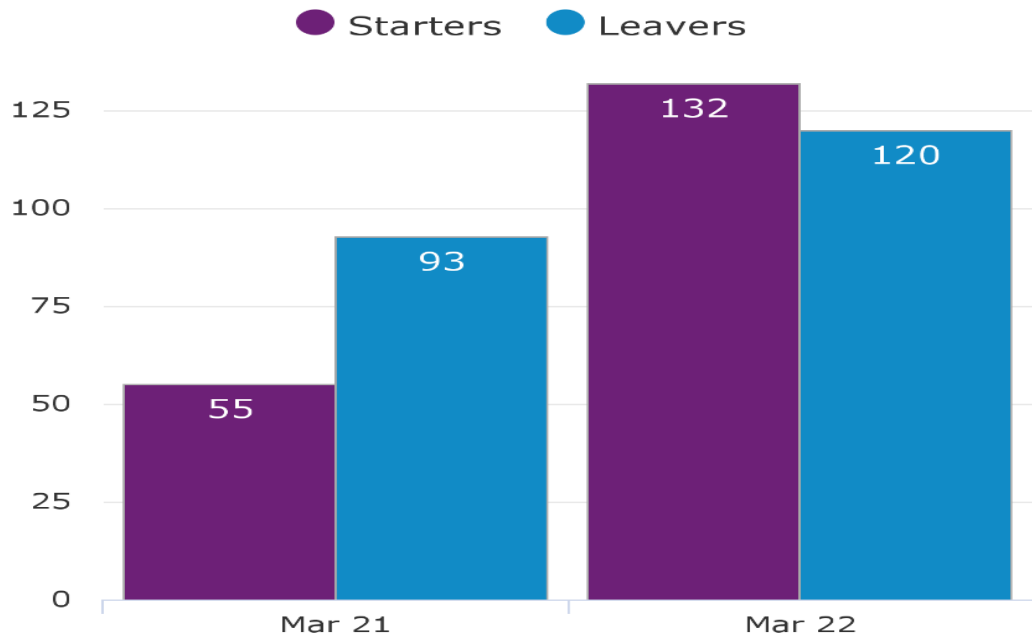


Starters and Leavers

2.16 2021/22 saw a total of 132 starters (55 starters 2020/21) and 120 leavers (93 leavers 2020/21) (Figure 8). The average length of service for leavers is 6.2 years. Comparing the current figures with the previous year', recruitment and

turnover have increased, which is only to be expected in this post-pandemic period.

Figure 8 Starters and Leavers Headcount



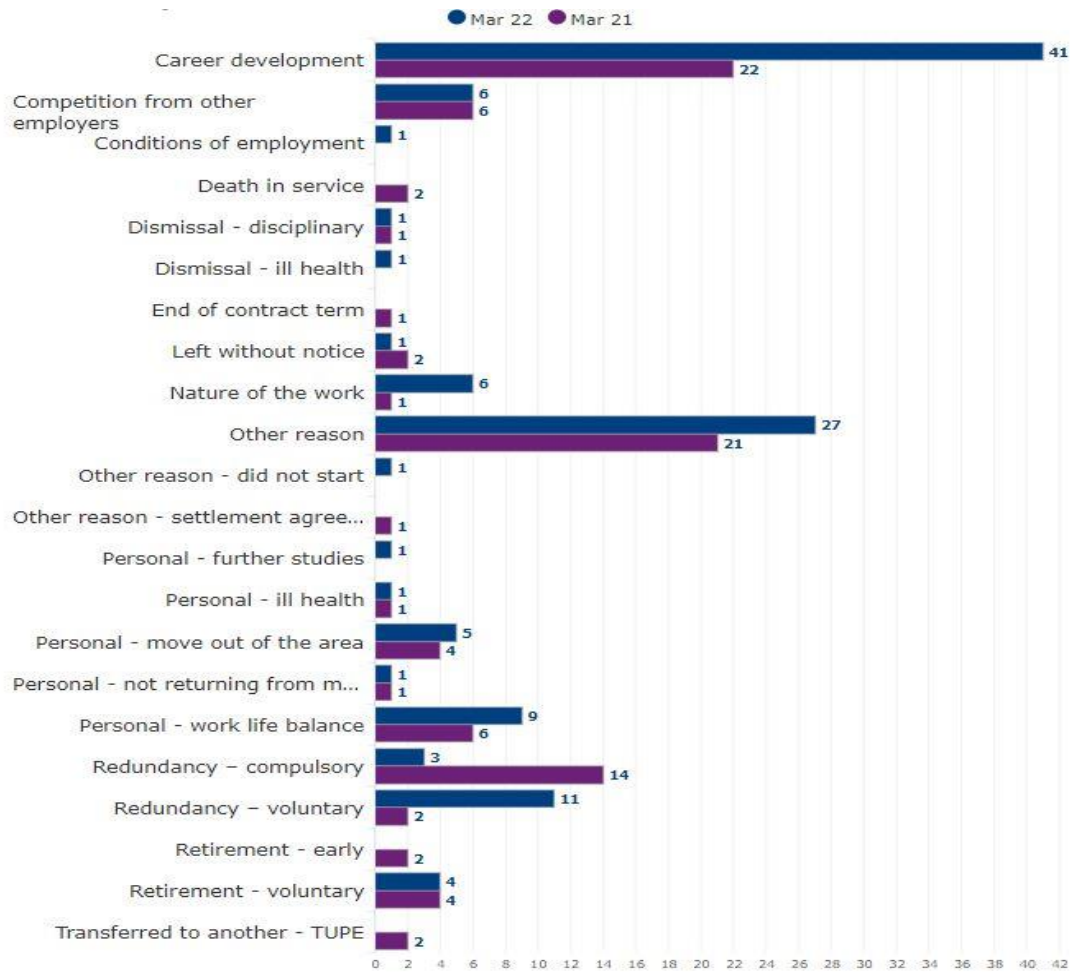
2.17 Table 1 compares starters and leavers by disability, ethnicity (Black, Asian or from a minority ethnic group) and female employees. Additional information can be found in sections 3.2, 3.3 and 3.4.

