



Appendix 3  
**Workforce  
profile statistics  
2012/13**

**Annual Report  
2012/13**  
Small Government  
Big Society

# Appendix 3

## Workforce profile statistics 2012/13

### Introduction

North Norfolk District Council has a statutory obligation to monitor, and make available to the public, certain information regarding the make-up of the workforce and to analyse any potential impact of employment policies and practices on employees. This information is contained in this report alongside some other general workforce profile information.

The information which is required on a statutory basis under the general and public sector equality duties arises from the 'Equality Act 2010'.

### Protected characteristics

The protected characteristics defined by the Equality Act and included in this report are:

- \*Gender (including gender reassignment)      \*Ethnicity
- \*Religion/belief   \*Age
- \*Sexual orientation      \*Disability

NB: where the initials PNTS are used, this indicates the employee chose the option 'prefer not to say'

### What is covered in this report?

The statistics in this report cover the following areas:

1. Workforce profile by protected characteristic
2. Top earners by gender, ethnicity and disability
3. Starters and leavers (including reasons for leaving and labour turnover)
4. Recruitment – including successful/unsuccessful candidates and internal promotions
5. Maternity leave, return to work rates and flexible working requests
6. Paternity leave
7. Caring responsibilities
8. Sickness absence review meetings
9. Training and appraisals
10. Discipline and grievance

The workforce profile is also being monitored and analysed against a number of criteria for the purpose of carrying out 'Equality Impact Assessments' for policies, procedures and functions across the Council. These assessments are made available on the Council's website ([www.northnorfolk.org](http://www.northnorfolk.org)) once they are complete.

### Equalities statement

All new and revised employment policies now contain the following statement: -

'North Norfolk District Council wishes to promote equality and has a number of obligations under equality legislation. All employees are expected to adhere to this procedure in line with these obligations. Reasonable adjustments or supportive measures should be considered to ensure equality of access and opportunity regardless of age, gender, gender reassignment, pregnancy, maternity, race, ethnicity, sexual orientation, marriage, civil partnership, disability, religion or belief.'

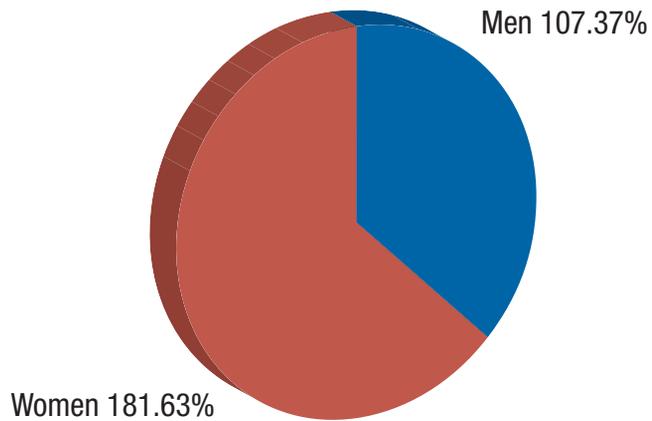
### A note on gender reassignment

Whilst no statistics on gender reassignment are provided in this report, the organisation has given this protected characteristic consideration and has undertaken work in this area in recent years. This included consultation exercises with a number of local transgender groups and resulted in a document being produced to provide managers with a guidance framework in the instance that a transgender employee should wish to undergo gender reassignment.

### 1. Workforce profile by protected characteristic

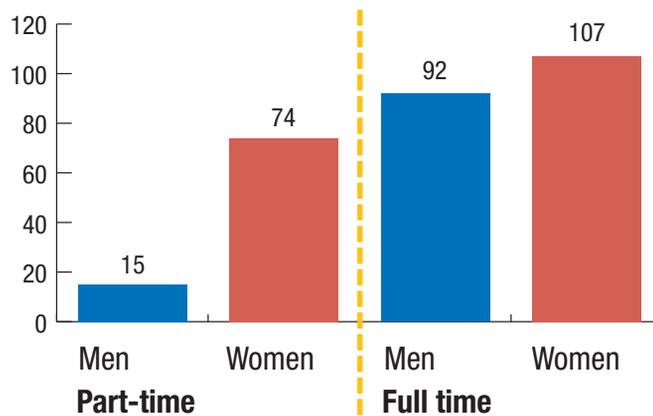
**Chart 1: employees by gender 31/3/2013**

Chart 1 shows the gender split of the workforce and that there are more women than men at North Norfolk District Council. After consultation with local transgender groups and on advice from 'Press for Change', only two gender groups (male and female) are included in our monitoring.



