



## **EMPLOYMENT MONITORING REPORT**

**April 2017 - March 2018**

## Introduction

This report provides information and comments on the monitoring of the Council's employment processes for the year 1 April 2017 to 31 March 2018. This addresses the requirements of the Equality Act (2010) and the commitments contained in the Council's Single Equality Scheme.

Information on the following are included:

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

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

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

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

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

Details of the Council's Gender Pay Gap Reporting can be found [HERE](#)

SIZE AND PROFILE OF THE WORKFORCE as at 31st March 2018

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

Headcount

|                 | CD  | %  | AS  | %  | CS  | %   | PCI | %   | FCS | %   | TLC | %   | DSS  | %   | TOTAL |
|-----------------|-----|----|-----|----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-------|
| Permanent Staff | 135 | 5% | 221 | 8% | 410 | 14% | 416 | 14% | 345 | 12% | 292 | 10% | 1093 | 38% | 2912  |

|  |
|--|
| Bexley Borough<br>(economically active)<br>Census 2011 |
| 110,680  |

Full-Time Equivalent (FTE)

|                 | CD     | AS     | CS     | PCI    | FCS    | TLC   | DSS    |
|-----------------|--------|--------|--------|--------|--------|-------|--------|
| Permanent Staff | 128.09 | 211.33 | 370.44 | 363.77 | 304.44 | 55.54 | 790.11 |

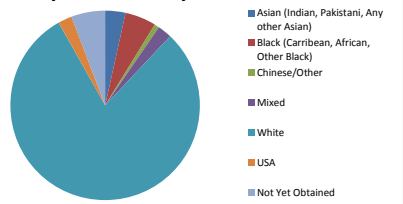
|  | Bexley 2015-16 | Bexley 2016-17 | Bexley 2017-18 | Bexley Borough<br>(economically active) Census 2011 |
|--|----------------|----------------|----------------|---|
|  | 2700.74        | 2443.47        | 2223.72        | Not Available                                       |

Ethnicity

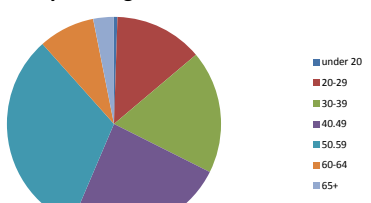
|  | CD     | AS     | CS     | PCI    | FCS    | TLC    | DSS    |
|--|--------|--------|--------|--------|--------|--------|--------|
| Asian (Indian, Pakistani, Any other Asian) | 4.48%  | 3.62%  | 3.90%  | 3.13%  | 4.06%  | 5.82%  | 2.47%  |
| Black (Caribbean, African, Other Black)    | 1.49%  | 14.03% | 13.42% | 3.37%  | 2.32%  | 4.11%  | 2.93%  |
| Chinese/Other                              | 0.00%  | 0.45%  | 0.49%  | 0.96%  | 0.29%  | 3.08%  | 0.64%  |
| Mixed                                      | 0.75%  | 3.62%  | 6.34%  | 1.68%  | 0.87%  | 3.08%  | 1.46%  |
| White                                      | 83.58% | 65.61% | 64.88% | 81.73% | 83.48% | 77.40% | 86.64% |
| USA  | 5.97%  | 4.53%  | 3.90%  | 2.64%  | 2.32%  | 1.37%  | 1.10%  |
| Not Yet Obtained                           | 3.73%  | 8.14%  | 7.07%  | 6.49%  | 6.67%  | 5.14%  | 4.76%  |

|  | Bexley 2015-16 | Bexley 2016-17 | Bexley 2017-2018 | Bexley Borough<br>(economically active) Census 2011 |
|--|----------------|----------------|------------------|---|
|  | 2.29%          | 2.27%          | 3.47%            | 6.84%   |
|  | 2.51%          | 2.53%          | 5.29%            | 7.83%   |
|  | 1.83%          | 0.66%          | 0.83%            | 0.76%   |
|  | 1.53%          | 1.50%          | 2.41%            | 1.56%   |
|  | 84.39%         | 81.11%         | 79.84%           | 83.02%  |
|  | n/a            | 1.99%          | 2.37%            | n/a   |
|  | 7.45%          | 9.88%          | 5.77%            | 0.00%   |

Bexley Staff Ethnicity Profile 2017-2018



Bexley Staff Age Profile 2017-2018



Age Profile

|          | CD     | AS     | CS     | PCI    | FCS    | TLC    | DSS    |
|----------|--------|--------|--------|--------|--------|--------|--------|
| under 20 | 0.75%  | 0.00%  | 0.00%  | 1.44%  | 0.29%  | 0.34%  | 0.55%  |
| 20-29    | 12.69% | 14.03% | 14.63% | 11.54% | 15.36% | 3.43%  | 15.46% |
| 30-39    | 21.64% | 14.48% | 24.63% | 20.43% | 16.23% | 9.25%  | 18.21% |
| 40-49    | 14.18% | 23.53% | 20.49% | 18.03% | 21.16% | 25.77% | 28.55% |
| 50-59    | 36.57% | 33.48% | 30.73% | 32.69% | 36.07% | 36.30% | 29.19% |
| 60-64    | 11.94% | 11.31% | 6.59%  | 12.74% | 8.41%  | 13.01% | 5.40%  |
| 65+      | 2.24%  | 3.17%  | 2.93%  | 3.13%  | 3.48%  | 8.90%  | 1.65%  |

|  | Bexley 2015-16 | Bexley 2016-17 | Bexley 2017-2018 | Bexley Borough<br>Working Age (Census 2001) |
|--|----------------|----------------|------------------|---|
|  | 0.78%          | 0.33%          | 0.52%            | 8.20%                                       |
|  | 12.37%         | 12.26%         | 13.33%           | 15.90%                                      |
|  | 16.92%         | 16.63%         | 18.55%           | 22.00%                                      |
|  | 27.14%         | 26.65%         | 24.01%           | 18.80%                                      |
|  | 31.50%         | 31.75%         | 31.98%           | 17.00%                                      |
|  | 8.30%          | 8.22%          | 8.49%            | 6.60%                                       |
|  | 3.10%          | 4.18%          | 3.13%            | 11.50%                                      |

Sexual Orientation

|                   | CD     | AS     | CS     | PCI    | FCS    | TLC    | DSS    |
|-------------------|--------|--------|--------|--------|--------|--------|--------|
| Bi-Sexual         | 0.00%  | 0.00%  | 0.24%  | 0.96%  | 0.00%  | 0.00%  | 0.18%  |
| Gay               | 1.49%  | 2.72%  | 1.22%  | 0.24%  | 1.16%  | 0.34%  | 0.27%  |
| Heterosexual      | 64.93% | 66.97% | 69.02% | 59.14% | 64.06% | 57.88% | 20.04% |
| Lesbian           | 0.00%  | 0.45%  | 0.73%  | 1.20%  | 0.59%  | 0.34%  | 0.00%  |
| Prefer not to say | 5.22%  | 4.53%  | 5.12%  | 5.77%  | 2.61%  | 4.11%  | 3.39%  |
| Info not given    | 28.36% | 25.34% | 23.66% | 32.69% | 31.59% | 37.33% | 76.12% |

|  | Bexley 2015-16 | Bexley 2016-17 | Bexley 2017-2018 | Bexley Borough<br>(economically active) Census 2011 |
|--|----------------|----------------|------------------|---|
|  | 0.30%          | 0.27%          | 0.24%            | Not Available                                       |
|  | 0.46%          | 0.63%          | 0.76%            | Not Available                                       |
|  | 34.41%         | 39.48%         | 47.17%           | Not Available                                       |
|  | 0.27%          | 0.35%          | 0.41%            | Not Available                                       |
|  | 4.16%          | 4.04%          | 4.12%            | Not Available                                       |
|  | 60.40%         | 55.23%         | 47.30%           | Not Available                                       |

Bexley Staff Sexual Orient. Profile 2017-2018

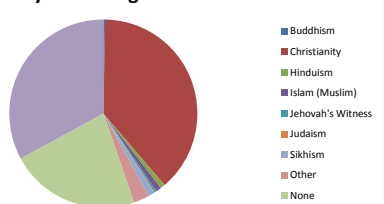


Religion

|                   | CD     | AS     | CS     | PCI    | FCS    | TLC    | DSS    |
|-------------------|--------|--------|--------|--------|--------|--------|--------|
| Buddhism          | 0.75%  | 0.00%  | 0.24%  | 0.48%  | 0.29%  | 1.37%  | 0.00%  |
| Christianity      | 47.76% | 44.34% | 52.68% | 46.63% | 46.09% | 36.64% | 25.62% |
| Hinduism          | 0.75%  | 1.36%  | 0.73%  | 1.44%  | 0.29%  | 0.68%  | 0.73%  |
| Islam (Muslim)    | 2.24%  | 0.00%  | 1.95%  | 0.24%  | 0.87%  | 2.40%  | 0.37%  |
| Jehovah's Witness | 0.00%  | 0.45%  | 0.00%  | 0.96%  | 0.58%  | 1.03%  | 0.09%  |
| Judaism           | 0.75%  | 0.00%  | 0.00%  | 0.00%  | 0.00%  | 0.34%  | 0.18%  |
| Sikhism           | 0.75%  | 1.36%  | 1.22%  | 0.96%  | 2.03%  | 1.37%  | 0.55%  |
| Other             | 2.24%  | 3.17%  | 4.63%  | 4.81%  | 2.32%  | 4.11%  | 0.91%  |
| None              | 26.87% | 27.15% | 26.59% | 29.33% | 29.86% | 29.11% | 12.44% |
| Info not given    | 17.91% | 22.17% | 11.95% | 15.14% | 17.68% | 22.95% | 59.10% |

|  | Bexley 2015-16 | Bexley 2016-17 | Bexley 2017-2018 | Bexley Borough<br>(economically active) Census 2011 |
|--|----------------|----------------|------------------|---|
|  | 0.27%          | 0.27%          | 0.31%            | Not Available                                       |
|  | 36.58%         | 37.76%         | 38.41%           | Not Available                                       |
|  | 0.64%          | 0.66%          | 0.82%            | Not Available                                       |
|  | 0.59%          | 0.79%          | 0.89%            | Not Available                                       |
|  | 0.34%          | 0.33%          | 0.38%            | Not Available                                       |
|  | 0.11%          | 0.19%          | 0.14%            | Not Available                                       |
|  | 0.80%          | 0.90%          | 1.03%            | Not Available                                       |
|  | 2.02%          | 2.24%          | 2.71%            | Not Available                                       |
|  | 18.47%         | 18.89%         | 22.36%           | Not Available                                       |
|  | 40.18%         | 37.97%         | 32.94%           | Not Available                                       |

