

Borough Council of
**King's Lynn &
West Norfolk**



Corporate Performance Panel

Agenda

Monday, 10th September, 2018
at 6.00 pm

in the

**Council Chamber
Town Hall
Saturday Market Place
King's Lynn
PE30 5DQ**



King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX
Telephone: 01553 616200
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31 August 2018

Dear Member

Corporate Performance Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Monday, 10th September, 2018 at 6.00 pm** in the **Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. Apologies

2. Minutes (Pages 6 - 33)

To approve the minutes from the Corporate Performance Panel held on 17 July 2018.

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 discussed.

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

4. Urgent Business Under Standing Order 7 (Pages 34 - 44)

To consider any business which, by reason of special circumstances, the Chairman proposed 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. Hunstanton Lawn Tennis Courts (Pages 45 - 52)

8. Council Tax Discounts 2018/2019 and 2019/2020 (Pages 53 - 59)

9. Annual Equalities Update (Page 60)

10. Exclusion of Press and Public

To consider passing the following resolution:

“That under Section 100(A)(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 2 and 3 of Part 1 of Schedule 12A to the Act”.

**11. EXEMPT REPORT: Hunstanton Sailing Club - Update Report
(Pages 61 - 62)**

12. Cabinet Forward Decisions List (Pages 63 - 67)

13. Committee Work Programme 2018/2019 (Pages 68 - 71)

To note the Committee's Work Programme for 2018/2019..

14. FOR INFORMATION ONLY - Annual Employment Monitoring Report 2017/2018 (Pages 72 - 85)

15. Date of Next Meeting

To note that the date of the next meeting of the Corporate Performance Panel will take place on 22 October 2018.

To:

Corporate Performance Panel: B Ayres, P Beal, J Collop, G Howman, H Humphrey (Chairman), J Moriarty, A Morrison, D Pope, T Tilbrook and D Tyler

Portfolio Holders:

Item 7: Councillor Mrs E Nockolds – Culture Heritage and Health
Item 8: Councillor B Long – Leader
Item 9: Councillor B Long – Leader
Item 11: Councillor P Hodson - Performance

The following officers have been invited to attend for the items listed below:

Item 7: C Bamfield, Executive Director – Commercial Services
Item 8: Jo Stanton – Revenues and Benefits Manager
Item 9: Becky Box – Policy, Performance and Personnel Manager
Item 11: O Paparega - Regeneration, Heritage & Economic Development
Manager
J Curtis – Regeneration Programmes Manager

Management Team Representative:

D Gates, Executive Director – Central and Community Services

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK**CORPORATE PERFORMANCE PANEL**

Minutes from the Meeting of the Corporate Performance Panel held on Tuesday, 17th July, 2018 at 6.00 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: Councillor H Humphrey (Chairman)
Councillors B Ayres, P Beal, R Bird, J Collop, D Pope,
T Tilbrook (Vice-Chairman) and D Tyler

Portfolio Holders

Councillor B Long – Leader
Councillor I Devereux - Environment

Officers:

Becky Box – Policy, Performance and Personnel Manager
Barry Brandford – Waste and Recycling Manager
Ray Harding, Chief Executive
Honor Howell – Assistant Director, Central and Community Services

CP15 APOLOGIES

Apologies for absence were received from Councillors G Howman, J Moriarty, A Morrison and T Wing-Pentelow..

CP16 MINUTES

The Minutes of the Corporate Performance Panel held on 21 May 2018 were agreed as a correct record and signed by the Chairman.

Councillor Collop stated that the Panel had voted that verbal presentations should not be allowed. The Chairman explained that the presentations today were accompanied by slides that would be attached to the Minutes.

CP17 DECLARATIONS OF INTEREST

There were no declarations of interest.

CP18 URGENT BUSINESS UNDER STANDING ORDER 7

There was no urgent business.

CP19 MEMBERS PRESENT PURSUANT TO STANDING ORDER 34

There were no Members present under Standing Order 34.

CP20 **CHAIRMAN'S CORRESPONDENCE (IF ANY)**

There was no Chairman's correspondence.

