

Workforce Data

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Legislative Context

There are specific duties that Scottish Borders Council is required to comply with. This means that we have a duty to gather and use workforce data across the nine protected characteristics and sub levels as indicated below. We are also required to publish pay gap information and statements on equal pay.

This section of the report provides details obtained from our workforce data.

Operational Context

The information used within this report with regard to employees of Scottish Borders Council has been taken from the Corporate ERP System. As employees can hold multiple posts with the Council it has been decided that we use the post that the employee has defined as their main post for the purpose of completing the analysis. This will tend to be the post that they have held for the longest period of time. The analysis also includes casual and supply employees.

The Job Groups that have been used within the report are:

- Teachers (teaching staff, music instructors, psychologists and quality improvement staff)
- Chief Officers (the most senior managers)
- Single Status (all other staff employed by the Council)

These have been used as they identify the conditions of service that each employee works under. For information we have also included statistics for each of the characteristics we hold at entire workforce level.

The information has been split into the following areas:

- Capital Strategic Lead
- Social Work (2021 only)
- Education and Lifelong Learning
- Finance & Corporate Governance
- Health & Social Care (2021 only)
- Infrastructure & Environment
- People Performance & Change
- Resilient Communities
- Strategic Commissioning & Partnerships
- Social Work & Practice IJB (2022 only)
- Social Work & Practice SBC (2022 only)

Analysis of the nine characteristics and sub levels, listed below, has also been carried out.

Sex	Age	Disability	Race: Ethnic Origin/Nationality
Gender Reassignment	Marital Status	Maternity	Religion and/or belief
Sexual Orientation			

Additionally we have extended our analysis to include:

Carers	Leavers
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Sub-levels of analysis:

- Employment Status
- Location – Department for all staff (except Teachers) and Catchment Area for Teaching Staff
- Job Group – based on the terms and conditions of service the employee works under
- Grade

Throughout this report we have shown the data as a percentage and number of staff for each characteristic where possible. Due to the low level of numbers in the majority of the characteristics, we have only shown the percentage as this may otherwise identify individuals, as the report is further analysed. If there are points to note these have been drawn out and included within the narrative.

The data for 2021 and 2022 has been derived from workforce data gathered from January to December in those years and as outlined in Table 1:

Table 1 – Total number of employees

	Teachers	Chief Officers	Single Status	Total
2021	1537	19	4360	5916
2022	1494	20	4447	5961

Single status figures include Modern Apprentices, who until 1st April 2023 were paid the National Living Wage appropriate to their age. They are now paid the Scottish Local Government Living Wage.

(I) Sex

There has been a very slight change in the workforce gender balance. The overall Council workforce is predominately female, which has remained at around 74% since 2015 (see Figure 1a and 1b).

Figure 1a – Workforce Gender Balance for (all staff) 2021

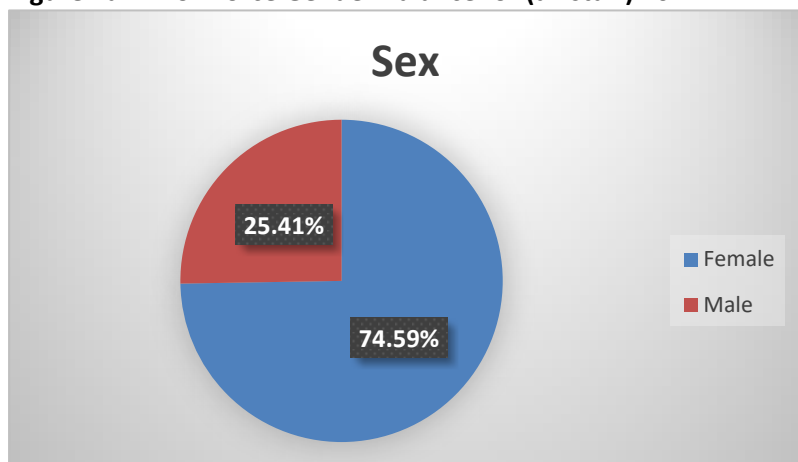


Figure 1b – Workforce Gender Balance for (all staff) 2022

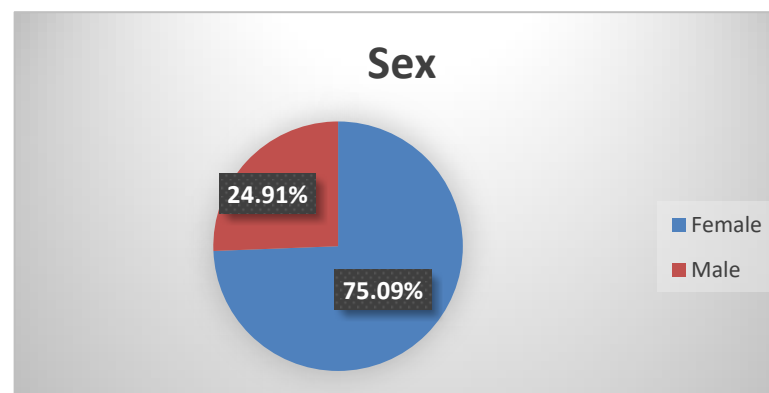


Figure 1c – Workforce Sex Balance (all staff)

	Staff by %		Staff by Number	
	2021	2022	2021	2022
Female	74.59%	75.09%	4413	4476
Male	25.41%	24.91%	1503	1485

Totals	100%	100%	5916	5961
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Chief Officers and Single Status

Figure 2 – Workforce Sex Balance

	Staff by %		Staff by Number	
	2021	2020	2021	2022
Female	73.35%	73.40%	3212	3313
Male	26.65%	26.60%	1167	1154
Totals	100%	100%	4379	4467

Figure 3 – Workforce Sex Balance by Status

Status	2021		2022	
	Female	Male	Female	Male
Casual/Relief	77.67%	22.33%	78.48%	21.52%
Full Time	48.13%	51.87%	50.58%	49.42%
Part time	89.77%	10.23%	89.60%	10.40%

Figure 4 – Workforce Sex Balance by Department

Department	2021		2022	
	Female	Male	Female	Male
Capital Strategic Lead	100%		100.00%	0.00%
Social Work	73.08%	26.92%	N/A	N/A
Social Work& Practice SBC	N/A	N/A	75.80%	24.20%
Social Work IJB	N/A	N/A	83.14%	16.86%
Education & Lifelong Learning	88.98%	11.02%	88.84%	11.16%
Finance & Corporate Governance	63.16%	36.84%	65.97%	34.03%
Health & Social Care	88.58%	11.42%	58.45%	41.55%

Infrastructure & Environment	41.94%	58.06%	42.87%	57.13%
People Performance & Change	74.14%	25.86%	72.09%	27.03%
Resilient Communities	87.93%	12.07%	88.58%	11.42%
Strategic Commissioning & Partnerships	20.00%	80.00%	88.37%	11.63%

Figure 5 – Workforce Sex Balance by Job Group

Job Group	2021		2022	
	Female	Male	Female	Male
Chief Officers	57.89%	42.11%	55.00%	45.00%
Single Status	73.42%	26.58%	74.25%	25.75%

