



EMPLOYMENT MONITORING REPORT

April 2015 - March 2016

Introduction

This report provides information and comments on the monitoring of the Council's employment processes for the year 1 April 2015 to 31 March 2016. 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 \[lorraine.barlow@bexley.gov.uk\]\(mailto:lorraine.barlow@bexley.gov.uk\)](#)

SIZE AND PROFILE OF THE WORKFORCE as at 31st March 2016

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	%	RCCS	%	FIN	%	TLC	%	DSS	%	TOTAL
Permanent Staff	167	4%	182	4%	373	9%	733	17%	84	2%	644	15%	2191	50%	4374

Bexley Borough (economically active) Census 2011
110,680

Full-Time Equivalent (FTE)

	CD	AS	CS	RCCS	FIN	TLC	DSS
Permanent Staff	147.29	165.88	313.34	588.19	71.99	46.22	1367.83

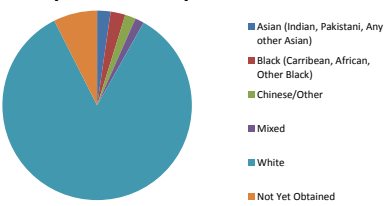
	Bexley 2013-14	Bexley 2014-15	Bexley 2015-16	Bexley Borough (economically active) Census 2011
	3297.26	3055.34	2700.74	Not Available

Ethnicity

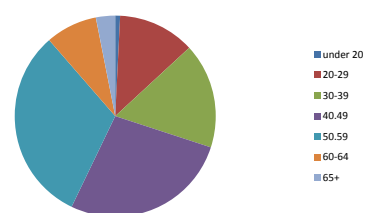
	CD	AS	CS	RCCS	FIN	TLC	DSS
Asian (Indian, Pakistani, Any other Asian)	1.80%	2.20%	2.95%	3.00%	3.57%	2.80%	1.78%
Black (Caribbean, African, Other Black)	1.80%	9.34%	6.17%	2.46%	2.38%	1.55%	1.69%
Chinese/Other	4.20%	2.75%	2.14%	2.59%	1.19%	2.49%	0.97%
Mixed	1.20%	3.85%	3.49%	1.23%	1.19%	1.09%	1.10%
White	83.83%	69.23%	70.51%	81.45%	88.10%	82.92%	89.32%
Not Yet Obtained	7.17%	12.63%	14.74%	9.27%	3.57%	9.15%	5.14%

	Bexley 2013-14	Bexley 2014-15	Bexley 2015-16	Bexley Borough (economically active) Census 2011
	2.49%	2.42%	2.29%	6.84%
	2.75%	2.68%	2.51%	7.83%
	1.30%	0.82%	1.83%	0.76%
	1.39%	1.10%	1.53%	1.56%
	89.24%	88.66%	84.39%	83.02%
	3.01%	3.56%	7.45%	0.00%

Bexley Staff Ethnicity Profile 2015-16



Bexley Staff Age Profile 2015-16



Age Profile

	CD	AS	CS	RCCS	FIN	TLC	DSS
under 20	1.20%	1.10%	0.54%	3.14%	1.19%	0.16%	0.14%
20-29	7.19%	11.09%	11.53%	15.69%	5.96%	2.48%	14.97%
30-39	20.36%	14.29%	20.38%	17.19%	14.29%	6.68%	19.31%
40-49	26.95%	26.12%	23.59%	19.78%	20.24%	26.55%	39.67%
50-59	34.13%	37.10%	32.17%	33.02%	50.38%	36.40%	27.93%
60-64	7.78%	7.80%	10.46%	9.76%	4.50%	15.17%	5.89%
65+	2.40%	2.50%	1.61%	1.70%	3.57%	12.60%	1.19%

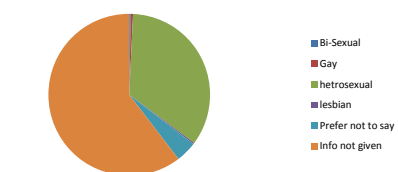
	Bexley 2013-14	Bexley 2014-15	Bexley 2015-16	Bexley Borough Working Age (Census 2001)
	0.35%	0.32%	0.78%	8.20%
	12.39%	12.22%	12.37%	15.90%
	16.63%	16.22%	16.92%	22.00%
	30.02%	28.53%	27.14%	18.80%
	30.95%	31.86%	31.50%	17.00%
	7.10%	7.42%	8.30%	6.60%
	2.56%	3.44%	3.10%	11.50%

Sexual Orientation

	CD	AS	CS	RCCS	FIN	TLC	DSS
Bi-Sexual	0.00%	0.00%	0.00%	0.68%	0.00%	0.47%	0.23%
Gay	1.80%	3.85%	0.54%	0.27%	2.38%	0.47%	0.05%
heterosexual	64.67%	59.34%	61.66%	53.89%	53.57%	38.66%	16.89%
lesbian	0.60%	0.55%	1.34%	0.68%	0.00%	0.00%	0.00%
Prefer not to say	2.99%	5.49%	3.75%	3.57%	3.42%	4.16%	3.93%
Info not given	29.94%	30.77%	32.71%	38.75%	40.48%	56.99%	78.91%

	Bexley 2013-14	Bexley 2014-15	Bexley 2015-16	Bexley Borough (economically active) Census 2011
	0.17%	0.24%	0.30%	Not Available
	0.32%	0.38%	0.46%	Not Available
	27.36%	30.11%	34.41%	Not Available
	0.22%	0.18%	0.27%	Not Available
	1.68%	4.42%	4.16%	Not Available
	67.25%	64.67%	60.40%	Not Available

Bexley Staff Sexual Orient. Profile 2015-16

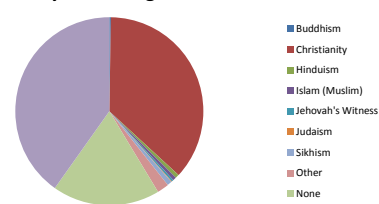


Religion

	CD	AS	CS	RCCS	FIN	TLC	DSS
Buddhism	0.00%	0.00%	0.60%	0.41%	0.00%	0.62%	0.09%
Christianity	44.91%	41.21%	53.08%	48.70%	48.81%	36.66%	27.61%
Hinduism	0.00%	1.10%	0.80%	1.23%	2.38%	0.31%	0.46%
Islam (Muslim)	0.60%	0.00%	1.08%	0.27%	2.38%	1.24%	0.41%
Jehovah's Witness	0.00%	0.00%	0.27%	0.95%	1.19%	0.62%	0.09%
Judaism	0.00%	0.00%	0.00%	0.00%	0.00%	0.47%	0.09%
Sikhism	1.20%	1.65%	1.07%	1.50%	0.00%	0.98%	0.37%
Other	2.99%	3.85%	3.22%	3.00%	2.38%	2.02%	1.23%
None	32.93%	25.82%	21.72%	26.60%	25.00%	16.93%	13.69%
Info not given	17.37%	26.37%	17.96%	17.34%	17.86%	38.04%	55.96%

	Bexley 2013-14	Bexley 2014-15	Bexley 2015-16	Bexley Borough (economically active) Census 2011
	0.17%	0.22%	0.27%	Not Available
	38.01%	36.77%	36.56%	Not Available
	0.50%	0.50%	0.64%	Not Available
	0.45%	0.44%	0.59%	Not Available
	0.32%	0.32%	0.34%	Not Available
	0.09%	0.12%	0.11%	Not Available
	0.76%	0.68%	0.80%	Not Available
	2.01%	1.94%	2.02%	Not Available
	16.09%	17.17%	18.47%	Not Available
	42.04%	41.84%	40.18%	Not Available

Bexley Staff Religion Profile 2015-16

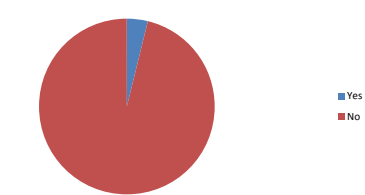


Disability/incapacity as a % of Workforce

	CD	AS	CS	RCCS	FIN	TLC	DSS
Yes	5.99%	5.49%	5.09%	5.87%	9.52%	6.21%	1.78%
No	94.01%	94.51%	94.91%	94.13%	90.48%	93.79%	98.22%

	Bexley 2013-14	Bexley 2014-15	Bexley 2015-16	Bexley Borough (economically active) Census 2011
	3.66%	3.74%	3.86%	6.61%
	96.33%	96.26%	96.14%	93.39%

Bexley Staff Disability/Incapacity Profile 2015-16

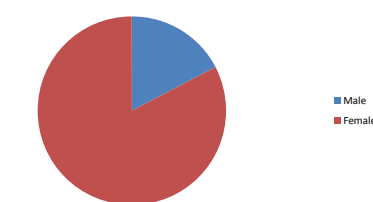


Gender as a % of Workforce

	CD	AS	CS	RCCS	FIN	TLC	DSS
Male	29.34%	15.93%	12.69%	30.83%	32.14%	21.58%	11.05%
Female	70.66%	84.07%	87.40%	69.17%	67.86%	78.42%	88.95%

	Bexley 2013-14	Bexley 2014-15	Bexley 2015-16	Bexley Borough (economically active) Census 2011
	16.83%	16.87%	17.35%	52.33%
	83.26%	83.13%	82.65%	47.67%