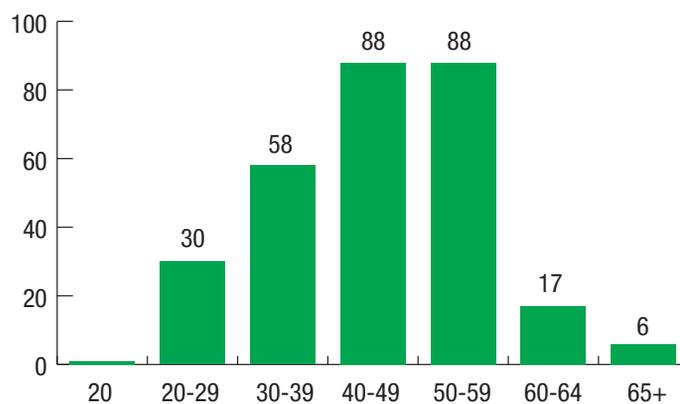
**Chart 2: full and part-time employees by gender 31/3/2013**

Chart 2 shows that as well as more females in the workforce overall, there are more women working part time than men. Overall the split between full and part time employees is 69.1% full time and 30.9% part time.



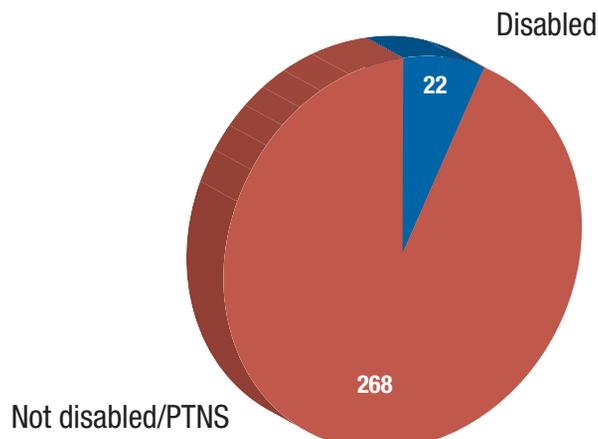
**Chart 3: employees by age band 31/3/2013**

Chart 3 shows the age distribution of the workforce. This shows that the bulk of the workforce is aged 40-59. 69% of the workforce are aged 40 years or over.



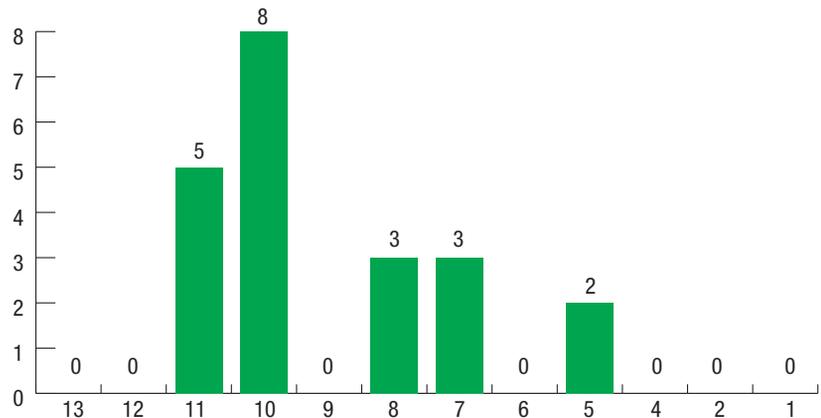
**Chart 4: employees by disability status 31/3/2013**

Chart 4 shows the disability status of the workforce. 21 employees have declared themselves as being disabled. The remainder have either not declared a disability or have decided not to disclose their disability status.



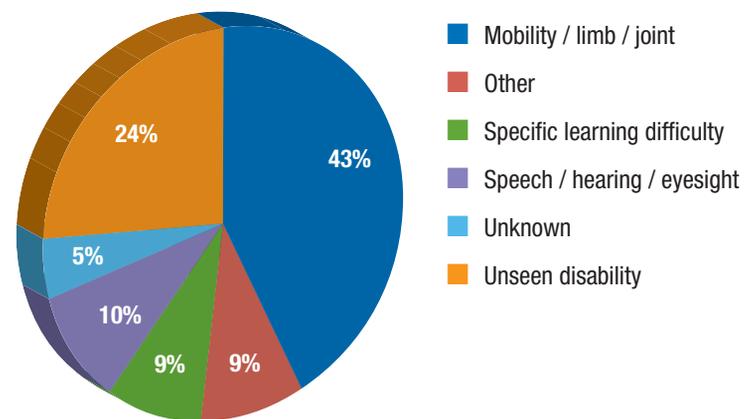
**Chart 5: disabled staff by grade 31/3/2013**

Chart 5 shows the distribution of the staff declaring themselves disabled across the pay grades of the organisation. This shows that the majority of our disabled staff (13) are working at Grades 10 & 11. This accounts for nearly 62% of all disabled employees. Please note a new grade structure is now in place.