Table 1: Comparison of starters and leavers profile: 2021-22

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

2.18 Figure 9 compares reasons for leaving with previous year. The top three reasons for leaving in 2021/22 were: Career development (34%), other reasons (not defined) (22.57%) and work life balance (7.5 %).

Figure 9 Reasons for leaving

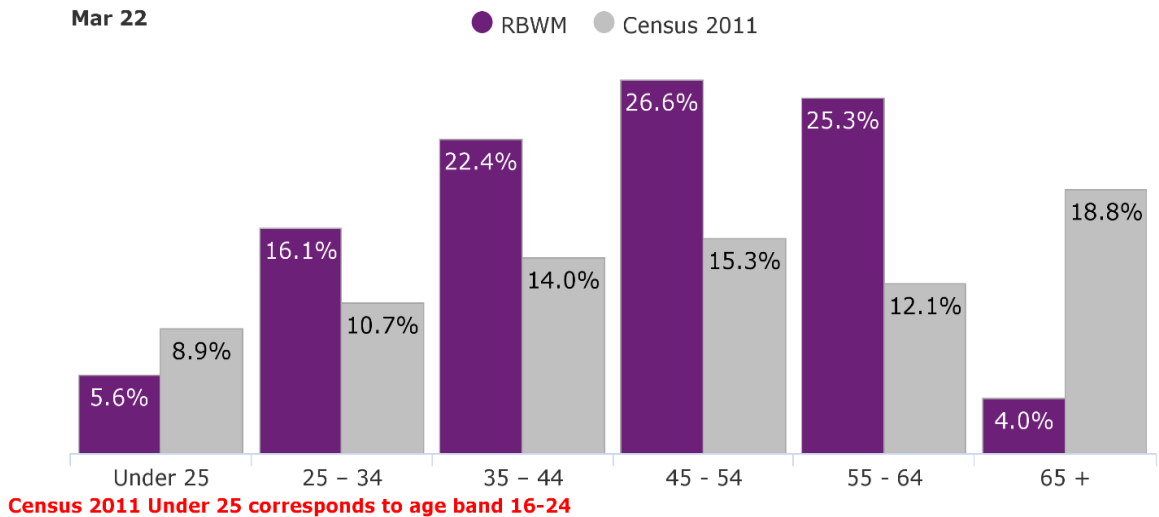


3 Equality and Diversity

Age

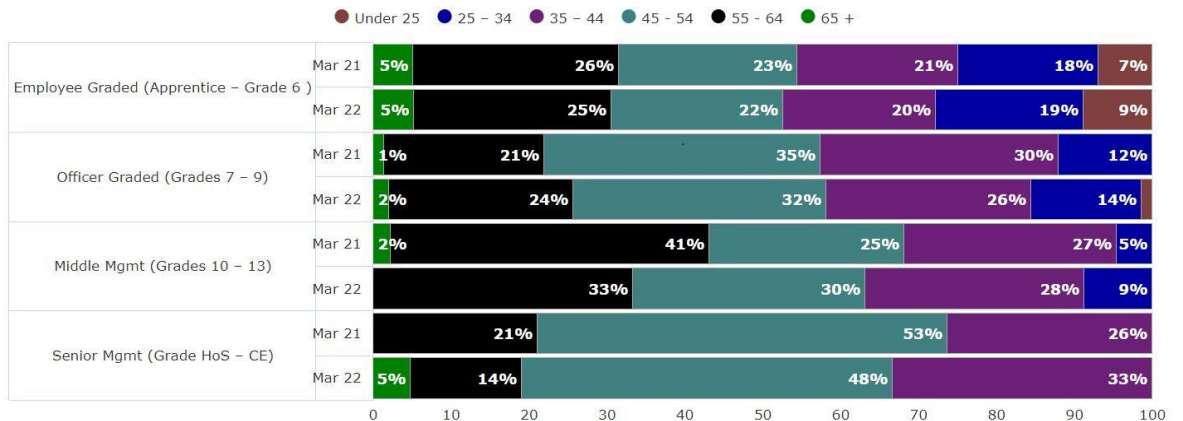
- 3.1 For context, population demographics for the Royal Borough of Windsor and Maidenhead show that the population of the borough is ageing. Population estimates for 2019 by the Office for National Statistics (ONS) by broad age-group indicate that 18.8% of the borough's population is aged 65+. This 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+).
- 3.2 Figure 10 sets out the age-profile of employees compared to the 2011 Census data, however making any comparisons between the employee profile and this old data is questionable. Next year's report will reflect 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, a range of flexible retirement options are available.

