

EMPLOYMENT MONITORING REPORT

April 2016 - March 2017

Introduction

This report provides information and comments on the monitoring of the Council's employment processes for the year 1 April 2016 to 31 March 2017. 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.

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 \[lorraine.barlow@bexley.gov.uk\]\(mailto:lorraine.barlow@bexley.gov.uk\)](#)

SIZE AND PROFILE OF THE WORKFORCE as at 31st March 2017

The following tables show the analysis of the Council's workforce across the equality strands. The figures are shown by Management Group. The current year's figures are compared against the previous two years and the relevant Bexley Borough Census (e.g. economically active in employment).

Headcount

	CD	%	AS	%	CS	%	PCI	%	FCS	%	TLC	%	DSS	%	TOTAL
Permanent Staff	122	3%	200	5%	405	11%	404	11%	302	8%	527	14%	1703	46%	3663

Bexley Borough (economically active) Census 2011
110,680

Full-Time Equivalent (FTE)

	CD	AS	CS	PCI	FCS	TLC	DSS
Permanent Staff	120.11	190.45	365.37	338.88	277.17	43.94	1107.55

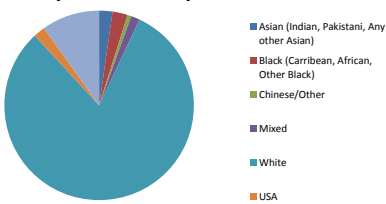
	Bexley 2014-15	Bexley 2015-16	Bexley 2016-17	Bexley Borough (economically active) Census 2011
	3055.34	2700.74	2443.47	Not Available

Ethnicity

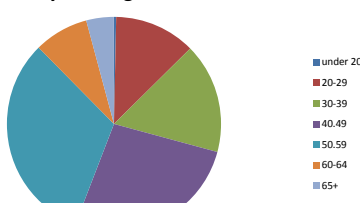
	CD	AS	CS	PCI	FCS	TLC	DSS
Asian (Indian, Pakistani, Any other Asian)	1.64%	3.00%	2.72%	2.72%	3.32%	2.80%	3.04%
Black (Caribbean, African, Other Black)	2.46%	8.00%	5.43%	2.72%	1.66%	1.55%	1.33%
Chinese/Other	0.00%	0.50%	0.25%	1.00%	0.33%	2.49%	2.09%
Mixed	1.64%	2.50%	3.21%	1.49%	0.99%	1.09%	1.33%
White	83.61%	66.00%	64.60%	80.20%	83.44%	83.49%	83.49%
USA	4.10%	6.00%	3.95%	2.97%	2.65%	0.38%	0.38%
Not Yet Obtained	6.56%	14.00%	19.76%	8.91%	7.61%	8.35%	8.35%

	Bexley 2014-15	Bexley 2015-16	Bexley 2016-17	Bexley Borough (economically active) Census 2011
	2.42%	2.29%	2.27%	6.84%
	2.68%	2.51%	2.59%	7.83%
	0.82%	1.83%	0.66%	0.76%
	1.10%	1.53%	1.50%	1.56%
	88.66%	84.39%	81.11%	83.02%
	n/a	n/a	1.99%	n/a
	3.56%	7.45%	9.88%	0.00%

Bexley Staff Ethnicity Profile 2016-17



Bexley Staff Age Profile 2016-17



Age Profile

	CD	AS	CS	PCI	FCS	TLC	DSS
under 20	0.00%	0.50%	0.00%	0.74%	0.99%	0.19%	0.23%
20-29	8.84%	14.00%	15.31%	11.39%	12.58%	2.28%	14.74%
30-39	22.13%	18.50%	23.70%	16.89%	14.57%	5.51%	18.50%
40-49	17.21%	26.00%	20.98%	20.54%	26.16%	23.53%	31.24%
50-59	38.52%	32.00%	29.88%	36.64%	34.76%	37.38%	28.24%
60-64	11.48%	9.00%	7.65%	10.15%	7.95%	16.13%	5.17%
65+	0.82%	3.00%	2.47%	3.97%	2.98%	14.99%	1.87%

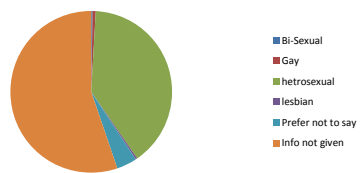
	Bexley 2014-15	Bexley 2015-16	Bexley 2016-17	Bexley Borough Working Age (Census 2001)
	0.32%	0.78%	0.33%	8.20%
	12.22%	12.37%	12.26%	15.90%
	16.22%	16.92%	16.63%	22.00%
	28.53%	27.14%	26.65%	18.80%
	31.86%	31.50%	31.75%	17.00%
	7.42%	8.30%	8.22%	6.60%
	3.44%	3.10%	4.18%	11.50%

Sexual Orientation

	CD	AS	CS	PCI	FCS	TLC	DSS
Bi-Sexual	0.00%	0.00%	0.25%	0.74%	0.00%	0.57%	0.18%
Gay	0.82%	5.00%	0.99%	0.00%	0.99%	0.57%	0.12%
Heterosexual	60.66%	60.00%	67.16%	55.45%	60.93%	39.28%	21.43%
Lesbian	0.00%	0.50%	1.23%	1.49%	0.33%	0.00%	0.00%
Prefer not to say	5.74%	4.50%	4.44%	6.19%	2.98%	3.98%	3.46%
Info not given	32.79%	30.00%	25.93%	36.14%	34.77%	55.60%	74.81%

	Bexley 2014-15	Bexley 2015-16	Bexley 2016-17	Bexley Borough (economically active) Census 2011
	0.24%	0.30%	0.27%	Not Available
	0.38%	0.46%	0.63%	Not Available
	30.11%	34.41%	35.48%	Not Available
	0.18%	0.27%	0.35%	Not Available
	4.42%	4.16%	4.04%	Not Available
	64.67%	60.40%	55.23%	Not Available

Bexley Staff Sexual Orient. Profile 2016-17

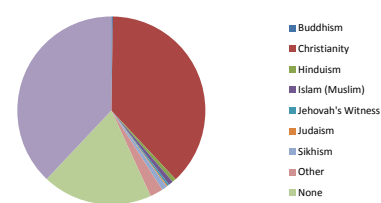


Religion

	CD	AS	CS	PCI	FCS	TLC	DSS
Buddhism	0.00%	0.00%	0.49%	0.50%	0.00%	0.76%	0.12%
Christianity	52.46%	40.00%	54.57%	50.00%	46.03%	37.19%	28.24%
Hinduism	0.82%	1.00%	0.74%	1.49%	0.33%	0.38%	0.53%
Islam (Muslim)	1.64%	0.50%	1.73%	0.50%	0.66%	1.52%	0.41%
Jehovah's Witness	0.00%	0.50%	0.00%	0.99%	0.66%	0.57%	0.12%
Judaism	0.82%	0.00%	0.00%	0.00%	0.00%	0.57%	0.18%
Sikhism	0.82%	2.00%	1.23%	0.99%	1.99%	1.14%	0.41%
Other	2.46%	4.00%	3.70%	3.71%	2.65%	2.28%	1.23%
None	22.13%	26.50%	25.19%	27.23%	28.81%	17.46%	12.98%
Info not given	18.85%	25.50%	12.35%	14.60%	18.87%	38.14%	55.78%

	Bexley 2014-15	Bexley 2015-16	Bexley 2016-17	Bexley Borough (economically active) Census 2011
	0.22%	0.27%	0.27%	Not Available
	36.77%	36.58%	37.76%	Not Available
	0.50%	0.64%	0.66%	Not Available
	0.44%	0.59%	0.79%	Not Available
	0.32%	0.34%	0.33%	Not Available
	0.12%	0.11%	0.19%	Not Available
	0.68%	0.80%	0.90%	Not Available
	1.94%	2.02%	2.24%	Not Available
	17.17%	18.47%	18.89%	Not Available
	41.84%	40.18%	37.97%	Not Available

Bexley Staff Religion Profile 2016-17

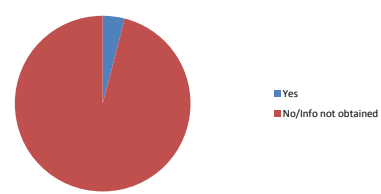


Disability/Incapacity as a % of Workforce

	CD	AS	CS	PCI	FCS	TLC	DSS
Yes	4.92%	4.50%	5.68%	3.96%	7.95%	6.64%	2.11%
No/Info not obtained	95.08%	95.50%	94.32%	96.04%	92.05%	93.36%	97.89%

	Bexley 2014-15	Bexley 2015-16	Bexley 2016-17	Bexley Borough (economically active) Census 2011
	3.74%	3.86%	4.05%	6.61%
	96.26%	96.14%	95.95%	93.39%

Bexley Staff Disability/Incapacity Profile 2016-17

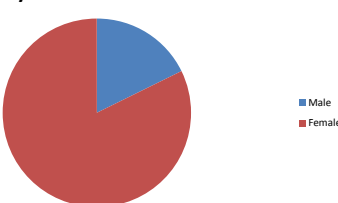


Gender as a % of Workforce

	CD	AS	CS	PCI	FCS	TLC	DSS
Male	34.43%	19.00%	13.83%	38.37%	21.85%	20.30%	10.92%
Female	65.57%	81.00%	86.17%	61.63%	78.15%	79.70%	89.08%

	Bexley 2014-15	Bexley 2015-16	Bexley 2016-17	Bexley Borough (economically active) Census 2011
	16.87%	17.35%	17.72%	52.33%
	83.13%	82.65%	82.28%	47.67%

Bexley Staff Gender Profile 2016-17



Recruitment & Retention From 1st April 2016 to 31st March 2017

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	CD	%	AS	%	CS	%	PCI	%	FCS	%	TOTAL	%
TOTAL APPLICANTS	326	12%	366	14%	789	30%	509	19%	668	25%	2658	100%
White	147	11%	119	9%	364	27%	308	23%	392	29%	1330	50%
Ethnic Minority	170	13%	232	18%	413	32%	188	15%	269	21%	1272	48%
Unknown	8	16%	15	27%	12	21%	13	23%	17	13%	56	2%
Disability/Incapacity	2	9%	9	17%	18	30%	10	19%	15	28%	54	2%
Female	166	9%	295	16%	671	36%	300	16%	456	24%	1888	71%
Male	160	21%	71	9%	118	15%	209	27%	212	28%	770	29%
Age - under 20	2	3%	3	5%	2	3%	41	62%	18	27%	66	2%
Age 20-29	115	15%	72	9%	222	28%	144	18%	226	29%	779	29%
Age 30-39	97	13%	102	14%	232	31%	112	15%	188	27%	741	28%
Age 40-49	63	12%	89	17%	163	31%	103	20%	104	20%	522	20%
Age 50-59	37	9%	68	17%	129	31%	80	19%	97	24%	411	15%
Age 60-64	4	9%	4	9%	14	32%	10	23%	12	27%	44	2%
Age 65+	1	6%	13	72%	1	3%	1	17%	0	0%	19	1%
Age Unknown	7	9%	15	19%	26	34%	16	21%	13	17%	77	3%
Heterosexual	297	12%	330	14%	714	30%	460	19%	611	25%	2412	91%
Non Heterosexual	7	9%	13	18%	24	32%	5	7%	25	34%	74	3%
Sexual Orientation Not Given	22	13%	23	13%	51	30%	44	26%	32	19%	172	6%
Christian	169	12%	219	15%	487	33%	240	17%	322	23%	1417	53%
Non-Christian	50	14%	61	14%	84	24%	44	19%	100	29%	346	13%
Religion Not Given/None	107	12%	97	11%	238	27%	207	23%	246	27%	895	34%

Bexley 2014-15	Bexley 2015-16	Bexley 2016-17
56%	61%	50%
44%	38%	48%
0%	1%	2%
0%	2%	2%
70%	73%	71%
26%	27%	29%
2%	2%	2%
26%	29%	29%
24%	25%	28%
26%	22%	20%
15%	17%	15%
1%	2%	2%
0%	0%	1%
5%	4%	3%
91%	92%	91%
2%	2%	3%
7%	6%	6%
52%	53%	53%
12%	12%	13%
35%	35%	34%

