



EMPLOYMENT MONITORING REPORT

April 2014 - March 2015

Introduction

This report provides information and comments on the monitoring of the Council's employment processes for the year 1 April 2014 to 31 March 2015. 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 2015

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	161	3%	177	4%	381	8%	834	17%	89	2%	635	13%	2725	54%	5002

Bexley Borough (economically active) Census 2011	110,680
--	---------

Full-Time Equivalent (FTE)

	CD	AS	CS	RCCS	FIN	TLC	DSS
Permanent Staff	144.06	155.04	317.41	692.80	78.21	53.44	161.138

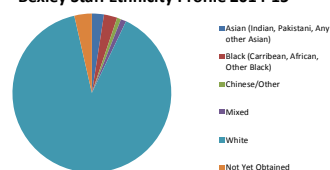
Bexley 2012-13	Bexley 2013-14	Bexley 2014-15	Bexley Borough (economically active) Census 2011
9227/52	9227/52	9556/14	Not Available

Ethnicity

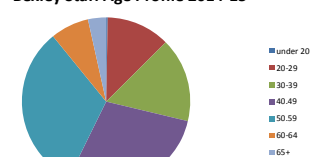
	CD	AS	CS	RCCS	FIN	TLC	DSS
Asian (Indian, Pakistani, Any other Asian)	1.88%	3.39%	2.36%	2.52%	3.37%	3.15%	2.17%
Black (Caribbean, African, Other Black)	2.50%	10.73%	6.40%	2.76%	2.25%	1.10%	1.72%
Chinese/Other	3.76%	3.38%	3.15%	2.40%	1.12%	1.89%	0.81%
Mixed	1.25%	1.13%	3.15%	1.20%	1.12%	1.10%	0.77%
White	86.88%	78.52%	76.28%	87.17%	89.89%	85.98%	92.18%
Not Yet Obtained	3.75%	2.82%	6.56%	3.96%	2.35%	6.77%	2.35%

Bexley 2012-13	Bexley 2013-14	Bexley 2014-15	Bexley Borough (economically active) Census 2011
2.37%	2.49%	2.42%	6.84%
2.19%	2.75%	2.69%	7.83%
0.75%	1.30%	0.82%	0.76%
1.26%	1.39%	1.10%	1.56%
96.31%	89.24%	88.66%	83.02%
2.79%	3.01%	3.56%	0.00%

Bexley Staff Ethnicity Profile 2014-15



Bexley Staff Age Profile 2014-15



Age Profile

	CD	AS	CS	RCCS	FIN	TLC	DSS
under 20	0.00%	0.58%	0.52%	0.72%	0.00%	0.00%	0.28%
20-29	11.26%	6.21%	10.23%	14.14%	0.00%	1.89%	14.59%
30-39	19.38%	15.35%	20.48%	16.30%	0.00%	6.62%	17.90%
40-49	30.63%	29.84%	21.36%	20.50%	0.00%	27.45%	32.56%
50-59	29.38%	35.59%	34.65%	35.38%	0.00%	37.64%	28.26%
60-64	6.88%	9.04%	10.50%	9.63%	0.00%	21.73%	4.88%
65+	2.50%	3.38%	2.36%	3.15%	0.00%	4.72%	1.52%

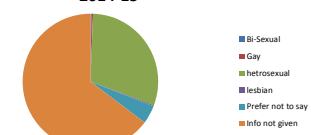
Bexley 2012-13	Bexley 2013-14	Bexley 2014-15	Bexley Borough Working Age Census 2011
12.23%	12.36%	12.22%	15.90%
16.45%	16.63%	16.22%	22.00%
30.53%	30.02%	28.53%	18.80%
30.02%	30.95%	31.86%	17.00%
7.38%	7.10%	7.42%	6.60%
2.65%	2.56%	3.44%	1.50%

Sexual Orientation

	CD	AS	CS	RCCS	FIN	TLC	DSS
Bi-Sexual	0.00%	0.00%	0.00%	0.48%	0.00%	0.47%	0.18%
Gay	0.63%	2.58%	0.52%	0.72%	2.25%	0.47%	0.04%
Heterosexual	65.00%	55.37%	57.48%	49.76%	51.69%	33.70%	15.00%
Lesbian	0.63%	0.56%	1.05%	0.36%	0.00%	0.00%	0.00%
Prefer not to say	4.38%	5.69%	3.41%	5.88%	3.37%	2.38%	4.55%
Info not given	29.38%	36.16%	37.54%	42.61%	42.70%	62.99%	80.18%

Bexley 2012-13	Bexley 2013-14	Bexley 2014-15	Bexley Borough (economically active) Census 2011
0.12%	0.17%	0.24%	Not Available
0.20%	0.52%	0.38%	Not Available
25.37%	27.36%	30.11%	Not Available
0.22%	0.27%	0.18%	Not Available
4.73%	4.68%	4.42%	Not Available
69.35%	67.25%	64.67%	Not Available

Bexley Staff Sexual Orient. Profile 2014-15

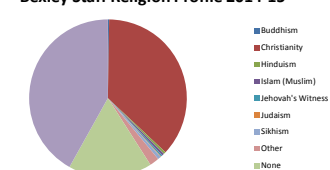


Religion

	CD	AS	CS	RCCS	FIN	TLC	DSS
Buddhism	0.00%	0.00%	1.05%	0.12%	0.00%	0.79%	0.04%
Christianity	45.00%	40.11%	51.73%	49.40%	53.95%	36.54%	29.56%
Hinduism	0.63%	1.69%	0.52%	0.48%	1.12%	0.79%	0.39%
Islam (Muslim)	0.63%	0.58%	1.05%	0.24%	3.37%	0.94%	0.18%
Jehovah's Witness	0.00%	0.00%	0.79%	0.84%	1.12%	0.63%	0.04%
Judaism	0.00%	0.00%	0.00%	0.00%	0.00%	0.47%	0.11%
Sikhism	1.25%	1.69%	0.79%	1.44%	0.00%	0.63%	0.37%
Other	2.75%	4.56%	2.89%	5.60%	2.25%	0.79%	1.28%
None	33.13%	22.69%	21.28%	23.88%	21.39%	15.73%	13.47%
Info not given	15.63%	28.83%	19.69%	20.92%	16.85%	42.69%	54.61%

Bexley 2012-13	Bexley 2013-14	Bexley 2014-15	Bexley Borough (economically active) Census 2011
0.16%	0.17%	0.22%	Not Available
39.65%	36.01%	36.77%	Not Available
0.40%	0.50%	0.50%	Not Available
0.54%	0.45%	0.44%	Not Available
0.28%	0.35%	0.32%	Not Available
0.10%	0.09%	0.12%	Not Available
0.66%	0.76%	0.68%	Not Available
1.99%	2.01%	1.94%	Not Available
15.60%	16.05%	17.17%	Not Available
41.38%	42.04%	41.84%	Not Available

