



EMPLOYMENT MONITORING REPORT

April 2013 - March 2014

Introduction

This report provides information and comments on the monitoring of the Council's employment processes for the year 1 April 2013 to 31 March 2014. This addresses the requirements of the Equality Act (2010) and the commitments contained in the Council's Single Equality Scheme.

Information on the following are included:

- Size and profile of the workforce
- Recruitment and retention (incl. turnover & vacancies)
- Leadership and Succession Planning
- Employment Relations
- Pay grades
- Training & Development

Figures for Schools include Education & Community, Special & Voluntary Controlled Schools but exclude Academy, Foundation and Voluntary Aided Schools.

Annex 1 provides a definition of the Ethnic categories used in throughout this monitoring. Annex 2 provides a definition of the Council's Management Groups. Annex 3 provides a brief commentary on the statistics.

We welcome your feedback on this report, and any suggestions that you may have, including how we can improve our reporting of this information in the future.

[If you have any feedback or suggestions, please let us know by contacting: Lorraine Barlow, Head of HR Advisory Services on 020 3045 4104 \(internal ext 4104\) or by email \[lorraine.barlow@bexley.gov.uk\]\(mailto:lorraine.barlow@bexley.gov.uk\)](#)

Headcount

	CCS	%	ESC	%	EW	%	FR	%	AED	%	DSS	%	TOTAL
Permanent Staff	295	6%	645	14%	522	11%	171	4%	348	8%	2636	57%	4617

Bexley Borough (economically active) Census 2011
110,680

Full-Time Equivalent (FTE)

	CCS	ESC	EW	FR	AED	DSS
Permanent Staff	249.55	551.62	413.86	153.66	58.40	1870.17

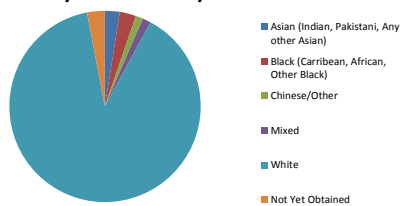
Bexley 2011-12	Bexley 2012-13	Bexley 2013-14	Bexley Borough (economically active) Census 2011
3428.94	3427.52	3297.26	Not Available

Ethnicity

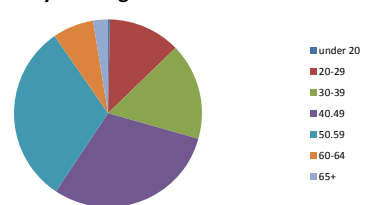
	CCS	ESC	EW	FR	AED	DSS
Asian (Indian, Pakistani, Any other Asian)	4.48%	5.19%	1.92%	5.09%	2.87%	1.93%
Black (Caribbean, African, Other Black)	3.05%	9.73%	2.49%	2.92%	1.72%	1.52%
Chinese/Other	0.34%	0.31%	1.38%	0.58%	1.00%	1.19%
Mixed	2.00%	2.00%	2.00%	1.00%	2.00%	1.00%
White	87.12%	77.21%	90.04%	88.89%	86.21%	92.68%
Not Yet Obtained	2.71%	5.12%	2.30%	0.58%	5.75%	2.16%

Bexley 2011-12	Bexley 2012-13	Bexley 2013-14	Bexley Borough (economically active) Census 2011
2.50%	2.37%	2.49%	6.84%
2.40%	2.19%	2.75%	7.83%
1.10%	0.75%	1.30%	0.76%
0.80%	1.26%	1.39%	1.56%
90.50%	90.31%	89.24%	83.02%
2.60%	2.79%	3.01%	0.00%

Bexley Staff Ethnicity Profile 2013-14



Bexley Staff Age Profile 2013-14



Age Profile

	CCS	ESC	EW	FR	AED	DSS
under 20	0.34%	0.00%	1.34%	0.58%	0.00%	0.27%
20-29	11.53%	11.01%	14.37%	8.19%	2.58%	14.00%
30-39	18.31%	17.36%	16.48%	11.69%	6.03%	18.02%
40-49	31.19%	22.48%	23.18%	22.23%	24.43%	34.33%
50-59	31.18%	35.04%	33.34%	43.86%	43.68%	26.93%
60-64	6.10%	11.32%	7.47%	11.11%	11.78%	5.24%
65+	1.36%	2.80%	3.83%	2.34%	11.49%	1.22%

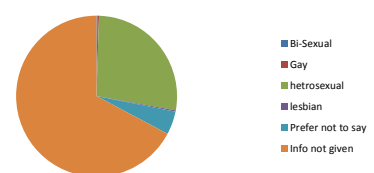
Bexley 2011-12	Bexley 2012-13	Bexley 2013-14	Bexley Borough Working Age (Census 2001)
0.30%	0.28%	0.35%	8.20%
11.10%	12.23%	12.39%	15.80%
16.70%	16.42%	16.63%	22.00%
31.70%	30.53%	30.02%	18.80%
30.90%	30.02%	30.95%	17.00%
7.20%	7.36%	7.10%	6.60%
2.20%	2.65%	2.56%	11.50%

Sexual Orientation

	CCS	ESC	EW	FR	AED	DSS
Bi-Sexual	0.00%	0.16%	0.38%	0.58%	0.29%	0.11%
Gay	0.68%	1.09%	0.38%	1.17%	0.29%	0.04%
heterosexual	52.54%	51.16%	48.85%	52.63%	30.17%	12.44%
lesbian	0.34%	0.78%	0.57%	0.00%	0.00%	0.04%
Prefer not to say	4.41%	3.41%	6.70%	5.85%	3.45%	4.70%
Info not given	42.03%	43.41%	43.10%	39.77%	65.80%	82.66%

Bexley 2011-12	Bexley 2012-13	Bexley 2013-14	Bexley Borough (economically active) Census 2011
0.10%	0.12%	0.17%	Not Available
0.20%	0.20%	0.32%	Not Available
25.30%	25.37%	27.36%	Not Available
0.20%	0.22%	0.22%	Not Available
5.00%	4.73%	4.68%	Not Available
69.20%	69.35%	67.25%	Not Available

Bexley Staff Sexual Orient. Profile 2013-14

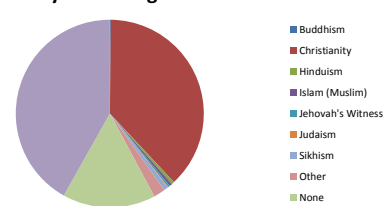


Religion

	CCS	ESC	EW	FR	AED	DSS
Buddhism	0.00%	0.62%	0.19%	0.58%	0.29%	0.04%
Christianity	50.17%	48.84%	51.34%	57.31%	37.64%	30.16%
Hinduism	0.68%	1.09%	0.38%	1.17%	0.57%	0.30%
Islam (Muslim)	0.68%	0.93%	0.57%	1.75%	0.86%	0.15%
Jehovah's Witness	0.00%	0.31%	1.53%	0.58%	0.86%	0.04%
Judaism	0.00%	0.16%	0.00%	0.00%	0.29%	0.08%
Sikhism	2.03%	2.02%	0.57%	1.75%	0.86%	0.27%
Other	3.73%	3.57%	3.07%	2.34%	1.44%	1.29%
None	23.39%	19.53%	23.75%	19.88%	14.08%	12.94%
Info not given	20.00%	23.88%	19.16%	16.37%	43.97%	54.89%

Bexley 2011-12	Bexley 2012-13	Bexley 2013-14	Bexley Borough (economically active) Census 2011
0.20%	0.16%	0.17%	Not Available
40.00%	38.89%	38.01%	Not Available
0.30%	0.40%	0.50%	Not Available
0.40%	0.54%	0.45%	Not Available
0.60%	0.28%	0.32%	Not Available
0.10%	0.10%	0.09%	Not Available
0.70%	0.66%	0.76%	Not Available
2.10%	1.99%	2.01%	Not Available
15.90%	15.60%	16.09%	Not Available
39.80%	41.38%	42.04%	Not Available

Bexley Staff Religion Profile 2013-14

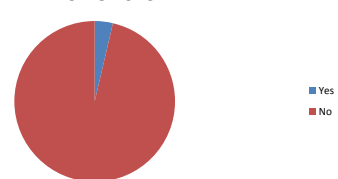


Disability/Incapacity as a % of Workforce

	CCS	ESC	EW	FR	AED	DSS
Yes	9.15%	5.27%	4.60%	8.77%	7.76%	1.59%
No	90.85%	94.73%	95.40%	91.23%	92.24%	98.41%

Bexley 2011-12	Bexley 2012-13	Bexley 2013-14	Bexley Borough (economically active) Census 2011
4.20%	3.87%	3.66%	6.61%
95.80%	96.13%	96.33%	93.39%

