

Royal Borough of Windsor and Maidenhead

Workforce Profile

2025-26

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1. Introduction

- 1.1 The purpose of this report is to provide an annual summary of the profile of the workforce for the Royal Borough of Windsor and Maidenhead (RBWM) by its protected characteristics as defined under the Equality Act 2010.
- 1.2 All public sector employers, including local authorities, have a statutory duty under the Equality Act (2010) to publish the equality profile data it holds for its direct employee workforce on an annual basis. This data forms part of the evidence base that the council can use to ensure its employment practices and services are free from discrimination and prejudice, and fulfil the core statutory duty placed on all public sector employers, including local authorities, to:
- Monitor the profile of their workforce by the protected characteristics.
 - Publish the relevant data on a regular basis (annually).
 - Identify any negative trends or issues and take any necessary action to address these.
- 1.3 The information in this document is based on headcount and full time equivalent (FTE) permanent or fixed-term employees. It excludes employees based in schools, casual staff and vacancies. The data refers to employees as of 31 March 2026.
- 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 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 Employees who are subject to TUPE terms and conditions, which may differ from RBWM's standard grading structure, are systematically assigned to the most appropriate corresponding grade based on their salary for purposes of inclusion in this report. This approach ensures consistency in workforce analysis and long-term data compatibility.

- 1.8 The Council has a legal obligation to report its gender pay gap, which is addressed in a separate, detailed report published annually. In 2025, the Council voluntarily included ethnicity pay gap data reflecting its commitment to pay transparency. The [Gender and Ethnicity Pay Gap Report](#) is available on the RBWM website.

2. Establishment Overview

Headcount and FTE

- 2.1 At the 31 March 2026 the headcount at RBWM was 742, an increase from 689 (an 8.4% rise) in 2024/25. This growth is seen across all directorates, particularly in Place and Chief Executive (the latter in part reflecting colleagues transferred from the Resources Directorate). Figure 1 shows the breakdown per directorate.
- 2.2 In 2025/26 the FTE is 683.94, an increase from 630.78 which equates to an 8.4% increase from 2024/25. Figure 2 sets out this annual comparison.

Figure 1: Staff headcount by Directorate

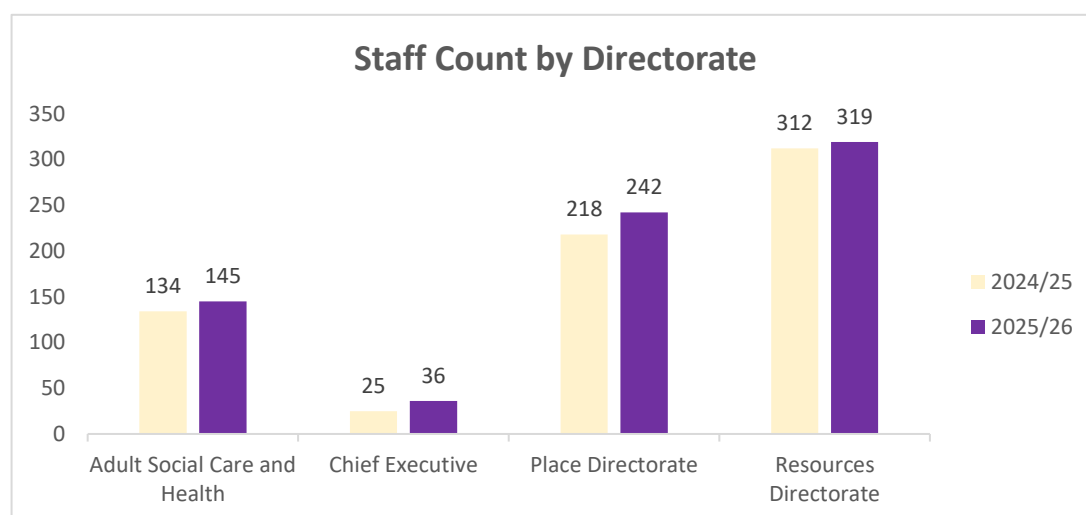
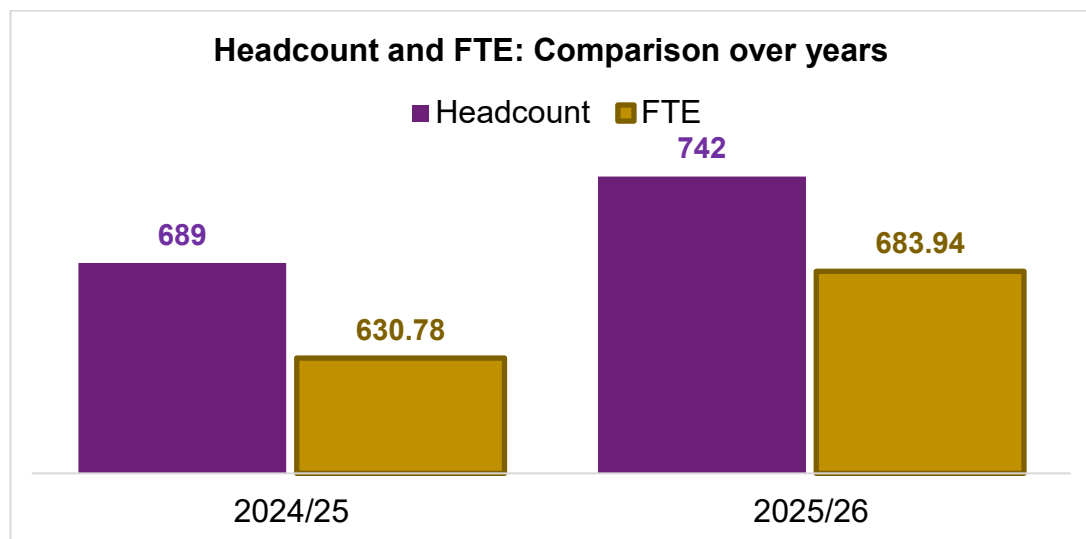


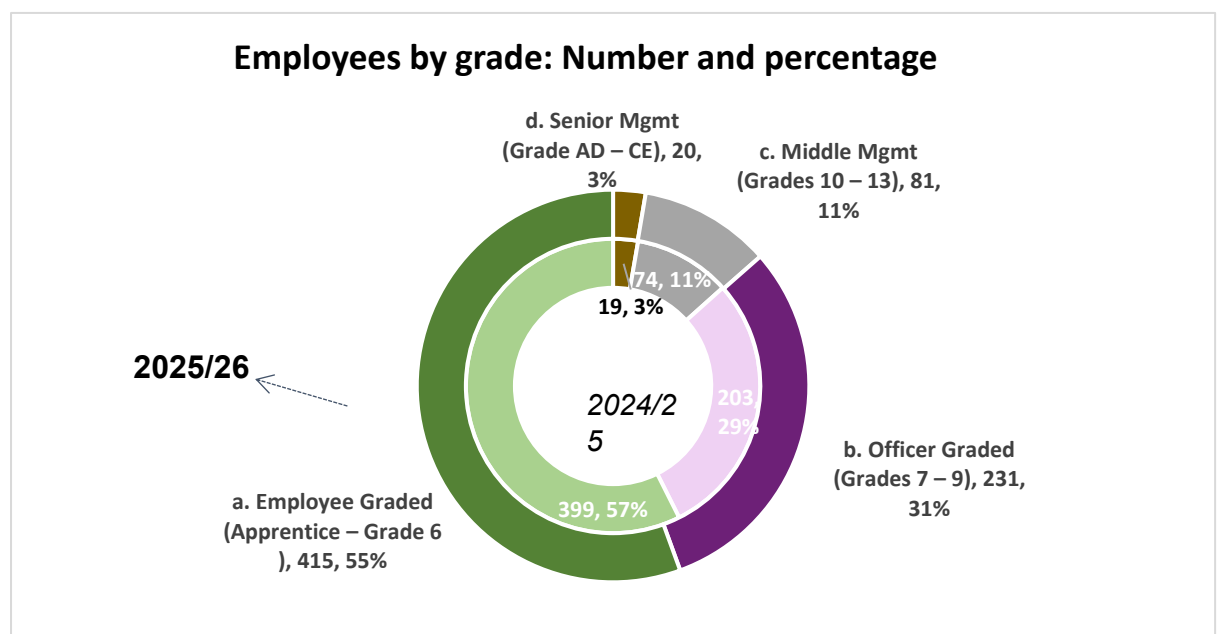
Figure 2 RBWM: Annual comparison of Headcount and FTE



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. Figure 3 sets out the proportion of the workforce by grade-band. As five employees of the total headcount of 742 hold more than one role, the total headcount figure for grade-band is 747. The RBWM salary bandings as of March 2026 are detailed in Appendix A.

Figure 3 Workforce by grade



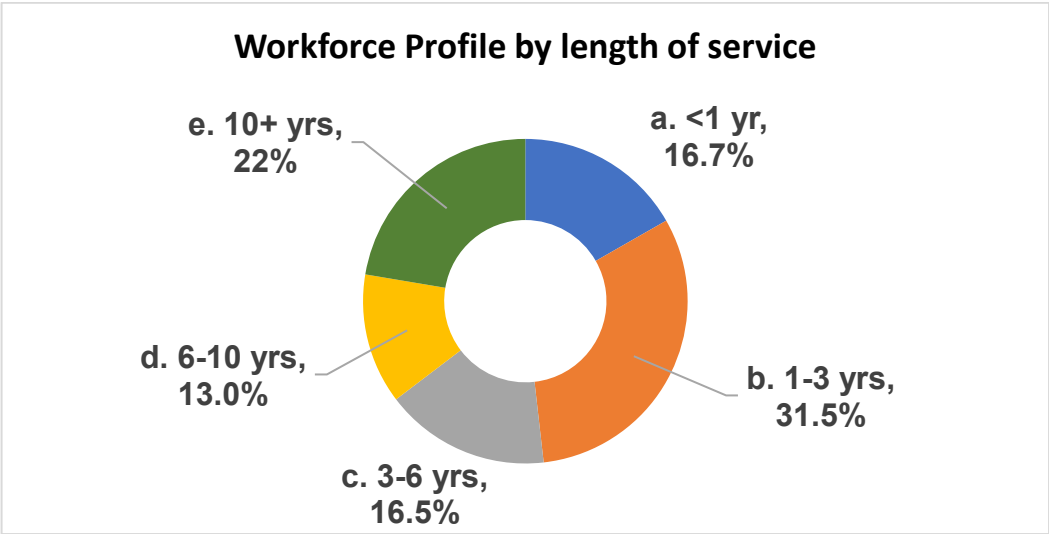
(Outer Ring = 2025/26, Inner Ring = 2024/25)

Length of service

- 2.4 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 HERO values. The average length of service is 7 years and 7 months. Shown in Figure 4, 22% of

employees have been with the council for over 10 years, and more than 52% have worked for over 3 years.

