



Resources and Performance Panel

Agenda

Tuesday, 21st July, 2015

**At approximately 7.15 pm or upon the rising of the
Resources and Performance Panel meeting, whichever is the later**

in the

**Committee Suite
King's Court
Chapel Street
King's Lynn**



King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX
Telephone: 01553 616200
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Monday, 13 July 2015

Dear Member

Resources and Performance Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Tuesday, 21st July, 2015 at 7.15 pm** in the **Committee Suite, King's Court, Chapel Street, King's Lynn** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. Apologies

To receive any apologies for absence.

2. Minutes

To approve the minutes of the Resources and Performance Panel held on 27 January 2015 (previously circulated).

3. Declarations of Interest

Please indicate if there are any interests which should be declared. A declaration of an interest should indicate the nature of the interest (if not already declared on the Register of Interests) and the agenda item to which it relates. If a disclosable pecuniary interest is declared, the Member should withdraw from the room whilst the matter is disclosed.

These declarations apply to all Members present, whether the Member is part of the meeting, attending to speak as a local Member on an item or simply observing the meeting from the public seating area.

4. Urgent Business Under Standing Order 7

To consider any business which, by reason of special circumstances, the Chairman proposes to accept as urgent under Section 100(b)(4)(b) of the Local Government Act 1972.

5. Members Present Pursuant to Standing Order 34

Members wishing to speak pursuant to Standing Order 34 should inform the Chairman of their intention to do so and on what items they wish to be heard before the meeting commences. Any Member attending the meeting under Standing Order 34 will only be permitted to speak on those items which have been previously notified to the Chairman.

6. Chairman's Correspondence (if any)

7. Matters referred to the Committee from other Council Bodies and responses made to previous Committee recommendations/requests

To receive comments and recommendations from other Council bodies, and any responses subsequent to recommendations, which this Panel has previously made. (N.B. some of the relevant Council bodies may meet after dispatch of the agenda).

8. Presentation from the Property Services Manager

To receive a presentation giving an overview of the work undertaken in Property Services.

9. 2015/2016 Performance Indicator Target Setting Report (Pages 5 - 12)

The Panel is asked to review and note the Council's proposed performance indicators and targets for the 2015/16 year.

10. Employment Annual Monitoring Report (Pages 13 - 27)

11. Work Programme 2015/2016 and Forward Decisions List (Pages 28 - 31)

To consider the Panel's Work Programme and Forward Decisions List.

To:

Resources and Performance Panel: B Anota, R Blunt, J Collop, N Daubney, I Devereux, I Gourlay, G Hipperson, P Hodson, H Humphrey, G Middleton, A Morrison, D Tyler and G Wareham

Portfolio Holders:

Councillor N Daubney, Leader

Councillor A Beales, Deputy Leader and Regeneration and Industrial Assets

Appropriate Officers: The following officers are invited to attend in respect of the Agenda item shown against their name

Item 8: Matthew Henry, Property Services Manager

Item 9: Becky Box, Personnel Services Manager

Management Team

Press

POLICY REVIEW & DEVELOPMENT REPORT

Type of Report: Monitoring	Portfolio(s): Resources
Author Name: Becky Box	Consultations: Management Team
Tel: 01553 616502	
Email: becky.box@west-norfolk.gov.uk	
Open report	

PR&D Panel: Resources & Performance Panel
Date: 21 July 2015
Subject: Corporate performance monitoring – Target Setting For 2015/16

Summary

The Council's Performance Management Framework includes quarterly monitoring and reporting of performance. Each quarterly performance report is presented to the Resources & Performance Panel.

At the Resources & Performance Panel meeting on 2nd June 2015 Members considered a report showing the full year performance for 2014/15. During discussions Members expressed an interest in understanding the process that was adopted to set performance targets for the year and, in particular, to understand why certain targets had been set.

This report provides an overview of the corporate performance monitoring indicators and associated targets which have been set for the 2015/16 year.

Recommendations

The Panel is asked to review and note the Council's proposed performance indicators and targets for the 2015/16 year. Performance against these indicators will be reported to this Panel via the quarterly Performance Monitoring report and associated Action Report.

1. Background

- 1.1 The Council's Performance Management Framework includes quarterly monitoring and reporting of performance.
- 1.2 The Council monitors a range of indicators from across Directorates as a corporate 'health check' and to demonstrate efforts to continuously improve services.
- 1.3 The indicators to be monitored, and the target to be achieved for each indicator, are agreed by Directors in consultation with their Portfolio Holder, at the start of each financial year.
- 1.4 Processes are put in place to produce the required information within relevant services, and the information is then collated and analysed centrally by the Performance and Efficiency Team on a quarterly basis.

- 1.5 The Performance and Efficiency Team then use the collated information to produce an overarching report which is presented to the Resources & Performance Panel and is made available to all Councillors and Portfolio Holders for information on the Council's intranet, Insite.

