



EMPLOYMENT MONITORING REPORT

April 2012 - March 2013

Introduction

This report provides information and comments on the monitoring of the Council's employment processes for the year 1 April 2012 to 31 March 2013. 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 2013

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

	CCS	%	ESC	%	EW	%	FR	%	AED	%	DSS	%	TOTAL
Permanent Staff	230	5%	700	14%	526	11%	211	4%	377	8%	2943	59%	4987

Bexley Borough (economically active) Census 2011
110,680

Full-Time Equivalent (FTE)

	CCS	ESC	EW	FR	AED	DSS
Permanent Staff	198.15	575.36	411.06	180.25	57.91	2004.79

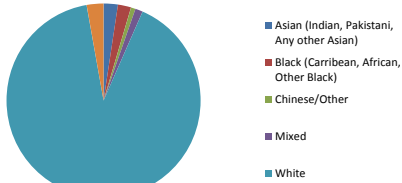
Bexley 2010-11	Bexley 2011-12	Bexley 2012-13	Bexley Borough (economically active) Census 2011
4890.20	3428.94	3427.52	Not Available

Ethnicity

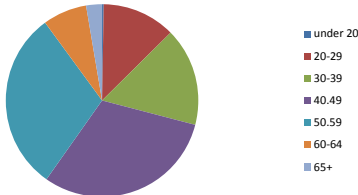
	CCS	ESC	EW	FR	AED	DSS
Asian (Indian, Pakistani, Any other Asian)	3.06%	4.00%	1.71%	3.32%	2.92%	1.90%
Black (Caribbean, African, Other Black)	3.49%	6.71%	1.90%	2.84%	1.86%	1.05%
Chinese/Other	0.44%	0.29%	0.19%	0.47%	1.59%	0.75%
Mixed	1.31%	2.14%	2.09%	0.95%	1.59%	0.88%
White	89.52%	83.14%	92.06%	90.57%	85.68%	92.83%
Not Yet Obtained	1.75%	3.43%	1.33%	0.95%	6.37%	2.34%

Bexley 2010-11	Bexley 2011-12	Bexley 2012-13	Bexley Borough (economically active) Census 2011
2.35%	2.50%	2.37%	6.84%
2.68%	2.40%	2.19%	7.83%
1.10%	1.10%	0.75%	0.76%
0.27%	0.80%	1.26%	1.56%
90.94%	90.50%	90.31%	83.02%
2.60%	2.60%	2.79%	0.00%

Bexley Staff Ethnicity Profile 2012-13



Bexley Staff Age Profile 2012-13



Age Profile

	CCS	ESC	EW	FR	AED	DSS
under 20	0.44%	0.14%	0.76%	0.47%	0.00%	0.24%
20-29	11.35%	10.00%	14.07%	8.53%	2.39%	14.03%
30-39	17.78%	16.14%	17.12%	13.74%	8.22%	17.40%
40-49	34.06%	24.28%	21.67%	22.27%	25.20%	34.59%
50-59	31.44%	35.14%	34.41%	41.28%	40.44%	27.40%
60-64	3.49%	12.14%	8.56%	9.95%	13.79%	5.30%
65+	0.87%	2.72%	3.99%	3.79%	10.61%	1.43%

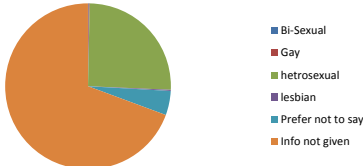
Bexley 2010-11	Bexley 2011-12	Bexley 2012-13	Bexley Borough Working Age (Census 2001)
0.43%	0.30%	0.28%	8.20%
12.03%	11.10%	12.23%	15.90%
17.77%	16.70%	16.42%	22.00%
31.81%	31.70%	30.53%	18.80%
29.38%	30.90%	30.02%	17.00%
6.63%	7.20%	7.56%	6.60%
1.84%	2.20%	2.65%	11.50%

Sexual Orientation

	CCS	ESC	EW	FR	AED	DSS
Bi-Sexual	0.00%	0.14%	0.38%	0.47%	0.27%	0.03%
Gay	0.44%	0.71%	0.19%	0.95%	0.27%	0.00%
heterosexual	55.02%	44.86%	47.15%	46.92%	24.40%	13.12%
lesbian	0.44%	0.57%	0.76%	0.00%	0.00%	0.07%
Prefer not to say	6.11%	3.86%	6.27%	5.21%	3.18%	4.72%
Info not given	37.99%	49.86%	45.25%	46.45%	71.88%	82.06%

Bexley 2010-11	Bexley 2011-12	Bexley 2012-13	Bexley Borough (economically active) Census 2011
0.13%	0.10%	0.12%	Not Available
0.11%	0.20%	0.20%	Not Available
22.96%	25.30%	25.37%	Not Available
0.17%	0.20%	0.22%	Not Available
5.15%	5.00%	4.73%	Not Available
71.48%	69.20%	69.35%	Not Available

Bexley Staff Sexual Orient. Profile 2012-13

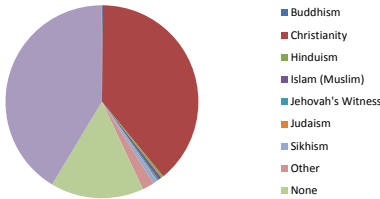


Religion

	CCS	ESC	EW	FR	AED	DSS
Buddhism	0.00%	0.57%	0.19%	0.47%	0.27%	0.03%
Christianity	50.66%	49.43%	54.37%	57.82%	36.34%	31.67%
Hinduism	0.44%	1.00%	0.38%	0.47%	0.53%	0.24%
Islam (Muslim)	0.44%	1.14%	0.19%	1.42%	1.06%	0.34%
Jehovah's Witness	0.00%	0.14%	1.33%	0.47%	1.06%	0.03%
Judaism	0.00%	0.43%	0.09%	0.00%	0.27%	0.03%
Sikhism	1.31%	2.00%	0.57%	1.30%	0.80%	0.20%
Other	4.80%	3.57%	2.09%	2.37%	1.06%	1.46%
None	23.58%	17.43%	23.19%	16.59%	12.20%	13.56%
Info not given	18.78%	24.29%	17.68%	18.48%	46.42%	52.43%

Bexley 2010-11	Bexley 2011-12	Bexley 2012-13	Bexley Borough (economically active) Census 2011
0.18%	0.20%	0.16%	Not Available
40.35%	40.00%	38.89%	Not Available
0.20%	0.30%	0.40%	Not Available
0.38%	0.40%	0.54%	Not Available
0.46%	0.60%	0.28%	Not Available
0.14%	0.16%	0.10%	Not Available
0.61%	0.70%	0.56%	Not Available
2.15%	2.10%	1.99%	Not Available
14.18%	15.90%	15.60%	Not Available
41.35%	39.80%	41.38%	Not Available