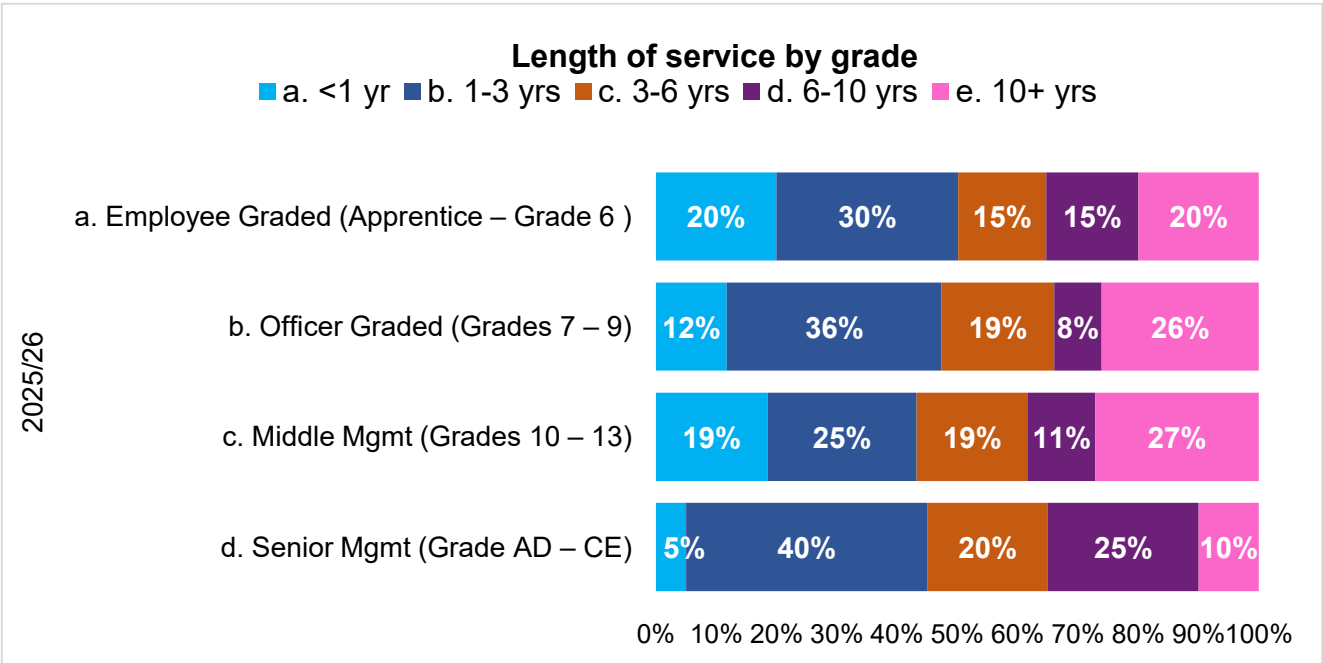
Figure 4 Workforce profile by length of service



2.5 For 2025/26, the stability index (the percentage of employees with 12 or more months service) stands at 83%, a notable increase from 71% last year. A key contributor to 2024/25's lower stability index level was TUPE staff from Optalis entering employment with RBWM in August 2024.

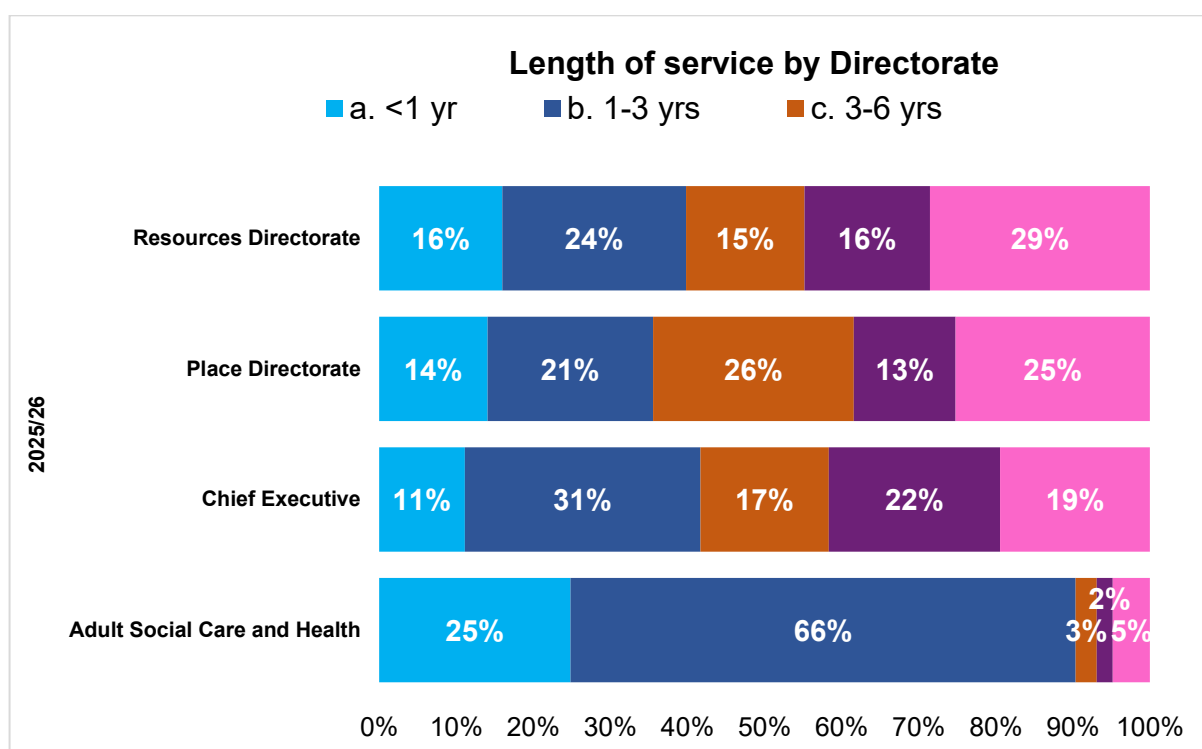
2.6 Figure 5 shows the distribution of employee's length of service across various grade bands. In all grades, more than 50% of employees have been with the council for over three years, and there is a strong distribution across tenure. Senior management's length of service has the smallest percentages at either end of the scale (under 1 year, or over 10 years), however as the smallest cohort (20 people) this can change more year-on-year.

2.7 Figure 5 Length of service by grade



- 2.8 Figure 6 shows the distribution of employee's length of service across directorates. The major outlier in recorded tenure is Adult Social Care and Health where 91% of staff have been with the organisation less than 3 years. This skew reflects the return of Adult Social Care (ASC) statutory services into employment with RBWM: the start date for more than half of the ASC workforce (77 people) is therefore August 2024. Only 14 people in this directorate have worked for RBWM before this date (in Public Health, Commissioning, Communities and other central and administrative roles).

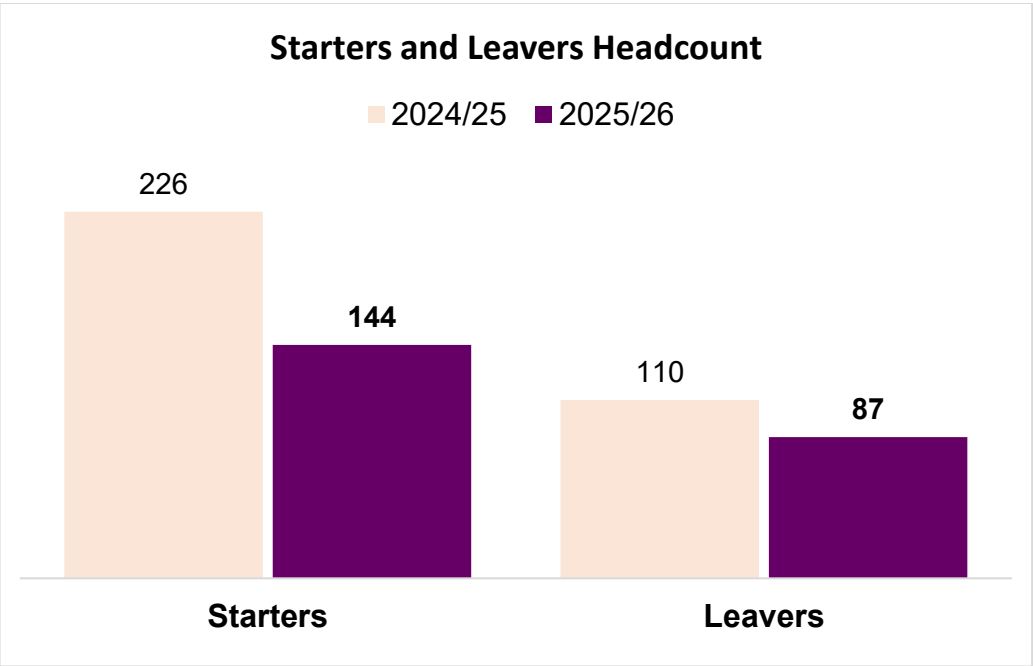
Figure 6 Length of service by directorate



Starters and Leavers

- 2.9 2025/26 saw a total of 144 starters and 87 leavers to the organisation. This represents a hire rate of 20% and a turnover rate of 13%, against the overall headcount by year end.
- 2.10 This compares to 226 starters and 110 leavers in 2024/25. (Figure 7). The spike in starters last year was due to the return of statutory services within Adult Social Care in August 2024. The average across the last 5 years has been 124 starters per annum, against 102 leavers.
- 2.11 Of those leaving 43% left within one year of working at RBWM. This is higher than 24/25's 32% first-year attrition rate. In comparison to the those who weren't first year leavers, they showed a marginal increased (37 of 87 leavers in 25/26, compared to 35 of 144 leavers in 24/25).

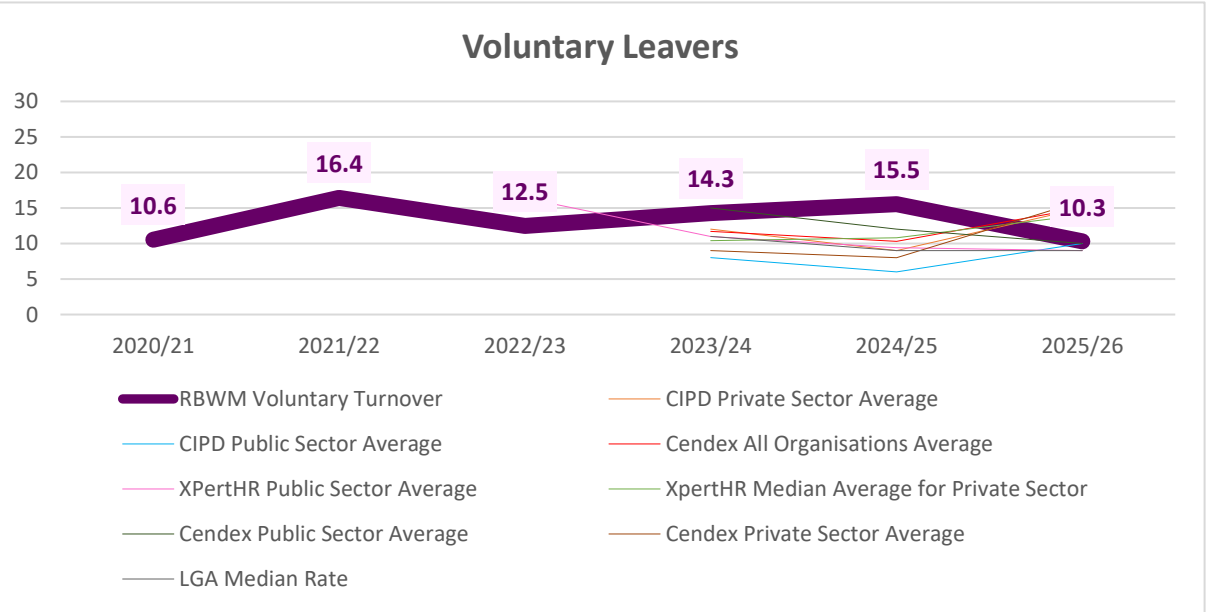
Figure 7 Starters and Leavers Headcount



Voluntary Turnover

- 2.12 RBWM voluntary turnover includes those who choose to resign or retire and excludes leavers whose employment has 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).
- 2.13 In 2025/26 voluntary turnover was 10.3%, a decrease from 15.5% in 2024/25. This rate aligns with public sector averages for this year (circa 10%) and lower than private sector averages across HR reporting systems (circa 15%).