2. Process for Identifying Annual Indicators and Targets

- 2.1 During May each year Management Team review the performance indicators set for the previous year, and compare these to the performance achieved during the previous year. Discussions are held regarding the ongoing relevance of each indicator, whether the definition of each indicator should be revised or updated and whether other areas of the Council's operations should be included for monitoring in the coming year.
- 2.2 A draft set of indicators for the coming year is then produced, and Management Team discusses and agrees a provisional target for each indicator in turn, taking into consideration the past year's performance, any planned changes which may affect performance and any other relevant factors.
- 2.3 Once the proposed indicators and targets have been defined each Director discusses and agrees their proposals with the relevant Portfolio Holder, reporting back to the Performance and Efficiency Team any changes that have been agreed.
- 2.4 The Performance and Efficiency Team then use the agreed indicators and targets to produce the quarterly monitoring report.

3. Key changes to Indicators for the 2015/16 Year

- 3.1 The agreed indicators for the 2015/16 year are shown in Appendix A.
- 3.2 The first key change to note in the presentation of these targets is that the 'RE' targets which were held by the former Deputy Chief Executive have now been merged into other Directorates (mainly the Chief Executives, and a smaller number of Commercial Services) to reflect the Council's revised management structure. To assist with cross referencing to the previous year, the old reference number is shown in brackets.
- 3.3 Within the Chief Executive's Directorate, the main changes from the 2014/15 year are:
- to include new indicators to monitor the Major Housing Project (CE7 and CE8) with a corresponding revision to CE9 (formerly RE1) which relates to capital receipts
 - to include a new indicator relating to corporate savings (CE10)
 - to include revised indicators in relation to the processing of benefit claims (CE13 is new and CE14 (formerly RE10) is revised) to enable Management Team and Members to monitor the take up of new on-line methods of processing benefits claims that have been introduced this financial year
 - to introduce a new target (CE20) relating to income from business rates for renewable energy projects
- 3.4 Within the Central and Community Services Directorate, the main change is a new target (CC9) to monitor customer satisfaction with the use of the revised on-line system for processing benefits claims mentioned above.

- 3.5 Within Commercial Services, the decision has been taken to cease to monitor a former indicator relating to the waiting time for cremation bookings, as this indicator had consistently met target for some time and therefore Management Team felt monitoring was no longer required.
- 3.6 Within the Environment and Planning Directorate the key changes are:
- to revise the indicator which relates to food premises meeting food hygiene law to reflect changes in legislation
 - to cease to monitor indicator EP3 which related to response times to certain types of planning applications, as this indicator simply monitored response times of an internal function

4. Key changes to targets for the 2015/16 Year



- 4.1 The targets for each of the agreed indicators are also shown in Appendix A. The targets set reflect Management Team's view on the potential ability of staff to achieve the indicators within available resources, and also take account of key priorities for the delivery of services or the maximisation of income for the Council.
- 4.2 A 'notes' column has been included in Appendix A to provide further background information to explain the target which has been set, where appropriate.
- 4.3 All the targets included in the Appendix have been agreed with the relevant Portfolio Holder.






5. Overall Conclusion

- 5.1 The Panel is asked to note the contents of the report and agree the range of indicators and associated targets for the 2015/16 set out in Appendix A.

Performance Monitoring Targets 2015-16

The Council monitors indicators from across the Directorates as a corporate 'health check' and to demonstrate efforts to continuously improve services.

Status		This indicator has not met the target.		This indicator met the target.
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Chief Executives								
Ref	Name	Good Performance	Year End 2013/14	Target 2014/15	Year End 2014/15	Status 2014/15	Target 2015/16	Note
CE1	Percentage of known licensable HMO's with a current licence	Aim To Maximise	100%	100%	100%		100%	
CE2	Percentage of long term empty homes in the Borough as a percentage of overall dwellings	Aim To Minimise	1.17%	1.20%	1.03%		1.10%	Target is in line with the 2015-19 Homelessness Strategy agreed at Cabinet on 13/1/15
CE3	Number of unintentional priority homeless acceptances	Aim To Minimise	106	110	99		110	Target reflects potential impact of welfare changes
CE4	Affordable housing units built as a % of the total number of new build dwellings completed in the Borough	Aim to Maximise	—	20.0%	20.2%		15%	The existing two tier approach to affordable housing has been modified to avoid uncertainty when dealing with planning applications and to ensure a stream of affordable houses is built in the Borough as reported to Cabinet on 13/1/15
CE5	Number of households living in Temporary Accommodation	Aim To Minimise	32	45	34		40	Target is connected to CE3