Bexley Staff Disability/Incapacity Profile 2013-14

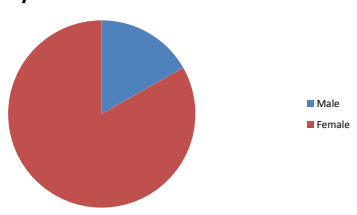


Gender as a % of Workforce

	CCS	ESC	EW	FR	AED	DSS
Male	25.76%	17.67%	33.72%	47.37%	21.84%	9.48%
Female	74.24%	82.33%	66.28%	52.63%	78.16%	90.52%

Bexley 2011-12	Bexley 2012-13	Bexley 2013-14	Bexley Borough (economically active) Census 2011
16.90%	16.33%	16.83%	52.33%
83.10%	83.67%	83.26%	47.67%

Bexley Staff Gender Profile 2013-14



All vacant posts are filled through a competitive recruitment & selection process. The following tables show the profile of applicants for Council vacancies, split by management group, through the recruitment process i.e. shortlisting and appointment. Figures are based on recruitment campaigns that are closed and exclude Schools and Adult Education

APPLICANTS	CCS	%	ESC	%	EW	%	FR	%	TOTAL
TOTAL APPLICANTS	402	15%	1787	67%	374	14%	96	4%	2659
White	249	18%	876	62%	224	16%	63	4%	1412
Ethnic Minority	153	12%	911	73%	150	12%	32	3%	1246
Disability/Incapacity	5	14%	24	65%	7	19%	1	3%	37
Female	280	14%	1465	74%	192	12%	55	3%	1982
Male	122	18%	321	49%	182	27%	40	6%	665
Age - under 20	11	26%	15	36%	15	36%	1	2%	42
Age 20-29	128	18%	527	73%	44	6%	20	3%	719
Age 30-39	98	16%	466	76%	37	6%	16	3%	617
Age 40-49	90	13%	508	75%	48	7%	29	4%	675
Age 50-59	61	20%	197	64%	25	8%	26	30%	309
Age 60-64	6	21%	13	46%	9	32%	0	0%	28
Age 65+	1	33%	2	67%	0	0%	0	0%	3
Age Unknown	7	10%	54	79%	4	6%	3	4%	68
Heterosexual	376	15%	1663	68%	338	14%	86	3%	2463
Non Heterosexual	9	16%	30	55%	14	25%	2	4%	55
Sexual Orientation Not Given	17	12%	94	67%	22	15%	7	5%	140
Christian	233	15%	1093	69%	210	13%	49	3%	1585
Non-Christian	42	20%	128	60%	34	16%	9	4%	213
Religion Not Given/None	127	15%	566	66%	130	15%	37	4%	860

Bexley 2011-12	Bexley 2012-13	Bexley 2013-14
66.70%	56.97%	53.10%
33.30%	43.03%	46.86%
1.60%	3.66%	1.39%
Not Available	65.07%	74.92%
Not Available	34.93%	25.01%
Not Available	2.59%	1.58%
Not Available	33.93%	27.04%
Not Available	24.43%	23.20%
Not Available	23.32%	25.39%
Not Available	14.46%	11.62%
Not Available	0.84%	1.05%
Not Available	0.42%	0.11%
Not Available	0.42%	2.56%
Not Available	90.87%	92.63%
Not Available	2.74%	2.07%
Not Available	6.39%	5.07%
Not Available	56.73%	59.61%
Not Available	12.66%	8.01%
Not Available	30.61%	32.34%

SHORT-LISTED	CCS	%	ESC	%	EW	%	FR	%	TOTAL
TOTAL APPLICANTS	109	12%	633	68%	141	15%	45	5%	928
White	77	15%	327	62%	94	18%	33	6%	531
Ethnic Minority	28	12%	308	77%	47	12%	12	3%	397
Disability/Incapacity	3	25%	6	50%	3	25%	0	0%	12
Female	70	10%	538	76%	73	10%	23	3%	704
Male	39	17%	94	42%	68	30%	22	10%	223
Age - under 20	3	18%	2	12%	11	65%	1	6%	17
Age 20-29	26	13%	139	69%	30	15%	9	4%	204
Age 30-39	32	14%	157	69%	36	16%	7	3%	232
Age 40-49	22	8%	193	74%	36	14%	10	4%	261
Age 50-59	19	12%	99	64%	21	14%	16	10%	155
Age 60-64	2	20%	4	40%	4	40%	0	0%	10
Age 65+	5	85%	1	17%	0	0%	0	0%	6
Heterosexual	105	12%	584	69%	130	15%	41	5%	860
Non Heterosexual	1	8%	10	77%	2	15%	0	0%	13
Sexual Orientation Not Given	3	5%	39	71%	9	16%	4	7%	55
Christian	55	10%	392	73%	68	13%	21	4%	536
Non-Christian	8	8%	63	66%	19	20%	6	6%	96
Religion Not Given	46	16%	178	60%	54	18%	18	6%	296

Bexley 2011-12	Bexley 2012-13	Bexley 2013-14
75.00%	61.07%	57.22%
25.00%	38.93%	42.78%
1.00%	3.75%	1.25%
Not Available	71.17%	75.86%
Not Available	28.83%	24.03%
Not Available	0.71%	1.83%
Not Available	28.47%	21.98%
Not Available	20.11%	25.00%
Not Available	29.54%	28.13%
Not Available	19.93%	16.70%
Not Available	1.07%	1.08%
Not Available	0.18%	0.65%
Not Available	90.39%	92.67%
Not Available	3.56%	1.40%
Not Available	6.05%	5.93%
Not Available	58.72%	57.76%
Not Available	12.28%	10.34%
Not Available	23.00%	31.90%

APPOINTED	CCS	%	ESC	%	EW	%	FR	%	TOTAL
TOTAL APPLICANTS	35	14%	170	66%	41	16%	10	4%	256
White	20	17%	87	59%	31	21%	7	5%	151
Ethnic Minority	9	9%	83	79%	10	10%	3	3%	105
Disability/Incapacity	1	33%	2	67%	0	0%	0	0%	3
Female	22	11%	150	73%	24	12%	9	4%	205
Male	13	26%	19	38%	17	34%	1	2%	50
Age - under 20	1	17%	0	0%	5	63%	0	0%	6
Age 20-29	9	16%	33	60%	11	20%	2	4%	55
Age 30-39	7	11%	42	66%	12	19%	3	5%	64
Age 40-49	8	14%	40	70%	6	11%	3	5%	57
Age 50-59	7	16%	28	65%	6	14%	2	5%	43
Age 60-64	1	25%	3	75%	0	0%	0	0%	4
Age 65+	0	0%	0	0%	0	0%	0	0%	0
Heterosexual	33	15%	148	66%	36	16%	8	4%	225
Non Heterosexual	1	20%	3	60%	1	20%	0	0%	5
Sexual Orientation Not Given	1	4%	19	73%	4	15%	2	8%	26
Christian	14	10%	100	74%	18	13%	4	3%	136
Non-Christian	3	12%	16	64%	5	20%	1	5%	25
Religion Not Given	0	0%	54	70%	18	23%	5	6%	77

Bexley 2011-12	Bexley 2012-13	Bexley 2013-14
90.70%	79.13%	58.98%
9.30%	20.87%	41.02%
2.30%	2.61%	1.17%
Not Available	70.63%	80.08%
Not Available	29.37%	19.93%
Not Available	1.59%	18.22%
Not Available	34.92%	21.48%
Not Available	19.84%	25.00%
Not Available	29.37%	22.27%
Not Available	11.90%	16.80%
Not Available	2.38%	1.56%
Not Available	0.00%	0.00%
Not Available	83.33%	87.89%
Not Available	2.38%	1.95%
Not Available	14.29%	10.16%
Not Available	53.17%	53.13%
Not Available	8.73%	9.77%
Not Available	38.10%	30.08%