CP21 **PERFORMANCE INDICATOR C02 - TOTAL WASTE RECYCLED AND COMPOSTED (TONNAGE)**

The Panel received a presented from the Waste and Recycling Manager (a copy of which is attached to the Minutes).

The Waste and Recycling Manager and Portfolio Holder - Environment responded to questions relating to:

- Net revenue income (£1m per annum) generated from the Garden Brown Bin service.
- Recycling Centres – change in service of which items can be deposited/not deposited.
- Impact of fly tipping and robust monitoring arrangements in place to identify any trends.
- Income generated from Bulky Items collection service.
- Recycling of paper.

The Chairman, Councillor Humphrey thanked the Waste and Recycling Manager for his informative and useful presentation.

CP22 **REVIEW OF EFFECT OF CLOSURE OF DOWNHAM MARKET AND HUNSTANTON AREA OFFICES**

The Panel received a presentation (copy attached) from the Assistant Director – Central and Community Services.

The Assistant Director responded to questions relating to:

- Staff based at King's Court who worked at Downham Market/Hunstanton on a rota basis.
- Role of Visiting Officer.
- Importance of the telephone service to be available to those customers who were unable to access the Council's services on-line.
- Facility for customers to post or scan documents.

In response to questions and comments from Councillor J Collop, the Leader, Councillor Long outlined the reasons why the decision had been taken to close the two area offices and added that other rural areas did not have an area office and therefore accessed the Council's services either by telephone, the internet or an appointment at the King's Court offices. The importance of providing a uniform service across the Borough was highlighted.

The Chairman, Councillor Humphrey thanked the Assistant Director for attending and providing the Panel with an update.

CP23 **CORPORATE BUSINESS PLAN MONITORING REPORT Q4 2017/18**

In presenting the report, the Policy, Performance and Personnel Manager explained that the Corporate Business Plan monitoring report had been developed to demonstrate progress against the Council's Corporate Business Plan. It was noted that the report contained information on the progress made on the key actions up to the end of Quarter 4 2017/18.

The Panel was informed that there were currently 42 agreed actions being undertaken to progress the Council's Corporate Business Plan. The 2017/18 Q4 monitoring report indicated that 35 of the actions are progressing well, 7 new key actions had been added and 3 actions had been completed.

Members were advised that 27 actions had been completed from Q4 2015/16 to Q4 2017/18.

In response to questions on Priority 1: Progress towards £3.1m savings required by 2015-2020 identified in the Financial Plan for 2015-2010, the Policy, Performance and Personnel Manager explained that the target was cumulative and that the target was long term until 2020. The savings identified in the Financial Plan for the period 2015 to 2020 were banked on an annual basis.

Following questions on Priority 4: Footfall in King's Lynn Town Centre compared to the same quarter in the previous year, the, Policy, Performance and Personnel Manager outlined the combination of factors which had led to a decrease in footfall in King's Lynn during the period January to March 2018.

In response to questions relating to Grounds Maintenance and maintaining sustainable levels of service delivery that meets the needs of the community, the Chief Executive outlined the issues being experienced with the recruitment of temporary seasonal contracts and the steps being taken to make a number of posts permanent in order to retain employees. The Policy, Performance and Personnel Manager explained that the Borough Council was working with the Department of Work and Pensions to develop a scheme to encourage younger age groups to apply for grounds maintenance posts when vacancies were advertised.

The Leader, Chief Executive and Policy, Performance and Personnel Manager responded to questions relating to the Growth in Business Rates target which was reported on an annual basis.

Following questions from Councillor J Collop on the improvements to the train services for King's Lynn to Cambridge, the Leader provided an overview of the improvements driven by the Borough Council had undertaken to improve services and frequency of trains to and from King's Lynn.

In response to a question from Councillor Tilbrook on the Cost Reduction Programme, the Chief Executive agreed that Members could view the plan.

Councillor J Collop commented on the number of vacant retail units in the Town Centre and whether the Council would try to establish a lesser rent to encourage potential new businesses to trial their service/produce to ensure that the town centre remained vibrant. In response, the Leader advised that other town centres across the country had a number of empty retail units and gave examples of recent visits he had made to Cambridge and Coventry. The Leader explained that the units in the ownership of the Borough Council could be looked at to see if lower rents could be offered to fill vacant units and that the decision would need to be taken on a case by case basis with the Portfolio Holder and Property Services Manager.