Bexley Staff Gender Profile 2015-16



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	%	RCCS	%	FIN	%	TOTAL	%
TOTAL APPLICANTS	78	3%	360	14%	1000	39%	1075	42%	41	2%	2544	100%
White	40	3%	165	11%	555	36%	763	49%	23	1%	1546	61%
Ethnic Minority	38	4%	163	7%	438	40%	336	32%	18	2%	963	38%
Unknown	0	0%	0	0%	7	0%	6	1%	0	0%	35	1%
Disability/incapacity	1	2%	11	21%	18	35%	21	40%	1	2%	52	2%
Female	52	3%	269	15%	854	46%	647	36%	23	1%	1845	73%
Male	26	4%	91	12%	146	21%	428	81%	18	3%	669	27%
Age - under 20	2	4%	1	2%	6	12%	36	73%	4	8%	49	2%
Age 20-29	18	2%	58	8%	252	34%	406	55%	10	1%	744	29%
Age 30-39	19	3%	58	8%	283	43%	344	38%	9	1%	629	25%
Age 40-49	21	4%	101	18%	244	44%	173	32%	10	2%	549	22%
Age 50-59	11	3%	75	17%	169	39%	170	39%	6	1%	431	17%
Age 60-64	1	2%	12	28%	11	26%	18	42%	1	1%	43	2%
Age 65+	2	28%	0	0%	3	43%	2	28%	0	0%	7	0%
Age Unknown	4	4%	30	32%	32	34%	26	28%	1	1%	93	4%
Heterosexual	86	3%	303	13%	939	45%	989	42%	41	2%	2336	92%
Non Heterosexual	5	9%	10	18%	14	25%	28	47%	0	0%	55	2%
Sexual Orientation Not Given	7	5%	37	25%	47	31%	60	40%	0	0%	151	6%
Christian	30	3%	203	15%	615	45%	477	35%	21	2%	1356	53%
Non-Christian	11	4%	40	18%	111	38%	142	48%	8	2%	310	12%
Religion Not Given/None	27	3%	107	12%	174	31%	456	52%	14	2%	878	35%

Bexley 2013-14	Bexley 2014-15	Bexley 2015-16
53%	56%	61%
47%	44%	38%
0%	0%	1%
1%	5%	2%
75%	70%	72%
25%	29%	27%
2%	2%	2%
27%	26%	26%
23%	28%	25%
25%	26%	22%
12%	16%	17%
1%	1%	2%
0%	0%	0%
3%	5%	4%
55%	91%	92%
2%	2%	2%
5%	7%	6%
60%	52%	53%
8%	12%	12%
32%	35%	35%

SHORT-LISTED	CD	%	AS	%	CS	%	RCCS	%	FIN	%	TOTAL	%
TOTAL APPLICANTS	27	3%	156	19%	318	39%	282	36%	11	1%	802	100%
White	15	3%	79	15%	198	38%	228	43%	8	2%	528	66%
Ethnic Minority	11	4%	68	26%	114	44%	61	33%	3	1%	257	32%
Unknown	1	6%	9	53%	2	21%	3	18%	0	0%	17	2%
Disability/incapacity	0	0%	9	0%	5	28%	4	22%	0	0%	18	2%
Female	18	3%	124	20%	288	47%	180	29%	8	1%	618	77%
Male	9	5%	32	17%	28	15%	112	81%	3	18%	164	23%
Age - under 20	1	1%	0	0%	0	0%	8	80%	0	0%	10	1%
Age 20-29	2	1%	24	13%	60	34%	51	51%	1	1%	178	22%
Age 30-39	9	5%	29	15%	95	49%	64	32%	1	1%	196	25%
Age 40-49	4	2%	44	23%	84	44%	53	28%	4	2%	189	24%
Age 50-59	7	4%	39	24%	54	34%	57	36%	3	2%	160	20%
Age 60-64	1	0%	4	24%	5	29%	6	35%	1	6%	17	2%
Age 65+	2	33%	0	0%	3	57%	0	0%	0	0%	6	1%
Age Unknown	1	2%	15	34%	15	34%	12	27%	1	2%	44	5%
Heterosexual	22	3%	128	18%	291	41%	262	37%	11	2%	714	89%
Non Heterosexual	2	10%	8	10%	8	25%	8	25%	0	0%	21	3%
Sexual Orientation Not Given	3	4%	20	30%	20	30%	24	36%	0	0%	67	8%
Christian	15	4%	90	21%	183	44%	126	30%	6	1%	420	52%
Non-Christian	3	3%	15	17%	29	33%	38	44%	2	2%	87	11%
Religion Not Given	9	3%	51	17%	104	35%	128	43%	3	1%	295	37%

Bexley 2013-14	Bexley 2014-15	Bexley 2015-16
57%	60%	66%
43%	40%	32%
0%	0%	0%
1%	1%	2%
76%	76%	77%
24%	24%	23%
2%	2%	1%
22%	19%	22%
25%	22%	25%
28%	29%	24%
17%	18%	20%
1%	3%	2%
1%	1%	1%
0%	9%	5%
85%	89%	89%
2%	1%	2%
6%	9%	8%
58%	52%	52%
10%	8%	11%
32%	40%	37%

APPOINTED	CD	%	AS	%	CS	%	RCCS	%	FIN	%	TOTAL	%
TOTAL APPLICANTS	13	5%	55	21%	99	38%	93	36%	3	1%	263	100%
White	6	3%	30	16%	73	39%	75	40%	2	1%	182	71%
Ethnic Minority	7	11%	18	27%	24	36%	16	24%	1	2%	66	25%
Unknown	0	0%	7	64%	2	18%	2	18%	0	0%	11	4%
Disability/incapacity	0	0%	3	56%	11	17%	2	33%	0	0%	23	2%
Female	9	5%	44	22%	90	45%	54	27%	2	1%	199	76%
Male	4	6%	11	17%	9	14%	39	27%	1	2%	64	24%
Age - under 20	1	13%	0	0%	0	0%	7	88%	0	0%	8	3%
Age 20-29	1	2%	13	21%	17	38%	30	49%	0	0%	61	23%
Age 30-39	5	9%	7	13%	22	41%	19	36%	1	2%	54	21%
Age 40-49	3	5%	14	25%	22	39%	16	29%	1	2%	56	21%
Age 50-59	2	4%	11	23%	21	45%	13	28%	0	0%	47	18%
Age 60-64	0	0%	0	0%	4	67%	2	33%	0	0%	6	2%
Age 65+	0	0%	0	0%	2	100%	0	0%	0	0%	2	1%
Age Unknown	1	3%	10	34%	11	36%	6	21%	1	3%	28	11%
Heterosexual	10	4%	40	18%	89	39%	84	37%	3	1%	226	86%
Non Heterosexual	2	20%	4	40%	3	30%	1	10%	0	0%	10	4%
Sexual Orientation Not Given	1	4%	11	41%	7	26%	8	30%	0	0%	27	10%
Christian	7	6%	26	21%	57	43%	35	29%	1	1%	121	46%
Non-Christian	1	4%	6	25%	5	21%	11	46%	1	4%	24	9%
Religion Not Given	5	4%	23	19%	42	38%	47	40%	1	1%	118	45%

Bexley 2013-14	Bexley 2014-15	Bexley 2015-16
59%	69%	71%
41%	31%	25%
0%	0%	4%
8%	7%	7%
80%	79%	76%
20%	21%	24%
2%	3%	3%
21%	17%	23%
25%	21%	21%
22%	26%	21%
17%	20%	18%
2%	2%	2%
0%	0%	1%
0%	12%	11%
88%	89%	89%
2%	3%	4%
10%	8%	10%
53%	44%	46%
10%	6%	9%
30%	50%	45%

LEAVES	CD	%	AS	%	CS	%	RCCS	%	FIN	%	TLC	%	DSS	%	TOTAL	%
TOTAL LEAVERS	26	4%	37	5%	100	14%	155	22%	12	2%	22	3%	342	49%	594	100%
White	17	3%	24	4%	77	13%	137	23%	11	2%	21	4%	307	52%	584	86%
Ethnic Minority	6	8%	12	16%	18	24%	13	17%	1	1%	0	0%	26	34%	76	11%
Information Not Obtained	3	13%	1	4%	5	21%	5	21%	0	0%	1	4%	9	38%	24	3%
Disability/incapacity	1	4%	1	4%	4	17%	11	46%	1	4%	1	4%	5	21%	24	3%
Female	20	4%	30	6%	89	17%	86	16%	4	1%	19	4%	284	53%	532	77%
Male	6	4%	7	4%	11	10%	69	42%	8	2%	3	2%	88	35%	162	23%
Age - under 20	0	0%	0	0%	1	10%	9	90%	0	0%	0	0%	0	0%	10	1%
Age 20-29	3	3%	4	3%	13	11%	22	19%	0	0%	1	1%	73	63%	116	17%
Age 30-39	10	9%	8	7%	18	16%	16	16%	1	1%	4	3%	56	50%	112	16%
Age 40-49	9	8%	9	8%	19	16%	20	13%	1	1%	4	3%	80	63%	158	23%
Age 50-59	8	4%	8	4%	26	14%	45	25%	4	2%	10	5%	82	45%	183	26%
Age 60-64	2	2%	4	4%	22	25%	30	34%	4	3%	24	27%	89	13%	125	18%
Age 65+	0	0%	4	13%	4	13%	11	34%	2	6%	3	9%	8	25%	32	5%
Heterosexual	12	5%	19	8%	59	24%	78	32%	7	3%	10	4%	59	24%	244	35%
Non Heterosexual	1	25%	1	25%	0	0%	2	50%	0	0%	0	0%	0	0%	4	2%
Sexual Orientation Not Given	3	13%	17	4%	41	8%	75	17%	5	1%	12	2%	283	63%	446	64%
Christian	10	4%	12	5%	41	17%	73	30%	11	5%	12	5%	85	36%	244	35%
Non-Christian	2	6%	7	21%	5	15%	11	32%	1	3%	0	0%	8	24%	34	5%
Religion Not Given/None	14	3%	18	4%	54	13%	71	17%	0	0%	10	2%	249	60%	416	60%
Length of Service - less than 1 year	2	13%	11	8%	24	17%	32	22%	2	2%	71	54%	131	22%	179	19%
1 - < 2 years	8	8%	4	4%	11	12%	22	23%	0	0%	2	2%	48	51%	95	14%
2 to < 3 years	2	3%	1	1%	10	15%	11	16%	0	0%	1	1%	42	63%	87	10%
3 to < 5 years	5	6%	3	4%	9	10%	7	9%	1	1%	3	3%	51	66%	77	11%
5 to < 10 years	4	3%	12	9%	18	13%	31	23%	2	1%	5	4%	62	46%	134	19%
10 to < 15 years	2	2%	1	1%	15	17%	27	31%	2	2%	6	7%	35	40%	88	13%
15 to < 20 years	2	4%	3	3%	12	12%	21	21%	1	1%	2	2%	20	35%	52	7%
20+ years	0	0%	2	4%	4	8%	24	48%	6	12%	1	2%	43	26%	50	7%