LEAVERS	CCS	%	ESC	%	EW	%	FR	%	AED	%	DSS	%	TOTAL
TOTAL LEAVERS	32	6%	77	14%	53	10%	17	3%	46	9%	313	58%	538
White	26	6%	59	13%	48	10%	15	3%	39	8%	280	50%	467
Ethnic Minority	4	7%	15	27%	3	5%	2	4%	6	11%	26	46%	56
Information Not Obtained	2	13%	3	20%	2	13%	0	0%	1	7%	7	47%	15
Disability/Incapacity	2	8%	5	21%	3	13%	2	8%	5	21%	7	29%	24
Female	27	8%	62	14%	31	7%	7	2%	35	8%	278	53%	440
Male	3	5%	15	15%	22	22%	10	10%	11	11%	35	36%	98
Age - under 20	0	0%	0	0%	1	50%	0	0%	0	0%	1	50%	2
Age 20-29	4	4%	6	7%	6	7%	1	1%	5	6%	68	76%	90
Age 30-39	6	6%	14	15%	5	5%	2	2%	8	8%	60	63%	95
Age 40-49	4	3%	20	17%	6	5%	4	3%	5	4%	76	66%	115
Age 50-59	10	9%	18	16%	12	10%	1	1%	12	10%	62	54%	115
Age 60-64	2	3%	12	18%	4	12%	4	6%	6	6%	31	46%	67
Age 65+	1	2%	7	15%	10	21%	5	10%	10	21%	15	31%	48
Heterosexual	11	9%	30	25%	25	21%	8	7%	15	13%	29	25%	118
Non Heterosexual	0	0%	0	0%	2	100%	0	0%	0	0%	0	0%	2
Sexual Orientation Not Given	16	4%	47	11%	26	6%	9	2%	31	8%	284	69%	413
Christian	10	6%	36	21%	28	17%	9	5%	16	10%	70	42%	168
Non-Christian	2	12%	7	41%	1	6%	0	0%	0	0%	7	41%	17
Religion Not Given/None	15	4%	35	10%	24	7%	8	2%	30	9%	229	67%	341
Length of Service < less than 1 year	6	7%	7	8%	4	5%	1	1%	6	7%	62	72%	86
1 - < 2 years	4	5%	7	9%	3	4%	2	3%	5	7%	55	72%	76
2 to < 3 years	2	4%	6	13%	5	11%	1	2%	3	7%	29	63%	46
3 to < 5 years	4	6%	13	19%	6	9%	1	1%	7	10%	39	59%	70
5 to < 10 years	9	8%	21	18%	11	9%	4	3%	13	11%	60	51%	118
10 to < 15 years	4	5%	12	16%	10	14%	3	4%	5	7%	40	54%	74
15 to < 20 years	1	2%	4	10%	4	10%	2	5%	3	7%	27	66%	41
20+ years	2	6%	7	21%	10	30%	3	9%	4	12%	7	21%	33

Bexley 2011-12	Bexley 2012-13	Bexley 2013-14
88.30%	81.57%	86.80%
11.70%	10.98%	10.41%
Not Available	2.94%	4.46%
Not Available	77.84%	81.78%
Not Available	22.16%	18.22%
Not Available	0.20%	0.37%
Not Available	15.88%	16.73%
Not Available	18.43%	17.66%
Not Available	27.25%	21.38%
Not Available	18.63%	21.38%
Not Available	11.37%	12.45%
Not Available	8.24%	8.92%
Not Available	21.96%	21.93%
Not Available	0.78%	0.37%
Not Available	77.25%	76.77%
Not Available	29.02%	31.23%
Not Available	5.49%	3.16%
Not Available	65.49%	63.38%
Not Available	17.25%	15.99%
Not Available	16.47%	14.13%
Not Available	9.92%	8.55%
Not Available	19.22%	13.01%
Not Available	19.02%	21.93%
Not Available	10.39%	13.75%
Not Available	3.53%	7.62%
Not Available	5.29%	6.13%

Turnover From 1st April 2013 to 31st March 2014

	CCS	ESC	EW	FR	AED	DSS	TOTAL
Headcount 31st March 2013	230	700	526	211	377	2943	4887
Headcount 31st March 2014	225	642	522	171	348	2938	4617
Average Headcount	263	673	524	191	363	2790	4802
Number of Leavers	32	77	53	17	46	313	538
Turnover %	12%	11%	10%	9%	13%	11%	11%

Bexley 2011-12	Bexley 2012-13	Bexley 2013-14
14.30%	10.00%	11.00%

Vacancy Monitoring Statistics as at 31st March 2014

Service Area	Total number of FTEs Posts	Gross Vacancies	Gross Vacancy Rate	Posts filled on a temporary basis (Directly Employed)	Posts filled on a temporary basis (Agency)	Posts filled on a temporary basis (Consultants/Secondees)	Total of posts filled on a temporary basis	Net Vacancies	Net Vacancy Rate	Net FTE
Chief Executive Total	1.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00	0.00%	1.00
Customer & Corporate Services										
Director's Office										
Total	1.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00	0.00%	1.00
HR & Corporate Support										
Total	121.73	16.57	13.61%	1.00	6.40	1.20	8.60	7.97	6.55%	106.16
Corporate Policy & Communications										
Total	48.23	7.76	16.09%	0.00	0.00	2.00	2.00	5.76	11.94%	40.47
Customer Relations & Corporate Programmes										
Total	129.89	28.97	22.30%	0.00	15.67	0.00	15.67	13.30	10.24%	100.92
Customer & Corporate Services Total	300.85	53.30	17.72%	1.00	22.07	3.20	26.27	27.03	8.98%	248.55
Education and Social Care										
Director's Office										
Total	1.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00	0.00%	1.00
Education & SEN Total										
Total	113.52	13.40	11.80%	0.60	0.00	1.00	1.60	11.80	10.39%	100.72
Family, Youth & Employment										
Total	176.56	49.04	27.78%	4.00	16.37	0.00	20.37	28.67	16.24%	131.52
Adult Social Care										
Total	260.13	65.19	25.06%	0.00	34.44	0.00	34.44	30.75	11.82%	194.94
Childrens Social Care										
Total	204.58	84.14	41.13%	3.00	59.00	2.00	64.00	20.14	9.84%	123.44
Education and Social Care Total	755.79	211.77	28.02%	7.60	109.81	3.00	120.41	91.36	12.09%	551.62
Environment & Wellbeing										
Director's Office										
Total	1.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00	0.00%	1.00
Public Realm Management										
Total	121.70	20.87	16.49%	4.00	3.00	0.00	7.00	13.07	10.74%	105.63
Development, Housing & Community Safety										

Strategic Planning & Regeneration	Total	151.76	24.00	15.81%	0.42	9.05	0.00	9.47	14.53	9.57%	128.18
Leisure, Arts & Tourism	Total	80.14	17.11	21.35%	0.83	3.00	0.00	3.83	13.28	16.57%	63.86
	Total	129.88	14.69	11.31%	0.00	1.00	0.00	1.00	13.69	10.54%	115.19
Environment & Wellbeing Total		484.48	75.87	15.66%	5.25	16.05	0.00	21.30	54.57	11.26%	413.86
Finance & Resources											
Director's Office	Total	1.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00	0.00%	1.00
Property, Commissioning, Procurement & Exchequer	Total	98.99	12.83	12.96%	0.00	1.00	0.00	1.00	11.83	11.95%	86.16
ICT Solutions	Total	21.20	3.00	14.15%	0.00	1.00	0.00	1.00	2.00	9.43%	18.20
Finance	Total	52.25	3.95	7.56%	0.00	0.00	0.00	0.00	3.95	7.56%	48.30
Finance & Resources Total		173.44	19.78	11.40%	0.00	2.00	0.00	2.00	17.78	10.25%	153.66
GRAND TOTAL		1,715.56	360.72	21.03%	13.85	149.93	6.20	169.98	190.74	11.12%	1,368.69

Leadership and Succession Planning as at 31st March 2014

The tables below show the profile of the Council's Leadership team split between the management groups and the Management Board, Deputy Directors and Heads of Service.