Ref	Name	Good Performance	Year End 2013/14	Target 2014/15	Year End 2014/15	Status 2014/15	Target 2015/16	Note
CE6	% of freedom of information requests given final response within deadline	Aim To Maximise	98.0%	95.0%	95.7%	✅	95.0%	Organisations are required to reply to FOI requests within 40 days of receipt
CE7	No of residential houses built - NORA	Aim To Maximise	—	—	—	—	—	NEW Monitor only
CE8	No of residential house sales completed - NORA	Aim To Maximise	—	—	—	—	—	NEW Monitor only
CE9	% of capital receipts received (excluding housing sales)	Aim to Maximise	97%	—	42%	—	100%	NEW Reported annually
CE10	Cost reduction programme – corporate project savings	Aim to Maximise	—	—	—	—	£320,000	NEW
CE11 (RE2)	All suppliers invoices paid within 30 days	Aim To Maximise	94%	96%	93%	🚩	94%	
CE12 (RE3)	Local supplier invoices paid within 10 days	Aim To Maximise	85%	90%	80%	🚩	—	Monitor only during 2015/16 – to be reviewed as part of the 2015/16 LEAN project, return to monitoring in 2016/17
CE13	% of claimants using new on-line benefits system	Aim to Maximise	—	—	—	—	50%	NEW To monitor the implementation of IEG4
CE14 (RE9)	Number of days to process new benefit claims	Aim To Minimise	18	18	17	✅	17	
CE15 (RE10)	Number of days to process changes of circumstances	Aim To Minimise	13	18	12	✅	12	
CE16 (RE11)	% of Council Tax collected against target	Aim To Maximise	97.10%	97.10%	97.22%	✅	Q1 28.75 Q4 97.22	Q2 56.59 Q3 84.43
CE17 (RE12)	% of Business Rates collected against target	Aim To Maximise	97.30%	97.30%	98.53%	✅	Q1 28.65 Q4 98.53	Q2 57.85 Q3 82.23

Ref	Name	Good Performance	Year End 2013/14	Target 2014/15	Year End 2014/15	Status 2014/15	Target 2015/16	Note
CE18 (RE15)	No of residential dwellings subject to Council Tax	Aim to Maximise	71,250	–	71,646	–	–	Monitor only
CE19 (RE16)	Base for Council Tax setting purposes – Band D Equivalent	Aim to Maximise	46,364	–	47,752	–	–	Monitor only
CE20	Income from business rates for Renewable Energy projects	Aim to Maximise	£329,248	–	£555,504	–	£568,280	NEW




Central and Community Services

Ref	Name	Good Performance	Year End 2013/14	Target 2014/15	Year End 2014/15	Status 2014/15	Target 2015/16	Note
CC1	Staff turnover	Aim To Minimise	8.06%	–	11.38%	✅	–	Monitor only
CC2	Overall sickness absence (FTE)	Aim To Minimise	7.57	7.00	9.69	🚩	7.5	
CC3	% of short term sickness	Aim To Minimise	44%	–	50%	–	–	Monitor only
CC4	Telephone satisfaction rates	Aim To Maximise	99%	98%	99%	✅	98%	
CC5	Enquiry counter satisfaction rates	Aim To Maximise	100%	90%	100%	✅	95%	
CC6	% of Careline alarms installed within 10 days from date of enquiry	Aim To Maximise	–	–	–	–	90%	NEW
CC7	Time taken (in weeks) from first visit to completion of work on Disabled Facilities Grant	Aim To Minimise	40.0	40.0	29.0	✅	35	
CC8	Time taken (in weeks) from first visit to completion of work on Adapt passported cases with a value under £6,000	Aim To Minimise	23.0	22.0	21.0	✅	20	
CC9	% customer satisfaction with IEG4 service	Aim To Maximise	–	–	–	–	80%	NEW

Commercial Services

Ref	Name	Good Performance	Year End 2013/14	Target 2014/15	Year End 2014/15	Status 2014/15	Target 2015/16	Note
CO1	Average response time for removal of fly-tips (days)	Aim To Minimise	0.2	1	0.5		1	
CO2	Household waste recycled and composted	Aim To Maximise	43.85%	48.00%	41.78%		45%	
CO3 (RE4)	% of rent achievable on industrial estates	Aim To Maximise	90.00%	90.00%	89.88%		90%	
CO4 (RE5)	% of rent arrears on industrial estates	Aim To Minimise	5.00%	3.00%	2.27%		3%	
CO5 (RE7)	% rent achievable on retail/general units	Aim To Maximise	96.00%	96.00%	95.10%		96%	The definition of these indicators have been reviewed to reflect all information monitored
CO6 (RE8)	% rent arrears on retail/general units	Aim To Minimise	5.60%	3.00%	6.42%		3%	

Environment and Planning

Ref	Name	Good Performance	Year End 2013/14	Target 2014/15	Year End 2014/15	Status 2014/15	Target 2015/16	Note
EP1a	% of appeals lost against total numbers of majors determined over a two year rolling period	Aim To Minimise	—	20%	4%		15%	Government target is set at 20%
EP1b	% of Minor, Other and Planning Enforcement decisions lost at appeal	Aim To Minimise	—	35%	26%		33%	
EP2a	Processing of planning applications – Major	Aim To Maximise	72%	50%	78%		60%	Government target is set at 40%

Ref	Name	Good Performance	Year End 2013/14	Target 2014/15	Year End 2014/15	Status 2014/15	Target 2015/16	Note
EP2b	Processing of planning applications – Minor	Aim To Maximise	74%	65%	82%	✅	70%	
EP2c	Processing of planning applications – Other	Aim To Maximise	89%	80%	94%	✅	82%	
EP4	Premises rated 3 or above in accordance with the food hygiene rating scheme	Aim To Maximise	—	—	—	—	95%	NEW Revised definition to reflect changes in legislation
EP5	% of standard land charges searches carried out within 10 working days	Aim To Maximise	100%	100%	91%	🚩	95%	

POLICY REVIEW & DEVELOPMENT REPORT

Type of Report Monitoring	Portfolio(s):- Personnel
Author Name: Becky Box, Personnel Services Manager	Consultations:- Management Team Executive Director Central & Community Services Cllr N Daubney
Tel: 01553 616502	
Email: becky.box@west-norfolk.gov.uk	
OPEN	

PR&D Panel: **Resources and Performance**
Date: **21st July 2015**
Subject: **Employment Monitoring**

Summary

For a number of years Elected Members have considered an annual 'Employment Monitoring report' which reviews equalities based information on the Council's employment practices.