Bexley Staff Religion Profile 2012-13



Disability/Incapacity as a % of Workforce

	CCS	ESC	EW	FR	AED	DSS
Yes	6.55%	5.86%	5.89%	13.74%	7.43%	1.66%
No	93.45%	94.14%	94.11%	86.26%	92.57%	98.34%

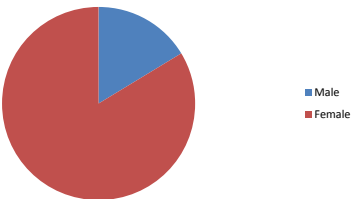
Bexley 2010-11	Bexley 2011-12	Bexley 2012-13	Bexley Borough (economically active) Census 2011
5.92%	4.20%	3.87%	6.61%
94.08%	95.80%	96.13%	93.39%

Gender as a % of Workforce

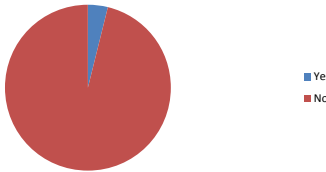
	CCS	ESC	EW	FR	AED	DSS
Male	25.76%	17.86%	35.36%	48.82%	22.02%	8.77%
Female	74.24%	82.14%	64.64%	51.18%	77.98%	91.23%

Bexley 2010-11	Bexley 2011-12	Bexley 2012-13	Bexley Borough (economically active) Census 2011
17.81%	16.90%	16.33%	52.33%
82.19%	83.10%	83.67%	47.67%

Bexley Staff Gender Profile 2012-13



Bexley Staff Disability/Incapacity Profile 2012-13



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

APPLICANTS	CCS	%	ESC	%	EW	%	FR	%	TOTAL
TOTAL APPLICANTS	273	14%	1091	58%	368	19%	163	9%	1995
White	198	16%	670	54%	266	72%	99	8%	1233
Ethnic Minority	75	11%	422	64%	101	15%	64	10%	662
Disability/Incapacity	5	11%	34	72%	0	0%	8	17%	47
Female	189	15%	833	68%	135	11%	76	6%	1233
Male	84	13%	258	39%	233	35%	87	13%	662
Age - under 20	5	10%	27	55%	11	22%	6	12%	49
Age 20-29	89	14%	368	57%	149	23%	37	6%	643
Age 30-39	75	16%	275	59%	69	15%	44	10%	463
Age 40-49	56	13%	254	57%	85	19%	47	11%	442
Age 50-59	41	15%	154	56%	50	18%	29	11%	274
Age 60-64	1	6%	13	81%	2	13%	0	0%	16
Age 65+	8	79%	23	0%	2	25%	0	0%	9
Heterosexual	245	14%	990	57%	330	20%	148	9%	1722
Non Heterosexual	10	19%	28	54%	9	17%	5	10%	52
Sexual Orientation Not Given	18	15%	73	60%	20	17%	10	8%	121
Christian	150	14%	629	59%	202	19%	94	9%	1075
Non-Christian	30	13%	134	56%	40	17%	36	15%	240
Religion Not Given/None	93	16%	328	57%	126	22%	33	6%	580

Bexley 2010-11	Bexley 2011-12	Bexley 2012-13
68.08%	66.70%	56.97%
32.91%	33.30%	43.03%
2.87%	1.60%	3.66%
Not Available	Not Available	65.07%
Not Available	Not Available	34.93%
Not Available	Not Available	2.59%
Not Available	Not Available	33.93%
Not Available	Not Available	24.43%
Not Available	Not Available	23.32%
Not Available	Not Available	14.46%
Not Available	Not Available	0.84%
Not Available	Not Available	0.42%
Not Available	Not Available	90.87%
Not Available	Not Available	2.74%
Not Available	Not Available	6.39%
Not Available	Not Available	56.73%
Not Available	Not Available	12.66%
Not Available	Not Available	30.61%

SHORT-LISTED	CCS	%	ESC	%	EW	%	FR	%	TOTAL
TOTAL APPLICANTS	89	16%	357	54%	81	14%	35	6%	562
White	66	18%	226	61%	62	17%	17	5%	371
Ethnic Minority	23	12%	131	69%	19	10%	18	9%	191
Disability/Incapacity	3	15%	15	75%	2	10%	0	0%	20
Female	63	16%	276	69%	39	10%	22	6%	400
Male	26	16%	81	50%	42	26%	13	8%	162
Age - under 20	1	25%	0	0%	2	50%	1	25%	4
Age 20-29	25	16%	106	63%	28	18%	6	4%	160
Age 30-39	18	16%	78	69%	16	14%	1	1%	113
Age 40-49	22	13%	101	61%	29	17%	14	8%	166
Age 50-59	20	18%	73	65%	6	5%	13	12%	112
Age 60-64	1	17%	5	83%	0	0%	0	0%	7
Age 65+	1	100%	0	0%	0	0%	0	0%	1
Heterosexual	80	16%	326	53%	77	15%	31	5%	509
Non Heterosexual	2	10%	15	75%	1	5%	2	10%	20
Sexual Orientation Not Given	7	21%	22	65%	3	9%	2	6%	34
Christian	53	16%	212	64%	42	13%	23	7%	330
Non-Christian	12	17%	44	64%	8	12%	5	7%	69
Religion Not Given	24	15%	101	62%	31	19%	7	4%	163

Bexley 2010-11	Bexley 2011-12	Bexley 2012-13
74.14%	75.00%	61.07%
25.86%	25.00%	38.93%
3.10%	1.00%	3.75%
Not Available	Not Available	71.17%
Not Available	Not Available	28.83%
Not Available	Not Available	0.71%
Not Available	Not Available	28.47%
Not Available	Not Available	20.11%
Not Available	Not Available	29.54%
Not Available	Not Available	10.93%
Not Available	Not Available	1.07%
Not Available	Not Available	0.18%
Not Available	Not Available	90.39%
Not Available	Not Available	3.56%
Not Available	Not Available	6.05%
Not Available	Not Available	58.72%
Not Available	Not Available	12.28%
Not Available	Not Available	29.00%

APPOINTED	CCS	%	ESC	%	EW	%	FR	%	TOTAL
TOTAL APPLICANTS	31	25%	65	52%	21	17%	9	7%	126
White	26	26%	53	54%	17	17%	3	3%	99
Ethnic Minority	5	19%	12	44%	4	15%	6	22%	27
Disability/Incapacity	1	25%	2	50%	1	25%	0	0%	4
Female	22	25%	50	56%	12	13%	5	6%	89
Male	9	24%	15	41%	9	24%	4	11%	37
Age - under 20	1	50%	0	0%	1	50%	0	0%	2
Age 20-29	7	16%	22	50%	11	25%	4	9%	44
Age 30-39	10	40%	12	44%	3	12%	0	0%	25
Age 40-49	8	22%	10	51%	8	16%	4	11%	37
Age 50-59	4	27%	10	67%	0	0%	1	7%	15
Age 60-64	1	33%	2	67%	0	0%	0	0%	3
Age 65+	0	0%	0	0%	0	0%	0	0%	0
Heterosexual	24	23%	56	53%	18	17%	7	7%	105
Non Heterosexual	0	0%	2	67%	1	33%	0	0%	3
Sexual Orientation Not Given	7	39%	2	39%	2	11%	2	11%	18
Christian	21	31%	33	49%	10	15%	3	4%	67
Non-Christian	1	9%	6	55%	2	18%	2	18%	11
Religion Not Given	9	19%	26	54%	9	19%	4	8%	48