Bexley 2013-14	Bexley 2014-15	Bexley 2015-16
87%	84%	86%
10%	11%	11%
1%	3%	5%
4%	4%	3%
82%	74%	77%
18%	25%	23%
0%	1%	1%
17%	15%	17%
16%	16%	16%
21%	23%	23%
21%	21%	26%
12%	15%	13%
4%	9%	9%
22%	33%	35%
0%	1%	1%
77%	65%	64%
31%	38%	35%
3%	5%	5%
63%	56%	60%
16%	17%	19%
14%	12%	14%
9%	8%	10%
1%	1%	1%
22%	23%	19%
14%	13%	13%
6%	9%	7%

Turnover Including Schools and The Learning Centre

Bexley 2011-12	Bexley 2012-13	Bexley 2013-14	Bexley 2014-15	Bexley 2015-16
14.30%	10.00%	11.00%	12.75%	14.80%

	Total	57.34	48.14	30.60%	1.00	6.00	2.00	9.00	39.14	24.89%	110.20
Leisure, Arts & Tourism	Total	149.33	22.86	15.17%	3.46	2.00	1.00	6.46	16.20	10.85%	130.13
Regeneration, Communities & Customer Services		713.01	131.28	18.41%	6.46	38.00	5.00	49.46	81.82	11.44%	588.19
Finance											
Director's Office	Total	1.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00	0.00%	1.00
Finance	Total	48.34	5.91	10.36%	1.00	0.00	0.00	1.00	4.91	8.39%	44.33
Procurement & Payments	Total	24.65	5.30	21.50%	0.00	1.00	0.00	1.00	4.30	17.44%	19.35
Internal Audit, Counter Fraud & Risk	Total	8.31	1.00	12.03%	0.00	0.00	0.00	1.00	12.03%	1.00	7.31
Finance Total		82.30	11.31	13.74%	1.00	1.00	0.00	2.00	9.31	11.31%	71.99
GRAND TOTAL		1,644.82	368.19	22.38%	10.06	178.00	21.00	209.06	159.13	9.67%	1,266.69

Leadership and Succession Planning as at 31st March 2016

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.

<u>Management Board</u>	CD	%	AS	%	CS	%	RCCS	%	FIN	%	TOTAL	%
TOTAL	0	0%	1	25%	1	25%	1	25%	1	25%	4	100.00%
White	0	0%	1	25%	1	25%	1	25%	1	25%	4	100.00%
Ethnic Minority	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Disability/Incapacity	0	0%	0	0%	1	0%	0	0%	0	0%	1	25.00%
Female	0	0%	0	0%	1	50%	0	0%	1	50%	2	50.00%
Male	0	0%	1	50%	0	0%	1	50%	0	0%	2	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	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	25.00%
Age 50-59	0	0%	1	33%	1	33%	1	33%	0	0%	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%
Hetrosexual	0	0%	0	0%	1	100%	0	0%	0	0%	1	25.00%
Non Hetrosexual	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Sexual Orientation Not Given	0	0%	1	33%	0	0%	1	33%	1	33%	3	75.00%
Christian	0	0%	0	0%	1	100%	0	0%	0	0%	1	25.00%
Non-Christian	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Religion Not Given/None	0	0%	1	33%	0	0%	1	33%	1	33%	3	75.00%

Bexley 2013-14	Bexley 2014-15	Bexley 2015-16
100.00%	100.00%	100.00%
0.00%	0.00%	0.00%
0.00%	0.00%	25.00%
0.00%	40.00%	50.00%
100.00%	60.00%	50.00%
0.00%	0.00%	0.00%
0.00%	0.00%	0.00%
0.00%	0.00%	0.00%
20.00%	20.00%	25.00%
60.00%	80.00%	75.00%
20.00%	0.00%	0.00%
0.00%	0.00%	0.00%
60.00%	20.00%	25.00%
0.00%	0.00%	0.00%
40.00%	80.00%	75.00%
0.00%	20.00%	25.00%
0.00%	0.00%	0.00%
100.00%	80.00%	75.00%

<u>Deputy Directors</u>	CD	%	AS	%	CS	%	RCCS	%	FIN	%	TOTAL	%
TOTAL	1	14%	0	0%	2	29%	4	57%	0	0%	7	100.00%
White	1	14%	0	0%	2	29%	4	57%	0	0%	7	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%	2	50%	2	50%	0	0%	4	57.14%
Male	1	33%	0	0%	0	0%	2	67%	0	0%	3	42.86%
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	28.57%
Age 50-59	1	25%	0	0%	1	25%	2	50%	0	0%	4	57.14%
Age 60-64	0	0%	0	0%	1	0%	0	0%	0	0%	1	14.29%
Age 65+	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Hetrosexual	1	17%	0	0%	2	33%	3	50%	0	0%	6	85.71%
Non Hetrosexual	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Sexual Orientation Not Given	0	0%	0	0%	0	0%	1	0%	0	0%	1	14.29%
Christian	0	0%	0	0%	2	40%	3	60%	0	0%	5	71.43%
Non-Christian	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Religion Not Given	1	100%	0	0%	0	0%	1	50%	0	0%	2	28.57%

Bexley 2013-14	Bexley 2014-15	Bexley 2015-16
92.86%	92.31%	100.00%
7.14%	7.69%	0.00%
0.00%	0.00%	0.00%
42.86%	46.14%	57.14%
57.14%	53.85%	42.86%
0.00%	0.00%	0.00%
0.00%	0.00%	0.00%
0.00%	0.00%	0.00%
21.43%	15.41%	28.57%
71.43%	84.59%	57.14%
7.14%	0.00%	14.29%
0.00%	0.00%	0.00%
78.57%	84.59%	85.71%
0.00%	0.00%	0.00%
21.43%	15.41%	14.29%
64.29%	69.21%	71.43%
7.14%	7.69%	0.00%
28.57%	23.10%	28.57%

<u>Heads of Service</u>	CD	%	AS	%	CS	%	RCCS	%	FIN	%	TOTAL	%
TOTAL	9	20%	4	9%	8	18%	15	33%	9	20%	45	100.00%
White	8	18%	4	9%	8	18%	15	34%	9	20%	44	97.78%
Ethnic Minority	1	100%	0	0%	0	0%	0	0%	0	0%	1	2.22%
Disability/Incapacity	1	33%	0	0%	0	0%	2	67%	0	0%	3	6.67%
Female	6	26%	3	13%	7	30%	6	26%	1	4%	23	51.11%
Male	3	14%	1	5%	1	5%	9	41%	8	36%	22	48.89%
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	3	100%	0	0%	0	0%	0	0%	0	0%	3	6.67%
Age 40-49	0	0%	0	0%	2	29%	3	43%	2	29%	7	15.56%
Age 50-59	4	14%	4	14%	4	14%	10	34%	7	24%	29	64.44%

Bexley 2013-14	Bexley 2014-15	Bexley 2015-16
95.74%	88.00%	97.78%
4.26%	12.00%	2.22%
2.13%	4.00%	6.67%
48.94%	52.00%	51.11%
51.06%	48.00%	48.89%
0.00%	0.00%	0.00%
0.00%	0.00%	0.00%
6.38%	8.00%	6.67%
10.64%	18.00%	15.56%
68.09%	52.00%	64.44%

Age 60-64	2	40%	0	0%	2	40%	1	20%	0	0%	5	11.11%
Age 65+	0	0%	0	0%	0	0%	1	0%	0	0%	1	2.22%
Hetrosexual	7	23%	2	7%	5	17%	9	30%	7	23%	30	66.67%
Non Hetrosexual	0	0%	0	0%	1	50%	0	0%	1	50%	2	4.44%
Sexual Orientation Not Given	2	17%	2	17%	2	17%	6	50%	0	0%	12	26.67%
Christian	4	19%	1	5%	3	14%	8	38%	5	24%	21	46.67%
Non-Christian	1	50%	1	50%	0	0%	0	0%	0	0%	2	4.44%
Religion Not Given	4	18%	2	9%	5	23%	7	32%	4	18%	22	48.89%

14.89%	10.00%	11.11%
0.00%	2.00%	2.22%
74.47%	68.00%	66.67%
6.38%	4.00%	4.44%
19.15%	28.00%	26.67%
57.45%	48.00%	46.67%
4.26%	6.00%	4.44%
38.30%	46.00%	48.89%

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	%	RCCS	%	FIN	%	TOTAL	%
TOTAL	7	5%	15	10%	30	21%	87	60%	7	5%	146	100%
White	7	6%	13	11%	21	18%	69	59%	7	6%	117	80%
Ethnic Minority	0	0%	2	12%	6	35%	9	53%	0	0%	17	12%
Information Not Obtained	0	0%	0	0%	3	25%	9	75%	0	0%	12	8%
Disability/Incapacity	1	25%	0	0%	0	0%	3	75%	0	0%	4	3%
Female	6	5%	14	11%	26	21%	70	57%	7	6%	123	84%
Male	1	4%	1	4%	4	17%	17	74%	0	0%	23	16%
Age - under 20	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Age 20-29	0	0%	2	13%	7	47%	6	40%	0	0%	15	10%
Age 30-39	2	7%	3	11%	1	4%	21	75%	1	4%	28	19%
Age 40-49	1	4%	3	11%	3	11%	15	54%	6	21%	28	19%
Age 50-59	3	7%	3	7%	12	26%	28	61%	0	0%	46	32%
Age 60-64	1	4%	4	17%	6	26%	12	52%	0	0%	23	16%
Age 65+	0	0%	0	0%	1	17%	5	83%	0	0%	6	4%
Heterosexual	5	6%	9	11%	17	22%	43	54%	5	6%	79	54%
Non Heterosexual	0	0%	1	0%	0	0%	1	50%	0	0%	2	1%
Sexual Orientation Not Given	2	0%	5	8%	13	20%	43	66%	2	3%	65	45%
Christian	4	6%	6	8%	16	22%	42	58%	4	6%	72	49%
Non-Christian	3	18%	4	24%	3	18%	7	41%	0	0%	17	12%
Religion Not Given/None	0	0%	5	9%	11	19%	38	67%	3	5%	57	39%

