



# **Annual Report**

**2014/15**

**Version 1.7**

Any queries please contact Policy and Performance Management Officer, Helen Thomas  
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## Introduction

The Annual Report shows progress against the Corporate Plan 2012-2015 priorities, together with any other relevant performance achievements and issues.

Each priority has an assessment of progress achieved during the course of the Corporate Plan and during the past year in delivering the Annual Action Plan 2014/15 and achieving targets. It presents key achievements, issues and challenges faced during 2014/15.

The appendices contain the detailed evidence to support the overview and assessments. Appendix 1 gives progress reports for each activity in the 2014/15 Annual Action Plan and Appendix 2 shows performance data and further information against each performance indicator.

North Norfolk District Council (NNDC) 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 published as Appendix 3 alongside some other general workforce profile information.

## Our Priorities

### Jobs and the Local Economy

#### What we want to achieve:

***A district with a thriving economy offering better jobs and prospects for local people.***

There has been an increase in the number of businesses in North Norfolk from 5,868 in 2011/12 to 6,298 in 2014/15. There are now 44,700 people in work in North Norfolk compared to 42,400 in 2011/12 and the number of unemployed young people has dropped from 595 in 2011/12 to 225 in 2014/15. There has been improved access to superfast broadband in the district in 43 settlements. 145 businesses have been assisted to retain jobs or increase employment and 123 new business start-ups supported in the past two years. Information, training and advice has been provided to over 1,200 local businesses to enable them to comply with legislation. The Visit North Norfolk Destination Management Organisation (DMO) was launched to develop and promote the sector.

#### What we have done in 2014/15 towards meeting the priority:

1. Confirmed the Local Development Order (LDO) at Egmere and continued promotion of investment opportunities
2. Supported Kinnerton's expansion and consolidation with the creation of 90 new jobs in Fakenham
3. Managed and delivered over £2m worth of projects attracting over £1m of European funding in support of the local fishing industry
4. Supported 200 Heinz factory employees and prospective purchasers of the factory at Westwick
5. Provided 31 grants totalling £54,200 since the launch on 3 December 2014 of the Business Enterprise and Start-Up (BEST) grant scheme
6. Supported 71 new business start-ups through Enterprise North Norfolk
7. Supported 1,200 businesses in the hospitality sector to ensure regulatory compliance and promotion of high standards in the tourism industry
8. Maintained car park fee charges at current levels and removed evening charges in support of the night-time economy in market towns
9. Engaged with the New Anglia Local Enterprise Partnership (NALEP) and negotiated funding bids totalling £1.1m for redistribution from the business rate pool in Norfolk
10. Saw the business rate base grow in North Norfolk from 6,298 to 6,426
11. Committed £1m to match fund a similar sum for increased broadband coverage in North Norfolk

12. Engaged as a key player in the development/ approval of proposals at the Scottow Enterprise Park site
13. Supported proposals for business development including Structureflex, Lidl (North Walsham), Aldi (Holt/Fakenham), Albert Bartlett, Dudgeon Offshore Wind , Oyster Yachts, M&Co and Wetherspoons

### **Issues and challenges**

The Council plans to:

1. Evaluate the supply of employment land locally and develop projects which address the constraints
2. Develop a coherent approach to marketing and attracting inward investment
3. Analyse the supply of labour and skills and develop appropriate schemes to address the identified gaps to support the growth of key local sectors





## Housing and Infrastructure

There have been 1,465 new homes built between 2012 and 2015. The number of people on the housing waiting list has reduced from 3,792 in 2011/12 to 2,387 in March 2015. The number of new homes granted planning permission has increased from 438 in 2011/12 to 865 in 2014/15 though the number of affordable homes granted permission has reduced from 110 to 89 over the same period. The number of long-term empty homes has reduced from 786 in 2011/12 to 456 in 2014/15.

### What we want to achieve:

***Everyone in North Norfolk should have the opportunity to buy or rent a decent home at a price they can afford, in a community where they want to live and work.***

### What we have done in 2014/15 towards meeting the priority:

1. Completed a £4.25m loan facility to support the delivery of affordable market housing across the district 
2. Secured the completion of 74 new affordable dwellings within the year 
3. Reduced the number of long-term empty homes to 502 as of March 2015, down from 712 the year before, a reduction of 29% 
4. Extended the Housing Incentive Scheme for a further year. Applications continue to be made and those sites which took part in the scheme during 2014 are now under construction and starting to deliver development. Between March 2014 and April 2015 503 new dwellings have been provided which represents a 25% increase on the previous year
5. Granted planning consent for 865 new homes
6. Services across the Council supported the actions of the Enforcement Board to bring empty properties back into use and to address housing conditions. This saw the introduction of a revised Empty Homes Policy, better partnership working with key stakeholders and more effective enforcement, in turn leading to a 29% reduction in long-term empty properties over the year 
7. Provided legal advice and assistance on Section 106 agreements to enable planning permissions to be issued expeditiously and in line with the Council's targets

### Issues and challenges

The Council plans to:

1. Standardise the approach to Section 106 agreements and review the Council's approach
2. Maintain the momentum in the supply of new affordable housing and in the reduction in empty homes

## Coast, Countryside and Built Heritage

Since 2011 North Norfolk has repeatedly been recognised for the quality of the environment and cleanliness, winning Clean Britain Awards, Blue Flags for resort beaches and Green Flags for country parks and Loo of the Year awards. Local buildings have also won East Anglia Local Authority Building Control (LABC) Building Excellence Awards. The Council has taken a leadership role in the development of coastal management plans and delivering coast protection schemes across the district since 2011, including those at Sheringham, Mundesley, Cromer, Walcott and Bacton, and surrounding coastal communities.

### What we want to achieve:

***A district where the beautiful natural environment and built heritage is valued and protected for future generations and where the coastline is defended against erosion wherever practicable.***

### What we have done in 2014/15 towards meeting the priority:

1. Achieved substantial progress towards the completion of the £8.6m Cromer Coast Protection scheme
2. Attracted funding from a variety of sources for new coastal management schemes in locations across the coast protection frontage
3. Successfully completed repair works following the storm surge in December 2013, including;
  - Various chalet blocks in both Cromer and Sheringham
  - Re-opening Mundesley café in May 2014 and re-opening Mundesley public conveniences in July 2014
  - Re-opening Sheringham promenade café in August 2014
  - Completed repair works to Cromer pier shop, box office, restaurant and roof in March 2015
  - Refurbished the pier public conveniences in March 2015
4. Held successful stakeholder workshops in relation to the Cromer west prom project, Purcell engaged to support with design works, 'master plan' for area being developed and £800k funding for project currently secured
5. Successfully retained Blue Flag awards at Cromer, Sheringham and Sea Palling and managed to regain the award for Mundesley along with a Seaside Award for the East Runton resort
6. Retained the Green Flag awards at all three sites, Holt Country Park, Sadler's Wood and Pretty Corner
7. Received and processed 206 applications for financial assistance through the Government's Repair and Renew Flood Grants or for Business Support. Grants totalling £612,217 have been approved and £398,916 paid during the year
8. Agreed contract cost reductions were implemented in August 2014 for street cleaning, achieving savings of £34,000 in 2014/15, increasing to £80,000 for 2015/16 onwards



## **Issues and challenges**

The Council plans to:

1. Continue to develop the “master plan” for Cromer west prom and to attract additional funding from both public and private partners
2. Encourage eastlaw clients to use a wider range of powers to achieve positive outcomes
3. Develop creative approaches to attract further funding support for both coast protection and coastal adaptation schemes



## Localism





Since 2011 the Council has awarded funding from The Big Society Fund of £815,740 to 116 community projects.

The Council transferred management of the Tourism Information Centre at Wells to the Maltings Trust and supported eight communities to develop neighbourhood plans, two of which are progressing.

### What we want to achieve:

***To embrace the Government's localism agenda to empower individuals and communities to take more responsibility for their own futures and to build a stronger civil society.***

### What we have done in 2014/15 towards meeting the priority:

1. Successfully delivered funding to a wealth of local community initiatives through the Big Society Fund supporting 37 community projects with funding of £198,762.45 
2. Administered community rights by processing Right to Bid applications and successfully negotiating the transfer of the Tourist Information Centre at Sheringham, under the Right to Challenge, to a local organisation
3. Providing legal services to town and parish councils and other not for profit organisations
4. Successfully applied for three years revenue funding (£212k) to Sport England to provide the new Sports Clubs and Hubs project 
5. Developed a draft Indoor Leisure Strategy for North Norfolk to help inform future decision making and support funding bids 
6. Installed new play equipment at Ferns Field and the Meadows in Cromer, Cromer Road in Sheringham and Acorn Road in North Walsham 
7. Exceeded annual usage targets for leisure facilities in Sheringham (Splash), North Walsham (Victory) and Fakenham (Fakenham Sports & Fitness Centre)
8. Successfully delivered a total of 43 events at the country parks, with many events resulting in record numbers of participants
9. Attended 15 parish and town council meetings to promote community resilience and the development of local town and parish emergency plans and trained 20 Council staff to undertake support roles during an emergency situation

## **Issues and challenges**

The Council plans to:

1. Reduce subsidy levels for leisure and recreational activities to ensure provision is sustainable for the future
2. Develop and deliver the scheme for matching the Council's 'Enabling Fund' to suitable projects bidding for funds under the European LEADER programme
3. Commission suitable advice and guidance services to serve North Norfolk residents
4. Develop further the uptake of Community Volunteers to meet local demand

## Delivering the Vision

The Council has delivered a zero increase in the District Council's part of the council tax charge, achieved Investors in People Bronze, implemented a Business Transformation Programme and reviewed the management structure achieving savings of £231k. The collection of council tax and non-domestic rates (business rates) has been consistently high achieving 98.5% and 99.3% respectively in 2014/15. The time taken to process new benefit claims (14 days) has been significantly reduced from a high of 34 days in January 2013. The level of staff sickness has remained consistently low in the last five years reducing from a high of 8.87 in 2010/11 to 6.67 days per full time employee in 2014/15.

### What we want to achieve:

***We will make the Council more efficient so that we can deliver our priorities and offer value for money for local taxpayers.***

### What we have done in 2014/15 towards meeting the priority:

1. Significantly improved planning application performance
2. Increased our kerbside collection of recycled material by 40%
3. Had only three complaints considered by the Local Government Ombudsman, two of which were decided in favour of the Council
4. Maintained sickness levels at the historically low level of 6.76 days per full time equivalent employee
5. Multi-Function Device project completed providing improved printing and scanning capabilities across the whole Council. Initially saving £13k p.a. on consumables and reducing the impact on the environment
6. Completed the Asset Management Plan, which was subsequently approved by Cabinet and Full Council along with supporting capital bids for improvement works for future years
7. Completed 48 stock condition surveys against a target of 33 which included a backlog from previous years
8. eastlaw provided net additional income of £135,524 this year thereby significantly decreasing the cost of legal services in Norfolk, now making the service the cheapest in Norfolk. eastlaw won three major national awards for the quality of its services and the innovation it showed in establishing Coastshare

### Issues and challenges

The Council plans to:

1. Deliver additional income through increased commercialisation of assets

2. eastlaw will continue to focus on the quality of its service delivery and will look for opportunities to develop and expand the service
3. Reducing contamination going into the recycling facility and further diversion of recyclable material from the residual waste stream will require targeted education based on analysis of the waste composition in specific areas
4. Work towards achieving Investors in People Gold

## **Financial Summary**

The overall position for the 2014/15 financial year continues to demonstrate sound financial management by the Council and reflects a good position for North Norfolk District Council to be in bearing in mind the funding reductions all Local Authorities continue to be faced with. Prudent financial planning and management remain key. For the 2014/15 year the Council has achieved a surplus of just over £431,000 which has been allocated to the restructuring and invest to save reserve to fund costs associated with the implementation of the business transformation programme and other up-front costs that will enable the delivery of ongoing savings, additional income and efficiencies.

