

Introduction

This Annual Report illustrates the progress which North Norfolk District Council has made in the last year. We have met or exceeded the greater majority of our goals for the year 2011/12. This is illustrated in the pages that follow showing our performance against our targets. In addition, there are some developments to report and some issues that have arisen:

- We set up the Big Society Fund, with funding of £450,000 available for 2012/13. The Fund offers town and parish councils in the District, along with voluntary and community organisations, the chance to apply for grants to support community projects intended to improve or support the wellbeing of communities and/or deliver improvements to the local economy in North Norfolk.
- North Norfolk District Council and The Borough Council of King's Lynn and West Norfolk decided in February 2011 to work in partnership to deliver the Revenues and Benefits service. One of the key priorities in the past year has been to develop this partnership and deliver shared Revenues and Benefits services. Work is now well underway to implement a shared ICT system.
- We have clearly set out our intention to tackle the issue of empty homes and have stated our intention to use enforcement powers including Compulsory Purchase where necessary. Compulsory Purchase proceedings have been instigated in a small number of cases and this is set to increase in the coming months.
- There are a few areas where performance has dipped and managers will be taking action to make improvements during 2012/13: Processing of planning applications, Fly-tipping investigated within 2 working days, and the percentage of household waste sent for reuse, recycling and composting.
- There have been significant improvements in some key areas: Sickness absence has greatly reduced. There is excellent street and environmental cleanliness. A high number of economically active people have been assisted into work and high numbers of unemployed people have received advice and guidance.

Looking ahead, our new “Corporate Plan for 2012-2015: small government, big society” sets out the council’s priorities for the next four years. It will guide business decisions to ensure that the council is well-run and able to meet its objectives. The Corporate Plan is a strategic document, listing the priorities for council actions for the period 2012-2015, giving our shared vision and our values and listing the priority areas on which the council intends to concentrate its efforts:

- jobs and the local economy;
- housing and infrastructure;
- coast, countryside and built heritage; and
- localism;

alongside the proposed means of delivering the vision.

These priorities have been drawn up following two years of consultation and discussions with members of the local community and reflect the concerns and ambitions raised over that period.

An accompanying Action Plan has been produced for 2012/13 giving details of how those priorities will be realised over the forthcoming 12 months.

Councillor Keith Johnson
LEADER
North Norfolk District Council

Performance Indicator	2011/12 Target	2011/12 Result	Status
Conservation, Design and Landscape			
Conservation Areas - Character Appraisals (Was BV 219b)	30.00%	30.00%	
Conservation Areas - Management Proposals (Was BV 219c)	30.00%	30.00%	
Coastal Management			
Coastal Zone Management Solution: Milestones - Yes/No Progress Report annual	Yes	Yes	
Customer Services			
Number of People using Tourist Information and Visitor Centres	500,000	792,094	
Development Management			
Delegation of Planning Decisions (Was BV 188)		93.28%	
Processing of MAJOR planning applications (Annual) (Was BV 109a)		31.58%	
Processing of MINOR planning applications (Annual) (Was BV 109b)	72.00%	39.13%	
Processing of OTHER planning applications (Annual) (Was BV 109c)	80.00%	53.46%	
Electoral Services			
Percentage of voters participating in District and Parish Council elections	50.00%	50.83%	
Percentage of parish councils holding elections	30.00%	9.20%	
Percentage of parish and town councils participating in local area partnerships	0.00%	No longer relevant.	
Environmental Health			
Flytipping investigated within 2 working days	100%	72%	
Environmental Services			

Performance Indicator	2011/12 Target	2011/12 Result	Status
Waste - Commercial - Peak number of trade waste customers who recycle	1,000	966	
Percentage of household waste sent for reuse, recycling and composting (FY Annual)	47.50%	42.73%	
Improved street and environmental cleanliness (levels of litter) (Annual)	5%	1%	
Economic and Tourism Development			
Number of economically active people assisted into work each year	50	90	
The number of unemployed people receiving advice and guidance	255	365	
The number of new business start-ups supported each year	40	88	
The number of businesses assisted to retain jobs and/or increase employment each year.	15	88	
The number of quality assured accommodation providers		877	
Number of estimated visitors to the 'Visitnorthnorfolk.Com' website	300,000	475,849	
Number of properties registered with the Visit Britain QIT Scheme	655	577	
Financial Services			
Corporate Efficiency Target (£)	4.00%	Formal reporting of corporate efficiency targets is no longer applicable. However, the need to demonstrate efficiency as part of service delivery remains critical to the financial planning and budget process.	
Percentage of invoices paid on time (Was BV 008)	100.00%	96.60%	
Housing Services			
Affordable dwellings built (Was PL 001)		65	

Performance Indicator	2011/12 Target	2011/12 Result	Status
Number of households from the housing register rehoused (Was H 005)	400	477	
Number of Disabled Facilities Grants allocated (Was H 007)	150	79 allocated by NNDC 140 minor adaptations 144 major adaptations 34 Housing options advice 11 Welfare Benefits advice 30 signposted to other services	
Number of currently empty properties in the private sector brought back in to use	10	1	
Percentage of Households in Temporary Accommodation rehoused through the Your Choice Your Home scheme within 26 wks (Replaces SH 009)	95.00%	100.00%	
Leisure and Cultural Services			
Green flag accreditation: Holt Country Park	Yes	Yes	
Blue flag accreditation: Resort Beaches	4	4	
Participation at NNDC Sporting Facilities	508,000	556,041	
Cromer Tennis Club Participation - Annual	16,405	17,560	
Number of Events Organized at Country Parks	50	52	
Number of new play and leisure facilities provided for young people	1	0	
Organisational Development			
Working Days Lost Due to Sickness Absence (Whole Authority) (Was BV 012)	8	5.17	
Planning Policy			
Plan-making: Milestones - Yes/No (Was BV 200b)	Yes	The Core Strategy and Site Allocations Development Plan are complete. This indicator is no longer applicable.	
New Homes on Previously Developed Land (Was BV 106)	50.00%	90.00%	