Management Board	CCS	%	ESC	%	EW	%	FR	%	TOTAL	%
TOTAL	2	40%	1	20%	1	20%	1	20%	5	
White	2	40%	1	20%	1	20%	1	20%	5	100.00%
Ethnic Minority	0	0%	0	0%	0	0%	0	0%	0	0.00%
Disability/Incapacity	0	0%	0	0%	0	0%	0	0%	0	0.00%
Female	0	0%	0	0%	0	0%	0	0%	0	0.00%
Male	2	40%	1	20%	1	20%	1	20%	5	100.00%
Age - under 20	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age 20-29	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age 30-39	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age 40-49	1	100%	0	0%	0	0%	0	0%	1	20.00%
Age 50-59	1	33%	1	33%	1	33%	0	0%	3	60.00%
Age 60-64	0	0%	0	0%	0	0%	1	100%	1	20.00%
Age 65+	0	0%	0	0%	0	0%	0	0%	0	0.00%
Heterosexual	0	0%	1	33%	1	33%	1	33%	3	60.00%
Non Heterosexual	0	0%	0	0%	0	0%	0	0%	0	0.00%
Sexual Orientation Not Given	2	100%	0	0%	0	0%	0	0%	2	40.00%
Christian	0	0%	0	0%	0	0%	0	0%	0	0.00%
Non-Christian	0	0%	0	0%	0	0%	0	0%	0	0.00%
Religion Not Given/None	2	40%	1	20%	1	20%	1	20%	5	100.00%

Bexley 2011-12	Bexley 2012-13	Bexley 2013-14
100.00%	100.00%	100.00%
0.00%	0.00%	0.00%
0.00%	0.00%	0.00%
0.00%	0.00%	0.00%
100.00%	100.00%	100.00%
Not Available	0.00%	0.00%
Not Available	0.00%	0.00%
Not Available	0.00%	0.00%
Not Available	20.00%	20.00%
Not Available	60.00%	60.00%
Not Available	20.00%	20.00%
Not Available	0.00%	0.00%
Not Available	60.00%	60.00%
Not Available	0.00%	0.00%
Not Available	40.00%	40.00%
Not Available	0.00%	0.00%
Not Available	0.00%	0.00%
Not Available	100.00%	100.00%

Deputy Directors	CCS	%	ESC	%	EW	%	FR	%	TOTAL	%
TOTAL	3	21%	4	29%	4	29%	3	21%	14	
White	3	23%	4	31%	4	31%	2	15%	13	92.86%
Ethnic Minority	0	0%	0	0%	0	0%	1	100%	1	7.14%
Disability/Incapacity	0	0%	0	0%	0	0%	0	0%	0	0.00%
Female	1	17%	3	50%	2	33%	0	0%	6	42.86%
Male	2	25%	1	13%	2	25%	3	38%	8	57.14%
Age - under 20	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age 20-29	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age 30-39	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age 40-49	1	33%	0	0%	2	67%	0	0%	3	21.43%
Age 50-59	2	20%	3	30%	2	20%	3	30%	10	71.43%
Age 60-64	0	0%	1	100%	0	0%	0	0%	1	7.14%
Age 65+	0	0%	0	0%	0	0%	0	0%	0	0.00%
Heterosexual	2	18%	3	27%	3	27%	3	27%	11	78.57%
Non Heterosexual	0	0%	0	0%	0	0%	0	0%	0	0.00%
Sexual Orientation Not Given	1	33%	1	33%	1	33%	0	0%	3	21.43%
Christian	0	0%	3	33%	4	44%	2	22%	9	64.29%
Non-Christian	0	0%	0	0%	0	0%	1	100%	1	7.14%
Religion Not Given	3	75%	1	25%	0	0%	0	0%	4	28.57%

Bexley 2011-12	Bexley 2012-13	Bexley 2013-14
92.30%	92.86%	92.86%
7.70%	7.14%	7.14%
0.00%	0.00%	0.00%
46.10%	42.86%	42.86%
53.90%	57.14%	57.14%
Not Available	0.00%	0.00%
Not Available	0.00%	0.00%
Not Available	21.43%	21.43%
Not Available	71.43%	71.43%
Not Available	7.14%	7.14%
Not Available	0.00%	0.00%
Not Available	78.57%	78.57%
Not Available	0.00%	0.00%
Not Available	21.43%	21.43%
Not Available	64.29%	64.29%
Not Available	7.14%	7.14%
Not Available	28.57%	28.57%

Heads of Service	CCS	%	ESC	%	EW	%	FR	%	TOTAL	%
TOTAL	8	17%	12	26%	16	34%	11	23%	47	
White	8	18%	11	24%	15	33%	11	24%	45	95.74%
Ethnic Minority	0	0%	1	50%	1	50%	0	0%	2	4.26%
Disability/Incapacity	0	0%	0	0%	1	100%	0	0%	1	2.13%
Female	6	26%	10	43%	7	30%	0	0%	23	48.94%
Male	2	8%	2	8%	9	36%	11	46%	24	51.06%
Age - under 20	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age 20-29	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age 30-39	3	100%	0	0%	0	0%	0	0%	3	6.38%
Age 40-49	0	0%	0	0%	3	60%	2	40%	5	10.64%
Age 50-59	5	16%	9	28%	10	31%	8	25%	32	68.09%
Age 60-64	0	0%	3	43%	3	43%	1	14%	7	14.89%
Age 65+	0	0%	0	0%	0	0%	0	0%	0	0.00%
Heterosexual	8	23%	7	20%	10	29%	10	29%	35	74.47%
Non Heterosexual	0	0%	2	67%	0	0%	1	33%	3	6.38%
Sexual Orientation Not Given	0	0%	3	33%	6	67%	0	0%	9	19.15%
Christian	5	19%	5	19%	9	33%	8	30%	27	57.45%
Non-Christian	0	0%	2	100%	0	0%	0	0%	2	4.26%
Religion Not Given	3	17%	5	28%	7	39%	3	17%	18	38.30%

Bexley 2011-12	Bexley 2012-13	Bexley 2013-14
91.30%	93.60%	95.74%
8.70%	6.40%	4.26%
4.40%	2.10%	2.13%
45.70%	44.70%	48.94%
54.30%	55.30%	51.06%
Not Available	0.00%	0.00%
Not Available	0.00%	0.00%
Not Available	6.38%	6.38%
Not Available	19.15%	10.64%
Not Available	63.83%	68.09%
Not Available	10.64%	14.89%
Not Available	0.00%	0.00%
Not Available	70.21%	74.47%
Not Available	2.13%	6.38%
Not Available	23.40%	19.15%
Not Available	57.45%	57.45%
Not Available	6.38%	4.26%
Not Available	36.17%	38.30%

Employment Relations From 1st April 2013 to 31st March 2014

The tables below show the number of cases over the year that have been managed under the Council's Employee Relations Procedures i.e. Sickness Management and Disciplinary, Capability, Fair Treatment at Work, and Grievance. The figures are shown by Management Group and exclude Adult Education and Schools.

Sickness Management	CCS	%	ESC	%	EW	%	FR	%	TOTAL	%
TOTAL	49	22%	70	31%	82	37%	22	10%	223	100%
White	42	23%	50	27%	74	40%	19	10%	185	83%
Ethnic Minority	4	17%	15	63%	2	8%	3	13%	24	11%
Information Not Obtained	3	21%	5	36%	6	43%	0	0%	14	6%
Disability/Incapacity	2	18%	2	18%	6	55%	1	9%	11	5%
Female	46	27%	51	29%	62	36%	14	8%	173	78%
Male	3	6%	19	38%	20	40%	8	16%	50	22%
Age - under 20	1	100%	0	0%	0	0%	0	0%	1	0%
Age 20-29	6	30%	3	11%	11	41%	5	19%	27	12%
Age 30-39	5	20%	7	28%	12	48%	1	4%	25	11%
Age 40-49	9	20%	11	24%	21	46%	5	11%	46	21%
Age 50-59	20	22%	34	38%	28	31%	8	9%	90	40%
Age 60-64	5	22%	10	43%	7	30%	1	4%	23	10%
Age 65+	1	9%	5	45%	3	27%	2	18%	11	5%
Heterosexual	22	25%	30	34%	24	28%	11	13%	87	39%
Non Heterosexual	0	0%	0	0%	1	0%	0	0%	2	1%
Sexual Orientation Not Given	27	20%	40	30%	57	43%	10	7%	134	60%
Christian	25	25%	30	30%	31	31%	15	15%	101	45%
Non-Christian	3	13%	7	29%	11	46%	3	13%	24	11%
Religion Not Given/None	21	21%	33	34%	40	41%	4	4%	98	44%