SHORT-LISTED	CD	%	AS	%	CS	%	PCI	%	FCS	%	TOTAL	%
TOTAL APPLICANTS	110	13%	132	15%	267	31%	189	22%	154	18%	852	100%
White	55	12%	62	13%	126	27%	124	26%	102	22%	469	55%
Ethnic Minority	52	15%	59	17%	133	39%	52	19%	48	14%	344	40%
Unknown	3	8%	11	28%	8	21%	13	33%	4	10%	39	5%
Disability/Incapacity	1	0%	5	0%	6	29%	7	33%	2	10%	21	2%
Female	60	10%	110	18%	231	38%	98	16%	110	18%	609	71%
Male	50	21%	22	9%	36	15%	91	37%	44	18%	243	29%
Age - under 20	1	0%	2	0%	1	3%	1	3%	3	10%	30	4%
Age 20-29	27	13%	30	15%	54	27%	46	23%	45	23%	202	24%
Age 30-39	33	17%	19	9%	77	39%	31	16%	37	19%	196	23%
Age 40-49	24	13%	33	18%	65	36%	31	17%	26	15%	179	21%
Age 50-59	15	9%	34	20%	50	30%	35	21%	33	20%	167	20%
Age 60-64	4	16%	8	24%	8	32%	5	20%	2	8%	25	3%
Age 65+	1	17%	1	17%	1	17%	3	50%	0	0%	6	1%
Age Unknown	5	11%	8	17%	11	23%	15	32%	8	17%	47	6%
Heterosexual	95	13%	113	15%	236	31%	166	22%	146	19%	756	89%
Non Heterosexual	4	20%	5	25%	7	35%	7	35%	3	15%	26	3%
Sexual Orientation Not Given	11	14%	14	18%	24	32%	22	29%	5	7%	76	9%
Christian	58	13%	61	14%	157	35%	93	21%	79	17%	447	52%
Non-Christian	13	14%	21	23%	23	25%	21	23%	15	16%	93	11%
Religion Not Given/None	39	13%	50	16%	87	28%	75	24%	61	20%	312	37%

Bexley 2014-15	Bexley 2015-16	Bexley 2016-17
60%	66%	55%
40%	32%	45%
0%	2%	5%
1%	2%	2%
76%	77%	71%
24%	23%	29%
2%	1%	2%
19%	22%	24%
22%	25%	23%
28%	24%	21%
18%	20%	20%
3%	2%	3%
1%	1%	1%
9%	5%	6%
89%	89%	89%
2%	2%	2%
9%	8%	9%
52%	52%	52%
8%	11%	11%
40%	37%	37%

APPOINTED	CD	%	AS	%	CS	%	PCI	%	FCS	%	TOTAL	%
TOTAL APPLICANTS	40	14%	69	17%	86	27%	85	24%	24	21%	364	100%
White	25	11%	31	14%	49	22%	60	27%	60	27%	225	64%
Ethnic Minority	13	13%	19	19%	44	44%	14	14%	11	11%	101	29%
Unknown	2	7%	9	32%	3	11%	11	39%	3	11%	28	8%
Disability/Incapacity	0	0%	0	0%	3	50%	2	33%	1	17%	6	2%
Female	24	9%	46	18%	63	32%	39	15%	62	25%	253	71%
Male	16	16%	13	13%	14	14%	46	46%	12	12%	101	29%
Age - under 20	1	4%	0	0%	1	4%	22	81%	3	11%	27	8%
Age 20-29	10	12%	11	14%	21	26%	17	21%	22	27%	81	23%
Age 30-39	14	18%	7	9%	29	38%	10	12%	17	22%	78	21%
Age 40-49	6	10%	16	25%	18	29%	12	19%	11	17%	63	18%
Age 50-59	3	6%	13	24%	15	28%	8	15%	15	28%	54	15%
Age 60-64	1	13%	3	38%	2	25%	2	25%	0	0%	8	2%
Age 65+	0	0%	1	50%	0	0%	1	50%	0	0%	2	1%
Age Unknown	5	12%	8	19%	10	23%	14	33%	6	14%	43	12%
Heterosexual	33	11%	45	15%	63	28%	66	22%	67	23%	294	83%
Non Heterosexual	1	11%	4	44%	2	25%	0	0%	2	22%	9	3%
Sexual Orientation Not Given	6	12%	10	20%	11	22%	19	37%	5	10%	51	14%
Christian	19	12%	18	11%	51	32%	42	26%	29	18%	159	45%
Non-Christian	3	10%	13	33%	9	27%	3	10%	6	20%	30	8%
Religion Not Given	18	11%	31	19%	37	22%	40	24%	39	24%	165	47%

Bexley 2014-15	Bexley 2015-16	Bexley 2016-17
69%	71%	64%
31%	25%	29%
0%	4%	8%
2%	2%	2%
73%	76%	71%
21%	24%	29%
3%	3%	8%
17%	23%	23%
21%	21%	21%
25%	21%	16%
20%	18%	15%
2%	2%	2%
0%	1%	1%
12%	11%	12%
89%	86%	83%
3%	4%	3%
9%	10%	14%
44%	46%	45%
6%	9%	8%
50%	45%	47%

Leavers	CD	%	AS	%	CS	%	PCI	%	FCS	%	TLC	%	DSS	%	TOTAL	%
TOTAL LEAVERS	21	4%	18	4%	72	14%	57	11%	31	6%	33	7%	274	54%	506	100%
White	16	4%	12	3%	55	14%	46	12%	23	6%	27	7%	226	56%	407	80%
Ethnic Minority	5	8%	6	10%	11	17%	4	6%	5	8%	3	5%	29	46%	63	12%
Information Not Obtained	0	0%	0	0%	6	17%	5	14%	3	8%	3	8%	19	53%	36	7%
Disability/Incapacity	0	0%	0	0%	3	21%	3	21%	3	21%	1	7%	4	29%	14	3%
Female	13	4%	11	3%	57	15%	39	11%	10	3%	25	7%	216	58%	371	73%
Male	8	6%	7	5%	15	11%	18	13%	21	16%	8	6%	58	43%	135	27%
Age - under 20	0	0%	1	25%	1	25%	2	50%	0	0%	0	0%	0	0%	4	1%
Age 20-29	3	4%	1	1%	10	13%	12	17%	5	6%	0	0%	46	59%	78	19%
Age 30-39	4	4%	1	1%	11	11%	8	8%	8	8%	5	5%	65	64%	102	20%
Age 40-49	7	6%	5	4%	16	13%	9	8%	2	2%	7	6%	73	61%	119	24%
Age 50-59	2	2%	7	6%	20	17%	11	9%	9	8%	11	9%	56	48%	116	23%
Age 60-64	3	5%	3	5%	12	18%	9	14%	5	8%	7	11%	27	41%	66	13%
Age 65+	2	10%	0	0%	2	10%	6	24%	2	10%	3	15%	7	33%	21	4%
Heterosexual	17	10%	14	8%	40	23%	26	15%	13	9%	17	10%	46	27%	173	34%
Non Heterosexual	1	20%	0	0%	2	40%	1	20%	1	20%	0	0%	0	0%	5	1%
Sexual Orientation Not Given	3	1%	4	1%	30	9%	30	9%	17	5%	16	5%	228	70%	328	65%
Christian	11	7%	9	6%	31	19%	24	15%	13	8%	19	12%	60	37%	161	32%
Non-Christian	9	28%	4	12%	4	12%	5	15%	2	6%	3	9%	8	24%	34	7%
Religion Not Given/None	1	0%	6	2%	37	12%	28	9%	16	5%	17	5%	206	66%	311	61%
Length of Service < less than 1 year	4	5%	6	7%	8	9%	7	8%	2	2%	5	6%	54	63%	86	17%
1 < 2 years	4	6%	4	6%	15	21%	12	17%	6	8%	1	1%	30	42%	72	14%
2 to < 3 years	4	7%	1	2%	9	13%	6	9%	13	18%	2	3%	38	62%	61	12%
3 to < 5 years	2	3%	0	0%	6	10%	3	5%	1	2%	3	5%	45	75%	60	12%
5 to < 10 years	0	0%	5	5%	17	18%	7	7%	6	6%	9	9%	50	53%	94	19%
10 to < 15 years	1	2%	0	0%	5	9%	11	20%	2	4%	9	17%	26	48%	54	11%
15 to < 20 years	2	5%	2	5%	4	10%	6	14%	3	7%	4	10%	21	50%	42	8%
20+ years	4	11%	0	0%	9	24%	5	14%	9	24%	0	0%	10	27%	37	7%

Turnover	Bexley 2012-13	Bexley 2013-14	Bexley 2014-15	Bexley 2015-16	Bexley 2016-17
Including Schools and The Learning Centre	10.00%	11.00%	12.75%	14.80%	12.59%

Vacancy Monitoring Statistics as at 31st March 2017											
Service Area	Total number of FTEs Posts	Emp FTE	Gross Vacancies	Gross Vacancy Rate	Posts filled on a temporary basis (Agency)	Posts filled on a temporary basis (Consultants/ Seconded)	Total of posts filled on a temporary basis	Net Vacancies	Net Vacancy Rate		Net FTE
Chief Executive											
Chief Executive	Total	1.00	1.00	0.00	0.00%	0.00	0.00	0.00	0.00%		1.00
Chief Executive Total	1.00	1.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%		1.00
Chief Executive's Directorate 2017											
Assistant Chief Executive (Growth & Regeneration)	Total	1.00	1.00	0.00	0.00%	0.00	0.00	0.00	0.00%		1.00
Growth & Regeneration	Total	82.80	68.60	14.00	16.95%	11.00	0.00	11.00	3.00	3.63%	68.60
Assistant Chief Executive (Monitoring Officers)	Total	1.00	0.00	1.00	100.00%	0.00	0.00	1.00	100.00%		0.00
Legal, Electoral & Committee Services	Total	56.01	44.71	11.30	20.17%	4.00	1.00	5.00	6.30	11.25%	44.71
Communications	Total	7.00	4.80	2.20	31.43%	0.00	0.00	0.00	2.20	31.43%	4.80
Chief Executive's Directorate 2017 Total	147.61	119.11	28.50	19.31%	15.00	1.00	16.00	12.50	8.47%		119.11
Adult Social Services & Health											
Director Adult Social Care & Health	Total	1.00	1.00	0.00	0.00%	0.00	0.00	0.00	0.00%		1.00
Deputy Director Adult Social Care	Total	1.00	1.00	0.00	0.00%	0.00	0.00	0.00	0.00%		1.00
Safeguarding Adults	Total	14.00	6.58	7.42	53.00%	7.00	0.00	7.00	0.42	3.00%	6.58
Integrated Commissioning	Total	25.54	20.54	5.00	19.58%	0.00	2.00	2.00	3.00	11.75%	20.54
Oxleas	Total	26.74	23.36	3.38	12.64%	0.00	0.00	0.00	3.38	12.64%	23.36
Liquid Logic	Total	4.00	3.00	1.00	25.00%	0.00	0.00	0.00	1.00	25.00%	3.00
Complex Care	Total	87.36	69.10	18.26	20.90%	19.00	0.00	19.00	-0.74	-0.85%	69.10
First Response	Total	78.36	51.27	27.09	34.57%	0.00	0.00	19.00	8.09	10.32%	51.27
Public Health	Total	23.44	14.60	8.84	37.71%	2.00	4.00	6.00	2.84	12.12%	14.60
Adult Social Care & Health Total	261.44	196.45	70.99	27.15%	47.00	6.00	53.00	17.99	6.88%		196.45
Children's Services											
Director's Office	Total	1.00	1.00	0.00	0.00%	0.00	0.00	0.00	0.00%		1.00
Education & Services for Children	Total	150.24	127.86	22.38	14.90%	13.00	20.00	33.00	-10.62	-7.07%	127.86
Children's Social Care & Safeguarding	Total	241.60	204.71	36.89	15.27%	33.00	2.00	35.00	1.89	0.78%	204.71
Employment & Skills	Total	45.55	31.80	13.75	30.19%	0.00	1.00	1.00	12.75	27.99%	31.80
Children's Services Total	438.39	365.37	73.02	16.66%	46.00	23.00	69.00	4.02	0.92%		365.37
Finance & Corporate Service											
Director	Total	1.00	1.00	0.00	0.00%	0.00	0.00	0.00	0.00%		1.00
Transformation & Change	Total	17.95	14.50	3.45	19.22%	0.00	1.00	1.00	2.45	13.65%	14.50
Strategy, Performance & Insight	Total	19.99	16.99	3.00	15.01%	3.00	0.00	3.00	0.00	0.00%	16.99
Procurement & Supplier Management	Total	15.29	10.79	4.50	29.43%	0.00	0.00	0.00	4.50	29.43%	10.79
Strategic Lead for Market Making	Total	1.00		1.00	100.00%	0.00	0.00	0.00	1.00	100.00%	0.00
Corporate Services	Total	221.10	183.75	37.35	16.89%	34.00	1.00	35.00	2.35	1.06%	183.75
Commercial & Income Hub (oneSource Shared Service)	Total	58.08	50.14	7.94	13.67%	3.00	0.00	3.00	4.94	8.51%	50.14
Lead Role on Cross-Cutting Projects	Total	1.00	0.00	1.00	100.00%	0.00	0.00	0.00	1.00	100.00%	0.00
Finance & Corporate Services Total	335.41	277.17	58.24	17.36%	40.00	2.00	42.00	16.24	4.84%		277.17
Place, Communities & Infrastructure											
Director	Total	1.00	1.00	0.00	0.00%	0.00	0.00	0.00	0.00%		1.00
Public Protection & Housing	Total	186.29	156.19	30.10	16.16%	14.00	0.00	14.00	16.10	8.64%	156.19
Major Projects, Infrastructure & Delivery	Total	66.80	58.56	8.24	12.34%	4.00	3.00	7.00	1.24	1.86%	58.56
Communities	Total	142.28	123.13	19.15	13.46%	5.00	1.00	6.00	13.15	9.24%	123.13
Place, Communities & Infrastructure Total	396.37	338.88	57.49	14.50%	23.00	4.00	27.00	30.49	7.69%		338.88
GRAND TOTAL	1,580.22	1,291.98	288.24	18.24%	171.00	36.00	207.00	81.24	5.14%		1,291.98