Figure 10 RBWM Age Profile Comparison with Census 2011



3.3 Figure 11 compares age profile by grade bandings.

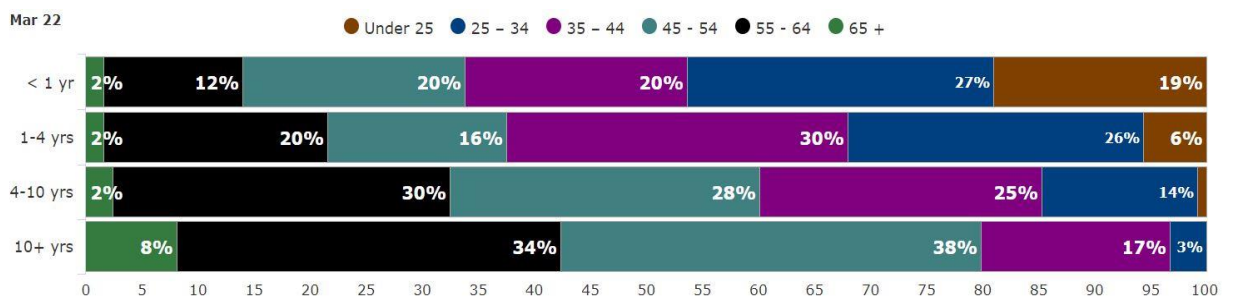
Figure 11 Age profile by grade bandings



3.4 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. (6% under 25 years, 26% for 25-34 years, 30% 35-44 years, 16% 45-54, 20% for 55-64 years.

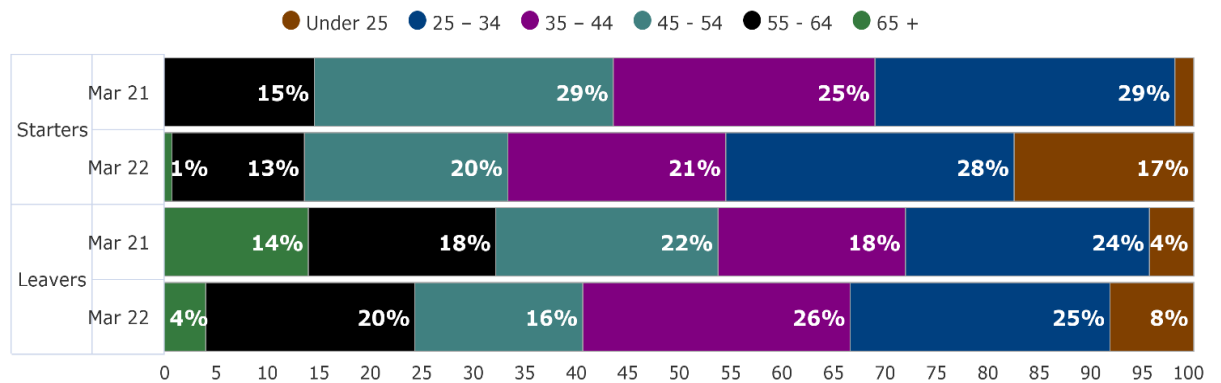
3.5 The increase in length of service in the council follows in line with the increase in the proportion of middle-aged staff. 72% of staff with more than 10 years' experience are in the age-band of 45 to 64 years.

Figure 11 Age profile by length of service



3.6 Figure 13 compares starters and leavers by age and shows that the council is attracting more staff in the under 25 age band.

Figure 13 Age Profile by starters and leavers

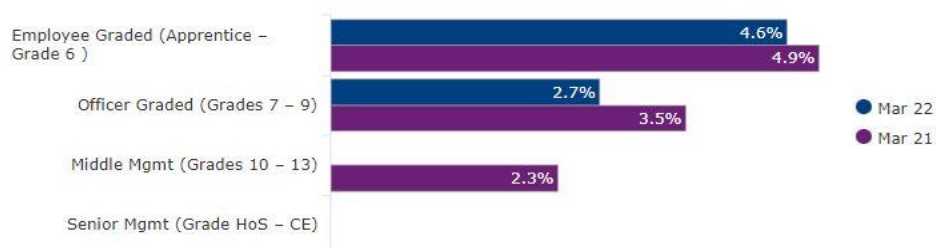


Disability

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 2021/21 is 3.4%, a decrease from 2020/21 (4.2%). Of the remaining 96.6%, 89.3% declared themselves as not disabled and 7.3% did not respond.

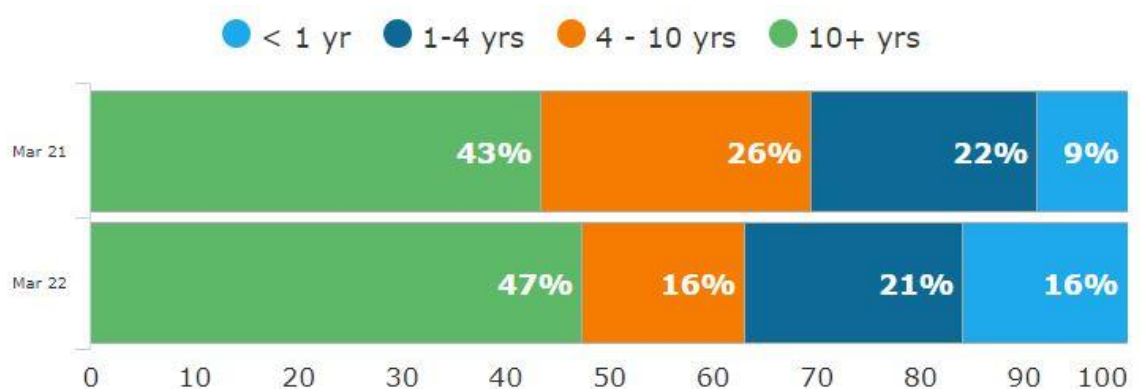
3.8 Figure 14 compares the disability profile of the workforce by grade, showing a decrease across all grades.