During the year the Council continued the repair work to damaged properties following the December 2013 storms which have been funded by grants, insurance claims and NNDC resources of just over £300,000. The Council also administered in the region of 160 Repair and Renew grants and 32 Business Support grant applications to home owners and business totalling £660,000 which has been funded by specific government grants.

Given the current economic environment the collection of Council Tax and Business Rates has been challenging however the Council has improved performance in these areas, achieving the target of 98.5% collection of Council Tax compared to 98.1% in 2013/14 and exceeding the target of 98.2% and for business rates collecting 99.3% compared to 99.1% in 2013/14.

### **Capital**

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. Capital expenditure totalled just under £5.2 million in the year, involving a range of projects including coast protection, IT equipment and software, repair works to properties damaged by the tidal surge in December 2013, and other housing and infrastructure related projects.

Some capital projects have been reprofiled to future financial years where schemes were not able to commence or be completed within the planned timeframes. Housing capital schemes amounted to just under £539,000 of the total capital spend which was largely disabled facility grants. Other capital spend in the year included Big Society Enabling projects of £132,500, tidal surge repair of £868,000 to a number of the Councils assets including the pier, chalets and public conveniences, repair and renewal capital grants of £368,000, various coastal protection works of £1.8 million.

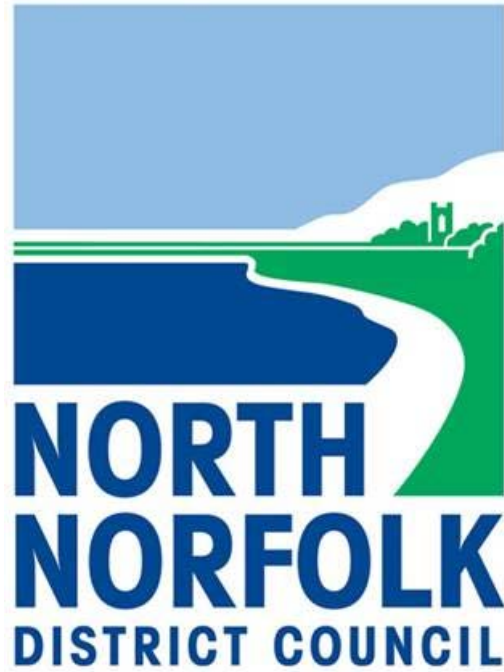
## **Reserves and Balances**

The Council currently has a policy of maintaining the general reserve balance at a minimum of £1.75million; at the end of 2014/15 after allowing for the in-year surplus, the general reserve balance stood at just over £2million.

In addition to the general reserve, the Council holds 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 2015 was £11.8m, of which there is planned usage over the coming years of just over £2 million. All reserves and balances along with current commitments are reviewed annually.

In addition to revenue reserves there is a further balance of capital receipts of approximately £6million. Capital receipts are generated from asset sales and must be used to finance capital expenditure. The current balance of capital receipts has been earmarked to finance approved capital schemes within the medium term capital programme. Until the capital receipts are drawn down for financing, the balance along with all other reserves earns investment income which supports the revenue account.

Over the late summer/early autumn as part of the annual financial planning and budget setting process all reserves and the current recommended balance will be reviewed in light of the continued financial challenges facing Local Authorities in preparation of the 2016/17 budget.



# **Annual Report**







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





## Appendix 1 – Annual Action Plan Delivery Report

### Key


Activity Status	Symbol	Description
Completed Successfully		
On Track		Activity has started on schedule, and is on track to be completed by the predicted end date, to budget and will deliver the expected outputs and outcomes/impact.
On Hold		Activities that have started but have had to pause.
Some Problems		Lead officers should have described the problems and the action being taken to deal with them.
Not Started		This is for activities that are not programmed to start yet but should give an indication of the expected start date.
		Signifies an action that has an outcome that meets our equalities objectives.

## Jobs and the Local Economy




### A - Increase the number of new businesses and support the growth and expansion of existing businesses



	Activity	Status		Progress/ Action Note
1	We will work with partners to develop and deliver the business support scheme Enterprise North Norfolk	On Track		80 businesses have been assisted with eleven new start-up enterprises being created. The programme has been very successful and well received by those that access the support. It is envisaged that the programme will continue delivering until December 2015 by which time the Local Enterprise Partnership-wide Growth Programme should have been put into place.
2	Working in partnership we will increase investment opportunities in the district through the promotion and development of allocated employment sites	On Track		We are undertaking a 'Business Growth and Investment Opportunities' study, which will provide advice on the actions that are needed to a) unlock key employment sites and b) develop a new approach to attracting inward investment.
3	We will conclude the designation of a Local Development Order at Egmere and develop job and supply chain opportunities associated with the offshore wind sector	Completed Successfully		The Local Development Order was adopted in July 2014 and is being used as an inward investment tool. One new business has already been attracted to-date.
4	We will support the North Norfolk Fisheries Local Action Group (FLAG) and review the delivery of projects from the £2.4 million funding secured for the fishing sector	On Track		Twenty-four projects have now been approved and supported by the scheme, drawing down £1,052,499 (84%) of the initial allocation of £1.26m.
5	We will develop our corporate position in respect of emerging renewable energy technologies through preparation of an Energy Strategy	On Track		A sound evidence base has been established which will inform future policy development through the revision of the Local Plan.
6	We will seek to influence and promote job-creating investment at the former RAF	On Track		The Council is engaged as a key player in the development/ approval of proposals at the Scottow Enterprise




	Activity	Status		Progress/ Action Note
	Coltishall airbase			Park site.
7	We will formulate a Growth Plan for North Norfolk District Council, linked to the LEP Strategic Economic Plan and the Norfolk Growth Prospectus and identify potential future key projects	On Track		Cabinet has approved a Growth Plan and a programme of activities which includes key project areas.
8	We will formulate a Business Engagement Strategy via a new Memorandum of Understanding with North Norfolk Business Forum and through business events such as a Business and Skills Symposium	On Track		Following the demise of the North Norfolk Business Forum, the Council is developing a new method of engagement with businesses based on existing business organisations and focussing activity on the identified needs of the local business community. A highly successful business support event was held in February, which yielded positive feedback which will help to determine the direction for future business engagement activity.
9	We will review the Discretionary Rate Relief Policy to reflect changes to support businesses as outlined in the Autumn Statements	Completed Successfully		A revised Discretionary Rate Relief Policy was reported to Cabinet in April 2014.

### **B - Improve the job prospects of our residents by developing a skilled and adaptable workforce that is matched to business growth and development**




	Activity	Status		Progress/ Action Note
1	Through the Council's Learning for Everyone (L4E) Team we will provide information, advice and guidance to local people wishing to enter employment or improve their levels of skills and raise aspiration	On Track	 	This year has seen nearly 700 people accessing the service. This has ranged from helping people into work, becoming self-employed, helping with the instance of redundancy through to assisting people accessing apprenticeships or beginners IT courses.
2	We will offer bespoke programmes of advice and support to people faced with redundancy from local companies as and when such events occur	On Track		The team is becoming increasingly involved with activities at the Heinz factory. Drop-in support is being offered and thus far nearly a quarter of the workforce has taken advantage of this,



	Activity	Status		Progress/ Action Note
				with many attending bespoke workshops.
3	The L4E team will engage with existing and new employers in the district to understand their future workforce requirements and co-ordinate provision of relevant training courses to secure employment within the district	On Track	 	The service was key in assisting the organisation of the "Grow Your Business" event at Thursford in February 2015. In addition, the service is finalising an initial analysis of the findings of an employment and skills survey of 170 local businesses carried out earlier this year.

### C - Improve access to funding for businesses


	Activity	Status		Progress/ Action Note
1	Working with the North Norfolk Business Forum, other representative local groups, regional partners and financial services companies we will seek to ensure that small and medium sized enterprises have improved access to investment finance to support business growth and development across the district	On Track		The Council has established the Business Enterprise & Start-up grants scheme, which has been praised for meeting the needs of micro-businesses. It has proved popular and the Council is actively supporting the development of other initiatives, especially via the New Anglia Local Enterprise Partnership (NALEP), to continue to meet the funding and finance needs of local businesses.

### D - Reduce burdens to business by removing unnecessary red tape and bureaucracy at the local level

	Activity	Status		Progress/ Action Note
1	We will work with partners to roll out BDUK's £60m Norfolk Broadband Initiative across North Norfolk	On Track	 	Full Council on 23 July 2014 considered a report which provided an update of the BDUK roll out across Norfolk and approved the earmarking of £1m to be matched funded against a future roll out programme in 2015/16, subject to a detailed analysis and a report coming back to Council after May 2015 for release of the funding. This would help deliver a target of up to 95% superfast broadband covering across North Norfolk.
2	We will ensure our approach to enforcement supports local	On Track		We have continued to provide advice and clarification to local businesses around the requirements of The Food Information

	Activity	Status		Progress/ Action Note
	businesses			Regulations 2014 which require food businesses to provide allergy information on food sold unpackaged to consumers.  Regulatory activity remains under review to ensure the balance between business needs and public protection is maintained.
3	We will streamline the planning process to improve our performance	On Track		Work is underway, and we have seen an improvement in planning application performance this year.
4	We will advertise and promote all public sector procurement opportunities to small and medium sized businesses (SMEs) across the district	Completed Successfully		Opportunities placed on website and/or local papers when appropriate.





### **E - Promote a positive image of North Norfolk as a premier visitor destination**




	Activity	Status		Progress/ Action Note
1	We will support and facilitate the newly established private sector led Destination Management Organisation (DMO) for the north Norfolk coast and countryside to maintain the profile of the district as a leading tourist destination within the UK, boosting levels of employment and income for the district	On Track		The DMO 'Visit north Norfolk' expanded its membership and developed imaginative new marketing campaigns. Although, at 188 members currently, membership falls short of the 215 set out in the Service Level Agreement, the organisation continues to receive strong support from a broad spectrum of businesses, which includes some influential businesses in the tourism and hospitality sector.