Disciplinary/Capability/Appeals/FTAW/Grievance	CD	%	AS	%	CS	%	RCCS	%	FIN	%	TOTAL	%
TOTAL	0	0%	2	29%	1	14%	4	57%	0	0%	7	100%
White	0	0%	2	29%	1	14%	4	57%	0	0%	7	100%
Ethnic Minority	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Information Not Obtained	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Disability/Incapacity	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Female	0	0%	2	40%	1	20%	2	40%	0	0%	5	71%
Male	0	0%	0	0%	0	0%	2	100%	0	0%	2	29%
Age - under 20	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Age 20-29	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Age 30-39	0	0%	2	100%	0	0%	0	0%	0	0%	2	29%
Age 40-49	0	0%	0	0%	0	0%	1	100%	0	0%	1	14%
Age 50-59	0	0%	0	0%	1	100%	0	0%	0	0%	1	14%
Age 60-64	0	0%	0	0%	0	0%	2	100%	0	0%	2	29%
Age 65+	0	0%	0	0%	0	0%	1	100%	0	0%	1	14%
Heterosexual	0	0%	2	40%	1	20%	2	40%	0	0%	5	71%
Non Heterosexual	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Sexual Orientation Not Given	0	0%	0	0%	0	0%	2	100%	0	0%	2	29%
Christian	0	0%	0	0%	0	0%	2	100%	0	0%	2	29%
Non-Christian	0	0%	0	0%	0	0%	1	100%	0	0%	1	14%
Religion Not Given/None	0	0%	2	50%	1	25%	1	25%	0	0%	4	57%

Sickness Absence From 1st April 2015 to 31st March 2016

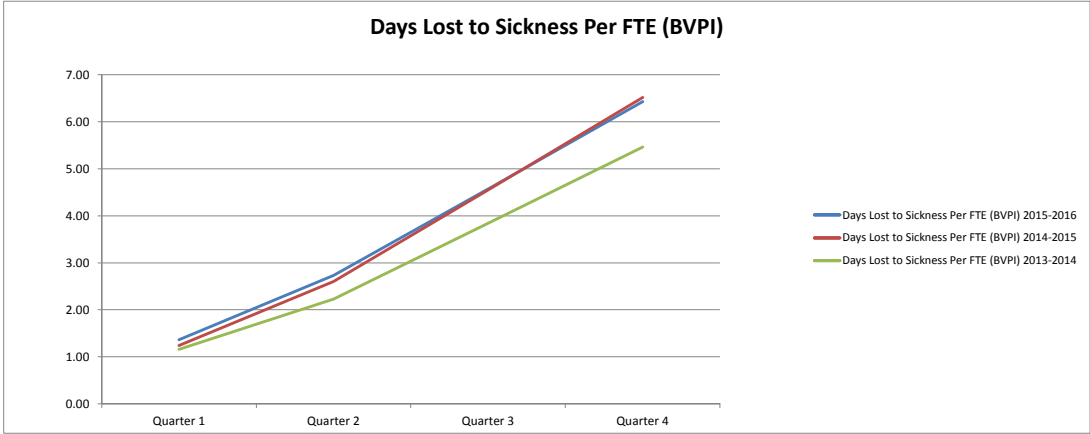
Managers are responsible for managing sickness absence in a fair and consistent manner. The objective of the Council's Sickness Absence Procedure is to ensure that employees attend work and to address any issues of sickness absence promptly and effectively.

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 30/06/15	Number of Days Lost Per FTE	Absence Days	FTE as at 30/09/15	Number of Days Lost Per FTE	Absence Days	FTE as at 31/12/15	Number of Days Lost Per FTE	Absence Days	FTE as at 31/3/16	Number of Days Lost Per FTE
Chief Executive & Directorate												
Total	102.45	155.10	0.66	337.00	154.23	2.19	430.72	150.36	2.86	535.47	147.28	3.64
Adult Services												
Total	246.15	160.81	1.53	727.30	162.43	4.48	939.20	160.14	5.86	1127.76	165.89	6.80
Childrens Services												
Total	374.12	319.93	1.17	721.49	317.61	2.27	1125.29	320.20	3.51	1679.49	313.34	5.36
Regeneration, Community & Customer Services												
Total	1048.73	650.68	1.61	2073.96	607.14	3.42	3002.88	601.28	4.99	3870.04	588.19	6.58
Finance												
Total	59.70	70.62	0.85	92.43	72.35	1.28	167.61	72.06	2.33	194.83	71.98	2.71
Total MG's covered by Business Centre	1831.15	1357.14	1.35	3952.18	1313.76	3.01	5665.70	1304.04	4.34	7407.59	1286.68	5.76
Adult Education												
Directorate Total	34.53	82.09	0.42	59.16	72.87	0.81	189.59	74.09	2.56	287.21	74.81	3.84
Schools**												
Directorate Total	2148.30	1502.00	1.43	3576.21	1395.85	2.56	6872.18	1406.61	4.89	9854.70	1367.83	7.20
Council Wide	4013.98	2941.23	1.36	7587.55	2782.48	2.73	12727.47	2784.74	4.57	17549.50	2729.32	6.43
Excluding Schools	1865.68	1439.23	1.30	4011.34	1386.63	2.89	5855.29	1378.13	4.25	7694.80	1361.49	5.65

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
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
Days Lost to Sickness Per FTE (BVPI) 2013-2014	1.16	2.23	3.84	5.46



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.

	Total Headcount	No. of Women	No. of Men	Total Number of E'es with Disability/Inc apacity	White	Ethnic Minority	Not Yet Obtained	Christian	Non-Christian	None/Info Not Given	Hetrosexual	Non- Hetrosexual	Prefer not to say/Info Not Obtained	Under 20	20-24	25-29	30-34	35-39	40-44	45-49	70 +	55 - 59	60 - 64	65 - 69	Over 70+
Adult Social Care																									
Bexley 1 to 9	109	81	28	6	71	22	16	44	3	62	68	3	38	2	6	10	10	7	10	22	14	17	8	2	0
Bexley 10 to 15	60	57	3	1	43	11	6	29	5	26	37	2	21	0	1	5	5	4	9	4	15	10	5	3	0
Bexley 16 to 19	10	7	3	2	10	0	0	1	3	6	2	3	5	0	0	0	0	0	0	1	5	4	0	0	0
Bexley 20 to 27	3	2	1	1	1	2	0	1	1	1	1	1	0	2	0	0	0	0	0	0	2	1	0	0	0
Directorate Totals	182	147	35	10	126	33	23	75	12	95	108	8	66	2	7	15	15	11	19	27	36	32	13	5	0
Chief Executive's Directorate																									
Bexley 1 to 9	62	48	14	5	52	5	5	28	2	32	38	1	23	2	4	4	4	4	2	9	15	9	5	3	0
Bexley 10 to 15	64	41	23	4	51	8	5	32	23	29	43	2	19	0	1	3	11	3	9	12	10	9	4	1	1
Bexley 16 to 19	30	18	12	0	27	1	2	12	2	16	21	0	9	0	0	0	3	6	7	5	1	6	2	1	0
Bexley 20 to 27	11	5	6	1	10	1	0	3	1	7	6	1	4	0	0	0	1	2	0	1	4	1	2	0	0
Directorate Totals	167	122	55	10	140	15	12	75	8	84	108	4	55	2	5	7	19	15	18	27	30	25	13	5	1
Children's Services																									
Bexley 1 to 9	194	170	24	8	146	18	30	103	12	79	109	1	84	2	11	19	18	17	21	22	34	25	17	5	1
Bexley 10 to 15	92	78	14	7	59	22	11	46	11	35	68	1	23	0	0	13	14	13	9	10	14	9	9	0	1
Bexley 16 to 19	75	65	10	4	49	14	12	42	4	29	44	4	27	0	0	0	9	5	14	10	7	22	9	1	0
Bexley 20 to 27	12	11	1	0	9	1	2	7	0	5	9	1	2	0	0	0	0	0	1	1	3	3	4	0	0
Directorate Totals	373	324	49	19	263	55	55	198	27	148	230	7	136	2	11	32	41	35	45	43	58	59	39	6	2
Directorate of Schools																									
Bexley 1 to 9	2159	1925	234	39	1928	125	106	592	58	1509	361	6	1792	3	117	211	221	200	265	396	332	257	125	26	5
Bexley 10 to 15	8	4	4	0	5	3	0	2	1	5	4	0	4	0	0	0	0	1	2	2	2	1	0	0	0
Bexley 16 to 19	1	1	0	0	1	0	0	1	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0
Bexley 20 to 27	23	18	5	0	23	0	0	10	1	12	5	0	18	0	0	0	0	1	3	3	10	3	4	0	0
Directorate Totals	2191	1948	243	39	1957	128	106	605	60	1526	370	6	1815	3	117	211	221	202	271	401	344	261	129	26	5
Finance																									
Bexley 1 to 9	44	38	6	5	37	4	3	22	4	18	23	0	21	1	0	5	4	4	4	2	10	7	2	3	0
Bexley 10 to 15	20	11	9	3	18	2	0	7	3	10	10	1	9	0	0	0	0	2	2	4	5	6	2	0	0
Bexley 16 to 19	13	6	7	0	12	1	0	8	0	5	6	1	6	0	0	0	0	2	1	2	0	8	0	0	0
Bexley 20 to 27	7	1	6	0	7	0	0	4	0	3	6	0	1	0	0	0	0	0	1	1	3	3	0	0	0
Directorate Totals	84	56	28	8	74	7	3	41	7	36	45	2	37	1	0	5	4	8	8	9	18	24	4	3	0
Regeneration, Communities & Customer Services																									
Bexley 1 to 9	468	350	109	32	373	43	52	218	35	215	238	6	224	23	51	39	35	33	45	47	61	55	62	12	3
Bexley 10 to 15	186	102	84	6	153	20	13	96	17	73	109	6	71	0	1	21	22	27	16	19	42	32	6	1	0
Bexley 16 to 19	57	23	34	3	51	5	1	32	2	23	35	0	22	0	2	1	5	4	7	5	13	16	4	0	0
Bexley 20 to 27	22	8	14	2	20	2	0	11	0	11	13	0	9	0	0	0	0	0	3	3	7	8	1	1	0
Directorate Totals	733	492	241	43	597	70	66	357	54	322	395	12	326	23	54	61	62	64	71	74	123	111	73	14	3
The Learning Centre Bexley																									
Bexley 1 to 9	209	164	45	15	179	19	11	82	13	114	70	2	137	1	0	4	5	6	17	36	44	33	35	15	16
Bexley 10 to 15	432	338	94	25	352	32	48	166	28	238	179	4	249	0	4	8	12	20	42	76	79	68	64	30	26
Bexley 16 to 19	1	1	0	0	1	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0
Bexley 20 to 27	2	2	0	0	2	0	0	0	0	2	0	0	2	0	0	0	0	0	0	0	0	1	0	1	0
Directorate Totals	644	505	139	40	534	51	59	249	41	354	249	6	389	1	4	12	17	26	59	112	123	103	99	46	42
All Directorates																									
Bexley 1 to 9	3245	2785	460	110	2786	236	223	1089	127	2029	907	19	2319	34	189	292	297	271	364	534	510	403	254	66	25
Bexley 10 to 15	862	631	231	46	681	98	83	378	68	416	450	16	396	0	7	50	64	70	89	127	167	135	90	35	28
Bexley 16 to 19	187	121	66	9	151	21	15	97	11	79	108	8	71	0	2	1	17	30	23	26	57	15	2	0	0
Bexley 20 to 27	80	47	33	4	73	4	3	36	3	41	40	2	38	0	0	0	1	3	8	9	29	20	11	2	0
Directorate Totals	4374	3584	790	169	3691	359	324	1600	209	2565	1505	45	2824	34	198	343	379	361	491	693	732	615	370	105	53

Performance Related Pay Award (PRP) 2015/106

The table below gives a breakdown of staff receiving a PRP award for the appraisal year of 2015/2016 in the form of an increment and/or a bonus.