Performance Indicator	2011/12 Target	2011/12 Result	Status
Revenues and Benefits			
Percentage of Council Tax Collected (Was BV 009)	98.60%	98.60%	
Percentage of Non-domestic Rates Collected (Was BV 010)	99.20%	98.84%	
Housing Benefit Security - Prosecutions and Sanctions (Was RB 025)	52	52	

Key



Significantly below target



Slightly below target



On or above target

Appendix 1 – Financial Summary



During a time of continued economic uncertainty we have continued to demonstrate sound financial management, achieving a surplus for the year, exceeding the budgeted return on investments and maintaining performance on Council Tax collection.

The outturn position for 2011/12 delivered a surplus of £241,600 which has been transferred to the restructuring and invest to save earmarked reserve to fund one-off costs that will deliver future efficiency savings. During 2011/12 investment income totalled £536,435, from an average balance invested of £25.7 million earning an average rate of 2.09%. The three main treasury management principles of liquidity, yield and security continue to apply as we continue to regularly review our new and current investments. Given the current economic environment the collection of council tax and business rates has been challenging for the year, however the target for council tax collection of 98.6% was achieved and for business rates only slightly below target (98.8% compared to the target of 99.2%).

Capital

Capital expenditure totalled some £4 million in the year on a range of projects covering coast protection, housing and asset related projects. There was some slippage between financial years during the year where schemes were not able to commence or be completed within the planned timeframes. Housing capital schemes amounted to £1.7 million of the total capital spend. This included private sector renewal grants and disabled facility grants along with support to Housing Associations for Affordable Housing projects. Other capital spend in the year included completion of the Multi Use Games Area at Stalham, refurbishment of public conveniences including the Cromer Red Lion refurbishment project, improvements to car parks including new ticket machines, Fakenham Factory extension, expenditure on various computer systems including an e-payments system to provide alternative payment methods. Capital spend on coastal projects totalled £1.2 million for which the majority related to the Coastal Pathfinder project.

Capital expenditure is incurred on items that have a useful life beyond one year for example upgrading and improving assets such as equipment and buildings. Such expenditure is financed from grants, capital receipts, reserves and revenue contributions.

Reserves and Balances

The Council has a policy of maintaining the general fund balance above £950,000 and at the end of 2011/12 this figure was at just over £1.9 million, although the future finance forecast does assume £600,000 of this will be used over the next three financial years to cushion the impact of grant reductions. In addition the Council has a number of earmarked reserves held to fund future one off projects or where there is a need to hold a contingency to meet future liabilities. The total of all earmarked reserves held at 31 March 2012 was £5.9 million of which there is planned usage over the coming year of just under £1 million. All reserves and balances along with current commitments are reviewed annually.

In addition to these reserves there is a further balance of capital receipts of approximately £9 million at the year end. Capital receipts are generated from asset sales and must be used to finance capital expenditure. While the capital receipts are available to finance future capital expenditure, the balance along with all other reserves earns investment income which support the annual revenue account. The balance on the Council's general reserve remains above the

Appendix 1: Financial Summary

recommended balance. Over the autumn as part of the annual financial planning process all reserves and the current recommended balance will be reviewed in light of the significant financial challenges currently facing Local Authorities including the implications of the Local Government Finance Bill.

Appendix 2



Workforce Profile Statistics 2011/12

Workforce Profile Statistics – 01/04/2011 - 31/03/2012

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) 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 recently undertaken work in this area. 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

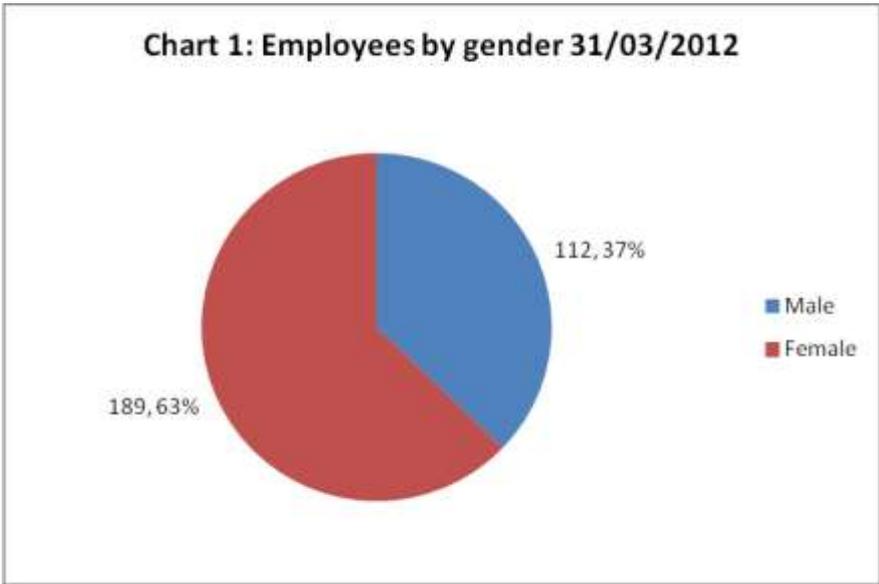


Chart 1 shows the gender split of the workforce and that there are more women than men at North Norfolk District Council. After consultation with local transgender groups and on advice from 'Press for Change', only two gender groups (male and female) are included in our monitoring.