Bexley 2010-11	Bexley 2011-12	Bexley 2012-13
78.79%	90.70%	78.13%
20.21%	9.30%	20.87%
5.31%	2.30%	2.81%
Not Available	Not Available	70.63%
Not Available	Not Available	29.37%
Not Available	Not Available	1.59%
Not Available	Not Available	34.92%
Not Available	Not Available	19.84%
Not Available	Not Available	23.77%
Not Available	Not Available	11.90%
Not Available	Not Available	2.38%
Not Available	Not Available	0.00%
Not Available	Not Available	83.33%
Not Available	Not Available	2.39%
Not Available	Not Available	14.22%
Not Available	Not Available	53.17%
Not Available	Not Available	8.73%
Not Available	Not Available	38.10%

LEAVERS	CCS	%	ESC	%	EW	%	FR	%	AED	%	DSS	%	TOTAL
TOTAL LEAVERS	20	4%	83	16%	44	9%	12	2%	77	15%	274	54%	510
White	16	4%	63	15%	38	9%	10	2%	54	13%	234	56%	416
Ethnic Minority	4	7%	16	29%	4	7%	1	2%	4	7%	27	48%	56
Information Not Obtained	0	0%	4	11%	1	3%	1	2%	19	50%	13	34%	38
Disability/Incapacity	1	7%	5	33%	2	13%	2	13%	3	20%	3	20%	15
Female	16	4%	62	16%	28	7%	6	2%	51	13%	234	59%	397
Male	4	4%	21	19%	16	14%	6	5%	26	23%	40	35%	113
Age - under 20	0	0%	0	0%	0	0%	0	0%	0	0%	1	100%	1
Age 20-29	3	4%	8	10%	7	9%	2	2%	2	2%	59	73%	81
Age 30-39	6	6%	20	21%	13	14%	2	2%	7	7%	46	49%	94
Age 40-49	6	4%	21	15%	8	6%	7	5%	20	14%	77	55%	139
Age 50-59	2	2%	15	16%	3	3%	1	1%	24	25%	50	53%	95
Age 60-64	1	2%	12	21%	3	5%	0	0%	10	17%	32	55%	58
Age 65+	2	5%	7	17%	10	24%	0	0%	14	33%	9	21%	42
Heterosexual	13	12%	29	26%	20	18%	2	2%	12	11%	36	32%	112
Non Heterosexual	1	25%	2	50%	1	25%	0	0%	0	0%	0	0%	4
Sexual Orientation Not Given	6	2%	52	13%	63	15%	10	6%	66	16%	238	60%	394
Christian	14	9%	28	19%	21	14%	7	5%	20	14%	58	39%	148
Non-Christian	1	4%	10	36%	2	7%	0	0%	5	18%	10	36%	28
Religion Not Given/None	5	1%	45	13%	21	6%	5	1%	52	16%	206	62%	334
Length of Service < less than 1 year	1	1%	11	13%	4	5%	0	0%	5	6%	67	76%	88
1 <= 2 years	6	7%	15	18%	4	5%	0	0%	7	8%	52	62%	64
2 to < 3 years	1	2%	12	27%	4	4%	1	2%	20	20%	20	44%	45
3 to < 5 years	3	3%	20	20%	11	11%	2	2%	18	18%	44	45%	98
5 to < 10 years	5	5%	12	12%	10	10%	3	3%	20	21%	47	48%	97
10 to < 15 years	2	4%	10	19%	5	9%	2	4%	14	26%	20	38%	53
15 to < 20 years	0	0%	3	17%	1	6%	1	6%	2	11%	11	61%	18
20+ years	2	7%	0	0%	7	26%	3	11%	2	7%	13	48%	27

Bexley 2010-11	Bexley 2011-12	Bexley 2012-13
83.40%	88.30%	81.57%
16.60%	11.70%	10.98%

Not Available	Not Available	2.94%
Not Available	Not Available	77.84%
Not Available	Not Available	22.16%
Not Available	Not Available	0.20%
Not Available	Not Available	15.88%
Not Available	Not Available	18.43%
Not Available	Not Available	27.25%
Not Available	Not Available	18.63%
Not Available	Not Available	11.37%
Not Available	Not Available	8.24%
Not Available	Not Available	21.96%
Not Available	Not Available	0.78%
Not Available	Not Available	77.25%
Not Available	Not Available	29.02%
Not Available	Not Available	5.49%
Not Available	Not Available	65.49%
Not Available	Not Available	17.25%
Not Available	Not Available	16.47%
Not Available	Not Available	8.82%
Not Available	Not Available	19.22%
Not Available	Not Available	19.02%
Not Available	Not Available	10.39%
Not Available	Not Available	3.53%
Not Available	Not Available	5.29%

	CCS	ESC	EW	FR	AED	DSS	TOTAL
Headcount 31st March 2012	232	720	536	213	438	2972	5111
Headcount 31st March 2013	230	700	528	211	377	2943	4987
Average Headcount	231	710	531	212	408	2958	5049
Number of Leavers	20	83	44	12	77	274	510
Turnover %	9%	12%	8%	6%	19%	9%	10%

Bexley 2010-11	Bexley 2011-12	Bexley 2012-13
10.40%	14.30%	10.00%

Service Area	Total number of FTEs Posts	Gross Vacancies	Gross Vacancy Rate	Posts filled on a temporary basis (Directly Employed)	Posts filled on a temporary basis (Agency)	Posts filled on a temporary basis (Consultants/Secondes)	Total of posts filled on a temporary basis	Net Vacancies	Net Vacancy Rate
Chief Executive	Total	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%
Customer & Corporate Services Directors Office	Total	1.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%
HR & Corporate Support	Total	124.47	19.22	15.44%	1.60	8.00	0.30	9.90	7.49%
Corporate Policy & Communications	Total	47.47	6.80	14.32%	1.00	3.00	0.00	4.00	5.90%
Customer Relations	Total	43.74	8.72	19.94%	1.00	1.00	0.00	2.00	15.36%
2014 Programme	Total	11.61	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%
Customer & Corporate Services Total	Total	228.29	34.74	15.22%	3.60	12.00	0.30	15.90	8.25%
Education and Social Care									
Directors Office	Total	1.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%
Schools and Educational Improvement	Total	90.10	10.17	11.29%	2.00	0.00	1.00	3.00	7.96%
Family, Youth & Employment	Total	185.28	25.25	13.63%	1.00	12.70	0.00	13.70	6.23%
Adult Social Care	Total	270.69	74.50	27.52%	2.48	24.13	0.00	26.61	17.69%
Childrens Social Care & Safeguarding	Total	218.50	89.95	41.17%	3.00	65.60	1.69	70.29	32.18%

Posts Filled (Directly Employed Staff)
1.00
1.00
106.85
41.67
36.02
11.61
197.15
1.00
81.93
1