Disciplinary/Capability/Appeals/FTAW/Grievance	CCS	%	ESC	%	EW	%	FR	%	TOTAL	%
TOTAL	9	64%	5	36%	0	0%	0	0%	14	100%
White	8	67%	4	33%	0	0%	0	0%	12	86%
Ethnic Minority	1	50%	1	50%	0	0%	0	0%	2	14%
Information Not Obtained	0	0%	0	0%	0	0%	0	0%	0	0%
Disability/Incapacity	0	0%	0	0%	0	0%	0	0%	0	0%
Female	9	64%	5	36%	0	0%	0	0%	14	100%
Male	0	0%	0	0%	0	0%	0	0%	0	0%
Age - under 20	0	0%	0	0%	0	0%	0	0%	0	0%
Age 20-29	3	100%	0	0%	0	0%	0	0%	3	21%
Age 30-39	2	67%	1	33%	0	0%	0	0%	3	21%
Age 40-49	0	0%	0	0%	0	0%	0	0%	0	0%
Age 50-59	2	40%	3	60%	0	0%	0	0%	5	36%
Age 60-64	2	67%	1	33%	0	0%	0	0%	3	21%
Age 65+	0	0%	0	0%	0	0%	0	0%	0	0%
Heterosexual	3	60%	2	40%	0	0%	0	0%	5	36%
Non Heterosexual	0	0%	0	0%	0	0%	0	0%	0	0%
Sexual Orientation Not Given	6	67%	3	33%	0	0%	0	0%	9	64%
Christian	8	67%	4	33%	0	0%	0	0%	12	86%
Non-Christian	0	0%	0	0%	0	0%	0	0%	0	0%
Religion Not Given/None	1	50%	1	50%	0	0%	0	0%	2	14%

Sickness Absence From 1st April 2013 to 31st March 2014

Managers are responsible for managing sickness absence in a fair and consistent manner. The objective of the Council's Sickness Absence Procedure is to ensure that employees attend work and to address any issues of sickness absence promptly and effectively.

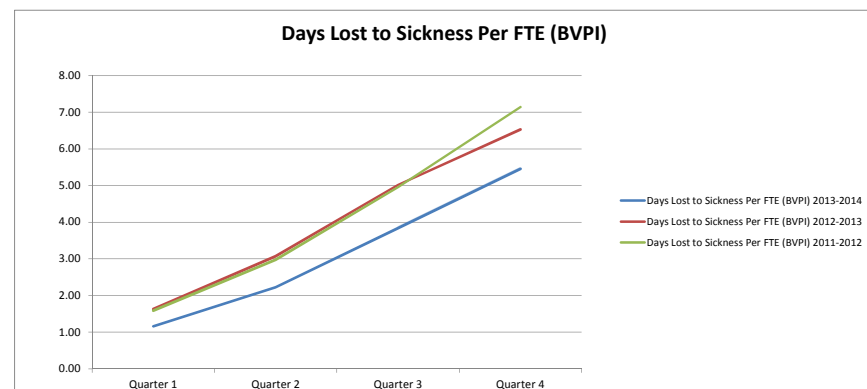
The following tables show the number of days lost to sickness absence due to over the year. The figures include schools and Adult Education.

Comment:

The Council introduced a revised, simplified Sickness Absence Management Procedure in November 2012. The number of days lost to sickness per FTE has fallen over the last three years.

Directorate	Quarter 1			Quarter 2 Cumulative			Quarter 3 Cumulative			Quarter 4 Cumulative		
	Absence Days	FTE as at 30/6/13	Number of Days Lost Per FTE	Absence Days	FTE as at 30/9/13	Number of Days Lost Per FTE	Absence Days	FTE as at 31/12/13	Number of Days Lost Per FTE	Absence Days	FTE as at 31/3/14	Number of Days Lost Per FTE
Chief Executive												
Total	0.00	1.00	0.00	0.00	1.00	0.00	0.00	1.00	0.00	0.00	1.00	0.00
Customer & Corporate Services												
Total	193.76	200.86	0.96	321.92	191.61	1.68	641.12	197.84	3.24	1345.42	248.55	5.41
Education & Social Care												
Total	716.74	566.76	1.26	1523.17	552.79	2.76	2543.49	576.67	4.41	3633.80	551.62	6.59
Environment & Wellbeing												
Total	386.16	422.39	0.91	800.60	419.55	1.91	1389.39	419.06	3.32	1950.97	413.86	4.71
Finance & Resources												
Total	164.89	179.13	0.92	502.24	178.10	2.82	693.30	173.42	4.00	705.26	153.65	4.59
Total MG's covered by Business Centre	1461.55	1370.14	1.07	3147.93	1343.05	2.34	5267.30	1367.99	3.85	7635.45	1368.68	5.58
Adult Education												
Directorate Total	107.83	89.00	1.21	153.83	79.32	1.94	155.33	88.54	1.75	218.36	86.65	2.52
Schools**												
Directorate Total	2267.59	1858.05	1.22	4199.00	1937.54	2.17	7145.06	1819.62	3.93	10308.81	1870.17	5.51
Council Wide	3836.97	3317.19	1.16	7500.76	3359.91	2.23	12567.69	3276.15	3.84	18162.62	3325.50	5.46
Excluding Schools	1569.38	1459.14	1.08	3301.76	1422.37	2.32	5422.63	1456.53	3.72	7893.61	1456.33	5.40
Additional FTE for Adult Education 31.59 added to total FTE to reflect contract arrangements.				Additional FTE for Adult Education 17.77 added to total FTE to reflect contract arrangements.			Additional FTE for Adult Education 26.94 added to total FTE to reflect contract arrangements.			Additional FTE for Adult Education 28.25 added to total FTE to reflect contract arrangements.		

Days Lost to Sickness Per FTE (BVPI) 2013-2014	1.16	2.23	3.84	5.46
Days Lost to Sickness Per FTE (BVPI) 2012-2013	1.63	3.07	5.02	6.53
Days Lost to Sickness Per FTE (BVPI) 2011-2012	1.59	2.98	4.96	7.14



Pay Grades **as at 31 March 2014**

The Council's most senior managers are graded Bexley 20 – 27. This includes the Chief Executive, Management Board, graded Bexley 10 – 15 and administrative and technical support staff graded Bexley 1-9.

The following table shows the profile of the workforce by pay grade, split between management groups. The figures exclude

	Total Headcount	No. of Women	%	Total Number of E'es with Disability/ Incapacity	%
Customer and Corporate Services					
Bexley 1 to 9	182	145	80%	21	12%
Bexley 10 to 15	68	47	69%	4	6%
Bexley 16 to 19	35	23	66%	2	6%
Bexley 20 to 27	10	4	40%	0	0%
Directorate Totals	295	219	74%	27	9%
Education and Social Care					
Bexley 1 to 9	368	304	83%	21	6%
Bexley 10 to 15	176	146	83%	9	5%
Bexley 16 to 19	83	67	81%	4	5%
Bexley 20 to 27	18	14	78%	0	0%
Directorate Totals	645	531	82%	34	5%
Environment and Wellbeing					
Bexley 1 to 9	299	223	75%	19	6%
Bexley 10 to 15	153	87	57%	2	1%
Bexley 16 to 19	47	25	53%	2	4%
Bexley 20 to 27	23	11	48%	1	4%
Directorate Totals	522	346	66%	24	5%
Finance and Resources					
Bexley 1 to 9	86	55	64%	7	8%
Bexley 10 to 15	44	22	50%	7	16%
Bexley 16 to 19	28	12	43%	0	0%
Bexley 20 to 27	13	1	8%	1	8%
Directorate Totals	171	90	53%	15	9%
Corporate Total					
Bexley 1 to 9	935	727	78%	68	7%
Bexley 10 to 15	441	302	68%	22	5%
Bexley 16 to 19	193	127	66%	8	4%
Bexley 20 to 27	64	30	47%	2	3%
Total	1633	1186	73%	100	6%

Deputy Directors and Heads of Service. Senior professional staff are graded Bexley 16-19, professional staff are

schools and Adult Education.