Chart 2 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 71.1% full time and 28.9% part time.

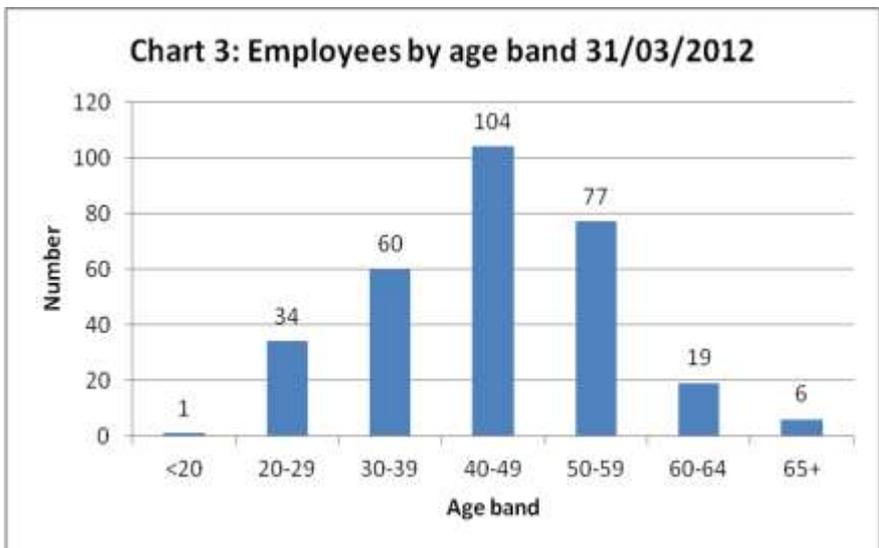


Chart 3 shows the age distribution of the workforce. This shows that the bulk of the workforce is aged 40-49.

68% of the workforce are aged 40 years or over.

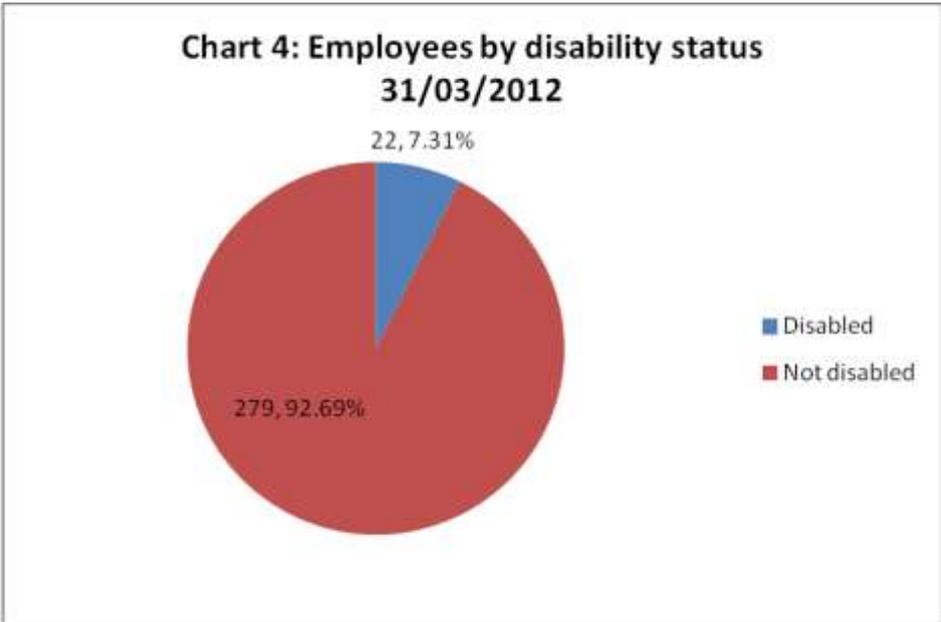


Chart 4 shows the disability status of the workforce. 22 employees have declared themselves as being disabled.

The remainder have either not declared a disability or have decided not to disclose their disability status.

Chart 5 shows the distribution of the staff that have declared themselves disabled across the different pay grades of the organisation.

This shows that the majority of our disabled staff (9) are working at Local Grade 3. This accounts for nearly 41% of all disabled employees.