The report supports the requirements of the Equality Act 2010 with regards to workforce monitoring and also provides evidence of the Council's commitment to achieving its equality objectives for employment, which have also been developed in line with the requirements of the Equality Act.

Appendix 1 shows the summary information and key indicators which Members and Managers should note. NB. In considering this report and the associated Appendix Members should note the change in employees within the scope of the monitoring information collated, as outlined in the background section.

Recommendations

- 1. That Members note the contents of this report and confirm their wish for this information to be reported to this Committee on an annual basis**
- 2. That the report be published on the Council's web-site and be circulated within the Council**

1 Background

The Council has undertaken monitoring of its recruitment and selection procedures since 1996 and of its workforce since 2000, with findings reported to Elected Members and Senior Managers over this period. Over time the reports have taken various formats, as systems for collecting information have been improved, and as guidance and legislation regarding the monitoring that should be undertaken has been revised.

The information is compiled into the annual 'Employment Monitoring' report, which has a particular emphasis on meeting the requirements of relevant equalities legislation which was consolidated in the Equalities Act 2010. Guidance supporting the Equalities Act has reinforced the importance of public authorities monitoring and reporting their staff profile, particularly in relation to recruitment, promotion, training, pay, grievances and disciplinary action.

In addition, the Equality Act 2010 (Specific Duties) Regulations which came into force in September 2011 require public bodies to:

1. Publish information to demonstrate their compliance with the general equality duty
2. Set specific measurable objectives

The information published to comply with point 1 above must include information relating to people who share a relevant protected characteristic who are employees. The contents of this employment monitoring report therefore demonstrate the Council's compliance with this requirement.

The details of the monitoring exercise also provide evidence of the Council's progress against the employment related objectives it has set, which include ensuring opportunities for promotion and training are available to all employees.

Details of the monitoring undertaken can be found summarised in Appendix 1, which is organised into sections as follows:

- i. The Council's workforce profile (section 1)
- ii. Recruitment activity (section 2)
- iii. Applications for promotion (section 3)
- iv. Training and development activities (section 4)
- v. The number of employees refused training (section 5)
- vi. The impact of performance assessments (section 6)
- vii. Grievance procedures (section 7)
- viii. Disciplinary procedures (section 8)
- ix. Employees leaving the Council's employment (section 9)

Where possible, information for the most recent year, plus the five previous years, has been included.

NB. In considering the 2014/15 report Members should note that the information contained within Appendix 1 for the 2014/15 year relates only to those employees directly employed by the Council as at 31st March 2015 (i.e. the information excludes the employees of Alive Management Limited, those jointly employed by Alive Management Limited and Alive Leisure, and those employees who were transferred to the employment of Alive Leisure in September 2014). The information for all other years includes these staff. Where it is felt helpful, additional information has been included within this covering report to explain any changes/comparisons.

2. Summary of Monitoring Results

i. The Council's Workforce Profile

The Council's workforce profile for the 2014/15 has remained broadly the same as the past two years. Interestingly, if Alive Management Limited and Joint employees had remained directly employed by the Council the profile would have been:

- Ethnic Origin: 96.21% white, 1.42% other ethnic group and 2.37% undefined
- Employees with a disability: 4.11%
- Gender: 55.7% female, 44.3% male

This shows that the new working arrangements have had a limited impact on the overall profile of the Council's workforce.

When reviewing the Council's workforce profile a useful comparison is the relevant information on the population of West Norfolk, as compiled via the 2011 Census. This shows that the population within the Council is broadly comparable with the population of West Norfolk as a whole:

	Council Workforce 2014/15	Council Workforce 2013/14	2011 Census
White	96.32%	95.61%	97.2%
Other Ethnic Group	1.55%	1.88%	2.8%
Undefined	2.13%	2.51%	0%

	Council Workforce 2014/15	Council Workforce 2013/14	2011 Census
Female	54.26%	55.17%	51%
Male	45.74%	44.83%	49%

ii. Recruitment Activity

For these indicators, to enable a meaningful comparison between the information for 2014/15 and the information produced in previous years data is shown both for applications for directly employed Council posts only and for posts including those within Alive Management Limited

and the Joint employee establishment (shown in the shaded boxes). Overall the figures show that for the third year running there has been an increase in the number of job applications processed by the HR team.