White	%	Total Number of E'es from an Ethnic Origin	%	Asian (Indian, Pakistani, Any other Asian)	%	Black (Caribbean, African, Other Black)	%
160	88%	14	8%	5	3%	3	2%
57	84%	10	15%	5	7%	4	6%
30	86%	6	17%	0	0%	1	3%
9	90%	1	10%	0	0%	1	10%
256	87%	31	11%	10	3%	9	3%
290	79%	59	16%	16	4%	25	7%
132	75%	38	22%	8	5%	23	13%
62	75%	15	18%	3	4%	6	7%
14	78%	2	11%	0	0%	0	0%
498	77%	114	18%	27	4%	54	8%
269	90%	22	7%	7	2%	8	3%
135	88%	12	8%	2	1%	3	2%
43	91%	4	9%	1	2%	2	4%
21	91%	2	9%	0	0%	0	0%
468	90%	40	8%	10	2%	13	2%
76	88%	10	12%	3	3%	3	3%
38	86%	6	14%	3	7%	1	2%
26	93%	1	4%	0	0%	1	4%
12	92%	1	8%	1	8%	0	0%
152	89%	18	11%	7	4%	5	3%
795	85%	105	11%	31	3%	39	4%
362	82%	66	15%	18	4%	31	7%
161	83%	26	13%	4	2%	10	5%
56	88%	6	9%	1	2%	1	2%
1374	84%	203	12%	54	3%	81	5%

Chinese	%	Mixed	%	USA (White, Black, Hispanic, Asian, Mixed)	%	Other	%
1	1%	4	2%	1	1%	0	0%
0	0%	0	0%	1	1%	0	0%
0	0%	2	6%	2	6%	1	3%
0	0%	0	0%	0	0%	0	0%
1	0%	6	2%	4	1%	1	0%
1	0%	8	2%	8	2%	1	0%
1	1%	4	2%	2	1%	0	0%
0	0%	3	4%	3	4%	0	0%
0	0%	1	6%	1	6%	0	0%
2	0%	16	2%	14	2%	1	0%
1	0%	5	2%	1	0%	0	0%
1	1%	3	2%	2	1%	1	1%
0	0%	0	0%	0	0%	1	2%
0	0%	1	4%	0	0%	1	4%
2	0%	9	2%	3	1%	3	1%
0	0%	0	0%	4	5%	0	0%
1	2%	1	2%	0	0%	0	0%
0	0%	0	0%	0	0%	0	0%
0	0%	0	0%	0	0%	0	0%
1	1%	1	1%	4	2%	0	0%
3	0%	17	2%	14	1%	1	0%
3	1%	8	2%	5	1%	1	0%
0	0%	5	3%	5	3%	2	1%
0	0%	2	3%	1	2%	1	2%
6	0%	32	2%	25	2%	5	0%

Not Yet Obtained	%	Buddhism	%	Christianity	%	Hinduism	%
8	4%	0	0%	87	48%	1	1%
1	1%	0	0%	40	59%	1	1%
0	0%	0	0%	16	46%	0	0%
0	0%	0	0%	3	30%	0	0%
9	3%	0	0%	146	49%	2	1%
19	5%	1	0%	172	47%	2	1%
6	3%	3	2%	92	52%	4	2%
6	7%	0	0%	42	51%	1	1%
2	11%	0	0%	9	50%	0	0%
33	5%	4	1%	315	49%	7	1%
8	3%	0	0%	154	52%	2	1%
5	3%	1	1%	79	52%	0	0%
0	0%	0	0%	24	51%	0	0%
0	0%	0	0%	11	48%	0	0%
13	2%	1	0%	268	51%	2	0%
0	0%	0	0%	50	58%	1	1%
0	0%	1	2%	21	48%	1	2%
1	4%	0	0%	18	64%	0	0%
0	0%	0	0%	9	69%	0	0%
1	1%	1	1%	98	57%	2	1%
35	4%	1	0%	463	50%	6	1%
12	3%	5	1%	232	53%	6	1%
7	4%	0	0%	100	52%	1	1%
2	3%	0	0%	32	50%	0	0%
56	3%	6	0%	827	51%	13	1%

Islam (Muslim)	%	Jehovah's Witness	%	Judaism	%	Sikhism	%
1	1%	0	0%	0	0%	3	2%
1	1%	0	0%	0	0%	3	4%
0	0%	0	0%	0	0%	0	0%
0	0%	0	0%	0	0%	0	0%
2	1%	0	0%	0	0%	6	2%
5	1%	1	0%	1	0%	8	2%
0	0%	1	1%	0	0%	3	2%
1	1%	0	0%	0	0%	1	1%
0	0%	0	0%	0	0%	1	6%
6	1%	2	0%	1	0%	13	2%
1	0%	6	2%	0	0%	3	1%
1	1%	2	1%	0	0%	0	0%
1	2%	0	0%	0	0%	0	0%
0	0%	0	0%	0	0%	0	0%
3	1%	8	2%	0	0%	3	1%
0	0%	1	1%	0	0%	3	3%
2	5%	0	0%	0	0%	0	0%
0	0%	0	0%	0	0%	0	0%
1	8%	0	0%	0	0%	0	0%
3	2%	1	1%	0	0%	3	2%
7	1%	8	1%	1	0%	17	2%
4	1%	3	1%	0	0%	6	1%
2	1%	0	0%	0	0%	1	1%
1	2%	0	0%	0	0%	1	2%
14	1%	11	1%	1	0%	25	2%

Other	%	None	%	Info Not Given	%	Bi Sexual	%
6	3%	39	21%	45	25%	0	0%
2	3%	15	22%	6	9%	0	0%
3	9%	11	31%	5	14%	0	0%
0	0%	4	40%	3	30%	0	0%
11	4%	69	23%	59	20%	0	0%
10	3%	69	19%	99	27%	0	0%
8	5%	35	20%	30	17%	1	1%
4	5%	18	22%	16	19%	0	0%
1	6%	4	22%	3	17%	0	0%
23	4%	126	20%	148	23%	1	0%
12	4%	75	25%	46	15%	2	1%
4	3%	33	22%	33	22%	0	0%
0	0%	9	19%	13	28%	0	0%
0	0%	7	30%	5	22%	0	0%
16	3%	124	24%	97	19%	2	0%
2	2%	14	16%	15	17%	1	1%
2	5%	12	27%	5	11%	0	0%
0	0%	6	21%	4	14%	0	0%
0	0%	2	15%	1	8%	0	0%
4	2%	34	20%	25	15%	1	1%
30	3%	197	21%	205	22%	3	0%
16	4%	95	22%	74	17%	1	0%
7	4%	44	23%	38	20%	0	0%
1	2%	17	27%	12	19%	0	0%
54	3%	353	22%	329	20%	4	0%

Gay	%	Hetrosexual	%	Lesbian	%	Prefer not to say	%
0	0%	81	45%	1	1%	8	4%
2	3%	41	60%	0	0%	4	6%
0	0%	27	77%	0	0%	1	3%
0	0%	6	60%	0	0%	0	0%
2	1%	155	53%	1	0%	13	4%
1	0%	183	50%	1	0%	12	3%
3	2%	98	56%	2	1%	5	3%
3	4%	37	45%	1	1%	5	6%
0	0%	12	67%	1	6%	0	0%
7	1%	330	51%	5	1%	22	3%
1	0%	142	47%	2	1%	23	8%
0	0%	79	52%	1	1%	9	6%
0	0%	21	45%	0	0%	3	6%
1	4%	13	57%	0	0%	0	0%
2	0%	255	49%	3	1%	35	7%
0	0%	38	44%	0	0%	7	8%
1	2%	23	52%	0	0%	1	2%
1	4%	16	57%	0	0%	2	7%
0	0%	13	100%	0	0%	0	0%
2	1%	90	53%	0	0%	10	6%
2	0%	444	47%	4	0%	50	5%
6	1%	241	55%	3	1%	19	4%
4	2%	101	52%	1	1%	11	6%
1	2%	44	69%	1	2%	0	0%
13	1%	830	51%	9	1%	80	5%

Info Not Given	%	Under 20	%	20-24	%	25-29	%
92	51%	1	1%	11	6%	17	9%
21	31%	0	0%	1	1%	4	6%
7	20%	0	0%	0	0%	1	3%
4	40%	0	0%	0	0%	0	0%
124	42%	1	0%	12	4%	22	7%
171	46%	0	0%	22	6%	26	7%
67	38%	0	0%	8	5%	11	6%
37	45%	0	0%	1	1%	3	4%
5	28%	0	0%	0	0%	0	0%
280	43%	0	0%	31	5%	40	6%
129	43%	7	2%	27	9%	34	11%
64	42%	0	0%	3	2%	10	7%
23	49%	0	0%	0	0%	1	2%
9	39%	0	0%	0	0%	0	0%
225	43%	7	1%	30	6%	45	9%
40	47%	1	1%	5	6%	5	6%
19	43%	0	0%	1	2%	3	7%
9	32%	0	0%	0	0%	0	0%
0	0%	0	0%	0	0%	0	0%
68	40%	1	1%	6	4%	8	5%
432	46%	9	1%	65	7%	82	9%
171	39%	0	0%	13	3%	28	6%
76	39%	0	0%	1	1%	5	3%
18	28%	0	0%	0	0%	0	0%
697	43%	9	1%	79	5%	115	7%