Leadership and Succession Planning as at 31st March 2017

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	CD	%	AS	%	CS	%	PCI	%	FCS	%	TOTAL	%
TOTAL	2	33%	1	17%	1	17%	1	17%	1	17%	6	100.00%
White	2	33%	1	17%	1	17%	1	17%	1	17%	6	100.00%
Ethnic Minority	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Unknown	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Disability/Incapacity	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Female	2	0%	0	0%	1	25%	0	0%	1	25%	4	66.67%
Male	0	0%	1	50%	0	0%	1	50%	0	0%	2	33.33%
Age - under 20	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age 20-29	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age 30-39	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age 40-49	0	0%	0	0%	0	0%	0	0%	1	100%	1	16.67%
Age 50-59	2	40%	1	20%	1	20%	1	20%	0	0%	5	83.33%
Age 60-64	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age 65+	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Hetrosexual	0	0%	0	0%	1	100%	0	0%	0	0%	1	16.67%
Non Hetrosexual	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Sexual Orientation Not Given	2	40%	1	20%	0	0%	1	20%	1	20%	5	83.33%
Christian	1	50%	0	0%	1	50%	0	0%	0	0%	2	33.33%
Non-Christian	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Religion Not Given/None	1	25%	1	25%	0	0%	1	25%	1	25%	4	66.67%

Bexley 2014-15	Bexley 2015-16	Bexley 2016-17
100.00%	100.00%	100.00%
0.00%	0.00%	0.00%
0.00%	0.00%	0.00%
0.00%	25.00%	0.00%
40.00%	50.00%	66.67%
60.00%	50.00%	33.33%
0.00%	0.00%	0.00%
0.00%	0.00%	0.00%
0.00%	0.00%	0.00%
20.00%	25.00%	16.67%
80.00%	75.00%	83.33%
0.00%	0.00%	0.00%
0.00%	0.00%	0.00%
20.00%	25.00%	16.67%
0.00%	0.00%	0.00%
80.00%	75.00%	83.33%
20.00%	25.00%	33.33%
0.00%	0.00%	0.00%
80.00%	75.00%	66.67%

Deputy Directors	CD	%	AS	%	CS	%	PCI	%	FCS	%	TOTAL	%
TOTAL	0	0%	1	17%	1	17%	3	50%	1	17%	6	100.00%
White	0	0%	1	17%	1	17%	3	50%	1	17%	6	100.00%
Ethnic Minority	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Disability/Incapacity	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Female	0	0%	0	0%	1	50%	1	50%	0	0%	2	33.33%
Male	0	0%	1	25%	0	0%	2	50%	1	25%	4	66.67%
Age - under 20	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age 20-29	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age 30-39	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age 40-49	0	0%	0	0%	0	0%	2	100%	0	0%	2	33.33%
Age 50-59	0	0%	1	25%	1	25%	1	25%	1	25%	4	66.67%
Age 60-64	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age 65+	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Hetrosexual	0	0%	0	0%	1	20%	3	60%	1	20%	5	83.33%
Non Hetrosexual	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Sexual Orientation Not Given	0	0%	1	0%	0	0%	0	0%	0	0%	1	16.67%
Christian	0	0%	0	0%	0	0%	2	100%	0	0%	2	33.33%
Non-Christian	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Religion Not Given/None	0	100%	1	25%	1	25%	1	25%	1	25%	4	66.67%

Bexley 2014-15	Bexley 2015-16	Bexley 2016-17
92.31%	100.00%	100.00%
7.69%	0.00%	0.00%
0.00%	0.00%	0.00%
46.14%	57.14%	33.33%
53.85%	42.86%	66.67%
0.00%	0.00%	0.00%
0.00%	0.00%	0.00%
0.00%	0.00%	0.00%
15.41%	28.57%	33.33%
84.59%	57.14%	66.67%
0.00%	14.29%	0.00%
0.00%	0.00%	0.00%
84.59%	85.71%	83.33%
0.00%	0.00%	0.00%
15.41%	14.29%	16.67%
69.21%	71.43%	33.33%
7.69%	0.00%	0.00%
23.10%	28.57%	66.67%

Heads of Service	CD	%	AS	%	CS	%	PCI	%	FCS	%	TOTAL	%
TOTAL	7	18%	4	10%	9	23%	9	23%	11	28%	40	100.00%
White	6	17%	3	9%	8	23%	8	23%	10	29%	35	87.50%
Ethnic Minority	1	25%	0	0%	1	25%	1	25%	1	25%	4	10.00%
Unknown	0	0%	1	0%	0	0%	0	0%	0	0%	1	2.50%
Disability/Incapacity	0	0%	0	0%	0	0%	1	50%	1	50%	2	5.00%
Female	2	10%	3	15%	7	35%	3	15%	5	25%	20	50.00%
Male	5	25%	1	5%	2	10%	6	30%	6	30%	20	50.00%
Age - under 20	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age 20-29	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age 30-39	1	33%	0	0%	0	0%	0	0%	2	67%	3	7.50%
Age 40-49	1	13%	1	13%	4	50%	0	0%	2	25%	8	20.00%
Age 50-59	1	5%	2	9%	4	18%	8	36%	7	32%	22	55.00%
Age 60-64	3	60%	1	20%	1	20%	0	0%	0	0%	5	12.50%
Age 65+	1	0%	0	0%	0	0%	1	0%	0	0%	2	5.00%
Hetrosexual	5	20%	0	0%	6	24%	3	12%	11	44%	25	62.50%
Non Hetrosexual	0	0%	0	0%	1	100%	0	0%	0	0%	1	2.50%
Sexual Orientation Not Given	2	14%	4	29%	2	14%	6	43%	0	0%	14	35.00%
Christian	3	18%	0	0%	4	24%	4	24%	6	35%	17	42.50%
Non-Christian	0	0%	1	50%	0	0%	0	0%	1	50%	2	5.00%
Religion Not Given/None	4	19%	3	14%	5	24%	5	24%	4	19%	21	52.50%

Bexley 2014-15	Bexley 2015-16	Bexley 2016-17
88.00%	97.78%	87.50%
12.00%	2.22%	10.00%
0.00%	0.00%	2.50%
4.00%	6.67%	5.00%
52.00%	51.11%	50.00%
48.00%	48.89%	50.00%
0.00%	0.00%	0.00%
0.00%	0.00%	0.00%
8.00%	6.67%	7.50%
18.00%	15.56%	20.00%
52.00%	64.44%	55.00%
10.00%	11.11%	12.50%
2.00%	2.22%	5.00%
68.00%	66.67%	62.50%
4.00%	4.44%	2.50%
28.00%	26.67%	35.00%
48.00%	46.67%	46.67%
6.00%	4.44%	4.44%
46.00%	48.89%	48.89%

Employment Relations From 1st April 2016 to 31st March 2017

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	CD	%	AS	%	CS	%	PCI	%	FCS	%	TOTAL	%
TOTAL	1	1%	17	18%	35	36%	31	32%	13	13%	97	100.00%
White	1	1%	13	17%	23	30%	29	38%	10	13%	76	78.35%
Ethnic Minority	0	0%	4	0%	5	0%	1	0%	3	0%	13	13.40%
Information Not Obtained	0	0%	0	0%	7	0%	1	0%	0	0%	8	8.25%
Disability/Incapacity	0	0%	0	0%	4	0%	2	0%	1	0%	7	7.22%
Female	1	0%	13	16%	27	34%	27	34%	11	14%	79	81.44%
Male	0	0%	4	22%	8	44%	4	22%	2	11%	18	18.56%
Age - under 20	0	0%	0	0%	1	0%	0	0%	0	0%	1	1.03%
Age 20-29	0	0%	2	0%	2	0%	5	0%	1	0%	10	10.31%
Age 30-39	1	0%	3	0%	6	0%	5	0%	1	0%	16	16.49%
Age 40-49	0	0%	1	7%	7	50%	4	29%	2	14%	14	14.43%
Age 50-59	0	0%	7	17%	15	36%	13	31%	7	17%	42	43.30%
Age 60-64	0	0%	3	0%	2	0%	3	0%	2	0%	10	10.31%
Age 65+	0	0%	1	0%	2	0%	1	0%	0	0%	4	4.12%
Heterosexual	1	2%	11	18%	27	44%	16	26%	6	10%	61	62.89%
Non Heterosexual	0	0%	1	0%	1	0%	1	0%	7	0%	10	10.31%
Sexual Orientation Not Given	0	0%	5	19%	7	27%	14	54%	0	0%	26	26.80%
Christian	0	0%	7	15%	16	38%	11	23%	11	23%	47	48.45%
Non-Christian	0	0%	0	0%	5	0%	1	0%	0	0%	6	6.19%
Religion Not Given/None	1	2%	10	24%	12	29%	19	45%	0	0%	42	43.30%

Disciplinary/Capability/Appeals/FTAW/Grievance	CD	%	AS	%	CS	%	PCI	%	FCS	%	TOTAL	%
TOTAL	0	0%	0	0%	2	50%	1	25%	1	25%	4	100.00%
White	0	0%	0	0%	0	0%	1	50%	1	50%	2	50.00%
Ethnic Minority	0	0%	0	0%	0	100%	0	0%	0	0%	1	25.00%
Information Not Obtained	0	0%	0	0%	1	100%	0	0%	0	0%	1	25.00%
Disability/Incapacity	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Female	0	0%	0	0%	2	50%	1	25%	1	25%	4	100.00%
Male	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age - under 20	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age 20-29	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age 30-39	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age 40-49	0	0%	0	0%	1	100%	0	0%	0	0%	1	25.00%
Age 50-59	0	0%	0	0%	1	33%	1	33%	1	33%	3	75.00%
Age 60-64	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age 65+	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Heterosexual	0	0%	0	0%	1	50%	1	50%	0	0%	2	50.00%
Non Heterosexual	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Sexual Orientation Not Given	0	0%	0	0%	0	50%	0	0%	1	50%	2	50.00%
Christian	0	0%	0	0%	1	50%	1	50%	0	0%	2	50.00%
Non-Christian	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Religion Not Given/None	0	0%	0	0%	1	50%	0	0%	1	50%	2	50.00%

Sickness Absence From 1st April 2016 to 31st March 2017

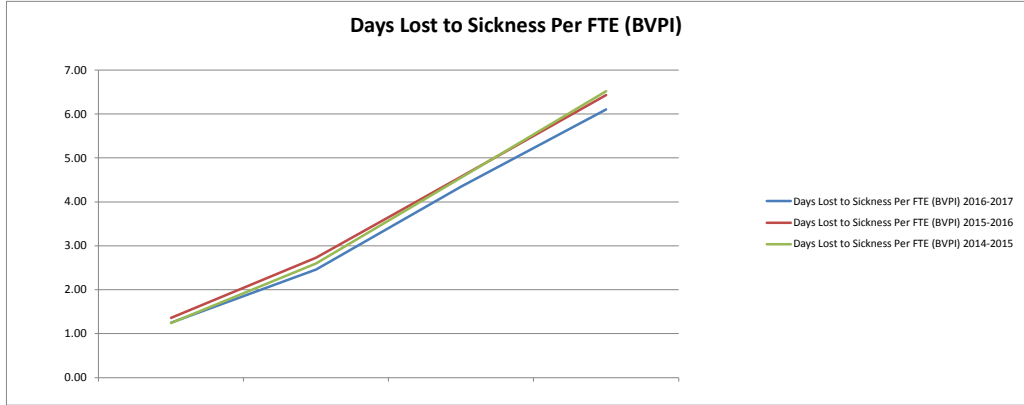
Managers are responsible for managing sickness absence in a fair and consistent manner. The objective of the Council's Sickness Absence Procedure is to ensure that employees attend work and to address any issues of sickness absence promptly and effectively.