### **Housing and Infrastructure**


#### **A - Increase the number of new homes built within the district and reduce the number of empty properties**

	Activity	Status		Progress/ Action Note
1	We will bring forward detailed proposals on allocated sites by better	On Track		It is expected that the ten larger allocated development sites within the Site Allocations Development Plan will


	Activity	Status		Progress/ Action Note
	engagement with developers			collectively provide around 2,300 new homes, of these 220 are built, 600 are on sites that are under construction, 350 have planning permission but are yet to start, 130 are awaiting decision and a further 180 are expected to be the subject of planning applications in the next quarter.
2	We will produce a Development Brief for the allocated site in Fakenham (F01)	Completed Successfully		The Development Brief for Fakenham allocation (F01) has been approved.
3	We will seek to increase the number of new homes built of all tenures	On Track		The annual survey showed that 503 homes were built during 2014/15. The Council implemented an incentivisation scheme in September 2013 to encourage the early start on site for development. This has been reviewed and Council in December 2014 approved the continuation of this scheme for a further 12 months. We are also currently working with housing registered providers and private landlords to bring forward exception schemes as well as market house developments.
4	We will encourage the development of Neighbourhood Plans by supporting towns and parishes when they indicate a desire to go down that route	On Track		Two Neighbourhood Plans are being prepared for Holt and Corpusty and Saxthorpe. Both communities have undertaken local consultation to understand the issues to be addressed and will shortly be starting to prepare draft proposals. Corpusty and Saxthorpe has indicated a desire to identify development land in the village. More recently Happisburgh Parish Council has requested some advice in relation to the process and may consider preparing a plan.
5	We will support owners to bring empty homes back into use and provide opportunities to do so through the application of our statutory powers	On Track		Services across the Council supported the actions of the Enforcement Board to bring empty properties back into use and to address housing conditions. This saw the introduction of a revised Empty Homes Policy, better partnership working with key stakeholders and more

	Activity	Status		Progress/ Action Note
				effective enforcement, in turn leading to a 29% reduction in long term empty properties over the year.
6	We will review the Homelessness Strategy	Completed Successfully	 	The Homeless Strategy has been approved.
7	We will consider our approach and establish a timeline for a review of the local plan	On Track		An initial outline plan has been agreed by the Housing and Policy Board.

### **B - Increase the number of affordable homes with a range of tenure types**








	Activity	Status		Progress/ Action Note
1	We will seek to increase the number of affordable homes provided across the district through a range of delivery mechanisms and including the local investment strategy loan to registered providers	On Track		Seventy-four additional affordable dwellings were completed across the district in 2014/15 and we are working to ensure a continuous pipeline of new affordable dwellings over the forthcoming years using a variety of funding sources. The Council has completed loan agreements for the first loans to a Registered Provider and their wholly owned subsidiary, with the first tranche of loan funding being lent in 2015/16.

### **C - Secure investment in new infrastructure**

	Activity	Status		Progress/ Action Note
1	We will consult and then obtain agreement on a process for securing contributions towards infrastructure from development proposals in the district (known as section 106 agreements)	Not Started		Whilst recognising the need for this piece of work, it needs to be considered in relation to the evidence base required for Plan Review.

## **Coast Countryside and Built Heritage**

**A - Maintain the integrity of special landscape designations and balance the development of housing and economic activity with the need to preserve the character and quality of the district's countryside and built heritage**




	Activity	Status		Progress/ Action Note
1	We will assess and implement requirements for new Green Flag awards and work to retain the existing awards	Completed Successfully	 	The Council has successfully retained the Green Flag awards at all three sites, including Holt Country Park, Sadler's Wood and Pretty Corner.
2	We will work with other agencies to retain four of the district's Blue Flags for the quality of the beaches and to achieve Quality Coast awards elsewhere	Completed Successfully	 	The Council has managed to successfully retain the Blue Flag awards for Cromer, Sheringham and Sea Palling and managed to regain the award for Mundesley. The Council has also been successful in securing a Seaside Award for East Runton.
3	We will manage the waste services contract through the effective use of rectifications and defaults to achieve an excellent level of service	On Track		The Council Issued a total of 296 rectifications and 120 defaults in 2014/15 for contract shortcomings. Of these, 191 rectifications and 90 defaults relate to cleansing services and 105 rectifications and 30 defaults for waste collections. The increase reflects the increase in the level of contract monitoring, rather than the number of customer complaints received, completed to ensure excellent service delivery.
4	We will ensure that all reported fly-tipping will be responded to within two working days	On Track		The percentage of waste related cases responded to within two days is 80%. Kier continue to maintain their performance in response to fly tipping achieving 74% of the service requests within two days throughout the year.
5	We will review our supplementary planning guidance for landscaping requirements on large development sites and the application of the guidance	On Hold		Work on this piece of work has been delayed.

### **B - Recognise the district's built environment as a heritage asset when promoting North Norfolk**


	Activity	Status	Progress/ Action Note
1	Through the work of the Council's Enforcement Board we will take	On Track	Action has been taken in respect of five listed buildings, one of which is in a

Activity	Status	Progress/ Action Note
appropriate action where listed buildings and buildings within conservation areas are considered to be at risk		conservation area. Action was also taken in respect of a further 16 buildings in conservation areas across the district.

### C - Design a more cohesive framework for coastline management


Activity	Status	Progress/ Action Note
1 We will investigate Coastal Management Partnership options with neighbouring Maritime Authorities	On Track	 Cabinet has approved the principle of establishing a partnership and discussions have been held with the relevant local authorities and a wider group of potential partners. All feedback to-date has been positive and therefore a business model and detailed project plan will be developed in order to meet the needs and aspirations of the different organisations involved.
2 We will work with coastal communities to identify coastal management schemes and sources of funding	On Track	 The Council has successfully attracted funding from a variety of external sources (from Flood Defence Grant in Aid – FDGIA – to third party contributions and alternative funding pots) to support coastal management schemes in a variety of locations. The Council has continued to strive for new and innovative ways of funding coast protection schemes that might otherwise be considered unachievable.
3 We will continue to assess the storm surge of December 2013 and prepare and implement plans to repair sea defences and replace coastal assets	On Track	 The storm recovery works are nearing completion and the administration of grants for business support and repair and renewal of private properties has been effective.  As at end of March 2015, the Council had approved circa £600,000 of grant funding and of this circa £400,000 had been paid out to residents and businesses following successful completion of the work.  Our successful lobbying of DEFRA, has meant that the completion deadline for work and invoicing has been extended until the end of June 2015, thus meaning that all of the work we have approved should be able to be completed and be eligible for grant funding.

### D - Continue to defend coastal settlements against erosion wherever practicable


	Activity	Status		Progress/ Action Note
1	We will oversee the implementation of the £8.6m Cromer Defence Scheme	On Track		The Cromer Scheme is being effectively implemented in accordance with the approvals. However, due to weather conditions, difficult working conditions and constraints imposed by the holiday season, the works will be extended over the next autumn/winter.

## Localism


### A - Recognise the important role that Town and Parish Councils have as the democratic embodiment of their communities

	Activity	Status		Progress/ Action Note
1	We will respond positively to a Community Right to Challenge to take over the running of services within their area/communities if they can be run more efficiently (to our Service Level Agreement) and we will establish a regular dialogue and work with town and parish councils. We will hold workshops for training and development, in particular to encourage wide community participation in the democratic process	On Track		<p>A project team has been formed and contractual documentation is being completed to allow asset transfer for North Norfolk Railway to provide/ manage the Sheringham Tourist Information Centre (TIC) and new public conveniences at Station Approach. The target commencement date for the construction project is set at 1 October 2015 with transfer of service management then facilitated for 1 April 2016.</p> <p>This will enable significant revenue savings on an on-going basis, as well as improvements in service delivery.</p>



### B - Encourage communities to develop their own vision for their future and help them to deliver it

	Activity	Status		Progress/ Action Note
1	We will support and encourage Community Dog Warden Schemes in those parishes where there is a local demand	Some Problems		Further enquiries have been received from residents wanting to be involved in the scheme after some parish councils asked for information in their local magazines and presentations given to their meetings.




	Activity	Status		Progress/ Action Note
2	We will implement a Community Resilience Planning programme to increase uptake amongst local communities so that communities are able to help and support each other in the face of a common crisis	On Track		A programme of help and support for communities that have plans in place is on-going. The Civil Contingencies team is still offering to visit town and parish meetings to explain the real advantages of communities having their own community plans in place. Currently we have community plans in place for Trimmingham, Potter Heigham, Walcott, Mundesley and draft plans for Kettlestone and Great Snoring.




### C - Encourage the growth of The Big Society within communities

	Activity	Status		Progress/ Action Note
1	We will continue to administer our Big Society Fund, to invest in local communities, strengthen civil society, and provide support for local priorities	On Track	 	The Big Society Fund has continued to provide financial support to a wide variety of community projects, energising community groups and incentivising community activity. In total 37 projects were provided with £198,762.45 of funding.





## Delivering the Vision


### A - Deliver strong governance arrangements

	Activity	Status		Progress/ Action Note
1	The Audit Committee will oversee a review programme to ensure that audit coverage reflects the risks facing the Council and produce a revised annual audit plan for 2013/14 onwards	Completed Successfully		The Audit Committee received regular status reports throughout the year and follow-up reports as applicable. The annual plan for 2014/15 was delivered and the committee approved the annual plan for the following year, 2015/16.


	Activity	Status		Progress/ Action Note
2	We will set and achieve 100% compliance with deadlines agreed with Internal Audit for recommendations rated as Medium and High	Some Problems		There have been no high priority recommendations for 2014/15 and none outstanding from previous years. There have been some delays in the implementation of medium priority recommendations against the agreed implementation date within the audit reports. The status of recommendations will be reported to the Audit Committee in June 2015.
3	We will review and update the revised performance management framework to include managing the Business Transformation Programme	On Track		We will ensure the adoption of formal Project Management processes for all elements of the Business Transformation Programme. This will be supported by the provision of a dedicated project management resource to ensure effective and appropriate governance, management and reporting processes for all projects. Initially, reporting to the Business Transformation Board on the identified milestones for the programme will take place on a quarterly basis.
4	We will review the Scheme of Delegation to fit with a new structure within the Planning Service	Completed Successfully		Revisions to the Scheme of Delegation have been agreed by the Development Committee, Constitutional Working Party and Full Council.

#### **B - Ensure that effective communications exist**





	Activity	Status		Progress/ Action Note
1	We will work to develop our approach to digital and social media and work to improve our dissemination of information to our local residents	On Track	 	Customer Services now actively monitor social media. Text messaging reminders for council tax now implemented.
2	We will re-launch the Planning Agents Forum	Completed Successfully		The Planning Agents Forum has been successfully re-launched.
3	We will undertake a programme of Member Development	On Track		The Member Development programme continued during 2014/15 and included a Prospective Candidates Event. A comprehensive Member Induction

	Activity	Status		Progress/ Action Note
				Programme has been developed for newly elected members in 2015.
4	We will implement a replacement telephony system and customer management system	On Track		Pilot deployment of Lync Unified Communications completed. Planning for full rollout in July 2015 in progress.


### C - Deliver strong and proportionate organisational management in the Council





	Activity	Status		Progress/ Action Note
1	We will implement a new structure for the Planning Service	On Track		Recruitment to the new structure almost complete.