30-34	%	35-39	%	40-44	%	45-49	%
10	5%	17	9%	22	12%	30	16%
9	13%	4	6%	12	18%	17	25%
5	14%	8	23%	5	14%	3	9%
0	0%	1	10%	1	10%	1	10%
24	8%	30	10%	40	14%	51	17%
35	10%	30	8%	26	7%	49	13%
26	15%	9	5%	15	9%	31	18%
5	6%	7	8%	9	11%	12	14%
0	0%	0	0%	3	17%	0	0%
66	10%	46	7%	53	8%	92	14%
19	6%	25	8%	27	9%	31	10%
19	12%	13	8%	13	8%	32	21%
6	13%	3	6%	2	4%	10	21%
0	0%	1	4%	2	9%	4	17%
44	8%	42	8%	44	8%	77	15%
5	6%	8	9%	4	5%	12	14%
3	7%	3	7%	6	14%	7	16%
1	4%	0	0%	4	14%	4	14%
0	0%	0	0%	0	0%	1	8%
9	5%	11	6%	14	8%	24	14%
69	7%	80	9%	79	8%	122	13%
57	13%	29	7%	46	10%	87	20%
17	9%	18	9%	20	10%	29	15%
0	0%	2	3%	6	9%	6	9%
143	9%	129	8%	151	9%	244	15%

50-54	%	55 - 59	%	60 - 64	%	65 - 69	%
26	14%	34	19%	11	6%	4	2%
11	16%	6	9%	4	6%	0	0%
7	20%	3	9%	3	9%	0	0%
4	40%	3	30%	0	0%	0	0%
48	16%	46	16%	18	6%	4	1%
68	18%	61	17%	44	12%	7	2%
27	15%	22	13%	22	13%	6	3%
17	20%	22	27%	6	7%	2	2%
7	39%	7	39%	1	6%	0	0%
119	18%	112	17%	73	11%	15	2%
42	14%	47	16%	28	9%	9	3%
27	18%	27	18%	5	3%	4	3%
13	28%	7	15%	5	11%	0	0%
5	22%	11	48%	1	4%	1	4%
87	17%	92	18%	39	7%	14	3%
16	19%	16	19%	12	14%	3	3%
9	20%	7	16%	4	9%	1	2%
8	29%	10	36%	1	4%	0	0%
5	38%	5	38%	2	15%	0	0%
38	22%	38	22%	19	11%	4	2%
152	16%	158	17%	95	10%	23	2%
74	17%	62	14%	35	8%	11	2%
45	23%	42	22%	15	8%	2	1%
21	33%	26	41%	4	6%	1	2%
292	18%	288	18%	149	9%	37	2%

Over 70+	%
0	0%
0	0%
0	0%
0	0%
0	0%
0	0%
3	1%
0	0%
0	0%
0	0%
0	0%
3	0%
5	2%
1	1%
0	0%
0	0%
6	1%
0	0%
0	0%
0	0%
0	0%
0	0%
8	1%
1	0%
0	0%
0	0%
9	1%

The tables below show the number of delegates undergoing various training programmes over the year, split between the management groups. Figures include Schools and Adult Education.

The course names reflect the strategic learning themes for the organisation. These figures reflect face to face training. Much of the learning and development is now delivered via the learn online learning portal.

*** External also includes members & workers

Course Name		Number of Courses Run by Strategic Theme	Cost per Strategic Theme	Attended Internal **	Attended External***	Total Attended	Cost Per Delegate
CF21	CF21	26	0	74	59	133	£0.00
IT Qualification	QI	0	£0.00	0	0	0	£0.00
Leadership & Management	LEADER	0	£0.00	0	0	0	£0.00
Management Qualification	QM	0	£0.00	0	0	0	£0.00
Managing Communications	COMM	0	£0.00	0	0	0	£0.00
Managing people and performance	PEOPLE	23	£0.00	164	8	172	£0.00
Managing Self	SELFMG	0	£0.00	0	0	0	£0.00
Maximising the use of technology	MAXTEK	3	£0.00	8	0	8	£0.00
Member Development	MEMBER	0	£0.00	0	0	0	£0.00
Procurement, financial skills and contract management	FINANC	11	£0.00	23	0	23	£0.00
Professional Development HR	HRDEV	0	£0.00	0	0	0	£0.00
Promoting Diversity and Inclusion	DIVINC	0	£0.00	0	0	0	£0.00
Promoting health, safety and well-being at work	HEALTH	17	£790.00	241	7	248	£3.19
Regulatory requirements	REGREQ	1	£0.00	124	4	128	£0.00
Safeguarding Children	SCHILD	1	£0.00	17	3	20	£0.00
Safeguarding Vulnerable Adults	SADULT	6	£2,660.00	25	15	40	£66.50
Social Care Qualifications	QS	0	£0.00	0	0	0	£0.00
Transforming Adult Social Care	ADLSOC	37	£16,490.00	396	33	429	£38.44
Transforming customer services	CUSTSV	0	£0.00	0	0	0	£0.00
Transforming CYPS	CYPS	18	£3,530.00	221	16	237	£14.89
Corporate Induction	INDUCT	6	£0.00	97	1	98	£0.00
Total		139	£23,470.00	1390	146	1536	£15.28

Organisational Development From 1st April 2013 to 31st March 2014

Course Attendee - Diversity Profile (Internal Candidates Only)

Course Name		Total Attended	Ethnic Minority	Non Ethnic Minority	Information Not Obtained	Disabled	Non Disabled	Male	Female	under 20	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	over 70	Not Recorded
CF21	CF21	74	3	16	55	0	74	18	56	0	3	3	2	1	1	8	5	2	0	0	0	49
IT Qualification	QI	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Leadership & Management	LEADER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Management Qualification	QM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Managing Communications	COMM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Managing people and performance	PEOPLE	164	16	145	3	12	152	53	111	0	2	0	5	24	24	24	46	30	9	0	0	0
Managing Self	SELFMG	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Maximising the use of technology	MAXTEK	8	2	6	0	0	8	4	4	0	0	0	1	2	0	2	0	2	1	0	0	0
Member Development	MEMBER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Procurement, financial skills and contract management	FINANC	23	3	18	2	0	23	7	16	0	2	1	2	0	0	4	5	6	2	0	0	1
Professional Development HR	HRDEV	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Promoting Diversity and Inclusion	DIVINC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Promoting health, safety and well-being at work	HEALTH	241	16	219	6	8	233	77	164	0	6	6	8	18	32	39	65	43	19	2	1	11
Regulatory requirements	REGREQ	124	16	108	0	4	120	61	63	0	4	3	8	5	16	14	32	31	11	0	0	0
Safeguarding Children	SCHILD	17	6	11	0	0	17	3	14	0	0	3	3	1	0	3	2	4	0	0	0	2
Safeguarding Vulnerable Adults	SADULT	25	5	17	3	1	24	4	21	0	1	4	2	3	1	5	2	3	1	0	0	3
Social Care Qualifications	QS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transforming Adult Social Care	ADLSOC	396	102	266	28	11	385	69	327	0	19	11	26	25	40	67	87	62	31	8	0	20
Transforming customer services	CUSTSV	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transforming CYPS	CYPS	221	42	96	83	3	218	33	188	1	6	21	14	11	11	31	26	18	10	1	0	71
Corporate Induction	INDUCT	97	15	53	29	0	97	26	71	6	19	5	11	6	10	7	7	6	2	0	0	17
Total		1390	226	955	209	39	1351	355	1035	7	62	57	82	96	135	204	278	207	86	11	1	164