Management Group	Chief Exec's	% of total awards given	% of all eligible staff in MG	Adults	% of total awards given	% of all eligible staff in MG	Children's	% of total awards given	% of all eligible staff in MG	Regen/CCS	% of total awards given	% of all eligible staff in MG	Finance	% of total awards given	% of all eligible staff in MG	TOTAL all MGs	% of total awards given	% of all eligible staff
Total Eligible Employees	167			162			373			733			84			1539		
White	37	10.5%	22.2%	50	14.2%	27.5%	72	20.4%	19.3%	115	32.6%	15.7%	12	3.4%	14.3%	286	81.0%	18.6%
Ethnic Minority	3	0.8%	1.8%	6	1.7%	3.3%	24	6.8%	6.4%	15	4.2%	2.0%	0	0.0%	0.0%	48	13.6%	3.1%
Not Known	1	0.3%	0.6%	3	0.8%	1.6%	9	2.5%	2.4%	6	1.7%	0.8%	0	0.0%	0.0%	19	5.4%	1.2%
TOTAL	41	11.6%	24.6%	59	16.7%	32.4%	105	29.7%	28.2%	136	38.5%	18.6%	12	3.4%	14.3%	353	100.0%	22.9%
Disability/Incapacity	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%
TOTAL	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%
Female	32	9.1%	19.2%	48	13.6%	26.4%	95	26.9%	25.5%	91	25.8%	54.5%	9	2.5%	10.7%	275	77.9%	17.9%
Male	9	2.5%	6.4%	11	3.1%	6.0%	10	2.8%	2.7%	45	12.7%	26.9%	3	0.8%	3.6%	78	22.1%	5.1%
TOTAL	41	11.6%	24.6%	59	16.7%	32.4%	105	29.7%	28.2%	136	38.5%	18.6%	12	3.4%	14.3%	353	100.0%	22.9%
Age - under 20	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	0.00%	0.0%
Age 20-29	4	1.1%	2.4%	4	1.1%	2.2%	10	2.8%	2.7%	28	7.9%	3.8%	2	0.6%	2.4%	48	13.60%	3.1%
Age 30-39	4	1.1%	2.4%	8	2.3%	4.4%	21	5.9%	5.6%	38	10.8%	5.2%	1	0.3%	1.2%	72	20.40%	4.7%
Age 40-49	16	4.5%	9.6%	17	4.8%	9.3%	22	6.2%	5.9%	29	8.2%	4.0%	3	0.8%	3.6%	87	24.65%	5.7%
Age 50-59	14	4.0%	8.4%	25	7.1%	13.7%	38	10.8%	10.2%	38	10.8%	5.2%	5	1.4%	6.0%	120	33.99%	7.8%
Age 60-64	0	0.0%	0.0%	3	0.8%	1.6%	13	3.7%	3.5%	3	0.8%	0.4%	1	0.3%	1.2%	20	5.67%	1.3%
Age 65+	3	0.8%	1.8%	2	0.6%	1.1%	1	0.3%	0.3%	0	0.0%	0.0%	0	0.0%	0.0%	8	1.70%	0.4%
TOTAL	41	11.6%	24.6%	59	16.7%	32.4%	105	29.7%	28.2%	136	38.5%	18.6%	12	3.4%	14.3%	353	100.0%	22.9%
Hetrosexual	30	8.5%	18.0%	36	10.2%	19.8%	68	19.3%	18.2%	81	22.9%	11.1%	8	2.3%	9.5%	223	63.17%	14.5%
Non Hetrosexual	0	0.0%	0.0%	3	0.8%	1.6%	2	0.6%	0.5%	3	0.8%	0.4%	0	0.0%	0.0%	8	2.27%	0.5%
Sexual Orientation Not Given	11	3.1%	6.6%	20	5.7%	11.0%	35	9.9%	9.4%	52	14.7%	7.1%	4	1.1%	4.8%	122	34.56%	7.9%
TOTAL	41	11.6%	24.6%	59	16.7%	32.4%	105	29.7%	28.2%	136	38.5%	18.6%	12	3.4%	14.3%	353	100.0%	22.9%
Christian	19	5.4%	11.4%	26	7.4%	14.3%	55	15.6%	14.7%	59	16.7%	8.0%	7	2.0%	8.3%	166	47.0%	10.8%
Non-Christian	0	0.0%	0.0%	4	1.1%	2.2%	7	2.0%	1.9%	15	4.2%	2.0%	0	0.0%	0.0%	26	7.4%	1.7%
Religion Not Given/None	22	6.2%	13.2%	29	8.2%	15.9%	43	12.2%	11.5%	62	17.6%	8.5%	5	1.4%	6.0%	161	45.6%	10.8%
TOTAL	41	11.6%	24.6%	59	16.7%	32.4%	105	29.7%	28.2%	136	38.5%	18.6%	12	3.4%	14.3%	353	100.0%	22.9%

Flexible Working Requests From 1st April 2015 to 31st March 2016

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

Management Board	CD	%	AS	%	CS	%	RCCS	%	FIN	%	TOTAL	%
TOTAL	6	15%	5	12%	7	17%	21	51%	2	5%	41	100.00%
White	6	16%	4	11%	5	14%	20	54%	2	5%	37	90.24%
Ethnic Minority	0	0%	1	0%	2	0%	1	0%	0	0%	4	9.76%
Not Known	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Disability/Incapacit	1	0%	0	0%	1	0%	1	0%	0	0%	3	7.32%
Female	6	0%	4	11%	6	17%	18	50%	2	6%	36	87.80%
Male	0	0%	1	20%	1	20%	3	60%	0	0%	5	12.20%
Age - under 20	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age 20-29	1	0%	0	0%	0	0%	0	0%	0	0%	1	2.44%
Age 30-39	1	0%	1	0%	4	0%	0	0%	0	0%	6	14.63%
Age 40-49	0	0%	1	11%	1	11%	6	67%	1	11%	9	21.95%
Age 50-59	3	23%	2	15%	0	0%	8	62%	0	0%	13	31.71%
Age 60-64	1	0%	1	0%	1	0%	6	0%	1	0%	10	24.39%
Age 65+	0	0%	0	0%	1	0%	1	0%	0	0%	2	4.88%
Hetrosexual	5	21%	3	13%	6	25%	10	42%	0	0%	24	58.54%
Non Hetrosexual	0	0%	1	0%	0	0%	0	0%	0	0%	1	2.44%
Sexual Orientation	0	0%	1	7%	1	7%	11	73%	2	13%	15	36.59%
Christian	3	17%	3	17%	3	17%	9	50%	0	0%	18	43.90%
Non-Christian	0	0%	1	0%	1	0%	1	0%	0	0%	3	7.32%
Religion Not Given	3	15%	1	5%	3	15%	11	55%	2	10%	20	48.78%