Unfortunately as previously reported this increase does not always result in quality candidates who meet the requirements of the job roles on offer. The HR team works closely with managers to ensure that candidates who do not meet key criteria are sifted out of the recruitment process at an early stage, thus saving time further through the process. This has contributed to the reduction in the number of candidates being shortlisted for interview, although the Council has still been able to make an appointment to the vast majority of posts advertised.

iii. Applications for Promotion

During 2014/15 the Council continued to offer a range of vacancies to existing employees on an 'internal only' basis, taking this approach to recruitment in circumstances where it is felt employees with suitable skills are already employed within the organisation. The results for 2014/15 with regards applications for promotion are broadly to those in 2013/14.

iv. Training and Development Activities

The monitoring information shows that during 2014/15 the number of employees receiving training remained broadly the same as in 13/14, despite a prediction in the last annual report that this might decrease. This has been a result of the continued expansion of the range of training delivered via e-learning, with a particular emphasis on courses covering health and safety issues, IT security, payment card industry requirements and data protection, along with the introduction of a range of new courses, covering topics such as procurement and contract management, political awareness and safeguarding adults.

v. The Number of Employees Refused Training

During 2014/15 there were no employees who were refused training. This compares to just one refusal of a request to attend an event during 2013/14 (which was refused, as the training requested was not relevant to the employee's job role or the needs of the service).

x. The Impact of Performance Assessments

The Council's performance management scheme assesses employees against definitions of 'exceeded', 'met' or 'partially met'. The results from the 2014/15 appraisal year are reported in the appendix 1. This information is shown as the number of staff achieving each grade – the reduction in numbers reported relates to the change in the number of staff directly employed by the Council.

xi. Grievance Procedures

It is pleasing to note that the number of formal grievances being brought forward by employees has remained low. There was just one such case within the Council's direct workforce during 2014/15 and in fact there were no grievances within Alive Management Limited or the joint employees during the same period.

xii. Disciplinary Procedures

They figures show that the number of disciplinary investigations undertaken during 2014/15 has remained broadly the same. However, had the new working arrangements for leisure not been introduced, the overall number of disciplinary cases would have been 27. Having reviewed the nature of the cases concerned, there does not appear to be any underlying theme or issue that requires further investigation, the number of cases is a result of Manager's response to specific issues/events which warrant formal intervention to resolve.

xiii. Employees Leaving the Council's Employment

The number of employees leaving the Council's employment during 2014/15 has slightly increased in comparison to the last two years. The total number of staff leavers including staff within Alive Management Limited and Joint employees during the year was 71.

Members are reminded that the high figure for 2010/11 includes employees who left as a result of the cost reduction programme and therefore does not reflect a normal year in terms of employee turnover.

4. Background Papers

- Statutory Code of Practice on the Duty to Promote Race Equality – A Guide For Public Authorities, produced by the Commission for Racial Equality
- Borough Council Equality Policy
- The Duty to Promote Disability Equality – Statutory Code of Practice – produced by the Disability Rights Commission

- Meeting the Gender Duty in Employment – Guidance for Public Authorities, produced by the Equal Opportunities Commission
- Good equality practice for employers: equalities policies, equality training and monitoring (Equality and Human Rights Commission 2010)

Employment Monitoring Information – 2014/15**1. The Number Of Employees In Post (Permanent, Fixed Term and Temporary Employees)****a. By Ethnic Origin**

	% of Workforce*					
	2015	2014	2013	2012	2011	2010
White	96.32	95.61	96.15	93.72	93.59	93.25
Other Ethnic Group	1.55	1.88	1.45	1.29	1.15	1.15
Undefined#	2.13	2.51	2.40	4.99	5.31	5.6

Undefined relates to those employees for whom data has not been collected

b. By Disability

	% of Workforce*					
	2015	2014	2013	2012	2011	2010
Employees with a Disability	4.46	4.23	3.21	2.58	2.5	2.7

c. By Gender

	% of Workforce*					
	2015	2014	2013	2012	2011	2010
Female	54.26	55.17	54.65	55.39	55.47	56.03
Male	45.74	44.83	45.35	44.61	44.53	43.97

* NB. Figures based on permanent, fixed term and temporary employees at 1st April each year

2. The Number Of Applicants For Employment

2.1 Applicants for Employment

a. By Ethnic Origin

Year		2014/15	2013/14	2012/13	2011/12	2010/11	2009/10
Number of Applicants	White	2469 (96.82%)	3063 (96.84%)	2145 (96.49%)	1393 (96.8%)	1383 (97.4%)	2623 (97.3%)
		3345 (96.43%)					
	Other ethnic groups	81 (3.18%)	100 (3.16%)	78 (3.51%)	46 (3.2%)	37 (2.6%)	74 (2.7%)
		124 (3.57%)					

NB. 2014/15 figures in white box relate to Council direct posts, figures in shaded box include Alive Mgt Ltd & Joint Employees

b. By Disability

Year		2014/15	2013/14	2012/13	2011/12	2010/11	2009/10
No of applicants with a disability		146 (5.73%)	202 (6.39%)	88 (3.96%)	35 (2.44%)	69 (4.86%)	123 (4.56%)
		184 (5.3%)					