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.

Directorate	Quarter 1 Cumulative			Quarter 2 Cumulative			Quarter 3 Cumulative			Quarter 4 Cumulative		
	Absence Days	FTE as at 30/06/16	Number of Days Lost Per FTE	Absence Days	FTE as at 30/09/16	Number of Days Lost Per FTE	Absence Days	FTE as at 31/12/16	Number of Days Lost Per FTE	Absence Days	FTE as at 31/03/17	Number of Days Lost Per FTE
Chief Executive Directorate 2017												
Total	73.23	144.79	0.51	224.57	135.81	1.65	476.30	132.88	3.58	188.00	120.11	1.57
Adult Services												
Total	273.81	169.36	1.62	524.83	164.71	3.19	916.63	167.77	5.46	1485.85	190.45	7.80
Childrens Services												
Total	295.44	311.76	0.95	723.63	332.79	2.17	1458.95	335.17	4.35	2126.58	365.37	5.82
Place, Communities & Infrastructure												
Total	573.61	569.98	1.01	1432.70	572.63	2.50	2328.17	568.05	4.10	1929.60	338.88	5.69
Finance & Corporate Services												
Total	24.08	68.93	0.35	51.28	79.83	0.64	116.78	78.38	1.49	1683.28	277.17	6.07
Total MG's covered by Business Centre	1240.17	1264.82	0.98	2957.01	1285.77	2.30	5296.83	1282.25	4.13	7413.31	1291.98	5.74
The Learning Centre (AED)												
Directorate Total	41.00	64.13	0.64	86.32	54.57	1.58	141.96	60.97	2.33	201.94	61.18	3.30
Schools**												
Directorate Total	2093.27	1372.03	1.53	3457.63	1303.57	2.65	5569.97	1185.94	4.70	7385.49	1107.55	6.67
Council Wide	3374.44	2700.98	1.25	6500.96	2643.91	2.46	11008.76	2529.16	4.35	15000.74	2460.71	6.10
Excluding Schools	1281.17	1328.95	0.96	3043.33	1340.34	2.27	5438.79	1343.22	4.05	7615.25	1353.16	5.63

Days Lost to Sickness Per FTE (BVPI) 2016-2017	1.25	2.46	4.35	6.10
Days Lost to Sickness Per FTE (BVPI) 2015-2016	1.36	2.73	4.57	6.43
Days Lost to Sickness Per FTE (BVPI) 2014-2015	1.24	2.60	4.55	6.52



Performance Related Pay Award (PRP) 2016/2017

The table below gives a breakdown of staff receiving a PRP award for the appraisal year of 2016/2017 in the form of an increment and/or a bonus.

Corporate Management Groups Only

	Total Posts at end of assessment year	Total where no return received	% - no return received	Total Notification s Received		Total Recommen ded for an Increment	% Recommen ded for an Increment		Not Recommen ded for an award	% Not Recommen ded for an award		Total Recommen ded for a Bonus	% Recommen ded for a Bonus		Total Recommen ded for an Increment & Bonus	% Recommen ded for an Increment & Bonus
Women	1053	36	3%	1017		179	17%		702	67%		126	12%		10	0.95%
Men	345	11	3%	334		55	16%		236	68%		43	12%		0	0.00%
	1398	47		1351		234			938			169			10	
Disabled	67	2	3%	65		5	7%		54	81%		6	9%		0	0.00%
Not Disabled	1331	45	3%	1286		229	17%		884	66%		163	12%		10	0.75%
	1398	47		1351		234			938			169			10	
Asian (Indian, Pakistani, Any other Asian)	54	0	0%	54		7	13%		41	76%		6	11%		0	0.00%
Black (Carribean, African, Other Black)	87	5	6%	82		16	18%		61	70%		4	5%		1	1.15%
Chinese	8	0	0%	8		2	25%		3	38%		2	25%		1	12.50%
Mixed	36	3	8%	33		7	19%		23	64%		2	6%		1	2.78%
Other	1	0	0%	1		1	100%		0	0%		0	0%		0	0.00%
Not given	62	4	6%	0		15	24%		40	65%		3	5%		0	0.00%
Non Ethnic	1150	34	3%	1116		186	16%		771	67%		152	13%		7	0.61%
	1398	46		1294		234			939			169			10	
Under 20	30	3	10%	27		2	7%		25	83%		0	0%		0	0.00%
20-24	65	3	5%	62		19	29%		38	58%		5	8%		0	0.00%
25-29	105	3	3%	102		35	33%		60	57%		4	4%		3	2.86%
30-34	134	5	4%	129		37	28%		79	59%		11	8%		2	1.49%
35-39	124	2	2%	122		15	12%		93	75%		14	11%		0	0.00%
40-44	149	4	3%	145		26	17%		100	67%		18	12%		1	0.67%
45-49	166	7	4%	159		27	16%		109	66%		22	13%		1	0.60%
50-54	265	7	3%	258		48	18%		163	62%		45	17%		2	0.75%
55 - 59	215	10	5%	205		19	9%		153	71%		32	15%		1	0.47%
60 - 64	112	2	2%	110		5	4%		91	81%		14	13%		0	0.00%
65 - 69	29	1	3%	28		1	3%		23	79%		4	14%		0	0.00%
Over 70+	4	0	0%	4		0	0%		4	100%		0	0%		0	0.00%
	1398	47		1351		234			938			169			10	

Flexible Working Requests From 1st April 2015 to 31st March 2017

The table below gives a breakdown of staff submitting Flexible Working Requests.

Management Board	CD	%	AS	%	CS	%	PCI	%	FCS	%	TOTAL	%
TOTAL	4	11%	7	20%	6	17%	7	20%	11	31%	35	100.00%
White	3	11%	6	22%	6	22%	5	19%	7	26%	27	77.14%
Ethnic Minority	0	0%	0	0%	0	0%	2	0%	4	0%	6	17.14%
Not Known	1	0%	1	0%	0	0%	0	0%	0	0%	2	5.71%
Disability/Incapacity	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Female	3	0%	7	22%	6	19%	5	16%	11	34%	32	91.43%
Male	1	33%	0	0%	0	0%	2	67%	0	0%	3	8.57%
Age - under 20	0	0%	1	0%	0	0%	0	0%	0	0%	1	2.86%
Age 20-29	1	0%	0	0%	0	0%	1	0%	0	0%	2	5.71%
Age 30-39	1	0%	1	0%	2	0%	2	0%	3	0%	9	25.71%
Age 40-49	0	0%	1	25%	0	0%	0	0%	3	75%	4	11.43%
Age 50-59	2	20%	4	40%	1	10%	1	10%	2	20%	10	28.57%
Age 60-64	0	0%	0	0%	1	0%	3	0%	1	0%	5	14.29%
Age 65+	0	0%	0	0%	2	0%	0	0%	2	0%	4	11.43%
Heterosexual	3	18%	4	24%	3	18%	3	18%	4	24%	17	48.57%
Non Heterosexual	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Sexual Orientation	1	6%	3	17%	3	17%	4	22%	7	39%	18	51.43%
Christian	2	10%	5	25%	3	15%	3	15%	7	35%	20	57.14%
Non-Christian	0	0%	0	0%	0	0%	1	0%	1	0%	2	5.71%
Religion Not Given	2	15%	2	15%	3	23%	3	23%	3	23%	13	37.14%

The Council's most senior managers are graded Bexley 20 – 27. This includes the Chief Executive, Management Board, Deputy Directors and Heads of Service. Senior professional staff are graded Bexley 16-19, professional staff are 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.