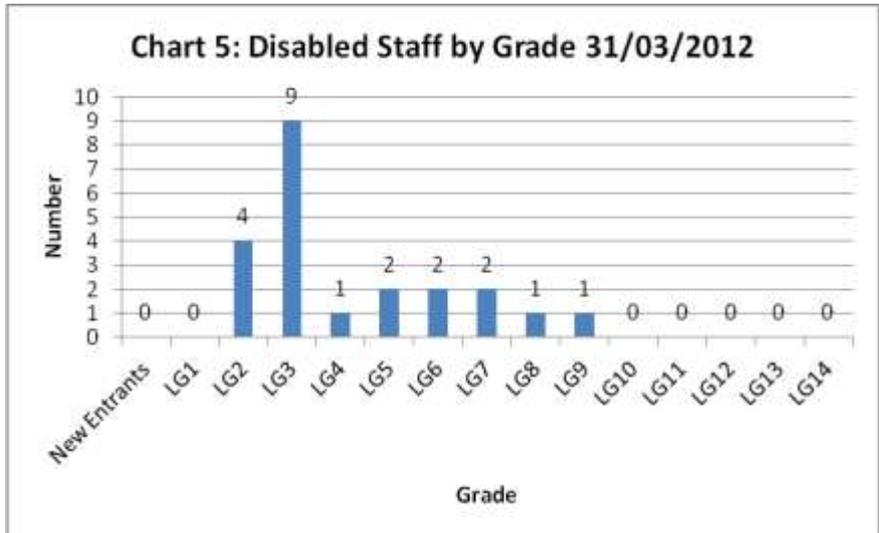
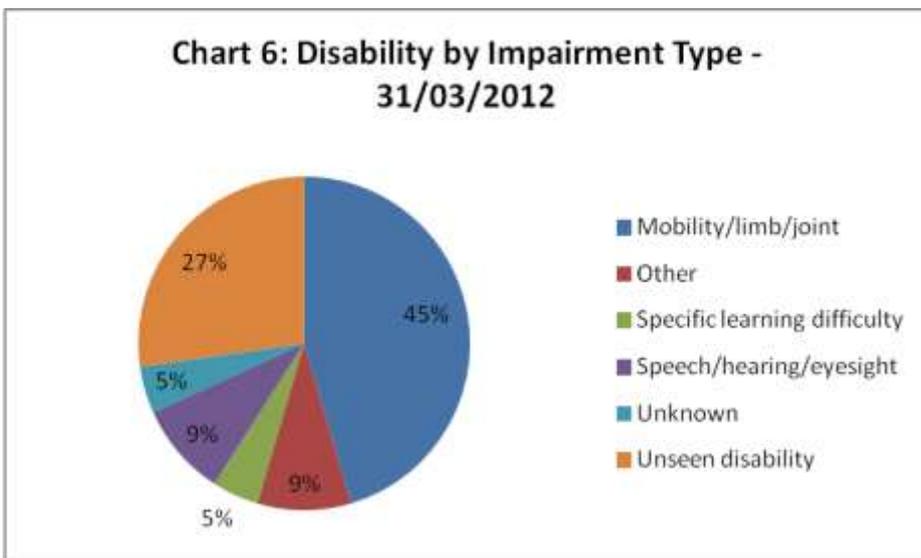


Chart 6 shows the various impairment types of disabled employees at North Norfolk District Council. The groupings are fairly wide as not to compromise any confidentiality.

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.



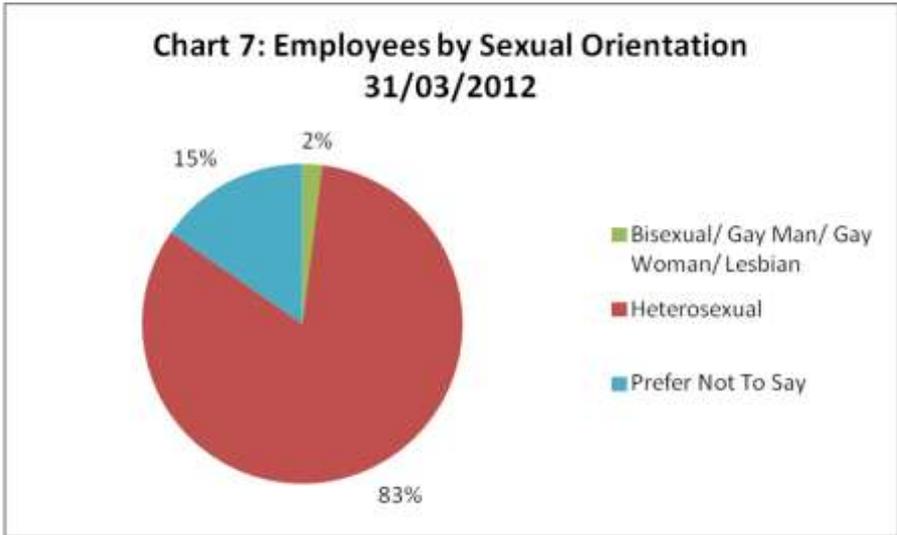


Chart 7 shows the sexual orientation of the workforce. Whilst information is collected separately regarding bisexual, gay male, and gay female/lesbian employees, this data has been grouped together to protect privacy. Monitoring categories used are those recommended by Stonewall.

Chart 8 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.