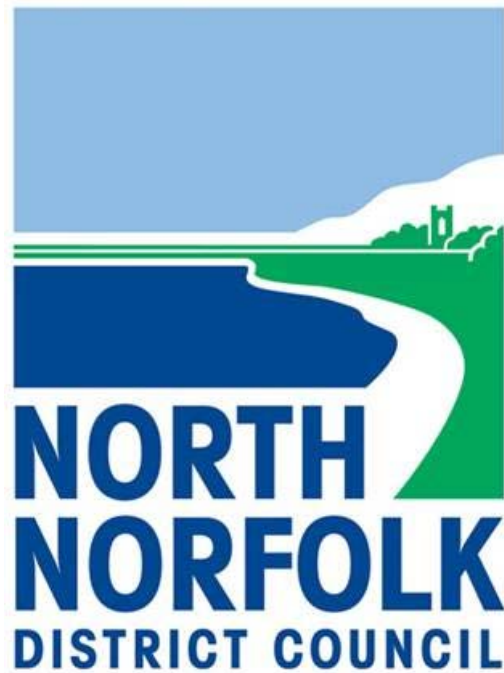
### D - Prioritise services and functions in line with the wishes of our communities and to deliver our corporate objectives

	Activity	Status		Progress/ Action Note
1	We will prioritise services and redirect resources in line with those priorities by completing fundamental reviews of services that residents have identified as the least important	On Track	 	The Financial Strategy was presented to Cabinet in September 2014 and the budget preparation for 2015/16 will consider all future expenditure and any future reviews of services. The Budget was approved by Full Council on 25 February 2015.  The level of data held on resident's views will need supplementing/ updating during 2015/16.
2	We will review the objectives in the Corporate Plan to ensure it takes account of emerging issues and opportunities	On Track	 	Each month Management Team reviews government consultations and emerging policy as well as performance data to inform a quarterly review of the objectives in the corporate plan.

### E - Deliver year-on-year improvements in efficiency

	Activity	Status		Progress/ Action Note
1	We will implement a cost saving Revenues and Benefits project	On Hold		With system stability we will undertake a further review of processes to ensure efficient operation of the service.

	Activity	Status		Progress/ Action Note
2	We will devise and implement budgets to deliver a freeze in the District Council's part of the council tax charge	Completed Successfully		This was delivered as part of setting the 2015/16 budget and council tax, which remained at the same level as 2014/15, i.e. £138.87.
3	We will review the reward structures to encourage staff, for finding innovative new ways to deliver higher quality services more efficiently	On Track		A brief has been produced in conjunction with the East of England Local Government Association outlining the process for undertaking a market review of salaries using Epaycheck. Epaycheck is a local government database of job descriptions and salaries across the UK. This review will be scheduled in during 2015/16.
4	We will implement the Business Transformation Programme to ensure that the most economic, efficient and accessible forms of contact are in place for all our customers	On Track	 	Multi-function devices (MFD) project complete. Significant progress in Unified Communications, Web Transformation, Mobility and Electronic Document Management projects and Graphical Information Systems and Scanning projects added to programme.



# **Annual Report**








**2014/15**

**Version 1.7**







Any queries please contact Policy and Performance Management Officer, Helen Thomas  
Tel. 01263 516214

## Appendix 2 – Performance Indicator Results





### Key

Achievement against Target		Direction of Travel	
	Target achieved or exceeded		Improving compared to the same period last year
	Close to target		Close to the same period last year's result
	Significantly below target		Significantly worse compared to the same period last year
NA = Not applicable	Indicators can be labelled as not applicable as this is important information for the Council where the influence and actions of the Council may make improvements but there is not sufficient control over the outcome to set a target		
	Signifies an action or target achieved that has an outcome that meets our equalities objectives.		










### Jobs and the Local Economy

Indicators and Measures	Result 2014/15			Target 2014/15	Result 2013/14
J 004 - Number of businesses assisted to retain jobs and/or increase employment each year (monthly cumulative)	<b>55</b>			25	90
	A key focus towards the end of the financial year has been to provide support for the Heinz workforce.				
J 015 - Number of member businesses of the Destination Management Organisation (DMO) for the north Norfolk coast and countryside (quarterly)	<b>188</b>			165	141
ED 023 - Number of new business start-ups supported by Enterprise North Norfolk (quarterly cumulative)	<b>71</b>			50	52
	The new programme has been extended. Workshops and engagement levels have maintained a high level.				





## Housing and Infrastructure

Indicators and Measures	Result 2014/15			Target 2014/15	Result 2013/14
H 002 - Number of long term empty homes (6 months or more) (monthly)	<b>558</b>	-		Monitor	712
	Services across the Council supported the actions of the Enforcement Board to bring empty properties back into use and to address housing conditions. This saw the introduction of a revised Empty Homes Policy, better partnership working with key stakeholders and more effective enforcement, in turn leading to a 29% reduction in Long Term Empty Properties over the year.				
H 003 - Number of development briefs produced on allocated sites (quarterly cumulative)	<b>1</b>		-	1 (Land North of Rudham Stile Lane, Fakenham (F01))	1
	Development Brief for Fakenham allocation (F01) has been approved.				
H 007 - Number of affordable homes built (monthly cumulative)	<b>74</b>	-		Carry out trend analysis	152
	Seventy-four affordable dwellings were completed across the district in 2014/15 following the completion of the final affordable dwelling at Wells-next-the-Sea in March 2015. Of the 74 dwellings, 60 have been let on affordable rents whilst the remaining 14 have been provided as shared ownership.				

## Coast Countryside and Built Heritage


Indicators and Measures	Result 2014/15			Target 2014/15	Result 2013/14
C 002 - Percentage of planning appeals allowed (monthly cumulative)	<b>34.6%</b>	-		Review and report	50.0%
	Appeal decisions are monitored closely to identify any trends, and to identify areas for policy review.				
C 003 - Percentage of MAJOR planning applications processed within thirteen weeks (monthly cumulative)	<b>74.42%</b>			80%	76.92%
	Whilst under target, this is a good result given the increase in the number of major applications submitted to the authority.				
C 004 - Percentage of MINOR planning applications processed within eight weeks (monthly cumulative)	<b>56.69%</b>			70%	45.21%
	Whilst below target, this still represents an 11% improvement over last year's performance figures.				
C 005 - Percentage of OTHER planning applications processed within eight weeks (monthly cumulative)	<b>72.80%</b>			70%	62.00%
	This represents a 10% increase over last year's performance figures, and we have exceeded the target.				
DM 005 - Percentage of MAJOR planning applications processed within thirteen weeks over the last 24 months (monthly cumulative)	<b>75.61%</b>			Target threshold set by Government at 30%.	69.84%
	This is well above the Government target.				











Indicators and Measures	Result 2014/15			Target 2014/15	Result 2013/14
DM 006 - Percentage of MAJOR planning applications refused and then overturned on appeal over the last 24 months (monthly cumulative)	1.22%			Target threshold set by Government at 30%. Low is good.	0.00%
This is well below the Government target thereby being a good result.					
C 007 - Target response time to fly tipping and all other pollution complaints (within 2 working days) (monthly cumulative)	89.00%			80%	88.00%
<p>Throughout the year the response to complaints has been consistent and maintained throughout the year not falling below 86%. We received 767 requests for service over the year of which 682 (89%) were responded to within two working days.</p> <p>This percentage comprises the following data:</p> <p>All waste investigations (fly tipping - public and private - 305 requests for service)  Nuisance complaints (noise, odour, smoke) (412 requests for service)  Land and Building Drainage (50 requests for service)</p> <p>95% of Nuisance cases were responded to within two days.  96% of Drainage cases were responded to within two days.</p>					
C 008 - Number of pollution enforcement interventions (quarterly cumulative)	26	-	-	Review and report.	30
<p>Within the quarter there were four new pollution cases which were investigated with a view to potential prosecution. Two of these are related to fly tipping, one related to waste duty of care and one for obstructing an officer. 1 of these was completed and resulted in a fine of £200. The other cases are still pending further investigation/action.</p> <p>In addition six further fly tipping cases were completed during the quarter. Two of the fly tipping case had no evidence to proceed, two were completed with a warning letter being sent and the other was issued with a Simple Caution. There was a breach of a noise abatement notice case for which a Simple Caution was issued.</p> <p>The team completed 21 cases during this year with ten of these receiving warning letters, three simple cautions being accepted, two successful prosecutions leading to fines and one advice letter sent. Four cases were closed with no evidence to proceed.</p>					





Indicators and Measures	Result 2014/15			Target 2014/15	Result 2013/14
C 009 - Number of fixed penalty notices issued for environmental offences(quarterly cumulative)	<b>0</b>	-	-	-	5
	The team continues to issues FPNs when incidents are witnessed. The patrols undertaken by the team have this year targeted dog fouling hotspots. This has led to no FPNs being issued due to the difficulty in witnessing dog fouling offences.				
C 010 – Number of defaults issued to the waste and related services contractor for cleanliness (monthly cumulative)	<b>90</b>	-	-	Review and report.	41
ES 015 - Number of rectifications issued to the waste and related services contractor for cleanliness (monthly cumulative)	<b>191</b>	-	-	No target. Report to Head of Service and Management Team.	197
	The number of rectifications and defaults issued during 2014/15 were higher than desired. However, as a reflection of the focussed contract monitoring undertaken by the team to ensure a high level of service delivery and deter repeat problems this approach has been successful, and has resulted in improved outcomes across North Norfolk.				





## Localism

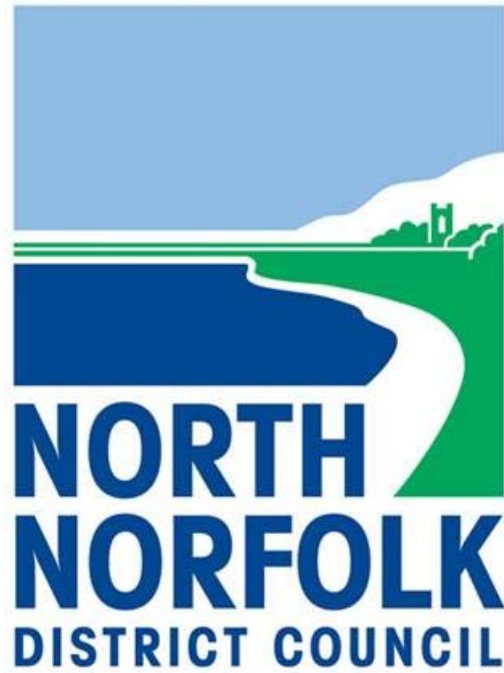
Indicators and Measures	Result 2014/15			Target 2014/15	Result 2013/14
L 005 - Number of grants awarded to local communities from the Big Society Fund (monthly cumulative)	<b>36</b>	-	-	Review and report	33
L 006 - Amount of funding investment in community projects (from the Big Society Fund) (£) (monthly cumulative)	<b>£198,762.45</b>	-	-	Review and report	£219,441
	During the financial year 2014/15 62 Big Society Fund grant applications were received. Of these 36 were successful and were awarded funds totalling £198,792.62. Eight applications were declined, two were deferred and fourteen were ineligible as they did not meet the criteria of the fund and two were withdrawn by the applicants.				