	banding	stat Headcount	No. of Women	%	No. of E's with Disabilities	%	E's with Inc	%	White	%	Asian (Indian, Pakistani, Any other Asian)	%	Black (Caribbean, African, Other Black)	%	Chinese	%	Mixed	%	USA (White, Black, Hispanic, Asian, Mixed)	%	Other	%	I Ethnic Gro	%	Refused	%	Not Yet Obtained	%	Buddhism	%	Christianity	%	Hinduism	%	Islam (Muslim)	%	Jehovah's Witness	%	Judaism	%	Sikhism	%	Other	%	None	%	Info Not Given	%		
Adult Social Care & Health	Non-Hay Grades/Bexley 1 to 9	111	87	78%	3	3%	3	3%	67	60%	2	2%	9	8%	0	0%	3	3%	12	11%	0	0%	26	23%	0	0%	18	16%	0	0%	44	40%	0	0%	1	1%	1	1%	0	0%	1	1%	2	2%	35	32%	27	24%		
	Hay Grades B1-B8/Bexley 10 to 15	66	59	89%	1	1%	0	0%	47	71%	4	6%	6	9%	0	0%	0	0%	0	0%	0	0%	13	20%	0	0%	0	0%	32	48%	0	0%	0	0%	0	0%	0	0%	0	0%	15	23%	12	18%						
	Hay Grades B9-B12/Bexley 16 to 19	16	12	75%	2	13%	0	0%	14	88%	0	0%	1	6%	0	0%	0	0%	0	0%	0	0%	1	6%	0	0%	1	6%	0	0%	3	25%	0	0%	0	0%	0	0%	0	0%	3	19%	2	13%	7	44%				
	Senior Grades/Bexley 20 to 27	7	4	57%	0	0%	0	0%	4	57%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	3	43%	0	0%	0	0%	0	0%	0	0%	1	14%	0	0%	1	14%	5	71%				
	Directorate Totals	200	162		6	3%	3	2%	132	66%	6	3%	16	8%	1	1%	5	3%	12	6%	0	0%	40	20%	0	0%	28	14%	0	0%	80	40%	2	1%	1	1%	1	1%	0	0%	4	2%	8	4%	53	27%	51	26%		
Chief Executive's Directorate - 2017	Non-Hay Grades/Bexley 1 to 9	40	35	88%	3	8%	0	0%	36	90%	1	3%	0	0%	0	0%	1	3%	0	0%	0	0%	2	5%	0	0%	2	5%	0	0%	21	53%	0	0%	0	0%	0	0%	0	0%	1	3%	0	0%	6	15%	12	30%		
	Hay Grades B1-B8/Bexley 10 to 15	48	28	58%	2	4%	0	0%	34	71%	1	2%	2	4%	0	0%	1	2%	4	8%	0	0%	8	17%	0	0%	6	13%	0	0%	24	50%	1	2%	2	4%	0	0%	1	2%	0	0%	2	4%	14	29%	4	8%		
	Hay Grades B9-B12/Bexley 16 to 19	27	15	56%	0	0%	0	0%	26	96%	0	0%	0	0%	0	0%	0	0%	1	4%	0	0%	1	4%	0	0%	0	0%	4	15	56%	0	0%	0	0%	0	0%	0	0%	1	4%	5	19%	6	22%					
	Senior Grades/Bexley 20 to 27	7	3	43%	0	0%	1	14%	6	86%	0	0%	1	14%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	4	57%	0	0%	0	0%	0	0%	0	0%	0	0%	2	29%	0	0%	14%	0				
	Directorate Totals	122	80	66%	5	4%	1	1%	102	84%	2	2%	3	2%	0	0%	2	2%	5	4%	0	0%	12	10%	0	0%	8	7%	0	0%	64	52%	1	1%	2	2%	0	0%	1	1%	3	3%	27	22%	22	18%				
Children's Services	Non-Hay Grades/Bexley 1 to 9	173	150	87%	7	4%	3	2%	118	68%	5	3%	5	3%	0	0%	4	2%	5	3%	1	1%	20	12%	1	1%	34	20%	0	0%	95	55%	0	0%	3	2%	0	0%	0	0%	3	2%	7	4%	32	18%	33	19%		
	Hay Grades B1-B8/Bexley 10 to 15	124	105	85%	9	7%	0	0%	78	63%	4	3%	9	7%	0	0%	7	6%	3	2%	0	0%	23	19%	2	2%	68	55%	3	2%	4	3%	0	0%	0	0%	0	0%	1	1%	5	4%	35	28%	6	5%				
	Hay Grades B9-B12/Bexley 16 to 19	98	85	87%	1	1%	3	3%	58	59%	2	2%	8	8%	0	0%	2	2%	7	7%	0	0%	19	19%	0	0%	21	21%	0	0%	54	55%	0	0%	0	0%	0	0%	0	0%	1	1%	3	3%	30	31%	10	10%		
	Senior Grades/Bexley 20 to 27	10	9	90%	0	0%	0	0%	8	80%	0	0%	0	0%	0	0%	0	0%	1	10%	0	0%	1	10%	0	0%	1	10%	0	0%	4	40%	0	0%	0	0%	0	0%	0	0%	0	0%	5	50%	1	10%				
	Directorate Totals	405	349	86%	17	4%	6	1%	262	65%	11	3%	22	5%	0	0%	13	3%	16	4%	1	0%	63	16%	1	0%	79	20%	2	0%	221	55%	3	1%	7	2%	0	0%	0	0%	5	1%	15	4%	102	25%	90	12%		
Directorate of Schools	Non-Hay Grades/Bexley 1 to 9	1674	1496	89%	26	2%	10	1%	1434	86%	27	2%	30	2%	13	1%	17	1%	4	0%	98	6%	2	0%	140	8%	2	0%	471	28%	9	1%	7	0%	2	0%	3	0%	7	0%	18	1%	217	13%	938	56%				
	Hay Grades B1-B8/Bexley 10 to 15	12	9	75%	0	0%	0	0%	8	67%	0	0%	1	8%	0	0%	1	8%	1	8%	0	0%	3	25%	0	0%	1	8%	0	0%	2	17%	0	0%	0	0%	0	0%	0	0%	0	0%	2	17%	2	17%	6	50%		
	Hay Grades B9-B12/Bexley 16 to 19	1	1	100%	0	0%	0	0%	1	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
	Senior Grades/Bexley 20 to 27	16	11	69%	0	0%	0	0%	16	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	7	44%	0	0%	0	0%	0	0%	0	0%	0	0%	1	6%	2	13%	6	36%				
	Directorate Totals	1703	1517	89%	26	2%	10	1%	1459	86%	27	2%	31	2%	2	0%	19	1%	18	1%	4	0%	101	6%	2	0%	141	8%	2	0%	481	28%	9	1%	7	0%	2	0%	3	0%	7	0%	21	1%	221	13%	950	56%		
Finance & Corporate Services	Non-Hay Grades/Bexley 1 to 9	192	162	84%	17	9%	0	0%	154	80%	5	3%	4	2%	0	0%	2	1%	7	4%	0	0%	18	9%	1	1%	19	10%	0	0%	88	45%	1	1%	0	0%	2	1%	0	0%	4	2%	5	3%	52	27%	42	22%		
	Hay Grades B1-B8/Bexley 10 to 15	41	35	85%	3	5%	0	0%	32	78%	2	5%	3	7%	0	0%	1	2%	5	12%	0	0%	7	17%	0	0%	2	5%	0	0%	27	64%	0	0%	2	5%	0	0%	0	0%	4	10%	3	7%	1	2%				
	Hay Grades B9-B12/Bexley 16 to 19	31	17	55%	1	3%	0	0%	29	94%	0	0%	0	0%	0	0%	0	0%	0	0%	1	3%	1	3%	0	0%	1	3%	0	0%	14	45%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%		
	Senior Grades/Bexley 20 to 27	18	9	50%	1	6%	0	0%	17	94%	0	0%	0	0%	0	0%	0	0%	1	6%	0	0%	0	0%	0	0%	0	0%	12	67%	0	0%	0	0%	0	0%	0	0%	0	0%	1	6%	3	17%	2	11%				
	Directorate Totals	302	236	78%	22	7%	2	1%	252	83%	10	3%	5	2%	0	0%	3	1%	8	3%	1	0%	27	9%	1	0%	22	7%	0	0%	139	46%	1	0%	2	1%	2	1%	0	0%	6	2%	8	3%	87	29%	57	19%		
Place, Communities & Infrastructure	Non-Hay Grades/Bexley 1 to 9	244	172	70%	9	4%	3	1%	192	79%	7	3%	5	2%	1	0%	4	2%	8	3%	0	0%	25	10%	0	0%	27	11%	1	0%	119	49%	4	2%	1	0%	3	1%	0	0%	2	1%	11	5%	70	29%	33	14%		
	Hay Grades B1-B8/Bexley 10 to 15	115	63	55%	2	2%	0	0%	91	79%	4	3%	5	4%	1	1%	2	2%	2	2%	1	1%	15	13%	0	0%	9	8%	0	0%	60	52%	2	2%	1	1%	1	1%	0	0%	2	2%	4	3%	29	25%	16	14%		
	Hay Grades B9-B12/Bexley 16 to 19	30	10	33%	1	3%	0	0%	29	93%	0	0%	1	3%	0	0%	0	0%	1	3%	2	7%	0	0%	1	3%	12	57%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	6	20%	6	20%		
	Senior Grades/Bexley 20 to 27	15	4	27%	1	7%	0	0%	13	87%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	6	40%	0	0%	0	0%	0	0%	0	0%	4	0	0%	5	33%	1	4	27%				
	Directorate Totals	404	249	62%	13	3%	3	1%	324	80%	11	3%	11	3%	2	0%	6	1%	12	3%	2	0%	44	11%	0	0%	36	9%	2	0%	202	50%	6	1%	2	0%	4	1%	0	0%	4	1%	15	4%	110	27%	69	16%		
The Learning Centre Bexley	Non-Hay Grades/Bexley 1 to 9	166	131	79%	11	7%	1	1%	145	87%	5	3%	1	1%	0	0%	2	1%	2	1%	3	2%	13	8%	0	0%	8	5%	2	1%	63	38%	0	0%	2	1%	1	1%	1	1%	1	1%	3	2%	23	14%	70	42%		
	Hay Grades B1-B8/Bexley 10 to 15	360	288	80%	19	5%	4	1%	294	82%	11	3%	6	2%	0	0%	5	1%	0	0%	8	2%	30	8%	0	0%	36	10%	2	1%	133	37%	2	1%	6	2%	2	1%	2	1%	5	1%	9	3%	68	19%	131	36%		
	Senior Grades/Bexley 20 to 27	1	1	100%	0	0%	0	0%	1	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%		
	Directorate Totals	527	420	80%	30	6%	5	1%	440	83%	16	3%	7	1%	0	0%	7	1%	2	0%	11	2%	43	8%	0	0%	44	8%	4	1%	196	37%	2	0%	8	2%	3	1%	3	1%	6	1%	12	2%	92	17%	201	38%		
	Total - All Directorates	2600	2233	86%	76	3%	20	1%	2146	83%	52	2%	54	2%	3	0%	34	1%	51	2%	8	0%	202	8%	4	0%	248	10%	5	0%	899	35%	14	1%	14	1%	9	0%	4	1%	19	1%	46	2%	425	17%	1155	44%		
Non-Hay Grades/Bexley 1 to 9	Hay Grades B1-B8/Bexley 10 to 15	786	600	76%	36	5%	6	1%	604	77%	29	4%	30	4%	2	0%	18	2%	11	1%	9	1%	99	13%	0	0%	83	11%	4	1%	346	44%	10	1%	15	2%	3	0%	3	0%	12	2%	27	3%	182	23%	184	23%		
	Hay Grades B9-B12/Bexley 16 to 19	203	140	69%	5	2%	3	1%	156	77%	2	1%	10	5%	0	0%	2	1%	8	4%	2	1%	24	12%	0	0%	23	11%	1	0%	105	52%	6	0%	0	0%	0	0%	1	0%	7	3%	56	28%	33	16%				
	Senior Grades/Bexley 20 to 27	74	41	55%	2	3%	1	1%	65	88%	0	0%	1	1%	0	0%	1	1%	3	4%	0	0%	5	7%	0	0%	4	5%	0	0%	33	45%	0	0%	0	0%	0	0%	0	0%	1	1%	2	3%	19	26%	19	26%		
	All Directorates	366																																																

The Council's most senior managers are graded Besley 20 – 27. This includes the Chief Executive, Management Board, Deputy Directors and Heads of Service. Senior professional staff are graded Besley 16-19, professional staff are graded Besley 10 – 15 and administrative and technical support staff graded Besley 1-9.