Figure 14 Disability profile by grade



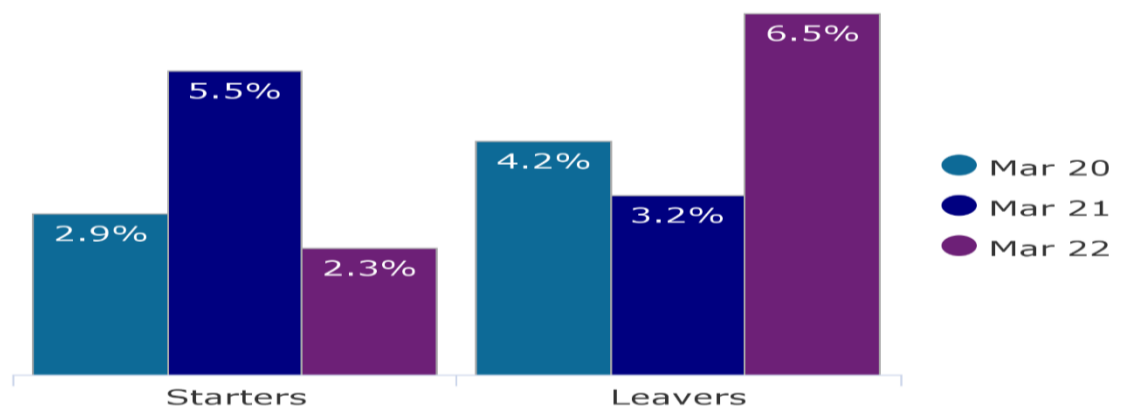
3.9 Figure 15 shows that more than two-thirds (63%) of those who declare themselves disabled have stayed in the council for more than 4 years.

Figure 15 Disability profile by length of service



3.10 In 2021/22, 2.3% of starters and 6.5% of leavers declared themselves disabled (Figure 16). Compared to 2020/21 with 5.5% of starters and 3.2% of leavers.

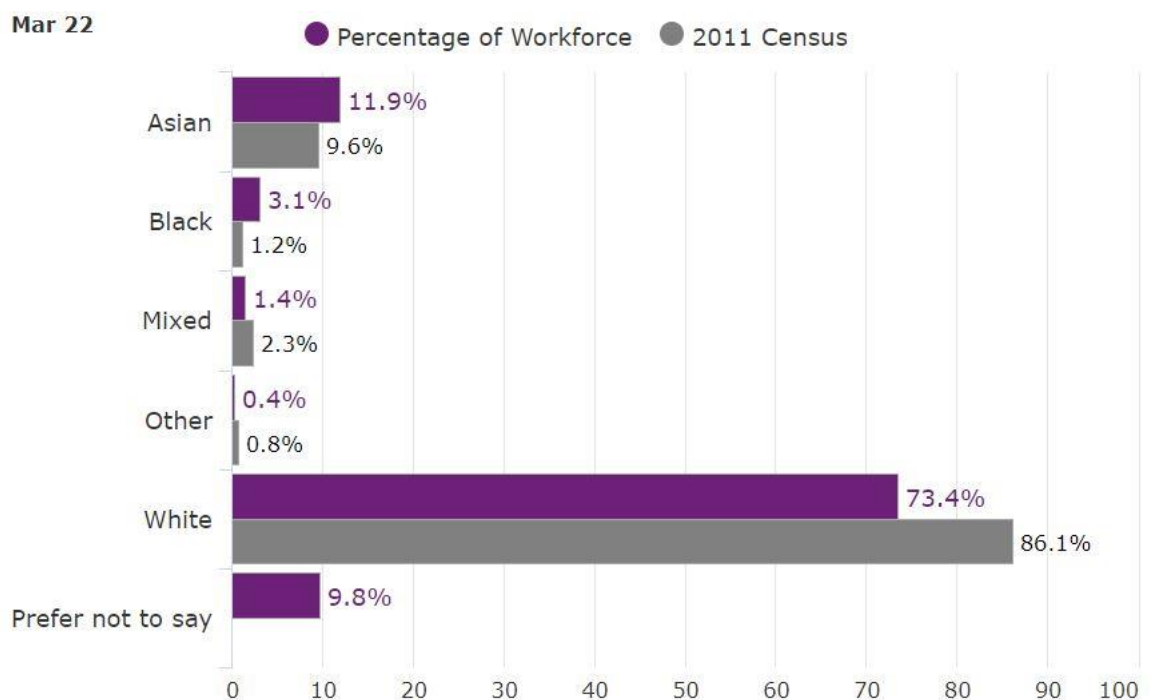
Figure 16 Disability profile by starters and leavers



Ethnicity (Race)