The Chairman, Councillor Humphrey commented that it was pleasing to see that KLIC was currently running at 85% occupancy and that proposals were being developed for KLIC 2. The Chairman recommended that Members visit the Council's website: www.investwestnorfolk.gov.uk which was used as a platform for e-marketing for the Enterprise Zone as well as the promotion of West Norfolk to outside investors. The Leader concurred with the comments made by the Chairman and added that the aim was that businesses starting in the KLIC would grow and then build their own premises.

RESOLVED: The Panel reviewed the Q4 2017/18 Corporate Business Plan monitoring report.

CP24

CORPORATE PERFORMANCE MONITORING FULL YEAR 2017/18

The Policy, Performance and Personnel Manager presented the above corporate performance monitoring report which was in place to monitor progress against agreed performance indicators for the year. The report contained information on the corporate performance monitoring undertaken during 2017/18.

Members were reminded that Performance Indicators for 2017/18 had been agreed by Portfolio Holders and Executive Directors as the key performance measures for the year which covered all Directorates. It was explained that the monitoring report highlighted specific performance issues; where indicators had not met agreed targets they were drawn out into an Action Report, which provided additional detail

on what actions were being taken to correct performance that had a variance to target.

The Panel was advised that the 2017/18 monitoring report showed that 49% of targets had been met, and performance had improved against target for 16 indicators. It was noted that the percentage of indicators where performance had improved against the target for 2017/2018 remained similar to 2016/2017.

The Panel was invited to ask questions, a summary of which is set out below.

In response to questions on Corporate Projects and Assets and the target not being met, the Performance, Policy and Personnel Manager explained that the reasons were detailed in the Action Report.

Following questions on the 7 targets which had not been met in the Central and Community Services Directorate, the Policy, Performance and Personnel Manager explained that there were a wide range of services which were provided in this Directorate and added that the actions referenced with CC set out the details of why those targets had not been met.

The Chairman, Councillor Humphrey thanked the Policy, Performance and Personnel Manager for attending and presenting the report.

RESOLVED: The Panel:

- 1) Reviewed the Performance Monitoring Report.
- 2) Agreed the actions outlined in the Action Report.

CP25 **CORPORATE PERFORMANCE MONITORING – TARGET SETTING FOR 2018/19**

The Policy, Performance and Personnel Manager reminded Members that the Council's Performance Management Framework included quarterly monitoring and reporting of performance. Each quarterly performance report was presented to the Corporate Performance Panel.

It was noted that the report provided an overview of the corporate performance monitoring indicators and associated targets which had been set for the 2018/19 year.

Members' attention was drawn to the key issues section of the report.

The Policy, Performance and Personnel Manager referred to the Addendum to the report which had been published separately and explained that Performance Indicator CC4 – telephone satisfaction

rates, will be withdrawn from the 2018/19 indicator set for the following reason:

The CIC previously collected customer satisfaction data once a month, but take up from customers had been low. The CIC was now looking at new telephony software which incorporated a customer satisfaction module which will automate the process. Customers will be given the option to take part in the survey before they speak to an advisor, this will result in advisors not being able to decide themselves who to put through to the survey.

Members were reminded that following the Scrutiny Review it was agreed that Panels would consider their own performance indicators and be encouraged to monitor progress in line with corporate objectives through that route. However, the Panel was reminded that the Corporate Performance Panel would continue to monitor all indicators in order to ensure a corporate overview of performance was maintained.

The Panel was invited to ask questions, a summary of which is set out below.

In response to questions relating generally to the targets set, the Policy, Performance and Personnel Manager explained that the performance targets were discussed and agreed with the Executive Directors and Portfolio Holders based on a realistic assessment of what could be achieved within the resource available. In response to a question relating to CC1: Staff turnover, which was felt to be high, the Policy, Performance and Personnel Manager explained that in her opinion, 10% represented a healthy turnover rate. The Panel was advised that in the past the level of staff turnover had been higher and that the current level set at 10% allowed new skills and expertise to be recruited to the authority.