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
Care Act Managers Strength Based Practices	ADLSOC	1	9	1	10
Deprivation of Liberty Safeguards Refresher	ADLSOC	2	30	0	30
DOLS BIA Refresher Training	ADLSOC	1	22	0	22
Foundation Moving &Handling for OTs	ADLSOC	1	6	0	6
Mental Capacity & DOLS Basic Awareness	ADLSOC	10	63	53	116
Rehabilitation Asst. Moving & Handling	ADLSOC	2	13	2	15
Strength-based Practice and Leadership	ADLSOC	1	15	9	24
Supervision Ref Training Day 2 Full Day	ADLSOC	1	5	1	6
Supervision Refresher - Day 1 Full Day	ADLSOC	1	5	1	6
SupervisionSkills -New &Aspiring Seniors	ADLSOC	1	7	0	7
The Eligibility & Assessment Journey	ADLSOC	8	142	7	149
Update Moving & Handling Training for OTs	ADLSOC	2	7	0	7
Family and Friends Placements	CYPS	1	10	0	10
Strengths Based Social Work Practice	CYPS	1	17	1	18
Defibrillator Training	HEALTH	2	9	5	14
Fire Marshal Briefing	HEALTH	7	47	5	52
Managing conflict workshop	HEALTH	1	18	0	18
Work at height awareness/Ladder safety	HEALTH	1	2	0	2
Corporate Induction	INDUCT	3	74	1	75
Emailogic	MAXTEK	5	24	0	24
Introduction to the Virtual Academy	MAXTEK	2	3	0	3
Liquid Logic - Basic Demographics	MAXTEK	13	61	3	64
Liquid Logic - Child In Need (CIN)	MAXTEK	6	16	0	16
Liquid Logic - Child Looked After (LAC)	MAXTEK	4	11	1	12
Liquid Logic - Child Protection (CP)	MAXTEK	7	18	2	20
Live Meeting - Apprentices	MAXTEK	1	10	0	10
MS ONENOTE	MAXTEK	1	2	0	2
VA - Excel - Formatting Data	MAXTEK	2	12	0	12
VA - Excel - IF Functions	MAXTEK	4	22	1	23
VA - Excel - Introduction to Functions	MAXTEK	4	21	1	22
VA - Excel - Linking Formulas	MAXTEK	4	18	1	19
VA - Excel - Lookup Formulas	MAXTEK	3	12	1	13
VA - Excel - Printing	MAXTEK	1	2	0	2
VA - Excel - Simple Calculations	MAXTEK	3	8	0	8
VA - Excel - Sorting & Filtering	MAXTEK	2	10	0	10
VA - Excel- Introduction to Pivot Tables	MAXTEK	3	19	0	19
VA - Excel Subtotals	MAXTEK	1	2	0	2
VA - Excel-Absolute & Relative Formulas	MAXTEK	5	22	1	23
VA - Live meeting	MAXTEK	3	5	0	5
VA - Outlook Calendar	MAXTEK	1	1	0	1
VA - Outlook Rules & Notification	MAXTEK	4	13	0	13
VA - Outlook Speed E-mails	MAXTEK	4	9	0	9
VA - PowerPoint - Basics & Slide Layouts	MAXTEK	3	4	0	4
VA - PowerPoint - Custom Animation	MAXTEK	1	1	0	1
VA - Powerpoint adding videos	MAXTEK	1	1	0	1
VA - Structure Charts - Word/PowerPoint	MAXTEK	3	7	0	7
VA - Word - Automatic Table of Contents	MAXTEK	5	11	1	12
VA - Word - Forms	MAXTEK	2	8	0	8
VA - Word - Long Documents	MAXTEK	1	3	0	3
VA - Word - Page Numbering	MAXTEK	3	6	0	6
VA - Word - Paragraph Numbering	MAXTEK	3	9	0	9
VA - Word - Quick parts and AutoText	MAXTEK	3	5	0	5
VA - Word - Reviewing & Tracking	MAXTEK	2	7	0	7
VA - Word - Styles	MAXTEK	4	9	1	10
VA - Word - Tables	MAXTEK	2	6	0	6
VA - Word / Excel - Mail Merge	MAXTEK	4	14	0	14
VA - Word/Outlook/Excel-Mail Merge Email	MAXTEK	4	17	0	17
VA -Email Logic How to get best of emails	MAXTEK	1	2	0	2
VA Word-Mail Merge Document labels & email	MAXTEK	3	13	0	13
VA-Automating Tedious Tasks using Macros	MAXTEK	1	5	0	5
VA-PowerPoint Clip Art Pictures & Drawing	MAXTEK	1	2	0	2
Viability Training & the GLA Toolkit	MEMBER	1	0	19	19
Business Brains Workout	PEOPLE	1	6	0	6
Delivering Change Live Action	PEOPLE	1	5	0	5
Delivering Change Workout	PEOPLE	2	16	1	17
Direct Workout Pro	PEOPLE	1	7	1	8
Energise Workout Pro	PEOPLE	1	5	0	5
Execute Workout Pro	PEOPLE	1	7	0	7
Innovate Workout Pro	PEOPLE	1	6	0	6
Make it happen workout	PEOPLE	2	17	0	17
Mentor & Mentee Workshop	PEOPLE	1	1	0	1
Relate Workout Pro	PEOPLE	1	3	0	3
Thrive Workout Pro	PEOPLE	1	16	0	16
Legal Update - CHC and The Care Act	S	1	25	3	28
Liquid Logic Safeguarding Processes	SADULT	2	15	2	17

MCA Capacity Asses/Best Interest Decision	SADULT	1	8	0	8
Role of the Enquiries Officer Workshop	SADULT	2	15	0	15
Safeguarding Adults Multi Agency Level 2&3	SADULT	6	70	24	94
Self Neglect - Best Practice Workshop	SADULT	1	11	0	11
Total		204	1185	149	1334

Organisational Development From 1st April 2015 to 31st March 2016

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 Recor ded
Care Act Managers Strength Based Practices	ADLSOC	9	1	8	0	0	9	1	8	0	0	0	0	1	0	0	2	4	2	0	0	0
Deprivation of Liberty Safeguards Refresher	ADLSOC	30	4	13	13	4	26	8	22	0	0	0	2	0	1	2	6	1	4	1	0	13
DOLS BIA Refresher Training	ADLSOC	22	4	12	6	2	20	2	20	0	0	0	2	1	0	3	5	3	2	0	0	6
Foundation Moving &Handling for OTs	ADLSOC	6	0	5	1	0	6	1	5	0	0	1	1	0	0	0	0	2	0	1	0	1
Mental Capacity & DOLS Basic Awareness	ADLSOC	63	15	36	12	1	62	10	53	0	0	6	5	4	7	7	12	6	5	1	1	9
Rehabilitation Asst. Moving & Handling	ADLSOC	13	1	12	0	0	13	0	13	0	0	2	0	0	0	2	3	4	2	0	0	0
Strength-based Practice and Leadership	ADLSOC	15	1	11	3	0	15	3	12	0	0	0	0	2	0	2	5	3	1	0	0	2
Supervision Ref Training Day 2 Full Day	ADLSOC	5	0	2	3	0	5	1	4	0	0	0	1	0	0	0	0	1	0	0	0	3
Supervision Refresher - Day 1 Full Day	ADLSOC	5	0	2	3	0	5	1	4	0	0	0	1	0	0	0	0	1	0	0	0	3
SupervisionSkills -New &Aspiring Seniors	ADLSOC	7	3	3	1	1	6	0	7	0	0	0	1	0	0	3	2	1	0	0	0	0
The Eligibility & Assessment Journey	ADLSOC	142	24	100	18	1	141	20	122	0	1	7	6	10	13	20	31	22	14	4	1	13
Update Moving & Handling Training for OTs	ADLSOC	7	1	4	2	0	7	0	7	0	0	0	0	0	1	1	1	0	2	0	0	2
Family and Friends Placements	CYPS	10	4	4	2	0	10	0	10	0	0	1	0	2	0	1	3	1	0	0	0	2
Strengths Based Social Work Practice	CYPS	17	4	9	4	1	16	7	10	0	0	3	4	1	0	2	1	1	1	0	0	4
Defibrillator Training	HEALTH	9	0	9	0	1	8	2	7	0	0	0	0	1	0	1	2	3	2	0	0	0
Fire Marshal Briefing	HEALTH	47	8	36	3	2	45	8	39	1	4	2	4	2	6	5	5	11	3	2	0	2
Managing conflict workshop	HEALTH	18	2	12	4	0	18	12	6	0	2	3	1	0	2	1	1	5	1	0	0	2
Work at height awareness/Ladder safety	HEALTH	2	0	2	0	0	2	1	1	0	0	0	0	1	0	0	1	0	0	0	0	0
Corporate Induction	INDUCT	74	21	50	3	2	72	18	56	5	8	12	7	10	8	12	7	3	1	0	0	1
Emailagic	MAXTEK	24	5	17	2	0	24	3	21	0	2	2	2	2	2	2	4	5	2	0	0	1
Introduction to the Virtual Academy	MAXTEK	3	0	3	0	0	3	0	3	0	0	0	0	0	0	1	1	1	0	0	0	0
Liquid Logic - Basic Demographics	MAXTEK	61	15	19	27	1	60	12	49	0	3	6	5	8	3	3	5	3	1	0	0	24
Liquid Logic - Child In Need (CIN)	MAXTEK	16	1	2	13	1	15	8	8	0	0	1	0	2	0	1	0	0	1	0	0	11
Liquid Logic - Child Looked After (LAC)	MAXTEK	11	0	4	7	0	11	4	7	0	0	2	2	1	0	0	0	0	0	0	0	6
Liquid Logic - Child Protection (CP)	MAXTEK	18	3	1	14	1	17	6	12	0	0	1	1	2	0	0	2	0	0	0	0	12
Live Meeting - Apprentices	MAXTEK	10	0	8	2	1	9	2	8	8	2	0	0	0	0	0	0	0	0	0	0	0
MS ONENOTE	MAXTEK	2	0	2	0	0	2	1	1	0	0	0	0	0	0	0	0	0	2	0	0	0
VA - Excel - Formatting Data	MAXTEK	12	2	9	1	1	11	0	12	0	1	0	0	0	1	3	2	1	2	1	0	1
VA - Excel - IF Functions	MAXTEK	22	2	18	2	1	21	3	19	0	3	3	3	1	3	2	1	3	1	0	0	2
VA - Excel - Introduction to Functions	MAXTEK	21	2	15	4	1	20	1	20	0	2	1	3	1	1	2	2	5	1	0	0	3
VA - Excel - Linking Formulas	MAXTEK	18	3	13	2	0	18	0	18	0	2	0	2	2	3	2	2	2	2	0	0	1
VA - Excel - Lookup Formulas	MAXTEK	12	1	11	0	0	12	1	11	0	1	0	2	0	2	2	2	2	1	0	0	0
VA - Excel - Printing	MAXTEK	2	0	2	0	0	2	0	2	0	0	0	0	0	0	0	0	1	1	0	0	0
VA - Excel - Simple Calculations	MAXTEK	8	2	5	1	0	8	1	7	1	0	0	0	0	1	0	3	2	0	0	0	1
VA - Excel - Sorting & Filtering	MAXTEK	10	1	8	1	0	10	2	8	0	1	0	0	1	0	1	1	3	2	0	0	0
VA - Excel-Introduction to Pivot Tables	MAXTEK	19	1	17	1	0	19	2	17	0	1	3	1	1	1	2	3	7	0	0	0	0
VA - Excel Subtotals	MAXTEK	2	0	2	0	0	2	0	2	0	0	1	0	1	0	0	0	0	0	0	0	0
VA - Excel-Absolute & Relative Formulas	MAXTEK	22	3	16	3	1	21	2	20	0	1	1	3	3	2	3	1	3	1	1	0	3
VA - Live meeting	MAXTEK	5	1	4	0	0	5	0	5	0	0	0	2	1	0	1	0	0	1	0	0	0
VA - Outlook Calendar	MAXTEK	1	0	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
VA - Outlook Rules & Notification	MAXTEK	13	1	12	0	0	13	2	11	0	1	0	4	1	1	2	2	2	0	0	0	0
VA - Outlook Speed E-mails	MAXTEK	9	0	9	0	0	9	1	8	2	0	0	2	0	1	2	1	1	0	0	0	0
VA - PowerPoint - Basics & Slide Layouts	MAXTEK	4	0	2	2	0	4	0	4	0	1	0	1	0	0	0	1	0	1	0	0	0
VA - PowerPoint - Custom Animation	MAXTEK	1	0	1	0	0	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0
VA - Powerpoint adding videos	MAXTEK	1	0	1	0	0	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0
VA - Structure Charts - Word/PowerPoint	MAXTEK	7	0	6	1	0	7	1	6	0	1	1	1	0	2	1	0	1	0	0	0	0
VA - Word - Automatic Table of Contents	MAXTEK	11	2	8	1	2	9	1	10	0	3	0	3	0	1	0	3	0	0	0	0	1
VA - Word - Forms	MAXTEK	8	2	6	0	0	8	0	8	0	1	2	2	0	0	3	0	0	0	0	0	0
VA - Word - Long Documents	MAXTEK	3	1	2	0	0	3	0	3	0	1	1	0	0	0	1	0	0	0	0	0	0
VA - Word - Page Numbering	MAXTEK	6	1	3	2	0	6	1	5	0	1	1	1	0	0	0	0	1	0	0	0	2
VA - Word - Paragraph Numbering	MAXTEK	9	1	7	1	0	9	2	7	0	2	1	1	1	0	0	0	3	0	0	0	1
VA - Word - Quick parts and AutoText	MAXTEK	5	0	4	1	0	5	0	5	0	0	1	0	0	0	1	0	2	0	0	0	1
VA - Word - Reviewing & Tracking	MAXTEK	7	0	7	0	0	7	0	7	0	1	0	2	0	0	1	1	2	0	0	0	0
VA - Word - Styles	MAXTEK	9	0	9	0	2	7	1	8	0	2	0	2	1	1	0	3	0	0	0	0	0
VA - Word - Tables	MAXTEK	6	0	6	0	0	6	1	5	0	0	1	1	0	0	2	0	1	1	0	0	0
VA - Word / Excel - Mail Merge	MAXTEK	14	0	13	1	1	13	0	14	1	2	2	0	1	0	2	1	3	2	0	0	0
VA - Word/Outlook/Excel-Mail Merge Email	MAXTEK	17	0	15	2	0	17	2	15	0	2	2	2	3	1	2	2	3	0	0	0	0
VA -Email Logic How to get best of emails	MAXTEK	2	0	2	0	0	2	0	2	0	0	0	0	1	0	0	1	0	0	0	0	0
VA Word-Mail Merge Document labels & email	MAXTEK	13	2	10	1	0	13	1	12	2	3	1	1	0	1	2	1	1	0	0	0	1
VA-Automating Tedious Tasks using Macros	MAXTEK	5	0	5	0	1	4	0	5	0	0	1	2	0	0	1	1	0	0	0	0	0
VA-PowerPoint Clip Art Pictures & Drawing	MAXTEK	2	0	2	0	0	2	0	2	0	0	0	0	0	0	2	0	0	0	0	0	0
Viability Training & the GLA Toolkit	MEMBER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Business Brains Workout	PEOPLE	6	0	6	0	0	6	2	4	0	0	2	0	0	1	0	0	1	2	0	0	0
Delivering Change Live Action	PEOPLE	5	1	4	0	0	5	0	5	0	0	1	0	1	1	0	1	1	0	0	0	0
Delivering Change Workout	PEOPLE	16	1	12	3	0	16	5	11	0	3	5	1	1	1	0	2	2	1	0	0	0
Direct Workout Pro	PEOPLE	7	1	6	0	0	7	2	5	0	0	0	2	0	0	1	2	2	0	0	0	0
Energise Workout Pro	PEOPLE	5	0	5	0	0	5	0	5	0	1	0	0	1	1	0	0	1	0	1	0	0
Execute Workout Pro	PEOPLE	7	0	7	0	0	7	0	7	0	1	0	1	0	0	1	3	0	1	0	0	0
Innovate Workout Pro	PEOPLE	6	1	4	1	0	6	2	4	0	0	1	0	1	1	1	0	2	0	0	0	0
Make it happen workout	PEOPLE	17	3	9	5	0	17	3	14	0	4	2	3	2	1	1	1	2	1	0	0	0
Mentor & Mentee Workshop	PEOPLE	1	1	0	0	0	1	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0
Relate Workout Pro	PEOPLE	3	0	3	0	0	3	2	1	0	0	0	0	0	0	0	2	1	0	0	0	0
Thrive Workout Pro	PEOPLE	16	2	14	0	1	15	2	14	0	1	1	2	1	2	1	3	3	2	0	0	0
Legal Update - CHC and The Care Act	S	25	3	17	5	1	24	4	21	0	0	0	0	0	1	3	9	5	3	0	0	4
Liquid Logic Safeguarding Processes	SADULT	15	4	4	7	0	15	5	10	0	0	0	1	0	1	3	1	1	1	0	0	7