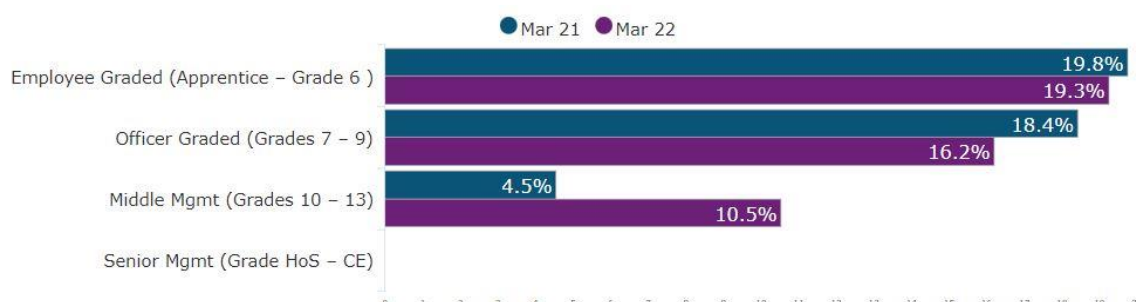
3.11 The percentage of employees who declare themselves as being Black, Asian or from a minority ethnic group is 16.8 % (17.5% in 2020/21). 73.4% of employees declare themselves as White (including English, Welsh, Scottish, Northern Irish, British, any other background, Irish). The percentage of employees who prefer not to provide this information has increased from 6.4 to 9.8. Figure 17 shows that the workforce's profile broadly tracks in line with the local profile generated by the 2011 Census, however making any comparisons between the employee profile and this old data is questionable. Next year's report will reflect the 2021 Census data.

Figure 17 RBWM Ethnicity Profile Comparison with Census 2011



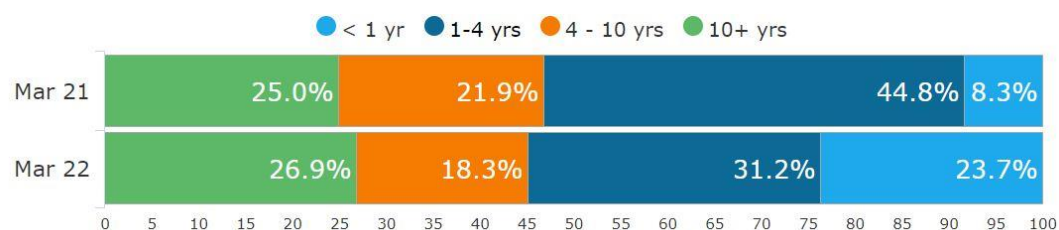
3.12 Figure 18 compares the ethnic profile by grade bands with the 2020/21 figures and this shows a significant increase in the middle management grade (from 4.5% to 10.5%). There is no Black, Asian or ethnic minority representation at the senior management level.

Figure 18 Ethnicity Profile by Grade: Comparison with previous year



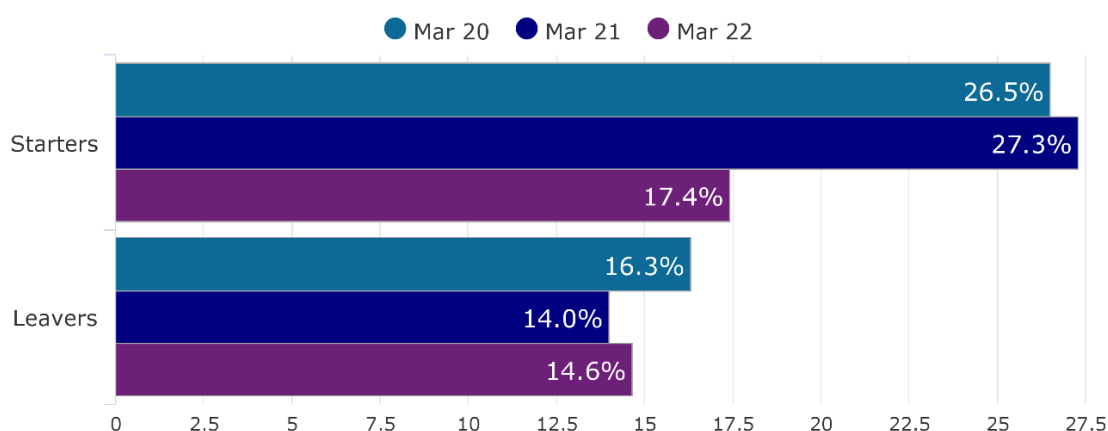
3.13 Figure 19 shows distribution of Black, Asian and ethnic minority staff by length of service showing a good proportion tend to stay for 4 years or more (45.2%).

Figure 19 Ethnicity Profile by length of service



3.14 In 2021/22 the number of starters who declare themselves Black, Asian or from a minority ethnic group was 17.4%, down from 27.3% in 2020/21 as shown in Figure 20. There was a small increase in the % of staff who declare themselves Black, Asian or from a minority ethnic group leaving the council (14.6% in 2021/22 and 14.0% in 2020/21).

Figure 20 Ethnic Profile by starters and leavers

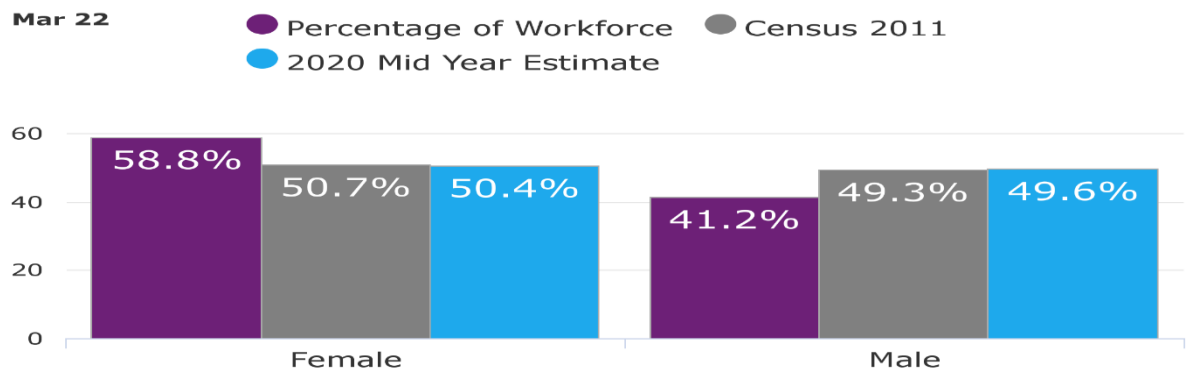


Sex (Gender)