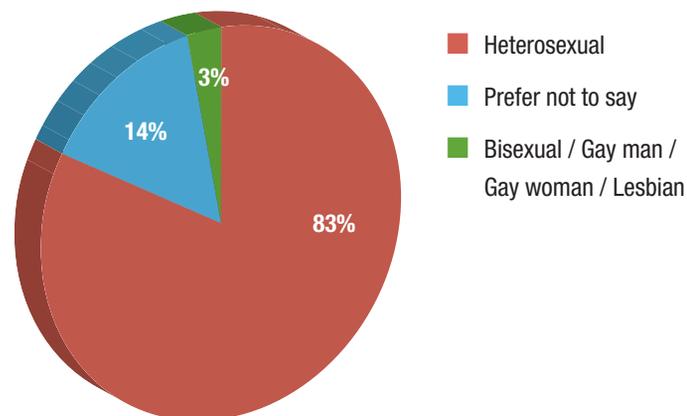
**Chart 6: disability by impairment type 31/3/2013**

Chart 6 shows the various impairment types of disabled employees at North Norfolk District Council. The groupings are fairly wide as not to compromise any confidentiality. The most common impairment types in the workforce are mobility/limb/joint issues, followed by 'unseen disabilities' which covers disabilities such as diabetes and heart conditions.



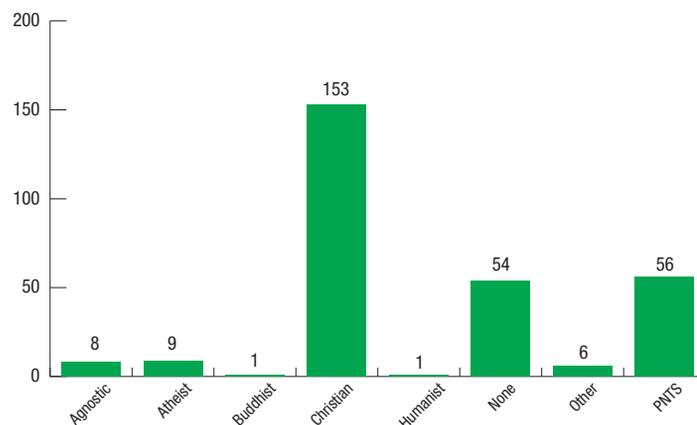
**Chart 7: employees by sexual orientation 31/3/2013**

Chart 7 shows the sexual orientation of the workforce. While information is collected separately regarding bisexual, gay male, and gay female/lesbian employees, this data has been grouped together to protect privacy. Monitoring categories used are those recommended by Stonewall.



**Chart 8: employees by religion / belief 31/3/2013**

Chart 8 shows the religion/belief of the workforce. This chart shows the majority of employees have declared themselves to be Christians; however a number of other religions or other beliefs are also present in the workforce.



**Chart 9: people in post by ethnicity 31/3/2013**

Chart 9 shows the ethnicity of the workforce at North Norfolk District Council. This shows that the overwhelming majority of employees consider themselves to be of 'White British' origin. PNTS stands for 'prefer not to say'.

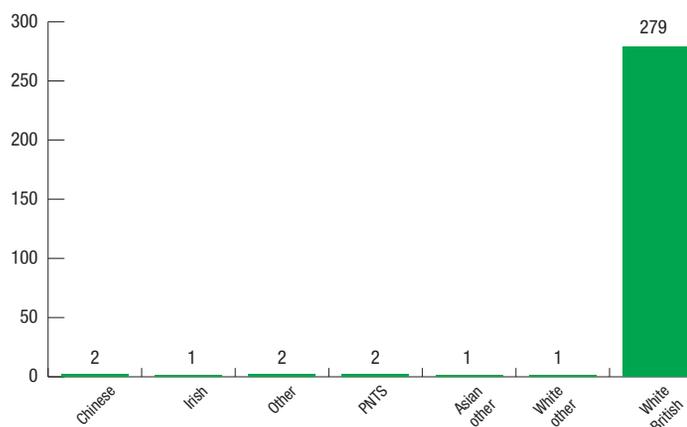
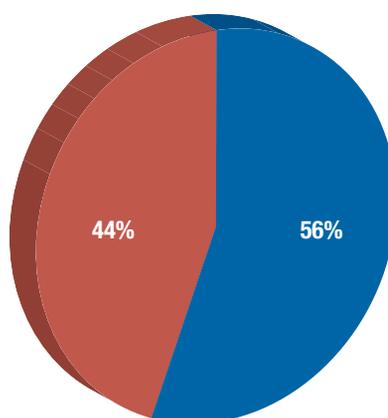
**2. Top earners by gender, ethnicity and disability****Chart 10: gender split of top 5% of earners 31/3/2013**

Chart 10 shows the gender split among the top 5% of earners.