## Delivering the Vision

Indicators and Measures	Result 2014/15			Target 2014/15	Result 2013/14
V 001 - Percentage of (Medium Priority) audit recommendations completed on time (quarterly cumulative)	73%			80%	67.2%
	At the end of March 2015 there were only ten internal audit recommendations (seven medium and three low priority) outstanding. Progress of implementing these will be monitored in 2015/16.				
V 002 - Percentage of (High Priority) audit recommendations completed on time (quarterly cumulative)	-	-	-	100%	66.7%
	No High Priority recommendations were made for 2014/15 and there were no outstanding High Priority recommendations from previous years				
V 004 - Percentage of audit days delivered (quarterly cumulative)	100%			100%	100.0%
	The audit plan for 2014/15 was delivered.				
V 007 - Working days lost due to sickness absence (Whole Authority days per Full Time Equivalent members of staff) (quarterly cumulative)	6.76			6 days per full time equivalent (FTE) employee	6.77
	This is a positive end of year position and is slightly lower than the end of year figure for 2014/15. All staff were again offered the opportunity to have flu injections and just under a third had the injection.				
RB 009 – Percentage of council tax collected (monthly cumulative)	98.5%			98.5%	98.08%

Indicators and Measures	Result 2014/15			Target 2014/15	Result 2013/14
	<p>Council tax collection reached 98.5% which was the 2014/15 in-year collection target. This performance was an improvement on 98.1% collected last year.</p> <p>This performance included an increase of council tax over the year of approx. £640k compared to the previous year. There was a reduction in Council Tax Support of approx. £360k compared to the previous year which also needed to be collected.</p> <p>There was an increase in the number of Reminder Notices and Final Reminders sent out (approx. total 20,000) compared to last year which shows that we have worked hard to recover any outstanding amounts.</p> <p>Some of the initiatives introduced during the 2014/15 year were:-</p> <ul style="list-style-type: none"> <li>• Text messaging to customers as a pre-cursor to official reminder notices to speed up the process and save on paper, envelopes, printing and postage.</li> <li>• Reports have been written to search for accounts with debits on one year and credits on others; these were offset against each other.</li> <li>• Benefit staff processed Council Tax Support changes as a priority from closedown to 31 March 2015.</li> </ul>				
RB 010 – Percentage of non-domestic rates collected (monthly cumulative)	99.3%			99.2%	99.14%
	<p>Non-domestic rates (business rates) collection reached 99.3% (rounded to 1 decimal place) which was above the 2014/15 in-year collection target of 99.2%. This performance was also an improvement on 99.1% collected last year.</p> <p>There was an increase in the number of Reminder Notices and Final Reminders sent out (approx. total 1,000) compared to last year which shows that we have worked hard to recover any outstanding amounts.</p> <p>Some of the initiatives introduced during the 2014/15 year were:-</p> <ul style="list-style-type: none"> <li>• Reports have been written to search for accounts with debits on one year and credits on others; these were offset against each other.</li> <li>• Telephone debt recovery was undertaken heavily in business rates and to chase bounced direct debit payments.</li> <li>• Valuation schedules were strictly scrutinised to check for entries which would benefit collection.</li> </ul>				
RB 027 - Average time for processing new claims (housing and council tax support) (monthly cumulative)	18.0			18 days	24.0

Indicators and Measures	Result 2014/15			Target 2014/15	Result 2013/14
	<p>During February, a total of 315 new claims have been processed, taking on average 14 days to complete. This processing time includes delays by the customer to provide the information required to process their application.</p> <p>96% of new claims were processed within 14 days of receiving all information required from the customer.</p> <p>Further analysis shows that 62% of new claims were processed within three days of receiving all information required from the customer.</p>				
RB 028 - Speed of processing: change in circumstances for housing and council tax support claims (average calendar days) (monthly cumulative)	<b>11.0</b>			8 days	17.0
	<p>Cumulative figure has been manually calculated.</p> <p>During March, a total of 2740 changes in circumstances have been processed, taking on average ten days to complete. This processing time includes delays by the customer to provide the information required to process their application.</p> <p>68% of changes in circumstances were processed within 14 days of receiving all information required from the customer.</p> <p>Further analysis shows that 39% of changes in circumstances were processed within three days of receiving all information required from the customer.</p>				



# **Annual Report**

**2014/15**

**Version 1.7**

Any queries please contact Policy and Performance Management Officer, Helen Thomas Tel. 01263 516214

## Workforce Profile Statistics – 01/04/2014 - 31/03/2015

### Introduction

North Norfolk District Council (NNDC) 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', specifically Section 149 of the Equality Act 2010 (the Public Sector Equality Duty) and the Equality Act 2010 (Specific Duties) Regulations 2011. NNDC however, has been publishing information on workforce profile since 2008. Previous publications are available at [www.northnorfolk.org](http://www.northnorfolk.org).

### Protected Characteristics

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

- Gender (including gender reassignment)
- Religion/belief
- Sexual orientation
- Ethnicity
- Age
- 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
11. Protected characteristic by full/part time status
12. Protected characteristic by grade

### Why do we collect this information?

As well as helping the organisation in meeting its statutory duties, the information is useful management information to assist with workforce planning and policy, procedure and decision making. This type of information can also be used 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.

### Equality for the workforce at NNDC

All new and revised employment policies 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."

NNDC has achieved 'Positive About Disability' accreditation and collects equalities monitoring information during the recruitment process, which is analysed as part of this report. This information is separated from the application form and is not shared with recruiting managers. More information about the 'Positive About Disability' scheme can be found at [www.gov.uk](http://www.gov.uk).

If you would like to view data on the composition of the population of the North Norfolk district for comparison, please visit the Office for National Statistics website – [www.ons.gov.uk](http://www.ons.gov.uk).

#### Engagement with staff at NNDC

Engagement with staff at NNDC will include matters relating to equality, although not exclusively. There are a number of methods used to engage with employees. These include: -

- Staff Focus Groups
- JSCC meetings
- Staff comments scheme
- Consultation with the Trade Union
- Staff Briefings and Briefing newsletters
- Staff Surveys

#### 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  
31/03/2015**

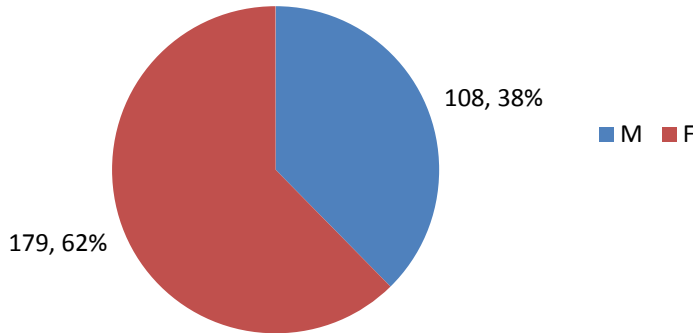
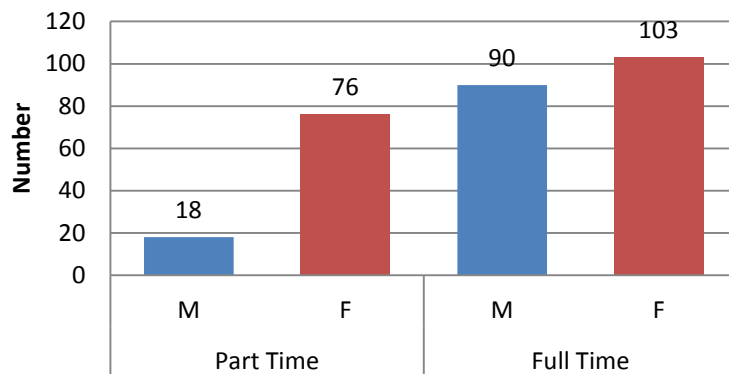


Chart 1 shows the gender split of the workforce and that there are more women than men at North Norfolk District Council. After consultation with local transgender groups and on advice from 'Press for Change', only two gender groups (male and female) are included in our monitoring.

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 67.25% full time and 32.75% part time.

**Chart 2: Full and Part time employees  
by gender 31/03/2015**



**Chart 3: Employees by age band 31/03/2015**

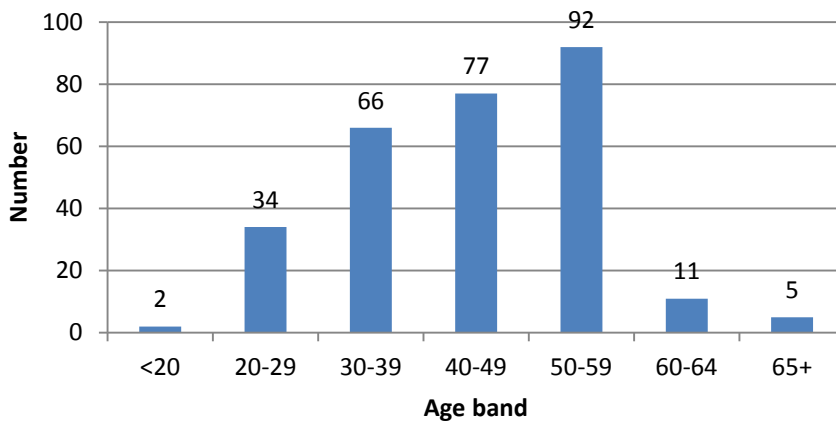


Chart 3 shows the age distribution of the workforce. This shows that the bulk of the workforce is aged 40-59.

Nearly 65% of the workforce are aged 40 years or over, with the average age of an employee at 44 (correct to nearest year).

**Chart 4: Employees by disability status  
31/03/2015**

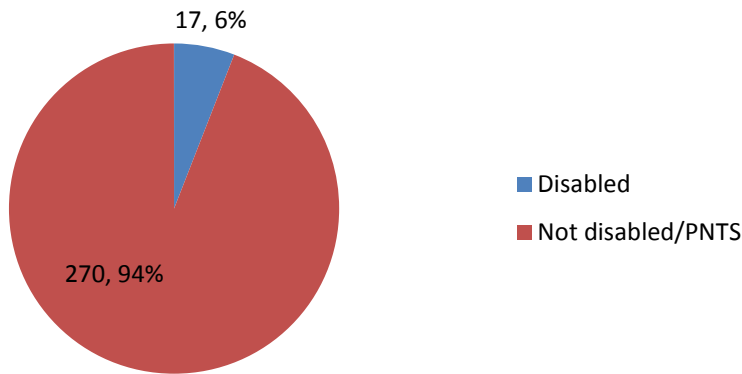


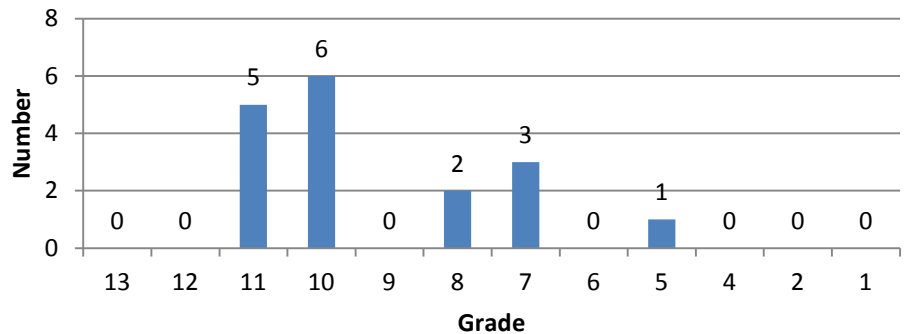
Chart 4 shows the disability status of the workforce. 17 employees have declared themselves as being disabled.