Children's Service Transformation Project									
<i>Total</i>	4.60	3.40	73.91%	0.00	2.80	0.60	3.40	0.00	0.00%
Education and Social Care Total	770.17	203.27	26.39%	8.48	105.23	3.29	117.00	86.27	11.20%
Environment & Wellbeing									
Director's Office									
<i>Total</i>	1.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00	0.00%
Public Realm Mangement									
<i>Total</i>	128.60	20.44	15.89%	3.00	3.00	0.00	6.00	14.44	11.23%
Development, Housing & Community Safety									
<i>Total</i>	128.86	16.44	12.76%	1.00	4.00	0.00	5.00	11.44	8.88%
Strategic Planning & Regeneration									
<i>Total</i>	82.30	12.57	15.27%	1.00	1.00	0.00	2.00	10.57	12.84%
Leisure, Arts & Tourism									
<i>Total</i>	125.10	10.35	8.27%	0.00	2.00	0.00	2.00	8.35	6.67%
Environment & Wellbeing Total	465.86	59.80	12.84%	5.00	10.00	0.00	15.00	44.80	9.62%
Finance & Resources									
Director's Office									
<i>Total</i>	1.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00	0.00%
Commissioning, Procurement & Exchequer									
<i>Total</i>	38.69	3.29	8.50%	0.00	0.00	0.00	0.00	3.29	8.50%
ICT Solutions									
<i>Total</i>	22.20	4.00	18.02%	1.00	0.00	0.00	1.00	3.00	13.51%
Finance									
<i>Total</i>	52.78	2.45	4.64%	0.00	0.00	0.00	0.00	2.45	4.64%
Property and Building Services									
<i>Total</i>	84.49	10.17	12.04%	0.00	1.83	0.00	1.83	8.34	9.87%
Finance & Resources Total	199.16	19.91	10.00%	1.00	1.83	0.00	2.83	17.08	8.58%
Corporate Directorate Total	1,664.48	317.72	19.09%	18.08	129.06	3.59	150.73	166.99	10.03%

	1.20
	575.38
	1.00
	111.16
	113.42
	70.73
	114.75
	411.06
	1.00
	35.40
	19.20
	50.33
	74.32
	180.25
	1,364.84

Net Vacancy Rate % (Gross Vacancies minus those filled on a temporary basis, divided by total number of posts)

Seconded Staff Included in Above Table

Staff Seconded to TOGETHER TENANCY SUPPORT SERVICE									
<i>Total</i>	1.69	0.00	0.00%	0.00	0.00	0.00	0.00	0.00	0.00%
Staff Seconded to BATS									
<i>Total</i>	37.00	12.02	32.49%	0.00	0.00	0.00	0.00	12.02	32.49%
Staff Seconded to OXLEAS									
<i>Total</i>	25.84	6.31	24.42%	0.00	0.00	0.00	0.00	6.31	24.42%
Seconded Staff Total	64.53	18.33	28.41%	0.00	0.00	0.00	0.00	18.33	28.41%

	1.69
	24.98
	19.53
	46.20

Leadership and Succession Planning as at 31st March

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

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

Bexley 2010-11	Bexley 2011-12	Bexley 2012-13
100.00%	100.00%	100.00%
0.00%	0.00%	0.00%
0.00%	0.00%	0.00%
16.70%	0.00%	0.00%
83.30%	100.00%	100.00%
Not Available	Not Available	0.00%
Not Available	Not Available	0.00%
Not Available	Not Available	0.00%
Not Available	Not Available	20.00%
Not Available	Not Available	60.00%
Not Available	Not Available	20.00%
Not Available	Not Available	0.00%
Not Available	Not Available	60.00%
Not Available	Not Available	0.00%
Not Available	Not Available	40.00%
Not Available	Not Available	0.00%
Not Available	Not Available	0.00%
Not Available	Not Available	100.00%

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

Bexley 2010-11	Bexley 2011-12	Bexley 2012-13
88.20%	92.30%	92.86%
11.80%	7.70%	7.14%
0.00%	0.00%	0.00%
41.20%	46.10%	42.86%
58.80%	53.90%	57.14%
Not Available	Not Available	0.00%
Not Available	Not Available	0.00%
Not Available	Not Available	0.00%
Not Available	Not Available	21.43%
Not Available	Not Available	71.43%
Not Available	Not Available	7.14%
Not Available	Not Available	0.00%
Not Available	Not Available	78.57%
Not Available	Not Available	0.00%
Not Available	Not Available	21.43%
Not Available	Not Available	64.29%
Not Available	Not Available	7.14%
Not Available	Not Available	28.57%

Heads of Service	CCS	%	ESC	%	EW	%	FR	%	TOTAL	%
TOTAL	10	21%	9	19%	16	34%	12	26%	47	
White	9	18%	9	20%	15	34%	12	27%	44	93.62%
Ethnic Minority	2	67%	0	0%	1	33%	0	0%	3	6.38%
Disability/Incapacity	0	0%	0	0%	1	100%	0	0%	1	2.13%
Female	6	29%	7	33%	7	33%	1	5%	21	44.68%
Male	4	15%	2	8%	9	35%	11	42%	26	55.32%
Age - under 20	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age 20-29	0	0%	0	0%	0	0%	0	0%	0	0.00%
Age 30-39	3	100%	0	0%	0	0%	0	0%	3	6.38%
Age 40-49	4	44%	0	0%	3	33%	2	22%	9	19.15%
Age 50-59	3	10%	8	27%	10	33%	9	30%	30	63.83%
Age 60-64	0	0%	1	20%	3	60%	1	20%	5	10.64%
Age 65+	0	0%	0	0%	0	0%	0	0%	0	0.00%
Heterosexual	8	24%	4	12%	10	30%	11	33%	33	70.21%
Non Heterosexual	0	0%	0	0%	0	0%	1	100%	1	2.13%
Sexual Orientation Not Given	0	0%	5	45%	6	55%	0	0%	11	23.40%
Christian	5	19%	4	15%	9	33%	9	33%	27	57.45%
Non-Christian	1	33%	2	67%	0	0%	0	0%	3	6.38%
Religion Not Given	4	24%	3	18%	7	41%	3	18%	17	36.17%

Bexley 2010-11	Bexley 2011-12	Bexley 2012-13
92.40%	91.30%	93.60%
7.60%	8.70%	6.40%
5.70%	4.40%	2.10%
41.50%	45.70%	44.70%
58.50%	54.30%	55.30%
Not Available	Not Available	0.00%
Not Available	Not Available	0.00%
Not Available	Not Available	6.38%
Not Available	Not Available	19.15%
Not Available	Not Available	63.83%
Not Available	Not Available	10.64%
Not Available	Not Available	0.00%
Not Available	Not Available	70.21%
Not Available	Not Available	2.13%
Not Available	Not Available	23.40%
Not Available	Not Available	57.45%
Not Available	Not Available	6.38%
Not Available	Not Available	36.17%