Bexley Staff Religion Profile 2017-2018

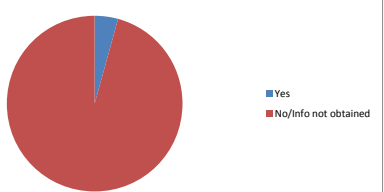


Disability/Incapacity as a % of Workforce

|                      | CD     | AS     | CS     | PCI    | FCS    | TLC    | DSS    |
|----------------------|--------|--------|--------|--------|--------|--------|--------|
| Yes                  | 4.48%  | 3.17%  | 6.10%  | 4.33%  | 7.54%  | 5.48%  | 2.47%  |
| No/Info not obtained | 95.52% | 96.83% | 93.90% | 95.67% | 92.46% | 94.52% | 97.53% |

|  | Bexley 2015-16 | Bexley 2016-17 | Bexley 2017-2018 | Bexley Borough<br>(economically active) Census 2011 |
|--|----------------|----------------|------------------|---|
|  | 3.86%          | 4.05%          | 4.29%            | 6.61%   |
|  | 96.14%         | 95.95%         | 95.71%           | 93.39%  |

Bexley Staff Disability/Incapacity Profile 2017-2018

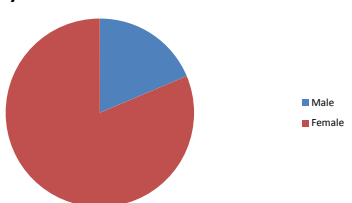


Gender as a % of Workforce

|        | CD     | AS     | CS     | PCI    | FCS    | TLC    | DSS    |
|--------|--------|--------|--------|--------|--------|--------|--------|
| Male   | 34.33% | 16.29% | 14.88% | 37.98% | 20.87% | 16.44% | 11.07% |
| Female | 64.93% | 83.71% | 85.12% | 62.02% | 79.13% | 83.56% | 88.93% |

|  | Bexley 2015-16 | Bexley 2016-17 | Bexley 2017-2018 | Bexley Borough<br>(economically active) Census 2011 |
|--|----------------|----------------|------------------|---|
|  | 17.35%         | 17.72%         | 18.62%           | 52.33%  |
|  | 82.65%         | 82.28%         | 81.35%           | 47.67%  |

Bexley Staff Gender Profile 2017-2018



**Recruitment & Appointment** From 1st April 2015 to 31st March 2018

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 short and exclude Schools and Adult Education

| APPLICANTS        | CD   | %    | AS   | %   | CS   | %   | PCI | %   | FCR | %   | TOTAL | %    |
|-------------------|------|------|------|-----|------|-----|-----|-----|-----|-----|-------|------|
| TOTAL APPLICANTS  | 2714 | 100% | 3314 | 12% | 1115 | 42% | 571 | 20% | 438 | 16% | 2596  | 100% |
| Wales             | 281  | 10%  | 123  | 4%  | 388  | 15% | 202 | 7%  | 156 | 6%  | 1230  | 48%  |
| English Midlands  | 136  | 5%   | 214  | 8%  | 834  | 32% | 245 | 9%  | 173 | 7%  | 1414  | 55%  |
| South East        | 4    | 0%   | 13   | 0%  | 18   | 0%  | 7   | 0%  | 3   | 0%  | 38    | 1%   |
| Cheshire/Cheshire | 4    | 0%   | 13   | 0%  | 18   | 0%  | 7   | 0%  | 3   | 0%  | 38    | 1%   |
| London            | 181  | 7%   | 258  | 10% | 219  | 8%  | 239 | 9%  | 181 | 7%  | 1088  | 42%  |
| Asia - India 20   | 3    | 0%   | 4    | 0%  | 5    | 0%  | 2   | 0%  | 1   | 0%  | 15    | 0%   |
| Asia 20-29        | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 30-39        | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 40-49        | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 50-59        | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 60-69        | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 70-79        | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 80-89        | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 90-99        | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 100-109      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 110-119      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 120-129      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 130-139      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 140-149      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 150-159      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 160-169      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 170-179      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 180-189      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 190-199      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 200-209      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 210-219      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 220-229      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 230-239      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 240-249      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 250-259      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 260-269      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 270-279      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 280-289      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 290-299      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 300-309      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 310-319      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 320-329      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 330-339      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 340-349      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 350-359      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 360-369      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 370-379      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 380-389      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 390-399      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 400-409      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 410-419      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 420-429      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 430-439      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 440-449      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 450-459      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 460-469      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 470-479      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 480-489      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 490-499      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 500-509      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 510-519      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 520-529      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 530-539      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 540-549      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 550-559      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 560-569      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 570-579      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 580-589      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 590-599      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 600-609      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 610-619      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 620-629      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 630-639      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 640-649      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 650-659      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 660-669      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 670-679      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 680-689      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 690-699      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 700-709      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 710-719      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 720-729      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 730-739      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 740-749      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 750-759      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 760-769      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 770-779      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 780-789      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 790-799      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 800-809      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 810-819      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 820-829      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 830-839      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 840-849      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 850-859      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 860-869      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 870-879      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 880-889      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 890-899      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 900-909      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 910-919      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 920-929      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 930-939      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 940-949      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 950-959      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 960-969      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 970-979      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 980-989      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 990-999      | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1000-1009    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1010-1019    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1020-1029    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1030-1039    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1040-1049    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1050-1059    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1060-1069    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1070-1079    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1080-1089    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1090-1099    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1100-1109    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1110-1119    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1120-1129    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1130-1139    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1140-1149    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1150-1159    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1160-1169    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1170-1179    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1180-1189    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1190-1199    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1200-1209    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1210-1219    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1220-1229    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1230-1239    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1240-1249    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1250-1259    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1260-1269    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1270-1279    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1280-1289    | 1    | 0%   | 1    | 0%  | 2    | 0%  | 1   | 0%  | 1   | 0%  | 5     | 0%   |
| Asia 1290-1299</  |      |      |      |     |      |     |     |     |     |     |       |      |

Leadership and Succession Planning as at 31st March 2018

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

| Management Board             | CD | %   | AS | %   | CS | %    | PCI | %   | FCS | %  | TOTAL | %       |
|------------------------------|----|-----|----|-----|----|------|-----|-----|-----|----|-------|---------|
| TOTAL                        | 2  | 40% | 1  | 20% | 1  | 20%  | 1   | 20% | 0   | 0% | 5     | 100.00% |
| White                        | 1  | 33% | 0  | 0%  | 1  | 33%  | 1   | 33% | 0   | 0% | 3     | 60.00%  |
| Ethnic Minority              | 0  | 0%  | 0  | 0%  | 0  | 0%   | 0   | 0%  | 0   | 0% | 0     | 0.00%   |
| Unknown                      | 1  | 0%  | 1  | 0%  | 0  | 0%   | 0   | 0%  | 0   | 0% | 2     | 40.00%  |
| Disability/Incapacity        | 0  | 0%  | 0  | 0%  | 0  | 0%   | 0   | 0%  | 0   | 0% | 0     | 0.00%   |
| Female                       | 2  | 0%  | 0  | 0%  | 1  | 33%  | 0   | 0%  | 0   | 0% | 3     | 60.00%  |
| Male                         | 0  | 0%  | 1  | 50% | 0  | 0%   | 1   | 50% | 0   | 0% | 2     | 40.00%  |
| 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%  | 0   | 0% | 0     | 0.00%   |
| Age 50-59                    | 2  | 40% | 1  | 20% | 1  | 20%  | 1   | 20% | 0   | 0% | 5     | 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%   |
| Hetrosexual                  | 0  | 0%  | 0  | 0%  | 1  | 100% | 0   | 0%  | 0   | 0% | 1     | 20.00%  |
| Non Hetrosexual              | 0  | 0%  | 0  | 0%  | 0  | 0%   | 0   | 0%  | 0   | 0% | 0     | 0.00%   |
| Sexual Orientation Not Given | 2  | 50% | 1  | 25% | 0  | 0%   | 1   | 25% | 0   | 0% | 4     | 80.00%  |
| Christian                    | 1  | 50% | 0  | 0%  | 1  | 50%  | 0   | 0%  | 0   | 0% | 2     | 40.00%  |
| Non-Christian                | 0  | 0%  | 0  | 0%  | 0  | 0%   | 0   | 0%  | 0   | 0% | 0     | 0.00%   |
| Religion Not Given/None      | 1  | 33% | 1  | 33% | 0  | 0%   | 1   | 33% | 0   | 0% | 3     | 60.00%  |

| Bexley 2015-16 | Bexley 2016-17 | Bexley 2017-2018 |
|----------------|----------------|------------------|
| 100.00%        | 100.00%        | 60.00%           |
| 0.00%          | 0.00%          | 0.00%            |
| 0.00%          | 0.00%          | 40.00%           |
| 25.00%         | 0.00%          | 0.00%            |
| 50.00%         | 66.67%         | 60.00%           |
| 50.00%         | 33.33%         | 40.00%           |
| 0.00%          | 0.00%          | 0.00%            |
| 0.00%          | 0.00%          | 0.00%            |
| 0.00%          | 0.00%          | 0.00%            |
| 25.00%         | 16.67%         | 0.00%            |
| 75.00%         | 83.33%         | 100.00%          |
| 0.00%          | 0.00%          | 0.00%            |
| 0.00%          | 0.00%          | 0.00%            |
| 25.00%         | 16.67%         | 20.00%           |
| 0.00%          | 0.00%          | 0.00%            |
| 75.00%         | 83.33%         | 80.00%           |
| 25.00%         | 33.33%         | 40.00%           |
| 0.00%          | 0.00%          | 0.00%            |
| 75.00%         | 66.67%         | 60.00%           |

| Deputy Directors             | CD | %    | AS | %    | CS | %   | PCI | %   | FCS | %   | TOTAL | %       |
|------------------------------|----|------|----|------|----|-----|-----|-----|-----|-----|-------|---------|
| TOTAL                        | 0  | 0%   | 3  | 38%  | 1  | 13% | 3   | 38% | 1   | 13% | 8     | 100.00% |
| White                        | 0  | 0%   | 0  | 0%   | 1  | 20% | 3   | 60% | 1   | 20% | 5     | 62.50%  |
| Ethnic Minority              | 0  | 0%   | 1  | 100% | 0  | 0%  | 0   | 0%  | 0   | 0%  | 1     | 12.50%  |
| Unknown                      | 0  | 0%   | 2  | 100% | 0  | 0%  | 0   | 0%  | 0   | 0%  | 2     | 25.00%  |
| Disability/Incapacity        | 0  | 0%   | 0  | 0%   | 0  | 0%  | 0   | 0%  | 0   | 0%  | 0     | 0.00%   |
| Female                       | 0  | 0%   | 1  | 33%  | 1  | 33% | 1   | 33% | 0   | 0%  | 3     | 37.50%  |
| Male                         | 0  | 0%   | 2  | 40%  | 0  | 0%  | 2   | 40% | 1   | 20% | 5     | 62.50%  |
| 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%   | 2  | 50%  | 0  | 0%  | 2   | 50% | 0   | 0%  | 4     | 50.00%  |
| Age 50-59                    | 0  | 0%   | 1  | 25%  | 1  | 25% | 1   | 25% | 1   | 25% | 4     | 50.00%  |
| 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%   | 1  | 17%  | 1  | 17% | 3   | 50% | 1   | 17% | 6     | 75.00%  |
| Non Hetrosexual              | 0  | 0%   | 0  | 0%   | 0  | 0%  | 0   | 0%  | 0   | 0%  | 0     | 0.00%   |
| Sexual Orientation Not Given | 0  | 0%   | 2  | 100% | 0  | 0%  | 0   | 0%  | 0   | 0%  | 2     | 25.00%  |
| Christian                    | 0  | 0%   | 0  | 0%   | 1  | 33% | 2   | 67% | 0   | 0%  | 3     | 37.50%  |
| Non-Christian                | 0  | 0%   | 0  | 0%   | 0  | 0%  | 0   | 0%  | 0   | 0%  | 0     | 0.00%   |
| Religion Not Given/None      | 0  | 100% | 3  | 60%  | 0  | 0%  | 1   | 20% | 1   | 20% | 5     | 62.50%  |