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 declaring themselves as disabled across the pay grades of the organisation.

This shows that the majority of our disabled employees (11) are working at Grades 10 & 11. This accounts for approximately 65% of all disabled employees.

**Chart 5: Disabled Staff by Grade 31/03/2015**



**Chart 6: Disability by Impairment Type -  
31/03/2015**

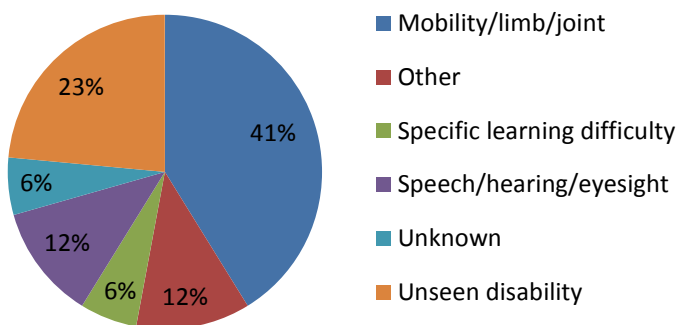


Chart 6 shows the various impairment types of disabled employees at North Norfolk District Council. The groupings are fairly wide as not to compromise confidentiality. Only impairment types under which an employee has declared a disability are listed here.

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 31/03/2015**

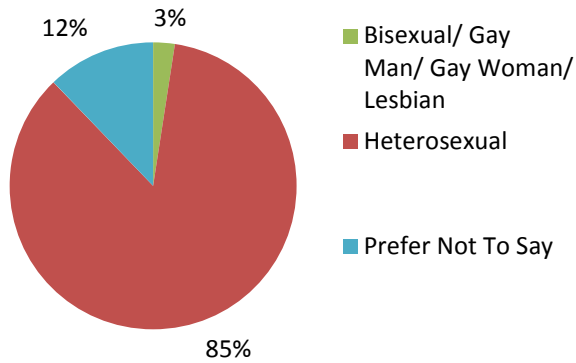


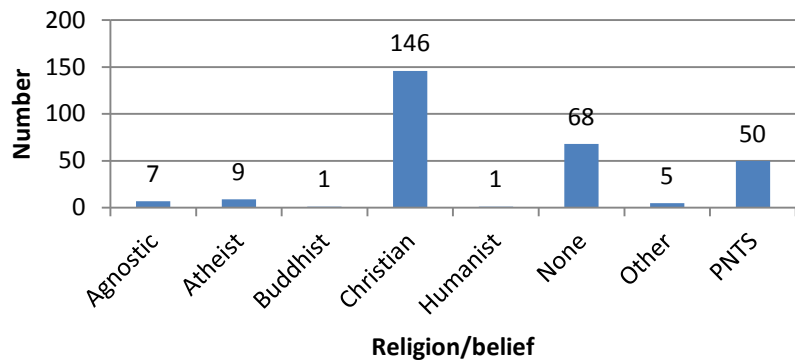
Chart 7 shows the sexual orientation of the workforce. Whilst information is collected separately regarding bisexual, gay male, and gay female/lesbian employees, this data has been grouped together to protect privacy.

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 8: Employees by religion/belief 31/03/2015**



**Chart 9: People in post by ethnicity 31/03/2015**

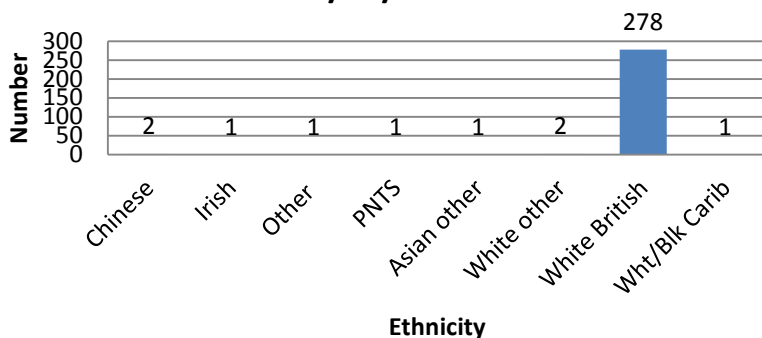


Chart 9 shows the ethnicity of the workforce at North Norfolk District Council.

This shows that the overwhelming majority (nearly 97%) 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 31/03/2015**

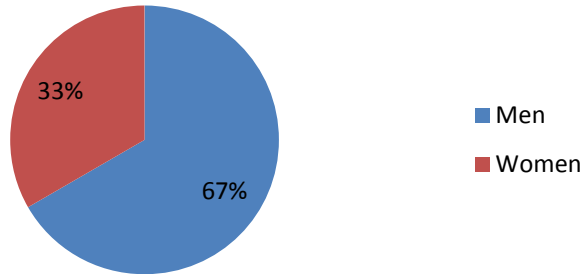


Chart 10 shows the gender split amongst the top 5% of earners.

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

None of the top earners have declared a disability.

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

### Reasons for leaving

A total of 51 employees left employment with the Council between 01/04/2014 - 31/03/2015. 98% of these were of White British/White other origin. The remainder 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 - End of contract	11
Dismissal - Performance	1
Dismissal - Redundancy	7
Resignation - Transfer to Other Local Authority	5
Resignation - Transfer to Other Public Sector	1
Resignation - Personal Reasons	13
Resignation - Transfer to Private Sector	2
Retirement - Natural	5
Retirement - Employers consent	1
Retirement - Redundancy	1
Retirement - Voluntary	2
TUPE Transfer	2
<b>TOTAL</b>	<b>51</b>

**Table 1:** Reasons for leaving

### Internal Secondments and Transfers

'Secondments' and 'Transfers' are not included in the data for leavers because the figures attributed to these categories concern people leaving one post within the Council to take up another internal position, rather than leaving employment with the Council.

There were a total of 35 secondments and transfers in this reporting year.

## Labour Turnover

The labour turnover for the period 01/04/2014-31/03/2015 was 17.7%. Of the 51 leavers within that period, 28 were male and 23 were female. When the turnover is broken down by gender, the turnover of males is higher at 25.11% compared to turnover of female employees which was 13.03%.

Labour turnover as above, but excluding those who left the organisation voluntarily is 7.64%.

These figures do not include 'internal turnover' i.e. those employees transferring within the Council or on an internal secondment. If you were to include this internal turnover of staff, then the overall turnover figure would be 29.86%; again with a higher turnover of male employees at 43.05% compared to 21.53% for females.

## Redundancies, redeployments and retirements

Since 2005, there have been 52 redundancies in total. These are made up of 41 ordinary redundancies and 11 retirement redundancies. For the period 01/04/2014-31/03/2015 there were 7 ordinary redundancies and 1 retirement redundancy.

However, 1 employee who was '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.

There were 9 retirements in the period. All of these employees were aged 55 or over; which is not surprising given the reasons for leaving and the pension regulations.

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

As noted above, there were 35 internal transfers and secondments this year, that is, an employee moving from one post within the authority to another. Of these transfers 21, (approximately 60%) 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 both internal and external successful/unsuccessful candidates by equality strand can be found in table 2 on the following page.

	Applications Received		Shortlisted Applicants		Application Withdrawn		Successful Applicants	
	No	%	No	%	No	%	No	%
<b>Total original applicants</b>	417	100	156	37.41	17	4.08	44	11
<b>M</b>	216	51.80	74	47.44	11	64.71	16	36.36
<b>F</b>	201	48.20	82	52.56	6	35.29	28	63.64
<b>White British</b>	281	67.39	98	62.82	12	70.59	25	56.82
<b>White Other</b>	9	2.16	2	1.28	0	0.00	1	2.27
<b>Mixed/Multiple</b>	2	0.48	0	0.00	0	0.00	1	2.27
<b>Black African</b>	2	0.48	2	1.28	0	0.00	0	0.00
<b>Chinese</b>	3	0.72	1	0.64	0	0.00	0	0.00
<b>Irish</b>	2	0.48	1	0.64	1	5.88	0	0.00
<b>Asian</b>	3	0.72	1	0.64	0	0.00	0	0.00
<b>Other</b>	1	0.24	0	0.00	0	0.00	0	0.00
<b>Not stated</b>	114	27.34	51	32.69	4	23.53	17	38.64
<b>&lt;20</b>	11	2.64	3	1.92	0	0.00	2	4.55
<b>20-29</b>	100	23.98	39	25.00	1	5.88	14	31.82
<b>30-39</b>	85	20.38	36	23.08	6	35.29	13	29.55
<b>40-49</b>	87	20.86	31	19.87	4	23.53	6	13.64
<b>50-59</b>	93	22.30	36	23.08	4	23.53	9	20.45
<b>60-64</b>	16	3.84	5	3.21	2	11.76	0	0.00
<b>65+</b>	2	0.48	1	0.64	0	0.00	0	0.00
<b>Not stated</b>	23	5.52	5	3.21	0	0.00	0	0.00
<b>Disabled - Y</b>	15	3.60	7	4.49	1	5.88	0	0.00
<b>Disabled - N</b>	282	67.63	96	61.54	11	64.71	27	61.36
<b>Disabled - Prefer not to say/not known</b>	120	28.78	53	33.97	5	29.41	17	38.64
<b>Agnostic</b>	9	2.16	3	1.92	0	0.00	1	2.27
<b>Atheist</b>	21	5.04	8	5.13	2	11.76	2	4.55
<b>Buddhist</b>	3	0.72	0	0.00	0	0.00	0	0.00
<b>Christian</b>	135	32.37	44	28.21	7	41.18	10	22.73
<b>Hindu</b>	2	0.48	1	0.64	0	0.00	0	0.00
<b>Humanist</b>	1	0.24	0	0.00	0	0.00	0	0.00
<b>Muslim</b>	2	0.48	1	0.64	0	0.00	0	0.00
<b>None</b>	77	18.47	27	17.31	2	11.76	11	25.00
<b>Other</b>	7	1.68	2	1.28	0	0.00	1	2.27
<b>PNTS/unknown</b>	160	38.37	70	44.87	6	35.29	19	43.18
<b>Bisexual/ Gay Man/ Gay Woman/ Lesbian</b>	10	2.40	4	2.56	0	0.00	1	2.27
<b>Heterosexual</b>	258	61.87	83	53.21	10	58.82	23	52.27
<b>PNTS</b>	110	26.38	50	32.05	7	41.18	20	45.45

**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	6
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	2
2009	4	0	4	0	4	0	37	2	2	3
2010	6	1	5	0	6	1	32	2	2	5
2011	4	0	4	0	4	0	30	1	2	4
2012	9	1	8	0	9	0	33	0	1	7
2013	3	0	3	3	3	0	28	1	1	3
2014**	3	1	1	1	3	0	36	0	0	3
<b>Totals</b>	<b>54</b>	<b>6</b>	<b>47</b>	<b>4</b>	<b>54</b>	<b>1</b>		<b>15</b>	<b>19</b>	<b>40</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 2005-2014.

As Table 3 above shows, between 01/04/2014-31/03/2015, three employees went on maternity leave, all of which are still currently in service. The table also shows that overall, of the 54 employees who have been on maternity leave in the last 10 years, 40 are still in service. This equates to a retention rate of approximately 74%. In more recent years (the last 5 years) the retention rate has been 88%.