Employment Relations **From 1st April 2012 to 31st March 2013**

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

Sickness Management	CCS	%	ESC	%	EW	%	FR	%	TOTAL	%
TOTAL	35	16%	93	37%	85	38%	19	9%	222	
White	33	16%	70	34%	82	40%	19	9%	204	92%
Ethnic Minority	2	17%	8	67%	2	17%	0	0%	12	5%
Information Not Obtained	0	0%	5	83%	1	17%	0	0%	6	3%
Disability/Incapacity	1	6%	8	44%	8	44%	1	6%	18	8%
Female	31	16%	66	37%	71	40%	9	5%	177	80%
Male	4	9%	17	38%	14	31%	10	22%	45	20%
Age - under 20	0	0%	0	0%	0	0%	0	0%	0	0%
Age 20-29	0	0%	9	45%	9	45%	2	10%	20	9%
Age 30-39	11	31%	11	31%	11	31%	2	8%	35	16%
Age 40-49	15	25%	18	30%	22	37%	5	8%	60	27%
Age 50-59	9	11%	36	44%	26	32%	10	12%	81	36%
Age 60-64	0	0%	8	44%	10	56%	0	0%	18	8%
Age 65+	0	0%	1	13%	7	88%	0	0%	8	4%
Heterosexual	17	17%	37	38%	35	38%	9	9%	98	44%
Non Heterosexual	0	0%	0	0%	1	50%	1	50%	2	1%
Sexual Orientation Not Given	18	15%	46	38%	49	40%	9	7%	122	55%
Christian	20	18%	39	35%	41	37%	12	11%	112	50%
Non-Christian	2	11%	7	37%	8	42%	2	11%	19	9%
Religion Not Given/None	13	14%	37	41%	36	40%	5	5%	91	41%

Disciplinary/Capability/Appeals/FTAW/Grievance	CCS	%	ESC	%	EW	%	FR	%	TOTAL	%
TOTAL	4	13%	23	72%	2	6%	3	9%	32	
White	2	8%	20	83%	1	4%	1	4%	24	75%
Ethnic Minority	1	17%	3	50%	0	0%	2	33%	6	19%
Information Not Obtained	1	50%	0	0%	0	50%	0	0%	2	6%
Disability/Incapacity	0	0%	3	100%	0	0%	0	0%	3	9%
Female	1	6%	15	83%	1	6%	1	6%	18	56%
Male	3	21%	8	57%	1	7%	2	14%	14	44%
Age - under 20	0	0%	0	0%	0	0%	0	0%	0	0%
Age 20-29	1	100%	0	0%	0	0%	0	0%	1	3%
Age 30-39	1	25%	0	0%	1	25%	2	50%	4	13%
Age 40-49	0	0%	4	80%	1	20%	0	0%	5	16%
Age 50-59	0	1%	14	88%	0	0%	1	6%	16	50%
Age 60-64	0	0%	5	100%	0	0%	0	0%	5	16%
Age 65+	1	100%	0	0%	0	0%	0	0%	1	3%
Heterosexual	1	11%	5	56%	1	11%	2	22%	9	28%
Non Heterosexual	1	100%	0	0%	0	0%	0	0%	1	3%
Sexual Orientation Not Given	2	10%	18	86%	1	5%	0	0%	21	66%
Christian	3	21%	9	64%	1	7%	1	7%	14	44%
Non-Christian	0	0%	1	33%	0	0%	2	67%	3	9%
Religion Not Given/None	1	7%	13	87%	1	7%	0	0%	15	47%

Sickness Absence **From 1st April 2012 to 31st March 2013**

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

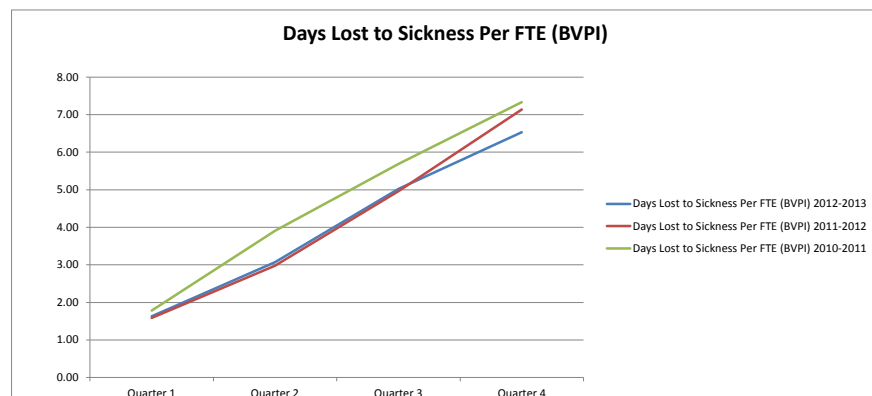
The following tables show the number of days lost to sickness absence due to over the year. The figures include schools and Adult Education.

Comment:

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

Directorate	Quarter 1			Quarter 2 Cumulative			Quarter 3 Cumulative			Quarter 4 Cumulative		
	Absence Days	FTE as at 30/6/12	Number of Days Lost Per FTE	Absence Days	FTE as at 30/9/12	Number of Days Lost Per FTE	Absence Days	FTE as at 31/12/12	Number of Days Lost Per FTE	Absence Days	FTE as at 31/3/13	Number of Days Lost Per FTE
Chief Executive												
Total	0.00	1.00	0.00	0.00	1.00	0.00	0.00	1.00	0.00	0.00	1.00	0.00
Customer & Corporate Services												
Total	182.65	202.33	0.90	359.64	197.58	1.82	622.01	201.15	3.08	813.86	197.15	4.13
Education & Social Care												
Total	1096.46	593.19	1.85	2247.40	593.30	3.79	3615.76	584.85	6.18	4813.65	575.36	8.37
Environment & Wellbeing												
Total	476.85	420.05	1.14	966.20	417.31	2.32	1677.45	411.88	4.07	2447.22	411.06	5.95
Finance & Resources												
Total	177.05	179.21	0.99	317.66	178.03	1.78	516.35	178.25	2.90	676.67	180.25	3.75
Total MG's covered by Business Centre	1933.01	1395.78	1.38	3890.90	1387.22	2.90	6431.57	1377.13	4.67	8751.40	1364.82	6.41
Adult Education												
Directorate Total	125.27	91.07	1.38	251.08	69.37	3.62	373.29	84.94	4.39	495.49	85.43	5.80
Schools**												
Directorate Total	3589.91	1968.28	1.82	6493.07	2005.56	3.24	10055.50	1897.51	5.30	13310.93	2004.79	6.64
Council Wide	5648.19	3455.13	1.63	10635.05	3462.15	3.07	16860.36	3359.58	5.02	22557.82	3455.04	6.53
Excluding Schools	2058.28	1486.85	1.38	4141.98	1456.59	2.84	6804.96	1462.07	4.65	9246.89	1450.25	6.38
Additional FTE for Adult Education 33.89 added to total FTE to reflect contract arrangements.												
Additional FTE for Adult Education 12.05 added to total FTE to reflect contract arrangements.												
Additional FTE for Adult Education 29.28 added to total FTE to reflect contract arrangements.												
Additional FTE for Adult Education 27.52 added to total FTE to reflect contract arrangements.												

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Days Lost to Sickness Per FTE (BVPI) 2012-2013	1.63	3.07	5.02	6.53
Days Lost to Sickness Per FTE (BVPI) 2011-2012	1.59	2.98	4.96	7.14
Days Lost to Sickness Per FTE (BVPI) 2010-2011	1.78	3.91	5.69	7.33



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. The figures exclude schools and Adult Education.