NB. 2014/15 figures in white box relate to Council direct posts, figures in shaded box include Alive Mgt Ltd & Joint Employees

c. By Gender

Year		2014/15	2013/14	2012/13	2011/12	2010/11	2009/10
Number of Applicants	Female	1429 (56.04%)	1542 (48.75%)	1209 (54.39%)	542 (37.67)	557 (39.22%)	1151 (43%)
		1943 (56%)					
	Male	1121 (43.96%)	1621 (51.25%)	1014 (45.61%)	897 (62.34)	863 (60.78%)	1546 (57%)
		1526 (44%)					

NB. 2014/15 figures in white box relate to Council direct posts, figures in shaded box include Alive Mgt Ltd & Joint Employees

2.2. Applicants Shortlisted For Employment

a. By Ethnic Origin

Year		2014/15	2013/14	2012/13	2011/12	2010/11	2009/10
Number of Applicants shortlisted	White	311 (12.6%)	939 (30.66%)	606 (28%)	416 (30%)	457 (33%)	612 (23%)
		372 (11%)					
	Other ethnic groups	7 (8.64%)	28 (28%)	13 (17%)	7 (15%)	16 (43%)	18 (24%)
		10 (8%)					

NB. 2014/15 figures in white box relate to Council direct posts, figures in shaded box include Alive Mgt Ltd & Joint Employees

b. By Disability

Year	2014/15	2013/14	2012/13	2011/12	2010/11	2009/10
No of applicants with a disability shortlisted	16 (10.96%)	63 (31.19%)	26 (30%)	3 (9%)	13 (18%)	16 (13%)
	17 (9.24%)					

NB. 2014/15 figures in white box relate to Council direct posts, figures in shaded box include Alive Mgt Ltd & Joint Employees

c. By Gender

Year	2014/15	2013/14	2012/13	2011/12	2010/11	2009/10
Number of Applicants shortlisted	Female	409 (26.52%)	325 (27%)	168 (31%)	223 (40%)	254 (22.1%)
	158 (11.06%)					
	192 (13.44%)					
Male	161 (14.36%)	558 (34.42%)	294 (29%)	255 (28%)	863 (29%)	376 (24.3%)
	190 (16.95%)					

NB. 2014/15 figures in white box relate to Council direct posts, figures in shaded box include Alive Mgt Ltd & Joint Employees

2.3 Shortlisted Applicants Appointed

a. By Ethnic Origin

Year	2014/15	2013/14	2012/13	2011/12	2010/11	2009/10
Number of shortlisted Applicants appointed	White	157 (16.72%)	174 (28.7%)	138 (33.2%)	159 (34.8%)	185 (30.2%)
	93 (29.9%)					
	133 (35.75%)					
Other ethnic groups	3 (42.86%)	1 (3.57%)	2 (15.4%)	2 (28.5%)	3 (18.8%)	2 (11.1%)
	3 (30%)					

NB. 2014/15 figures in white box relate to Council direct posts, figures in shaded box include Alive Mgt Ltd & Joint Employees

b. By Disability

Year	2014/15	2013/14	2012/13	2011/12	2010/11	2009/10
No of shortlisted applicants with a disability appointed	3 (18.75%)	2 (3.17%)	3 (11.5%)	2 (67%)	3 (23%)	3 (18.75%)
	4 (23.53%)					

NB. 2014/15 figures in white box relate to Council direct posts, figures in shaded box include Alive Mgt Ltd & Joint Employees

c. By Gender

Year	2014/15	2013/14	2012/13	2011/12	2010/11	2009/10
Number of shortlisted	Female	66 (16.14)	88 (27.1%)	60 (35.7%)	77 (34.5%)	82 (32.3%)
	29 (18.35%)					
	56 (29.17%)					

appoin ted	Male	67 (41.61%)	92 (16.49%)	88 (29.9%)	80 (31.2%)	85 (34%)	105 (27.9%)
		80 (42.11%)					

NB. 2014/15 figures in white box relate to Council direct posts, figures in shaded box include Alive Mgt Ltd & Joint Employees

3. The Number Of Applicants For Promotion

a. By Ethnic Origin

2014/15	Ethnic Group	Applied For Promotion	Shortlisted For Promotion	Achieved Promotion
	White	82	78 (95%)	44 (56%)
	Other Ethnic Group	1	1 (100%)	1 (100%)
	Undefined	0	0	0

2013/14	Ethnic Group	Applied For Promotion	Shortlisted For Promotion	Achieved Promotion
	White	111	83 (75.68%)	35 (42.17%)
	Other Ethnic Group	1	1 (100%)	0
	Undefined	0	0	0

2012/13	Ethnic Group	Applied For Promotion	Shortlisted For Promotion	Achieved Promotion
	White	146	124 (85%)	54 (44%)
	Other Ethnic Group	0	0	0
	Undefined	0	0	0

2011/12	Ethnic Group	Applied For Promotion	Shortlisted For Promotion	Achieved Promotion
	White	168	143 (85%)	57 (40%)
	Other Ethnic Group	1	1 (100%)	1 (100%)
	Undefined	0	0	0

2010/11	Ethnic Group	Applied For Promotion	Shortlisted For Promotion	Achieved Promotion
	White	147	105 (71%)	39 (37%)
	Other Ethnic Group	1	1 (100%)	0
	Undefined	0	0	0