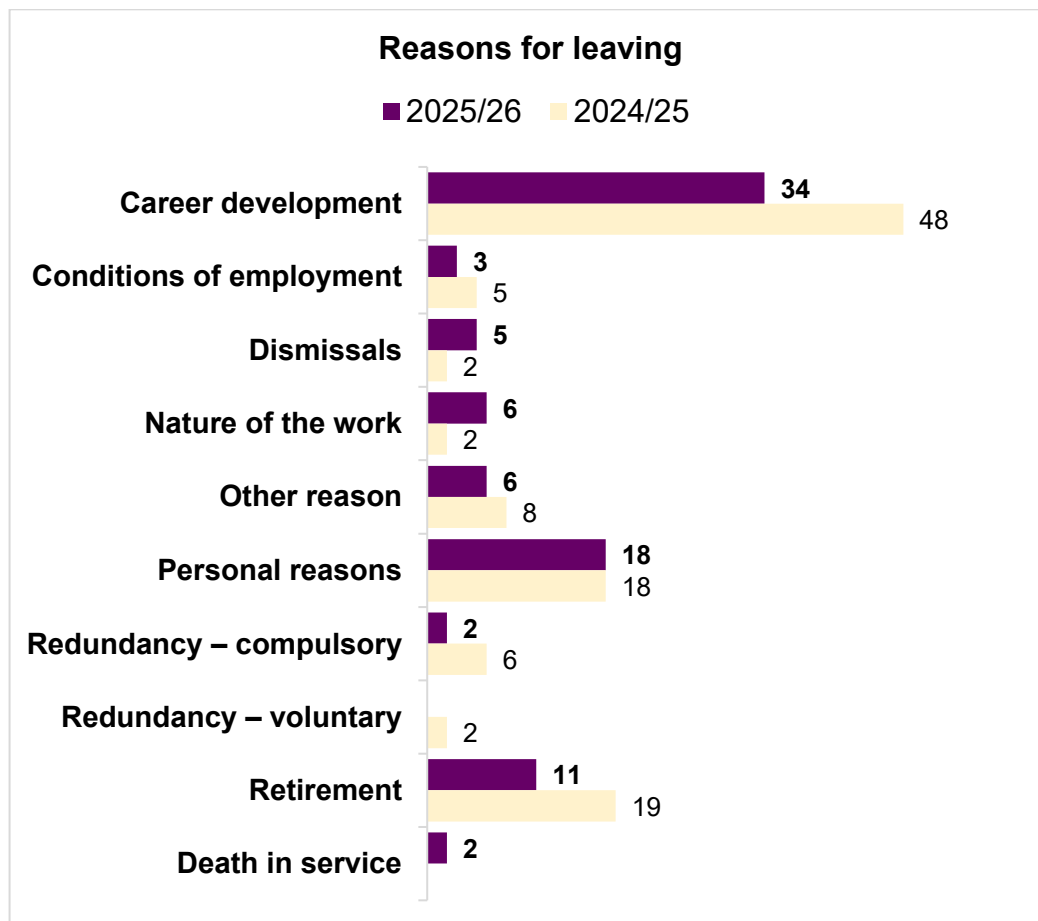
Figure 8: Voluntary leavers compared against national turnover rates



Other Reasons for Leaving

- 2.14 Figure 9 compares reasons for leaving with the previous year. The top three reasons for leaving in 2025/26 were: Career development (34), retirement (11), personal reasons (18).

Figure 9 Reasons for leaving



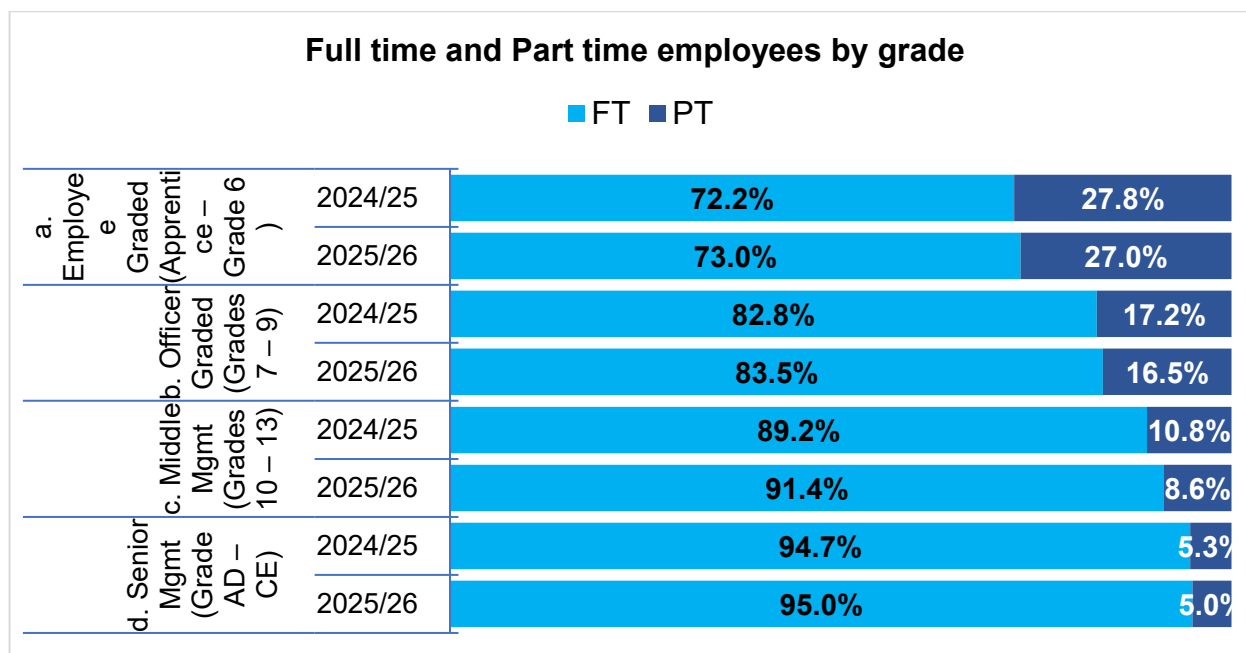
Part time Employees

- 2.15 As part of the actions identified in the [Gender and Ethnicity Pay Gap Report](#), the council continues to promote flexible working arrangements for all employees through various employee communication channels. 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.
- 2.16 Across all grade-bands 79% are full-time employees and 21% are part-time employees. This reflects the estimations for the Borough which indicates that 74% of local employees (aged 16-64) work full-time and 26% work part-time. (Nomis, survey conducted over a 12-month period ending December 2025).
- 2.17 Figure 10 shows the breakdown of part-time employees by grade-band comparing them with the previous year. Those on the Employee grade-band

(Apprentice-Grade 6) remain the cohort with the largest proportion of part-time employees (27%) compared to other grade-bands, with a progressive decrease the further up in the organisational hierarchy.

- 2.18 There has been a slight percentage decrease in part-time working across all grades compared to 2024/25. This is due to a slight rise of new starters on full-time contracts, as the overall numbers of those on part-time contracts has remained relatively consistent (Figure 10).

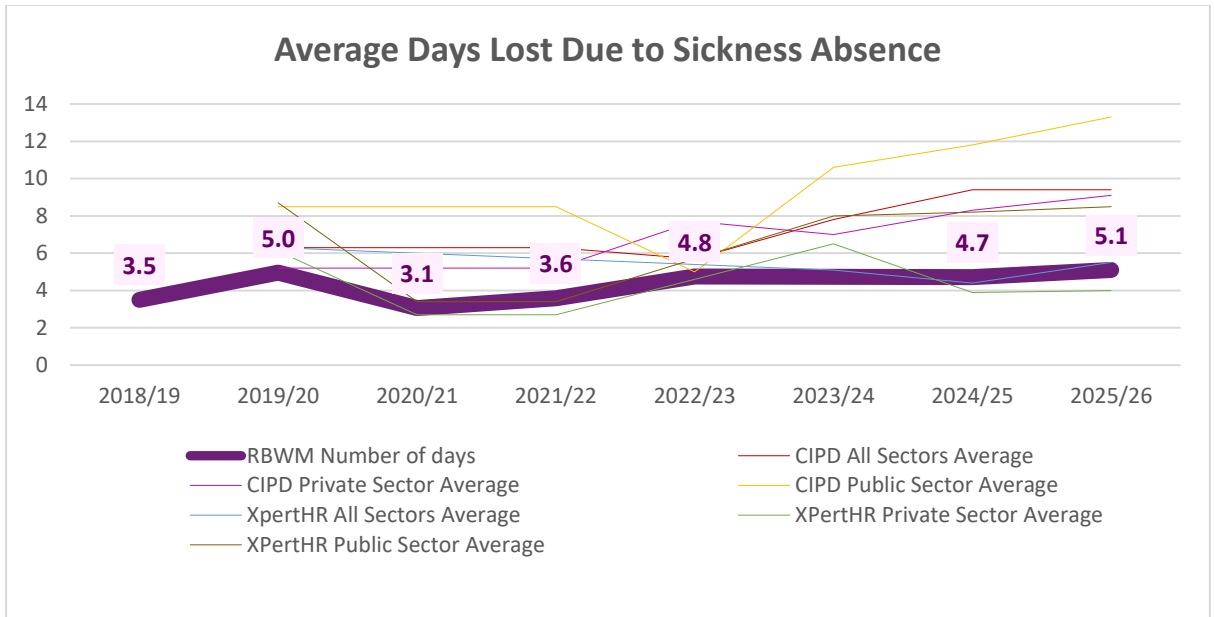
Figure 10 Part-time employees: Percentage by grade: Comparison with previous year



Employee Relations and Wellbeing

- 2.19 In 2025/26, there were a total of 61 formal employee relations cases, compared to 44 in 2024/2025. These included matters such as ill health retirements, health advisory, occupational health referrals, probation reviews, capability and performance concerns, grievances, and disciplinary actions. These cases were all subject to formal processes and sanctions applied.
- 2.20 Whilst there were 4 disciplinary hearings, 2 resulted in formal disciplinary sanctions being issued. There were 2 grievances raised (compared to 4 in 2024/2025), 1 not upheld and one not yet concluded.
- 2.21 Regarding long-term sickness management, there were 22 cases recorded in 2025/26 (compared to 6 in 2024/2025).
- 2.22 Regarding average days lost to sickness absence RBWM continues to track favourably against all sector averages. At 5.1 days lost per person, per year it aligns closely to private and all sector averages and is substantially lower than public sector averages provided by the CIPD (13.3) and Brightmine (8.5).

Figure 11 Average Days Lost due to Sickness Absence



3 Equality and Diversity

Age

- 3.1 Census 2021 data for the Royal Borough of Windsor and Maidenhead shows an overall population increase of 6.2% since the last census in 2011. The population demographics show that the population of the borough is ageing with 18.4% of the population being 65+. This is lower than the Southeast figures of 19.4% and same as England figures of 18.4%.
- 3.2 55-64 grew by 5% to become the largest band.
- 3.3 Figure 12 highlights that across the last 5 years every band younger than 45 shrank whilst those 55-64 grew by 5% to become the largest band.

Figure 12 RBWM Age Profile over last 5 years

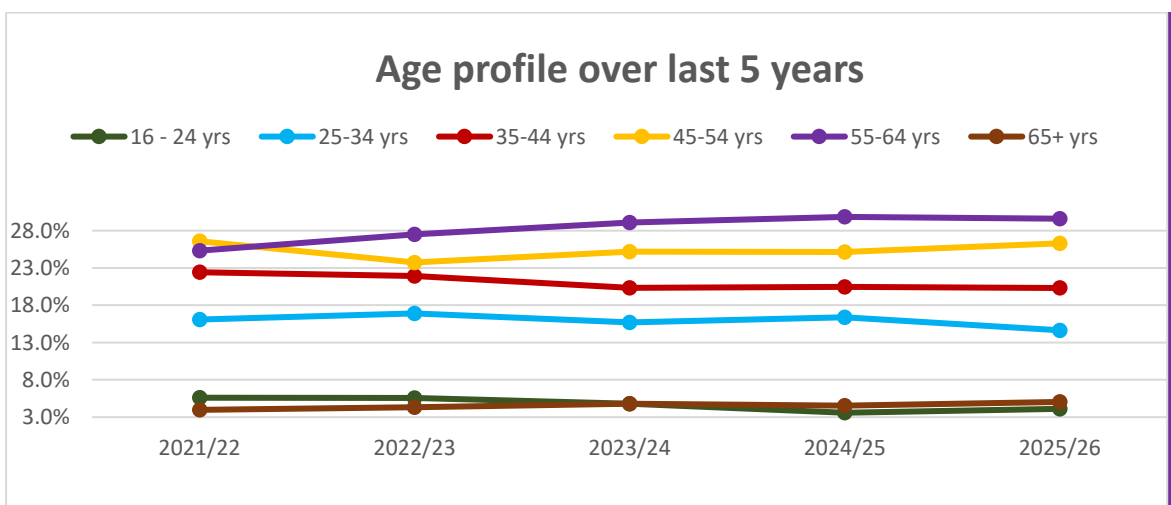
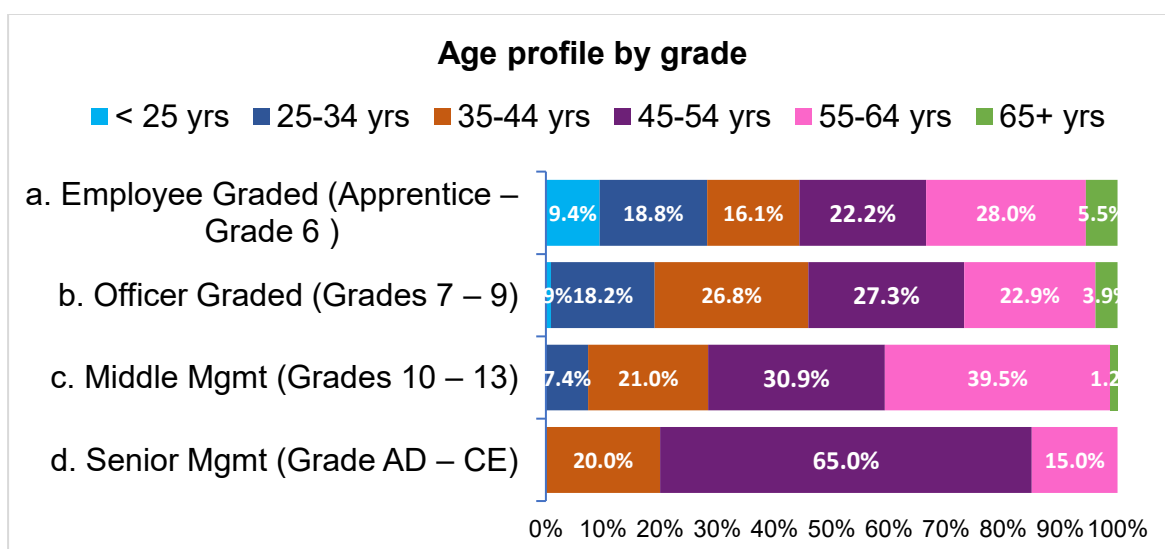