None of the top 5% of earners are considered to be of an ethnic minority.

11.11% of the top earners have a disability.

**3. Starters and leavers (including reasons for leaving and labour turnover)****Reasons for leaving**

A total of 36 employees left employment with the Council between 01/04/12 - 31/03/13. 97.22% of these were of White British origin. The remainder had elected not to share their ethnic origin with the Council. The reasons for leaving are shown below in Table 1.

**Secondments and transfers**

Prior to last year's report, 'secondments' and 'transfers' were included in the data for leavers. However, the figures attributed to these categories concern people leaving one post within the Council to take up another within the authority, rather than leaving employment with the Council.

Due to a continuation of the restructuring work reported in last year's statistics, the number of transfers has continued to rise, from 21 last year to 32 this year.

Reason for leaving	No
Dismissal – Redundancy	1
Dismissal – End of contract	10
Resignation – Personal Reasons	9
Resignation – Transfer to Other Public Sector	2
Resignation – Transfer to Other Local Authority	2
Resignation – Transfer to Private Sector	5
Retirement – Natural	3
Retirement – Employers consent	2
Retirement – Voluntary	2
Retirement – Redundancy	0
Retirement – Ill Health	0
<b>Total</b>	<b>36</b>

**Table 1:** Reasons for leaving

**Labour turnover**

The labour turnover for the period 01/04/2012-31/03/2013 was 12.22%. Of the 36 leavers within that period, 13 were male and 23 were female. When the turnover is broken down by gender, the turnover of females is higher at 12.43% compared to turnover of male employees which was 11.87%.

Again, prior to last year's report, this figure included 'internal turnover' i.e. those employees transferring within the authority and on an internal secondment. If you were to include this internal turnover of staff, then the overall turnover figure would be 23.09%, again with a higher turnover of female employees at 24.86% compared to 20.09% for males.

**Redundancies, redeployments and retirements**

Since 2005, there have been 37 redundancies in total. These are made up of 27 ordinary redundancies and 10 retirement redundancies. For the period 01/04/2012-31/03/2013 there was only one ordinary (dismissal) redundancy.

However, three employees who were 'at risk' of redundancy were successfully redeployed to avoid further redundancies. There was no clear pattern in the age, ethnicity, disability status, sexual orientation, or religion of those redeployed compared to those who were not. All three of the employees redeployed were female, however, due to the small numbers and higher number of females in the workplace this is not thought to be significant.

There were seven retirements in the period, made up of three 'natural' retirements, two early retirements (with employer's consent), and two further 'voluntary' retirements. All of these employees were aged 60 or over; which is not surprising given the reasons for leaving and in some cases, the pension regulations.

**4. Recruitment – including successful/unsuccessful candidates and internal promotions**

As noted above, there were 32 internal transfers this year, that is, an employee moving from one post within the authority to another. Of these transfers, 14 (approx 44%) were considered to be 'promotions' by virtue of an increase in grade. There was no notable pattern in terms of equality strands for those employees when compared to other transfers or the workforce overall.

An analysis of successful/unsuccessful candidates by equality strand can be found on the following page.