	Total Headcount	No. of Women	%	Total Number of E'es with Disability/ Incapacity	%	White	%	Total Number of E'es from an Ethnic Origin	%	Asian (Indian, Pakistani, Any other Asian)	%	Black (Caribbean, African, Other Black)	%	Chinese	%	Mixed	%	Other	%	Refused	%	Not Yet Obtained	%	Buddhism	%	Christianity	%	Hinduism	%	Islam (Muslim)	%
Customer and Corporate Services																															
Bexley 1 to 9	113	91	81%	8	7%	103	91%	9	8%	4	4%	2	2%	1	1%	2	2%	0	0%	0	0%	2	2%	0	0%	57	50%	0	0%	0	0%
Bexley 10 to 15	71	50	70%	5	7%	63	89%	6	8%	3	4%	3	4%	0	0%	0	0%	0	0%	0	0%	2	3%	0	0%	41	58%	1	1%	1	1%
Bexley 16 to 19	34	24	71%	2	6%	31	91%	2	6%	0	0%	1	3%	0	0%	1	3%	0	0%	0	0%	0	0%	0	0%	15	44%	0	0%	0	0%
Bexley 20 to 27	12	5	42%	0	0%	10	83%	2	17%	0	0%	2	17%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	3	25%	0	0%	0	0%
Directorate Totals	230	170	74%	15	7%	207	90%	19	8%	7	3%	8	3%	1	0%	3	1%	0	0%	0	0%	4	2%	0	0%	116	50%	1	0%	1	0%
Education & Social Care																															
Bexley 1 to 9	466	393	84%	31	7%	384	82%	64	14%	19	4%	31	7%	1	0%	11	2%	2	0%	2	0%	17	4%	1	0%	217	47%	3	1%	7	2%
Bexley 10 to 15	168	131	78%	8	5%	138	82%	25	15%	7	4%	14	8%	1	1%	3	2%	0	0%	0	0%	4	2%	3	2%	93	55%	4	2%	0	0%
Bexley 16 to 19	49	38	78%	2	4%	42	86%	5	10%	2	4%	2	4%	0	0%	1	2%	0	0%	0	0%	2	4%	0	0%	26	53%	0	0%	1	2%
Bexley 20 to 27	17	13	76%	0	0%	16	94%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	6%	0	0%	10	59%	0	0%	0	0%
Directorate Totals	700	575	82%	41	6%	580	83%	94	13%	28	4%	47	7%	2	0%	15	2%	2	0%	2	0%	24	3%	4	1%	346	49%	7	1%	8	1%
Environment and Wellbeing																															
Bexley 1 to 9	305	227	74%	23	8%	287	94%	21	7%	7	2%	7	2%	0	0%	7	2%	0	0%	0	0%	2	1%	0	0%	163	53%	2	1%	0	0%
Bexley 10 to 15	164	91	55%	2	1%	146	89%	9	5%	2	1%	3	2%	1	1%	2	1%	1	1%	0	0%	5	3%	1	1%	91	55%	0	0%	1	1%
Bexley 16 to 19	37	13	35%	5	14%	34	92%	2	5%	0	0%	0	0%	0	0%	1	3%	1	3%	0	0%	0	0%	0	0%	20	54%	0	0%	0	0%
Bexley 20 to 27	20	9	45%	1	5%	19	95%	1	5%	0	0%	0	0%	0	0%	1	5%	0	0%	0	0%	0	0%	0	0%	12	60%	0	0%	0	0%
Directorate Totals	526	340	65%	31	6%	486	92%	33	6%	9	2%	10	2%	1	0%	11	2%	2	0%	0	0%	7	1%	1	0%	286	54%	2	0%	1	0%
Finance and Resources																															
Bexley 1 to 9	120	72	60%	20	17%	112	93%	7	6%	3	3%	4	3%	0	0%	0	0%	0	0%	0	0%	1	1%	0	0%	68	57%	0	0%	0	0%
Bexley 10 to 15	49	25	51%	7	14%	42	86%	7	14%	3	6%	2	4%	1	2%	1	2%	0	0%	0	0%	0	0%	1	2%	28	57%	1	2%	2	4%
Bexley 16 to 19	28	10	36%	1	4%	26	93%	1	4%	0	0%	0	0%	0	0%	1	4%	0	0%	0	0%	1	4%	0	0%	16	57%	0	0%	0	0%
Bexley 20 to 27	14	1	7%	1	7%	13	93%	1	7%	1	7%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	10	71%	0	0%	1	7%
Directorate Totals	211	108	51%	29	14%	193	91%	16	8%	7	3%	6	3%	1	0%	2	1%	0	0%	0	0%	2	1%	1	0%	122	58%	1	0%	3	1%
Corporate Total																															
Bexley 1 to 9	1004	783	78%	82	8%	886	88%	101	10%	33	3%	44	4%	2	0%	20	2%	2	0%	2	0%	22	2%	1	0%	505	50%	5	0%	7	1%
Bexley 10 to 15	452	297	66%	22	5%	389	86%	47	10%	15	3%	22	5%	3	1%	6	1%	1	0%	0	0%	11	2%	5	1%	253	56%	6	1%	4	1%
Bexley 16 to 19	148	85	57%	10	7%	133	90%	10	7%	2	1%	3	2%	0	0%	4	3%	1	1%	0	0%	3	2%	0	0%	77	52%	0	0%	1	1%
Bexley 20 to 27	63	28	44%	2	3%	58	92%	4	6%	1	2%	2	3%	0	0%	1	2%	0	0%	0	0%	1	2%	0	0%	35	56%	0	0%	1	2%
Total	1667	1193	72%	116	7%	1466	88%	162	10%	51	3%	71	4%	5	0%	31	2%	4	0%	2	0%	37	2%	6	0%	870	52%	11	1%	13	1%