Figure 6 – Workforce Sex Balance by Grade

Grade	2021		2022	
	Female	Male	Female	Male
National Minimum Wage	59.26%	40.74%	63.46%	36.54%
Grade 1	83.20%	16.80%	85.45%	14.55%
Grade 2	41.06%	58.94%	42.80%	57.20%
Grade 3	15.03%	84.97%	14.38%	85.62%
Grade 4	84.33%	15.67%	84.31%	15.69%
Grade 5	78.74%	21.26%	78.43%	21.57%
Grade 6	79.59%	20.41%	78.13%	21.87%
Grade 7	71.67%	28.33%	74.03%	25.97%
Grade 8	68.54%	31.46%	71.02%	28.98%
Grade 9	67.82%	32.18%	70.53%	29.47%
Grade 10	51.28%	48.72%	55.08%	44.926%
Grade 11	46.15%	53.85%	60.00%	40.00%
Grade 12	37.93%	62.07%	29.17%	70.83%

Chief Officers	57.89%	42.11%	55.00%	45.00%
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Teachers

Figure 7 – Workforce Sex Balance

	Staff by %		Staff by Number	
	2021	2022	2021	2022
Female	78.14%	77.84%	1201	1163
Male	21.86%	22.16%	336	331
Totals	100%	100%	1537	1494

Figure 8 – Workforce Sex Balance by Catchment Area

Catchment Area	2021		2022	
	Female	Male	Female	Male
Berwickshire	78.95%	21.05%	79.05%	20.95%
Cheviot	78.77%	21.23%	81.04%	18.60%
Eildon East	78.09%	21.91%	78.80%	21.20%
Eildon West	81.37%	18.63%	77.27%	22.73%
Teviot & Liddesdale	78.86%	21.14%	80.57%	19.43%
Tweeddale	81.70%	18.30%	79.25%	20.75%
Various	71.86%	28.14%	71.48%	28.52%

Figure 9 – Workforce Sex Balance by Job Group

Job Group	2021		2022	
	Female	Male	Female	Male
Teachers	78.14%	21.86%	77.84%	22.16%

Figure 10 – Workforce Sex Balance by Grade

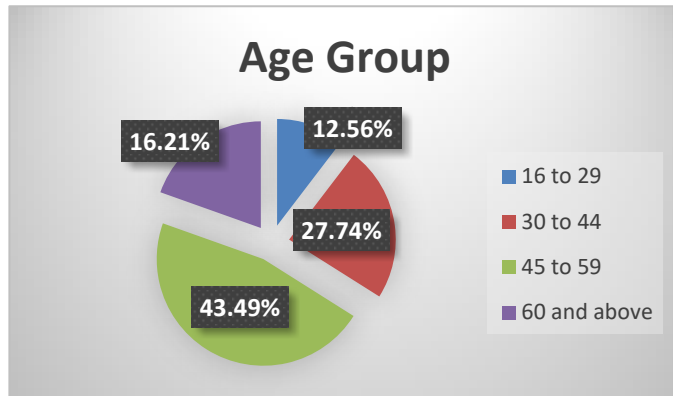
Grade	2021		2022	
	Female	Male	Female	Male
Main Grade Scale	79.75%	20.25%	79.51%	20.49%
Depute & Head Teacher	72.73%	27.27%	74.11%	25.89%
Lead Teacher	N/A	N/A	83.33%	16.67%
Music Instructor	44.44%	55.56%	42.11%	57.89%
Principal Teacher	75.57%	24.43%	73.49%	26.51%
Probationary Teacher	81.82%	18.18%	87.50%	12.50%
Psychologist	44.44%	55.56%	37.50%	62.50%
Quality Improvement	90.00%	10.00%	80.00%	20.00%

Figure 11 Workforce Sex balance by Status

Status	2021		2022	
	Female	Male	Female	Male
Casual/Relief	71.31%	28.69%	71.04%	28.96%
Full Time	74.70%	25.30%	74.84%	25.16%
Part Time	90.79%	9.21%	89.86%	10.14%

(II) Age

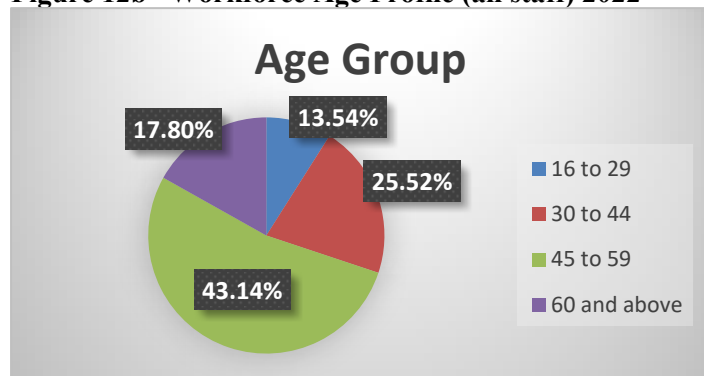
Figure 12a – Workforce Age Profile (all staff) 2021



The age profile of employees has remained fairly consistent since 2015. The majority of Council employees remain in the 45-59 age bracket and

account for just under half of all employees in 2021.

Figure 12b Workforce Age Profile (all staff) 2022



Chief Officers and Single Status Staff

Figure 13 –Workforce Age Profile

	Staff by %		Staff by Number	
	2021	2022	2021	2022
16 to 29	12.56%	13.54	743	605
30 to 44	27.74%	25.52%	1641	1140
45 - 59	43.49%	43.14%	2573	1927
60 and above	16.21%	17.80%	959	795
Total	100%	100%	4286	4467

Figure 14 – Workforce Age Profile by Department

Department and Age	2021	2022
Capital Strategic Lead		
16 to 29	0.00%	0.00%
30 to 44	100.00%	100.00%
45 to 59	0.00%	0.00%
60 and above	0.00%	0.00%
Social Work		
16 to 29	8.65%	N/A
30 to 44	28.85%	N/A
45 to 59	49.52%	N/A
60 and above	12.98%	N/A
Education and Lifelong Learning		
16 to 29	14.20%	15.37%
30 to 44	27.20%	27.57%
45 to 59	41.00%	39.54%
60 and above	17.61%	17.52%

Finance and Corporate Governance		
16 to 29	15.79%	16.23%
30 to 44	25.36%	26.18%
45 to 59	43.06%	42.41%
60 and above	15.79%	15.18%
Health & Social Care		
16 to 29	14.02%	N/A
30 to 44	27.21%	N/A
45 to 59	42.78%	N/A
60 and above	15.99%	N/A
Infrastructure & Environment		
16 to 29	7.86%	9.34%
30 to 44	19.52%	20.52%
45 to 59	50.12%	47.29%
60 and above	22.50%	22.85%
People Performance & Change		
16 to 29	16.38%	19.82%
30 to 44	25.00%	22.52%
45 to 59	47.41%	49.55%
60 and above	11.21%	8.11%
Resilient Communities		
16 to 29	15.52%	17.25%
30 to 44	22.66%	21.91%
45 to 59	47.54%	44.99%
60 and above	14.29%	15.85%