	Applications received		Shortlisted applicants		Application withdrawn		Successful applicants	
	No	%	No	%	No	%	No	%
<b>Total original applicants</b>	339	100	102	30.09	16	15.69	22	6
Male	180	53.10	45	44.12	4	25.00	9	40.91
Female	159	46.90	57	55.88	12	75.00	13	59.09
White British	300	88.50	94	92.16	15	93.75	21	95.45
White Other	11	3.24	4	3.92	0	0.00	1	4.55
Black African	1	0.29	0	0.00	0	0.00	0	0.00
Irish	3	0.89	1	0.98	1	6.25	0	0.00
Asian British - Bangladeshi	1	0.29	0	0.00	0	0.00	0	0.00
Asian other	2	0.58	0	0.00	0	0.00	0	0.00
Other	1	0.29	0	0.00	0	0.00	0	0.00
Not stated	20	5.90	3	2.94	0	0.00	0	0.00
<20	5	1.48	1	0.98	0	0.00	1	4.55
20-29	70	20.65	19	18.63	5	31.25	5	22.73
30-39	60	17.70	17	16.67	1	6.25	8	36.36
40-49	75	22.12	23	22.55	6	37.50	3	13.64
50-59	79	23.30	28	27.45	4	25.00	5	22.73
60-64	11	3.25	4	3.92	0	0.00	0	0.00
65+	3	0.89	0	0.00	0	0.00	0	0.00
Not stated	36	10.62	10	9.80	0	0.00	0	0.00
Disabled - Yes	7	2.06	3	2.94	1	6.25	1	4.55
Disabled - No	303	89.38	93	91.18	15	93.75	21	95.45
Disabled - PNTS /not known	29	8.55	6	5.88	0	0.00	0	0.00
Agnostic	15	4.42	6	5.88	1	6.25	3	13.64
Atheist	13	3.83	5	4.90	1	6.25	2	9.09
Buddhist	1	0.29	0	0.00	0	0.00	0	0.00
Christian	172	50.74	49	48.04	7	43.75	10	45.45
Hindu	0	0.00	0	0.00	0	0.00	0	0.00
Humanist	0	0.00	0	0.00	0	0.00	0	0.00
Jewish	1	0.29	0	0.00	0	0.00	0	0.00
Muslim	1	0.29	0	0.00	0	0.00	0	0.00
None	83	24.48	29	28.43	5	31.25	6	27.27
Other	3	0.89	0	0.00	0	0.00	0	0.00
PNTS	50	14.75	13	12.75	2	12.50	1	4.55
Bisexual/Gay Man/ Gay Woman/ Lesbian	9	2.65	3	2.94	0	0.00	1	4.55
Heterosexual	293	86.43	87	85.29	14	87.50	21	95.45
PNTS	37	10.91	12	11.77	2	12.50	0	0.00

**Table 2:** Applicants by protected characteristic at each stage in the recruitment process

(This information is collected separately and those recruiting do not have access to this information.)

(NB: % refers to the percentage of total applicants)

## 5. Maternity Leave, return to work rates and flexible working requests

Tax year	Total on leave	Left	Returned	TBC	White British	Disabled	Average Age of woman*	Hours adjusted immediately	Hours adjusted later	Still in service
2005	12	2	10	0	12	0		4	5	7
2006	5	1	4	0	5	0		2	1	2
2007	5	0	5	0	5	0		3	2	5
2008	3	0	3	0	3	0	35	0	3	3
2009	4	0	4	0	4	0	37	2	2	4
2010	6	1	5	0	6	1	32	2	2	5
2011	4	0	4	0	4	0	30	1	2	4
2012**	9	0	2	7	9	0	33	0	1	9
<b>Total</b>	<b>48</b>	<b>4</b>	<b>37</b>	<b>7</b>	<b>48</b>	<b>1</b>		<b>14</b>	<b>18</b>	<b>39</b>

\*correct to nearest year

\*\* Not able to confirm all data for this year yet as not all employees have confirmed their intentions.

**Table 3:** Maternity Leave 2005-2012

As table 3 above shows, between 01/04/2012-31/03/2013, nine employees went on maternity leave, all of which are still currently in service. The table does show however, that overall, of the 48 employees who have been on maternity leave in the last 8 years, 39 are still in service. This equates to a retention rate of approximately 81%. In more recent years (i.e. since 2007) the retention rate has been over 96%.

This could be attributable to the flexible working opportunities that are available to employees at NNDC. These include flexitime and flex leave, job sharing and other alternative working patterns such as part time working and annualised hours. Requests for alternative working patterns are often made via a flexible working request process. Whilst the statutory process has restrictions to whom it applies, at NNDC all staff are able to request a flexible working pattern without restriction.

Between 01/04/2012-31/03/2013, 11 flexible working requests were made, all of which were granted. 5 of these requests were made due to caring responsibilities for children, all of which were made on return from maternity or adoption leave. While records of flexible working requests have only been kept since 01/04/2011, table 3 above shows that employees have been adjusting their working patterns after maternity leave for a number of years now. The remaining requests were made in relation to flexible retirements (1), training/learning (2) and 'other' reasons (3).

During the period 01/04/2012-31/03/2013 there were no employees on adoption leave.

## 6. Paternity leave

Since 2005, 15 employees have taken up paternity leave. However, with only two employees taking paternity leave in the period 01/04/2012-31/03/2013, an analysis would add no value.

For babies born after 1 April 2011, additional statutory paternity leave is also available which allows fathers/ partners of mothers/adopters to share maternity/adoption leave. As yet, no employees have taken up this type of leave.