3.15 For context, the 2011 Census indicates that 50.7% of the local population is female and 49.3% is male, however making any comparisons between the employee profile and this old data is questionable. Next year's report will

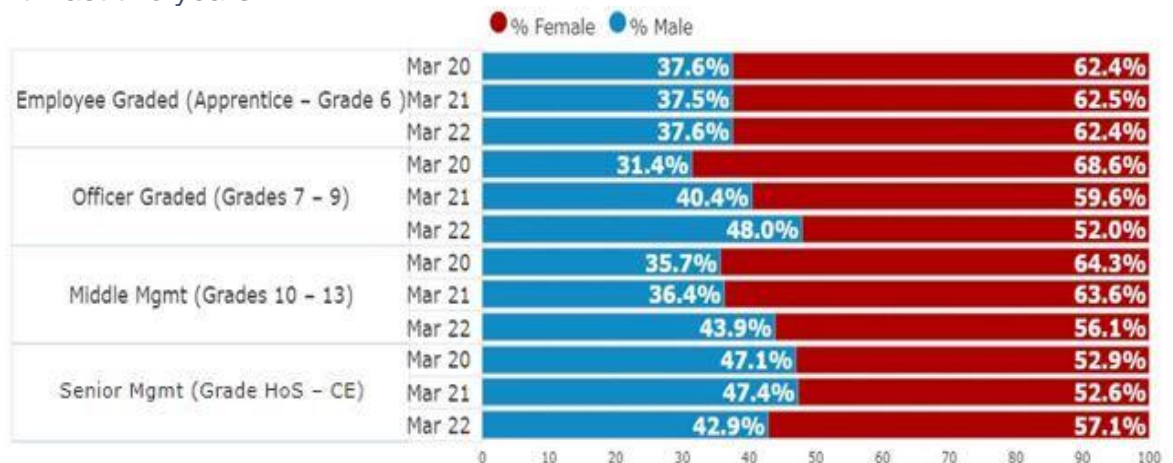
reflect the 2021 Census data. Mid-year population estimates for 2019 by the ONS have indicated a marginal decrease in the percentage of females to 50.3% and a marginal increase in the percentage of males to 49.7%. Women make up the majority of the council's workforce (58.8%). This is slightly down from 61.5% in 2020/21 (Figure 12).

Figure 12 Proportion of male and female employees in RBWM: Comparison with Census 2011



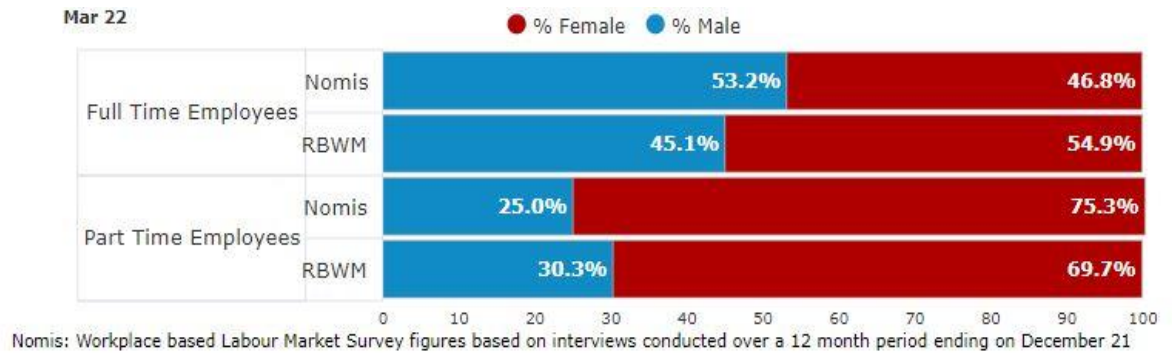
3.16 Figure sets out the proportion of males and females for each grade-band, where it can be seen that the proportion of females in council workforce across all grades is generally consistent with 2020/21 figures except in the officer grade where there is a decrease in the proportion of female staff (from 59.6% in 2020/21 to 52% in 2021/22). Encouragingly, the proportion of female employees in senior management grade has increased from 52.6% to 57.1%.

Figure 22 Proportion of male and female employees by grade: Comparison with last two years