Strategic Commissioning & Partnerships		
16 to 29	0.00%	N/A
30 to 44	40.00%	N/A
45 to 59	60.00%	N/A
60 and above	0.00%	N/A

Social Work & Practice IJB		
16 to 29	N/A	8.14%
30 to 44	N/A	33.14%
45 to 59	N/A	43.60%
60 and above	N/A	15.12%

Social Work & Practice SBC		
16 to 29	N/A	8.22%
30 to 44	N/A	31.05%
45 to 59	N/A	48.86%
60 and above	N/A	11.87%

Figure 15 – Workforce Age Profile by Job Group

Job Group and Age	2021	2022
Chief Officers		
16 to 29	0.00%	0.00%
30 to 44	15.79%	10.00%
45 to 59	78.95%	85.00%
60 and above	5.26%	5.00%
Single Status		
16 to 29	12.43%	13.60%

30 to 44	24.68%	25.59%
45 to 59	45.05%	42.95%
60 and above	17.84%	17.85%

Figure 16a – Workforce Age Profile by Grade

Grade	2021			
	16 to 29	30 to 44	45 to 59	60 and above
National Minimum Wage	85.19%	14.81%	0.00%	0.00%
Grade 1	9.82%	25.32%	41.34%	23.51%
Grade 3	9.15%	13.07%	48.37%	29.41%
Grade 4	11.17%	22.21%	46.73%	19.89%
Grade 5	14.97%	23.05%	44.01%	17.96%
Grade 6	20.09%	29.04%	40.82%	10.05%
Grade 7	12.46%	31.44%	44.48%	11.61%
Grade 8	10.11%	29.21%	48.69%	11.99%
Grade 9	5.88%	33.22%	48.44%	12.46%
Grade 10	0.85%	27.35%	55.56%	16.24%
Grade 11	0.00%	11.54%	69.23%	19.23%
Grade 12	0.00%	3.45%	89.66%	6.90%
Chief Officers	0.00%	15.79%	78.95%	5.26%

Figure 16b – Workforce Age Profile by Grade

Grade	2022			
	16 to 29	30 to 44	45 to 59	60 and above
National Minimum Wage	84.62%	13.46%	1.92%	0.00
Grade 1	9.87%	27.27%	41.82%	21.04%
Grade 2	7.60%	14.80%	37.20%	40.40%

Grade 3	13.73%	11.76%	43.14%	31.37%
Grade 4	13.10%	23.14%	43.35%	20.41%
Grade 5	14.29%	26.53%	42.27%	16.91%
Grade 6	22.34%	27.81%	40.00%	9.84%
Grade 7	12.99%	33.51%	43.38%	10.13%
Grade 8	10.60%	30.74%	45.58%	13.07%
Grade 9	4.91%	34.04%	48.77%	12.28%
Grade 10	0.00%	30.51%	53.39%	16.10%
Grade 11	0.00%	16.00%	68.00%	16.00%
Grade 12	0.00%	4.17%	87.50%	8.33%
Chief Officers	0.00%	10.00%	85.00%	5.00%

Figure 17 – Workforce Age Profile by Status

Status and Age	2021	2022
Casual/Relief		
16 to 29	13.11%	14.91%
30 to 44	21.47%	21.24%
45 to 59	35.45%	33.05%
60 and above	29.97%	30.80%
Full Time		
16 to 29	15.61%	18.03%
30 to 44	23.48%	24.04%
45 to 59	49.51%	46.48%
60 and above	11.41%	11.45%
Part time		
16 to 29	9.86%	9.90%
30 to 44	26.48%	27.97%
45 to 59	45.28%	44.02%
60 and above	18.38%	18.11%

Teachers

Figure 18 – Workforce Age Profile

	Staff by %		Staff by Number	
	2021	2022	2021	2022
16 to 29	13.08%	14.46%	201	216
30 to 44	36.56%	36.21%	562	541
45 to 59	38.65%	39.16%	594	585
60 and above	11.71%	10.17%	180	152
Total	100%	100%	1537	1494

Figure 19 – Workforce Age Profile by Catchment Area

Catchment Area and Age	2021	2022
Berwickshire		
16 to 29	19.14%	20.00%
30 to 44	34.93%	31.90%
45 to 59	41.15%	42.86%
60 and above	4.78%	5.24%
Cheviot		
16 to 29	16.29%	15.70%
30 to 44	37.43%	37.21%
45 to 59	44.13%	41.28%
60 and above	6.15%	5.81%
Eildon East		
16 to 29	11.55%	11.60%
30 to 44	46.22%	44.40%
45 to 59	37.45%	40.00%
60 and above	4.78%	4.00%
Eildon West		
16 to 29	19.12%	16.67%
30 to 44	40.20%	38.38%

45 to 59	36.27%	40.40%
60 and above	4.41%	4.55%
Teviot & Liddesdale		
16 to 29	14.86%	17.71%
30 to 44	46.29%	38.86%
45 to 59	35.43%	37.14%
60 and above	3.43%	6.29%
Tweeddale		
16 to 29	8.04%	10.38%
30 to 44	40.18%	38.21%
45 to 59	44.64%	45.28%
60 and above	7.14%	6.13%
Various		
16 to 29	9.15%	11.55%
30 to 44	17.97%	26.71%
45 to 59	33.56%	29.96%
60 and above	39.32%	31.77%

Figure 20 – Workforce Age Profile by Job Group

Job Group and Age	2021	2022
Teachers		
16 to 29	13.08%	14.46%
30 to 44	36.56%	36.21%
45 to 59	38.65%	39.16%
60 and above	11.71%	10.17%

Figure 21a – Workforce Age Profile by Grade

Grade	2021			
	16 to 29	30 to 44	45 to 59	60 and above
Chartered Teacher	0.00%	21.43%	78.57%	0.00%
Main Grade Scale Teacher	14.41%	37.05%	34.66%	13.88%
Depute & Head Teacher	0.00%	37.27%	60.004%	2.73%
Music Instructor	0.00%	27.78%	50.00%	22.22%
Principal Teacher	3.41%	41.48%	49.43%	5.68%
Probationary Teacher	56.36%	29.09%	10.91%	3.64%
Psychologist	11.11%	22.22%	33.33%	33.33%
Quality Improvement	0.00%	0.00%	90.00%	10.00%

Figure 21b – Workforce Age Profile by Grade

Grade	2022			
	16 to 29	30 to 44	45 to 59	60 and above
Chartered Teacher	0.00%	14.81%	85.19%	0.00%
Main Grade Scale	15.66%	37.61%	34.79%	11.93%
Depute & Head Teacher	0.00%	30.36%	66.96%	2.68%
Lead Teacher	0.00%	83.33%	16.67%	0.00%
Music Instructor	5.26%	31.58%	42.11%	21.05%
Principal Teacher	4.82%	39.16%	49.40%	6.63%