| Bexley 2015-16 | Bexley 2016-17 | Bexley 2017-2018 |
|----------------|----------------|------------------|
| 100.00%        | 100.00%        | 62.50%           |
| 0.00%          | 0.00%          | 12.50%           |
| 0.00%          | 0.00%          | 25.00%           |
| 0.00%          | 0.00%          | 0.00%            |
| 57.14%         | 33.33%         | 37.50%           |
| 42.86%         | 66.67%         | 62.50%           |
| 0.00%          | 0.00%          | 0.00%            |
| 0.00%          | 0.00%          | 0.00%            |
| 0.00%          | 0.00%          | 0.00%            |
| 28.57%         | 33.33%         | 50.00%           |
| 57.14%         | 66.67%         | 50.00%           |
| 14.29%         | 0.00%          | 0.00%            |
| 0.00%          | 0.00%          | 0.00%            |
| 85.71%         | 83.33%         | 75.00%           |
| 0.00%          | 0.00%          | 0.00%            |
| 14.29%         | 16.67%         | 25.00%           |
| 71.43%         | 33.33%         | 37.50%           |
| 0.00%          | 0.00%          | 0.00%            |
| 28.57%         | 66.67%         | 62.50%           |

| Heads of Service      | CD | %   | AS | %   | CS | %   | PCI | %   | FCS | %    | TOTAL | %       |
|-----------------------|----|-----|----|-----|----|-----|-----|-----|-----|------|-------|---------|
| TOTAL                 | 8  | 16% | 5  | 10% | 11 | 22% | 11  | 22% | 14  | 29%  | 49    | 100.00% |
| White                 | 7  | 16% | 5  | 12% | 9  | 21% | 10  | 23% | 12  | 28%  | 43    | 87.76%  |
| Ethnic Minority       | 1  | 20% | 0  | 0%  | 2  | 40% | 1   | 20% | 1   | 20%  | 5     | 10.20%  |
| Unknown               | 0  | 0%  | 0  | 0%  | 0  | 0%  | 0   | 0%  | 1   | 100% | 1     | 2.04%   |
| Disability/Incapacity | 0  | 0%  | 1  | 33% | 0  | 0%  | 1   | 33% | 1   | 33%  | 3     | 6.12%   |
| Female                | 1  | 4%  | 3  | 12% | 10 | 40% | 5   | 20% | 6   | 24%  | 25    | 51.02%  |
| Male                  | 7  | 29% | 2  | 8%  | 1  | 4%  | 6   | 25% | 8   | 33%  | 24    | 48.98%  |
| 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%   |

| Bexley 2015-16 | Bexley 2016-17 | Bexley 2017-2018 |
|----------------|----------------|------------------|
| 97.78%         | 87.50%         | 87.76%           |
| 2.22%          | 10.00%         | 10.20%           |
| 0.00%          | 2.50%          | 2.04%            |
| 6.67%          | 5.00%          | 6.12%            |
| 51.11%         | 50.00%         | 51.02%           |
| 48.89%         | 50.00%         | 48.98%           |
| 0.00%          | 0.00%          | 0.00%            |
| 0.00%          | 0.00%          | 0.00%            |

|                              |   |     |   |     |   |     |   |     |    |     |    |        |
|------------------------------|---|-----|---|-----|---|-----|---|-----|----|-----|----|--------|
| Age 30-39                    | 1 | 17% | 0 | 0%  | 1 | 17% | 1 | 17% | 3  | 50% | 6  | 12.24% |
| Age 40-49                    | 3 | 21% | 2 | 14% | 4 | 29% | 1 | 7%  | 4  | 29% | 14 | 28.57% |
| Age 50-59                    | 0 | 0%  | 3 | 13% | 6 | 25% | 8 | 33% | 7  | 29% | 24 | 48.98% |
| Age 60-64                    | 4 | 80% | 0 | 0%  | 0 | 0%  | 1 | 20% | 0  | 0%  | 5  | 10.20% |
| Age 65+                      | 0 | 0%  | 0 | 0%  | 0 | 0%  | 0 | 0%  | 0  | 0%  | 0  | 0.00%  |
| Hetrosexual                  | 6 | 19% | 2 | 6%  | 8 | 25% | 5 | 16% | 11 | 34% | 32 | 65.31% |
| Non Hetrosexual              | 0 | 0%  | 1 | 33% | 0 | 0%  | 0 | 0%  | 2  | 67% | 3  | 6.12%  |
| Sexual Orientation Not Given | 2 | 14% | 2 | 14% | 3 | 21% | 6 | 43% | 1  | 7%  | 14 | 28.57% |
| Christian                    | 4 | 20% | 2 | 10% | 3 | 15% | 4 | 20% | 7  | 35% | 20 | 40.82% |
| Non-Christian                | 0 | 0%  | 1 | 25% | 2 | 50% | 0 | 0%  | 1  | 25% | 4  | 8.16%  |
| Religion Not Given/None      | 4 | 16% | 2 | 8%  | 6 | 24% | 7 | 28% | 6  | 24% | 25 | 51.02% |

|        |        |        |
|--------|--------|--------|
| 6.67%  | 7.50%  | 12.24% |
| 15.56% | 20.00% | 28.57% |
| 64.44% | 55.00% | 48.98% |
| 11.11% | 12.50% | 10.20% |
| 2.22%  | 5.00%  | 0.00%  |
| 66.67% | 62.50% | 65.31% |
| 4.44%  | 2.50%  | 6.12%  |
| 26.67% | 35.00% | 28.57% |
| 46.67% | 46.67% | 40.82% |
| 4.44%  | 4.44%  | 8.16%  |
| 48.89% | 48.89% | 51.02% |

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

| Sickness Management          | CD | %  | AS | %   | CS | %   | PCI | %    | FCS | %   | TOTAL | %       |
|------------------------------|----|----|----|-----|----|-----|-----|------|-----|-----|-------|---------|
| TOTAL                        | 2  | 2% | 22 | 19% | 24 | 21% | 45  | 39%  | 21  | 18% | 114   | 100.00% |
| White                        | 2  | 2% | 12 | 13% | 19 | 21% | 43  | 47%  | 15  | 16% | 91    | 79.82%  |
| Ethnic Minority              | 0  | 0% | 7  | 58% | 1  | 8%  | 1   | 8%   | 3   | 25% | 12    | 10.53%  |
| Information Not Obtained     | 0  | 0% | 3  | 27% | 4  | 36% | 1   | 9%   | 3   | 27% | 11    | 9.65%   |
| Disability/Incapacity        | 0  | 0% | 0  | 0%  | 2  | 25% | 5   | 63%  | 1   | 13% | 8     | 7.02%   |
| Female                       | 2  | 0% | 19 | 20% | 17 | 18% | 42  | 43%  | 17  | 18% | 97    | 85.09%  |
| Male                         | 0  | 0% | 3  | 18% | 7  | 41% | 3   | 18%  | 4   | 24% | 17    | 14.91%  |
| Age - under 20               | 0  | 0% | 0  | 0%  | 0  | 0%  | 1   | 33%  | 2   | 67% | 3     | 2.63%   |
| Age 20-29                    | 0  | 0% | 3  | 30% | 2  | 20% | 5   | 50%  | 0   | 0%  | 10    | 8.77%   |
| Age 30-39                    | 0  | 0% | 5  | 36% | 4  | 29% | 5   | 36%  | 0   | 0%  | 14    | 12.28%  |
| Age 40-49                    | 2  | 9% | 5  | 23% | 4  | 18% | 3   | 14%  | 8   | 38% | 22    | 19.30%  |
| Age 50-59                    | 0  | 0% | 7  | 19% | 5  | 14% | 20  | 54%  | 5   | 14% | 37    | 32.46%  |
| Age 60-64                    | 0  | 0% | 2  | 13% | 3  | 19% | 8   | 50%  | 3   | 19% | 16    | 14.04%  |
| Age 65+                      | 0  | 0% | 0  | 0%  | 6  | 55% | 2   | 18%  | 3   | 27% | 11    | 9.65%   |
| Hetrosexual                  | 2  | 3% | 17 | 24% | 15 | 21% | 28  | 39%  | 10  | 14% | 72    | 63.16%  |
| Non Hetrosexual              | 0  | 0% | 0  | 0%  | 0  | 0%  | 1   | 100% | 0   | 0%  | 1     | 0.88%   |
| Sexual Orientation Not Given | 0  | 0% | 5  | 13% | 7  | 18% | 16  | 41%  | 11  | 28% | 39    | 34.21%  |
| Christian                    | 2  | 4% | 9  | 20% | 13 | 29% | 17  | 38%  | 4   | 9%  | 45    | 39.47%  |
| Non-Christian                | 0  | 0% | 1  | 17% | 0  | 0%  | 4   | 67%  | 1   | 17% | 6     | 5.26%   |
| Religion Not Given/None      | 0  | 0% | 12 | 19% | 11 | 17% | 24  | 38%  | 16  | 25% | 63    | 55.26%  |

| Disciplinary/Capability/Appeals/FTAW/Grievance | CD | %  | AS | %       | CS | %       | PCI | %       | FCS | %    | TOTAL | %       |
|--|----|----|----|---------|----|---------|-----|---------|-----|------|-------|---------|
| TOTAL  | 0  | 0% | 2  | 18%     | 2  | 18%     | 1   | 9%      | 6   | 55%  | 11    | 100.00% |
| White  | 0  | 0% | 1  | 33%     | 0  | 0%      | 0   | 0%      | 2   | 67%  | 3     | 27.27%  |
| Ethnic Minority                                | 0  | 0% | 1  | 25%     | 1  | 25%     | 1   | 25%     | 1   | 25%  | 4     | 36.36%  |
| Information Not Obtained                       | 0  | 0% | 0  | 0%      | 1  | 25%     | 0   | 0%      | 3   | 75%  | 4     | 36.36%  |
| Disability/Incapacity                          | 0  | 0% | 0  | 0%      | 0  | 0%      | 0   | 0%      | 0   | 0%   | 0     | 0.00%   |
| Female   | 0  | 0% | 0  | 0%      | 2  | 40%     | 0   | 0%      | 3   | 60%  | 5     | 45.45%  |
| Male   | 0  | 0% | 2  | 33%     | 0  | 0%      | 1   | 17%     | 3   | 50%  | 6     | 54.55%  |
| 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%      | 2   | 100% | 2     | 18.18%  |
| Age 30-39                                      | 0  | 0% | 0  | 0%      | 1  | 50%     | 0   | 0%      | 1   | 50%  | 2     | 18.18%  |
| Age 40-49                                      | 0  | 0% | 1  | 20%     | 1  | 20%     | 1   | 20%     | 2   | 40%  | 5     | 45.45%  |
| Age 50-59                                      | 0  | 0% | 1  | 50%     | 0  | 0%      | 0   | 0%      | 1   | 50%  | 2     | 18.18%  |
| 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% | 2  | 40%     | 0  | 0%      | 1   | 20%     | 2   | 40%  | 5     | 45.45%  |
| Non Hetrosexual                                | 0  | 0% | 0  | #DIV/0! | 0  | #DIV/0! | 0   | #DIV/0! | 0   | 0%   | 0     | 0.00%   |
| Sexual Orientation Not Given                   | 0  | 0% | 0  | 0%      | 2  | 33%     | 0   | 0%      | 4   | 67%  | 6     | 54.55%  |
| Christian                                      | 0  | 0% | 1  | 20%     | 1  | 20%     | 1   | 20%     | 2   | 40%  | 5     | 45.45%  |
| Non-Christian                                  | 0  | 0% | 1  | 100%    | 0  | 0%      | 0   | 0%      | 0   | 0%   | 1     | 9.09%   |
| Religion Not Given/None                        | 0  | 0% | 0  | 0%      | 1  | 20%     | 0   | 0%      | 4   | 80%  | 5     | 45.45%  |