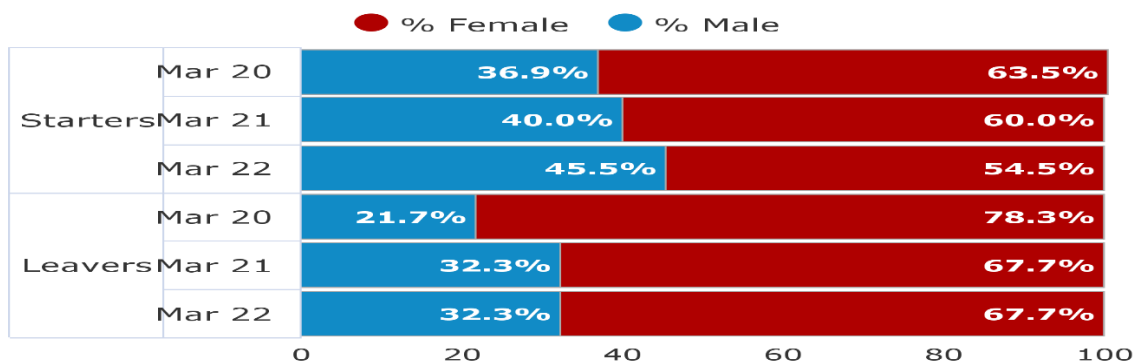
3.17 Labour Market Survey for Windsor and Maidenhead (Nomis, Workplace based Labour Market Survey figures based on interviews conducted over a 12-month period ending December 21) indicates the proportion of females in full time employment is 46.9% and the proportion of females in part-time employment is 74%. In comparison to the Labour Market Survey, the council has a higher proportion of females in full time (54.9%) and lower part time (69.7%) employment (shown in Figure 13).

Figure 13 Proportion of male and female employees in full time and part time employment



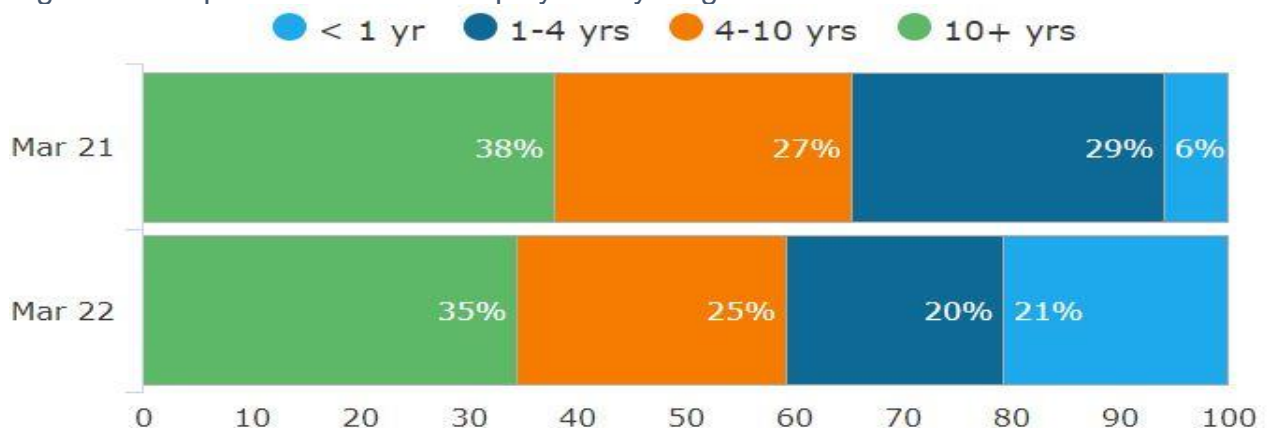
3.18 In 2021/22 54.5% of starters were female, a decrease on 2020/21 figure (60.0%), and 67.7% of leavers were female, the same percentage as 2020/21. Figure 14 shows the comparison.

Figure 14 Proportion of male and female in starters and leavers: Comparison with the last two years



3.19 Figure 15 shows the proportion of female employees by length of service. Over two-thirds of the female staff (60%) stay for more than 4 years (25% in 4-10 years and 35% in 10+ years length of service bands)

Figure 15 Proportion of female employees by length of service



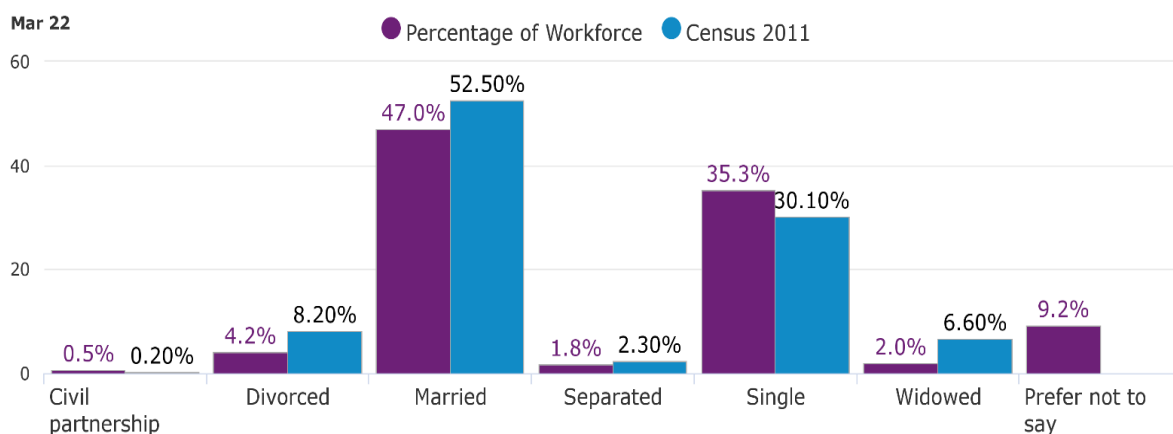
Gender Reassignment

3.20 The majority of the workforce (63.3%) has self-reported that they do not have plans to go through any part of a process to change their birth sex. The remaining 36.7% encompasses employees who indicated that they did have plans to do so (0.5%) or that they preferred not to say (36.2%).

Marriage and Civil Partnership

3.21 Slightly less than half of the workforce (47.0%) reported that they are married and 35.3% reported themselves as single (never married or never registered a same-sex civil partnership). Figure 26 shows that the council's workforce profile tracks broadly in line with the local community profile generated by the 2011 Census, however making any comparisons between the employee profile and this old data is questionable. Next year's report will reflect the 2021 Census data.