Following questions relating to CC2: Average no of working days lost due to sickness absence per FTE employee, the Policy, Performance and Personnel Manager explained that the Council had undertaken a significant amount of work to reduce the level of sickness and provided an overview of the steps that had been taken. The Panel was informed that a benchmarking exercise was undertaken with other Norfolk Local Authorities and advised that the Borough Council did not have the highest level of sickness per FTE. The Leader added that there were a number of serious long term illnesses which did therefore affect the figures reported. It was noted that each case was dealt with on an individual.

In response to questions relating to C04: % of rent arrears on industrial estates, the Policy, Performance and Personnel Manager explained that last year there were specific units which were unoccupied which were reported on the Action Report and advised that the Panel could, if it so wished, invite the Property Services Manager to

a future meeting to provide information on the changes in the market. The Chief Executive advised that robust monitoring arrangements were in place and where appropriate relevant action had been taken.

Following questions on EP3a – Processing of major development applications and EP3c % of decisions on applications for major development that have been overturned at appeal, measured against the total number of major applications determined, the Chief Executive advised that 10% target for EP3c was a Government target, which would remain at 10% for 2018/2019. It was highlighted that this was a maximum figure not to be exceeded. The Chief Executive explained that on average approximately 5 – 6% of major appeals went to appeal.

With regard to questions on FS4: Number of days to process new benefit claims and the target set at 21 days, the Chief Executive explained that the figures were looked at on a weekly basis and currently claims were being processed within 17 days. The Panel was advised that a new IT system had been procured and there would be minimum disruption changing from the old to the new system. The target for 2018/2019 would be reviewed. The Leader added that 21 days was in line with the national average for processing a claim.

Following questions in relation to EP3d: % of decisions on applications for non-major development that have been overturned at appeal, measured against total number of non-major applications determined and EP8: % of planning appeals allowed, the Chief Executive undertook to liaise with the Planning Service Area and circulate the information direct to the Panel. The Leader explained that EP3d target of 10% related to major applications and EP8 target of 35% related to general applications.

RESOLVED: The Panel reviewed and noted the Council's proposed performance indicators and targets for the 2018/19 year. Performance against these indicators will be reported to this Panel via the quarterly Performance Monitoring report and associated Action Report.

CP26 **CABINET FORWARD DECISION LIST**

The Panel received and noted the Forward Decision List.

CP27 **PANEL WORK PROGRAMME 2018/2019**

The Chairman invited Members to forward any items for inclusion on the Panel Work Programme.

The Chairman advised that he would forward items to the Democratic Services Officer for consideration at the next sifting meeting.

CP28 **DATE OF NEXT MEETING**

The next meeting of the Corporate Performance Panel will be held on Monday 10 September 2018 at 6.00 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

The meeting closed at 7.53 pm

Waste Performance Indicators

Barry Brandford
Waste & Recycling Manager

Why measure data?

205

- Enables us to compare trends
- Enables us to check against forecasts & targets
- Enables us to compare against others

Data Available

- Waste Data Flow
- Contract Weighbridge Data
- Bin Sales Data
- Contamination of Recycling Data

Home Reports Log Off Help

User : barry.brandford@btinternet.com

This is the primary reporting page for Waste Data Flow. Please select a report, one or more authorities and one or more periods and then click Run Report. More detail is available by clicking the Help Button. ?

Report Selection

National Region: England Wales NI Scotland

Report Type: PI Analytical Raw Data

Period Type: Quarterly Annual

Report: Q100 PI Summary (WCA) [v]

Run Report

Select Authority

List: Eastern [v] [Select]

- Breckland Council
- Broadland District Council
- Great Yarmouth Borough Council
- Kings Lynn and West Norfolk Borough Council
- North Norfolk District Council
- Norwich City Council
- South Norfolk Council

[Search] [Remove] [Clear]

Select Periods

Available Periods:

- Apr 18 - Jun 18
- Jan 18 - Mar 18
- Oct 17 - Dec 17
- Jul 17 - Sep 17
- Jan 17 - Mar 17
- Oct 16 - Dec 16
- Jul 16 - Sep 16
- Apr 16 - Jun 16
- Jan 16 - Mar 16
- Oct 15 - Dec 15
- Jul 15 - Sep 15
- Apr 15 - Jun 15
- Jan 15 - Mar 15