Jehovah's Witness	%	Judaism	%	Sikhism	%	Other	%	None	%	Info Not Given	%	Bi Sexual	%	Gay	%	Hetrosexual	%	Lesbian	%	Prefer not to say	%	Info Not Given	%	Under 20	%	20-24	%	25-29	%	30-34	%	35-39	%
0	0%	0	0%	2	2%	6	5%	22	19%	26	23%	0	0%	0	0%	55	49%	1	1%	7	6%	50	44%	1	1%	5	4%	10	9%	7	6%	9	8%
0	0%	0	0%	1	1%	1	1%	18	25%	8	11%	0	0%	1	1%	40	56%	0	0%	5	7%	25	35%	0	0%	1	1%	7	10%	6	8%	7	10%
0	0%	0	0%	0	0%	4	12%	10	29%	5	15%	0	0%	0	0%	25	74%	0	0%	2	6%	7	21%	0	0%	0	0%	3	9%	5	15%	8	24%
0	0%	0	0%	0	0%	0	0%	4	33%	5	42%	0	0%	0	0%	6	50%	0	0%	0	0%	6	50%	0	0%	0	0%	0	0%	0	0%	1	8%
0	0%	0	0%	3	1%	11	5%	54	23%	43	19%	0	0%	1	0%	126	55%	1	0%	14	6%	88	38%	1	0%	6	3%	20	9%	18	8%	25	11%
1	0%	2	0%	10	2%	14	3%	84	18%	127	27%	1	0%	1	0%	206	44%	1	0%	19	4%	238	51%	1	0%	28	8%	31	7%	37	8%	40	9%
0	0%	0	0%	2	1%	7	4%	31	18%	28	17%	0	0%	3	2%	88	52%	2	1%	4	2%	71	42%	0	0%	2	1%	9	5%	16	10%	16	10%
0	0%	1	2%	1	2%	3	6%	6	12%	11	22%	0	0%	1	2%	11	22%	1	2%	3	6%	33	67%	0	0%	0	0%	0	0%	1	2%	3	6%
0	0%	0	0%	1	6%	1	6%	1	6%	4	24%	0	0%	0	0%	9	53%	0	0%	1	6%	7	41%	0	0%	0	0%	0	0%	0	0%	0	0%
1	0%	3	0%	14	2%	25	4%	122	17%	170	24%	1	0%	5	1%	314	45%	4	1%	27	4%	349	50%	1	0%	30	4%	40	6%	54	8%	59	8%
5	2%	0	0%	3	1%	8	3%	74	24%	50	16%	2	1%	0	0%	132	43%	3	1%	21	7%	147	48%	4	1%	26	9%	34	11%	21	7%	26	9%
2	1%	0	0%	0	0%	3	2%	33	20%	33	20%	0	0%	1	1%	86	52%	1	1%	8	5%	69	42%	0	0%	0	0%	14	9%	23	14%	16	10%
0	0%	0	0%	0	0%	0	0%	9	24%	8	22%	0	0%	0	0%	17	46%	0	0%	4	11%	16	43%	0	0%	0	0%	0	0%	1	3%	3	8%
0	0%	0	0%	0	0%	0	0%	6	30%	2	10%	0	0%	0	0%	14	70%	0	0%	0	0%	6	30%	0	0%	0	0%	0	0%	0	0%	0	0%
7	1%	0	0%	3	1%	11	2%	122	23%	93	18%	2	0%	1	0%	248	47%	4	1%	33	6%	238	45%	4	1%	26	5%	48	9%	45	9%	45	9%
1	1%	0	0%	4	3%	2	2%	16	13%	29	24%	1	1%	1	1%	44	37%	0	0%	8	7%	66	55%	1	1%	6	5%	7	6%	10	8%	10	8%
0	0%	0	0%	0	0%	3	6%	9	18%	5	10%	0	0%	0	0%	25	51%	0	0%	1	2%	23	47%	0	0%	0	0%	5	10%	2	4%	5	10%
0	0%	0	0%	0	0%	0	0%	8	29%	4	14%	0	0%	1	4%	16	57%	0	0%	2	7%	9	32%	0	0%	0	0%	0	0%	1	4%	1	4%
0	0%	0	0%	0	0%	0	0%	2	14%	1	7%	0	0%	0	0%	14	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
1	0%	0	0%	4	2%	5	2%	35	17%	39	18%	1	0%	2	1%	99	47%	0	0%	11	5%	98	46%	1	0%	6	3%	12	6%	13	6%	16	8%
7	1%	2	0%	19	2%	30	3%	196	20%	232	23%	4	0%	2	0%	437	44%	5	0%	55	5%	501	50%	7	1%	65	6%	82	8%	75	7%	85	8%
2	0%	0	0%	3	1%	14	3%	91	20%	74	16%	0	0%	5	1%	238	53%	3	1%	18	4%	188	42%	0	0%	3	1%	35	8%	47	10%	44	10%
0	0%	1	1%	1	1%	7	5%	33	22%	28	19%	0	0%	2	1%	69	47%	1	1%	11	7%	65	44%	0	0%	0	0%	3	2%	8	5%	15	10%
0	0%	0	0%	1	2%	1	2%	13	21%	12	19%	0	0%	0	0%	43	68%	0	0%	1	2%	19	30%	0	0%	0	0%	0	0%	0	0%	1	2%
9	1%	3	0%	24	1%	52	3%	333	20%	346	21%	4	0%	9	1%	787	47%	9	1%	85	5%	773	46%	7	0%	68	4%	120	7%	130	8%	145	9%

40-44	%	45-49	%	50-54	%	55 - 59	%	60 - 64	%	65 - 69	%	Over 70+	%
14	12%	24	21%	22	19%	17	15%	3	3%	2	2%	0	0%
12	17%	14	20%	13	18%	8	11%	3	4%	0	0%	0	0%
4	12%	5	15%	3	9%	4	12%	2	6%	0	0%	0	0%
1	8%	4	33%	2	17%	4	33%	0	0%	0	0%	0	0%
31	13%	47	20%	40	17%	32	14%	8	3%	2	1%	0	0%
38	8%	70	15%	77	17%	75	17%	54	12%	11	2%	3	1%
18	11%	32	19%	30	18%	21	13%	21	13%	4	2%	0	0%
3	6%	8	16%	11	22%	14	29%	8	16%	1	2%	0	0%
1	6%	0	0%	9	53%	5	29%	2	12%	0	0%	0	0%
60	9%	110	16%	127	18%	115	16%	85	12%	16	2%	3	0%
21	7%	34	11%	42	14%	51	17%	31	10%	13	4%	4	1%
12	7%	32	20%	36	21%	22	13%	7	4%	3	2%	1	1%
3	8%	7	19%	13	35%	6	16%	4	11%	0	0%	0	0%
2	10%	3	15%	8	40%	4	20%	3	15%	0	0%	0	0%
38	7%	76	14%	98	19%	80	15%	45	9%	16	3%	5	1%
8	7%	19	16%	23	19%	19	16%	12	10%	5	4%	0	0%
6	12%	6	12%	11	22%	6	12%	6	12%	2	4%	0	0%
4	14%	3	11%	12	43%	5	18%	1	4%	1	4%	0	0%
0	0%	1	7%	5	36%	6	43%	2	14%	0	0%	0	0%
18	9%	29	14%	51	24%	36	17%	21	10%	8	4%	0	0%
81	8%	147	15%	164	16%	166	17%	100	10%	31	3%	7	1%
48	11%	84	19%	89	20%	57	13%	37	8%	9	2%	1	0%
14	9%	23	16%	39	26%	29	20%	15	10%	2	1%	0	0%
4	6%	8	13%	24	38%	19	30%	7	11%	0	0%	0	0%
147	9%	262	16%	316	19%	271	16%	159	10%	42	3%	8	0%

Training & Development From 1st April 2012 to 31st March 2013

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

Course Name		Number of Courses Run by Strategic Theme	Cost per Strategic Theme	Attended Internal **	Attended External***	Total Attended	Cost Per Delegate
CF21	CF21	58	£0.00	155	131	286	£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	7	£0.00	7	0	7	£0.00
Managing Self	SELFIMG	0	£0.00	0	0	0	£0.00
Maximising the use of technology	MAXTEK	48	£0.00	140	14	154	£0.00
Member Development	MEMBER	0	£0.00	0	0	0	£0.00
Procurement, financial skills and contract management	FINANC	0	£0.00	0	0	0	£0.00
Professional Development HR	HRDEV	0	£0.00	0	0	0	£0.00
Promoting Diversity and Inclusion	DIVINC	0	£0.00	0	0	0	£0.00
Promoting health, safety and well-being at work	HEALTH	28	£770.00	233	37	270	£2.85
Regulatory requirements	REGREQ	0	£0.00	0	0	0	£0.00
Safeguarding Children	SCHILD	47	£8,140.00	288	323	611	£13.32
Safeguarding Vulnerable Adults	SADULT	7	£4,845.00	71	18	89	£54.44
Social Care Qualifications	QS	0	£0.00	0	0	0	£0.00
Transforming Adult Social Care	ADLSOC	27	£3,900.00	276	96	372	£10.48
Transforming customer services	CUSTSV	0	£0.00	0	0	0	£0.00
Transforming CYPs	CYPS	20	£7,795.50	237	30	267	£29.20
Total		242	£25,450.50	1407	649	2056	£12.38