Probationary Teacher	72.92%	18.75%	8.33%	0.00%
Psychologist	0.00%	37.50%	37.50%	25.00%
Quality Improvement	0.00%	20.00%	70.00%	10.00%

Figure 22 – Workforce Age Profile by Status

Status and Age	2021	2022
Casual/Relief		
16 to 29	10.25%	14.03%
30 to 44	16.80%	22.62%
45 to 59	28.28%	24.89%
60 and above	44.67%	38.46%
Full Time		
16 to 29	16.98%	17.97%
30 to 44	36.91%	34.64%
45 to 59	42.94%	43.90%
60 and above	3.18%	3.49%
Part Time		
16 to 29	5.53%	5.63%
30 to 44	48.42%	48.73%
45 to 59	35.00%	35.77%
60 and above	11.05%	9.86%

(III) Further Analysis

Please note the questions asked on Equality Monitoring Forms have changed slightly to include a 'Prefer Not to Say' option. In addition, it is worth noting that there is a difference between the 'No Response' and 'Not Stated' options presented below. While 'No Response' represents the proportion of employees who did not fill out the Equality Monitoring Forms at all, 'Not Stated' represents the proportion of employees who did not answer specific individual questions.

While filling out The Council's Equality Monitoring Form is not mandatory it must be acknowledged that low numbers in the below tables could be due to the high number of individuals choosing not to fill out the form or answer specific questions. This is particularly evident when looking at the disability, gender reassignment and carer categories as indicated below.

(IV) Disability

When comparing the two years, the level of employees indicating that they have a disability has decreased slightly to 2.35% of the workforce in 2022

Figure 23 – Workforce Disability Profile (all staff)

Disability	2021	2022
No	28.55%	31.39%
No Response	23.09%	25.26%
Not Stated	45.76%	40.76%
Prefer Not To Say	0.17%	0.23%
Yes	2.43%	2.35%

(V) Race

a) Ethnic Origin

The proportion of Black and Minority Ethnic employees has increased slightly over the two years from 0.59% to 0.62%. The proportion of employees identifying themselves as white has decreased slightly over the two years.

Due to the low level of Black Minority Ethnic employees that are employed by the Council no further breakdowns have been included as this may lead to the identification of individuals.

Figure 24 – Workforce Ethnic Origin Profile (all staff)

Ethnic Origin	2021	2022
Black Minority Ethnic	0.59%	0.62%
No Response	23.09%	25.26%
Not Stated	0.71%	0.69%
Prefer Not To Say	2.48%	2.15%
White	73.12%	71.28%

b) Nationality (all staff)

Figure 25 – Workforce Ethnic Origin Profile (all staff)

Nationality	2021	Nationality	2022
American	0.03%	American	0.03%
Armenian	0.02%	Armenian	0.02%
Australian	0.02%	Australian	0.03%
Batswana	0.02%	Batswana	0.02%

Belgian	0.00%	Belgian	0.03%
British	8.08%	British	8.00%
Bulgarian	0.02	Bulgarian	0.00%
Canadian	0.05%	Canadian	0.05%
Chinese	0.02%	Chinese	0.03%
Croatian	0.00%	Croatian	0.02%
Dutch	0.02%	Dutch	0.02%
English	1.18%	English	1.02%
Filipino	0.03%	Filipino	0.02%
French	0.03%	French	0.03%
German	0.02%	German	0.00%
Greek	0.02%	Greek	0.03%
Hungarian	0.03	Hungarian	0.02%
Irish	0.12%	Irish	0.18%
Italian	0.02%	Italian	0.02%
Kenyan	0.02%	Kenyan	0.02%
Latvian	0.03%	Latvian	0.03%
Lithuanian	0.02%	Lithuanian	0.02%
Malaysian	0.02%	Malaysian	0.02%
Netherlander	0.02%	Netherlander	0.02%
New Zealander	0.05%	New Zealander	0.08%
Nigerian	0.00%	Nigerian	0.02%
No Response	23.09%	No Response	25.26%
Northern Irish	0.14%	Northern Irish	0.08%
Not Stated	45.49%	Not Stated	40.63%
Philipino	0.02%	Philipino	0.00%
Polish	0.27%	Polish	0.30%
Portuguese	0.02%	Portuguese	0.02%
Prefer not say	0.12%	Prefer not say	0.10%

Romanian	0.02%	Romanian	0.03%
San Marinese	0.02%	San Marinese	0.02%
Scottish	20.71%	Scottish	23.45%
Senegalese	0.02%	Senegalese	0.02%
South African	0.00%	South African	0.03%
Spanish	0.02%	Spanish	0.05%
Sri Lankan	0.00%	Sri Lankan	0.02%
Swedish	0.02%	Swedish	0.02%
Swiss	0.03%	Swiss	0.02%
Syrian	0.03%	Syrian	0.03%
Ukrainian	0.00%	Ukrainian	0.02%
Welsh	0.10%	Welsh	0.10%
Zimbabwean	0.00%	Zimbabwean	0.03%
Grand Total	100.00%	Grand Total	100.00%

(VI) Gender Reassignment

The level of employees indicating that they are currently undergoing or have undergone gender reassignment over the past two years has remained almost static. Due to the extremely low level of employees who have indicated this, no further analysis is included as this may lead to the identification of individuals.

Figure 26 – Workforce Gender Reassignment (all staff)

Gender Reassignment	2021	2022
No	28.80%	31.86%
No Response	23.09%	25.26%
Not Stated	47.82%	42.59%
Prefer Not To Say	0.22%	0.20%
Yes	0.07%	0.08%

(VII) Marital Status

Whilst there are some variations between the two years presented below, the highest category for 2022 is Married/Civil Partnership which has a small decrease when compared to 2021.

Figure 27 – Workforce Marital Status (all staff)

Marital Status	2021	2022
Divorced	4.60%	4.23%
Living with Partner	10.45%	9.44%
Married/ Civil Partnership	38.84%	37.12%
No Response	23.09%	25.26%
Not Stated	1.22%	1.17%
Prefer Not To Say	3.19%	2.94%
Separated	0.78%	0.86%
Single	17.22%	18.45%
Widowed	0.61%	0.52%

(VIII) Maternity

The year identifier is taken from the date that the employee ended their Maternity Leave period.

Figure 28 – Maternity (all staff)

	2021	2022
Didn't return	5	4
Returned for less than 3 months	5	87
Returned	80	2
Total	90	93

(IX) Religion and/or belief

Whilst there are some small variations between the two years the two highest categories are 'No Religion/Belief' and 'Church of Scotland'.