Bexley Staff Religion Profile 2014-15

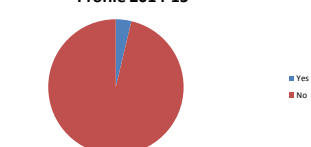


Disability/Incapacity as a % of Workforce

	CD	AS	CS	RCCS	FIN	TLC	DSS
Yes	5.00%	2.82%	5.51%	6.35%	10.11%	7.40%	1.61%
No	95.00%	97.18%	94.49%	93.65%	89.89%	92.60%	98.39%

Bexley 2012-13	Bexley 2013-14	Bexley 2014-15	Bexley Borough (economically active) Census 2011
3.87%	3.66%	3.74%	6.61%
96.13%	96.33%	96.26%	93.39%

Bexley Staff Disability/Incapacity Profile 2014-15

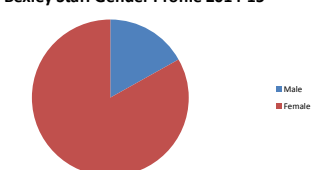


Gender as a % of Workforce

	CD	AS	CS	RCCS	FIN	TLC	DSS
Male	28.12%	15.25%	12.60%	33.93%	37.08%	21.57%	9.91%
Female	71.88%	84.75%	87.40%	66.07%	62.92%	78.43%	90.09%

Bexley 2012-13	Bexley 2013-14	Bexley 2014-15	Borough (economically active) Census 2011
16.33%	16.83%	16.87%	62.33%
83.67%	83.26%	83.13%	47.67%

Bexley Staff Gender Profile 2014-15



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

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.

Bexley 2012-13	Bexley 2013-14	Bexley 2014-15
57%	53%	56%
43%	47%	44%
4%	1%	5%
65%	75%	70%
35%	25%	29%
3%	2%	2%
34%	27%	28%
24%	23%	24%
23%	25%	24%
14%	12%	13%
1%	1%	1%
0%	0%	0%
0%	3%	5%
91%	93%	91%
3%	2%	2%
6%	5%	7%
57%	60%	52%
13%	8%	12%
91%	92%	92%

Besley 2012-13	Besley 2013-14	Besley 2014-15
61%	57%	60%
39%	43%	40%
4%	1%	1%
71%	76%	76%
29%	24%	24%
1%	2%	2%
29%	22%	19%
20%	25%	22%
30%	28%	28%
20%	17%	18%
1%	1%	3%
0%	0%	1%
0%	0%	0%
90%	93%	89%
4%	1%	2%
4%	6%	6%
50%	58%	52%
12%	10%	8%
29%	32%	40%

Bexley 2012-13	Bexley 2013-14	Bexley 2014-15
79%	59%	69%
21%	41%	31%
3%	1%	2%
71%	80%	79%
29%	20%	21%
2%	2%	3%
35%	21%	17%
20%	25%	21%
29%	22%	25%
12%	17%	20%
2%	2%	2%
0%	0%	0%
0%	0%	12%
83%	88%	89%
2%	2%	3%
14%	18%	8%
53%	53%	44%
9%	10%	8%
38%	30%	50%

Besky 2013	Besky 2013	Besky 2014	Besky 2014
13	14	15	
52%	87%	84%	
11%	10%	11%	
3%	3%	5%	
3%	4%	4%	
78%	85%	74%	
22%	18%	26%	
0%	0%	1%	
18%	17%	33%	
18%	18%	18%	
27%	21%	25%	
15%	21%	21%	
11%	12%	15%	
8%	9%	9%	
22%	22%	33%	
1%	9%	6%	
77%	77%	69%	
28%	31%	38%	
5%	3%	5%	
65%	65%	55%	
17%	16%	17%	
16%	14%	12%	
9%	9%	8%	
10%	13%	11%	
22%	22%	23%	
14%	14%	13%	
4%	8%	7%	
0%	0%	0%	

Leadership and Succession Planning as at 31st March 2015

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	%	RCCS	%	FIN	%	TOTAL	%
TOTAL	1	20%	1	20%	1	20%	1	20%	1	20%	5	100.00%
White	1	20%	1	20%	1	20%	1	20%	1	20%	5	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%	0	0%	1	50%	2	100.00%
Male	1	33%	1	33%	0	0%	1	33%	0	0%	3	100.00%
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	100.00%
Age 50-59	1	25%	1	25%	1	25%	1	25%	0	0%	4	100.00%
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	100%	0	0%	0	0%	1	100.00%
Non Heterosexual	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Sexual Orientation Not Given	1	25%	1	25%	0	0%	1	25%	1	25%	4	100.00%
Christian	0	0%	0	0%	1	100%	0	0%	0	0%	1	100.00%
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	100.00%

Bexley 2012 13	Bexley 2013 14	Bexley 2014 15
100.00%	100.00%	100.00%
0.00%	0.00%	0.00%
0.00%	0.00%	0.00%
0.00%	0.00%	40.00%
100.00%	100.00%	60.00%
0.00%	0.00%	0.00%
0.00%	0.00%	0.00%
0.00%	0.00%	0.00%
20.00%	20.00%	20.00%
60.00%	60.00%	80.00%
20.00%	20.00%	0.00%
0.00%	0.00%	0.00%
60.00%	60.00%	20.00%
0.00%	0.00%	0.00%
40.00%	40.00%	80.00%
0.00%	0.00%	20.00%
0.00%	0.00%	0.00%
100.00%	100.00%	80.00%

Deputy Directors	CD	%	AS	%	CS	%	RCCS	%	FIN	%	TOTAL	%
TOTAL	2	15%	0	0%	3	23%	6	46%	2	15%	13	100.00%
White	2	17%	0	0%	3	25%	6	50%	1	8%	12	100.00%
Ethnic Minority	0	0%	0	0%	0	0%	0	0%	1	100%	1	100.00%
Disability/Incapacity	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Female	1	17%	0	0%	3	50%	2	33%	0	0%	6	100.00%
Male	1	14%	0	0%	0	0%	4	57%	2	29%	7	100.00%
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%	2	100%	0	0%	2	100.00%
Age 50-59	2	18%	0	0%	3	27%	4	36%	2	18%	11	100.00%
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	1	9%	0	0%	3	27%	5	45%	2	18%	11	100.00%
Non Heterosexual	0	0%	0	0%	0	0%	0	0%	0	0%	0	0.00%
Sexual Orientation Not Given	1	50%	0	0%	0	0%	1	50%	0	0%	2	100.00%
Christian	0	0%	0	0%	3	33%	5	56%	1	11%	9	100.00%
Non-Christian	0	0%	0	0%	0	0%	0	0%	1	100%	1	100.00%
Religion Not Given	2	67%	0	0%	0	0%	1	33%	0	0%	3	100.00%