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 changed in 2014 to remove restrictions to whom it applies, at NNDC all staff have been able to request a flexible working pattern without restriction for some time.

Between 01/04/2014-31/03/2015, 7 flexible working requests were recorded, all of which were granted. These were all made due to caring responsibilities for children. Whilst records of flexible working requests have only been kept since 2011, Table 3 above shows that employees have been adjusting their working patterns after maternity leave for a much longer period. Whilst all of the requests recorded this year have been made in relation to caring responsibilities for children, in previous years requests were made in relation to flexible retirements, training/study and 'other' reasons. Requests are made by both male and female employees, across a wide age range.

During the period 01/04/2014-31/03/2015 there were no employees on adoption leave.

## 6. Paternity Leave

Since 2005, 22 employees have taken up paternity leave. However, with only four employees taking paternity leave in the period 01/04/2014-31/03/2015, it is not felt that an analysis would add value.

For babies due up to 5 April 2015, 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. For babies with a due date after 6 April 2015, this will be replaced by shared parental leave.

**7. Caring Responsibilities**

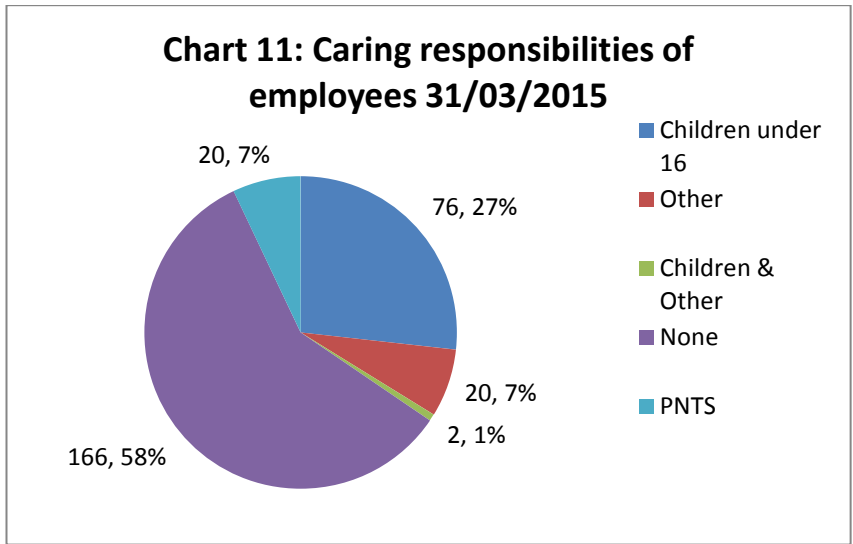


Chart 11 shows that 34.15% of staff have some kind of caring responsibility.

Women are more likely to have caring responsibilities than men – 71.43% of those with caring responsibilities were female.

Of those with caring responsibilities, slightly more were working full time than working part 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 01/04/2014-31/03/2015, analysed by protected characteristic. Workforce totals by protected characteristic are also provided for comparison.

Information on sickness absence type, reason and length of absence are provided quarterly at Joint Staff Consultative Committee (JSCC) meetings.



		SAR Meetings: triggered 1 April 2014 - 31 March 2015							
		Workforce Totals		Total		Trigger met			
		No	%	No	%	3 occs	10 days	Pattern	3 occs & 10 days
<b>Total</b>		287	100	52	100	4	45	0	3
<b>Disability Status</b>	<b>Disabled Y</b>	17	5.92	3	5.77	1	1	0	1
	<b>Disabled N</b>	256	89.20	48	92.31	3	43	0	2
	<b>Disabled PNTS</b>	14	4.88	1	1.92	0	1	0	0
<b>Ethnicity</b>	<b>White British</b>	278	96.86	47	90.38	4	40	0	3
	<b>White Other</b>	2	0.70	3	5.77	0	3	0	0
	<b>Chinese</b>	2	0.70	0	0.00	0	0	0	0
	<b>Irish</b>	1	0.35	0	0.00	0	0	0	0
	<b>Asian Other</b>	1	0.35	0	0.00	0	0	0	0
	<b>Other</b>	1	0.35	2	3.85	0	2	0	0
	<b>Not known/PNTS</b>	1	0.35	0	0.00	0	0	0	0
	<b>Wht/Blk Carib</b>	1	0.35	0	0.00	0	0	0	0
<b>Gender</b>	<b>M</b>	108	37.63	17	32.69	1	16	0	0
	<b>F</b>	179	62.37	35	67.31	3	29	0	3
<b>Age</b>	<b>&lt;20</b>	2	0.70	0	0.00	0	0	0	0
	<b>20-29</b>	34	11.85	12	23.08	2	9	0	1
	<b>30-39</b>	66	23.00	5	9.62	0	5	0	0
	<b>40-49</b>	77	26.83	17	32.69	1	15	0	1
	<b>50-59</b>	92	32.06	15	28.85	1	13	0	1
	<b>60-64</b>	11	3.83	1	1.92	0	1	0	0
	<b>65+</b>	5	1.74	2	3.85	0	2	0	0
<b>Religion /Belief</b>	<b>Agnostic</b>	7	2.44	1	1.92	0	1	0	0
	<b>Atheist</b>	9	3.14	1	1.92	0	1	0	0
	<b>Buddhist</b>	1	0.35	0	0.00	0	0	0	0
	<b>Christian</b>	146	50.87	23	44.23	3	18	0	2
	<b>Humanist</b>	1	0.35	2	3.85	0	2	0	0
	<b>None</b>	68	23.69	13	25.00	1	12	0	0
	<b>Other</b>	5	1.74	0	0.00	0	0	0	0
	<b>Prefer Not To Say</b>	50	17.42	12	23.08	0	11	0	1
<b>Sexual Orientation</b>	<b>Bisexual/ Gay Man/ Gay Woman/ Lesbian</b>	7	2.44	2	3.85	0	2	0	0
	<b>Heterosexual</b>	245	85.37	43	82.69	4	37	0	2
	<b>Prefer Not To Say</b>	35	12.20	7	13.46	0	6	0	1

**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 that could be delivered organisation wide ('corporate training') and the number of training opportunities offered as a result of these requests.

		Workforce Totals - as at 31/03/14		Training Requested - 2014		Training Offered - 2014		Training offered, but declined - 2014		Training Offered & Received - 2014	
		No	%	No	%	No	%	No	%	No	%
	<b>Total</b>	287	100	87	100	74	100	3	100	71	100
<b>Disability Status</b>	Disabled Y	17	5.92	2	2.30	2	2.70	0	0.00	2	2.82
	Disabled N	256	89.20	85	97.70	72	97.30	3	100	69	97.18
	Disabled PNTS	14	4.88	0	0.00	0	0.00	0	0.00	0	0.00
<b>Ethnicity</b>	White British	278	96.86	87	100	74	100	3	100	71	100
	White Other	2	0.70	0	0.00	0	0.00	0	0.00	0	0.00
	Chinese	2	0.70	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	1	0.35	0	0.00	0	0.00	0	0.00	0	0.00
	Not known/PNTS	1	0.35	0	0.00	0	0.00	0	0.00	0	0.00
	Wht/Blk Carib	1	0.35	0	0.00	0	0.00	0	0.00	0	0.00
<b>Gender</b>	M	108	37.63	21	24.14	17	22.97	2	66.67	15	21.13
	F	179	62.37	66	75.86	57	77.03	1	33.33	56	78.87
<b>Age</b>	<20	2	0.70	0	0.00	0	0.00	0	0.00	0	0.00
	20-29	34	11.85	3	3.45	2	2.70	0	0.00	2	2.82
	30-39	66	23.00	50	57.47	46	62.16	2	66.67	44	61.97
	40-49	77	26.83	12	13.79	10	13.51	0	0.00	10	14.08
	50-59	92	32.06	21	24.14	15	20.27	1	33.33	14	19.72
	60-64	11	3.83	0	0.00	0	0.00	0	0.00	0	0.00
	65+	5	1.74	1	1.15	1	1.35	0	0.00	1	1.41
<b>Religion /Belief</b>	Agnostic	7	2.44	0	0.00	0	0.00	0	0.00	0	0.00
	Atheist	9	3.14	2	2.30	1	1.35	0	0.00	1	1.41
	Buddhist	1	0.35	0	0.00	0	0.00	0	0.00	0	0.00
	Christian	146	50.87	60	68.97	51	68.92	3	100	48	67.61
	Humanist	1	0.35	1	1.15	1	1.35	0	0.00	1	1.41
	None	68	23.69	15	17.24	14	18.92	0	0.00	14	19.72
	Other	5	1.74	2	2.30	1	1.35	0	0.00	1	1.41
	PNTS	50	17.42	7	8.05	6	8.11	0	0.00	6	8.45
<b>Sexual Orientation</b>	Bisexual/ Gay Woman/ Gay Man/ Lesbian	7	2.44	0	0.00	0	0.00	0	0.00	0	0.00
	Heterosexual	0	0.00	87	100	74	100	3	100	71	100
	PNTS	0	0.00	0	0.00	0	0.00	0	0	0	0

Table 5: Applications for training and training received via the Corporate Training Plan for period 01/04/14 – 31/03/15

This table shows the breakdown of requests and training received by protected characteristic. The figures show that for 85% of these corporate requests the training was offered. The number of corporate training requests was much higher than last year.

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 may not always be possible to meet every request made. In addition to this, some of the requests may be met but outside of the reference period for these statistics (i.e. training delivered post 31/03/2015).

Also, corporate training, requested via the appraisal scheme, is not the only training available to employees at NNDC. 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 departmental training and so it is not possible to report on this data.

In addition to this there were specific training sessions run this year on Competencies and Appraisals. 266 employees attended these, meaning an attendance rate of approximately 93%.

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.