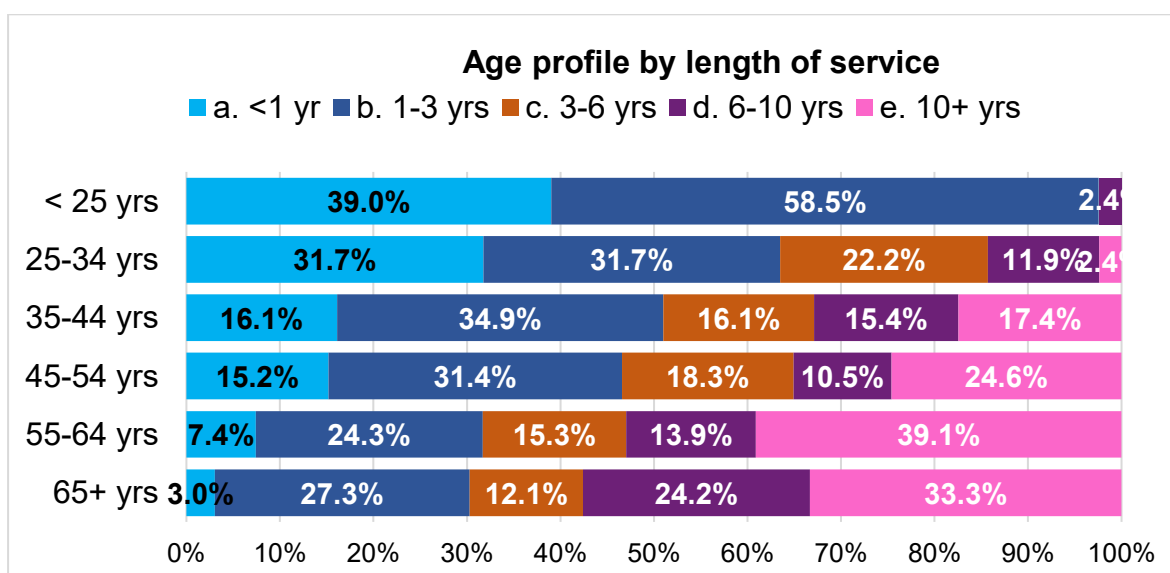
Figure 13 Age profile by grade bandings



3.4 There is a good mix of staff in all age bands across all grades, with a progressive tapering of all other staff cohorts apart from those 45-64 into the more senior grades. This includes those staff above 65 who are most prominent at employee graded roles. With the senior grades we see a predominance of staff from the 45-54 age band.

3.5 Figure 14 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, with older staff most likely to have worked at the Council for the longest time across a mean average.

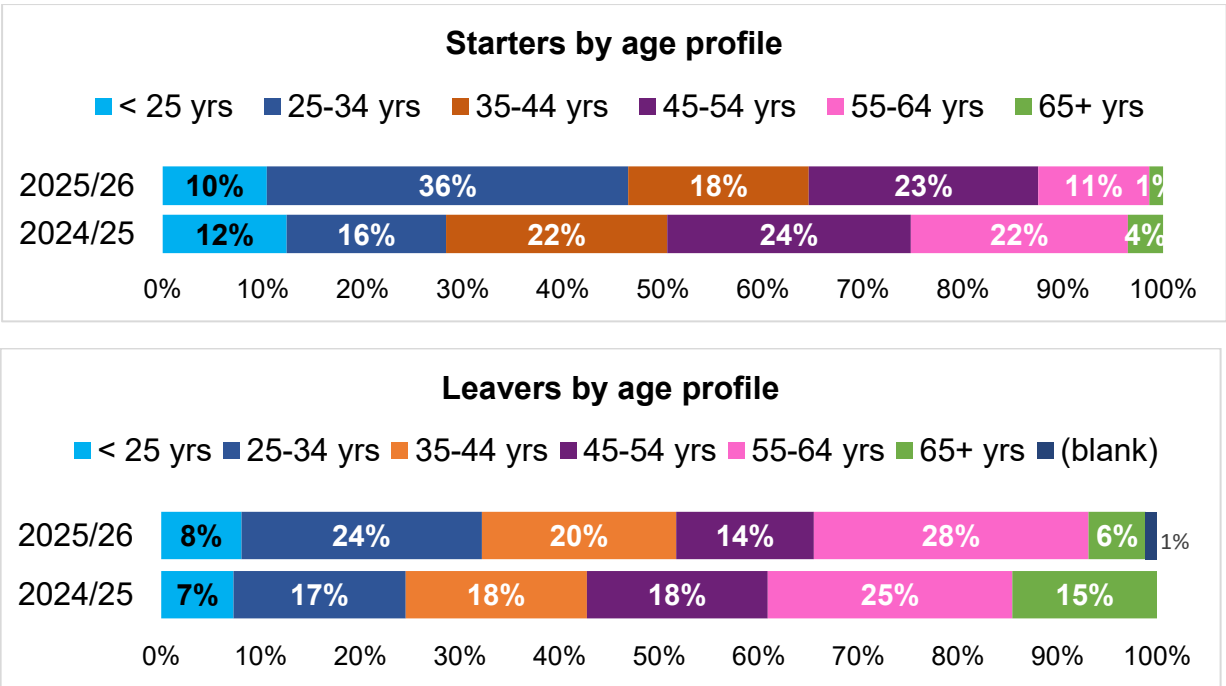
Figure 14 Age profile by length of service



4 Figures 15a and 15b compare the age profile of starters and leavers. In 2025/26, the council recruited the largest proportion of new employees from the 25–34 age group. As a result, the proportion of recruits aged under 44 increased by 14 percentage points compared with the previous year. Over the same period, the

proportion of leavers aged under 44 also increased, although by a smaller margin of 10 percentage points. This indicates that while the council is attracting a younger workforce, there has also been an increase in turnover among employees under 44.

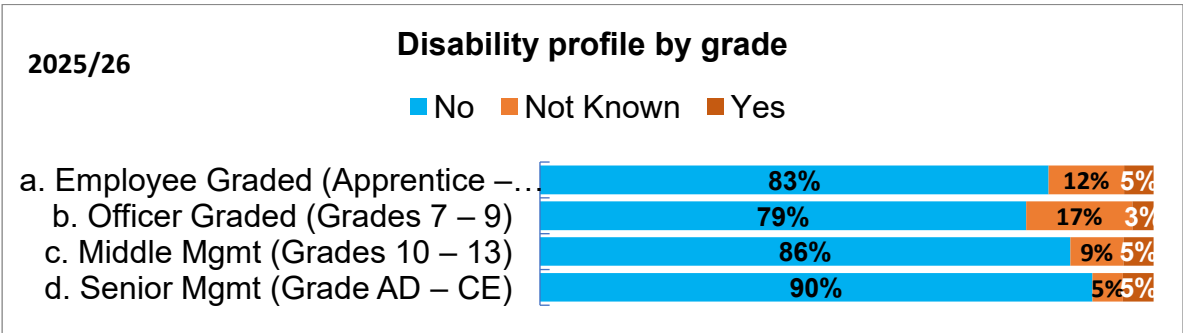
Figure 15a Age Profile by starters and 15b by leavers



Disability

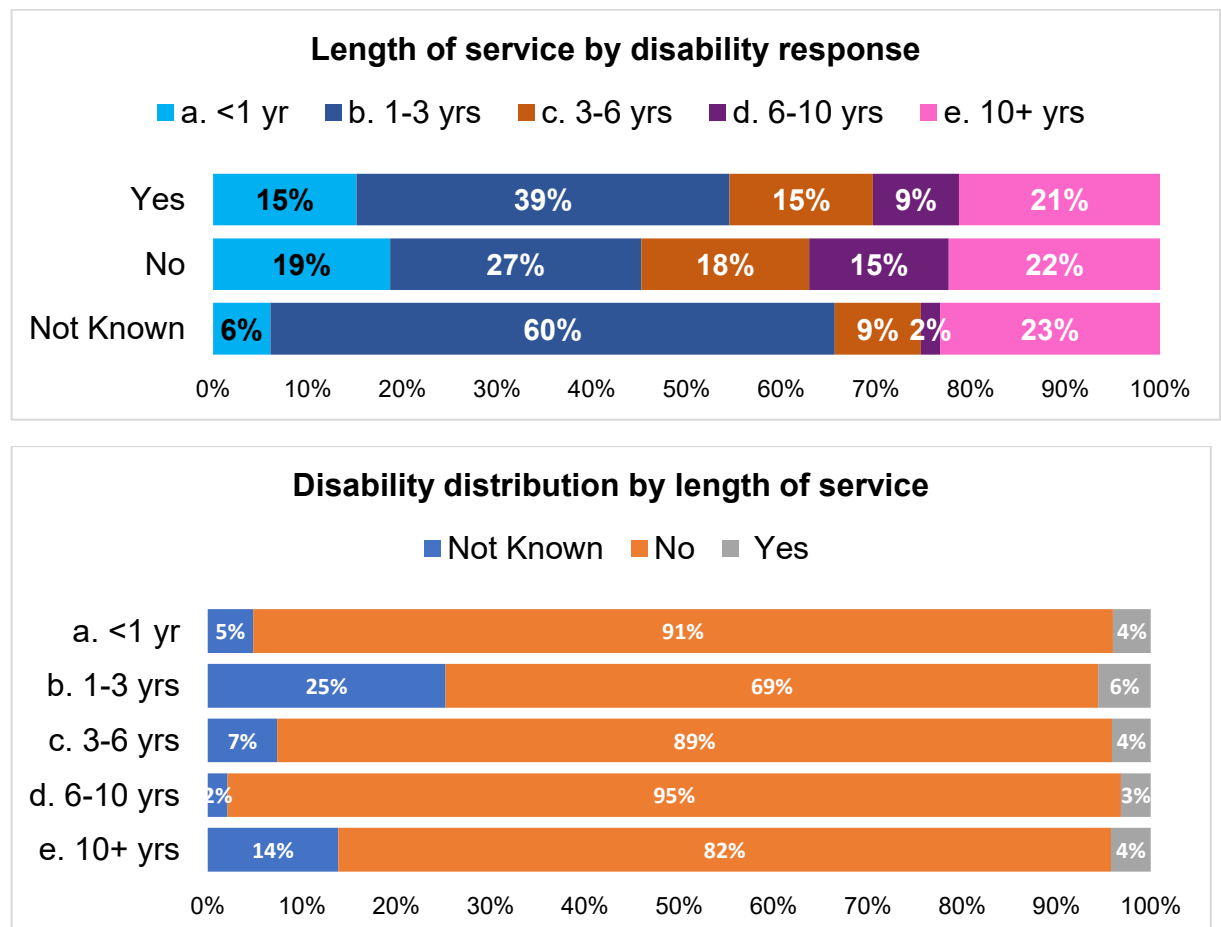
- 4.1 As a ‘Disability Confident’ scheme employer, we guarantee to interview all applicants with a disability who meet the minimum essential criteria for the role. The percentage of employees who declared themselves to have a disability in 2024/25 is 4.5%, an uplift from last year (3.6%); 82%. There has been a reduction in staff not known whether they have a disability from 23% last year, to 13%.
- 4.2 Figure 16 compares the disability profile of the workforce by grade. Across all grade bands, there is disabled representation in Workforce statistics, between 3% to 5%. Notably, this represents a change from the previous year, when no employees at the senior management grade had declared a disability.