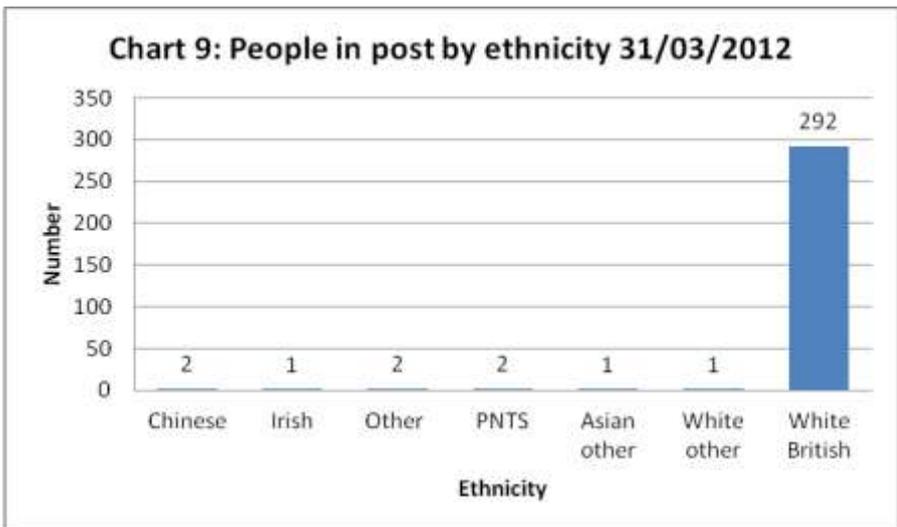
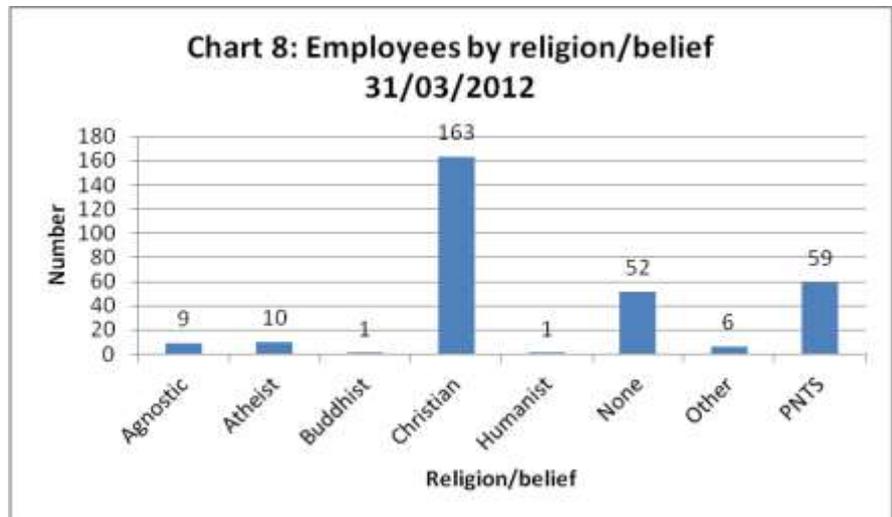


Chart 9 shows the ethnicity of the workforce at North Norfolk District Council.

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

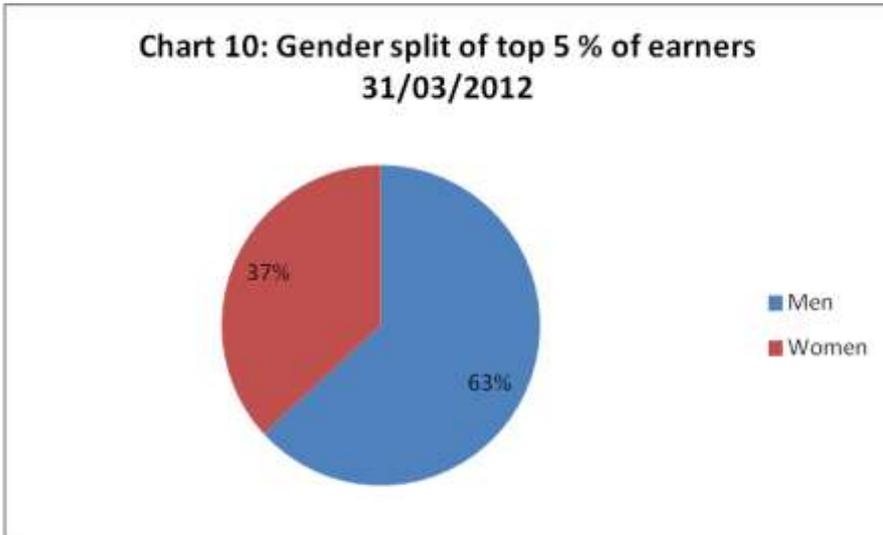


Chart 10 shows the gender split amongst the top 5% of earners.

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

5.26% of the top earners have a disability.

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

Reasons for leaving

A total of 30 employees left employment with the Council between 01/04/11 - 31/03/12. 93.33% of these were of White British origin. The remainder were either of 'other' ethnic origin or had elected not to share their ethnic origin with the Council. The reasons for leaving are shown below in Table 1.

Reason for leaving	No
Dismissal - Redundancy	7
Dismissal - End of contract	2
Resignation - Personal Reasons	7
Resignation - Transfer to Other Public Sector	2
Resignation - Transfer to Private Sector	1
Retirement - Natural	4
Retirement - Employers consent	4
Retirement - Redundancy	1
Retirement – Ill Health	2
Total	30

Table 1: Reasons for leaving

Secondments and Transfers

In previous years, 'secondments' and 'transfers' were included in this data. 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.

The number of transfers (21), in particular, was much higher than last year (where there was only one) due to a number of internal restructures and redeployments.

Labour Turnover

The labour turnover for the period 01/04/2011-31/03/2012 was 10.92%. Of the 30 leavers within that period, 15 were male and 15 were female. When the turnover is broken down by gender, the turnover of males is higher at 13.10% compared to turnover of female employees which was 7.69%.

Again, in previous years, 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 19.30%, again with a higher turnover of male employees at 24.45% compared to 12.82% for females.

Redundancies, redeployments and retirements

Since 2005, there have been 36 redundancies in total. These are made up of 26 ordinary redundancies and 10 retirement redundancies. For the period 01/04/2011-31/03/2012 there were a total of 8 redundancies. 7 of these were dismissal redundancies and 1 was a retirement redundancy.

However, 6 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, gender or religion of those redeployed compared to those who were not.