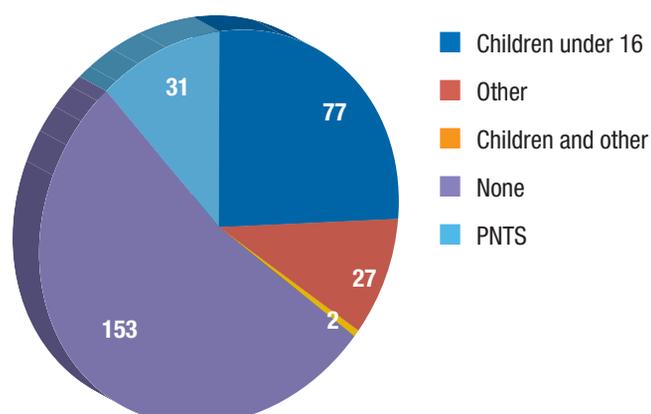
## 7. Caring responsibilities

**Chart 11:** caring responsibilities of employees 31/3/13

36.46% of staff have some kind of caring responsibility.

Women are more likely to have caring responsibilities than men – 70.48% of those with caring responsibilities were female.

Of those with caring responsibilities slightly more were working full time than working part time. 59.05% of those with caring responsibilities were working full time.



## 8. Sickness absence review meetings

North Norfolk District Council operates an 'Attendance Policy'. The purpose of the policy is to manage sickness and attendance. The policy contains trigger points at which a Sickness Absence Review (SAR) meeting will be arranged with an employee to explore the reasons for their absence and whether or not there are any adjustments or interventions which can be put in place to support that employee's attendance.

The triggers are:

- Three or more instances of sickness in any rolling 3-month period.
- Ten days or more sickness absence within any rolling 12-month period (single incidents or continuous).
- Any other recurring recognisable patterns, such as frequent absenteeism e.g. on a Friday or Monday.

Table 4 below shows the SAR meetings held between 01/04/2012-31/03/2013, analysed by protected characteristic. Workforce totals by protected characteristic are also provided for comparison.

### SAR Meetings: triggered 1 April 2012 - 31 March 2013

		Workforce totals		Total		Trigger met			
		No	%	No	%	3 occs	10 days	Pattern	3 occs and 10 days
	<b>Total</b>	288	100	59	100	0	50	0	9
<b>Disability</b>	Disabled Yes	21	7.29	9	15.25	0	8	0	1
<b>Status</b>	Disabled No	253	87.85	48	81.36	0	40	0	8
	Disabled PNTS	14	4.86	2	3.39	0	2	0	0
<b>Ethnicity</b>	White British	279	96.88	59	100.00	0	50	0	9
	White other	1	0.35	0	0.00	0	0	0	0
	Chinese	2	0.69	0	0.00	0	0	0	0
	Irish	1	0.35	0	0.00	0	0	0	0
	Asian other	1	0.35	0	0.00	0	0	0	0
	Other	2	0.69	0	0.00	0	0	0	0
	Not known/ PNTS	2	0.69	0	0.00	0	0	0	0
<b>Gender</b>	Male	107	37.15	18	30.51	0	14	0	4
	Female	181	62.85	41	69.49	0	36	0	5
<b>Age</b>	<20	1	0.35	0	0.00	0	0	0	0
	20-29	30	10.42	3	5.09	0	1	0	2
	30-39	58	20.14	13	22.03	0	10	0	3
	40-49	88	30.56	21	35.59	0	20	0	1
	50-59	88	30.56	20	33.90	0	17	0	3
	60-64	17	5.90	2	3.39	0	2	0	0
	65+	6	2.08	0	0.00	0	0	0	0
<b>Religion / Belief</b>	Agnostic	8	2.78	6	10.17	0	4	0	2
	Atheist	9	3.13	0	0.00	0	0	0	0
	Buddhist	1	0.35	0	0.00	0	0	0	0
	Christian	153	53.13	28	47.46	0	23	0	5
	Humanist	1	0.35	1	1.69	0	1	0	0
	None	54	18.75	7	11.86	0	7	0	0
	Other	6	2.08	2	3.39	0	2	0	0
	PTNS	56	19.44	15	25.42	0	13	0	2
	To Say								
<b>Sexual</b>	Bisexual / Gay Man / Lesbian	7	2.40	3	5.09	0	3	0	0
	Heterosexual	240	83.33	48	81.36	0	39	0	9
	PNTS	41	14.24	8	13.56	0	8	0	0

**Table 4:** Sickness Absence Review Meetings (SARs) held by protected characteristic.

## 9. Training and appraisals

### Training requests

At North Norfolk District Council, applications for training are made via the appraisal process. These training needs are then collated and form the basis for the 'Corporate Training Plan'. Table 5 below shows the number of requests made and the number of training opportunities offered as a result of these requests.