		2014/15			
		Workforce Totals		Training Indemnities	
		Number	%	Number	%
	<b>Total</b>	287	100	24	100
<b>Disability Status</b>	<b>Disabled Y</b>	17	5.92	1	4.17
	<b>Disabled N</b>	256	89.20	22	91.67
	<b>Disabled PNTS</b>	14	4.88	1	4.17
	<b>Total</b>	287	100	24	100
<b>Ethnicity</b>	<b>White British</b>	278	96.86	24	100.00
	<b>White Other</b>	2	0.70	0	0.00
	<b>Chinese</b>	2	0.70	0	0.00
	<b>Irish</b>	1	0.35	0	0.00
	<b>Asian Other</b>	1	0.35	0	0.00
	<b>Other</b>	1	0.35	0	0.00
	<b>Not known/PNTS</b>	1	0.35	0	0.00
	<b>Wht/Blk Carib</b>	1	0.35	0	0.00
<b>Gender</b>	<b>M</b>	108	37.63	9	37.50
	<b>F</b>	179	62.37	15	62.50
<b>Age</b>	<b>&lt;20</b>	2	0.70	0	0.00
	<b>20-29</b>	34	11.85	1	4.17
	<b>30-39</b>	66	23.00	13	54.17
	<b>40-49</b>	77	26.83	6	25.00
	<b>50-59</b>	92	32.06	4	16.67
	<b>60-64</b>	11	3.83	0	0.00
	<b>65+</b>	5	1.74	0	0.00
<b>Religion /Belief</b>	<b>Agnostic</b>	7	2.44	0	0.00
	<b>Atheist</b>	9	3.14	0	0.00
	<b>Buddhist</b>	1	0.35	0	0.00
	<b>Christian</b>	146	50.87	13	54.17
	<b>Humanist</b>	1	0.35	0	0.00
	<b>None</b>	68	23.69	7	29.17
	<b>Other</b>	5	1.74	0	0.00
	<b>Prefer Not To Say</b>	50	17.42	4	16.67
<b>Sexual Orientation</b>	<b>Bisexual/ Gay Man/ Gay Woman/ Lesbian</b>	7	2.44	0	0.00
	<b>Heterosexual</b>	245	85.37	23	95.83
	<b>Prefer Not To Say</b>	35	12.20	1	4.17
	<b>Total</b>	287	100	24	100

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

## Appraisals

During the 2014 appraisal cycle, 43 employees did not receive an appraisal. This translates to approximately 15% of the 2014 workforce. A small number of these were not completed due to the employee being away on long term sick, but the majority of those not completed were due to on-going major restructuring, impending exit from the organisation, work or 'other' reasons. In recent years the return rate of appraisals has not been as high as expected. As part of a number of actions to address this, the organisation has renewed the appraisal process for the 2015 cycle, linking it to the organisations competencies. Additionally, training has been offered to all employees and managers. As noted above, this was well attended.

	<b>2014</b>			
	Workforce totals at 01/04/2014		Appraisals not received	
	No	%	No	%**
<b>Total</b>	289	100	43	14.88
<b>Disabled Y</b>	19	6.57	4	9.30
<b>Disabled N</b>	255	88.24	38	88.37
<b>Disabled PNTS</b>	15	5.19	1	2.33
<b>White British</b>	280	96.89	42	97.67
<b>White Other</b>	1	0.35	0	0.00
<b>Chinese</b>	2	0.69	0	0.00
<b>Irish</b>	1	0.35	0	0.00
<b>Asian Other</b>	1	0.35	0	0.00
<b>Other</b>	2	0.69	1	2.33
<b>Not known/PNTS</b>	2	0.69	0	0.00
<b>M</b>	115	39.79	25	58.14
<b>F</b>	174	60.21	18	41.86
<b>&lt;20</b>	2	0.69	0	0.00
<b>20-29</b>	30	10.38	5	11.63
<b>30-39</b>	56	19.38	7	16.28
<b>40-49</b>	86	29.76	12	27.91
<b>50-59</b>	91	31.49	9	20.93
<b>60-64</b>	17	5.88	5	11.63
<b>65+</b>	7	2.42	5	11.63
<b>Agnostic</b>	9	3.11	2	4.65
<b>Atheist</b>	10	3.46	2	4.65
<b>Buddhist</b>	1	0.35	0	0.00
<b>Christian</b>	154	53.29	23	53.49
<b>Humanist</b>	1	0.35	0	0.00
<b>None</b>	56	19.38	5	11.63
<b>Other</b>	4	1.38	0	0.00
<b>Prefer Not To Say</b>	54	18.69	11	25.58
<b>Bisexual/ Gay Man/ Gay Woman/ Lesbian</b>	9	3.11	0	0.00
<b>Heterosexual</b>	242	83.74	35	81.40
<b>Prefer Not To Say</b>	38	13.15	8	18.60

**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 2014 cycle. Appraisals are carried out in February/March each year; therefore the workforce profile for 01/04/2014 is given in this case, for a more accurate comparison.

## **10. Discipline and Grievance**

For the period 01/04/2014-31/03/2015 there were 2 formal disciplinary cases only. Analysis of this data would not lead to any statistically significant results and could compromise confidentiality. Therefore, no analysis has been carried out.

### 11. Protected Characteristic by full/part time status

		FT		PT	
		No	%	No	%
	<b>Total</b>	193	67.25	94	32.75
<b>Gender</b>	<b>M</b>	90	46.63	18	19.15
	<b>F</b>	103	53.37	76	80.85
<b>Ethnicity</b>	<b>Chinese</b>	1	0.52	1	1.06
	<b>Irish</b>	1	0.52	0	0.00
	<b>Other</b>	1	0.52	0	0.00
	<b>PNTS</b>	0	0.00	1	1.06
	<b>Asian other</b>	1	0.52	0	0.00
	<b>White other</b>	1	0.52	1	1.06
	<b>White British</b>	187	96.89	91	96.81
	<b>Wht/Blk Carib</b>	1	0.52	0	0.00
<b>Age</b>	<b>&lt;20</b>	1	0.52	1	1.06
	<b>20-29</b>	25	12.95	9	9.57
	<b>30-39</b>	42	21.76	24	25.53
	<b>40-49</b>	51	26.42	26	27.66
	<b>50-59</b>	66	34.20	26	27.66
	<b>60-64</b>	8	4.15	3	3.19
	<b>65+</b>	0	0.00	5	5.32
<b>Disability Status</b>	<b>Yes</b>	10	5.18	7	7.45
	<b>No</b>	172	89.12	84	89.36
	<b>PNTS</b>	11	5.70	3	3.19
<b>Grade</b>	<b>Apprentice</b>	1	0.52	0	0.00
	<b>13</b>	0	0.00	0	0.00
	<b>12</b>	2	1.04	8	8.51
	<b>11</b>	16	8.29	19	20.21
	<b>10</b>	43	22.28	30	31.91
	<b>9</b>	13	6.74	6	6.38
	<b>8</b>	33	17.10	14	14.89
	<b>7</b>	43	22.28	9	9.57
	<b>6</b>	24	12.44	5	5.32
	<b>5</b>	8	4.15	2	2.13
	<b>1-4</b>	10	5.18	1	1.06
<b>Religion</b>	<b>Agnostic</b>	5	2.59	2	2.13
	<b>Atheist</b>	7	3.63	2	2.13
	<b>Buddhist</b>	1	0.52	0	0.00
	<b>Christian</b>	93	48.19	53	56.38
	<b>Humanist</b>	1	0.52	0	0.00
	<b>None</b>	45	23.32	23	24.47
	<b>Other</b>	4	2.07	1	1.06
	<b>PNTS</b>	37	19.17	13	13.83
<b>Sexual Orientation</b>	<b>Bisexual/ Gay Man/ Gay Woman/ Lesbian</b>	4	2.07	3	1.55
	<b>Heterosexual</b>	162	83.94	83	88.30
	<b>Prefer Not To Say</b>	27	30.00	8	44.44

**Table 8:** Protected characteristic by full/part time status

12.Protected characteristic by grade

		Workforce Totals		Grade																	
				Appr,13&12*		11		10		9		8		7		6		5		1-4*	
		No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Disability Status	Disabled Y	17	5.92	0	0.00	5	14.29	6	8.22	0	0.00	2	4.26	3	5.77	0	0.00	1	10.00	0	0.00
	Disabled N	256	89.20	11	100	29	82.86	62	84.93	19	100	44	93.62	44	84.62	29	100	9	90.00	9	81.82
	Disabled PNTS	14	4.88	0	0.00	1	2.86	5	6.85	0	0.00	1	2.13	5	9.62	0	0.00	0	0.00	2	18.18
Ethnicity	White British	278	96.86	11	100	34	97.14	72	98.63	19	100	44	93.62	49	94.23	28	96.55	10	100	11	100
	White Other	2	0.70	0	0.00	0	0.00	0	0.00	0	0.00	1	2.13	1	1.92	0	0.00	0	0.00	0	0.00
	Chinese	2	0.70	0	0.00	1	2.86	0	0.00	0	0.00	1	2.13	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	0	0.00	0	0.00	1	3.45	0	0.00	0	0.00
	Asian Other	1	0.35	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	1.92	0	0.00	0	0.00	0	0.00
	Other	1	0.35	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
	Not known/PNTS	1	0.35	0	0.00	0	0.00	1	1.37	0	0.00	0	0.00	1	1.92	0	0.00	0	0.00	0	0.00
Gender	M	108	37.63	4	36.36	11	31.43	19	26.03	7	36.84	14	29.79	22	42.31	18	62.07	7	70.00	6	54.55
	F	179	62.37	7	63.64	24	68.57	54	73.97	12	63.16	33	70.21	30	57.69	11	37.93	3	30.00	5	45.45
Age	<20	2	0.70	0	0.00	2	5.71	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
	20-29	34	11.85	2	18.18	12	34.29	9	12.33	3	15.79	5	10.64	3	5.77	0	0.00	0	0.00	0	0.00
	30-39	66	23.00	2	18.18	4	11.43	16	21.92	5	26.32	15	31.91	16	30.77	6	20.69	2	20.00	0	0.00
	40-49	77	26.83	1	9.09	5	14.29	22	30.14	4	21.05	7	2.13	18	34.62	10	34.48	3	30.00	7	63.64
	50-59	92	32.06	4	36.36	10	28.57	22	30.14	7	36.84	18	38.30	13	27.66	10	34.48	4	40.00	4	36.36
	60-64	11	3.83	1	9.09	2	5.71	2	2.74	0	0.00	1	2.13	2	4.26	3	10.34	0	0.00	0	0.00
	65+	5	1.74	1	9.09	0	0.00	2	2.74	0	0.00	1	2.13	0	0.00	0	0.00	1	10.00	0	0.00
Religion /Belief	Agnostic	7	2.44	0	0.00	1	2.86	1	1.37	1	5.26	0	0.00	2	4.26	0	0.00	1	10.00	1	9.09
	Atheist	9	3.14	0	0.00	1	2.86	3	4.11	1	5.26	3	6.38	1	1.92	0	0.00	0	0.00	0	0.00
	Buddhist	1	0.35	0	0.00	0	0.00	0	0.00	0	0.00	1	2.13	0	0.00	0	0.00	2	20.00	0	0.00
	Christian	146	50.87	6	54.55	17	48.57	44	60.27	13	37.14	21	44.68	24	46.15	15	51.72	0	0.00	4	36.36
	Humanist	1	0.35	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	1.92	0	0.00	0	0.00	0	0.00
	None	68	23.69	4	36.36	12	34.29	13	17.81	3	15.79	10	21.27	10	19.23	9	31.03	3	30.00	4	36.36
	Other	5	1.74	1	9.09	0	0.00	1	1.37	0	0.00	1	2.13	1	1.92	0	0.00	1	10.00	0	0.00
	Prefer Not To Say	50	17.42	0	0.00	4	11.43	11	15.07	1	5.26	11	23.40	13	25.00	5	17.24	3	30.00	2	18.18
Sexual Orientation	Bisexual/ Gay Man/ Gay Woman/ Lesbian	7	2.44	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**
	Heterosexual	245	85.37	11	100	32	91.43	66	90.41	17	89.47	40	85.11	38	73.07	24	83	8	80.00	9	81.82
	Prefer Not To Say	35	12.20	0	0.00	2	5.71	5	6.85	1	5.26	7	14.89	12	23.07	4	13.79	2	20.00	2	18.18

\*amalgamated due to small numbers in each grade; \*\* numbers too small to analyse further

Table 9: Protected characteristic by grade