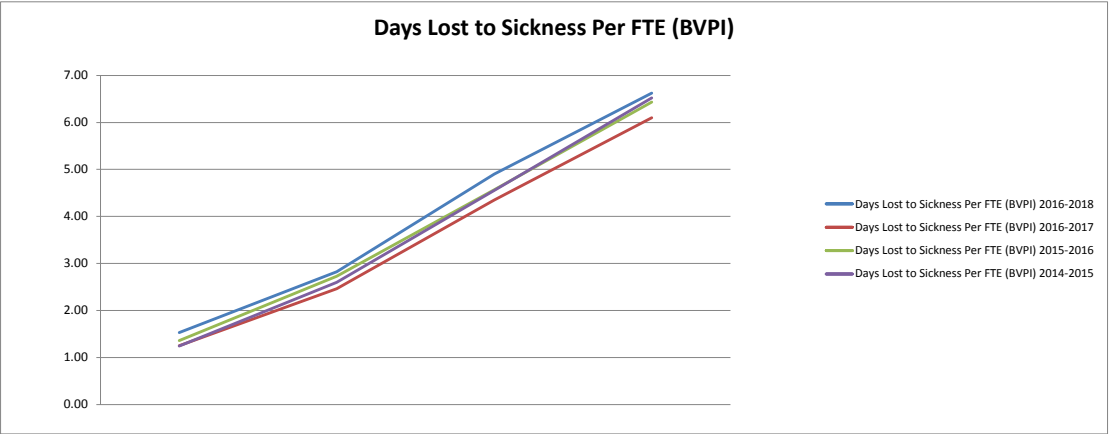
Managers are responsible for managing sickness absence in a fair and consistent manner. The objective of the Council's Sickness Absence Procedure is to ensure that employees attend work and to address any issues of sickness absence promptly and effectively.

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 30/06/17 | Number of Days Lost Per FTE | Absence Days         | FTE as at 30/09/17 | Number of Days Lost Per FTE | Absence Days         | FTE as at 31/12/17 | Number of Days Lost Per FTE | Absence Days         | FTE as at 31/03/18 | Number of Days Lost Per FTE |
| Chief Executive Directorate 2017      |                      |                    |                             |                      |                    |                             |                      |                    |                             |                      |                    |                             |
| Total                                 | 26.50                | 117.39             | 0.23                        | 120.40               | 120.02             | 1.00                        | 253.90               | 124.67             | 2.04                        | 351.60               | 128.08             | 2.75                        |
| Adult Services                        |                      |                    |                             |                      |                    |                             |                      |                    |                             |                      |                    |                             |
| Total                                 | 289.51               | 198.73             | 1.46                        | 518.49               | 207.36             | 2.50                        | 1179.56              | 212.60             | 5.55                        | 1782.19              | 211.34             | 8.43                        |
| Childrens Services                    |                      |                    |                             |                      |                    |                             |                      |                    |                             |                      |                    |                             |
| Total                                 | 560.58               | 368.93             | 1.52                        | 1271.81              | 383.71             | 3.31                        | 2010.01              | 370.69             | 5.42                        | 2651.04              | 370.43             | 7.16                        |
| Place, Communities & Infrastructure   |                      |                    |                             |                      |                    |                             |                      |                    |                             |                      |                    |                             |
| Total                                 | 451.63               | 354.33             | 1.27                        | 812.35               | 359.42             | 2.26                        | 1403.25              | 362.00             | 3.88                        | 2067.84              | 363.77             | 5.68                        |
| Finance & Corporate Services          |                      |                    |                             |                      |                    |                             |                      |                    |                             |                      |                    |                             |
| Total                                 | 389.90               | 287.24             | 1.36                        | 1081.98              | 288.37             | 3.75                        | 1753.62              | 300.04             | 5.84                        | 2276.81              | 304.44             | 7.48                        |
| Total MG's covered by Business Centre | 1718.12              | 1326.62            | 1.30                        | 3805.03              | 1358.88            | 2.80                        | 6600.34              | 1370.00            | 4.82                        | 9129.48              | 1378.06            | 6.62                        |
| The Learning Centre (AED)             |                      |                    |                             |                      |                    |                             |                      |                    |                             |                      |                    |                             |
| Directorate Total                     | 102.56               | 59.06              | 1.74                        | 83.07                | 58.31              | 1.42                        | 170.01               | 71.81              | 2.37                        | 273.22               | 71.08              | 3.84                        |
| Schools**                             |                      |                    |                             |                      |                    |                             |                      |                    |                             |                      |                    |                             |
| Directorate Total                     | 1974.83              | 1097.35            | 1.80                        | 2871.73              | 977.48             | 2.94                        | 4135.11              | 784.08             | 5.27                        | 5412.42              | 790.11             | 6.85                        |
| Council Wide                          | 3795.51              | 2483.03            | 1.53                        | 6759.83              | 2394.67            | 2.82                        | 10905.46             | 2225.89            | 4.90                        | 14815.12             | 2239.25            | 6.62                        |
| Excluding Schools                     | 1820.68              | 1385.68            | 1.31                        | 3888.10              | 1417.19            | 2.74                        | 6770.35              | 1441.81            | 4.70                        | 9402.70              | 1449.14            | 6.49                        |

|  | Q1   | Q2   | Q3   | Q4   |
|--|------|------|------|------|
| Days Lost to Sickness Per FTE (BVPI) 2016-2018 | 1.53 | 2.82 | 4.90 | 6.62 |
| Days Lost to Sickness Per FTE (BVPI) 2016-2017 | 1.25 | 2.46 | 4.35 | 6.10 |
| Days Lost to Sickness Per FTE (BVPI) 2015-2016 | 1.36 | 2.73 | 4.57 | 6.43 |
| Days Lost to Sickness Per FTE (BVPI) 2014-2015 | 1.24 | 2.60 | 4.55 | 6.52 |



**Performance Related Pay Award (PRP) 2017/2018**

The table below gives a breakdown of staff receiving a PRP award for the appraisal year of 2017/2018 in the form of an increment and/or a bonus.

**Corporate Management Groups Only**

|  | Total Posts<br>at end of<br>assessment<br>year | Total where<br>no return<br>received | % - no<br>return<br>received | Total<br>Notifications<br>Received | Total<br>Recommend<br>ed for an<br>Increment | %<br>Recommend<br>ed for an<br>Increment | Not<br>Recommend<br>ed for an<br>award | % Not<br>Recommend<br>ed for an<br>award | Total<br>Recommend<br>ed for a<br>Bonus | %<br>Recommend<br>ed for a<br>Bonus | Total<br>Recommend<br>ed for an<br>Increment &<br>Bonus | %<br>Recommend<br>ed for an<br>Increment &<br>Bonus |
|--|--|--------------------------------------|------------------------------|------------------------------------|--|--|--|--|---|-------------------------------------|---|---|
| Women  | 1044   | 18                                   | 2%                           | 1026                               | 224  | 22%                                      | 600                                    | 58%                                      | 191                                     | 19%                                 | 11  | 1.07%   |
| Men  | 332  | 4                                    | 1%                           | 328                                | 63   | 19%                                      | 199                                    | 61%                                      | 60                                      | 18%                                 | 6   | 1.83%   |
|  | 1376   | 22                                   |                              | 1354                               | 287  |  | 799                                    |  | 251                                     |                                     | 17  |   |
| Disabled   | 61   | 0                                    | 0%                           | 61                                 | 9  | 15%                                      | 42                                     | 69%                                      | 10                                      | 16%                                 | 0   | 0.00%   |
| Not Disabled   | 1315   | 22                                   | 2%                           | 1293                               | 278  | 22%                                      | 757                                    | 59%                                      | 241                                     | 19%                                 | 17  | 1.31%   |
|  | 1376   | 22                                   |                              | 1354                               | 287  |  | 799                                    |  | 251                                     |                                     | 17  |   |
| Asian<br>(Indian,<br>Pakistani,<br>Any other<br>Asian) | 51   | 0                                    | 0%                           | 51                                 | 8  | 16%                                      | 35                                     | 69%                                      | 8                                       | 16%                                 | 0   | 0.00%   |
| Black<br>(Caribbean,<br>African,<br>Other Black)       | 99   | 0                                    | 0%                           | 99                                 | 23   | 23%                                      | 63                                     | 64%                                      | 12                                      | 12%                                 | 1   | 1.01%   |
| Chinese  | 0  | 0                                    | 0%                           | 0                                  | 0  | 0%                                       | 0                                      | 0%                                       | 0                                       | 0%                                  | 0   | 0.00%   |
| Mixed  | 35   | 1                                    | 3%                           | 34                                 | 12   | 35%                                      | 20                                     | 59%                                      | 2                                       | 6%                                  | 0   | 0.00%   |
| Other  | 11   | 0                                    | 0%                           | 11                                 | 5  | 45%                                      | 5                                      | 45%                                      | 1                                       | 9%                                  | 0   | 0.00%   |
| Not given  | 66   | 1                                    | 2%                           | 65                                 | 21   | 32%                                      | 40                                     | 62%                                      | 4                                       | 6%                                  | 0   | 0.00%   |
| Non Ethnic   | 1114   | 20                                   | 2%                           | 1094                               | 218  | 20%                                      | 636                                    | 58%                                      | 224                                     | 20%                                 | 16  | 1.46%   |
|  | 1376   | 22                                   |                              |                                    | 287  |  | 799                                    |  | 251                                     |                                     | 17  |   |
| Under 20   | 29   | 2                                    | 7%                           | 27                                 | 2  | 7%                                       | 25                                     | 93%                                      | 0                                       | 0%                                  | 0   | 0.00%   |
| 20-24  | 68   | 0                                    | 0%                           | 68                                 | 29   | 43%                                      | 36                                     | 53%                                      | 2                                       | 3%                                  | 1   | 1.47%   |
| 25-29  | 124  | 2                                    | 2%                           | 122                                | 43   | 35%                                      | 71                                     | 58%                                      | 7                                       | 6%                                  | 1   | 0.82%   |
| 30-34  | 130  | 2                                    | 2%                           | 128                                | 39   | 30%                                      | 69                                     | 54%                                      | 14                                      | 11%                                 | 6   | 4.69%   |
| 35-39  | 126  | 2                                    | 2%                           | 124                                | 30   | 24%                                      | 68                                     | 55%                                      | 25                                      | 20%                                 | 1   | 0.81%   |
| 40-44  | 129  | 2                                    | 2%                           | 127                                | 26   | 20%                                      | 69                                     | 54%                                      | 31                                      | 24%                                 | 1   | 0.79%   |
| 45-49  | 162  | 6                                    | 4%                           | 156                                | 40   | 26%                                      | 61                                     | 52%                                      | 35                                      | 22%                                 | 0   | 0.00%   |
| 50-54  | 245  | 3                                    | 1%                           | 242                                | 46   | 19%                                      | 132                                    | 55%                                      | 60                                      | 25%                                 | 4   | 1.65%   |
| 55 - 59  | 213  | 2                                    | 1%                           | 211                                | 18   | 9%                                       | 135                                    | 64%                                      | 55                                      | 26%                                 | 3   | 1.42%   |
| 60 - 64  | 116  | 1                                    | 1%                           | 115                                | 12   | 10%                                      | 85                                     | 74%                                      | 18                                      | 16%                                 | 0   | 0.00%   |
| 65 - 69  | 30   | 0                                    | 0%                           | 30                                 | 2  | 7%                                       | 24                                     | 80%                                      | 4                                       | 13%                                 | 0   | 0.00%   |
| Over 70+   | 4  | 0                                    | 0%                           | 4                                  | 0  | 0%                                       | 4                                      | 100%                                     | 0                                       | 0%                                  | 0   | 0.00%   |
|  | 1376   | 22                                   |                              |                                    | 287  |  | 799                                    |  | 251                                     |                                     | 17  |   |