2009/10	Ethnic Group	Applied For Promotion	Shortlisted For Promotion	Achieved Promotion
	White	176	130 (74%)	52 (40%)
	Other Ethnic Group	1	1 (100%)	0
	Undefined	0	0	0

b. By Disability

Year	Applied For Promotion	Shortlisted For Promotion	Achieved Promotion
2014/15	3	2	0
2013/14	3	2	0
2012/13	2	2	0
2011/12	3	2	2
2010/11	2	2	0
2009/10	5	4	1

c. By Gender

Year	Gender	Applied For Promotion	Shortlisted For Promotion	Achieved Promotion
2014/15	Female	44	42 (95.45%)	22 (55.38%)
	Male	39	37 (94.87%)	23 (62.16%)
2013/14	Female	51	44 (86.27%)	20 (45.45%)
	Male	61	40 (65.57%)	15 (37.50%)
2012/13	Female	83	72 (87%)	24 (33%)
	Male	63	52 (83%)	30 (58%)
2011/12	Female	69	66 (96%)	29 (44%)
	Male	100	77 (77%)	28 (36%)
2010/11	Female	54	49 (91%)	22 (45%)
	Male	94	57 (61%)	17 (30%)
2009/10	Female	87	70 (80%)	30 (43%)
	Male	90	61 (68%)	22 (36%)

4. The Number Of Applicants For Training

a. By Ethnic Origin

	% of Staff per Group Receiving Training					
	2014/15	2013/14	2012/13	2011/12	2010/11	2009/10
White	93.76%	96.56%	72.8%	93.5%	86.5%	81.9%
Other Ethnic Group	100%	100%	78%	75%	100%	100%
Undefined*	100%	93.75%	83%	96.8%	97%	84.6%

b. By Disability

	% of Staff per Group Receiving Training					
	2014/15	2013/14	2012/13	2011/12	2010/11	2009/10
Employees with a disability receiving training	82%	81%	55%	87.5%	87.5%	58%

c. By Gender

	% of Staff per Group Receiving Training					
	2014/15	2013/14	2012/13	2011/12	2010/11	2009/10
Female	91%	96%	72.1%	93.6%	84.8%	77.4%
Male	98%	99.3%	76.3%	93.4%	91%	87.6%

5. The Number Of Employees Receiving Training

During 2014/15 there were no cases where a request for training was refused. During both the 2013/14 and 2012/13 years there was one request for training that was refused. In all other years there have been no instances where requests for developmental training have been refused.

6. The Number Of Employees Who Benefit Or Suffer Detriment As A Result Of Performance Assessment Procedures

a. By Ethnic Origin

2014/15	Performance Rating		
Ethnic Group	Exceeded	Met	Partially Met
White	47	394	12
Other Ethnic Group	0	5	0
Undefined	2	8	0

2013/14	Performance Rating		
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Ethnic Group	Exceeded	Met	Partially Met
White	52	497	13
Other Ethnic Group	0	12	0
Undefined	0	16	0

2012/13	Performance Rating		
Ethnic Group	Exceeded	Met	Partially Met
White	43	509	9
Other Ethnic Group	0	7	0
Undefined	2	13	0

2011/12	Performance Rating		
Ethnic Group	Exceeded	Met	Partially Met
White	24	529	10
Other Ethnic Group	0	7	0
Undefined	1	29	1

2010/11 – PrP Not Paid

2009/10	Performance Rating		
Ethnic Group	Exceeded	Met	Partially Met
White	31	535	20
Other Ethnic Group	1	6	0
Undefined	3	31	0

b. By Disability

Employees with a disability	Performance Rating		
	Exceeded	Met	Partially Met
2014/15	1	19	1
2013/14	1	26	1
2012/13	0	20	0
2011/12	0	16	0
2010/11	PrP Not Paid		
2009/10	2	12	1

c. By Gender

Year	Gender	Performance Rating		
		Exceeded	Met	Partially Met
2014/15	Female	33	219	8
	Male	16	188	4
2013/14	Female	28	282	4
	Male	24	243	9
2012/13	Female	27	283	3
	Male	18	246	6
2011/12	Female	19	309	4
	Male	6	256	7
2010/11	Female	PrP Not Paid		
	Male			
2009/10	Female	19	319	12
	Male	16	253	8

7. The Number Of Staff Involved In Grievance Procedures

a. By Ethnic Origin

	Number of Grievances					
Ethnic Group	2014/15	2013/14	2012/13	2011/12	2010/11	2009/10
White	1	1	7	1	3	2
Other Ethnic Group	0	0	0	0	0	0
Undefined	0	0	0	0	0	0

b. By Disability

	Number of Grievances					
	2014/15	2013/14	2012/13	2011/12	2010/11	2009/10
Cases involving employees with a disability	0	0	1	0	0	0

c. By Gender

	Number of Grievances					
	2014/15	2013/14	2012/13	2011/12	2010/11	2009/10
Females	0	1	5	1	2	0
Males	1	0	2	0	1	2