Figure 29 – Workforce Religion or Belief (all staff)

Religion or Belief	2021	2022
Buddhist	0.20%	0.15%
Church of Scotland	20.22%	19.01%
Hindu	0.05%	0.02%
Humanist	0.24%	0.22%
Jewish	0.08%	0.08%
Muslim	0.08%	0.10%
No Religion/Belief	33.92%	34.68%
No Response	23.09%	25.26%
Not Stated	1.98%	1.73%
Other Christian	5.97%	5.62%
Other Religion/Belief	3.40%	3.07%
Pagan	0.05%	0.05%
Prefer Not To Say	6.51%	5.85%
Roman Catholic	4.21%	4.16%

(X) Sexual Orientation

Figure 30 – Workforce Sexual Orientation (all staff)

Sexual Orientation	2021	2022
Bisexual	0.54%	0.62%
Gay Man	0.41%	0.44%
Heterosexual/Straight	66.55%	65.37%
Lesbian/gay women	0.32%	0.29%
No Response	23.09%	25.26%
Not Stated	2.16%	1.91%
Other	0.08%	0.08%
Prefer Not To Say	6.85%	6.02%

XI) Carers

The number of employees who have indicated that they have caring responsibilities has slightly decreased slightly over the past two years. The majority of individuals have chosen not to answer the question.

Figure 31 – Workforce Carers (all staff)

Carer	2021	2022
No	18.07%	21.86%
No Response	23.09%	25.26%
Not Stated	47.50%	42.27%
Prefer Not To Say	0.20%	0.22%
Yes (Children under 18 and other)	0.41%	0.39%
Yes (Children under 18)	9.58%	8.42%
Yes (Other)	1.15%	1.58%

(XII) Leavers 2021 (a)

Chief Officers and Single Status

Sex

Figure 32

Sex	Capability Dismissal	Death in Service	Dismissal	End of Contract	Flexible Retirement	Ill Health Retiral	Redundancy	Resignation	Retiral	TUPE Transfer	Grand Total
Female	13	1	4	21	3	6		208	66	30	352
Male	3	4	2	9		4	4	74	33	3	136
Grand Total	16	5	6	30	3	10	4	282	99	33	488

Age

Figure 33

Age Group	Capability Dismissal	Death in Service	Dismissal	End of Contract	Flexible Retirement	Ill Health Retiral	Redundancy	Resignation	Retiral	TUPE Transfer	Grand Total
16 to 29			1	9			1	57		4	72
30 to 44	4		1	6				91		4	106
45 to 59	5	3	4	11		8	2	109	9	21	172
60 and above	7	2		4	3	2	1	25	90	4	138
Grand Total	16	5	6	30	3	10	4	282	99	33	488

Disability

Figure 34

Diversity - Disability(T)	Capability Dismissal	Death in Service	Dismissal	End of Contract	Flexible Retirement	Ill Health Retiral	Redundancy	Resignation	Retiral	TUPE Transfer	Grand Total
No		1	3	22		1	3	108	5	7	150
No Response	4	1	1	7		2		73	10	5	103
Not Stated	12	2	2		3	6	1	88	82	21	217
Prefer Not To Say								2			2
Yes		1		1		1		11	2		16
Grand Total	16	5	6	30	3	10	4	282	99	33	488

Race

Figure 35

Diversity - Ethnicity(T)	Capability Dismissal	Death in Service	Dismissal	End of Contract	Flexible Retirement	Ill Health Retiral	Redundancy	Resignation	Retiral	TUPE Transfer	Grand Total
Asian - Indian, Indian Scottish Or Indian British				1							1
Asian - Other				1							1
Black - (inc Scottish/British)				1							1
Black Minority Ethnic	0	0	0	3	0	0	0	0	0	0	3
White - Irish								1	1		2
White - Other British	1	3	1	2			1	35	20	4	67
White - Other Ethnic Groups								8	1	2	11
White - Other European								2			2
White - Scottish	11	1	4	18	3	7	3	152	64	21	284
White Total	12	4	5	20	3	7	4	198	86	27	366
No Response	4	1	1	7		2		73	10	5	103

Not Stated						1		2	1		4
Prefer Not To Answer								9	2	1	12
No Disclosed Total	4	1	1	7	0	3	0	84	13	6	119
Grand Total	16	5	6	30	3	10	4	282	99	33	488

Transgender

Figure 36

Diversity - Transgender(T)	Capability Dismissal	Death in Service	Dismissal	End of Contract	Flexible Retirement	Ill Health Retiral	Redundancy	Resignation	Retiral	TUPE Transfer	Grand Total
No		2	3	23		3	2	114	4	6	157
No Response	4	1	1	7		2		73	10	5	103
Not Stated	12	2	2		3	5	2	93	85	21	225
Prefer Not To Say								2		1	3
Grand Total	16	5	6	30	3	10	4	282	99	33	488

Marital Status

Figure 37

Diversity - Relationship(T)	Capability Dismissal	Death in Service	Dismissal	End of Contract	Flexible Retirement	Ill Health Retiral	Redundancy	Resignation	Retiral	TUPE Transfer	Grand Total
Divorced	4			1		1	1	6	11	1	25
Living With Partner	2		1	2				50	2	3	60
Married / Civil Partnership	5	1	2	13	3	6	1	81	62	14	188
No Response	4	1	1	7		2		73	10	5	103
Not Stated		1	1						3	1	6
Prefer Not To Say		1				1		8	4	1	15
Separated								4			4
Single	1	1	1	7			2	60	4	7	83

Widowed									3	1	4
Grand Total	16	5	6	30	3	10	4	282	99	33	488

Religion and/or belief

Figure 38

Diversity - Religion(T)	Capability Dismissal	Death in Service	Dismissal	End of Contract	Flexible Retirement	Ill Health Retiral	Redundancy	Resignation	Retiral	TUPE Transfer	Grand Total
Church of Scotland	6	2	2	7	2	1		30	38	5	93
Hindu				1					1		2
Humanist								1	1		2
Muslim								1			1
No Religion / Belief	1	1	2	7	1	3	3	117	14	9	158
No Response	4	1	1	7		2		73	10	5	103
Not Stated			1	1				8	2	2	14
Other Christian	2			3		1		14	6	4	30
Other Religion / Belief				2		1		12	11		26
Prefer Not To Say	2	1		1		2		19	11	3	39
Roman Catholic	1			1			1	7	5	5	20
Grand Total	16	5	6	30	3	10	4	282	99	33	488

Sexual Orientation

Figure 39

Diversity - Sexual Orientation(T)	Capability Dismissal	Death in Service	Dismissal	End of Contract	Flexible Retirement	Ill Health Retiral	Redundancy	Resignation	Retiral	TUPE Transfer	Grand Total
Bisexual				1				3			4

Gay Man								4			4
Heterosexual/Straight	9	4	5	22	3	6	4	179	71	19	322
Lesbian/Gay Woman										1	1
No Response	4	1	1	7		2		73	10	5	103
Not Stated	1					1		1	3	3	9
Prefer Not To Say	2					1		22	15	5	45
Grand Total	16	5	6	30	3	10	4	282	99	33	488