# Flexible Working Requests From 1st April 2017 to 31st March 2018

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

| Management Board         | CD | %   | AS | %   | CS | %   | PCI | %    | FCS | %    | TOTAL | %       |
|--------------------------|----|-----|----|-----|----|-----|-----|------|-----|------|-------|---------|
| TOTAL                    | 1  | 3%  | 13 | 33% | 7  | 18% | 11  | 28%  | 7   | 18%  | 39    | 100.00% |
| White                    | 1  | 3%  | 10 | 30% | 6  | 18% | 10  | 30%  | 6   | 18%  | 33    | 84.62%  |
| Ethnic Minority          | 0  | 0%  | 2  | 67% | 1  | 33% | 0   | 0%   | 0   | 0%   | 3     | 7.69%   |
| Not Known                | 0  | 0%  | 1  | 33% | 0  | 0%  | 1   | 33%  | 1   | 33%  | 3     | 7.69%   |
| Disability/Incapacitated | 0  | 0%  | 0  | 0%  | 0  | 0%  | 0   | 0%   | 0   | 0%   | 0     | 0.00%   |
| Female                   | 1  | 3%  | 11 | 34% | 5  | 16% | 9   | 28%  | 6   | 19%  | 32    | 82.05%  |
| Male                     | 0  | 0%  | 2  | 29% | 2  | 29% | 2   | 29%  | 1   | 14%  | 7     | 17.95%  |
| Age - under 20           | 0  | 0%  | 0  | 0%  | 0  | 0%  | 0   | 0%   | 0   | 0%   | 0     | 0.00%   |
| Age 20-29                | 0  | 0%  | 1  | 33% | 1  | 33% | 0   | 0%   | 1   | 33%  | 3     | 7.69%   |
| Age 30-39                | 1  | 20% | 1  | 20% | 0  | 0%  | 2   | 40%  | 1   | 20%  | 5     | 12.82%  |
| Age 40-49                | 0  | 0%  | 1  | 33% | 1  | 33% | 0   | 0%   | 1   | 33%  | 3     | 7.69%   |
| Age 50-59                | 0  | 0%  | 7  | 41% | 3  | 18% | 6   | 35%  | 1   | 6%   | 17    | 43.59%  |
| Age 60-64                | 0  | 0%  | 3  | 30% | 2  | 20% | 2   | 20%  | 3   | 30%  | 10    | 25.64%  |
| Age 65+                  | 0  | 0%  | 0  | 0%  | 0  | 0%  | 1   | 100% | 0   | 0%   | 1     | 2.56%   |
| Heterosexual             | 1  | 4%  | 8  | 32% | 6  | 24% | 6   | 24%  | 4   | 16%  | 25    | 64.10%  |
| Non Heterosexual         | 0  | 0%  | 0  | 0%  | 0  | 0%  | 0   | 0%   | 0   | 0%   | 0     | 0.00%   |
| Sexual Orientation       | 0  | 0%  | 5  | 36% | 1  | 7%  | 5   | 36%  | 3   | 21%  | 14    | 35.90%  |
| Christian                | 0  | 0%  | 4  | 24% | 5  | 29% | 4   | 24%  | 4   | 24%  | 17    | 43.59%  |
| Non-Christian            | 0  | 0%  | 0  | 0%  | 0  | 0%  | 0   | 0%   | 1   | 100% | 1     | 2.56%   |
| Religion Not Given       | 1  | 5%  | 9  | 43% | 2  | 10% | 7   | 33%  | 2   | 10%  | 21    | 53.85%  |

[illegible]

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 and not included in figures below.

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

| Course Name                                |        | Number of Courses Run by Strategic Theme | Total Attended |
|--|--------|--|----------------|
| AMHP Refresher course 1                    | ADLSOC | 1  | 8              |
| AMHP Refresher Course 2                    | ADLSOC | 1  | 10             |
| Basic Life Support Training                | ADLSOC | 1  | 2              |
| Difficult Conversations                    | ADLSOC | 1  | 10             |
| DOLS BIA Refresher Training                | ADLSOC | 2  | 35             |
| I.B & Direct Payments Workshop             | ADLSOC | 1  | 8              |
| Making Research Count - AYSE session 2     | ADLSOC | 2  | 12             |
| Mental Capacity & DOLS Basic Awareness     | ADLSOC | 8  | 43             |
| Moving & Handling Awareness for SW's       | ADLSOC | 2  | 14             |
| Moving & Handling for OT's                 | ADLSOC | 3  | 15             |
| Moving & Handling Practice Forum           | ADLSOC | 2  | 14             |
| Moving and Handling for Rehab/Care Assts   | ADLSOC | 2  | 11             |
| No Recourse to Public Funds Seminar        | ADLSOC | 1  | 25             |
| Strength-based Approach to Care            | ADLSOC | 1  | 6              |
| Supervision - Day 1 Full Day               | ADLSOC | 2  | 14             |
| Supervision Training Day 2 Full Day        | ADLSOC | 2  | 15             |
| Trust Assessor Refresher                   | ADLSOC | 1  | 9              |
| Trust Assessor Training                    | ADLSOC | 1  | 13             |
| 3 HOUR ANNUAL REFRESHER                    | HEALTH | 1  | 13             |
| COSHH TRAINING                             | HEALTH | 1  | 4              |
| Educational Visits                         | HEALTH | 1  | 7              |
| Fire Marshal Briefing                      | HEALTH | 3  | 25             |
| First Aid Emergency                        | HEALTH | 5  | 30             |
| First Aid Qualification                    | HEALTH | 3  | 7              |
| First Aid Renewal                          | HEALTH | 3  | 6              |
| Incident Reporting                         | HEALTH | 1  | 6              |
| INFECTION CONTROL                          | HEALTH | 1  | 3              |
| MANUAL HANDLING                            | HEALTH | 1  | 8              |
| Paediatric First Aid                       | HEALTH | 6  | 9              |
| Risk Assessment                            | HEALTH | 1  | 8              |
| WORKING AS HEIGHT                          | HEALTH | 1  | 9              |
| Corporate Induction                        | INDUCT | 5  | 61             |
| Conflict Resolution                        | PEOPLE | 1  | 27             |
| Contract Managment                         | PEOPLE | 1  | 36             |
| Emotional Fitness (Workout)                | PEOPLE | 1  | 6              |
| Mindgym Courageous Conversations Workout   | PEOPLE | 1  | 4              |
| Peak Performance (Workout) Peak Perform    | PEOPLE | 1  | 6              |
| Manual Handling                            | S      | 1  | 1              |
| Adult Safeguarding Basic Awareness         | SADULT | 6  | 48             |
| DOLs Awareness - Mandatory Training        | SADULT | 1  | 4              |
| Hoarding awareness &Self Neglect session   | SADULT | 4  | 35             |
| Info Gathering from ProviderAgencies/Org   | SADULT | 2  | 20             |
| Liquid Logic Safeguarding Processes        | SADULT | 6  | 31             |
| MCACapacityAssesses/Best Interest Decision | SADULT | 2  | 11             |
| Minute Taking in SA Meetings               | SADULT | 2  | 12             |
| Practice Dev. Workshop - Domestic Abuse    | SADULT | 1  | 8              |
| Prevent Awareness Training                 | SADULT | 5  | 54             |
| SA PDW Financial Abuse                     | SADULT | 1  | 7              |
| SA Risk Assessment-Practice Dev Workshop   | SADULT | 1  | 12             |
| Safeguarding Adults - Train the Trainer    | SADULT | 1  | 1              |
| Safeguarding Training Level 3              | SADULT | 1  | 2              |
| SafeguardingAdults Multi AgencyLevel 2&3   | SADULT | 6  | 32             |
| The Role of SAMs & EOs                     | SADULT | 5  | 40             |
| The Role of the Court of Protection        | SADULT | 3  | 23             |
| <b>TOTAL</b>                               |        | <b>120</b>                               | <b>880</b>     |