Bexley 2012 13	Bexley 2013 14	Bexley 2014 15
92.86%	92.86%	92.31%
7.14%	7.14%	7.69%
0.00%	0.00%	0.00%
42.86%	42.86%	46.14%
57.14%	57.14%	53.85%
0.00%	0.00%	0.00%
0.00%	0.00%	0.00%
0.00%	0.00%	0.00%
21.43%	21.43%	15.41%
71.43%	71.43%	84.59%
7.14%	7.14%	0.00%
0.00%	0.00%	0.00%
78.57%	78.57%	84.59%
0.00%	0.00%	0.00%
21.43%	21.43%	15.41%
64.29%	64.29%	69.21%
7.14%	7.14%	7.69%
28.57%	28.57%	23.10%

Heads of Service	CD	%	AS	%	CS	%	RCCS	%	FIN	%	TOTAL	%
TOTAL	9	18%	4	8%	8	16%	22	44%	7	14%	50	100.00%
White	7	16%	4	9%	6	14%	20	45%	7	16%	44	100.00%
Ethnic Minority	2	33%	0	0%	2	33%	2	33%	0	0%	6	100.00%
Disability/Incapacity	1	50%	0	0%	0	0%	1	50%	0	0%	2	100.00%
Female	6	23%	3	12%	7	27%	10	38%	0	0%	26	100.00%
Male	3	13%	1	4%	1	4%	12	50%	7	29%	24	100.00%
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	4	100%	0	0%	0	0%	0	0%	0	0%	4	100.00%
Age 40-49	0	0%	0	0%	3	33%	4	44%	2	22%	9	100.00%
Age 50-59	4	13%	4	13%	4	13%	14	45%	5	16%	31	100.00%
Age 60-64	1	20%	0	0%	1	20%	3	60%	0	0%	5	100.00%
Age 65+	0	0%	0	0%	0	0%	1	6%	0	0%	1	0.00%
Heterosexual	7	21%	2	6%	5	15%	14	41%	6	18%	34	100.00%
Non Heterosexual	0	0%	0	0%	1	50%	0	0%	1	50%	2	100.00%
Sexual Orientation Not Given	2	14%	2	14%	2	14%	8	57%	0	0%	14	100.00%
Christian	4	17%	0	0%	3	13%	12	50%	5	21%	24	100.00%
Non-Christian	1	33%	2	67%	0	0%	0	0%	0	0%	3	100.00%
Religion Not Given	4	17%	2	9%	5	22%	10	43%	2	9%	23	100.00%

Bexley 2012 13	Bexley 2013 14	Bexley 2014 15
93.60%	95.74%	88.00%
6.40%	4.26%	12.00%
2.10%	2.13%	4.00%
44.70%	48.94%	52.00%
55.30%	51.06%	48.00%
0.00%	0.00%	0.00%
0.00%	0.00%	0.00%
6.38%	6.38%	8.00%
19.15%	10.64%	18.00%
63.83%	68.09%	52.00%
10.64%	14.89%	10.00%
0.00%	0.00%	2.00%
70.21%	74.47%	68.00%
2.13%	6.38%	4.00%
23.40%	19.15%	28.00%
57.45%	57.45%	48.00%
6.38%	4.26%	6.00%
36.17%	38.30%	46.00%

Employment Relations

From 1st April 2014 to 31st March 2015

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	%	FN	%	TOTAL	%
TOTAL	10	6%	18	10%	30	22%	87	6%	5	3%	140	100%
White	7	6%	14	10%	26	22%	81	6%	4	3%	132	86%
Ethnic Minority	3	29%	0	0%	3	25%	7	54%	0	0%	13	8%
Information Not Observed	0	0%	2	10%	2	33%	2	33%	0	0%	6	4%
Disability/Incapacity	0	0%	0	0%	0	25%	7	58%	2	17%	12	8%
Female	8	6%	13	10%	26	22%	81	6%	4	3%	132	86%
Male	2	0%	5	4%	4	18%	19	68%	1	4%	28	18%
Age - under 20	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Age 20-29	4	25%	4	17%	2	11%	8	44%	1	5%	19	12%
Age 30-39	2	13%	1	4%	1	4%	12	75%	0	0%	16	10%
Age 40-49	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Age 50-59	2	4%	0	0%	12	21%	32	57%	2	4%	56	35%
Age 60-64	0	0%	2	8%	10	38%	12	46%	2	8%	26	17%
Age 65+	0	0%	0	0%	1	25%	3	60%	0	0%	4	3%
Religious	10	14%	8	11%	16	22%	36	50%	2	3%	72	46%
Not Religious	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Religion Observed Not Given	0	0%	0	0%	18	22%	53	65%	3	4%	84	53%
Christian	3	4%	2	9%	21	27%	45	57%	3	4%	74	46%
Non-Christian	3	7%	0	0%	2	4%	39	67%	1	2%	45	28%
Religion Not Given/None	4	13%	6	28%	12	38%	8	19%	1	3%	31	21%

Disability/Capability/Approach/ET All Grievance	CD	%	AS	%	CS	%	RCCS	%	FN	%	TOTAL	%
TOTAL	1	6%	3	18%	8	47%	5	29%	0	0%	17	11%
White	0	0%	1	1%	4	50%	3	38%	0	0%	8	5%
Ethnic Minority	0	0%	2	25%	4	50%	2	25%	0	0%	8	5%
Information Not Observed	1	100%	0	0%	0	0%	0	0%	0	0%	1	1%
Disability/Incapacity	0	0%	0	0%	2	100%	0	0%	0	0%	2	1%
Female	1	6%	3	18%	8	50%	4	25%	0	0%	16	10%
Male	0	0%	0	0%	0	0%	1	100%	0	0%	1	1%
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%	0	0%	1	33%	2	67%	0	0%	3	2%
Age 40-49	1	50%	0	0%	1	50%	0	0%	0	0%	2	1%
Age 50-59	0	0%	0	0%	1	25%	1	25%	0	0%	2	1%
Age 60-64	0	0%	2	40%	2	40%	1	20%	0	0%	5	3%
Age 65+	0	0%	0	0%	1	100%	0	0%	0	0%	1	1%
Religious	1	9%	1	9%	5	45%	4	38%	0	0%	11	7%
Not Religious	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Religion Observed Not Given	0	0%	2	24%	2	24%	1	11%	0	0%	5	4%
Christian	1	9%	2	18%	5	45%	3	27%	0	0%	11	7%
Non-Christian	0	0%	0	0%	0	0%	1	33%	0	0%	1	1%
Religion Not Given/None	0	0%	1	33%	1	33%	1	33%	0	0%	3	2%

Sickness Absence

From 1st April 2014 to 31st March 2015

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

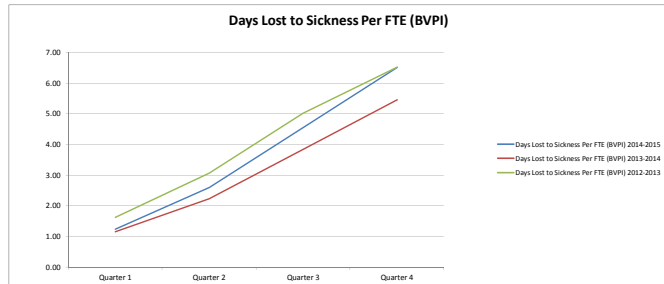
The following tables show the number of days lost to sickness absence due to over the year. The figures include schools and Adult Education.