Selected Periods: Apr 17 - Jun 17

[>>] [>] [;<] [;<<]

207

Waste Data Flow

Powerful & Definitive but Late

	Tonnages		
	Budget	Actual	Variance
Gt Yarmouth	9,336	8,655	-681
Breckland	11,481	11,890	409
Broadland	11,481	11,962	481
North Norfolk	10,757	10,985	228
Norwich City	11,012	11,313	301
South Norfolk	12,401	13,018	617
King's Lynn	14,554	15,070	516

Contract Data

Monthly Accurate, Timely & Useful

Brown Bin Sales Data

- Sales target generally set annually
- Links to budget
- Links to contract payments to Kier
- High Value to the council

Feb-18	07/02/2018	Wed	TWO	2	69.32	14.73	21.2%
Feb-18	07/02/2018	Wed	TWO	1	67.49	10.38	15.4%
Feb-18	13/02/2018	Tue	ONE	1	71.06	9.41	13.2%
Feb-18	13/02/2018	Tue	ONE	2	77.92	11.54	14.8%
Feb-18	12/02/2018	Mon	ONE	1	70.29	20.05	28.5%
Feb-18	12/02/2018	Mon	ONE	2	64.97	16.37	25.2%
Mar-18	06/03/2018	Tue	TWO	1	73.82	10.79	14.6%
Mar-18	06/03/2018	Tue	TWO	2	64.36	10.33	16.1%
Mar-18	07/03/2018	Wed	TWO	1	63.95	11.24	17.6%
Mar-18	07/03/2018	Wed	TWO	2	66.68	16.63	24.9%
Mar-18	09/03/2018	Fri	TWO	1	73.03	13.47	18.4%
Mar-18	09/03/2018	Fri	TWO	2	76.76	10.63	13.8%
Mar-18	13/03/2018	Tue	ONE	1	81.21	19.50	24.0%
Mar-18	12/03/2018	Mon	ONE	1	72.52	13.67	18.8%
Mar-18	12/03/2018	Mon	ONE	2	76.48	17.67	23.1%
Mar-18	13/03/2018	Tue	ONE	2	79.97	13.29	16.6%

Contamination Data

Monthly, links to contract payments

Can be undertaken at individual collection round level

Shows effectiveness of interventions

Data Health Check

- How many Easters are in a financial year
- What has the weather been like
- Major sporting events or national celebrations
- Marketing Campaigns
- Interventions at the household level

Conclusion

- Data from Waste Data Flow is good for comparisons
- Greater interest in data that links to budget performance
- Data that is timely is more important

Downham Market & Hunstanton Offices – Closure Review

Honor Howell
Assistant Director, Central & Community Services

Borough Council of
King's Lynn &
West Norfolk



Background

- Downham Market and Hunstanton offices were open 2 days a week
- Increase in digital services
- DWP withdrawing from both offices
- No longer selling food waste bags
- Significant reduction in enquiries resulted in a poor use of staff time



- Report to CPP in July 2017
- Requested to carry out consultation with users and report back results
- Cabinet report in August 2017
- Closure date agreed as 30th September 2017
- Full Equalities Impact Assessment carried out and reviewed by the Corporate Equalities Group



Closure Action Plan

- Partners informed of changes
- All customers visiting the offices were advised of the closure
- Engaged with Communications Team
- Liaison with Property Services
- Arranged for transfer of TIC to King's Lynn



Equality Impact Assessment

- Withdrawal of a 'Community Hub'
- Some customers may be digitally excluded for a variety of reasons
- Customers potentially having to travel to King's Lynn instead of accessing services locally
- Elderly customers missing the contact with staff



Mitigating Actions

- Communication of alternative methods of contact
- Promotion of online services and the benefits they could bring
- Promotion of the Visiting Officer service
- Signposted customers to other agencies (Town and/or Parish Council)
- Promotion of the Community Information Points