There were 11 retirements in the period, made up of 4 'natural' retirements, 4 early retirements (with employer's consent), 1 retirement redundancy (where an employee is made redundant but also qualifies for their pension benefits) and 2 ill-health retirements. With the exception of one ill health retirement (which is not age dependant), all of these employees were aged over 55; 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 21 internal transfers this year, that is, an employee moving from one post within the authority to another. Of these transfers, 13 (approx 62%) 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	%
Total original applicants	163	100	58	35.58	6	3.68	13	8.00
M	104	63.80	38	65.52	3	50.00	6	46.15
F	59	36.20	20	34.48	3	50.00	7	53.85
White British	143	87.73	52	89.66	5	83.33	13	100.00
White Other	1	0.61	0	0.00	0	0.00	0	0.00
Black African	1	0.61	0	0.00	0	0.00	0	0.00
Chinese	0	0.00	0	0.00	0	0.00	0	0.00
Irish	2	1.23	1	1.72	0	0.00	0	0.00
Asian other	3	1.84	0	0.00	0	0.00	0	0.00
Other	2	1.23	1	1.72	0	0.00	0	0.00
Not stated	11	6.75	4	6.90	1	16.67	0	0.00
<20	2	1.23	2	3.45	0	0.00	0	0.00
20-29	47	28.83	16	27.59	1	16.67	3	23.08
30-39	37	22.70	14	24.14	2	33.33	3	23.08
40-49	32	19.63	11	18.97	1	16.67	4	30.77
50-59	20	12.27	8	13.79	1	16.67	3	23.08
60-64	6	3.68	3	5.17	0	0.00	0	0.00
65+	4	2.45	0	0.00	0	0.00	0	0.00
Not stated	15	9.20	4	6.90	1	16.67	0	0.00
Disabled - Y	6	3.68	1	1.72	0	0.00	0	0.00
Disabled - N	127	77.91	46	79.31	5	83.33	13	100.00
Disabled - Prefer not to say/not known	30	18.41	11	18.97	1	16.67	0	0.00
Agnostic	5	3.07	3	5.17	1	16.67	0	0.00
Atheist	7	4.30	2	3.45	0	0	0	0.00
Buddhist	2	1.23	0	0.00	0	0	0	0.00
Christian	73	44.79	31	53.45	3	50.00	9	69.23
Hindu	1	0.61	0	0.00	0	0	0	0.00
Humanist	0	0.00	0	0.00	0	0	0	0.00
Jewish	1	0.61	0	0.00	0	0	0	0.00
None	36	22.09	12	20.69	1	16.67	3	23.08
Other	2	1.23	1	1.72	0	0	0	0.00
PNTS	36	22.09	9	15.52	1	16.67	1	7.69
Bisexual/ Gay Man/ Gay Woman/ Lesbian	0	0.00	0	0.00	0	0	0	0.00
Heterosexual	134	82.21	49	84.48	5	83.33	12	92.31
PNTS	29	17.79	9	15.52	1	16.67	1	7.69

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.)

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	1	2	4
2010	6	1	5	0	6	1	32	2	1	5
2011**	4	0	3	1	4	0	30	1	0	4
Total	39	4	34	1	39	1	34	13	14	30

*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 2005-2011.

As table 3 above shows, between 01/04/2011-31/03/2012, four employees went on maternity leave, all of which are still currently in service. The table does show however, that overall, of the 39 employees who have been on maternity leave in the last 7 years, 30 are still in service. This equates to a retention rate of approximately 77%. In more recent years (i.e. since 2007) the retention rate has been over 95%.

This could be attributable to the flexible working opportunities that are available to employees. 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 01/04/2011-31/03/2012, 14 flexible working requests were made, all of which were granted. 5 of these requests were made due to caring responsibilities for children, of which 4 requests were made on return from maternity leave. Whilst 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 (4) and 'other' reasons (5).

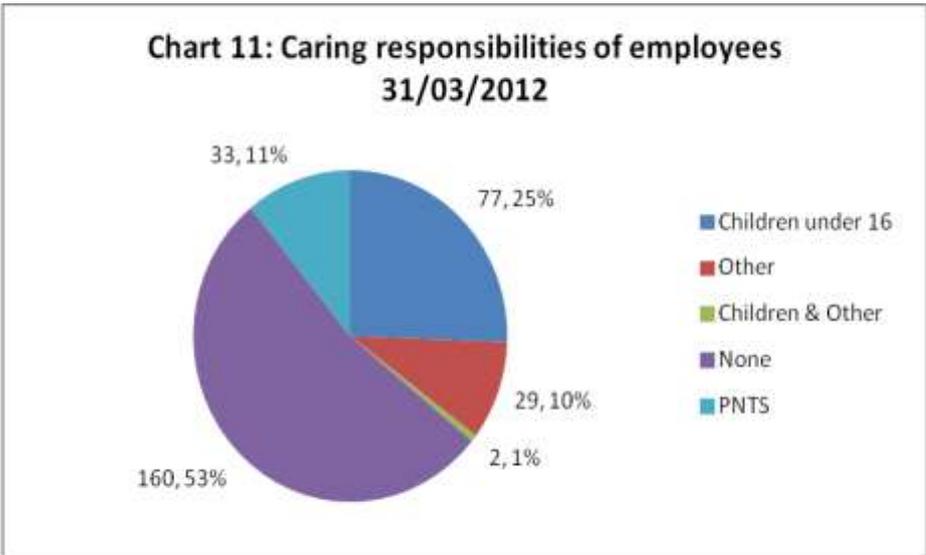
During the period 01/04/2011-31/03/2012 there was also one employee on adoption leave.