Comment:

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

Quarter 1				Quarter 2 Cumulative				Quarter 3 Cumulative				Quarter 4 Cumulative			
Directorate	Absence Days	FTE as at 30/6/14	Number of Days Lost Per FTE	Absence Days	FTE as at 30/9/14	Number of Days Lost Per FTE		Absence Days	FTE as at 31/12/14	Number of Days Lost Per FTE		Absence Days	FTE as at 31/3/15	Number of Days Lost Per FTE	
Chief Executive															
Total	0.00	1.00	0.00	0.00	1.00	0.00		408.88	144.55	2.83		461.69	144.06	3.20	
Customer & Corporate Services															
Total	331.64	275.80	1.20	688.91	291.20	2.37		1002.47	174.67	5.74		888.03	158.05	5.62	
Education & Social Care															
Total	869.24	519.71	1.67	2262.80	525.72	4.30		2762.36	359.02	7.69		3244.55	317.40	10.22	
Environment & Wellbeing															
Total	386.47	413.45	0.93	873.19	413.49	2.11		2521.00	634.30	3.97		4172.63	692.81	6.02	
Finance & Resources															
Total	139.26	154.16	0.90	159.27	158.43	1.01		152.37	63.38	1.83		200.42	78.21	2.58	
Total MG's covered by Business Centre	1725.61	1364.12	1.26	3984.26	1389.84	2.87		6847.08	1395.92	4.91		8967.32	1390.53	6.46	
Adult Education															
Directorate Total	25.25	94.58	0.27	44.25	73.95	0.60		129.42	90.51	1.43		242.98	78.77	3.08	
Schools**															
Directorate Total	2200.38	1734.46	1.27	4184.30	1700.01	2.48		7687.61	1739.37	4.42		10893.19	1611.38	6.73	
Council Wide															
Excluding Schools	3951.24	3193.16	1.24	8212.78	3163.80	2.60		14664.11	3225.80	4.55		20093.49	3080.68	6.52	
	1759.86	1468.70	1.20	4028.46	1463.79	2.75		6976.50	1466.43	4.69		9210.30	1469.30	6.27	

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
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
Days Lost to Sickness Per FTE (BVPI) 2012-2013	1.63	3.07	5.02	6.53



Pay Grades as at 31 March 2016

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 and administrative and technical support staff graded Besley 1-5.