Carers

Figure 40

Diversity - Carer(T)	Capability Dismissal	Death in Service	Dismissal	End of Contract	Flexible Retirement	Ill Health Retiral	Redundancy	Resignation	Retiral	TUPE Transfer	Grand Total
No			2	11		2	3	71	4	4	97
No Response	4	1	1	7		2		73	10	5	103
Not Stated	12	3	2		3	6	1	91	84	21	223
Prefer Not To Say								2			2
Yes (Children under 18 and other)				1				3			4
Yes (Children under 18)			1	9				37		2	49
Yes (Other)		1		2				5	1	1	10
Grand Total	16	5	6	30	3	10	4	282	99	33	488

(XII) Leavers 2021

Teachers

Sex

Figure 41

Sex	Capability Dismissal	Death in Service	Dismissal	End of Contract	Resignation	Retiral	Grand Total
Female	2	1	1	14	41	24	83
Male	2			8	18	5	33
Grand Total	4	1	1	22	59	29	116

Age

Figure 42

Age Group	Capability Dismissal	Death in Service	Dismissal	End of Contract	Resignation	Retiral	Grand Total
16 to 29				10	8		18
30 to 44				8	25		33
45 to 59	3	1	1	2	24	15	46
60 and above	1			2	2	14	19
Grand Total	4	1	1	22	59	29	116

Disability

Figure 43

Diversity - Disability(T)	Capability Dismissal	Death in Service	Dismissal	End of Contract	Resignation	Retiral	Grand Total
No	1			5	18	3	27
No Response		1		17	13	3	34
Not Stated	3		1		27	23	54
Yes					1		1
Grand Total	4	1	1	22	59	29	116

Race

Figure 44

Diversity - Ethnicity(T)	Capability Dismissal	Death in Service	Dismissal	End of Contract	Resignation	Retiral	Grand Total
Any mixed or multiple					1		1
Black Minority Ethnic	0	0	0	0	1	0	1
White - Irish					2		2
White - Other British					10	10	20
White - Other Ethnic Groups	1				1		2
White - Scottish	3		1	5	26	16	51
White Total	4	0	1	5	39	26	75
No Response		1		17	13	3	34
Not Stated					2		2
Prefer Not To Answer					4		4
No Disclosed Total	0	1	0	17	19	3	40
Grand Total	4	1	1	22	59	29	116

Transgender

Figure 45

Diversity - Transgender(T)	Capability Dismissal	Death in Service	Dismissal	End of Contract	Resignation	Retiral	Grand Total
No	1			5	19	3	28
No Response		1		17	13	3	34
Not Stated	3		1		27	23	54
Grand Total	4	1	1	22	59	29	116

Marital Status

Figure 46

Diversity - Relationship(T)	Capability Dismissal	Death in Service	Dismissal	End of Contract	Resignation	Retiral	Grand Total
Divorced	2				1	3	6
Living With Partner				1	7	1	9
Married / Civil Partnership	2		1	1	21	19	44
No Response		1		17	13	3	34
Not Stated					1		1
Prefer Not To Say					5		5
Separated				1			1
Single				2	11	3	16
Grand Total	4	1	1	22	59	29	116

Religion and/or belief

Figure 47

Diversity - Religion(T)	Capability Dismissal	Death in Service	Dismissal	End of Contract	Resignation	Retiral	Grand Total
Church of Scotland	3		1	1	4	13	22
No Religion / Belief	1			2	21	6	30
No Response		1		17	13	3	34
Not Stated					1	1	2
Other Christian				2	6	4	12
Other Religion / Belief					4	1	5
Prefer Not To Say					6	1	7
Roman Catholic					4		4
Grand Total	4	1	1	22	59	29	116

Sexual Orientation

Figure 48

Diversity - Sexual Orientation(T)	Capability Dismissal	Death in Service	Dismissal	End of Contract	Resignation	Retiral	Grand Total
Gay Man				2			2
Heterosexual/Straight	4			3	41	23	71
No Response		1		17	13	3	34
Not Stated					1		1
Prefer Not To Say			1		4	3	8
Grand Total	4	1	1	22	59	29	116

Carer

Figure 49

Diversity - Carer(T)	Capability Dismissal	Death in Service	Dismissal	End of Contract	Resignation	Retiral	Grand Total
No	1			5	13	1	20
No Response		1		17	13	3	34
Not Stated	3		1		27	23	54
Yes (Children under 18)					6	2	8
Grand Total	4	1	1	22	59	29	116

(XII) Leavers 2022 (b)

Chief Officers and Single Status

Sex

Figure 50

Sex	Capability Dismissal	Death in Service	Dismissal	End of Contract	Flexible Retirement	Ill Health Retiral	Redundancy	Resignation	Retiral	Grand Total

F	11		7	15	3	5	1	204	62	308
M	2	3	6	8	5	7		85	30	146
Grand Total	13	3	13	23	8	12	1	289	92	454

Age

Figure 51

Age Group	Capability Dismissal	Death in Service	Dismissal	End of Contract	Flexible Retirement	Ill Health Retiral	Redundancy	Resignation	Retiral	Grand Total
16 to 29			7	10				67		84
30 to 44	3	1		5				98		107
45 to 59	8	1	5	5		7	1	107	13	147
60 and above	2	1	1	3	8	5		17	79	116
Grand Total	13	3	13	23	8	12	1	289	92	454

Disability

Figure 52

Diversity - Disability(T)	Capability Dismissal	Death in Service	Dismissal	End of Contract	Flexible Retirement	Ill Health Retiral	Redundancy	Resignation	Retiral	Grand Total
No	3	2	6	10				140	5	166
No Response	1		5	11	2	3		65	17	104
Not Stated	9	1	2	2	6	7	1	77	67	172
Prefer Not To Say								1		1
Yes						2		6	3	11
Grand Total	13	3	13	23	8	12	1	289	92	454

Race

Figure 53

Diversity - Ethnicity(T)	Capability Dismissal	Death in Service	Dismissal	End of Contract	Flexible Retirement	Ill Health Retiral	Redundancy	Resignation	Retiral	Grand Total
African - African, African Scottish or African British								1		1
Any mixed or multiple		1								1
Asian - Indian, Indian Scottish Or Indian British								1		1
Asian - Other								1		1
Other Ethnic Group - Other								1		1
Black Minority Ethnic	0	1	0	0	0	0	0	4	0	5
White - Irish	1			1				3		5
White - Other British	4		1	5	1	4		42	13	70
White - Other Ethnic Groups			1			1		1	1	4
White - Other European								1		1
White - Polish								3		3
White - Scottish	7	2	6	6	5	4	1	167	55	253
White Total	12	2	8	12	6	9	1	217	69	336
No Response	1		5	11	2	3		65	17	104
Not Stated								2		2
Prefer Not To Answer								1	6	7
No Disclosed Total	1	0	5	11	2	3	0	68	23	113
Grand Total	13	3	13	23	8	12	1	289	92	454

Transgender

Figure 54

Diversity - Transgender(T)	Capability Dismissal	Death in Service	Dismissal	End of Contract	Flexible Retirement	Ill Health Retiral	Redundancy	Resignation	Retiral	Grand Total
No	3	2	6	10		1		141	4	167
No Response	1		5	11	2	3		65	17	104
Not Stated	9	1	2	2	6	8	1	82	70	181
Prefer Not To Say								1	1	2
Grand Total	13	3	13	23	8	12	1	289	92	454