8. The Number Of Staff Involved In Disciplinary Procedures

a. By Ethnic Origin

	Number of Disciplinary Procedures					
Ethnic Group	2014/15	2013/14	2012/13	2011/12	2010/11	2009/10
White	15	14	24	6	17	19
Other Ethnic Group	2	1	0	1	0	0
Undefined*	0	0	0	0	0	0

b. By Disability

	Number of Disciplinary Procedures					
	2014/15	2013/14	2012/13	2011/12	2010/11	2009/10
Cases of employees with a disability	0	0	0	0	0	0

c. By Gender

	Number of Disciplinary Procedures					
	2014/15	2013/14	2012/13	2011/12	2010/11	2009/10
Females	5	5	3	0	4	12
Males	12	10	21	7	13	7

9. The Number Of Employees Who Cease To Be Employed By The Authority

a. By Ethnic Origin

	Number of Leavers					
Ethnic Group	2014/15	2013/14	2012/13	2011/12	2010/11	2009/10
White	49	50	79	62	97	51
Other Ethnic Group	3	0	0	2	1	4
Undefined	2	1	3	6	5	5

b. By Disability

	Number of Leavers					
	2014/15	2013/14	2012/13	2011/12	2010/11	2009/10
Leavers with a disability	3	0	3	2	3	4

c. By Gender

	Number of Leavers					
	2014/15	2013/14	2012/13	2011/12	2010/11	2009/10
Female	27	22	42	39	49	38
Male	27	29	34	31	54	22

RESOURCES AND PERFORMANCE PANEL WORK PROGRAMME 2015/2016

2 June 2015

- 2014/2015 Full Year Performance Monitoring Report – B Box
- 2014/2015 Full Year Action Report – B Box
- Q4 2014/2015 Corporate Business Plan Monitoring Report – B Box

23 June 2015

- Staff Sickness Absence 2014/2015 – D Clack

21 July 2015

- 2015/2016 Performance Indicator Target Setting Report – B Box
- Employment Monitoring Annual Report – B Box
- Asset Management Report (six monthly update) – M Henry, Property Services Manager

1 September 2015

- Hunstanton Sailing Club Progress Report – J Curtis
- Formal Complaints against the Borough Council 1 April 2014 – 31 March 2015

29 September 2015

- Corporate Communications – Annual Update – S Clifton, H Howell, A Howell
- Q1 2015/2016 Performance Monitoring Report – B Box
- Q1 2015/2016 Action Report – B Box
- Q1 2015/2016 Corporate Business Plan – B Box

27 October 2015

- Update report on Improving Attainment in West Norfolk – I Burbidge

24 November 2015

- Q2 2015/16 Performance Monitoring Report – B Box
- Q2 2015/2016 Action Report – B Box
- Q2 2015/2016 Corporate Business Plan Monitoring Report

5 January 2016

- Presentation on Sickness Absence Management – D Clack
- Asset Management Report (six monthly) – M Henry, Property Services Manager

26 January 2016

- Progress Report on Corporate Apprenticeship Scheme – B Box
- Employment Monitoring Report – B Box

23 February 2016

- 2014/15 Q3 Performance Monitoring Report

22 March 2016

- Hunstanton Sailing Club Progress Report – J Curtis
- Asset Management Report (six monthly update) – M Henry, Property Services Manager

FORTHCOMING ITEMS

Presentations from Corporate Project Groups

Corporate Communications – Annual Update – S Clifton, H Howell, A Howell (September 2016)

Hunstanton Sailing Club Progress Report – six monthly basis (September 2015/March 2016)

Asset Management Report (six monthly) – M Henry, Property Services Manager (July 2015/January 2016)

Update Report on Improving Attainment in West Norfolk – Annual Basis – I Burbidge (October 2016)

Members Training Programme 2016/2017

Project Management/cost

FORWARD DECISIONS LIST

Date of meeting	Report title	Description of report	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
28 July 2015	Contract Standing Orders Update		Non	Council	Leader Asst Dir – L Gore		Public
	Treasury Outturn report		Key	Cabinet	Leader Asst Dir – L Gore		Public
	Freebridge Community Housing – Council Representation		Non	Cabinet	Housing & Community Chief Executive		Public
	Constitutional Matters Member/Officer Protocol Planning Protocol Standing Orders Update		Non	Council	Leader Chief Executive		Public
	HLF - The Green, Hunstanton		Key	Cabinet	Regeneration Chief Executive		Public

Date of meeting	Report title	Description of report	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
9 September 2015	The Statement of Community Involvement		Non	Cabinet	Development Exec Director G Hall		Public
	Corporate Business Plan 2015-19		Key	Council	Chief Executive		Public
	Annual Governance Statement		Non	Council	Exec Director – D Gates		Public
	Review of the Effectiveness of the Audit Committee		Non	Cabinet	Leader Asst Exec Dir – L Gore		Public
	Residential Caravan Site Licensing	Report following consultation process	Non	Council	Housing and Community Chief Executive		Public
	Electoral Review		Key	Council	Leader Chief Executive		Public

	Brancaster Parish Neighbourhood Plan		Non	Council	Development Exec Dir – G Hall		Public
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