Organisational Development From 1st April 2012 to 31st March 2013

Course Attendee - Diversity Profile (Internal Candidates Only)

Course Name		Total Attended	Ethnic Minority	Non Ethnic Minority	Information Not Obtained	Disabled	Non Disabled	Male	Female	under 20	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	over 70	Not Recorded
CF21	CF21	155	13	41	101	0	155	35	120	2	1	5	7	9	6	13	6	7	3	1	0	85
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	7	3	3	1	0	7	3	4	0	0	0	1	0	0	1	1	3	1	0	0	0
Managing Self	SELFIMG	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	140	19	101	21	3	137	35	105	2	8	8	15	10	12	21	28	13	4	1	0	18
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	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Promoting Diversity and Inclusion	DIVINC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Promoting health, safety and well-being at work	HEALTH	233	74	147	12	8	227	72	161	1	9	16	15	24	18	38	47	37	18	3	0	7
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	288	43	216	29	15	273	30	258	0	28	20	30	27	26	36	55	27	19	1	0	19
Safeguarding Vulnerable Adults	SADULT	71	22	34	15	3	68	13	58	0	0	0	9	5	4	22	5	6	3	3	0	14
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	276	60	176	40	11	265	56	220	0	3	9	26	21	34	47	45	34	24	4	0	29
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	237	73	130	34	12	225	34	203	0	17	24	20	19	21	34	42	19	12	3	0	28
Total		1407	305	848	253	50	1357	278	1129	5	66	82	123	115	121	212	229	146	84	16	0	209

Course Name		Hetrosexual	Non-Hetrosexual	Information Not Obtained	Christian	Non-Christian	None	Information Not Obtained
CF21	CF21	33	1	121	30	3	11	111
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	5	0	2	6	0	0	1
Managing Self	SELFIMG	0	0	0	0	0	0	0
Maximising the use of technology	MAXTEK	69	3	68	62	12	27	39
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	0	0	0	0	0	0	0
Promoting Diversity and Inclusion	DIVINC	0	0	0	0	0	0	0
Promoting health, safety and well-being at work	HEALTH	95	2	136	103	18	38	74
Regulatory requirements	REGREQ	0	0	0	0	0	0	0
Safeguarding Children	SCHILD	143	1	144	144	22	63	59
Safeguarding Vulnerable Adults	SADULT	13	4	54	14	7	7	43
Social Care Qualifications	QS	0	0	0	0	0	0	0
Transforming Adult Social Care	ADLSOC	123	9	144	110	24	55	87
Transforming customer services	CUSTSV	0	0	0	0	0	0	0
Transforming CYPs	CYPS	104	1	132	78	22	39	98
Total		585	21	901	547	108	240	512

Course Attendance by Management Grouping (Internal Candidates Only)

Course Name		CCS	ESC	EW	FR	AED	Schools	Other
CF21	CF21	11	139	0	1	0	4	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	0	5	2	0	0	0	0
Managing Self	SELFMG	0	0	0	0	0	0	0
Maximising the use of technology	MAXTEK	29	35	46	30	0	0	0
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	0	0	0	0	0	0	0
Promoting Diversity and Inclusion	DIVINC	0	0	0	0	0	0	0
Promoting health, safety and well-being at work	HEALTH	15	99	43	34	3	39	0
Regulatory requirements	REGREQ	0	0	0	0	0	0	0
Safeguarding Children	SCHILD	0	203	2	0	1	81	1
Safeguarding Vulnerable Adults	SADULT	0	64	7	0	0	0	0
Social Care Qualifications	QS	0	0	0	0	0	0	0
Transforming Adult Social Care	ADLSOC	9	284	3	0	0	0	0
Transforming customer services	CUSTSV	0	0	0	0	0	0	0
Transforming CYPs	CYPS	3	233	1	0	0	0	0
Total		67	1042	104	65	4	124	1

Course Attendance by Job Family (Internal Candidates Only)

Course Name		Customer Facing	Heads of Service	Management 1	Management 2	Professional 1	Professional 2	Senior Support Staff	Supervisor	Support Staff	Top Management	Not Applicable	No Recorded
CF21	CF21	13	0	4	2	8	84	1	0	34	1	6	2
IT Qualification	QI	0	0	0	0	0	0	0	0	0	0	0	0
Leadership & Management	LEADER	0	0	0	0	0	0	0	0	0	0	0	0
Management Qualification	QM	0	0	0	0	0	0	0	0	0	0	0	0
Managing Communications	COMM	0	0	0	0	0	0	0	0	0	0	0	0
Managing people and performance	PEOPLE	2	0	0	0	0	3	1	0	1	0	0	0
Managing Self	SELFMG	0	0	0	0	0	0	0	0	0	0	0	0
Maximising the use of technology	MAXTEK	7	8	8	5	30	27	33	0	17	1	3	1
Member Development	MEMBER	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
Professional Development HR	HRDEV	0	0	0	0	0	0	0	0	0	0	0	0
Promoting Diversity and Inclusion	DIVINC	0	0	0	0	0	0	0	0	0	0	0	0
Promoting health, safety and well-being at work	HEALTH	33	4	10	12	5	62	8	15	40	1	32	11
Regulatory requirements	REGREQ	0	0	0	0	0	0	0	0	0	0	0	0
Safeguarding Children	SCHILD	42	0	8	7	7	88	16	12	17	0	64	29
Safeguarding Vulnerable Adults	SADULT	4	1	3	0	2	61	0	0	0	0	0	0
Social Care Qualifications	QS	0	0	0	0	0	0	0	0	0	0	0	0
Transforming Adult Social Care	ADLSOC	44	6	19	0	6	178	0	0	11	1	11	0
Transforming customer services	CUSTSV	0	0	0	0	0	0	0	0	0	0	0	0
Transforming CYPs	CYPS	42	2	6	0	9	168	0	3	4	0	2	1
Total		187	21	56	26	67	671	59	30	124	4	118	44

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

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

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

Commentary	ANNEX 3
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The Council has undergone a major review of its services under the 2014 Programme which included the implementation of a new organisational blue print and operating model used to deliver the Council's services. The Programme has involved a number of structural reviews which had a major impact on the size of the workforce between 2010/11 and 2012/13.

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

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

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

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

The number of BME and Disabled applicants has risen in 2012/13 with the number shortlisted and appointed from these groups also increasing.

Staff turnover has reduced by 4% and the number of BME leavers has reduced. Low turnover limits the opportunities to improve the equalities profile of the workforce, particularly at a senior level.

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