Figure 16 Disability profile by grade



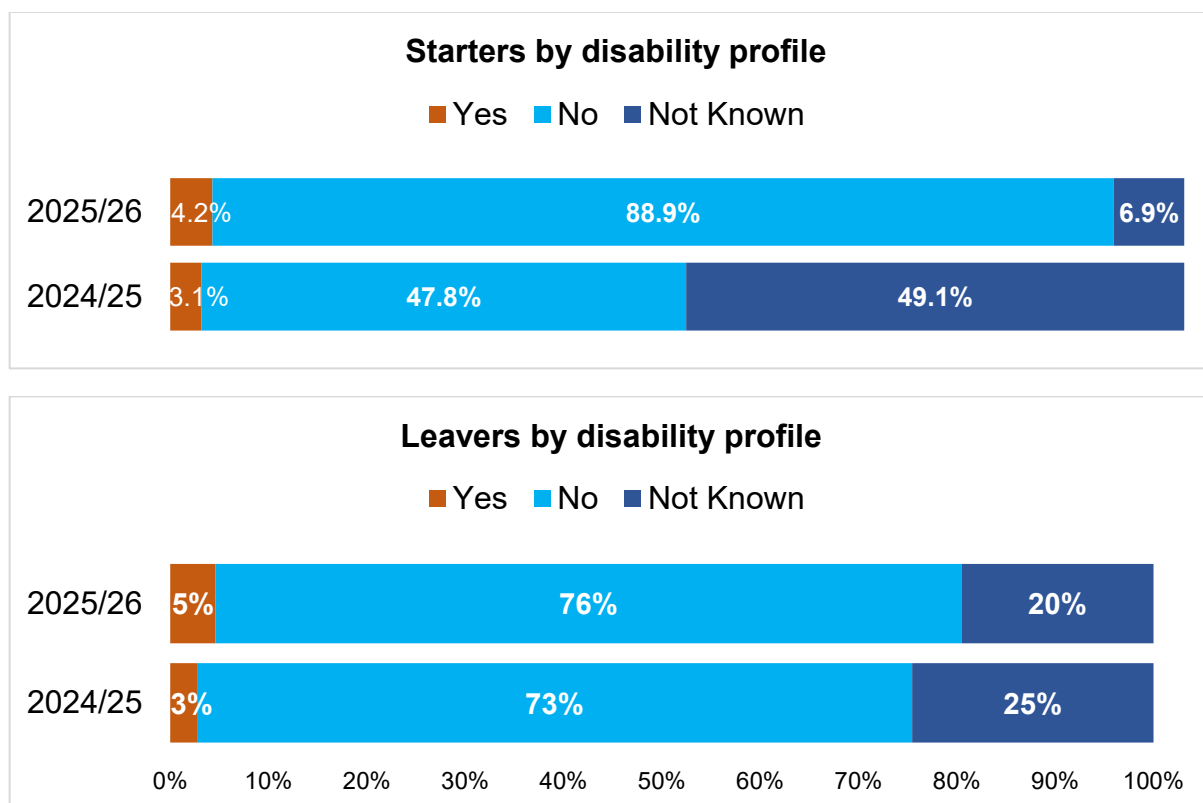
- 4.3 Figure 17a shows that colleagues who declare they have a disability and those who report they do not have similar tenure profiles at RBWM and that within those cohorts similar amounts stay at RBWM 10+ years.
- 4.4 Figure 17b shows a slight under-representation of colleagues declaring a disability within the 1–3 year and 10+ year tenure groups. This may indicate some reluctance to disclose disability status or potential gaps in data reporting for these cohorts.

Figure 17a Disability profile by length of service and 17b Disability distribution by length of service



- 4.5 In 2025/26 there was a rise in both starters and leavers with a disability, but a substantial reduction in those not known in 2025/26. This is due to the requesting of data at application as RBWM have now updated this to be mandatory. (Figure 18).

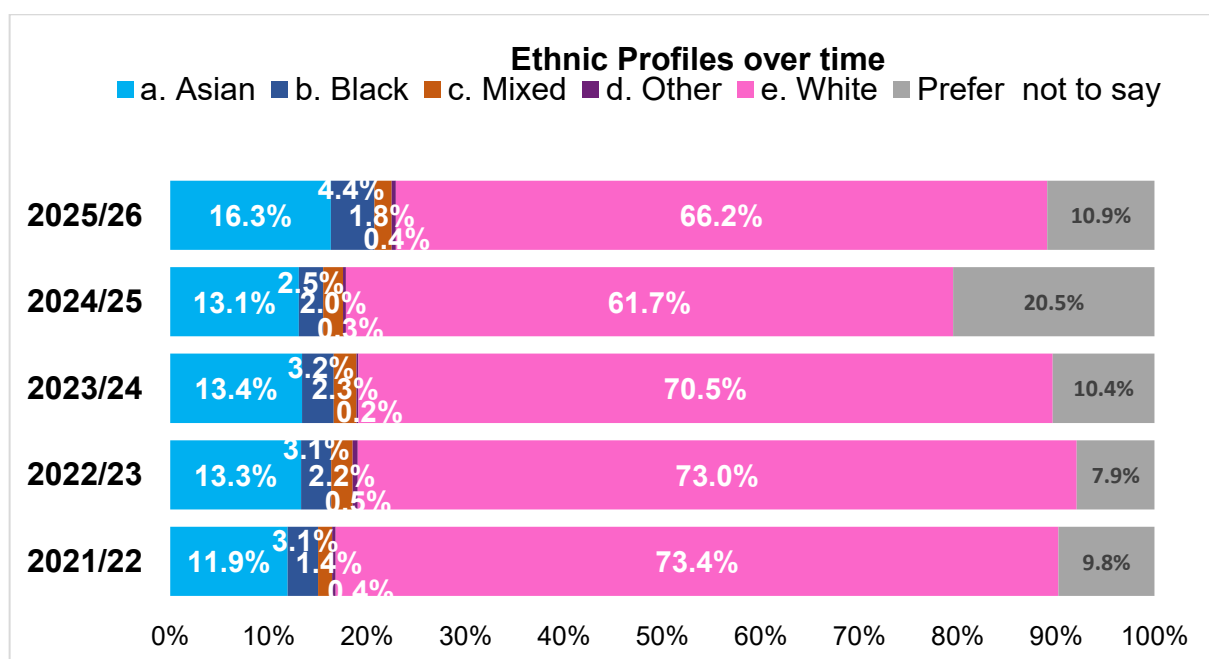
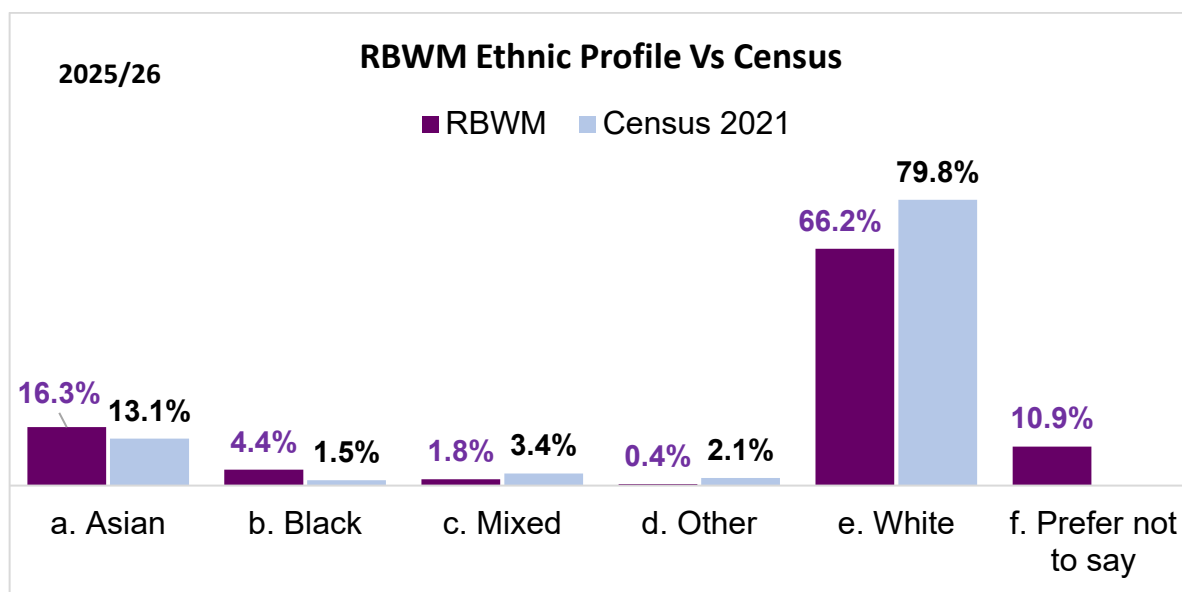
Figure 18a Disability profile by starters and 18b by leavers



Ethnicity (Race)

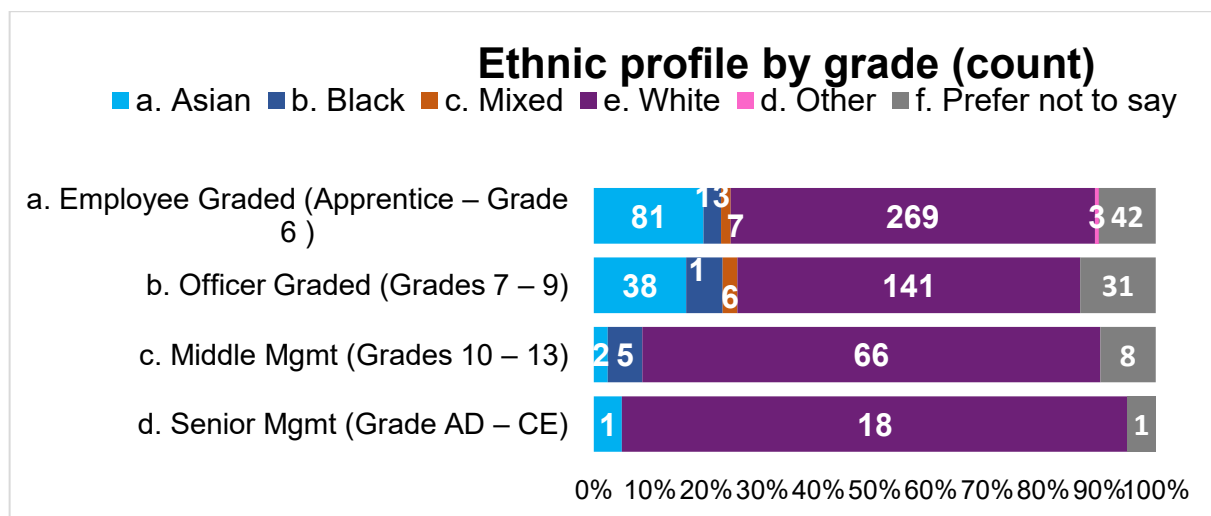
- 4.6 Figure 19a in comparison to local population distributions, the proportion of Asian and Black staff members tracks higher whilst percentage of White is relatively lower.
- 4.7 As per Figure 19b there has been a continued ethnic diversification of the workforce over time with a growth in both Asian and Black staff members across the past five years and a 7% reduction in percentage of White staff members who nonetheless remain the largest ethnic group of the workforce.