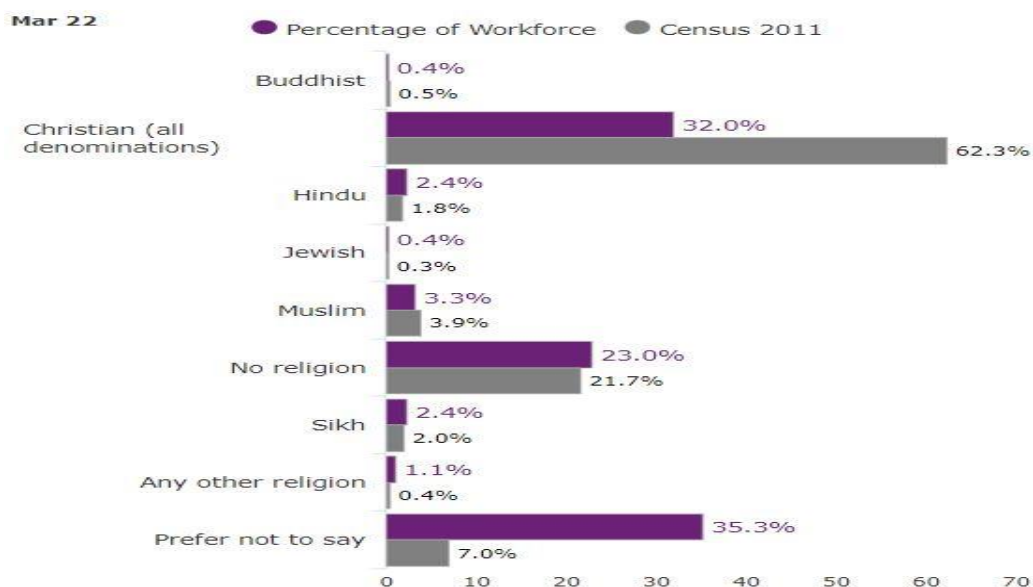
Figure 26 Marital Status: RBWM Profile in comparison to Census 2011



Religion or Belief

3.22 Figure 27 sets out the workforce profile of employees' self-reported religious, faith and belief affiliations compared with the local profile generated by the 2011 Census, however as stated previously, making any comparisons between the employee profile and this old data is questionable. Next year's report will reflect the 2021 Census data. 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) (32.0%) compared to the local profile (62.3%). The percentage of staff preferring not to declare this information has increased from 24.5% to 35.3% from March 2021.

Figure 27 RBWM Religion Comparison to Census



Sexual orientation

- 3.23 In 2021/22 the majority of employees (60.8%) reported themselves as heterosexual/straight and 2.4% of employees reported themselves as lesbian, gay, or bisexual. The remaining 36.9% encompasses employees who preferred not to say.

4 Commitments to Improve

- 4.1 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
- 4.2 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 values, undertaking a mini staff survey, developing a leadership development programme and implementing a wellness action plan.
- 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".
- 4.4 An employee led equality, diversity and inclusion network has been established and with a focus on valuing everyone in the organisation as an individual and ensuring an inclusive environment where everyone feels able to participate and achieve their potential by feeling valued, respected, included and able to thrive.
- 4.5 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 have been analysed by the group and some have been fed back to further shape promoting and addressing anomalies and where possible create positive outcomes/initiatives. The HR team are also working with the strategy team leading on the inequalities work across the borough as this will also look at the organisation.
- 4.6 An employee Ambassador Group acts as a sounding board for workforce initiatives and provides valuable insight and feedback on the opinions of staff across and at all levels within the organisation.

- 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.
- 4.8 The 2021 Census will provide updated insights into the profile of the local community and will be reflected in the profile for 2022/23. 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 2022

RBWM LOCAL PAY Grade 1 - 5

GRADE/ POINT	TOTAL SALARY	GATEWAY RANGE
	£	£
GRADE 2		
20	£19,293	
21	£19,717	
22	£19,914	£19,915 - £22,486
GRADE 3		
23	£19,610	
24	£20,332	
25	£21,066	
26	£21,824	
27	£22,264	
28	£22,486	£22,487 - £24,997
GRADE 4		
29	£22,121	
30	£22,772	
31	£23,514	
32	£24,260	
33	£24,749	
34	£24,997	£24,998 - £28,526
GRADE 5		
35	£25,052	
36	£25,883	
37	£26,728	
38	£26,995	
39	£27,761	
40	£28,526	£28,527 - £32,691

RBWM LOCAL PAY Grade 6 - 13

GRADE	Salary range (spot salary)		
	MIN	MAX	Gateway Range
	£	£	£
6	£29,289	£32,691	£32,692 - £36,975
7	£33,345	£36,975	£36,976 - £43,048
8	£39,413	£43,048	£43,049 - £47,201
9	£43,186	£47,201	£47,202 - £51,791
10	£47,358	£51,791	£51,792 - £58,175
11	£53,279	£58,175	£58,176 - £65,258
12	£59,608	£65,258	£65,259 - £77,734
13	£66,808	£77,734	£77,735 - £84,737

SENIOR LEADERSHIP TEAM PAY BANDS

GRADE	MIN	MAX
	£	£
Head of Service	£68,250	£95,329
Deputy Director	£88,434	£104,872
Executive Director	£99,826	£137,697
Chief Executive	£124,848	£152,065