Customer Feedback

- Results of consultation indicated customers would use the telephone as alternative method of contact
- Some negative comments and correspondence sent to members
- Listened to customers views and tried to offer alternatives
- Focused on potential barriers to accessing services and not resistance to change



After Closure

- Increase in telephone calls
- All equipment returned to King's Court
- Property Services investigating future use of premises
- Hunstanton – part of One Public Estate project
- Downham Market – still discussing lease arrangements with NCC



Customers

- Very little feedback following the closure
- Comments focused on concerns about travelling to King's Lynn to supply documentation
- Can be posted but some customers prefer not to
- Can be scanned and emailed or photographed and uploaded
- Visiting Officer visit if required



Conclusion

- Closure has freed resource for the very busy Contact Centre
- Some negativity from customers
- No significant issues
- Communications plan worked well
- CIC worked hard to ensure as little inconvenience as possible for customers



- Questions?

REPORT TO CABINET

Open (exempt appendices)		Would any decisions proposed :		
Any especially affected Wards	Mandatory/	Be entirely within Cabinet's powers to decide	YES	
	Discretionary /	Need to be recommendations to Council	NO	
	Operational	Is it a Key Decision	NO	
Lead Member: Cllr Adrian Lawrence & Cllr Beales E-mail:		Other Cabinet Members consulted:		
Lead Officer: Nikki Patton E-mail: Nikki.patton@west-norfolk.gov.uk Direct Dial: 01553 616726		Other Members consulted:		
Lead Officer: Nikki Patton E-mail: Nikki.patton@west-norfolk.gov.uk Direct Dial: 01553 616726		Other Officers consulted: Chief Executive/Assistant Director - Finance & Resources		
Financial Implications YES	Policy/Personnel Implications NO	Statutory Implications	Equal Impact Assessment YES If YES: Pre-screening/ Full Assessment	Risk Management Implications YES
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is paragraph three Appendix A & B are exempt				

Date of meeting: 18th September 2018

ACCELERATED CONSTRUCTION PROGRAMME

<p>Summary</p> <p>This report provides information on the funding offered to BCKLWN in August 2018 through the Accelerated Construction Programme (ACP). The programme has been established by Central Government to support Local Authorities to unlock barriers to delivery on public sector land on which housing can be delivered.</p> <p>The Council has been offered grant funding on seven sites. This is subject to final negotiation and acceptance of terms by the Council. The purpose of the report is to seek approval to accept the grant on each of the seven sites and inform the Cabinet of the requirements of the grant funding.</p> <p>Recommendation</p> <p>It is recommended that:-</p> <ol style="list-style-type: none"> 1. The Council formally accepts the total sum of £9,814,567(minimum amount offered could be subject to change) offered to the Council by Homes England under the Accelerated Construction Programme. 2. Cabinet delegates to the Chief Executive in consultation with the Housing and Community Portfolio Holder and the Corporate Projects & Assets Portfolio Holder : <ol style="list-style-type: none"> a. The Authority to negotiate and agree the final terms of contract with Homes England under which the grant will be accepted. b. Authority to negotiate and agree with the College of West Anglia(COWA) a development option/ agreement to deliver the COWA site in conjunction with the adjacent Council owned site. c. Spend of the Accelerated Construction Programme grant in
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- accordance with the terms of the contract with Homes England.
- d. The Authority to the Legal Services Manager to agree and complete any necessary and relevant legal documentation.

Reason for Decision

The recommendations will ensure that the opportunity presented by the Accelerated Construction Programme to accelerate housing delivery in the Borough will be fully realised and will ensure that the Council will be able to bring forward sites on land owned by the Council at a pace that would ordinarily not have been achievable.

1.0 Background

- 1.1 Central Government announced the Accelerated Construction Programme in February 2017. The funding is designed to provide a tailored package of support to ambitious Local Authorities develop land in their ownership at pace. The programme aims to deliver up to 15,000 housing starts on central and local public sector land in this parliament through £1.7 billion of investment. The fund aims to make best use of public sector land and assist local authorities in unlocking greater benefits from their land.
- 1.2 At the time the Council submitted an Expression of Interest under the programme and were informed in August 2017 that seven sites had been selected to proceed to further due diligence stages to establish the viability and technical requirements of each site. Since this announcement, officers from the Council have continued to engage with Homes England in the process.
- 1.3 On the 6th August 2018 the Council received confirmation from Homes England that all seven sites were identified as being suitable and with a funding offer of grant attached to each site. No other Authority, successful under the programme in the East of England has received an offer on so many sites. Whilst each site has been offered an individual grant amount (see Appendix A), the total offer of grant funding equates to £9,814,567.