Figure 19a RBWM Ethnicity Profile Comparison with Census 2021 and 19b ethnic profiles over time



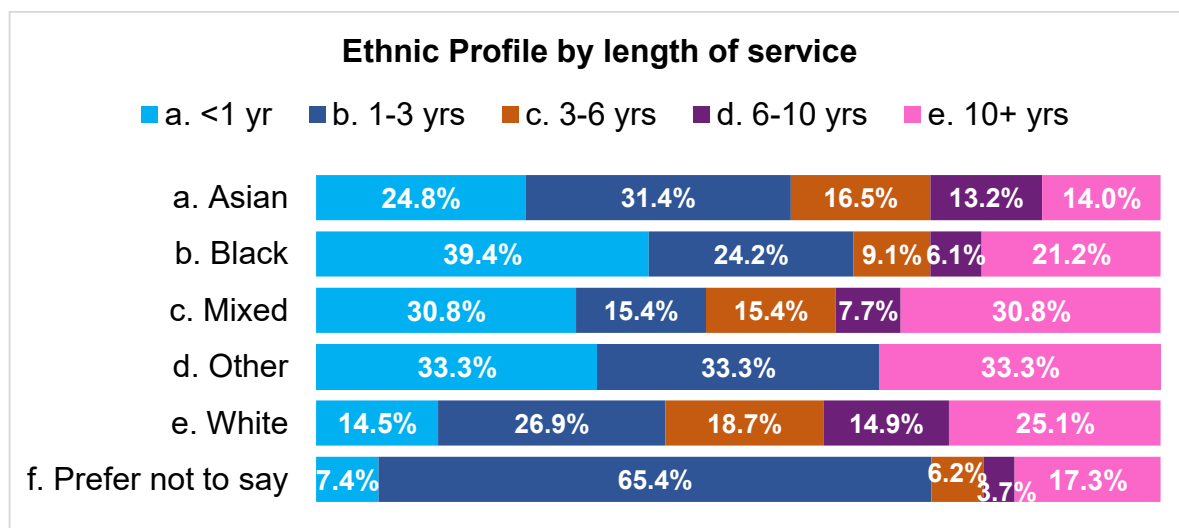
- 4.8 Figure 20 compares the ethnic profile by grade bands represented by count.
- 4.9 The proportion of employees who prefer not to say or have unknown ethnicity data has increased, with nearly half of these employees working within statutory services in Adult Social Care.

4.10 Figure 20 Ethnicity Profile by Grade (count)

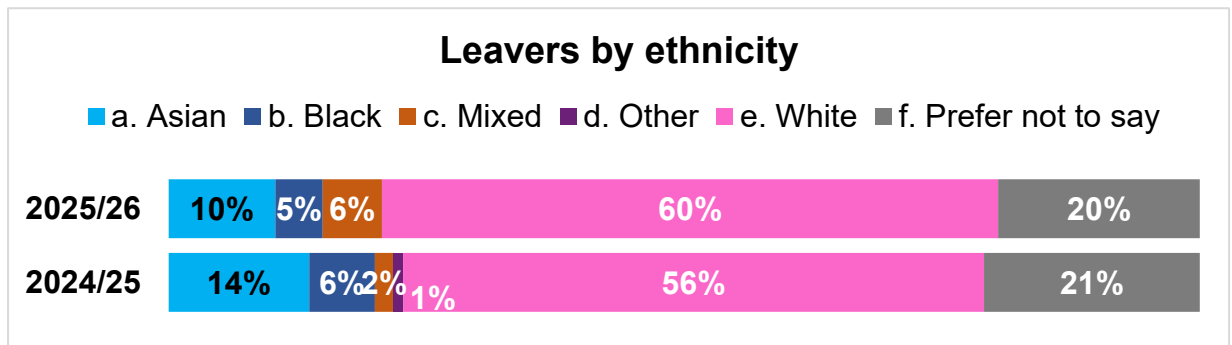


- 4.11 Figure 21 shows ethnicity distribution by length of service. The higher percentage of Black, Asian and ethnic minority staff members at under 1 years and under 3 years reflects increasing diversification at recruitment; whilst the similar proportion of tenured at over 10 years indicates equitable conditions for all cohorts.

Figure 21 Ethnicity Profile by length of service

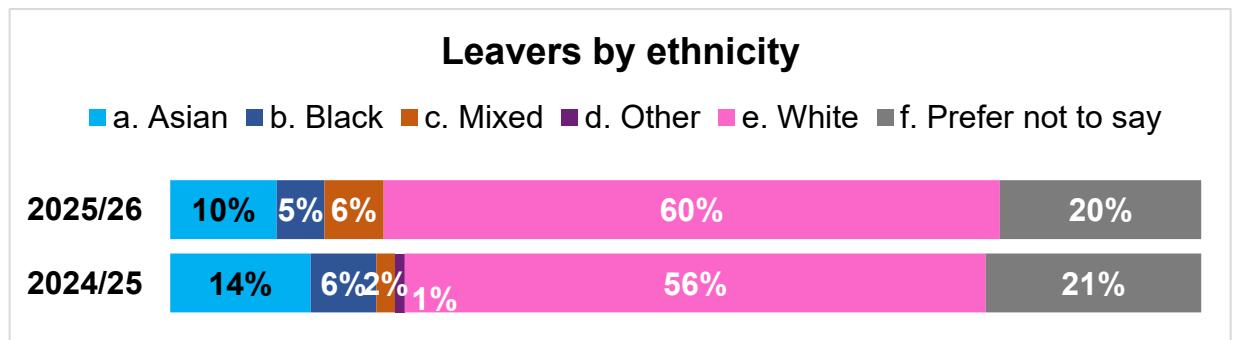
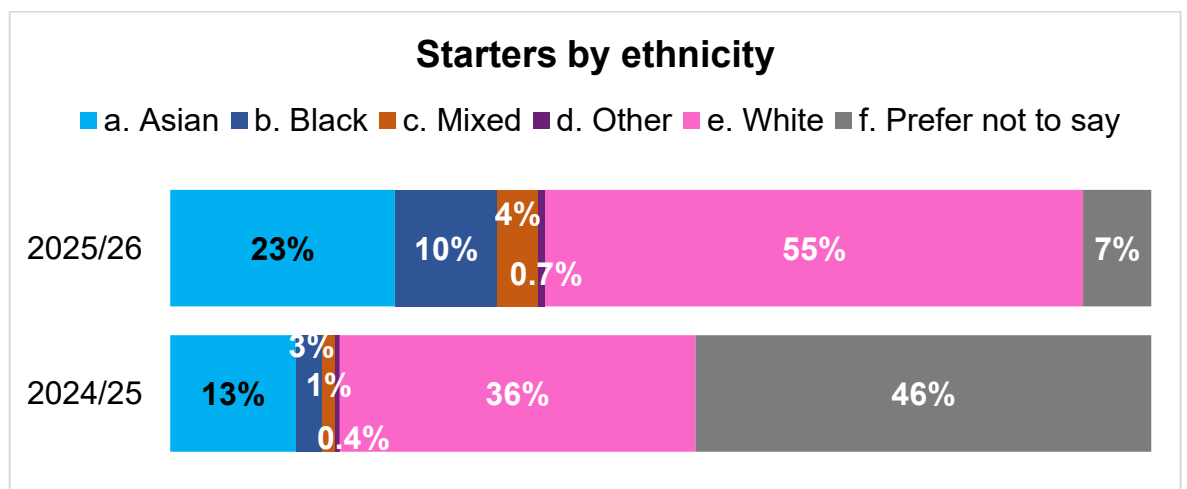


4.12 As shown in



4.13 , the proportion of new starters in 2025/26 who declared themselves Black, Asian, or from a Minority Ethnic group was 38%, more than doubling from 17% in 2024/25. Additionally, 39% more of the starters preferred this year disclose their ethnicity compared to the year before.

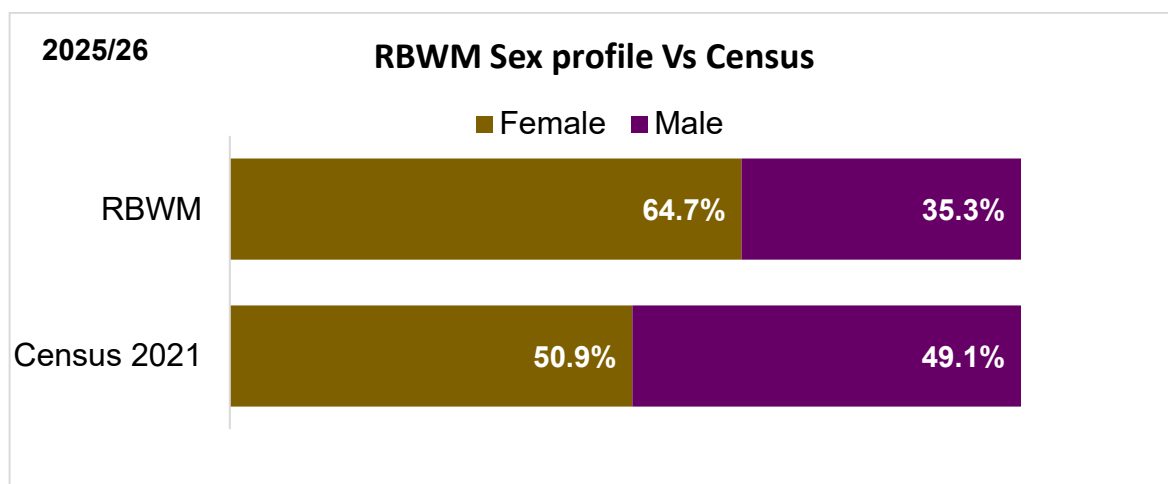
Figure 22 Ethnic Profile by starters and leavers



Gender

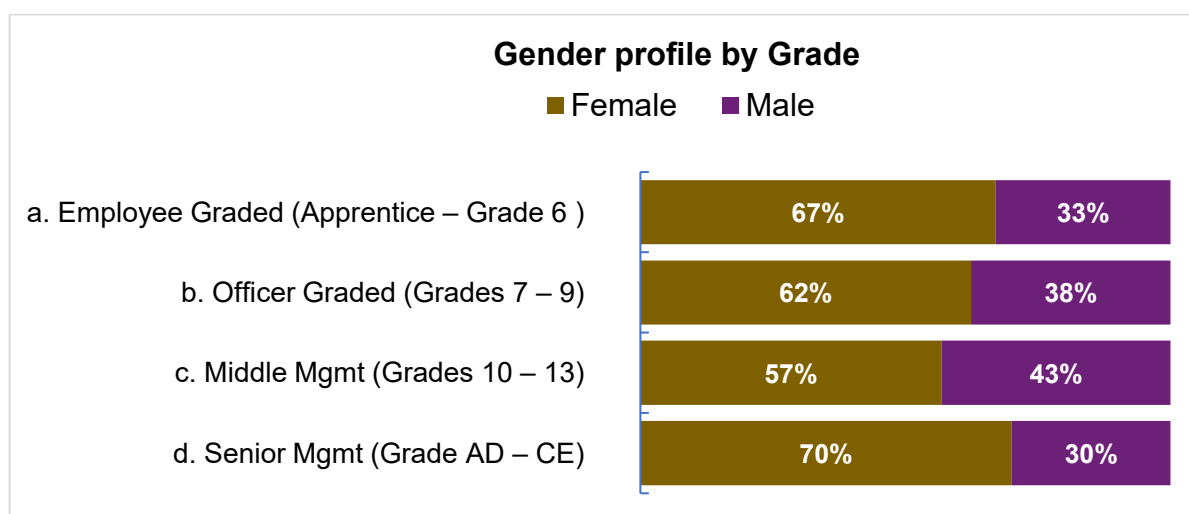
4.14 Whilst the 2021 Census shows a relatively even split between women (50.9%) and men (49.1). women make up the majority of the council's workforce (64.7%).

Figure 23 Proportion of male and female employees in RBWM: Comparison with Census 2021



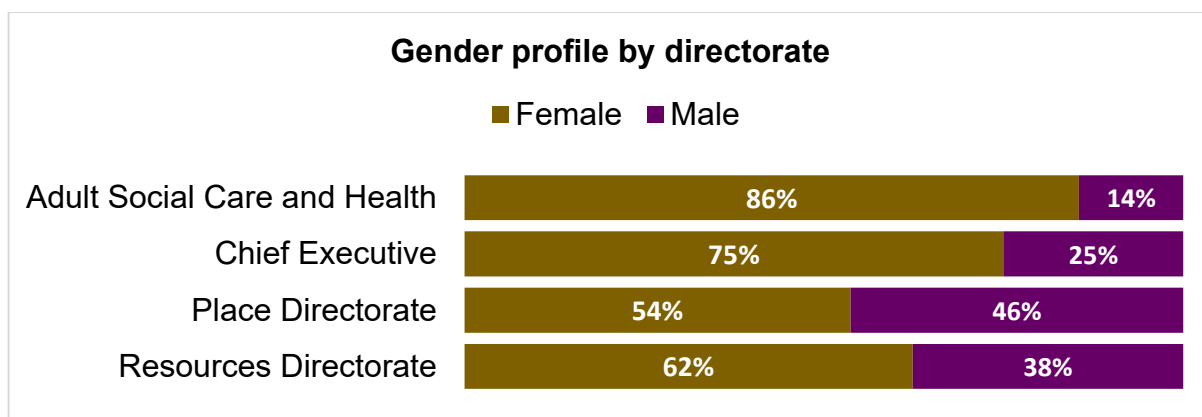
- 4.15 Figure 24 sets out the proportion of males and females for each grade-band. Female employees across all grades are higher than that of male employees. This difference becomes less prominent at middle management before becoming most pronounced at senior management with women in 70% of the positions.