Marital Status

Figure 55

Diversity - Relationship(T)	Capability Dismissal	Death in Service	Dismissal	End of Contract	Flexible Retirement	Ill Health Retiral	Redundancy	Resignation	Retiral	Grand Total
Divorced	3			2	1	2		17	10	35
Living With Partner	3							28	5	36
Married / Civil Partnership	4	3	3	3	5	6	1	106	45	176
No Response	1		5	11	2	3		65	17	104
Not Stated								2	2	4
Prefer Not To Say	1		2					3	6	12
Separated				1				3		4
Single	1		3	6		1		63	5	79
Widowed								2	2	4
Grand Total	13	3	13	23	8	12	1	289	92	454

Religion and/or belief

Figure 56

Diversity - Religion(T)	Capability Dismissal	Death in Service	Dismissal	End of Contract	Flexible Retirement	Ill Health Retiral	Redundancy	Resignation	Retiral	Grand Total
Buddhist								1		1
Church of Scotland	5	2		4	2	2	1	46	27	89
Hindu								2		2
Humanist								1		1
No Religion / Belief	6		8	4	1	2		128	23	172
No Response	1		5	11	2	3		65	17	104
Not Stated								8	3	11
Other Christian	1			3	1	2		13	4	24
Other Religion / Belief				1	1			6	4	12
Pagan		1								1
Prefer Not To Say					1	1		12	9	23
Roman Catholic						2		7	5	14
Grand Total	13	3	13	23	8	12	1	289	92	454

Sexual Orientation

Figure 57

Diversity - Sexual Orientation(T)	Capability Dismissal	Death in Service	Dismissal	End of Contract	Flexible Retirement	Ill Health Retiral	Redundancy	Resignation	Retiral	Grand Total
Bisexual			1			1		3		5
Gay Man								4		4
Heterosexual/Straight	10	3	7	12	5	8		203	51	299
Lesbian/Gay Woman								2	1	3

No Response	1		5	11	2	3		65	17	104
Not Stated	1							5	3	9
Prefer Not To Say	1				1		1	7	20	30
Grand Total	13	3	13	23	8	12	1	289	92	454

Carers

Figure 58

Diversity - Carer(T)	Capability Dismissal	Death in Service	Dismissal	End of Contract	Flexible Retirement	Ill Health Retiral	Redundancy	Resignation	Retiral	Grand Total
No	1	2	4	8				100	4	119
No Response	1		5	11	2	3		65	17	104
Not Stated	9	1	2	3	6	8	1	81	69	180
Yes (Children under 18 and other)								1		1
Yes (Children under 18)	2			1		1		33	1	38
Yes (Other)			2					9	1	12
Grand Total	13	3	13	23	8	12	1	289	92	454

(XII) Leavers 2022

Teachers

Sex

Figure 59

Sex	Death in Service	End of Contract	Ill Health Retiral	Resignation	Retiral	Grand Total
Female	1	23	1	45	35	105
Male		7		14	6	27
Grand Total	1	30	1	59	41	132

Age

Figure 60

Age Group	Death in Service	End of Contract	Ill Health Retiral	Resignation	Retiral	Grand Total
16 to 29		10		9		19
30 to 44		9		34		43
45 to 59	1	5	1	15	13	35
60 and above		6		1	28	35
Grand Total	1	30	1	59	41	132

Disability

Figure 61

Diversity - Disability(T)	Death in Service	End of Contract	Ill Health Retiral	Resignation	Retiral	Grand Total
No		12		26	1	39
No Response		16		14	7	37
Not Stated	1	1	1	18	32	53
Yes		1		1	1	3
Grand Total	1	30	1	59	41	132

Race

Figure 62

Diversity - Ethnicity(T)	Death in Service	End of Contract	Ill Health Retiral	Resignation	Retiral	Grand Total
White - Irish					1	1
White - Other British	1	3		15	14	33
White - Other Ethnic Groups		2		2	1	5
White - Other European		1		1		2
White - Scottish		8		24	18	50

White Total	1	14	0	42	34	91
No Response		16		14	7	37
Not Stated				1		1
Prefer Not To Answer			1	2		3
No Disclosed Total	0	16	1	17	7	41
Grand Total	1	30	1	59	41	132

Transgender

Figure 63

Diversity - Transgender(T)	Death in Service	End of Contract	Ill Health Retiral	Resignation	Retiral	Grand Total
No		13		25	1	39
No Response		16		14	7	37
Not Stated	1	1	1	19	33	55
Prefer Not To Say				1		1
Grand Total	1	30	1	59	41	132

Marital Status

Figure 64

Diversity - Relationship(T)	Death in Service	End of Contract	Ill Health Retiral	Resignation	Retiral	Grand Total
Divorced		2		2	3	7
Living With Partner		1		6	1	8
Married / Civil Partnership		3		14	23	40
No Response		16		14	7	37
Not Stated	1	1				2
Prefer Not To Say			1	2	2	5
Separated		1		2		3
Single		6		19	3	28

Widowed					2	2
Grand Total	1	30	1	59	41	132

Religion and/or religion and belief

Figure 65

Diversity - Religion(T)	Death in Service	End of Contract	Ill Health Retiral	Resignation	Retiral	Grand Total
Buddhist				1	1	2
Church of Scotland	1	2		7	20	30
Humanist					1	1
No Religion / Belief		7		23	6	36
No Response		16		14	7	37
Not Stated		1		1	1	3
Other Christian				5		5
Other Religion / Belief		2		2		4
Prefer Not To Say		1	1	4	2	8
Roman Catholic		1		2	3	6
Grand Total	1	30	1	59	41	132

Sexual Orientation

Figure 66

Diversity - Sexual Orientation(T)	Death in Service	End of Contract	Ill Health Retiral	Resignation	Retiral	Grand Total
Bisexual		1				1
Gay Man				1		1
Heterosexual/Straight	1	13		37	29	80
Lesbian/Gay Woman				1		1
No Response		16		14	7	37
Not Stated				1	1	2

Prefer Not To Say			1	5	4	10
Grand Total	1	30	1	59	41	132

Carers

Figure 67

Diversity - Carer(T)	Death in Service	End of Contract	Ill Health Retiral	Resignation	Retiral	Grand Total
No		11		19	1	31
No Response		16		14	7	37
Not Stated	1		1	19	33	54
Yes (Children under 18)		2		7		9
Yes (Other)		1				1
Grand Total	1	30	1	59	41	132

Grievance

Where employees have a concern they would normally raise the issue directly with their line manager, or ask their Trade Union representative to make an informal approach on their behalf.

Therefore in the majority of cases it will be possible to resolve potential grievances informally.

If informal resolution is not possible employees can raise a formal grievance.