| Course Name                              |        | Total<br>Attended | Ethnic Minority | Non Ethnic<br>Minority | Information<br>Not Obtained | Disabled | Non<br>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<br>70 | Not<br>Recorded |
|--|--------|-------------------|-----------------|------------------------|-----------------------------|----------|-----------------|------|--------|----------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|------------|-----------------|
| AMHP Refresher course 1                  | ADLSOC | 8                 | 3               | 4                      | 1                           | 1        | 7               | 4    | 4      | 0        | 0     | 0     | 0     | 1     | 0     | 1     | 4     | 1     | 1     | 0     | 0          | 0               |
| AMHP Refresher Course 2                  | ADLSOC | 10                | 6               | 2                      | 2                           | 2        | 8               | 3    | 7      | 0        | 0     | 0     | 1     | 0     | 0     | 0     | 4     | 3     | 1     | 1     | 0          | 0               |
| Basic Life Support Training              | ADLSOC | 2                 | 2               | 0                      | 0                           | 0        | 2               | 0    | 2      | 0        | 0     | 0     | 0     | 0     | 0     | 1     | 1     | 0     | 0     | 0     | 0          | 0               |
| Difficult Conversations                  | ADLSOC | 10                | 5               | 4                      | 1                           | 0        | 10              | 4    | 6      | 0        | 0     | 1     | 0     | 1     | 0     | 2     | 2     | 3     | 1     | 0     | 0          | 0               |
| DOLS BIA Refresher Training              | ADLSOC | 35                | 15              | 9                      | 11                          | 2        | 33              | 5    | 30     | 0        | 1     | 1     | 2     | 1     | 1     | 3     | 9     | 5     | 4     | 0     | 1          | 7               |
| I.B & Direct Payments Workshop           | ADLSOC | 8                 | 7               | 1                      | 0                           | 0        | 8               | 0    | 8      | 0        | 0     | 0     | 0     | 1     | 1     | 1     | 1     | 1     | 3     | 0     | 0          | 0               |
| Making Research Count - AYSE session 2   | ADLSOC | 12                | 8               | 2                      | 2                           | 0        | 12              | 2    | 10     | 0        | 2     | 4     | 2     | 1     | 1     | 1     | 0     | 0     | 1     | 0     | 0          | 0               |
| Mental Capacity & DOLS Basic Awareness   | ADLSOC | 43                | 27              | 12                     | 4                           | 0        | 43              | 6    | 37     | 0        | 3     | 5     | 3     | 2     | 3     | 5     | 9     | 5     | 6     | 1     | 0          | 1               |
| Moving & Handling Awareness for SW's     | ADLSOC | 14                | 8               | 5                      | 1                           | 0        | 14              | 2    | 12     | 0        | 1     | 1     | 0     | 1     | 2     | 1     | 7     | 1     | 0     | 0     | 0          | 0               |
| Moving & Handling for OT's               | ADLSOC | 15                | 11              | 2                      | 2                           | 0        | 15              | 1    | 14     | 0        | 0     | 0     | 1     | 2     | 1     | 4     | 1     | 2     | 1     | 1     | 1          | 1               |
| Moving & Handling Practice Forum         | ADLSOC | 14                | 7               | 4                      | 3                           | 0        | 14              | 1    | 13     | 0        | 1     | 0     | 0     | 2     | 0     | 4     | 1     | 1     | 2     | 1     | 0          | 2               |
| Moving and Handling for Rehab/Care Assts | ADLSOC | 11                | 9               | 1                      | 1                           | 0        | 11              | 1    | 10     | 0        | 2     | 2     | 1     | 0     | 0     | 1     | 2     | 2     | 1     | 0     | 0          | 0               |
| No Recourse to Public Funds Seminar      | ADLSOC | 25                | 17              | 7                      | 1                           | 1        | 24              | 6    | 19     | 0        | 1     | 2     | 2     | 4     | 1     | 3     | 6     | 2     | 3     | 0     | 0          | 1               |
| Strength-based Approach to Care          | ADLSOC | 6                 | 3               | 2                      | 1                           | 1        | 5               | 0    | 6      | 0        | 1     | 1     | 0     | 0     | 2     | 0     | 2     | 0     | 0     | 0     | 0          | 0               |
| Supervision - Day 1 Full Day             | ADLSOC | 14                | 5               | 5                      | 4                           | 0        | 14              | 1    | 13     | 0        | 0     | 0     | 1     | 0     | 3     | 6     | 0     | 1     | 1     | 0     | 0          | 2               |
| Supervision Training Day 2 Full Day      | ADLSOC | 15                | 6               | 5                      | 4                           | 0        | 15              | 1    | 14     | 0        | 0     | 0     | 1     | 0     | 3     | 5     | 1     | 2     | 1     | 0     | 0          | 2               |
| Trust Assessor Refresher                 | ADLSOC | 9                 | 6               | 2                      | 1                           | 0        | 9               | 2    | 7      | 0        | 0     | 1     | 0     | 0     | 0     | 2     | 4     | 0     | 1     | 0     | 0          | 1               |
| Trust Assessor Training                  | ADLSOC | 13                | 7               | 5                      | 1                           | 1        | 12              | 5    | 8      | 0        | 1     | 2     | 0     | 0     | 0     | 2     | 3     | 1     | 3     | 0     | 0          | 1               |
| 3 HOUR ANNUAL REFRESHER                  | HEALTH | 13                | 11              | 1                      | 1                           | 0        | 13              | 1    | 12     | 0        | 0     | 0     | 0     | 2     | 1     | 5     | 2     | 1     | 2     | 0     | 0          | 0               |
| COSHH TRAINING                           | HEALTH | 4                 | 4               | 0                      | 0                           | 0        | 4               | 4    | 0      | 1        | 1     | 0     | 0     | 0     | 0     | 0     | 1     | 0     | 0     | 1     | 0          | 0               |
| Educational Visits                       | HEALTH | 7                 | 6               | 0                      | 1                           | 0        | 7               | 3    | 4      | 0        | 0     | 0     | 1     | 0     | 0     | 2     | 2     | 2     | 0     | 0     | 0          | 0               |
| Fire Marshal Briefing                    | HEALTH | 25                | 17              | 4                      | 4                           | 0        | 25              | 3    | 22     | 1        | 2     | 1     | 2     | 4     | 3     | 5     | 3     | 3     | 0     | 1     | 0          | 0               |
| First Aid Emergency                      | HEALTH | 30                | 26              | 1                      | 3                           | 2        | 28              | 7    | 23     | 1        | 2     | 3     | 2     | 6     | 6     | 4     | 4     | 2     | 0     | 0     | 0          | 0               |
| First Aid Qualification                  | HEALTH | 7                 | 7               | 0                      | 0                           | 0        | 7               | 1    | 6      | 0        | 2     | 0     | 1     | 0     | 1     | 2     | 1     | 0     | 0     | 0     | 0          | 0               |
| First Aid Renewal                        | HEALTH | 6                 | 6               | 0                      | 0                           | 0        | 6               | 1    | 5      | 0        | 0     | 0     | 0     | 1     | 3     | 0     | 0     | 0     | 0     | 2     | 0          | 0               |
| Incident Reporting                       | HEALTH | 6                 | 6               | 0                      | 0                           | 0        | 6               | 2    | 4      | 1        | 0     | 0     | 0     | 1     | 0     | 0     | 3     | 0     | 1     | 0     | 0          | 0               |
| INFECTION CONTROL                        | HEALTH | 3                 | 2               | 0                      | 1                           | 0        | 3               | 2    | 1      | 0        | 0     | 0     | 0     | 0     | 0     | 1     | 1     | 1     | 0     | 0     | 0          | 0               |
| MANUAL HANDLING                          | HEALTH | 8                 | 8               | 0                      | 0                           | 0        | 8               | 8    | 0      | 0        | 1     | 1     | 0     | 1     | 0     | 0     | 1     | 1     | 1     | 1     | 1          | 0               |
| Paediatric First Aid                     | HEALTH | 9                 | 9               | 0                      | 0                           | 0        | 9               | 2    | 7      | 0        | 0     | 2     | 1     | 1     | 3     | 0     | 2     | 0     | 0     | 0     | 0          | 0               |
| Risk Assessment                          | HEALTH | 8                 | 8               | 0                      | 0                           | 0        | 8               | 2    | 6      | 0        | 0     | 0     | 0     | 0     | 0     | 2     | 2     | 3     | 1     | 0     | 0          | 0               |
| WORKING AS HEIGHT                        | HEALTH | 9                 | 8               | 1                      | 0                           | 0        | 9               | 9    | 0      | 1        | 0     | 1     | 1     | 1     | 0     | 0     | 2     | 1     | 0     | 1     | 1          | 0               |
| Corporate Induction                      | INDUCT | 61                | 42              | 13                     | 6                           | 1        | 60              | 16   | 45     | 2        | 11    | 11    | 5     | 3     | 8     | 5     | 8     | 4     | 4     | 0     | 0          | 0               |
| Conflict Resolution                      | PEOPLE | 27                | 22              | 2                      | 3                           | 0        | 27              | 11   | 16     | 1        | 3     | 3     | 3     | 0     | 0     | 2     | 4     | 8     | 2     | 0     | 0          | 1               |
| Contract Management                      | PEOPLE | 36                | 33              | 3                      | 0                           | 1        | 35              | 15   | 21     | 0        | 0     | 1     | 2     | 2     | 2     | 4     | 14    | 7     | 4     | 0     | 0          | 0               |
| Emotional Fitness (Workout)              | PEOPLE | 6                 | 5               | 0                      | 1                           | 1        | 5               | 0    | 6      | 0        | 0     | 0     | 0     | 1     | 1     | 0     | 0     | 1     | 2     | 1     | 0          | 0               |
| Mindgym Courageous Conversations Workout | PEOPLE | 4                 | 2               | 2                      | 0                           | 0        | 4               | 1    | 3      | 0        | 0     | 1     | 1     | 0     | 0     | 0     | 1     | 1     | 0     | 0     | 0          | 0               |
| Peak Performance (Workout) Peak Perform  | PEOPLE | 6                 | 5               | 0                      | 1                           | 1        | 5               | 0    | 6      | 0        | 0     | 0     | 2     | 1     | 0     | 0     | 1     | 2     | 0     | 0     | 0          | 0               |
| Manual Handling                          | S      | 1                 | 1               | 0                      | 0                           | 0        | 1               | 1    | 0      | 0        | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 1     | 0     | 0     | 0          | 0               |
| Adult Safeguarding Basic Awareness       | SADULT | 48                | 37              | 9                      | 2                           | 0        | 48              | 9    | 39     | 0        | 2     | 3     | 7     | 6     | 6     | 5     | 8     | 4     | 7     | 0     | 0          | 0               |
| DOLs Awareness - Mandatory Training      | SADULT | 4                 | 3               | 1                      | 0                           | 0        | 4               | 1    | 3      | 0        | 0     | 1     | 0     | 1     | 0     | 0     | 0     | 0     | 2     | 0     | 0          | 0               |
| Hoarding awareness &Self Neglect session | SADULT | 35                | 30              | 3                      | 2                           | 1        | 34              | 10   | 25     | 0        | 1     | 2     | 8     | 1     | 4     | 1     | 7     | 5     | 4     | 1     | 0          | 1               |
| Info Gathering from ProviderAgencies/Org | SADULT | 20                | 16              | 1                      | 3                           | 0        | 20              | 3    | 17     | 0        | 0     | 2     | 3     | 2     | 2     | 2     | 5     | 2     | 2     | 0     | 0          | 0               |
| Liquid Logic Safeguarding Processes      | SADULT | 31                | 16              | 9                      | 6                           | 0        | 31              | 5    | 26     | 0        | 1     | 4     | 1     | 1     | 2     | 5     | 4     | 3     | 5     | 0     | 0          | 5               |
| MCACapacityAsses/Best Interest Decision  | SADULT | 11                | 7               | 2                      | 2                           | 0        | 11              | 2    | 9      | 0        | 1     | 3     | 0     | 1     | 0     | 2     | 2     | 0     | 2     | 0     | 0          | 0               |
| Minute Taking in SA Meetings             | SADULT | 12                | 6               | 2                      | 4                           | 0        | 12              | 1    | 11     | 0        | 0     | 1     | 1     | 2     | 1     | 1     | 3     | 0     | 2     | 0     | 1          | 0               |
| Practice Dev. Workshop - Domestic Abuse  | SADULT | 8                 | 4               | 2                      | 2                           | 0        | 8               | 0    | 8      | 0        | 0     | 1     | 0     | 0     | 0     | 0     | 3     | 1     | 1     | 0     | 0          | 2               |
| Prevent Awareness Training               | SADULT | 54                | 45              | 5                      | 4                           | 0        | 54              | 10   | 44     | 0        | 2     | 3     | 6     | 9     | 4     | 9     | 8     | 3     | 7     | 1     | 0          | 2               |
| SA PDW Financial Abuse                   | SADULT | 7                 | 2               | 4                      | 1                           | 0        | 7               | 1    | 6      | 0        | 1     | 1     | 0     | 0     | 1     | 1     | 2     | 1     | 0     | 0     | 0          | 0               |
| SA Risk Assessment-Practice Dev Workshop | SADULT | 12                | 5               | 3                      | 4                           | 0        | 12              | 2    | 10     | 0        | 0     | 2     | 2     | 1     | 0     | 0     | 2     | 2     | 0     | 0     | 0          | 3               |
| Safeguarding Adults - Train the Trainer  | SADULT | 1                 | 1               | 0                      | 0                           | 0        | 1               | 0    | 1      | 0        | 0     | 0     | 0     | 0     | 1     | 0     | 0     | 0     | 0     | 0     | 0          | 0               |
| Safeguarding Training Level 3            | SADULT | 2                 | 2               | 0                      | 0                           | 0        | 2               | 0    | 2      | 0        | 0     | 1     | 0     | 0     | 1     | 0     | 0     | 0     | 0     | 0     | 0          | 0               |
| SafeguardingAdults Multi AgencyLevel 2&3 | SADULT | 32                | 21              | 5                      | 6                           | 0        | 32              | 5    | 27     | 0        | 1     | 2     | 4     | 0     | 8     | 7     | 3     | 2     | 1     | 1     | 0          | 3               |
| The Role of SAMs & EOs                   | SADULT | 40                | 16              | 15                     | 9                           | 0        | 40              | 4    | 36     | 0        | 4     | 1     | 4     | 5     | 5     | 4     | 5     | 4     | 5     | 0     | 0          | 3               |
| The Role of the Court of Protection      | SADULT | 23                | 14              | 4                      | 5                           | 0        | 23              | 6    | 17     | 0        | 1     | 2     | 2     | 1     | 0     | 2     | 7     | 3     | 1     | 0     | 0          | 4               |
| Total                                    |        | 880               | 605             | 164                    | 111                         | 15       | 865             | 192  | 688    | 8        | 49    | 73    | 74    | 70    | 80    | 113   | 169   | 99    | 85    | 13    | 5          | 42              |