Figure 24 Proportion of male and female employees by grade



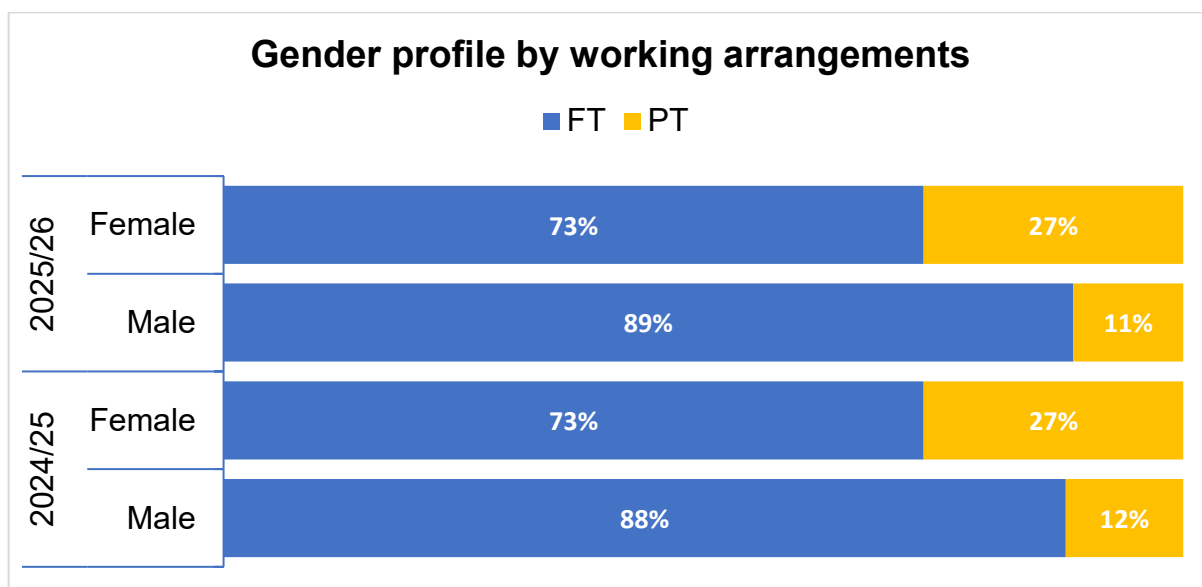
- 4.16 As shown in Figure 25, the gender profile varies significantly across directorates with Adult Social Care and Health being an outlier with only 14% of the workforce male, whilst in the Place directorate there is the greatest proportion of male colleagues to female.

Figure 25 Gender profile by directorate



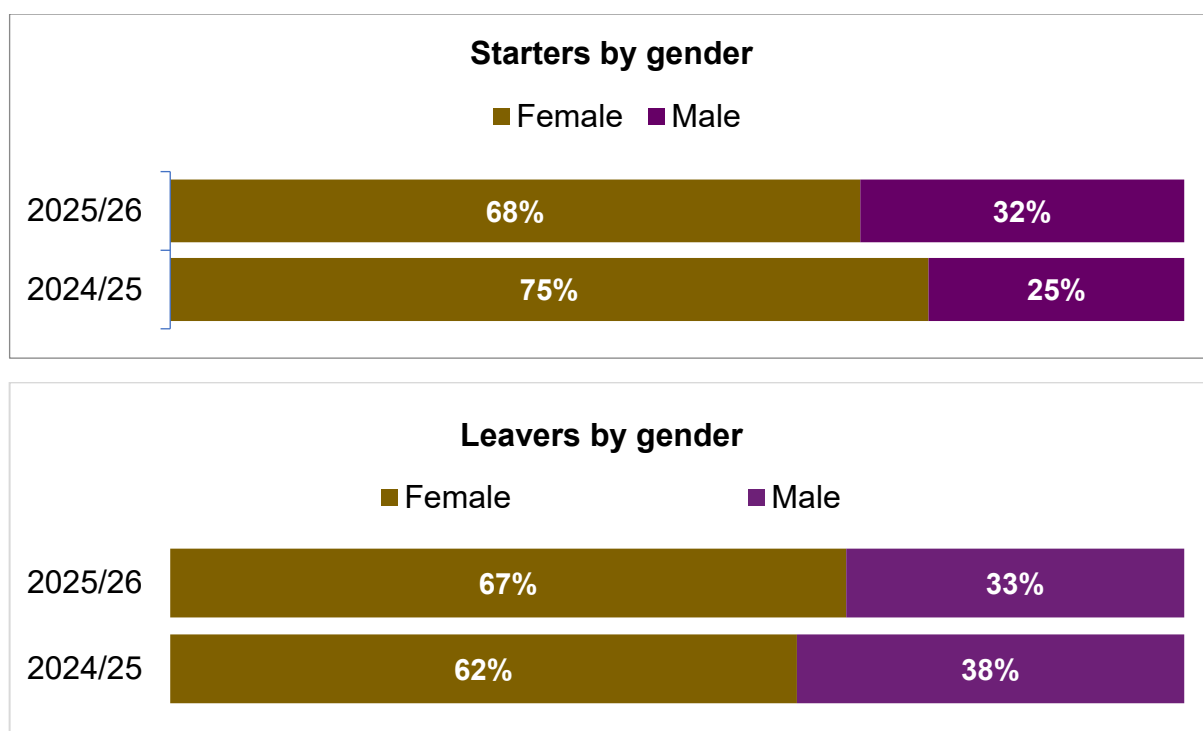
- 4.17 Labour Market Survey for Windsor and Maidenhead (for those in employment aged 16-64 over a 12-month period ending December 25) indicates that 65% of women are in full time employment, with 35% part-time; whilst for men 84% work full-time with 16% working part-time. RBWM tracks higher for both men and women in full-time work albeit reflecting similar trends of men most likely to be working full-time (89%), whilst women at RBWM are more likely to be working part-time (with only 73% working full-time). For both genders there was a similar balance in the previous year.

Figure 26 Proportion of male and female employees in full time and part time employment



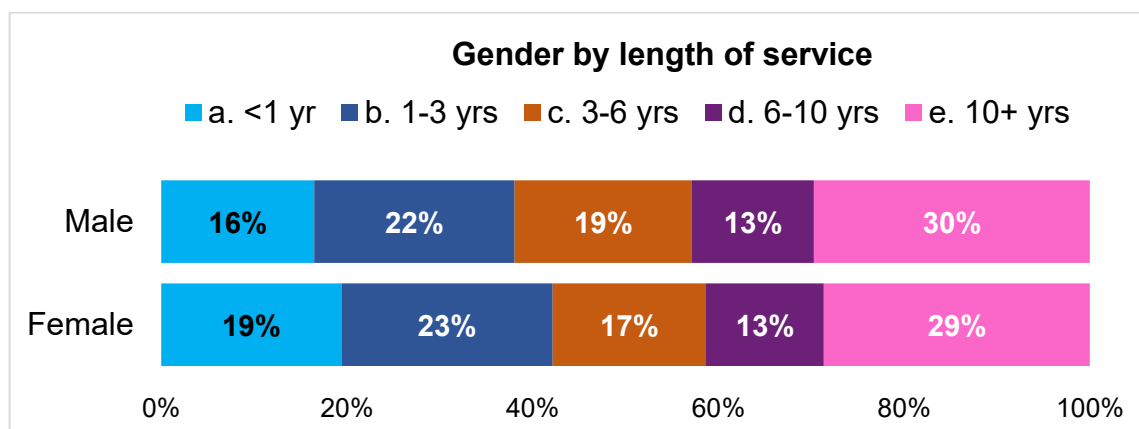
- 4.18 In 2025/26, there was a slight rise in proportion of male starters and slight decrease in male leavers which has meant a small increase in the overall amount of men working at RBWM.

Figure 27a Proportion of male and female in starters and 27b in leavers



- 4.19 Figure 28 shows the proportion of employees by length of service, indicating that 47% of female staff have more than 3 years of service, which is 13% less than their male counterparts.

Figure 28 Proportion of employees by length of service by gender



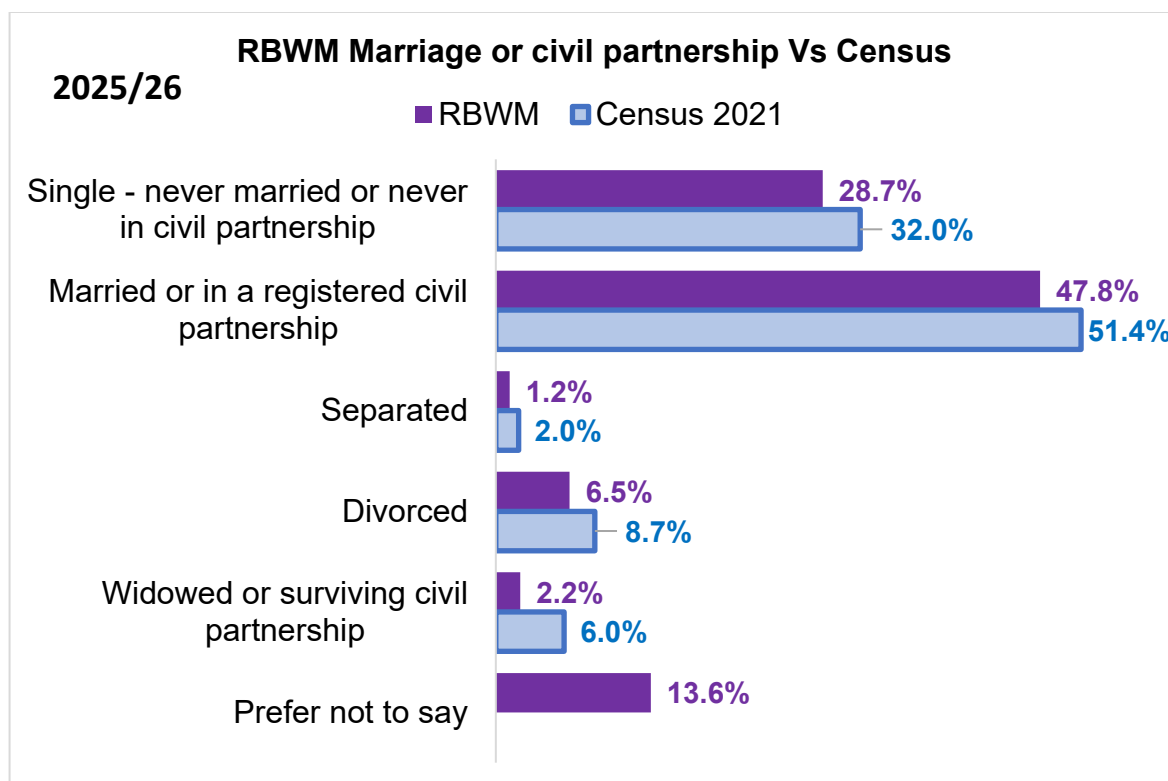
Gender Reassignment

- 3.20 A small minority (0.1%) either have or plan to change their birth sex, whilst a sizable minority preferred not to say (21.9%). The majority of the workforce (77.9%) has self-reported that they do not have plans to go through any part of a process to change their birth sex.

Marriage and Civil Partnership

- 3.21 Figure 29 compares the council's workforce with the 2021 Census. There was 13.6% who preferred not to say, otherwise the distribution with the remaining percentage was broadly in line with local Census reporting.