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

	Total Headcount	No. of Women	%	Total Number of Exe with Disability/ Inequality	%	White	%	Total Number of Exe with an Ethnic Origin	%	Asian (Indian, Pakistani, Any other Asian)	%	Black (Caribbean, African, Other Black)	%	Chinese	%	Mixed	%	USA (White, Black, Hispanic, Asian, Mixed)	%	Other	%	Not Yet Categorized	%	Buddhism	%	Christianity	%	Hinduism	%	Islam (Muslim)	%	Jehovah's Witness	%	Judaism	%	Sikhism	%	Other	%		
Adult Social Care																																									
Besley 1 to 9	169	89	52%	3	2%	79	72%	24	22%	4	4%	13	12%	1	1%	1	1%	0	0%	0	0%	3	3%	0	0%	44	46%	2	2%	1	1%	0	0%	0	0%	1	1%	0	0%		
Besley 10 to 15	59	54	92%	2	3%	49	84%	0	0%	2	3%	0	0%	0	0%	1	2%	0	0%	0	0%	1	2%	0	0%	30	49%	1	1%	0	0%	0	0%	0	0%	0	0%	1	2%	0	0%
Besley 16 to 19	7	5	71%	0	0%	5	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	14%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	2	2%
Besley 20 to 27	3	3	100%	0	0%	3	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	33%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	33%	1	100%
Discontinue Totals	177	130	85%	5	3%	139	78%	30	19%	6	3%	19	11%	1	1%	2	1%	5	3%	0	0%	5	3%	0	0%	75	49%	3	2%	1	1%	0	0%	0	0%	3	2%	0	0%		
Chief Executive's Directorate																																									
Besley 1 to 9	60	50	79%	4	6%	55	83%	6	9%	1	2%	1	2%	1	2%	1	2%	2	3%	0	0%	4	6%	0	0%	39	42%	1	2%	0	0%	0	0%	0	0%	0	0%	1	2%	1	2%
Besley 10 to 15	59	47	80%	3	5%	46	80%	0	0%	2	3%	2	3%	1	2%	0	0%	2	3%	0	0%	2	3%	0	0%	31	53%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	2%
Besley 16 to 19	36	16	45%	0	0%	36	100%	2	6%	0	0%	0	0%	0	0%	1	4%	0	0%	1	4%	0	0%	0	0%	10	38%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	100%
Besley 20 to 27	3	3	100%	1	33%	3	100%	0	0%	0	0%	1	33%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	3	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Discontinue Totals	160	119	72%	8	5%	150	87%	10	6%	3	2%	4	3%	2	1%	2	1%	3	2%	1	1%	6	4%	0	0%	72	45%	1	1%	1	1%	0	0%	0	0%	2	1%	0	0%		
Children's Services																																									
Besley 1 to 9	187	167	89%	9	5%	153	82%	24	13%	4	2%	12	6%	0	0%	4	2%	4	2%	0	0%	12	6%	1	1%	99	53%	0	0%	0	0%	0	0%	0	0%	2	1%	0	0%		
Besley 10 to 15	100	89	89%	0	0%	89	89%	23	23%	4	4%	14	14%	0	0%	5	5%	2	2%	0	0%	0	0%	0	0%	48	48%	2	2%	0	0%	2	2%	0	0%	0	0%	1	1%		
Besley 16 to 19	79	57	72%	0	0%	79	100%	14	18%	1	1%	6	8%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	42	53%	0	0%	1	1%	0	0%	0	0%	0	0%	0	0%		
Besley 20 to 27	15	12	80%	0	0%	14	93%	2	13%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	9	60%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%		
Discontinue Totals	381	333	87%	21	6%	291	76%	66	17%	8	2%	32	8%	0	0%	12	3%	12	3%	0	0%	25	7%	4	1%	169	52%	2	1%	4	1%	3	1%	0	0%	3	1%	11	31%		
Discontinuation of Schools																																									
Besley 1 to 9	2693	2433	90%	43	2%	2470	92%	146	5%	59	2%	44	2%	7	0%	21	1%	2	0%	13	0%	63	2%	1	0%	791	29%	9	0%	5	0%	1	0%	1	0%	2	0%	10	0%		
Besley 10 to 15	9	9	100%	0	0%	9	100%	1	11%	0	0%	1	11%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	4	44%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%		
Besley 16 to 19	2	2	100%	0	0%	2	100%	1	50%	0	0%	1	50%	0	0%	1	50%	0	0%	0	0%	0	0%	0	0%	2	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%		
Besley 20 to 27	22	15	68%	1	5%	20	91%	1	5%	0	0%	1	5%	0	0%	0	0%	0	0%	0	0%	1	5%	0	0%	9	41%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%		
Discontinue Totals	2726	2459	90%	44	2%	2652	96%	148	5%	60	2%	47	2%	7	0%	21	1%	2	0%	13	0%	64	2%	1	0%	800	29%	9	0%	6	0%	1	0%	3	0%	10	0%				
Finance																																									
Besley 1 to 9	40	38	94%	5	11%	40	100%	3	7%	0	0%	2	4%	0	0%	0	0%	1	2%	0	0%	2	4%	0	0%	24	60%	1	2%	0	0%	1	2%	0	0%	0	0%	1	100%		
Besley 10 to 15	21	12	57%	0	0%	12	58%	2	10%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	10	48%	0	0%	2	9%	0	0%	0	0%	0	0%				
Besley 16 to 19	14	5	36%	0	0%	12	86%	1	7%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	8	57%	0	0%	0	0%	0	0%	0	0%	0	0%				
Besley 20 to 27	9	1	11%	0	0%	8	89%	1	11%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	8	89%	0	0%	1	11%	0	0%	0	0%	0	0%				
Discontinue Totals	84	56	67%	5	6%	79	94%	6	7%	0	0%	2	2%	0	0%	1	1%	1	1%	0	0%	2	2%	0	0%	40	54%	1	1%	3	3%	1	1%	0	0%	0	0%				
Regeneration, Communities & Customer Services																																									
Besley 1 to 9	539	389	72%	43	8%	498	85%	48	9%	16	3%	14	3%	1	0%	0	0%	11	2%	1	0%	26	5%	0	0%	251	47%	3	1%	1	0%	2	1%	4	0%	13	2%				
Besley 10 to 15	200	170	85%	5	2%	175	88%	17	8%	0	0%	2	1%	0	0%	2	1%	0	0%	0	0%	0	0%	0	0%	109	54%	1	0%	1	0%	0	0%	0	0%	0	0%				
Besley 16 to 19	64	34	53%	4	6%	59	92%	5	8%	0	0%	0	0%	0	0%	1	2%	0	0%	1	2%	1	2%	0	0%	35	55%	0	0%	0	0%	0	0%	0	0%	0	0%				
Besley 20 to 27	31	13	42%	2	6%	31	100%	0	0%	0	0%	0	0%	1	3%	2	6%	0	0%	0	0%	0	0%	0	0%	17	55%	0	0%	0	0%	0	0%	0	0%	0	0%				
Discontinue Totals	834	681	82%	53	6%	727	87%	74	9%	21	3%	23	3%	2	0%	10	1%	10	2%	0	0%	33	4%	1	0%	412	49%	4	0%	2	0%	7	1%	0	0%	12	1%				
The Learning Centre Buxley																																									
Besley 1 to 9	230	181	79%	10	4%	220	91%	10	4%	0	0%	3	1%	0	0%	4	2%	0	0%	5	2%	10	4%	2	1%	87	38%	1	0%	4	2%	2	1%	1	0%	1	0%				
Besley 10 to 15	402	314	78%	29	7%	334	83%	20	7%	14	3%	4	1%	0	0%	7	2%	33	8%	3	1%	144	36%	4	1%	144	36%	4	1%	2	0%	2	0%	3	1%	3	1%				
Besley 16 to 19	1	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%				
Besley 20 to 27	2	2	100%	0	0%	2	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%				
Discontinue Totals	635	495	78%	47	7%	546	86%	44	7%	20	3%	7	1%	0	0%	7	1%	6	0%	10	2%	0	0%	0	0%	232	37%	6	1%	6	1%	3	0%	4	0%	1	0%				
Chief Executive																																									
Besley 1 to 9	1	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%				
Discontinue Totals	1	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%				
Total - All Directorates																																									
Besley 1 to 9	3991	3349	84%	124	3%	3475	96%	276	7%	99	2%	86	2%	16	0%	57	1%	26	1%	19	0%	120	3%	4	0%	1304	34%	17	0%	14	0%	10	0%	29	1%	61	6%				
Besley 10 to 15	991	636	64%	40	4%	792	80%	86	9%	33	3%	33	3%	2	0%	11	1%	40	4%	5	1%	4	0%	0	0%	572	57%	8	1%	8	1%	1	0%	6	1%	1	2%				
Besley 16 to 19	190	130	67%	10	5%	160	87%	23	12%	1	1%	16	8%	0	0%	3	2%	0	0%	0	0%	0	0%	0	0%	99	51%	0	0%	1	1%	0	0%	0	0%	0	0%				
Besley 20 to 27	59	53	90%	0	0%	59	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	44	75%	0	0%	0	0%	0	0%	0	0%	0	0%				
Total	5500	4198	87%	187	4%	4428	95%	389	8%	<																															