| Course Name                              |        | Hetrosexual | Non-<br>Hetrosexual | Information<br>Not Obtained | Christian | Non-Christian | None | Information<br>Not<br>Obtained | Total<br>Attended |
|--|--------|-------------|---------------------|-----------------------------|-----------|---------------|------|--------------------------------|-------------------|
| AMHP Refresher course 1                  | ADLSOC | 3           | 2                   | 3                           | 4         | 1             | 2    | 1                              | 8                 |
| AMHP Refresher Course 2                  | ADLSOC | 5           | 1                   | 4                           | 6         | 1             | 1    | 2                              | 10                |
| Basic Life Support Training              | ADLSOC | 2           | 0                   | 0                           | 1         | 0             | 1    | 0                              | 2                 |
| Difficult Conversations                  | ADLSOC | 5           | 1                   | 4                           | 4         | 1             | 2    | 3                              | 10                |
| DOLS BIA Refresher Training              | ADLSOC | 13          | 1                   | 21                          | 12        | 1             | 4    | 18                             | 35                |
| I.B & Direct Payments Workshop           | ADLSOC | 6           | 0                   | 2                           | 3         | 0             | 2    | 3                              | 8                 |
| Making Research Count - AYSE session 2   | ADLSOC | 8           | 1                   | 3                           | 6         | 2             | 3    | 1                              | 12                |
| Mental Capacity & DOLS Basic Awareness   | ADLSOC | 29          | 2                   | 12                          | 19        | 5             | 13   | 6                              | 43                |
| Moving & Handling Awareness for SW's     | ADLSOC | 12          | 0                   | 2                           | 8         | 2             | 3    | 1                              | 14                |
| Moving & Handling for OT's               | ADLSOC | 6           | 0                   | 9                           | 4         | 1             | 3    | 7                              | 15                |
| Moving & Handling Practice Forum         | ADLSOC | 8           | 0                   | 6                           | 5         | 2             | 1    | 6                              | 14                |
| Moving and Handling for Rehab/Care Assts | ADLSOC | 10          | 0                   | 1                           | 5         | 1             | 4    | 1                              | 11                |
| No Recourse to Public Funds Seminar      | ADLSOC | 18          | 1                   | 6                           | 13        | 0             | 7    | 5                              | 25                |
| Strength-based Approach to Care          | ADLSOC | 3           | 0                   | 3                           | 3         | 1             | 1    | 1                              | 6                 |

|  |        |            |           |            |            |           |            |            |            |
|--|--------|------------|-----------|------------|------------|-----------|------------|------------|------------|
| Supervision - Day 1 Full Day             | ADLSOC | 7          | 0         | 7          | 4          | 1         | 2          | 7          | 14         |
| Supervision Training Day 2 Full Day      | ADLSOC | 6          | 0         | 9          | 3          | 1         | 2          | 9          | 15         |
| Trust Assessor Refresher                 | ADLSOC | 6          | 0         | 3          | 4          | 0         | 2          | 3          | 9          |
| Trust Assessor Training                  | ADLSOC | 12         | 0         | 1          | 7          | 0         | 5          | 1          | 13         |
| 3 HOUR ANNUAL REFRESHER                  | HEALTH | 1          | 0         | 12         | 7          | 0         | 1          | 5          | 13         |
| COSHH TRAINING                           | HEALTH | 3          | 0         | 1          | 3          | 0         | 0          | 1          | 4          |
| Educational Visits                       | HEALTH | 2          | 0         | 5          | 5          | 0         | 1          | 1          | 7          |
| Fire Marshal Briefing                    | HEALTH | 17         | 0         | 8          | 8          | 3         | 9          | 5          | 25         |
| First Aid Emergency                      | HEALTH | 11         | 1         | 18         | 8          | 3         | 4          | 15         | 30         |
| First Aid Qualification                  | HEALTH | 3          | 2         | 2          | 2          | 1         | 3          | 1          | 7          |
| First Aid Renewal                        | HEALTH | 3          | 0         | 3          | 2          | 0         | 1          | 3          | 6          |
| Incident Reporting                       | HEALTH | 2          | 0         | 4          | 3          | 0         | 1          | 2          | 6          |
| INFECTION CONTROL                        | HEALTH | 0          | 0         | 3          | 0          | 0         | 1          | 2          | 3          |
| MANUAL HANDLING                          | HEALTH | 4          | 0         | 4          | 4          | 0         | 3          | 1          | 8          |
| Paediatric First Aid                     | HEALTH | 2          | 0         | 7          | 2          | 0         | 2          | 5          | 9          |
| Risk Assessment                          | HEALTH | 1          | 0         | 7          | 5          | 0         | 0          | 3          | 8          |
| WORKING AS HEIGHT                        | HEALTH | 5          | 0         | 4          | 3          | 1         | 3          | 2          | 9          |
| Corporate Induction                      | INDUCT | 50         | 1         | 10         | 21         | 3         | 31         | 6          | 61         |
| Conflict Resolution                      | PEOPLE | 19         | 0         | 8          | 15         | 2         | 5          | 5          | 27         |
| Contract Managment                       | PEOPLE | 17         | 2         | 17         | 13         | 3         | 13         | 7          | 36         |
| Emotional Fitness (Workout)              | PEOPLE | 5          | 0         | 1          | 4          | 0         | 2          | 0          | 6          |
| Mindgym Courageous Conversations Workout | PEOPLE | 3          | 0         | 1          | 3          | 0         | 1          | 0          | 4          |
| Peak Performance (Workout) Peak Perform  | PEOPLE | 4          | 1         | 1          | 3          | 0         | 3          | 0          | 6          |
| Manual Handling                          | S      | 1          | 0         | 0          | 1          | 0         | 0          | 0          | 1          |
| Adult Safeguarding Basic Awareness       | SADULT | 27         | 1         | 20         | 21         | 3         | 16         | 8          | 48         |
| DOLs Awareness - Mandatory Training      | SADULT | 2          | 0         | 2          | 1          | 0         | 1          | 2          | 4          |
| Hoarding awareness &Self Neglect session | SADULT | 25         | 0         | 10         | 10         | 2         | 15         | 8          | 35         |
| Info Gathering from ProviderAgencies/Org | SADULT | 13         | 2         | 5          | 10         | 0         | 4          | 6          | 20         |
| Liquid Logic Safeguarding Processes      | SADULT | 15         | 3         | 13         | 14         | 2         | 5          | 10         | 31         |
| MCACapacityAssses/Best Interest Decision | SADULT | 8          | 1         | 2          | 7          | 0         | 2          | 2          | 11         |
| Minute Taking in SA Meetings             | SADULT | 3          | 0         | 9          | 2          | 2         | 2          | 6          | 12         |
| Practice Dev. Workshop - Domestic Abuse  | SADULT | 6          | 0         | 2          | 4          | 0         | 2          | 2          | 8          |
| Prevent Awareness Training               | SADULT | 39         | 1         | 14         | 20         | 3         | 19         | 12         | 54         |
| SA PDW Financial Abuse                   | SADULT | 4          | 0         | 3          | 5          | 0         | 0          | 2          | 7          |
| SA Risk Assessment-Practice Dev Workshop | SADULT | 7          | 0         | 5          | 4          | 1         | 2          | 5          | 12         |
| Safeguarding Adults - Train the Trainer  | SADULT | 1          | 0         | 0          | 1          | 0         | 0          | 0          | 1          |
| Safeguarding Training Level 3            | SADULT | 1          | 0         | 1          | 1          | 0         | 1          | 0          | 2          |
| SafeguardingAdults Multi AgencyLevel 2&3 | SADULT | 20         | 1         | 11         | 14         | 2         | 8          | 8          | 32         |
| The Role of SAMs & EOs                   | SADULT | 25         | 2         | 13         | 19         | 4         | 6          | 11         | 40         |
| The Role of the Court of Protection      | SADULT | 16         | 1         | 6          | 12         | 2         | 3          | 6          | 23         |
| <b>Total</b>                             |        | <b>524</b> | <b>28</b> | <b>328</b> | <b>368</b> | <b>57</b> | <b>228</b> | <b>227</b> | <b>880</b> |