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

banding	total Headcount	B1 Sexual	%	Gay	%	Heterosexual	%	Lesbian	%	refer not to it	%	Info Not Given	%	Under 20	%	20-24	%	25-29	%	30-34	%	35-39	%	40-44	%	45-49	%	50-54	%	55 - 59	%	60 - 64	%	65 - 69	%	Over 70+	%		
Adult Social Care & Health																																							
Non-Hay Grades/Besley 1 to 9	111	0	0%	5	5%	72	65%	0	0%	3	3%	31	28%	0	0%	7	6%	15	14%	12	11%	9	8%	8	7%	22	20%	17	15%	14	13%	9	8%	2	2%	0	0%		
Hay Grades B1-B9/Besley 10 to 15	66	0	0%	2	3%	43	65%	0	0%	8	9%	15	23%	1	2%	1	2%	5	8%	3	5%	8	12%	10	15%	7	11%	12	18%	10	15%	5	8%	4	6%	0	0%		
Hay Grades B9-B12/Besley 16 to 19	16	0	0%	2	13%	5	31%	1	6%	0	0%	8	50%	0	0%	0	0%	0	0%	0	0%	2	13%	1	6%	2	13%	4	25%	3	19%	0	0%	0	0%	0	0%		
Senior Grades/Besley 20 to 27	7	0	0%	1	14%	0	0%	0	0%	0	0%	6	86%	0	0%	0	0%	0	0%	0	0%	1	14%	1	14%	1	14%	0	0%	3	43%	1	14%	0	0%	0	0%		
Directorate Totals	200	0	0%	10	5%	120	60%	1	1%	9	5%	60	30%	1	1%	8	4%	20	10%	15	8%	16	8%	20	10%	32	16%	33	17%	31	16%	18	9%	6	3%	0	0%		
Chief Executive's Directorate - 2017																																							
Non-Hay Grades/Besley 1 to 9	40	0	0%	0	0%	22	56%	0	0%	1	3%	17	43%	0	0%	4	10%	4	10%	2	5%	0	0%	0	0%	6	15%	9	23%	7	18%	8	20%	0	0%	0	0%		
Hay Grades B1-B9/Besley 10 to 15	48	0	0%	1	2%	33	69%	0	0%	3	6%	11	23%	0	0%	1	2%	2	4%	8	17%	10	21%	3	6%	8	17%	9	19%	8	17%	2	4%	1	2%	0	0%		
Hay Grades B9-B12/Besley 16 to 19	27	0	0%	0	0%	16	59%	0	0%	3	11%	8	30%	0	0%	0	0%	1	4%	4	15%	3	11%	0	0%	2	7%	6	22%	9	33%	2	7%	0	0%	0	0%		
Senior Grades/Besley 20 to 27	7	0	0%	0	0%	3	43%	0	0%	0	0%	4	57%	0	0%	0	0%	0	0%	0	0%	0	0%	1	14%	1	14%	0	0%	3	43%	2	29%	0	0%	0	0%		
Directorate Totals	122	0	0%	1	1%	74	61%	0	0%	7	6%	40	33%	0	0%	5	4%	7	6%	14	11%	13	11%	4	3%	17	14%	20	16%	27	22%	14	11%	1	1%	0	0%		
Children's Services																																							
Non-Hay Grades/Besley 1 to 9	173	0	0%	0	0%	103	60%	1	1%	8	5%	61	35%	0	0%	9	5%	25	14%	16	9%	18	9%	18	10%	16	9%	31	18%	26	15%	9	5%	5	3%	2	1%		
Hay Grades B1-B9/Besley 10 to 15	124	1	1%	1	1%	58	73%	1	1%	4	3%	19	15%	0	0%	4	3%	18	15%	18	15%	22	18%	12	10%	13	10%	16	13%	16	13%	7	6%	8	7%	1	1%		
Hay Grades B9-B12/Besley 16 to 19	98	0	0%	3	3%	64	66%	2	2%	8	8%	23	23%	0	0%	0	0%	6	6%	9	9%	14	14%	10	10%	12	12%	13	13%	21	21%	12	12%	1	1%	0	0%		
Senior Grades/Besley 20 to 27	10	0	0%	0	0%	7	70%	1	10%	0	0%	2	20%	0	0%	0	0%	0	0%	0	0%	0	0%	1	10%	3	30%	1	10%	4	40%	1	10%	0	0%	0	0%		
Directorate Totals	405	1	0%	4	1%	272	67%	5	1%	18	4%	105	26%	0	0%	13	3%	49	12%	44	11%	52	13%	41	10%	44	11%	63	16%	58	14%	31	8%	7	2%	3	1%		
Directorate of Schools																																							
Non-Hay Grades/Besley 1 to 9	1674	3	0%	2	0%	356	21%	0	0%	58	3%	1255	75%	4	0%	77	5%	174	10%	158	9%	154	9%	213	13%	309	18%	256	15%	211	13%	86	5%	28	2%	4	0%		
Hay Grades B1-B9/Besley 10 to 15	12	0	0%	0	0%	5	42%	0	0%	0	0%	7	58%	0	0%	0	0%	0	0%	0	0%	2	17%	3	25%	2	17%	3	25%	2	17%	0	0%	0	0%	0	0%		
Hay Grades B9-B12/Besley 16 to 19	1	0	0%	0	0%	0	0%	0	0%	1	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Senior Grades/Besley 20 to 27	16	0	0%	0	0%	4	25%	0	0%	1	6%	11	69%	0	0%	0	0%	0	0%	0	0%	1	6%	2	13%	2	13%	5	31%	4	25%	2	13%	0	0%	0	0%		
Directorate Totals	1703	3	0%	2	0%	365	21%	0	0%	59	3%	1274	75%	4	0%	77	5%	174	10%	158	9%	157	9%	219	13%	313	18%	264	16%	217	13%	88	5%	28	2%	4	0%		
Finance & Corporate Services																																							
Non-Hay Grades/Besley 1 to 9	192	0	0%	0	0%	109	57%	1	1%	6	3%	76	40%	3	2%	15	8%	19	10%	12	6%	12	6%	23	12%	25	13%	28	15%	27	14%	20	10%	8	4%	0	0%		
Hay Grades B1-B9/Besley 10 to 15	61	0	0%	2	3%	36	59%	0	0%	2	3%	21	34%	0	0%	1	2%	2	3%	6	10%	3	5%	6	10%	10	16%	13	21%	15	25%	4	7%	0	0%	1	2%		
Hay Grades B9-B12/Besley 16 to 19	31	0	0%	1	3%	24	77%	0	0%	1	3%	5	16%	0	0%	0	0%	1	3%	5	16%	2	6%	8	26%	4	13%	6	19%	5	16%	0	0%	0	0%	0	0%		
Senior Grades/Besley 20 to 27	18	0	0%	0	0%	15	83%	0	0%	0	0%	3	17%	0	0%	0	0%	0	0%	0	0%	4	22%	1	6%	2	11%	8	43%	5	28%	0	0%	0	0%	0	0%		
Directorate Totals	302	0	0%	3	1%	184	61%	1	0%	9	3%	106	36%	3	1%	16	5%	22	7%	23	8%	21	7%	36	13%	41	14%	53	18%	52	17%	24	8%	8	3%	1	0%		
Place, Communities & Infrastructure																																							
Non-Hay Grades/Besley 1 to 9	244	2	1%	0	0%	130	53%	5	2%	19	8%	88	36%	3	1%	17	7%	23	9%	32	13%	12	5%	29	12%	23	9%	32	13%	29	12%	31	13%	11	5%	2	1%		
Hay Grades B1-B9/Besley 10 to 15	115	1	1%	0	0%	68	59%	1	1%	6	5%	41	36%	0	0%	0	0%	6	5%	12	10%	3	3%	8	7%	13	11%	32	28%	35	30%	5	4%	1	1%	0	0%		
Hay Grades B9-B12/Besley 16 to 19	30	0	0%	0	0%	21	70%	0	0%	0	0%	9	30%	0	0%	0	0%	0	0%	0	0%	2	7%	2	7%	2	7%	5	17%	5	17%	5	17%	1	3%	0	0%		
Senior Grades/Besley 20 to 27	15	0	0%	0	0%	7	47%	0	0%	0	0%	8	53%	0	0%	0	0%	0	0%	0	0%	4	27%	0	0%	3	20%	4	40%	1	7%	0	0%	1	7%	0	0%		
Directorate Totals	404	3	1%	0	0%	224	56%	6	1%	25	6%	148	36%	3	1%	17	4%	29	7%	46	11%	21	5%	39	10%	44	11%	76	19%	70	17%	47	10%	14	3%	2	0%		
The Learning Centre Besley																																							
Non-Hay Grades/Besley 1 to 9	166	1	1%	1	1%	58	34%	0	0%	0	0%	108	65%	1	1%	0	0%	3	2%	2	1%	5	3%	13	8%	24	14%	30	18%	32	19%	30	18%	11	7%	15	8%		
Hay Grades B1-B9/Besley 10 to 15	380	2	1%	2	1%	151	40%	1	1%	17	5%	188	52%	0	0%	2	1%	7	2%	15	4%	12	3%	34	9%	53	15%	86	18%	70	15%	55	12%	24	7%	28	8%		
Senior Grades/Besley 20 to 27	1	0	0%	0	0%	0	0%	0	0%	1	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	100%	0	0%		
Directorate Totals	527	3	1%	3	1%	207	39%	0	0%	21	4%	293	56%	1	0%	2	0%	10	2%	12	2%	17	3%	47	9%	77	15%	95	18%	102	19%	85	16%	36	7%	43	8%		
Total - All Directorates																																							
Non-Hay Grades/Besley 1 to 9	2600	6	0%	6	0%	848	33%	7	0%	98	4%	1633	63%	11	0%	129	5%	283	10%	234	9%	204	8%	304	12%	425	16%	483	18%	346	13%	183	7%	65	3%	23	1%		
Hay Grades B1-B9/Besley 10 to 15	796	4	1%	6	1%	432	55%	2	0%	38	5%	362	38%	1	0%	9	1%	40	5%	58	7%	60	8%	76	10%	106	13%	148	19%	147	19%	89	10%	31	4%	30	4%		
Hay Grades B9-B12/Besley 16 to 19	283	0	0%	0	0%	159	64%	3	1%	18	6%	54	27%	0	0%	0	0%	8	4%	20	10%	23	11%	22	11%	26	12%	37	18%	44	22%	22	11%	2	1%	0	0%		
Senior Grades/Besley 20 to 27	74	0	0%	1	1%	36	36%	0	0%	2	3%	34	36%	0	0%	0	0%	0	0%	0	0%	4	5%	10	14%	6	8%	12	16%	18	24%	20	27%	4	6%	2	3%		
All Directorates	3603	10	0%	23	1%	1446	39%	13	0%	148	4%	2023	56%	12	0%	138	4%	311	8%	312	9%	297	8%	408	11%	566	16%	606	17%	537	15%	321	8%	100	3%	53	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 ilearn online learning portal.

*** External also includes members & workers & Academy Schools

Course Name		Number of Courses Run by Strategic Theme	Attended Internal **	Attended External***	Total Attended
Adult Social Care Hack Day	ADLSOC	1	51	4	55
AMHP Update Courses 1 and 2	ADLSOC	2	13	4	17
Continuing Health Care R.P.S	ADLSOC	1	20	0	20
DeprivationofLibertySafeguardsRefresher	ADLSOC	1	18	11	29
DOLS BIA Refresher Training	ADLSOC	1	29	3	32
Introduction to Dementia&Pallative Care	ADLSOC	1	21	3	24
MCA and Report Writing	ADLSOC	1	11	5	16
Mental Capacity & DOLS Basic Awareness	ADLSOC	6	54	31	85
Mental Capacity Workshop	ADLSOC	1	6	0	6
Moving&Handling for Rehab&Care Assistant	ADLSOC	4	20	0	20
Raising Awareness of Mental Capacity	ADLSOC	1	35	2	37
Strength-based Approach to Care	ADLSOC	9	136	5	141
Supervision - Day 1 Full Day	ADLSOC	1	7	0	7
Supervision Skills Training	ADLSOC	1	5	0	5
Supervision - Day 2 Full Day	ADLSOC	1	8	0	8
Update Moving & Handling Training for OTs	ADLSOC	3	14	0	14
Bexley D School - Intro to User Research	COMM	1	6	0	6
Bexley D School - Synthesis&Insights	COMM	1	5	0	5
Fire Marshal Briefing	HEALTH	5	30	0	30
First Aid Emergency	HEALTH	2	7	12	19
First Aid Qualification	HEALTH	1	1	1	2
Paediatric First Aid	HEALTH	2	0	8	8
Corporate Induction	INDUCT	5	93	1	94
Excel Data Cleansing	MAXTEK	1	4	0	4
Mail Merge via Email using word/excel	MAXTEK	1	5	0	5
MS ONENOTE	MAXTEK	2	9	0	9
Setting up Spreadsheets that limit data	MAXTEK	1	5	0	5
VA - Excel - IF Functions	MAXTEK	4	10	0	10
VA - Excel - Introduction to Functions	MAXTEK	2	8	0	8
VA - Excel - Linking Formulas	MAXTEK	3	17	0	17
VA - Excel - Lookup Formulas	MAXTEK	1	1	0	1
VA - Excel - Sorting & Filtering	MAXTEK	2	5	0	5
VA - Excel- Introduction to Pivot Tables	MAXTEK	1	2	0	2
VA - Excel Subtotals	MAXTEK	1	1	0	1
VA - Excel-Absolute & Relative Formulas	MAXTEK	2	5	0	5
VA - Outlook Calendar	MAXTEK	4	9	0	9
VA - Outlook Rules & Notification	MAXTEK	3	7	0	7
VA - Outlook Speed E-mails	MAXTEK	2	8	0	8
VA - PowerPoint - Basics & Slide Layouts	MAXTEK	2	3	0	3
VA - PowerPoint - Custom Animation	MAXTEK	2	7	0	7
VA - Structure Charts - Word/PowerPoint	MAXTEK	2	3	0	3
VA - Word - Automatic Table of Contents	MAXTEK	2	5	0	5
VA - Word - Forms	MAXTEK	1	3	0	3
VA - Word - Page Numbering	MAXTEK	1	2	0	2
VA - Word - Paragraph Numbering	MAXTEK	2	5	0	5
VA - Word - Quick parts and AutoText	MAXTEK	3	5	0	5
VA - Word - Reviewing & Tracking	MAXTEK	4	10	0	10
VA - Word - Styles	MAXTEK	4	8	0	8
VA - Word - Tables	MAXTEK	1	1	0	1
VA -Email Logic How to get best of emails	MAXTEK	4	9	0	9
VA Word-Mail Merge Document labels & email	MAXTEK	2	6	0	6
VA-Automating Tedious Tasks using Macros	MAXTEK	1	4	0	4

VA-PowerPoint Clip Art Pictures & Drawing	MAXTEK	3	12	0	12
Courageous Conversatins - Workout	PEOPLE	2	26	0	26
Dynamic Delegation Live Action	PEOPLE	1	4	0	4
Dynamic Delegation Workout	PEOPLE	1	4	0	4
Goal Setting Workout	PEOPLE	1	4	0	4
Influence and Persuade - Workout	PEOPLE	1	7	0	7
Inspire Workout	PEOPLE	1	5	0	5
DOLs Awareness - Mandatory Training	SADULT	7	150	7	157
Adult Safeguarding Basic Awareness	SADULT	1	0	10	10
Hoarding awareness & Self Neglect Session	SADULT	4	42	10	52
Level 1 Safeguarding Adults (Housing)	SADULT	2	57	0	57
Liquid Logic Safeguarding Processes	SADULT	1	5	0	5
MCA Capacity Assses/Best Interest Decision	SADULT	2	18	3	21
Prevent Awareness Training	SADULT	2	22	1	23
Safeguarding Adults Multi Agency Level 2&3	SADULT	6	48	18	66
Risk Assessment	SCHILD	1	0	1	1
TOTAL		149	1161	140	1301

Organisational Development
From 1st April 2016 to 31st March 2017

Course Attendee - Diversity Profile (Internal Candidates Only including Agency)