6. Paternity Leave

Since 2005, 13 employees have taken up paternity leave. However, with only one employee taking paternity leave in the period 01/04/2011-31/03/2012, 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



35.88% of staff have some kind of caring responsibility.

Women are more likely to have caring responsibilities than men – 70.37% of those with caring responsibilities were female.

Of those with caring responsibilities slightly more were working full time than working part time. 58.33% 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 01/04/2011-31/03/2012, analysed by protected characteristic. Workforce totals by protected characteristic are also provided for comparison.

		SAR Meetings: triggered 1 April 2011 - 31 March 2012							
		Workforce Totals		Total		Trigger met			
		No	%	No	%	3 occs	10 days	Pattern	3 occs & 10 days
Total		301	100	77	100	2	67	0	8
Gender	M	112	37.21	26	33.77	0	22	0	4
	F	189	62.79	51	66.23	2	45	0	4
	Total	301	100	77	100	2	67	0	8
Ethnicity	Chinese	2	0.66	0	0.00	0	0	0	0
	Irish	1	0.33	0	0.00	0	0	0	0
	Other	2	0.66	0	0.00	0	0	0	0
	PNTS	2	0.66	0	0.00	0	0	0	0
	Asian other	1	0.33	0	0.00	0	0	0	0
	White other	1	0.33	1	1.30	0	1	0	0
	White British	292	97.01	76	98.70	2	66	0	8
Age	<20	1	0.33	0	0.00	0	0	0	0
	20-29	34	11.3	3	3.90	0	3	0	0
	30-39	60	19.93	21	27.27	0	19	0	2
	40-49	104	34.55	28	36.36	0	25	0	3
	50-59	77	25.58	18	23.38	2	13	0	3
	60-64	19	6.31	6	7.79	0	6	0	0
	65+	6	1.99	1	1.30	0	1	0	0
Disability Status	Yes	22	7.31	14	18.18	1	11	0	2
	No	264	87.71	59	76.62	1	54	0	4
	PNTS	15	4.98	4	5.20	0	2	0	2
Religion/ Belief	Agnostic	9	2.99	7	9.09	0	5	0	2
	Atheist	10	3.32	0	0.00	0	0	0	0
	Buddhist	1	0.33	0	0.00	0	0	0	0
	Christian	163	54.15	46	59.74	2	41	0	3
	Humanist	1	0.33	1	1.30	0	1	0	0
	None	52	17.28	3	3.90	0	3	0	0
	Other	6	1.99	3	3.90	0	3	0	0
Sexual Orientation	Bisexual/ Gay Man/ Gay Woman/ Lesbian	6	2.00	4	5.20	0	4	0	0
	Heterosexual	249	82.72	60	77.92	2	52	0	6
	Prefer Not To Say	46	15.28	13	16.88	0	11	0	2

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 31/03/12		Training Requested - 2011		Training Offered - 2011		Training offered, but declined - 2011		Training Offered & Received - 2011	
		No	%	No	%	No	%	No	%	No	%
	Total	301	100	38	12.63	35	92.11	4	18.42	31	81.58
Disability Status	Disabled Y	22	7.31	5	13.16	5	14.29	1	25.00	4	12.90
	Disabled N	264	87.71	32	84.21	29	82.86	3	75.00	26	83.87
	Disabled PNTS	15	4.98	1	2.63	1	2.86	0	0.00	1	3.23
Ethnicity	White British	292	97.01	38	100.00	35	100.00	4	100.00	31	100.00
	White Other	1	0.33	0	0.00	0	0.00	0	0.00	0	0.00
	Chinese	2	0.66	0	0.00	0	0.00	0	0.00	0	0.00
	Irish	1	0.33	0	0.00	0	0.00	0	0.00	0	0.00
	Asian Other	1	0.33	0	0.00	0	0.00	0	0.00	0	0.00
	Other	2	0.66	0	0.00	0	0.00	0	0.00	0	0.00
	Not known/PNTS	2	0.66	0	0.00	0	0.00	0	0.00	0	0.00
Gender	M	112	37.21	17	44.74	15	42.86	0	0.00	15	48.39
	F	189	62.79	21	55.26	20	57.14	4	100.00	16	51.61
Age	<20	1	0.33	0	0.00	0	0.00	0	0.00	0	0.00
	20-29	34	11.3	5	13.16	5	14.29	1	25.00	4	12.90
	30-39	60	19.93	16	42.11	15	42.86	1	25.00	14	45.16
	40-49	104	34.55	12	31.58	11	31.43	2	50.00	9	29.03
	50-59	77	25.58	2	5.26	2	5.71	0	0.00	2	6.45
	60-64	19	6.31	0	0.00	0	0.00	0	0.00	0	0.00
	65+	6	1.99	3	7.89	2	5.71	0	0.00	2	6.45
Religion /Belief	Agnostic	9	2.99	0	0.00	0	0.00	0	0.00	0	0.00
	Atheist	10	3.32	1	2.63	1	2.86	0	0.00	1	3.23
	Buddhist	1	0.33	0	0.00	0	0.00	0	0.00	0	0.00
	Christian	163	54.15	22	57.89	21	60.00	3	75.00	18	58.07
	Humanist	1	0.33	0	0.00	0	0.00	0	0.00	0	0.00
	None	52	17.28	5	13.16	4	11.43	0	0.00	4	12.90
	Other	6	1.99	1	2.63	1	2.86	0	0.00	1	3.23
	Prefer Not To Say	59	19.6	9	23.68	8	22.86	1	25.00	7	22.58
Sexual Orientation	Bisexual/ Gay Man/ Gay Woman/ Lesbian	6	2	0	0.00	0	0.00	0	0.00	0	0.00
	Heterosexual	249	82.72	35	92.11	32	91.43	4	100.00	28	90.32
	Prefer Not To Say	46	15.28	3	7.89	3	8.57	0	0.00	3	9.68