		Workforce totals - as at 31/03/13		Training requested 2012		Training offered 2012		Training offered but declined 2012		Training offered and received	
		No	%	No	%*	No	%*	No	%*	No	%*
	<b>Total</b>	288	100	51	100.00	21	41.18	3	5.88	18	35.29
<b>Disability status</b>	Disabled Yes	21	7.29	3	5.88	1	4.76	0	0.00	1	5.55
	Disabled No	253	87.85	47	92.16	19	90.48	3	100.00	16	88.89
	Disabled PNTS	14	4.86	1	1.96	1	4.76	0	0.00	1	5.55
<b>Ethnicity</b>	White British	279	96.88	49	96.08	21	100.00	3	100.00	18	100
	White other	1	0.35	0	0.00	0	0.00	0	0.00	0	0.00
	Chinese	2	0.69	0	0.00	0	0.00	0	0.00	0	0.00
	Irish	1	0.35	0	0.00	0	0.00	0	0.00	0	0.00
	Asian other	1	0.35	0	0.00	0	0.00	0	0.00	0	0.00
	Other	2	0.69	2	3.92	0	0.00	0	0.00	0	0.00
	Not known/ PNTS	2	0.69	0	0.00	0	0.00	0	0.00	0	0.00
<b>Gender</b>	Male	107	37.15	18	35.29	8	38.10	1	33.33	7	38.89
	Female	181	62.85	33	64.71	13	61.90	2	66.67	11	61.11
<b>Age</b>	<20	1	0.35	0	0.00	0	0.00	0	0.00	0	0.00
	20-29	30	10.42	9	17.65	3	14.29	1	33.33	2	11.11
	30-39	58	20.14	14	27.45	6	28.57	0	0.00	6	33.33
	40-49	88	30.56	14	27.45	6	28.57	1	33.33	5	27.78
	50-59	88	30.56	9	17.65	5	23.81	0	0.00	5	27.78
	60-64	17	5.90	1	1.96	0	0.00	0	0.00	0	0.00
	65+	6	2.08	4	7.84	1	4.76	1	33.33	0	0.00
<b>Religion / Belief</b>	Agnostic	8	2.78	1	1.96	0	0.00	0	0.00	0	0.00
	Atheist	9	3.13	3	5.88	1	4.76	0	0.00	1	5.55
	Buddhist	1	0.35	0	0.00	0	0.00	0	0.00	0	0.00
	Christian	153	53.13	25	49.02	8	38.10	2	66.67	6	33.33
	Humanist	1	0.35	0	0.00	0	0.00	0	0.00	0	0.00
	None	54	18.75	10	19.61	4	19.05	0	0.00	4	22.22
	Other	6	2.08	1	1.96	1	4.76	0	0.00	1	5.55
	PTNS	56	19.44	11	21.57	7	33.33	1	33.33	6	33.33
<b>Sexual orientation</b>	Bisexual/ Gay Man/ Lesbian	7	2.4	0	0.00	0	0.00	0	0.00	0	0.00
	Heterosexual	240	83.33	43	84.31	16	76.19	3	100.00	13	72.22
	PNTS	41	14.24	8	15.69	5	23.81	0	0.00	5	27.78

**Table 5:** applications for training and training received via the Corporate Training Plan for period 01/04/12 – 31/03/13 (\*% of total requests made)

This table shows the breakdown of requests and training received by protected characteristic. The figures show that for over 41% of corporate training requests, the training was offered to the employees. This figure is considerably lower than in previous years, which is partly due to a delay in organising the training schedule due to a low number of appraisals being received by the initial deadline. Furthermore, it was not possible to offer the training requested during this cycle in an additional 27% of cases due to the course either no longer being run, not being able to book onto the training until the following year (outside of this training cycle) or the employee had left employment with the Council. It is also important to note that decisions on corporate training provision are made based on a business case basis and by level of demand, so unfortunately it is not always possible to meet every request made.

Also, corporate training (requested via the appraisal scheme) is not the only training available to employees at North Norfolk District Council. There are additional training activities which occur at a departmental level, which are not part of the Corporate Training Plan or not covered by a training indemnity (see below). Central records are not currently kept on this so it is not possible to report on this data.

In addition to this there are often programmes of training run for all employees which are not recorded here, a particular focus this year has been on handling stress due to the introduction of a new policy. This has meant briefing sessions and workshops for staff and training for managers, with nearly 62% of staff attending one of these sessions. Microsoft upgrade training which had been started the previous year continued with a further 14% of staff undergoing this. Professional and technical qualifications are covered in the next section – ‘training indemnities’.