MCA Capacity Asses/Best Interest Decision	SADULT	8	5	1	2	0	8	3	5	0	1	3	1	0	1	1	1	0	0	0	0	0
Role of the Enquiries Officer Workshop	SADULT	15	3	4	8	0	15	2	13	0	0	2	2	1	0	1	1	1	0	0	0	7
Safeguarding Adults Multi Agency Level 2&3	SADULT	70	16	44	10	2	68	8	62	0	1	4	4	7	8	9	14	10	7	0	0	6
Self Neglect - Best Practice Workshop	SADULT	11	3	4	4	0	11	2	9	0	0	2	2	0	1	0	2	1	0	0	0	3
Total		1185	189	781	215	33	1152	199	986	20	67	95	106	84	86	131	175	165	80	12	2	162

Course Name		Hetrosexual	Non-Hetrosexual	Information Not Obtained	Christian	Non-Christian	None	Information Not Obtained
Care Act Managers Strength Based Practices	ADLSOC	4	0	5	2	3	1	3
Deprivation of Liberty Safeguards Refresher	ADLSOC	9	2	19	11	0	1	18
DOLS BIA Refresher Training	ADLSOC	9	1	12	9	1	2	10
Foundation Moving &Handling for OTs	ADLSOC	3	0	3	2	1	1	2
Mental Capacity & DOLS Basic Awareness	ADLSOC	35	3	25	21	5	13	24
Rehabilitation Asst. Moving & Handling	ADLSOC	8	0	5	5	0	3	5
Strength-based Practice and Leadership	ADLSOC	7	1	7	5	2	1	7
Supervision Ref Training Day 2 Full Day	ADLSOC	2	0	3	0	0	2	3
Supervision Refresher - Day 1 Full Day	ADLSOC	2	0	3	0	0	2	3
SupervisionSkills -New &Aspiring Seniors	ADLSOC	4	0	3	5	0	0	2
The Eligibility & Assessment Journey	ADLSOC	72	3	67	52	10	32	48
Update Moving & Handling Training for OTs	ADLSOC	1	0	6	1	0	0	6
Family and Friends Placements	CYPS	8	0	2	4	1	3	2
Strengths Based Social Work Practice	CYPS	11	0	6	8	2	3	4
Defibrillator Training	HEALTH	7	0	2	8	0	0	1
Fire Marshal Briefing	HEALTH	28	0	19	24	4	7	12
Managing conflict workshop	HEALTH	11	0	7	7	0	5	6
Work at height awareness/Ladder safety	HEALTH	0	0	2	1	0	1	0
Corporate Induction	INDUCT	65	1	8	41	5	26	2
Emailogic	MAXTEK	16	0	8	11	2	5	6
Introduction to the Virtual Academy	MAXTEK	1	0	2	1	0	0	2
Liquid Logic - Basic Demographics	MAXTEK	33	0	28	17	4	12	28
Liquid Logic - Child In Need (CIN)	MAXTEK	3	0	13	1	1	0	14
Liquid Logic - Child Looked After (LAC)	MAXTEK	3	0	8	2	0	1	8
Liquid Logic - Child Protection (CP)	MAXTEK	4	0	14	2	2	0	14
Live Meeting - Apprentices	MAXTEK	7	0	3	2	0	6	2
MS ONENOTE	MAXTEK	1	0	1	1	0	0	1
VA - Excel - Formatting Data	MAXTEK	5	0	7	3	3	2	4
VA - Excel - IF Functions	MAXTEK	15	1	6	4	1	13	4
VA - Excel - Introduction to Functions	MAXTEK	13	0	8	7	1	8	5
VA - Excel - Linking Formulas	MAXTEK	8	1	9	8	1	5	4
VA - Excel - Lookup Formulas	MAXTEK	7	0	5	6	0	4	2
VA - Excel - Printing	MAXTEK	2	0	0	1	1	0	0
VA - Excel - Simple Calculations	MAXTEK	5	0	3	4	1	1	2
VA - Excel - Sorting & Filtering	MAXTEK	6	0	4	5	1	2	2
VA - Excel- Introduction to Pivot Tables	MAXTEK	9	1	9	7	2	8	2
VA - Excel Subtotals	MAXTEK	2	0	0	1	0	1	0
VA - Excel-Absolute & Relative Formulas	MAXTEK	14	0	8	5	4	7	6
VA - Live meeting	MAXTEK	3	0	2	3	0	1	1
VA - Outlook Calendar	MAXTEK	1	0	0	0	1	0	0
VA - Outlook Rules & Notification	MAXTEK	6	0	7	5	1	4	3
VA - Outlook Speed E-mails	MAXTEK	7	0	2	4	0	4	1
VA - PowerPoint - Basics & Slide Layouts	MAXTEK	1	0	3	0	0	1	3
VA - PowerPoint - Custom Animation	MAXTEK	1	0	0	1	0	0	0
VA - Powerpoint adding videos	MAXTEK	1	0	0	1	0	0	0
VA - Structure Charts - Word/PowerPoint	MAXTEK	5	0	2	2	0	4	1
VA - Word - Automatic Table of Contents	MAXTEK	6	1	4	3	1	5	2
VA - Word - Forms	MAXTEK	6	1	1	1	1	5	1
VA - Word - Long Documents	MAXTEK	3	0	0	0	1	2	0
VA - Word - Page Numbering	MAXTEK	3	0	3	0	1	2	3
VA - Word - Paragraph Numbering	MAXTEK	6	0	3	3	1	3	2
VA - Word - Quick parts and AutoText	MAXTEK	3	0	2	1	1	2	1
VA - Word - Reviewing & Tracking	MAXTEK	3	0	4	3	0	3	1
VA - Word - Styles	MAXTEK	4	1	4	3	0	4	2
VA - Word - Tables	MAXTEK	5	0	1	3	0	3	0
VA - Word / Excel - Mail Merge	MAXTEK	10	0	4	9	0	3	2
VA - Word/Outlook/Excel-Mail Merge Email	MAXTEK	12	0	5	10	0	3	4
VA -Email Logic How to get best of emails	MAXTEK	2	0	0	1	0	1	0
VA Word-Mail Merge Document labels & email	MAXTEK	7	0	6	2	1	7	3
VA-Automating Tedious Tasks using Macros	MAXTEK	3	1	1	0	1	3	1
VA-PowerPoint Clip Art Pictures & Drawing	MAXTEK	1	0	1	2	0	0	0
Viability Training & the GLA Toolkit	MEMBER	0	0	0	0	0	0	0
Business Brains Workout	PEOPLE	4	1	1	2	0	2	2
Delivering Change Live Action	PEOPLE	3	1	1	3	0	2	0
Delivering Change Workout	PEOPLE	8	2	6	6	0	6	4
Direct Workout Pro	PEOPLE	4	1	2	2	0	4	1
Energise Workout Pro	PEOPLE	4	0	1	1	0	3	1
Execute Workout Pro	PEOPLE	4	0	3	3	2	2	0
Innovate Workout Pro	PEOPLE	3	1	2	0	0	3	3
Make it happen workout	PEOPLE	9	0	8	4	2	4	7
Mentor & Mentee Workshop	PEOPLE	1	0	0	1	0	0	0
Relate Workout Pro	PEOPLE	2	0	1	1	0	2	0
Thrive Workout Pro	PEOPLE	10	1	5	10	1	3	2
Legal Update - CHC and The Care Act	S	8	1	16	7	5	1	12
Liquid Logic Safeguarding Processes	SADULT	2	0	13	2	3	0	10
MCA Capacity Asses/Best Interest Decision	SADULT	6	0	2	4	0	2	2
Role of the Enquiries Officer Workshop	SADULT	5	0	10	2	1	3	9
Safeguarding Adults Multi Agency Level 2&3	SADULT	40	4	26	30	7	9	24
Self Neglect - Best Practice Workshop	SADULT	3	0	8	2	1	1	7
Total		655	30	500	431	90	285	379