If the potential grievance is of a particularly sensitive or complex nature, advice may be sought from HR. It is only in these instances that the actual data is recorded. Therefore the data given below is a record of all the grievances that have involved HR. As the numbers of staff involved in grievances are low no further analysis is included. Grievances with HR's involvement during **2021 totaled 9 and in 2022 totaled 6**. The outcomes of these were either that the grievance was resolved or it is currently ongoing.

Discipline

The Council recognises that the effective delivery of services is dependent on acceptable standards of conduct and performance of all employees. The Council acknowledges its responsibilities as an employer to determine appropriate

standards of conduct and performance and to make employees aware of these standards. Employees also have a responsibility to familiarise themselves with the rules and procedures relating to their employment and to maintain acceptable standards of conduct and performance.

Clearly there may be occasions when any employee does not meet acceptable standards. Minor and non-recurring issues will be dealt with by the appropriate manager through support, advice, guidance, counselling and/or training, with an emphasis on improving standards and learning from mistakes, rather than apportioning blame.

Despite this, there may be occasions when formal disciplinary action is required. The Council therefore has a disciplinary procedure to ensure that all managers adopt a uniform approach to discipline. The procedure provides a framework to ensure that any disciplinary action is taken in a fair and consistent manner, whilst recognising that each case must be treated on its merits taking account of individual circumstances.

Figures 78a, 78b and 79 below provide the details of formal disciplinary action broken down by gender, race, disability and age. Further analysis has not been undertaken for the remaining protected characteristics as this may identify individuals.

Figure 78a – Disciplinary action– Gender, Ethnic Origin and Disability

2021		White Scottish	White other	Other	Disability	Disability unknown
	25 in total					
Male	12	7	5		2	10
Female	13	4	8	1		13

Figure 78b – Disciplinary action– Gender, Ethnic Origin and Disability

2022		White Scottish	White other	Other	Not known	Disability	Disability unknown
	15 in total						
Male	8	4	1		1		8
Female	7	4	2		1		7

Figure 79 –Disciplinary action – Age

Year	Age Group			
	16 to 29	30 to 44	45 to 59	60 and above
2021	2	6	13	3
2022	2	3	9	1

Gender Pay Gap

The gender pay gap is the difference between men and women's hourly earnings.

Using guidance and the standard calculation that is set out by the Equality and Human Rights Commission, the Council's equal pay gap was calculated using data as at **31 December 2022**

The Standard Calculation is:

(a) - (b) = Total

Total / (b) = (c)

Where:

(a) Average Hourly Rate for Women

(b) Average Hourly Rate Men

(c) Pay Gap

The average basic hourly pay (excluding overtime) between men and women has been calculated and further details have been outlined below:

Chief Officers and Single Status Staff

- The average hourly rate for women is £14.05 (a)
- The average hourly rate for men is £15.53(b)
- The difference in hourly pay is **£ 1.48**
- This means that on average women earn 9.53% (c) less than men

Teaching Staff

- The average hourly rate for women is £26.76 (a)
- The average hourly rate for men is £27.82 (b)
- The difference in hourly pay is **£1.06**
- This means that on average women in Education earn 3.84% (c) less than men.

Training

The following four tables display both the annual completion rates and the cumulative rates of council employees for mandatory training courses in the periods January – December 2021 & 2022 respectively. NB. Information Security Course is only mandatory for Council IT users, hence the inclusion of the 'Not Required' Row in the below tables. In April 2001, the addition of Health & Safety Awareness was added to the mandatory bringing the Mandatory up to 9 courses. In June 2022, Information Management Training replaced GDPR, Information Management Awareness and Information Security, and in November 2022, an additional course 'An Introduction to Climate Emergency' was introduced bringing the new requirement to 8. We now have three courses with a validity period, Adult Support & Protection and Fire Safety which have a two year validity date and Information Management Training with an annual refresh requirement. Refresh Annually* Refresh every two years**.

Figure 79a Mandatory Training SBC

2021	Number of Staff Annual Completion	% of Staff Annual Completion	Staff Cumulative Completion numbers	Staff % Cumulative Completion	Number of staff incomplete	Not Required
Adult Support and Protection Module**	1582	35%	3826	84%	750	
Child Protection Module	1379	30%	3528	77%	1048	
Equality and Diversity Online	761	17%	3732	82%	844	
Fire Safety Awareness **	811	18%	2546	56%	2030	
Health & Safety Awareness*	1708	37%	1708	37%	2868	
Information Management Awareness	653	14%	3558	78%	1018	
Information Security	887	32%	2054	45%	702	1820
PREVENT online	565	12%	3449	75%	1127	
The General Data Protection Regulations	607	13%	3404	74%	1172	

Figure 79b Mandatory Training SBC

2022	Number of Staff Annual Completion	% of Staff Annual Completion	Staff Cumulative Completion numbers	Staff % Cumulative Completion	Number of staff incomplete	Not Required	
Adult Support and Protection Module**	2532	53%	4028	85%	711		
Child Protection Module	2423	51%	3717	78%	1022		
Equality and Diversity Online	832	18%	4052	86%	687		
Fire Safety Awareness **	3101	65%	3893	82%	846		
Health & Safety Awareness ⁺	1825	39%	3397	72%	1342		
Information Management Awareness	234	5%	3792	80%	947		
Information Security	374	8%	2428	51%	451		1860
PREVENT online	556	12%	4005	85%	734		
The General Data Protection Regulations	255	5%	3659	77%	1080		
Information Management Training*	2760	58%	2760	22%	1979		
An Introduction to Climate Emergency	1059	22%	1059	58%	3680		

Figure 80a Mandatory Training Teachers

2021	Number of Staff Annual Completion	% of Staff Annual Completion	Staff Cumulative Completion numbers	Staff % Cumulative Completion	Number of staff incomplete	Not Required
Adult Support and Protection Module**	243	20%	786	65%	427	
Child Protection Module	267	22%	898	74%	315	
Equality and Diversity Online	77	6%	1055	83%	208	
Fire Safety Awareness **	96	8%	786	65%	427	
Health & Safety Awareness ⁺	527	43%	527	43%	686	

Information Management Awareness	55	5%	984	81%	229	
Information Security	219	19%	730	60%	443	40
PREVENT online	50	4%	967	80%	246	
The General Data Protection Regulations	49	4%	924	76%	289	

Figure 80b Mandatory Training Teachers

2022	Number of Staff Annual Completion	% of Staff Annual Completion	Staff Cumulative Completion numbers	Staff % Cumulative Completion	Number of staff incomplete	Not Required
Adult Support and Protection Module**	701	60%	925	80%	237	
Child Protection Module	653	56%	936	81%	226	
Equality and Diversity Online	226	19%	1040	90%	122	
Fire Safety Awareness **	888	76%	1028	88%	134	
Health & Safety Awareness ⁺	686	59%	924	80%	238	
Information Management Awareness	49	4%	1033	89%	129	
Information Security	214	18%	887	76%	235	40
PREVENT online	172	15%	1165	91%	105	
The General Data Protection Regulations	55	5%	979	84%	183	
Information Management Training*	732	63%	203	63%	430	
An Introduction to Climate Emergency	203	17%	732	17%	959	