**Training indemnities**

Employees may also undertake a professional or technical qualification. These are usually covered by a 'training indemnity' and the data for these courses by protected characteristic group is shown below in Table 6.

		2012/13		Training indemnities	
		Workforce totals			
		No	%	No	%
	<b>Total</b>	288	100	3	100
<b>Disability status</b>	Disabled Yes	21	7.29	0	0
	Disabled No	253	87.85	3	100
	Disabled PNTS	14	4.86	0	0
<b>Ethnicity</b>	White British	279	96.88	3	100
	White other	1	0.35	0	0
	Chinese	2	0.69	0	0
	Irish	1	0.35	0	0
	Asian other	1	0.35	0	0
	Other	2	0.69	0	0
	Not known/PNTS	2	0.69	0	0
<b>Gender</b>	Male	107	37.15	3	100
	Female	181	62.85	0	0
<b>Age</b>	<20	1	0.35	0	0
	20-29	30	10.42	1	33.33
	30-39	58	20.14	1	33.33
	40-49	88	30.56	1	33.33
	50-59	88	30.56	0	0
	60-64	17	5.90	0	0
	65+	6	2.08	0	0
<b>Religion / Belief</b>	Agnostic	8	2.78	0	0
	Atheist	9	3.13	0	0
	Buddhist	1	0.35	0	0
	Christian	153	53.13	1	33.33
	Humanist	1	0.35	0	0
	None	54	18.75	2	66.66
	Other	6	2.08	0	0
	PTNS	56	19.44	0	0
<b>Sexual Orientation</b>	Bisexual/ Gay Man/ Lesbian	7	2.4	0	0
	Heterosexual	240	83.33	3	100
	PTNS	41	14.24	0	0

**Table 6:** professional/technical training courses covered by a training indemnity; by protected characteristic.

### Appraisals

During the 2012 appraisal cycle, 124 employees did not receive an appraisal. This translates to approximately 41% of the 2011 workforce. A small number of these (6) were not completed due to the employee being away on long term sick or maternity leave, but the majority of those not completed were due to ongoing major restructuring work and implementation of shared services systems. This high number of appraisals not completed is unusual for the organisation.

		Workforce totals		Appraisals not received	
		No	%	No	%
	<b>Total</b>	301	100	124	41
<b>Disability status</b>	Disabled Y	22	7.31	9	40.90
	Disabled N	264	87.71	109	41.29
	Disabled PNTS	15	4.98	6	40.00
<b>Ethnicity</b>	White British	292	97.01	120	41.09
	White other	1	0.33	0	0.00
	Chinese	2	0.66	1	50.00
	Irish	1	0.33	0	0.00
	Asian other	1	0.33	1	100.00
	Other	2	0.66	1	50.00
	Not known/PNTS	2	0.66	1	50.00
<b>Gender</b>	Male	112	37.21	44	39.29
	Female	189	62.79	80	42.33
<b>Age</b>	<20	1	0.33	1	100.00
	20-29	34	11.30	9	26.47
	30-39	60	19.93	22	36.67
	40-49	104	34.55	43	41.35
	50-59	77	25.58	38	49.35
	60-64	19	6.31	8	42.11
	65+	6	1.99	3	50.00
<b>Religion / Belief</b>	Agnostic	9	2.99	7	77.78
	Atheist	10	3.32	3	30.00
	Buddhist	1	0.33	0	0.00
	Christian	163	54.15	69	42.33
	Humanist	1	0.33	0	0.00
	None	52	17.28	20	38.46
	Other	6	1.99	1	16.67
	PNTS	59	19.60	24	40.68
<b>Sexual orientation</b>	Bisexual/ Gay				
	Man/ Lesbian	6	2	1	16.67
	Heterosexual	249	82.72	104	41.77
	PNTS	46	15.28	19	41.30

**Table 7:** appraisal completion by protected characteristic

\*\*% of the whole group not receiving an appraisal

Please note: because of the timing of the appraisal cycle, these figures are given retrospectively and reflect the 2012 cycle. Appraisals are carried out in February/March each year; therefore the workforce profile for 01/04/2012 is given in this case, for a more accurate comparison.

## **10. Discipline and grievance**

For the period 01/04/2012-31/03/2013 there was 1 formal grievance case and 2 formal disciplinary cases. Analysis of this data would not lead to any statistically significant results and could compromise confidentiality. Therefore, no analysis has been carried out.





# **Annual Report** **2012/13**

## Small Government Big Society

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