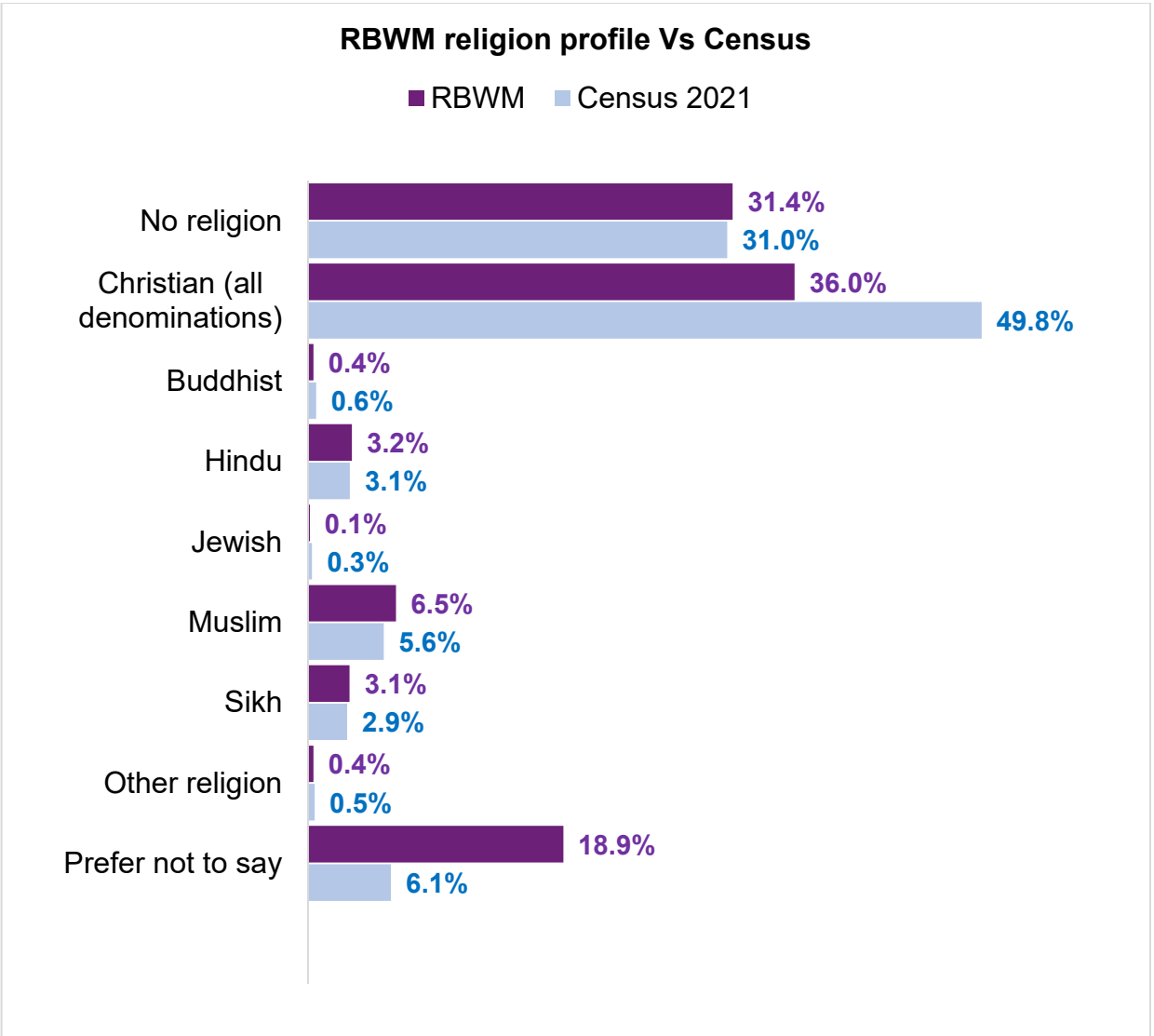
Figure 29 Marital Status: RBWM Profile in comparison to Census 2021



Religion or Belief

- 3.22 Figure 30 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 lower proportion of the workforce declaring themselves as Christian (all denominations) (36%) compared to the local profile (49.8%). Those who prefer not to say was substantially larger than with the Census (19% to 6%).

Figure 30 RBWM Religion Comparison to Census

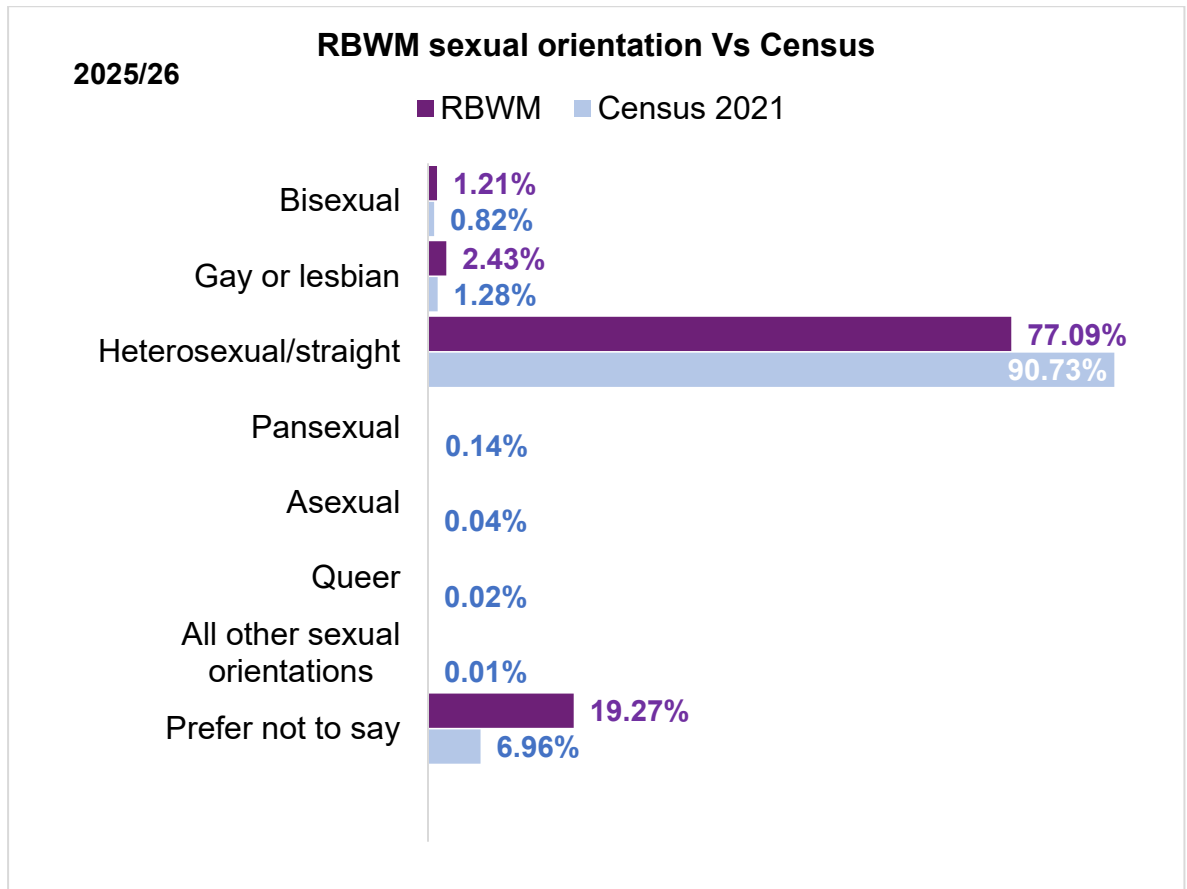


Sexual orientation

3.23
3.24

3.25 Figure 31 compares the workforce profile in relation to sexual orientation with Census 2021 figure. There was a similarly high proportion as with the religion question of those who preferred not to say (19% to 7%). 2.4% of employees reported themselves as gay or lesbian, 1.2% reported themselves as bisexual, with the remaining majority (77%) reporting themselves as heterosexual/straight.

Figure 31 RBWM sexual orientation comparison to Census 2021



4 Commitments to improve

4.1 A key foundation of the council's future is our organisational values and behaviours, which were relaunched September 2023. Our HERO values are:

- **Humility**
- **Empower**
- **Respect**
- **One Team**

4.2 The People Plan 2030 brings together all initiatives designed to support our workforce and foster a thriving, inclusive, and forward-thinking workplace. It sets out a clear framework to help us proactively address current challenges while preparing for future opportunities. As a dynamic plan, it incorporates the outcomes and outputs of key initiatives, such as insights from the people survey, thus enabling us to shape our leadership and development programmes.

- 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 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.
- 4.4 In 2024, the council introduced a more inclusive recruitment approach, including measures such as: ensuring job advertisements are free from unintended race, ethnic, or faith-based bias; incorporating Equality, Diversity and Inclusion related interview questions; expanding the recruitment media channels to attract a diverse range of applicants; and establishing more diverse interview panels to support fairer and more inclusive hiring decision.
- 4.5 Our employee-led Equality, Diversity and Inclusion (EDI) 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. In 2024, the Network raised awareness through internal communications and organised a ‘Women in the Workplace’ event in March, creating space for open conversations with senior management in recognition of International Women’s Day.
- 4.6 The employee Ambassador Group acts as a sounding board for workforce initiatives, offering valuable insights and feedback from staff across all levels of the organisation.
- 4.7 Our Wellbeing Advocates are a dedicated group of trained mental health first aiders, committed to supporting the mental and emotional wellbeing of our employees. Having completed refresher training to ensure they continue providing high-quality, up-to-date support. The advocates offer a compassionate and confidential listening ear to anyone experiencing wellbeing issues, whether they are minor day-to-day concerns or more significant challenges.
- 4.8 National surveys have highlighted that many older women struggle with menopause symptoms and may opt out of work. With around 64% of our employees being female, we recognised the importance of taking action. In June 2024, we established a group of Menopause Advocates to offer support, guidance, and a listening ear to employees navigating menopause-related challenges. Further demonstrating our commitment, the council signed the Menopause Pledge in October 2024. The council continue to raise awareness and provide support through induction sessions and regular internal communications.
- 4.9 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 People Survey in April 2025 in which 2.3% 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%.

- 4.10 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. In 2024, we strengthen this commitment by introducing targeted recruitment initiatives, initially offering certain entry-level positions exclusively to care leavers, providing them with dedicated opportunities to apply.
- 4.11 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.
- 4.12 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 organisation.
- 4.13 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 2024 – 2028 ([insert hyperlink](#)).

Appendix A

RBWM salary scales – April 2026

RBWM LOCAL PAY Grade 1 – 5

GRADE / POINT	SALARY	GATEWAY RANGE
GRADE 1		
15*	£24,522	
16	£25,557	£25,558- £25,706
GRADE 2		
22	£25,706	£25,707- £27,306
GRADE 3		
25	£25,706	
26	£26,560	
27	£27,056	
28	£27,306	£27,307-£30,132
GRADE 4		
29	£26,895	
30	£27,627	
31	£28,462	
32	£29,302	
33	£29,853	
34	£30,132	£30,133- £34,104
GRADE 5		
35	£30,193	
36	£31,129	
37	£32,081	
38	£32,380	
39	£33,242	
40	£34,104	£34,105- £38,791

RBWM LOCAL PAY Grade 6 – 13

GRADE	SALARY RANGE (SPOTSALARY)		
	MIN	MAX	GATEWAY RANGE
GRADE 6	£34,962	£38,791	£38,792- £43,613
GRADE 7	£39,526	£43,613	£43,614- £50,446

GRADE	SALARY RANGE (SPOTSALARY)		
	MIN	MAX	GATEWAY RANGE
GRADE 8	£46,355	£50,446	£50,447-£55,120
GRADE 9	£50,602	£55,120	£55,121-£60,286
GRADE 10	£55,296	£60,286	£60,287-£67,471
GRADE 11	£61,961	£67,471	£67,472-£75,442
GRADE 12	£69,083	£75,442	£75,443-£89,483
GRADE 13	£77,186	£89,483	£89,484-£97,364

SENIOR LEADERSHIP TEAM PAY BANDS

GRADE	PAY BANDS	
	MIN	MAX
ASSISTANT DIRECTOR	£78,809	£109,284
DIRECTOR / DEPUTY DIRECTOR	£101,524	£120,023
EXECUTIVE DIRECTOR	£114,345	£156,965
CHIEF EXECUTIVE	£161,984	£206,117