Course Attendance by Management Grouping (Internal Candidates Only)

Course Name		CD	AS	CS	RCCS	FIN
Care Act Managers Strength Based Practices	ADLSOC	0	9	0	0	0
Deprivation of Liberty Safeguards Refresher	ADLSOC	0	30	0	0	0
DOLS BIA Refresher Training	ADLSOC	0	22	0	0	0
Foundation Moving & Handling for OTs	ADLSOC	0	6	0	0	0
Mental Capacity & DOLS Basic Awareness	ADLSOC	0	62	0	1	0
Rehabilitation Asst Moving & Handling	ADLSOC	0	13	0	0	0
Strength-based Practice and Leadership	ADLSOC	0	15	0	0	0
Supervision Ref Training Day 2 Full Day	ADLSOC	0	5	0	0	0
Supervision Refresher - Day 1 Full Day	ADLSOC	0	5	0	0	0
SupervisionSkills - New & Aspiring Seniors	ADLSOC	0	7	0	0	0
The Eligibility & Assessment Journey	ADLSOC	0	134	0	7	1
Update Moving & Handling Training for OTs	ADLSOC	0	7	0	0	0
Family and Friends Placements	CYPS	0	0	10	0	0
Strengths Based Social Work Practice	CYPS	0	0	17	0	0
Defibrillator Training	HEALTH	3	0	0	5	1
Fire Marshal Briefing	HEALTH	6	0	2	36	3
Managing conflict workshop	HEALTH	1	0	0	17	0
Work at height awareness/Ladder safety	HEALTH	0	0	0	2	0
Corporate Induction	INDUCT	6	18	23	26	1
Emaillogic	MAXTEK	5	2	4	12	1
Introduction to the Virtual Academy	MAXTEK	0	1	1	1	0
Liquid Logic - Basic Demographics	MAXTEK	1	0	56	4	0
Liquid Logic - Child In Need (CIN)	MAXTEK	0	0	16	0	0
Liquid Logic - Child Looked After (LAC)	MAXTEK	0	0	11	0	0
Liquid Logic - Child Protection (CP)	MAXTEK	0	0	18	0	0
Live Meeting - Apprentices	MAXTEK	0	1	1	7	1
MS ONENOTE	MAXTEK	0	0	0	2	0
VA - Excel - Formatting Data	MAXTEK	0	1	0	11	0
VA - Excel - IF Functions	MAXTEK	0	1	1	17	3
VA - Excel - Introduction to Functions	MAXTEK	0	1	3	15	2
VA - Excel - Linking Formulas	MAXTEK	0	0	1	16	1
VA - Excel - Lookup Formulas	MAXTEK	1	1	1	8	1
VA - Excel - Printing	MAXTEK	0	0	0	2	0
VA - Excel - Simple Calculations	MAXTEK	1	0	3	4	0
VA - Excel - Sorting & Filtering	MAXTEK	0	0	0	6	4
VA - Excel- Introduction to Pivot Tables	MAXTEK	3	3	0	12	1
VA - Excel Subtotals	MAXTEK	1	0	0	1	0
VA - Excel-Absolute & Relative Formulas	MAXTEK	1	0	1	18	2
VA - Live meeting	MAXTEK	0	0	1	2	2
VA - Outlook Calendar	MAXTEK	0	0	0	1	0
VA - Outlook Rules & Notification	MAXTEK	3	2	0	8	0
VA - Outlook Speed E-mails	MAXTEK	6	0	0	3	0
VA - PowerPoint - Basics & Slide Layouts	MAXTEK	0	1	1	2	0
VA - PowerPoint - Custom Animation	MAXTEK	0	0	1	0	0
VA - Powerpoint adding videos	MAXTEK	0	0	1	0	0
VA - Structure Charts - Word/PowerPoint	MAXTEK	1	1	0	5	0
VA - Word - Automatic Table of Contents	MAXTEK	1	0	0	10	0
VA - Word - Forms	MAXTEK	0	0	1	7	0
VA - Word - Long Documents	MAXTEK	0	0	0	3	0
VA - Word - Page Numbering	MAXTEK	0	0	1	5	0
VA - Word - Paragraph Numbering	MAXTEK	2	0	0	7	0
VA - Word - Quick parts and AutoText	MAXTEK	0	0	0	5	0
VA - Word - Reviewing & Tracking	MAXTEK	0	0	1	6	0
VA - Word - Styles	MAXTEK	1	0	1	7	0
VA - Word - Tables	MAXTEK	0	0	0	6	0
VA - Word / Excel - Mail Merge	MAXTEK	5	1	1	6	1
VA - Word/Outlook/Excel-Mail Merge Email	MAXTEK	7	0	2	6	2
VA -Email Logic How to get best of emails	MAXTEK	0	0	1	0	1
VA Word-Mail Merge Document labels & email	MAXTEK	3	2	0	8	0
VA-Automating Tedious Tasks using Macros	MAXTEK	0	1	0	4	0
VA-PowerPoint Clip Art Pictures & Drawing	MAXTEK	0	0	1	1	0
Viability Training & the GLA Toolkit	MEMBER	0	0	0	0	0
Business Brains Workout	PEOPLE	0	0	1	5	0
Delivering Change Live Action	PEOPLE	1	0	1	2	1
Delivering Change Workout	PEOPLE	3	0	2	7	4
Direct Workout Pro	PEOPLE	0	0	0	5	2
Energise Workout Pro	PEOPLE	0	0	1	4	0
Execute Workout Pro	PEOPLE	1	2	0	4	0
Innovate Workout Pro	PEOPLE	2	0	0	2	2
Make it happen workout	PEOPLE	3	0	5	6	3
Mentor & Mentee Workshop	PEOPLE	0	0	1	0	0
Relate Workout Pro	PEOPLE	1	0	0	1	1
Thrive Workout Pro	PEOPLE	4	0	6	4	2
Legal Update - CHC and The Care Act	S	1	24	0	0	0
Liquid Logic Safeguarding Processes	SADULT	0	13	0	2	0
MCA Capacity Assses/Best Interest Decision	SADULT	0	8	0	0	0
Role of the Enquiries Officer Workshop	SADULT	0	15	0	0	0
Safeguarding Adults Multi Agency Level 2&3	SADULT	0	69	0	1	0
Self Neglect - Best Practice Workshop	SADULT	0	11	0	0	0
Total		74	494	199	375	43

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
RCCS	Regeneration, Community & Customer Services
FIN	Finance
LC	The Learning Centre (Adult Education)
DSS	Schools

Commentary	ANNEX 3
------------	---------

The Council undertook a review during 2015/16 of its Strategy 2018 Blueprint which involved a restructuring of the Chief Executives and Finance Management Groups. The review included further changes at senior management level within the two management groups and resulted in the reduction from four Deputy Directors to two Deputy Directors with the Deputy Director for Corporate Policy & Communications and the Deputy Director for Commissioning, Procurement & Exchequer being deleted. At a later date the Deputy Director of Finance was also deleted.

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 a high percentage of the workforce. The overall number of posts at a Senior Level reduced from 68 in 2014/15 to 56 in 2015/16, however, there was a small increase in the number of female postholders since 2014/15.

The number of disabled applicants remained the same this year whilst the number of BME applicants reduced this year. The Council continues to review its advertising media to ensure it reaches all sectors of the community. Council vacancies generally are placed on the Council's website and other online options are considered when reviewing where to place adverts aimed at reaching the widest possible audience.

Staff turnover has increased slightly by 1% which is not considered to be significant. The number of BME leavers has remained the same as in 2014/15. Low turnover limits the opportunities to improve the equalities profile of the workforce, particularly at a senior level. The Council takes turnover seriously especially where it is less than 2 years. Our Exit Survey aims to explore what was good whilst working at the Council as well as what was bad. We aim to reflect on people's experiences and put things right where we can.

The Council's employment management procedures are applied with adjustments made as appropriate. Every effort is made to retain disabled employees through adjustments to working arrangements or redeployment. The Council continues to perform well with a small number of days lost to sickness.