Course Name		Heterosexual	Non-Heterosexual	Information Not Obtained	Christian	Non-Christian	None	Information Not Obtained
CF21	CF21	5	0	69	10	0	8	56
IT Qualification	QI	0	0	0	0	0	0	0
Leadership & Management	LEADER	0	0	0	0	0	0	0
Management Qualification	QM	0	0	0	0	0	0	0
Managing Communications	COMM	0	0	0	0	0	0	0
Managing people and performance	PEOPLE	92	4	68	78	16	39	31
Managing Self	SELFMG	0	0	0	0	0	0	0
Maximising the use of technology	MAXTEK	4	0	4	2	3	0	3
Member Development	MEMBER	0	0	0	0	0	0	0
Procurement, financial skills and contract management	FINANC	15	0	8	14	1	3	5
Professional Development HR	HRDEV	0	0	0	0	0	0	0
Promoting Diversity and Inclusion	DIVINC	0	0	0	0	0	0	0
Promoting health, safety and well-being at work	HEALTH	118	1	122	132	15	38	56
Regulatory requirements	REGREQ	79	3	43	60	14	30	20
Safeguarding Children	SCHILD	13	0	4	6	3	6	2
Safeguarding Vulnerable Adults	SADULT	12	1	12	10	4	2	8
Social Care Qualifications	QS	0	0	0	0	0	0	0
Transforming Adult Social Care	ADLSOC	168	17	211	127	35	61	173
Transforming customer services	CUSTSV	0	0	0	0	0	0	0
Transforming CYPS	CYPS	81	6	134	61	40	35	85
Corporate Induction	INDUCT	52	2	43	21	6	37	33
Total		638	34	718	521	137	259	473

Course Attendance by Management Grouping (Internal Candidates Only)

Course Name		CCS	ESC	EW	FR	AED	Schools	Other
CF21	CF21	4	70	0	0	0	0	0
IT Qualification	QI	0	0	0	0	0	0	0
Leadership & Management	LEADER	0	0	0	0	0	0	0
Management Qualification	QM	0	0	0	0	0	0	0
Managing Communications	COMM	0	0	0	0	0	0	0
Managing people and performance	PEOPLE	42	54	43	25	0	0	0
Managing Self	SELFMG	0	0	0	0	0	0	0
Maximising the use of technology	MAXTEK	4	0	3	1	0	0	0
Member Development	MEMBER	0	0	0	0	0	0	0
Procurement, financial skills and contract management	FINANC	4	2	15	2	0	0	0
Professional Development HR	HRDEV	0	0	0	0	0	0	0
Promoting Diversity and Inclusion	DIVINC	0	0	0	0	0	0	0
Promoting health, safety and well-being at work	HEALTH	44	49	67	39	16	26	0
Regulatory requirements	REGREQ	26	34	44	20	0	0	0
Safeguarding Children	SCHILD	0	17	0	0	0	0	0
Safeguarding Vulnerable Adults	SADULT	0	25	0	0	0	0	0
Social Care Qualifications	QS	0	0	0	0	0	0	0
Transforming Adult Social Care	ADLSOC	9	383	2	2	0	0	0
Transforming customer services	CUSTSV	0	0	0	0	0	0	0
Transforming CYPS	CYPS	15	204	0	0	0	2	0
Corporate Induction	INDUCT	22	37	32	6	0	0	0
Total		170	675	206	95	16	28	0

Course Attendance by Job Family (Internal Candidates Only)

Course Name		Competency											
		Customer Facing	Head of Service	Management 1	Management 2	Professional 1	Professional 2	Senior Support Staff	Supervisor	Support Staff	Top Management	Not Applicable	Not Recorded
CF21	CF21	10	0	0	0	0	5	0	1	11	0	47	0
IT Qualification	QI	0	0	0	0	0	0	0	0	0	0	0	0
Leadership & Management	LEADER	0	0	0	0	0	0	0	0	0	0	0	0
Management Qualification	QM	0	0	0	0	0	0	0	0	0	0	0	0
Managing Communications	COMM	0	0	0	0	0	0	0	0	0	0	0	0
Managing people and performance	PEOPLE	9	18	28	26	26	32	7	1	8	6	3	0
Managing Self	SELFMG	0	0	0	0	0	0	0	0	0	0	0	0
Maximising the use of technology	MAXTEK	0	0	1	0	2	2	0	0	3	0	0	0
Member Development	MEMBER	0	0	0	0	0	0	0	0	0	0	0	0
Procurement, financial skills and contract management	FINANC	1	0	1	1	4	7	5	0	3	0	1	0
Professional Development HR	HRDEV	0	0	0	0	0	0	0	0	0	0	0	0
Promoting Diversity and Inclusion	DIVINC	0	0	0	0	0	0	0	0	0	0	0	0
Promoting health, safety and well-being at work	HEALTH	24	27	34	34	23	21	11	3	12	11	38	3
Regulatory requirements	REGREQ	0	35	13	8	17	24	2	2	2	18	3	0
Safeguarding Children	SCHILD	2	0	0	0	0	10	0	1	0	0	4	0
Safeguarding Vulnerable Adults	SADULT	1	1	2	0	6	11	1	0	1	0	2	0
Social Care Qualifications	QS	0	0	0	0	0	0	0	0	0	0	0	0
Transforming Adult Social Care	ADLSOC	56	9	42	8	109	139	6	0	14	2	11	0
Transforming customer services	CUSTSV	0	0	0	0	0	0	0	0	0	0	0	0
Transforming CYPS	CYPS	94	0	6	0	11	69	2	1	5	0	33	0
Corporate Induction	INDUCT	22	2	3	1	11	12	11	4	27	0	4	0
Total		219	92	130	78	209	332	45	13	86	37	146	3

Ethnicity Categories	ANNEX 1
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Ethnicity statistics are presented in six groups: Asian; Black; Mixed/Dual heritage, Not Known; Other ethnic background; and White. The information below shows how these groups can be linked to 2001 census categories.

Asian:	
	Bangladeshi
	Indian
	Japanese
	Pakistani
	Vietnamese
	Any Other Asian background
Black:	
	Caribbean
	African
	Somali
	Other African
	Any Other black background
Chinese	
Mixed/Dual Heritage:	
	White & Asian
	White & Black African
	White & Black Caribbean
	Any Other Mixed background
Not Known:	
	Refused to disclose
	Information not obtained
Other Ethnic Background:	
	Any other ethnic background
White:	
	English
	Irish
	Scottish
	Welsh
	European
	Any Other White background

Management Groups	ANNEX 2
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CCS	Customer and Corporate Services (including Chief Executive)
ESC	Education and Social Care
EW	Environment and Wellbeing
FR	Finance and Resources
AED	Adult Education
DSS	Schools

Commentary	ANNEX 3
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The Council undertook a major review of its services under the 2014 Programme which included the implementation of a new organisational blueprint and operating model used to deliver the Council’s services. The Programme involved a number of structural reviews which had a major impact on the size of the workforce between 2010/11 and 2012/13. The permanent workforce continued to shrink in 2013/14 and proposals are being considered for a further major review of service provision which will have an additional impact on staffing numbers.

All staff with a disability or long term limiting illness/health condition take part in an Annual Disability Review with their managers to ensure that the support the Council provides remains effective. The Council maintains the Two Ticks ‘positive about disabled people’ award and the symbol is displayed on the Council’s job advertisements and application forms.

The Council employs people from various religious groups/beliefs. Management Guidance on Religion/Belief has been published which provides advice on how religion/belief can be accommodated in the workplace. A prayer/quiet room is available in the civic offices.

The Council became a Stonewall Diversity Champion in 2009 and continues to participate in the Stonewall Workplace Equality Index. The Council features in the Stonewall annual Recruitment Guide ‘Starting Out’ to show its commitment to making the workplace gay-friendly. Membership of Stonewall ensures that performance is benchmarked against best practice.

The age profile of the workforce has remained fairly constant and women continue to occupy an increasingly high percentage of the workforce.

The number of disabled applicants has fallen this year whilst the number of BME applicants continue to rise with the number appointed doubling in 2013/14.

Staff turnover has increased slightly by 1%. The number of BME leavers continues to reduce. Low turnover limits the opportunities to improve the equalities profile of the workforce, particularly at a senior level, although a new appointment to the Management Board in 2014/15 will have an impact on the profile at this level.

The Council’s employment management procedures are applied equally to all staff with adjustments made as appropriate for disable employees. Every effort is made to retain disabled employees through adjustments to working arrangements or redeployment. Days lost to sickness continue to reduce.