**Organisational Development** From 1st April 2017 to 31st March 2018

**Course Attendance by Management Grouping (Internal Candidates Only)**

| Course Name                              |        | CD | AS | CS | PCI | FCS | LECB | DSS |
|--|--------|----|----|----|-----|-----|------|-----|
| AMHP Refresher course 1                  | ADLSOC | 0  | 8  | 0  | 0   | 0   | 0    | 0   |
| AMHP Refresher Course 2                  | ADLSOC | 0  | 9  | 1  | 0   | 0   | 0    | 0   |
| Basic Life Support Training              | ADLSOC | 0  | 2  | 0  | 0   | 0   | 0    | 0   |
| Difficult Conversations                  | ADLSOC | 0  | 10 | 0  | 0   | 0   | 0    | 0   |
| DOLS BIA Refresher Training              | ADLSOC | 0  | 35 | 0  | 0   | 0   | 0    | 0   |
| I.B & Direct Payments Workshop           | ADLSOC | 0  | 8  | 0  | 0   | 0   | 0    | 0   |
| Making Research Count - AYSE session 2   | ADLSOC | 0  | 12 | 0  | 0   | 0   | 0    | 0   |
| Mental Capacity & DOLS Basic Awareness   | ADLSOC | 1  | 24 | 8  | 3   | 7   | 0    | 0   |
| Moving & Handling Awareness for SW's     | ADLSOC | 0  | 14 | 0  | 0   | 0   | 0    | 0   |
| Moving & Handling for OT's               | ADLSOC | 0  | 15 | 0  | 0   | 0   | 0    | 0   |
| Moving & Handling Practice Forum         | ADLSOC | 0  | 14 | 0  | 0   | 0   | 0    | 0   |
| Moving and Handling for Rehab/Care Assts | ADLSOC | 0  | 11 | 0  | 0   | 0   | 0    | 0   |
| No Recourse to Public Funds Seminar      | ADLSOC | 3  | 21 | 1  | 0   | 0   | 0    | 0   |
| Strength-based Approach to Care          | ADLSOC | 0  | 6  | 0  | 0   | 0   | 0    | 0   |
| Supervision - Day 1 Full Day             | ADLSOC | 0  | 10 | 2  | 2   | 0   | 0    | 0   |
| Supervision Training Day 2 Full Day      | ADLSOC | 0  | 12 | 2  | 1   | 0   | 0    | 0   |
| Trust Assessor Refresher                 | ADLSOC | 0  | 9  | 0  | 0   | 0   | 0    | 0   |
| Trust Assessor Training                  | ADLSOC | 0  | 13 | 0  | 0   | 0   | 0    | 0   |
| 3 HOUR ANNUAL REFRESHER                  | HEALTH | 0  | 0  | 0  | 0   | 0   | 0    | 13  |
| COSHH TRAINING                           | HEALTH | 0  | 0  | 0  | 1   | 1   | 0    | 2   |
| Educational Visits                       | HEALTH | 0  | 0  | 0  | 0   | 1   | 0    | 6   |
| Fire Marshal Briefing                    | HEALTH | 1  | 2  | 0  | 1   | 21  | 0    | 0   |
| First Aid Emergency                      | HEALTH | 0  | 0  | 0  | 4   | 1   | 6    | 19  |
| First Aid Qualification                  | HEALTH | 0  | 0  | 0  | 1   | 3   | 1    | 2   |
| First Aid Renewal                        | HEALTH | 0  | 0  | 0  | 1   | 2   | 0    | 3   |
| Incident Reporting                       | HEALTH | 0  | 0  | 0  | 0   | 1   | 0    | 5   |

|  |        |    |     |    |    |    |    |    |
|--|--------|----|-----|----|----|----|----|----|
| INFECTION CONTROL                        | HEALTH | 0  | 0   | 0  | 0  | 0  | 0  | 3  |
| MANUAL HANDLING                          | HEALTH | 0  | 0   | 0  | 2  | 1  | 0  | 5  |
| Paediatric First Aid                     | HEALTH | 0  | 0   | 0  | 0  | 0  | 0  | 9  |
| Risk Assessment                          | HEALTH | 0  | 0   | 0  | 0  | 0  | 0  | 8  |
| WORKING AS HEIGHT                        | HEALTH | 0  | 0   | 1  | 0  | 1  | 0  | 7  |
| Corporate Induction                      | INDUCT | 8  | 12  | 14 | 11 | 16 | 0  | 0  |
| Conflict Resolution                      | PEOPLE | 1  | 0   | 0  | 20 | 4  | 0  | 2  |
| Contract Managment                       | PEOPLE | 0  | 5   | 5  | 20 | 4  | 2  | 0  |
| Emotional Fitness (Workout)              | PEOPLE | 1  | 0   | 3  | 0  | 2  | 0  | 0  |
| Mindgym Courageous Conversations Workout | PEOPLE | 0  | 0   | 4  | 0  | 0  | 0  | 0  |
| Peak Performance (Workout) Peak Perform  | PEOPLE | 0  | 0   | 3  | 2  | 1  | 0  | 0  |
| Manual Handling                          | S      | 0  | 0   | 0  | 0  | 0  | 0  | 1  |
| Adult Safeguarding Basic Awareness       | SADULT | 1  | 23  | 15 | 0  | 7  | 2  | 0  |
| DOLs Awareness - Mandatory Training      | SADULT | 0  | 2   | 0  | 0  | 2  | 0  | 0  |
| Hoarding awareness &Self Neglect session | SADULT | 0  | 21  | 4  | 10 | 0  | 0  | 0  |
| Info Gathering from ProviderAgencies/Org | SADULT | 0  | 20  | 0  | 0  | 0  | 0  | 0  |
| Liquid Logic Safeguarding Processes      | SADULT | 0  | 27  | 0  | 0  | 4  | 0  | 0  |
| MCACapacityAssses/Best Interest Decision | SADULT | 0  | 11  | 0  | 0  | 0  | 0  | 0  |
| Minute Taking in SA Meetings             | SADULT | 0  | 1   | 0  | 0  | 11 | 0  | 0  |
| Practice Dev. Workshop - Domestic Abuse  | SADULT | 0  | 8   | 0  | 0  | 0  | 0  | 0  |
| Prevent Awareness Training               | SADULT | 0  | 45  | 0  | 9  | 0  | 0  | 0  |
| SA PDW Financial Abuse                   | SADULT | 0  | 7   | 0  | 0  | 0  | 0  | 0  |
| SA Risk Assessment-Practice Dev Workshop | SADULT | 0  | 12  | 0  | 0  | 0  | 0  | 0  |
| Safeguarding Adults - Train the Trainer  | SADULT | 0  | 1   | 0  | 0  | 0  | 0  | 0  |
| Safeguarding Training Level 3            | SADULT | 0  | 0   | 1  | 0  | 0  | 1  | 0  |
| SafeguardingAdults Multi AgencyLevel 2&3 | SADULT | 0  | 29  | 2  | 1  | 0  | 0  | 0  |
| The Role of SAMs & EOs                   | SADULT | 0  | 40  | 0  | 0  | 0  | 0  | 0  |
| The Role of the Court of Protection      | SADULT | 0  | 23  | 0  | 0  | 0  | 0  | 0  |
| Total                                    |        | 16 | 522 | 66 | 89 | 90 | 12 | 85 |

#### Course Evaluation - All Delegates

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

| Course Name                              |        | Overall Course Rating |   |   |    | Total |
|--|--------|-----------------------|---|---|----|-------|
|  |        | 1                     | 2 | 3 | 4  |       |
| AMHP Refresher course 1                  | ADLSOC | 0                     | 0 | 0 | 7  | 7     |
| AMHP Refresher Course 2                  | ADLSOC | 0                     | 0 | 0 | 7  | 7     |
| Basic Life Support Training              | ADLSOC | 0                     | 0 | 0 | 0  | 0     |
| Difficult Conversations                  | ADLSOC | 0                     | 0 | 2 | 8  | 10    |
| DOLS BIA Refresher Training              | ADLSOC | 0                     | 1 | 2 | 19 | 22    |
| I.B & Direct Payments Workshop           | ADLSOC | 0                     | 0 | 0 | 0  | 0     |
| Making Research Count - AYSE session 2   | ADLSOC | 0                     | 0 | 0 | 0  | 0     |
| Mental Capacity & DOLS Basic Awareness   | ADLSOC | 0                     | 0 | 4 | 29 | 33    |
| Moving & Handling Awareness for SW's     | ADLSOC | 0                     | 0 | 2 | 11 | 13    |
| Moving & Handling for OT's               | ADLSOC | 0                     | 0 | 0 | 15 | 15    |
| Moving & Handling Practice Forum         | ADLSOC | 0                     | 0 | 0 | 12 | 12    |
| Moving and Handling for Rehab/Care Assts | ADLSOC | 0                     | 0 | 1 | 10 | 11    |
| No Recourse to Public Funds Seminar      | ADLSOC | 0                     | 1 | 8 | 7  | 16    |
| Strength-based Approach to Care          | ADLSOC | 0                     | 0 | 0 | 6  | 6     |
| Supervision - Day 1 Full Day             | ADLSOC | 0                     | 0 | 1 | 13 | 14    |
| Supervision Training Day 2 Full Day      | ADLSOC | 0                     | 0 | 0 | 15 | 15    |
| Trust Assessor Refresher                 | ADLSOC | 0                     | 0 | 0 | 0  | 0     |
| Trust Assessor Training                  | ADLSOC | 0                     | 0 | 0 | 0  | 0     |
| 3 HOUR ANNUAL REFRESHER                  | HEALTH | 0                     | 0 | 0 | 0  | 0     |
| COSHH TRAINING                           | HEALTH | 0                     | 0 | 1 | 3  | 4     |
| Educational Visits                       | HEALTH | 0                     | 0 | 2 | 4  | 6     |
| Fire Marshal Briefing                    | HEALTH | 0                     | 0 | 0 | 0  | 0     |
| First Aid Emergency                      | HEALTH | 0                     | 0 | 0 | 0  | 0     |
| First Aid Qualification                  | HEALTH | 0                     | 0 | 0 | 0  | 0     |
| First Aid Renewal                        | HEALTH | 0                     | 0 | 0 | 0  | 0     |
| Incident Reporting                       | HEALTH | 0                     | 0 | 0 | 5  | 5     |
| INFECTION CONTROL                        | HEALTH | 0                     | 0 | 0 | 3  | 3     |
| MANUAL HANDLING                          | HEALTH | 0                     | 0 | 1 | 5  | 6     |
| Paediatric First Aid                     | HEALTH | 0                     | 0 | 0 | 0  | 0     |
| Risk Assessment                          | HEALTH | 0                     | 0 | 4 | 3  | 7     |
| WORKING AS HEIGHT                        | HEALTH | 0                     | 0 | 4 | 5  | 9     |
| Corporate Induction                      | INDUCT | 0                     | 0 | 0 | 0  | 0     |
| Conflict Resolution                      | PEOPLE | 0                     | 2 | 8 | 17 | 27    |

**Ethnicity Categories****ANNEX 1**

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

**Asian:**

Bangladeshi  
Indian  
Japanese  
Pakistani  
Vietnamese  
Any Other Asian background

**Black:**

Caribbean  
African  
Somali  
Other African  
Any Other black background

**Chinese****Mixed/Dual Heritage:**

White & Asian  
White & Black African  
White & Black Caribbean  
Any Other Mixed background

**Not Known:**

Refused to disclose  
Information not obtained

**Other Ethnic Background:**

Any other ethnic background

**White:**

English  
Irish  
Scottish  
Welsh  
European  
Any Other White background

**Management Groups****ANNEX 2**

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