	%	None	%	Info Not Given	%	Bi Sexual	%	Gay	%	Homosexual	%	Lesbian	%	Prefer not to say	%	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+	%	
0%	27	25%	34	31%	0	0%	2	2%	60	55%	0	0%	0	0%	42	39%	1	1%	2	2%	4	4%	13	12%	7	6%	15	14%	24	22%	15	14%	15	14%	9	8%	3	3%	1	1%		
0%	12	21%	13	22%	0	0%	1	2%	30	65%	1	2%	0	0%	131	28%	0	0%	1	2%	4	7%	0	0%	0	0%	0	16%	0	16%	18	28%	7	12%	7	12%	2	3%	0	0%		
20%	1	14%	3	43%	0	0%	1	14%	2	20%	0	0%	0	0%	4	57%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	43%	4	57%	0	0%	0	0%	0	0%		
33%	0	0%	1	33%	0	0%	0	0%	1	33%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	33%	1	33%	0	0%	0	0%	0	0%		
5%	40	23%	51	29%	0	0%	4	2%	580	55%	1	1%	10	6%	64	36%	0	1%	0	2%	0	0%	0	0%	0	0%	24	14%	20	16%	30	20%	20	16%	10	9%	0	0%	1	1%		
3%	23	25%	13	16%	0	0%	0	0%	43	44%	1	2%	1	2%	23	23%	0	0%	0	0%	0	12%	0	0%	0	0%	4	6%	13	16%	13	20%	10	12%	2	5%	0	0%	0	0%		
3%	17	25%	9	10%	0	0%	0	2%	37	63%	0	0%	0	0%	0	27%	0	0%	0	2%	0	3%	11	19%	0	0%	10	17%	13	22%	0	12%	0	8%	0	10%	0	0%	0	0%		
4%	19	38%	5	19%	0	0%	0	0%	19	79%	0	0%	1	4%	0	29%	0	0%	0	0%	0	0%	4	15%	4	15%	4	15%	4	15%	2	7%	1	4%	1	4%	1	4%	0	0%	0	0%
11%	3	33%	2	22%	0	0%	0	0%	0	0%	0	0%	0	0%	0	33%	0	0%	0	0%	0	0%	1	11%	1	11%	0	0%	0	0%	4	44%	2	22%	1	11%	0	0%	0	0%	0	0%
4%	53	53%	25	16%	0	0%	1	1%	104	65%	1	1%	7	4%	47	29%	0	0%	7	4%	11	7%	19	12%	12	8%	20	13%	20	16%	28	18%	19	12%	11	7%	4	3%	0	0%		
3%	25	19%	41	22%	0	0%	0	0%	95	51%	1	1%	0	4%	65	44%	2	1%	10	5%	13	7%	27	14%	19	10%	15	8%	19	10%	43	21%	23	11%	17	9%	5	3%	0	0%		
4%	23	23%	17	17%	0	0%	0	0%	69	69%	1	1%	2	2%	28	28%	0	0%	2	2%	13	13%	11	11%	12	12%	8	8%	14	14%	19	19%	7	7%	11	11%	3	3%	0	0%		
0%	23	26%	14	16%	0	0%	0	0%	49	57%	1	1%	2	4%	28	33%	0	0%	1	1%	0	0%	0	0%	0	0%	11	14%	11	14%	14	18%	22	28%	0	17%	1	1%	0	0%		
0%	1	20%	1	20%	0	0%	0	0%	10	87%	1	7%	0	0%	4	27%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	10%	0	0%	0	0%	0	0%	0	0%		
3%	81	21%	35	20%	0	0%	2	1%	219	57%	4	1%	13	3%	143	38%	2	1%	13	3%	26	7%	43	11%	30	9%	37	10%	44	12%	75	20%	87	15%	40	10%	9	2%	0	0%		
1%	93	13%	1477	55%	0	0%	1	0%	404	19%	0	0%	122	9%	2161	80%	7	0%	159	6%	248	9%	227	9%	248	9%	371	14%	500	19%	440	16%	313	12%	130	5%	13	1%	1	0%		
0%	1	13%	2	25%	0	0%	0	0%	0	38%	0	0%	0	0%	0	43%	0	0%	0	0%	0	0%	0	0%	0	13%	0	0%	0	0%	0	26%	0	0%	0	0%	0	0%	0	0%		
0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	10%	0	0%	0	0%	0	0%	0	0%		
5%	3	14%	9	41%	0	0%	0	0%	0	14%	0	0%	2	9%	17	77%	0	0%	0	0%	0	0%	0	0%	0	0%	0	11%	0	22%	0	46%	0	0%	0	0%	0	0%	0	0%		
1%	307	13%	1480	55%	0	0%	1	0%	410	13%	0	0%	124	3%	2160	80%	7	0%	159	6%	248	9%	227	9%	248	9%	371	14%	500	19%	440	16%	313	12%	130	5%	13	1%	1	0%		
2%	9	20%	9	20%	0	0%	0	0%	23	51%	0	0%	2	4%	20	44%	0	0%	0	0%	0	13%	0	7%	0	7%	4	9%	1	2%	15	35%	9	20%	4	9%	1	2%	0	0%		
0%	5	24%	3	14%	0	0%	1	3%	0	38%	0	0%	0	0%	12	57%	0	0%	0	0%	0	0%	0	0%	0	0%	4	19%	0	25%	3	14%	2	10%	0	0%	0	0%				
0%	4	29%	2	14%	0	0%	1	7%	7	50%	0	0%	1	7%	1	36%	0	0%	0	0%	0	0%	0	0%	0	0%	2	14%	2	14%	2	14%	4	43%	0	0%	0	0%	0	0%		
0%	1	11%	1	11%	0	0%	0	0%	0	89%	0	0%	0	11%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	11%	0	22%	0	46%	0	0%	0	0%	0	0%	0	0%		
2%	18	21%	18	17%	0	0%	2	2%	480	52%	0	0%	0	0%	0	43%	0	0%	0	0%	0	7%	4	4%	0	6%	11	12%	0	10%	22	25%	0	7%	1	1%	0	0%				
4%	131	24%	113	21%	0	1%	0	1%	469	46%	0	0%	23	7%	462	45%	0	1%	54	10%	43	8%	30	7%	37	7%	60	9%	60	11%	30	14%	60	16%	60	17%	11	3%	0	1%		
3%	48	23%	34	17%	0	0%	0	1%	112	55%	1	0%	0	4%	19	39%	0	0%	1	1%	18	9%	29	14%	20	11%	13	7%	20	12%	43	18%	0	4%	0	0%	0	0%				
2%	13	20%	13	23%	0	0%	0	0%	39	55%	0	0%	4	6%	29	39%	0	0%	0	0%	0	0%	0	0%	0	0%	0	9%	0	13%	13	23%	18	26%	1	8%	0	0%				
0%	0	29%	1	16%	0	0%	1	3%	10	61%	0	0%	0	0%	111	33%	0	0%	0	0%	0	0%	0	0%	0	0%	1	3%	0	10%	4	13%	11	39%	3	10%	1	3%	0	0%		
4%	188	24%	187	20%	4	0%	6	1%	418	50%	3	0%	40	6%	387	43%	6	1%	57	7%	61	7%	70	8%	66	8%	74	9%	97	12%	143	17%	162	18%	62	10%	16	2%	6	1%		
1%	23	15%	65	41%	1	0%	1	0%	77	33%	0	0%	6	2%	141	64%	0	0%	1	0%	4	2%	6	3%	6	3%	20	9%	43	18%	47	20%	43	19%	33	13%	19	8%	13	6%		
1%	64	16%	135	44%	2	0%	0	0%	137	34%	0	0%	10	2%	251	62%	0	0%	2	0%	0	1%	17	4%	11	3%	36	9%	76	19%	62	20%	65	16%	51	13%	35	9%	17	4%		
0%	15	6%	15	6%	0	0%	0	0%	0	6%	0	0%	0	0%	0	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	100%	0	0%	0	0%	0	0%	0	0%		
0%	1	50%	1	50%	0	0%	0	0%	0	0%	0	0%	1	50%	1	50%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	50%	1	50%	0	0%	0	0%	0	0%		
1%	100	18%	271	43%	0	0%	0	0%	214	34%	0	0%	15	2%	400	63%	0	0%	0	0%	0	1%	23	4%	19	3%	56	9%	118	19%	130	20%	109	17%	63	13%	55	9%	30	5%		
0%	0	0%	1	100%	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%	1	100%	0	0%	0	0%	0	0%		
0%	0	0%	1	100%	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%	1	100%	0	0%	0	0%	0	0%		
2%	623	16%	1781	46%	9	0%	7	0%	869	25%	4	0%	179	5%	2717	70%	16	0%	232	6%	328	8%	324	8%	328	8%	479	12%	658	17%	648	17%	463	13%	258	7%	79	2%	27	1%		
3%	148	20%	269	20%	3	0%	7	1%	407	47%	3	0%	26	4%	407	48%	0	0%	0	1%	43	5%	39	5%	41	5%	63	10%	130	17%	178	21%	120	15%	60	8%	42	5%	18	2%		
0%	48	25%	188	56%	1	1%	4	2%	168	56%	1	1%	0	0%	71	37%	0	0%	1	1%	0	0%	18	8%	18	8%	27	14%	28	15%	29	20%	53	27%	13	8%	2	1%	0	0%		
3%	38	22%	33	25%	0	0%	1	1%	47	51%	1	1%	0	0%	46	43%	0	0%	0	0%	0	0%	1	1%	0	0%	1	1%	0	1%	23	25%	38	39%	16	11%	3	3%	0	0%		
2%	888	17%	2081	42%	12	0%	16	0%	1688	30%	9	0%	221	4%	3339	63%	16	0%	242	5%	369	7%	413	8%	398	8%	586	12%	831	17%	884	18%	718	14%	371	7%	128	3%	48	1%		