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
Adult Social Care Hack Day	ADLSOC	51	12	30	9	2	49	13	38	0	3	3	2	3	8	8	6	9	3	0	0	6
AMHP Update Courses 1 and 2	ADLSOC	13	2	9	2	3	10	5	8	0	0	0	1	0	0	1	6	2	2	1	0	0
Continuing Health Care R.P.S	ADLSOC	20	3	16	1	1	19	2	18	0	0	0	1	2	3	2	6	4	2	0	0	0
DeprivationofLibertySafeguardsRefresher	ADLSOC	18	3	9	6	3	15	3	15	0	0	0	2	1	1	3	2	2	3	0	0	4
DOLS BIA Refresher Training	ADLSOC	29	7	12	10	2	27	4	25	0	0	1	2	1	1	5	4	4	3	1	0	7
Introduction to Dementia&Pallative Care	ADLSOC	21	4	14	3	0	21	5	16	0	0	1	2	1	3	4	3	3	1	0	0	3
MCA and Report Writing	ADLSOC	11	2	8	1	0	11	4	7	0	1	0	3	1	1	2	1	0	0	1	0	1
Mental Capacity & DOLS Basic Awareness	ADLSOC	54	8	26	20	2	52	11	43	1	1	5	4	3	4	2	5	6	5	2	0	16
Mental Capacity Workshop	ADLSOC	6	1	4	1	0	6	1	5	0	0	0	0	1	0	1	2	0	1	0	0	1
Moving&Handling for Rehab&Care Assistant	ADLSOC	20	2	17	1	0	20	1	19	0	1	2	1	0	1	1	5	6	2	1	0	0
Raising Awareness of Mental Capacity	ADLSOC	35	7	22	6	3	32	8	27	0	0	3	2	0	5	3	7	7	2	0	0	6
Strength-based Approach to Care	ADLSOC	136	27	85	24	1	135	27	109	1	8	10	6	8	10	18	24	18	10	4	0	19
Supervision - Day 1 Full Day	ADLSOC	7	2	5	0	0	7	0	7	0	0	1	1	2	0	1	0	2	0	0	0	0
Supervision Skills Training	ADLSOC	5	2	3	0	0	5	0	5	0	0	1	0	2	0	0	0	2	0	0	0	0
Supervision - Day 2 Full Day	ADLSOC	8	2	6	0	0	8	0	8	0	0	1	1	2	0	2	0	2	0	0	0	0
Update Moving & Handling Training for OTs	ADLSOC	14	1	9	4	0	14	1	13	0	0	1	0	2	4	2	0	2	0	0	0	3
Bexley D School - Intro to User Research	COMM	6	1	4	1	0	6	1	5	0	0	0	2	1	1	0	1	1	0	0	0	0
Bexley D School - Synthesis&Insights	COMM	5	1	3	1	0	5	1	4	0	0	0	1	1	1	0	1	1	0	0	0	0
Fire Marshal Briefing	HEALTH	30	3	25	2	1	29	2	28	0	2	2	1	1	1	3	10	6	4	0	0	0
First Aid Emergency	HEALTH	7	0	7	0	0	7	1	6	0	0	0	1	0	1	0	3	1	1	0	0	0
First Aid Qualification	HEALTH	1	0	0	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
Corporate Induction	INDUCT	93	29	57	7	2	91	24	69	7	10	14	18	13	5	12	6	3	1	0	0	4
Excel Data Cleansing	MAXTEK	4	0	4	0	0	4	0	4	0	0	1	0	1	0	0	0	2	0	0	0	0
Mail Merge via Email using word/excel	MAXTEK	5	0	5	0	0	5	0	5	0	2	0	0	0	0	0	1	0	2	0	0	0
MS ONENOTE	MAXTEK	9	0	8	1	1	8	3	6	0	1	1	0	0	0	2	2	2	0	1	0	0
Setting up Spreadsheets that limit data	MAXTEK	5	0	5	0	1	4	2	3	1	1	1	0	0	0	0	0	2	0	0	0	0
VA - Excel - IF Functions	MAXTEK	10	1	9	0	1	9	1	9	0	0	2	0	1	0	2	1	1	3	0	0	0
VA - Excel - Introduction to Functions	MAXTEK	8	0	8	0	0	8	0	8	1	1	0	0	0	0	2	1	2	1	0	0	0
VA - Excel - Linking Formulas	MAXTEK	17	2	13	2	1	16	3	14	0	2	3	1	3	0	2	0	4	1	0	0	1
VA - Excel - Lookup Formulas	MAXTEK	1	0	1	0	0	1	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0
VA - Excel - Sorting & Filtering	MAXTEK	5	0	4	1	0	5	1	4	1	0	0	0	0	1	1	1	0	1	0	0	0
VA - Excel- Introduction to Pivot Tables	MAXTEK	2	0	2	0	0	2	0	2	0	0	0	0	0	0	0	0	1	1	0	0	0
VA - Excel Subtotals	MAXTEK	1	0	1	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0
VA - Excel-Absolute & Relative Formulas	MAXTEK	5	0	5	0	1	4	3	2	0	0	2	1	0	0	0	2	0	0	0	0	0
VA - Outlook Calendar	MAXTEK	9	1	8	0	0	9	0	9	0	2	0	0	1	0	1	2	1	2	0	0	0
VA - Outlook Rules & Notification	MAXTEK	7	1	6	0	1	6	0	7	0	3	0	0	0	0	0	2	1	1	0	0	0
VA - Outlook Speed E-mails	MAXTEK	8	1	7	0	0	8	0	8	0	1	1	0	1	0	0	0	2	3	0	0	0
VA - PowerPoint - Basics & Slide Layouts	MAXTEK	3	0	3	0	0	3	0	3	0	0	0	0	0	0	0	2	1	0	0	0	0
VA - PowerPoint - Custom Animation	MAXTEK	7	2	5	0	0	7	1	6	0	1	0	1	0	0	2	3	0	0	0	0	0
VA - Structure Charts - Word/PowerPoint	MAXTEK	3	0	3	0	0	3	0	3	0	0	1	0	0	0	0	0	0	2	0	0	0
VA - Word - Automatic Table of Contents	MAXTEK	5	0	3	2	0	5	0	5	0	0	1	0	0	0	1	1	2	0	0	0	0
VA - Word - Forms	MAXTEK	3	0	3	0	0	3	1	2	0	1	0	0	0	0	1	0	0	1	0	0	0

VA - Word - Page Numbering	MAXTEK	2	0	2	0	0	2	0	2	0	0	1	0	0	0	1	0	0	0	0	0	0
VA - Word - Paragraph Numbering	MAXTEK	5	1	4	0	0	5	0	5	0	0	1	0	1	0	3	0	0	0	0	0	0
VA - Word - Quick parts and AutoText	MAXTEK	5	2	3	0	0	5	0	5	0	1	2	0	0	0	2	0	0	0	0	0	0
VA - Word - Reviewing & Tracking	MAXTEK	10	0	10	0	1	9	0	10	0	2	2	0	0	0	2	2	0	2	0	0	0
VA - Word - Styles	MAXTEK	8	0	8	0	0	8	1	7	0	0	1	2	0	0	3	0	1	1	0	0	0
VA - Word - Tables	MAXTEK	1	0	1	0	0	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0
VA -Email Logic How to get best of emails	MAXTEK	9	1	8	0	1	8	0	9	0	0	2	0	1	1	1	1	1	2	0	0	0
VA Word-Mail Merge Document labels & email	MAXTEK	6	1	5	0	0	6	0	6	0	0	1	0	0	0	3	0	1	1	0	0	0
VA-Automating Tedious Tasks using Macros	MAXTEK	4	1	3	0	0	4	0	4	0	0	0	2	0	0	1	0	1	0	0	0	0
VA-PowerPoint Clip Art Pictures & Drawing	MAXTEK	12	1	9	2	1	11	1	11	0	1	0	0	0	0	1	2	2	4	1	0	1
Courageous Conversatins - Workout	PEOPLE	26	3	21	2	1	25	3	23	0	1	5	2	4	1	3	2	4	3	1	0	0
Dynamic Delegation Live Action	PEOPLE	4	0	4	0	0	4	0	4	0	1	0	1	0	1	0	0	1	0	0	0	0
Dynamic Delegation Workout	PEOPLE	4	0	4	0	0	4	0	4	0	1	0	1	0	1	0	0	1	0	0	0	0
Goal Setting Workout	PEOPLE	4	0	4	0	1	3	1	3	0	0	0	0	0	1	0	3	0	0	0	0	0
Influence and Persuade - Workout	PEOPLE	7	0	7	0	0	7	5	2	0	0	3	1	0	1	0	1	1	0	0	0	0
Inspire Workout	PEOPLE	5	0	5	0	0	5	2	3	0	0	0	1	0	0	0	0	4	0	0	0	0
DOLs Awareness - Mandatory Training	SADULT	150	27	105	18	2	148	17	133	0	7	10	12	9	14	18	25	24	13	6	0	12
Hoarding awareness & Self Neglect Session	SADULT	42	8	29	5	1	41	9	33	0	4	8	3	3	3	7	5	5	1	0	0	3
Level 1 Safeguarding Adults (Housing)	SADULT	57	8	47	2	4	53	21	36	1	5	6	10	6	2	4	14	5	3	1	0	0
Liquid Logic Safeguarding Processes	SADULT	5	2	2	1	0	5	0	5	0	0	0	1	0	1	0	0	1	1	0	0	1
MCA Capacity Assses/Best Interest Decision	SADULT	18	2	13	3	0	18	4	14	0	2	2	1	1	2	4	2	2	1	0	0	1
Prevent Awareness Training	SADULT	22	2	13	7	0	22	5	17	0	1	4	4	0	1	3	2	1	0	0	0	6
Safeguarding Adults Multi Agency Level 2&3	SADULT	48	12	24	12	0	48	13	35	0	3	4	5	2	7	6	7	4	1	0	0	9
Total		1161	198	805	158	38	1123	211	950	13	70	110	100	79	87	146	177	162	92	20	0	105

Course Name		Hetrosexual	Non-Hetrosexual	Information Not Obtained	Christian	Non-Christian	None	Information Not Obtained
Adult Social Care Hack Day	ADLSOC	28	4	19	22	6	7	16
AMHP Update Courses 1 and 2	ADLSOC	5	2	6	6	1	2	4
Continuing Health Care R.P.S	ADLSOC	8	2	10	8	4	2	6
DeprivationofLibertySafeguardsRefresher	ADLSOC	5	2	11	4	2	1	11
DOLS BIA Refresher Training	ADLSOC	12	1	16	11	1	3	14
Introduction to Dementia&Pallative Care	ADLSOC	15	0	6	10	1	5	5
MCA and Report Writing	ADLSOC	7	2	2	5	2	2	2
Mental Capacity & DOLS Basic Awareness	ADLSOC	19	3	32	13	4	11	26
Mental Capacity Workshop	ADLSOC	4	0	2	2	0	1	3
Moving&Handling for Rehab&Care Assistant	ADLSOC	14	0	6	11	0	4	5
Raising Awareness of Mental Capacity	ADLSOC	18	1	16	14	1	6	14
Strength-based Approach to Care	ADLSOC	74	5	57	53	9	27	47
Supervision - Day 1 Full Day	ADLSOC	4	0	3	3	0	3	1
Supervision Skills Training	ADLSOC	4	0	1	3	1	0	1
Supervision - Day 2 Full Day	ADLSOC	4	0	4	3	0	3	2
Update Moving & Handling Training for OTs	ADLSOC	6	0	8	4	1	3	6
Bexley D School - Intro to User Research	COMM	4	0	2	2	0	2	2
Bexley D School - Synthesis&Insights	COMM	3	0	2	2	0	1	2
Fire Marshal Briefing	HEALTH	17	0	13	14	2	9	5
First Aid Emergency	HEALTH	3	1	3	4	0	2	1
First Aid Qualification	HEALTH	0	0	1	0	0	0	1
Corporate Induction	INDUCT	77	4	12	49	7	30	7
Excel Data Cleansing	MAXTEK	3	0	1	2	0	2	0
Mail Merge via Email using word/excel	MAXTEK	4	0	1	4	0	1	0
MS ONENOTE	MAXTEK	3	1	5	5	0	2	2
Setting up Spreadsheets that limit data	MAXTEK	2	1	2	2	0	3	0
VA - Excel - IF Functions	MAXTEK	4	2	4	1	2	4	3
VA - Excel - Introduction to Functions	MAXTEK	3	1	4	2	0	4	2
VA - Excel - Linking Formulas	MAXTEK	9	2	6	5	3	5	4
VA - Excel - Lookup Formulas	MAXTEK	0	1	0	0	0	1	0
VA - Excel - Sorting & Filtering	MAXTEK	3	0	2	2	0	1	2
VA - Excel- Introduction to Pivot Tables	MAXTEK	1	0	1	2	0	0	0
VA - Excel Subtotals	MAXTEK	0	0	1	0	0	1	0
VA - Excel-Absolute & Relative Formulas	MAXTEK	1	3	1	2	0	2	1
VA - Outlook Calendar	MAXTEK	5	0	4	3	1	3	2
VA - Outlook Rules & Notification	MAXTEK	4	0	3	1	2	2	2
VA - Outlook Speed E-mails	MAXTEK	5	0	3	5	1	1	1
VA - PowerPoint - Basics & Slide Layouts	MAXTEK	1	0	2	3	0	0	0