Table 5: Applications for training and training received via the Corporate Training Plan for period 01/04/11 – 31/03/12

This table shows the breakdown of requests and training received by protected characteristic. The figures show that for over 92% of corporate training requests, the training was offered to the employees. It is 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, currently a training programme for 'dealing with difficult people' is being rolled out to all employees on a priority basis, determined by the level of risk of encountering difficult people in a job role. Microsoft upgrade training has also been run this year for approximately 20% of staff who are then able to assist colleagues with the new computer software.

Professional and technical qualifications are covered in the section below – '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.

		2011/12			
		Workforce Totals		Training Indemnities	
		Number	%	Number	%
	Total	301	100	7	100
Disability Status	Disabled Y	22	7.31	0	0
	Disabled N	264	87.71	6	85.71
	Disabled PNTS	15	4.98	1	14.29
Ethnicity	White British	292	97.01	7	100
	White Other	1	0.33	0	0
	Chinese	2	0.66	0	0
	Irish	1	0.33	0	0
	Asian Other	1	0.33	0	0
	Other	2	0.66	0	0
	Not known/PNTS	2	0.66	0	0
Gender	M	112	37.21	6	85.71
	F	189	62.79	1	14.29
Age	<20	1	0.33	0	0
	20-29	34	11.3	1	14.29
	30-39	60	19.93	3	42.86
	40-49	104	34.55	2	28.57
	50-59	77	25.58	1	14.29
	60-64	19	6.31	0	0
	65+	6	1.99	0	0
Religion /Belief	Agnostic	9	2.99	0	0
	Atheist	10	3.32	0	0
	Buddhist	1	0.33	0	0
	Christian	163	54.15	3	42.86
	Humanist	1	0.33	0	0
	None	52	17.28	0	0
	Other	6	1.99	1	14.29
	Prefer Not To Say	59	19.6	3	42.86
Sexual Orientation	Bisexual/ Gay Man/ Gay Woman/ Lesbian	6	2	0	0
	Heterosexual	249	82.72	6	85.71
	Prefer Not To Say	46	15.28	1	14.29

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

Appraisals

During the 2011 appraisal cycle, 20 employees did not receive an appraisal. This translates to approximately 6% of the 2010 workforce. 7 of these were not completed due to the employee being away on long term sick or maternity leave, 3 were not completed due to major restructuring in the employees work area and 10 were not completed for 'other' reasons.

		Workforce totals at 01/04/2011		Appraisals received		Appraisals not received	
		Number	%	Number	%	Number	%
	Total	319	100	299	93.73	20	6.27
Disability Status	Disabled Y	23	7.21	20	6.70	3	15
	Disabled N	275	86.21	260	86.90	15	75
	Disabled PNTS	21	6.58	19	6.40	2	10
Ethnicity	White British	305	95.61	286	95.65	19	95
	White Other	1	0.31	1	0.33	0	0
	Chinese	2	0.63	2	0.67	0	0
	Irish	1	0.31	0	0.00	1	5
	Asian Other	1	0.31	1	0.33	0	0
	Other	3	0.94	3	1.00	0	0
	Not known/PNTS	6	1.88	6	2.01	0	0
Gender	M	118	36.99	112	37.46	6	30
	F	201	63.01	187	62.54	14	70
Age	<20	0	0	0	0.00	0	0
	20-29	40	12.54	39	13.04	1	5
	30-39	65	20.38	60	20.07	5	25
	40-49	113	35.42	103	34.45	10	50
	50-59	74	23.2	71	23.75	3	15
	60-64	22	6.89	22	7.36	0	0
	65+	5	1.57	4	1.34	1	5
Religion /Belief	Agnostic	10	3.14	9	3.01	1	5
	Atheist	10	3.14	10	3.35	0	0
	Buddhist	1	0.31	1	0.33	0	0
	Christian	172	53.92	162	54.18	10	50
	Humanist	1	0.31	1	0.33	0	0
	None	54	16.93	49	16.39	5	25
	Other	7	2.19	7	2.34	0	0
	Prefer Not To Say	64	20.06	60	20.07	4	20
Sexual Orientation	Bisexual/ Gay Man/ Gay Woman/ Lesbian	6	1.88	6	2.00	0	0
	Heterosexual	257	80.56	240	80.27	17	85
	Prefer Not To Say	56	17.56	53	17.73	3	15

Table 7: Appraisal completion by protected characteristic

Please note: because of the timing of the appraisal cycle, these figures are given retrospectively and reflect the 2011 cycle. Appraisals are carried out in February/March each year; therefore the workforce profile for 01/04/2011 is given in this case, for a more accurate comparison.

10. Discipline and Grievance

For the period 01/04/2011-31/03/2012 there were 2 formal grievance cases and 1 formal disciplinary case. Analysis of this data would not lead to any statistically significant results and could compromise confidentiality. Therefore, no analysis has been carried out.