Training & Development From 1st April 2014 to 31st March 2015

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

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

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

Course Name	CF21	Number of Courses Run by Strategic Theme	Cost per Strategic Theme	Attended Internal **	Attended External***	Total Attended	Cost Per Delegate
CF21	CF21	0	£0.00	0	0	0	£0.00
IT Qualification	QI	0	£0.00	0	0	0	£0.00
Leadership & Management	LEADER	0	£0.00	0	0	0	£0.00
Management Qualification	QM	0	£0.00	0	0	0	£0.00
Managing Communications	COMM	0	£0.00	0	0	0	£0.00
Managing people and performance	PEOPLE	49	£0.00	385	5	390	£0.00
Managing Self	SELFMG	0	£0.00	0	0	0	£0.00
Maximising the use of technology	MAXTEK	67	£0.00	531	17	548	£0.00
Member Development	MEMBER	2	£0.00	0	15	15	£0.00
Procurement, financial skills and contract management	FINANC	0	£0.00	0	0	0	£0.00
Professional Development HR	HRDEV	1	£0.00	33	1	34	£0.00
Promoting Diversity and Inclusion	DIVINC	0	£0.00	0	0	0	£0.00
Promoting health, safety and well-being at work	HEALTH	25	£1,327.00	195	14	209	£5.35
Regulatory requirements	REGREQ	0	£0.00	0	0	0	£0.00
Safeguarding Children	SCHILD	0	£0.00	0	0	0	£0.00
Safeguarding Vulnerable Adults	SADULT	6	£2,030.00	23	1	24	£84.58
Social Care Qualifications	QS	0	£0.00	0	0	0	£0.00
Transforming Adult Social Care	ADLSOC	35	£12,980.00	358	31	389	£33.37
Transforming customer services	CUSTSV	0	£0.00	0	0	0	£0.00
Transforming CYPs	CYPS	20	£500.00	123	10	133	£3.76
Corporate Induction	INDUCT	5	£0.00	102	28	130	£0.00
Total		210	£16,837.00	1750	122	1872	

Organisational Development From 1st April 2014 to 31st March 2015

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

Course Name	CF21	Total Attended	Ethnic Minority	Non Ethnic Minority	Information Not Obtained	Disabled	Non Disabled	Male	Female	under 20	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	over 70	Not Recorded
CF21	CF21	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IT Qualification	QI	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Leadership & Management	LEADER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Management Qualification	QM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Managing Communications	COMM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Managing people and performance	PEOPLE	385	26	346	13	19	366	74	311	0	4	22	30	37	31	57	98	85	38	8	0	5
Managing Self	SELFMG	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Maximising the use of technology	MAXTEK	531	52	395	84	27	504	66	465	10	42	52	44	24	59	65	85	57	34	7	0	52
Member Development	MEMBER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Procurement, financial skills and contract management	FINANC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Professional Development HR	HRDEV	33	1	29	3	4	29	5	28	0	1	1	3	0	6	4	10	4	2	0	0	2
Promoting Diversity and Inclusion	DIVINC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Promoting health, safety and well-being at work	HEALTH	195	7	183	5	9	188	32	163	2	10	10	18	8	19	37	40	28	23	1	0	1
Regulatory requirements	REGREQ	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Safeguarding Children	SCHILD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Safeguarding Vulnerable Adults	SADULT	23	15	8	2	2	21	4	19	0	0	1	2	0	4	4	5	4	0	1	0	2
Social Care Qualifications	QS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transforming Adult Social Care	ADLSOC	358	51	281	46	6	352	60	296	0	7	11	32	29	42	36	81	54	18	10	2	36
Transforming customer services	CUSTSV	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transforming CYPs	CYPS	123	35	37	51	2	121	19	104	0	2	11	10	7	11	12	14	9	4	1	0	42
Corporate Induction	INDUCT	102	17	76	9	3	99	24	78	9	14	8	14	11	11	15	10	7	3	0	0	0
Total		1750	204	1333	213	72	1678	294	1486	21	80	116	153	116	183	230	343	216	122	28	2	140