VA - PowerPoint - Custom Animation	MAXTEK	3	2	2	2	2	3	0
VA - Structure Charts - Word/PowerPoint	MAXTEK	1	0	2	1	0	1	1
VA - Word - Automatic Table of Contents	MAXTEK	3	0	2	0	1	2	2
VA - Word - Forms	MAXTEK	1	0	2	2	0	1	0
VA - Word - Page Numbering	MAXTEK	2	0	0	0	0	2	0
VA - Word - Paragraph Numbering	MAXTEK	3	0	2	0	1	3	1
VA - Word - Quick parts and AutoText	MAXTEK	4	0	1	1	2	2	0
VA - Word - Reviewing & Tracking	MAXTEK	6	0	4	1	0	5	4
VA - Word - Styles	MAXTEK	7	0	1	2	1	5	0
VA - Word - Tables	MAXTEK	0	0	1	1	0	0	0
VA -Email Logic How to get best of emails	MAXTEK	6	0	3	2	1	3	3
VA Word-Mail Merge Document labels & email	MAXTEK	4	0	2	2	0	3	1
VA-Automating Tedious Tasks using Macros	MAXTEK	2	0	2	2	0	1	1
VA-PowerPoint Clip Art Pictures & Drawing	MAXTEK	5	0	7	2	2	3	5
Courageous Conversatins - Workout	PEOPLE	21	0	5	12	2	9	3
Dynamic Delegation Live Action	PEOPLE	2	0	2	0	0	2	2
Dynamic Delegation Workout	PEOPLE	2	0	2	0	0	2	2
Goal Setting Workout	PEOPLE	2	0	2	1	0	1	2
Influence and Persuade - Workout	PEOPLE	6	0	1	3	0	4	0
Inspire Workout	PEOPLE	3	0	2	3	0	2	0
DOLs Awareness - Mandatory Training	SADULT	88	5	57	60	13	36	41
Hoarding awareness & Self Neglect Session	SADULT	31	1	10	22	3	8	9
Level 1 Safeguarding Adults (Housing)	SADULT	38	1	18	20	6	25	6
Liquid Logic Safeguarding Processes	SADULT	2	0	3	1	2	0	2
MCA Capacity Assses/Best Interest Decision	SADULT	12	0	6	9	0	3	6
Prevent Awareness Training	SADULT	13	1	8	10	1	3	8
Safeguarding Adults Multi Agency Level 2&3	SADULT	27	3	18	21	4	8	15
Total		673	51	437	462	92	293	314

Organisational Development	From 1st April 2016 to 31st March 2017
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Course Attendance by Management Grouping (Internal Candidates Only)

Course Name		CD	AS	CS	PCI	FCS
Adult Social Care Hack Day	ADLSOC	0	47	0	0	4
AMHP Update Courses 1 and 2	ADLSOC	0	13	0	0	0
Continuing Health Care R.P.S	ADLSOC	0	20	0	0	0
DeprivationofLibertySafeguardsRefresher	ADLSOC	0	18	0	0	0
DOLS BIA Refresher Training	ADLSOC	0	29	0	0	0
Introduction to Dementia&Pallative Care	ADLSOC	0	21	0	0	0
MCA and Report Writing	ADLSOC	0	11	0	0	0
Mental Capacity & DOLS Basic Awareness	ADLSOC	0	50	2	1	1
Mental Capacity Workshop	ADLSOC	0	6	0	0	0
Moving&Handling for Rehab&Care Assistant	ADLSOC	0	20	0	0	0
Raising Awareness of Mental Capacity	ADLSOC	0	34	1	0	0
Strength-based Approach to Care	ADLSOC	0	134	2	0	0
Supervision - Day 1 Full Day	ADLSOC	0	7	0	0	0
Supervision Skills Training	ADLSOC	0	5	0	0	0
Supervision - Day 2 Full Day	ADLSOC	0	8	0	0	0
Update Moving & Handling Training for OTs	ADLSOC	0	14	0	0	0
Bexley D School - Intro to User Research	COMM	0	0	0	0	6
Bexley D School - Synthesis&Insights	COMM	0	0	0	0	5
Fire Marshal Briefing	HEALTH	4	2	1	6	17
First Aid Emergency	HEALTH	0	0	0	6	1
First Aid Qualification	HEALTH	0	1	0	0	0
Corporate Induction	INDUCT	10	14	44	14	11
Excel Data Cleansing	MAXTEK	1	0	0	1	2
Mail Merge via Email using word/excel	MAXTEK	0	0	0	1	4
MS ONENOTE	MAXTEK	0	2	0	2	5
Setting up Spreadsheets that limit data	MAXTEK	0	1	0	2	2
VA - Excel - IF Functions	MAXTEK	0	1	0	1	8
VA - Excel - Introduction to Functions	MAXTEK	0	0	0	1	7
VA - Excel - Linking Formulas	MAXTEK	1	4	0	0	12
VA - Excel - Lookup Formulas	MAXTEK	0	0	0	0	1
VA - Excel - Sorting & Filtering	MAXTEK	2	0	1	0	2

VA - Excel- Introduction to Pivot Tables	MAXTEK	1	1	0	0	0
VA - Excel Subtotals	MAXTEK	0	0	0	0	1
VA - Excel-Absolute & Relative Formulas	MAXTEK	2	0	0	1	2
VA - Outlook Calendar	MAXTEK	0	1	1	1	6
VA - Outlook Rules & Notification	MAXTEK	1	1	0	1	4
VA - Outlook Speed E-mails	MAXTEK	1	3	0	1	3
VA - PowerPoint - Basics & Slide Layouts	MAXTEK	0	0	0	2	1
VA - PowerPoint - Custom Animation	MAXTEK	0	3	0	3	1
VA - Structure Charts - Word/PowerPoint	MAXTEK	0	0	0	1	2
VA - Word - Automatic Table of Contents	MAXTEK	0	1	0	0	4
VA - Word - Forms	MAXTEK	0	1	0	0	2
VA - Word - Page Numbering	MAXTEK	0	1	0	0	1
VA - Word - Paragraph Numbering	MAXTEK	0	2	0	0	3
VA - Word - Quick parts and AutoText	MAXTEK	0	3	0	1	1
VA - Word - Reviewing & Tracking	MAXTEK	0	1	1	1	7
VA - Word - Styles	MAXTEK	0	2	0	1	5
VA - Word - Tables	MAXTEK	0	0	0	0	1
VA -Email Logic How to get best of emails	MAXTEK	0	3	1	2	3
VA Word-Mail Merge Document labels & email	MAXTEK	0	1	1	0	4
VA-Automating Tedious Tasks using Macros	MAXTEK	0	0	0	1	3
VA-PowerPoint Clip Art Pictures & Drawing	MAXTEK	1	0	0	2	9
Courageous Conversatins - Workout	PEOPLE	1	0	21	1	3
Dynamic Delegation Live Action	PEOPLE	0	0	1	0	3
Dynamic Delegation Workout	PEOPLE	0	0	1	0	3
Goal Setting Workout	PEOPLE	1	0	1	1	1
Influence and Persuade - Workout	PEOPLE	2	0	0	2	3
Inspire Workout	PEOPLE	0	0	1	0	4
DOLs Awareness - Mandatory Training	SADULT	0	132	1	0	17
Hoarding awareness & Self Neglect Session	SADULT	0	38	0	4	0
Level 1 Safeguarding Adults (Housing)	SADULT	0	1	0	56	0
Liquid Logic Safeguarding Processes	SADULT	0	5	0	0	0
MCA Capacity Assses/Best Interest Decision	SADULT	0	18	0	0	0
Prevent Awareness Training	SADULT	0	22	0	0	0
Safeguarding Adults Multi Agency Level 2&3	SADULT	0	47	0	1	0
Total		28	749	81	118	185

Course Evaluation - All Delegates

- 1 = Poor
2 = Satisfactory
3 = Good
4 = Excellent

		Overall Course Rating				Total
Course Name		1	2	3	4	
Adult Social Care Hack Day	ADLSOC	0	0	0	0	0
AMHP Update Courses 1 and 2	ADLSOC	0	0	1	4	5
Continuing Health Care R.P.S	ADLSOC	0	1	7	10	18
DeprivationofLibertySafeguardsRefresher	ADLSOC	0	0	5	22	27
DOLS BIA Refresher Training	ADLSOC	0	0	0	0	0
Introduction to Dementia&Pallative Care	ADLSOC	0	0	2	20	22
MCA and Report Writing	ADLSOC	0	0	0	0	0
Mental Capacity & DOLS Basic Awareness	ADLSOC	0	0	4	21	25
Mental Capacity Workshop	ADLSOC	0	0	0	0	0
Moving&Handling for Rehab&Care Assistant	ADLSOC	0	0	1	19	20
Raising Awareness of Mental Capacity	ADLSOC	0	0	0	0	0
Strength-based Approach to Care	ADLSOC	0	0	12	118	130
Supervision - Day 1 Full Day	ADLSOC	0	0	1	6	7
Supervision Skills Training	ADLSOC	0	0	0	5	5
Supervision - Day 2 Full Day	ADLSOC	0	0	1	7	8
Update Moving & Handling Training for OTs	ADLSOC	0	0	2	12	14
Bexley D School - Intro to User Research	COMM	0	0	0	0	0
Bexley D School - Synthesis&Insights	COMM	0	0	0	0	0
Fire Marshal Briefing	HEALTH	0	0	0	0	0
First Aid Emergency	HEALTH	0	0	0	0	0
First Aid Qualification	HEALTH	0	0	0	0	0

Corporate Induction	INDUCT	3	0	16	14	33
Excel Data Cleansing	MAXTEK	0	0	0	0	0
Mail Merge via Email using word/excel	MAXTEK	0	0	0	0	0
MS ONENOTE	MAXTEK	0	0	0	0	0
Setting up Spreadsheets that limit data	MAXTEK	0	0	0	0	0
VA - Excel - IF Functions	MAXTEK	0	0	0	0	0
VA - Excel - Introduction to Functions	MAXTEK	0	0	0	0	0
VA - Excel - Linking Formulas	MAXTEK	0	0	0	0	0
VA - Excel - Lookup Formulas	MAXTEK	0	0	0	0	0
VA - Excel - Sorting & Filtering	MAXTEK	0	0	0	0	0
VA - Excel- Introduction to Pivot Tables	MAXTEK	0	0	0	0	0
VA - Excel Subtotals	MAXTEK	0	0	0	0	0
VA - Excel-Absolute & Relative Formulas	MAXTEK	0	0	0	0	0
VA - Outlook Calendar	MAXTEK	0	0	0	0	0
VA - Outlook Rules & Notification	MAXTEK	0	0	0	0	0
VA - Outlook Speed E-mails	MAXTEK	0	0	0	0	0
VA - PowerPoint - Basics & Slide Layouts	MAXTEK	0	0	0	0	0
VA - PowerPoint - Custom Animation	MAXTEK	0	0	0	0	0
VA - Structure Charts - Word/PowerPoint	MAXTEK	0	0	0	0	0
VA - Word - Automatic Table of Contents	MAXTEK	0	0	0	0	0
VA - Word - Forms	MAXTEK	0	0	0	0	0
VA - Word - Page Numbering	MAXTEK	0	0	0	0	0
VA - Word - Paragraph Numbering	MAXTEK	0	0	0	0	0
VA - Word - Quick parts and AutoText	MAXTEK	0	0	0	0	0
VA - Word - Reviewing & Tracking	MAXTEK	0	0	0	0	0
VA - Word - Styles	MAXTEK	0	0	0	0	0
VA - Word - Tables	MAXTEK	0	0	0	0	0
VA -Email Logic How to get best of emails	MAXTEK	0	0	0	0	0
VA Word-Mail Merge Document labels & email	MAXTEK	0	0	0	0	0
VA-Automating Tedious Tasks using Macros	MAXTEK	0	0	0	0	0
VA-PowerPoint Clip Art Pictures & Drawing	MAXTEK	0	0	0	0	0
Courageous Conversatins - Workout	PEOPLE	0	0	1	5	6
Dynamic Delegation Live Action	PEOPLE	0	0	0	4	4
Dynamic Delegation Workout	PEOPLE	0	0	0	4	4
Goal Setting Workout	PEOPLE	0	0	0	1	1
Influence and Persuade - Workout	PEOPLE	0	0	0	0	0
Inspire Workout	PEOPLE	0	0	0	5	5
DOLs Awareness - Mandatory Training	SADULT	0	2	18	42	62
Hoarding awareness & Self Neglect Session	SADULT	0	0	0	0	0
Level 1 Safeguarding Adults (Housing)	SADULT	0	0	5	2	7
Liquid Logic Safeguarding Processes	SADULT	0	0	1	3	4
MCA Capacity Assses/Best Interest Decision	SADULT	0	0	0	7	7
Prevent Awareness Training	SADULT	0	0	0	0	0
Safeguarding Adults Multi Agency Level 2&3	SADULT	0	0	7	28	35
Total		3	3	84	359	449

Ethnicity Categories**ANNEX 1**

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**

CD	Chief Executive Directorate
AS	Adult Social Care
CS	Childrens Services
PCI	Place, Communities & Infrastructure
FCS	Finance & Corporate Services
LC	The Learning Centre (Adult Education)
DSS	Schools