Course Name	CF21	Heterosexual	Non-Heterosexual	Information Not Obtained	Christian	Non-Christian	None	Information Not Obtained
CF21	CF21	0	0	0	0	0	0	0
IT Qualification	QI	0	0	0	0	0	0	0
Leadership & Management	LEADER	0	0	0	0	0	0	0
Management Qualification	QM	0	0	0	0	0	0	0
Managing Communications	COMM	0	0	0	0	0	0	0
Managing people and performance	PEOPLE	214	17	157	180	39	85	81
Managing Self	SELFMG	0	0	0	0	0	0	0
Maximising the use of technology	MAXTEK	317	0	205	228	32	135	136
Member Development	MEMBER	0	0	0	0	0	0	0
Procurement, financial skills and contract management	FINANC	0	0	0	0	0	0	0
Professional Development HR	HRDEV	21	0	11	15	0	5	0
Promoting Diversity and Inclusion	DIVINC	0	0	0	0	0	0	0
Promoting health, safety and well-being at work	HEALTH	104	2	89	102	8	40	47
Regulatory requirements	REGREQ	0	0	0	0	0	0	0
Safeguarding Children	SCHILD	0	0	0	0	0	0	0
Safeguarding Vulnerable Adults	SADULT	18	2	3	11	4	6	2
Social Care Qualifications	QS	0	0	0	0	0	0	0
Transforming Adult Social Care	ADLSOC	190	12	156	136	21	82	119
Transforming customer services	CUSTSV	0	0	0	0	0	0	0
Transforming CYPs	CYPS	56	5	62	33	8	28	54
Corporate Induction	INDUCT	81	1	20	46	3	41	12
Total		998	40	703	754	114	422	460

Organisational Development From 1st April 2014 to 31st March 2015

Course Attendance by Management Grouping (Internal Candidates Only)

Course Name	CF21	CD	AS	CS	RCCS	FIN	YLC	Schools	Other
CF21	CF21	0	0	0	0	0	0	0	0
IT Qualification	QI	0	0	0	0	0	0	0	0
Leadership & Management	LEADER	0	0	0	0	0	0	0	0
Management Qualification	QM	0	0	0	0	0	0	0	0
Managing Communications	COMM	0	0	0	0	0	0	0	0
Managing people and performance	PEOPLE	102	16	82	139	21	25	0	0
Managing Self	SELFMG	0	0	0	0	0	0	0	0
Maximising the use of technology	MAXTEK	64	60	84	300	23	0	0	0
Member Development	MEMBER	0	0	0	0	0	0	0	0
Procurement, financial skills and contract management	FINANC	0	0	0	0	0	0	0	0
Professional Development HR	HRDEV	33	0	0	0	0	0	0	0
Promoting Diversity and Inclusion	DIVINC	0	0	0	0	0	0	0	0
Promoting health, safety and well-being at work	HEALTH	27	4	4	115	7	3	35	0
Regulatory requirements	REGREQ	0	0	0	0	0	0	0	0
Safeguarding Children	SCHILD	0	0	0	0	0	0	0	0
Safeguarding Vulnerable Adults	SADULT	0	23	0	0	0	0	0	0
Social Care Qualifications	QS	0	0	0	0	0	0	0	0
Transforming Adult Social Care	ADLSOC	10	33	0	17	0	0	0	0
Transforming customer services	CUSTSV	0	0	0	0	0	0	0	0
Transforming CYPs	CYPS	0	5	115	3	0	0	0	0
Corporate Induction	INDUCT	11	21	25	41	4	0	0	0
Total		247	460	310	615	55	28	35	0

Course Evaluation - All Delegates

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

		4 = Excellent				Total
Course Name	TOPS ID	1	2	3	4	
CF21	CF21	0	0	0	0	0
IT Qualification	QI	0	0	0	0	0
Leadership & Management	LEADER	0	0	0	0	0
Management Qualification	QM	0	0	0	0	0
Managing Communications	COMM	0	0	0	0	0
Managing people and performance	PEOPLE	0	0	14	365	379
Managing Self	SELFMG	0	0	0	0	0
Maximising the use of technology	MAXTEK	0	1	20	89	110
Member Development	MEMBER	0	0	0	0	0
Procurement, financial skills and contract mgmt	FINANC	0	0	0	0	0
Professional Development HR	HRDEV	0	0	0	0	0
Promoting Diversity and Inclusion	DIVINC	0	0	0	0	0
Promoting health, safety and well-being at work	HEALTH	0	0	15	24	39
Regulatory requirements	REGREQ	0	0	0	0	0
Safeguarding Children	SCHILD	0	0	0	0	0
Safeguarding Vulnerable Adults	SADULT	0	0	0	0	0
Social Care Qualifications	QS	0	0	0	0	0
Transforming Adult Social Care	ADLSOC	1	1	47	157	206
Transforming customer services	CUSTSV	0	0	0	0	0
Transforming CYPs	CYPS	0	2	32	60	94
Corporate Induction	INDUCT	0	6	45	25	76
Total		1	10	173	720	904

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

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
<hr/>		
<u>Employment Monitoring Report 2014/15</u>		
<p>The Council undertook a major review of its services under the 2014 Programme which included the implementation of a new organisational blueprint and operating model used to deliver the Council's services. This was completed in 2014/15 and involved a number of structural reviews which had a major impact on the size of the workforce and the permanent workforce continued to shrink in 2014/15. The Council is now committed to a further review of its services under Strategy 2018 which will further impact upon staffing numbers.</p>		
<p>New starters are asked to provide equality monitoring information in relation to their protected characteristics when they first join the Council. Existing employees are regularly reminded to review their information and update accordingly.</p>		
<ul style="list-style-type: none"> There were 212 new starters who joined the Council during 2014/15 of which 65 were from a black or minority ethnic group (BME). During the same period there were 256 leavers of which 46 were from a BME group. Recruitment is therefore having a positive impact on the workforce profile overall. 		
<p>Equality impact assessments are carried out where there are proposals to restructure services which result in staff reductions. These assessments are reviewed throughout the process to ensure that where there are adverse impacts on particular minority groups then consideration is given to whether remedial action will reduce the impact.</p>		
<ul style="list-style-type: none"> The age profile of the workforce has remained fairly constant and women continue to occupy an increasingly high percentage of the workforce. However at Senior Management level there is a more equal split of male/female officers. 		
<ul style="list-style-type: none"> 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. 		
<p>The number of disabled applicants has increased this year. Although the number of those shortlisted has fallen the number of those who are appointed has increased by 1%.</p>		
<p>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. Disabled applicants are guaranteed an interview as long as they meet the minimum essential criteria for the role.</p>		
<ul style="list-style-type: none"> 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. 		
<ul style="list-style-type: none"> 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. 		
<ul style="list-style-type: none"> The Council's employment management procedures are applied to all staff with adjustments made as appropriate. Every effort is made to retain disabled employees through adjustments to working arrangements or redeployment. There was a small increase in the number of days lost to sickness in 2014/15. However the Council maintains a proactive approach in managing sickness absence whilst providing appropriate levels of support to employees. 		
<ul style="list-style-type: none"> Attendance at all training events is monitored in relation to the protected characteristics to ensure equality of access to development opportunities. The analysis is monitored in relation to the overall profile of the organisation and specific services. Management teams review this data as part of their regular review of workforce data. 		
<p>Equalities awareness training and development is part of the suite of mandatory training for all new starters. A wider suite of equalities training is available for all staff and managers are supported to undertake equality impact assessments for all organisational changes.</p>		