2.0 The Accelerated Construction Programme Grant Offer

- 2.1 The grant can be used to fund site enabling and infrastructure works that unlocks barriers to development and allows housing to be developed. The sites must be owned and in the control of Local Authorities.
- 2.2 The grant has been offered on a per scheme basis. Homes England has arrived at a tailored funding proposal for each site against the objectives Ministers set out for accelerated construction. This includes the grant offer, and expectations around the pace of construction ie utilising Modern Methods of Construction (MMC).

- 2.3 A key requirement is that all infrastructure and enabling works funded must be completed and funding drawn down on an arrears basis by March 2021. The Council therefore need to have made a start on site by March 2021. Details of the requirements can be found in Appendix B.
- 2.4 The grant per scheme is to be claimed in arrears, with evidence of works having been carried out and/or costs incurred on eligible items, and with Section 151 officer sign off. Homes England have committed that the grant should be paid within 12 working days of a successful claim.
- 2.5 In return for the grant funding, Homes England are requiring that local authorities seek to bring forward the scheme:
- At the agreed pace (units constructed per month, between start of first unit and completion of final unit)
 - Using the agreed MMC (recorded as a % of units to be delivered using each MMC category)
 - In ways which help promote diversification in the industry (e.g. attracting new entrants and promoting growth in smaller and medium-sized housebuilders)
- 2.6 There is a minimum level of MCC that is required across all 7 sites. The level of MMC agreed for each site is dependent upon site specific constraints, viability issues and local supply issues. Full details of the level of MMC expected on each site will be contained within the final contract agreement. Officers are confident that the minimum level expected is achievable across all 7 sites. It is anticipated that on at least one of the sites, a standard that exceeds the maximum MMC level set by Homes England will be achieved.
- 2.7 The Council anticipates that the majority of the sites will be delivered through the existing Major Development Contract. The Private Rented units and Affordable units provided will be transferred to the Councils wholly owned housing companies.
- 2.8 **Negotiations**
As part of the offer the Council has the opportunity to negotiate with Homes England on key assumptions and requirements before signing a formal contract. It is expected that these negotiations take place imminently to allow final contracts to be agreed by 30th September 2018.
- 2.9 Homes England makes clear that any significant change in the operating environment or wider economy will trigger an opportunity to renegotiate the contract. Homes England will work with the Council to agree mitigations, understand the impact on delivery and revise

Funding Agreements where appropriate. This offers the Council flexibility in being able to manage risk.

2.11 **Claw back**

Homes England can choose to claw back the grant on a site by site basis, if the Council was to decide to dispose of a site. This would only be in the situation where the disposal value was more than the site value agreed as part of the final contract.

3.0 **Next Steps**

3.1 In order to ensure that the Council receives the grant funding it is imperative that the Council:

- Enters into negotiations with Homes England to finalise the terms of the offer on a per scheme basis and ensure that the Programme objectives are achieved.
- Confirms in writing to Homes England that the Council are accepting the grant setting out any amendments as a result of the negotiation period.
- Agrees a set of core delivery milestones surrounding delivery of the infrastructure and enabling works to be included within the Funding Agreement.
- Enters into a Short Form Funding Agreement (SFA) with Homes England. The funding agreement will set out the terms under which funding will be made available to the Council. Key Funding conditions are set out in Annex B attached. The expectation from Homes England is that this is **complete by 30th September 2018**.

3.2 As a recipient of the Grant, the Council will be required to assist Homes England by agreeing to submit a quarterly monitoring return. The return will also enable to the Council to submit grant claims and requests to funding profiles or milestones. Any variations sought will be subject to review and approval by Homes England, taking into account any impacts on value for money, affordability and deliverability.

4.0 **Risk Management Implications**

4.1 The potential risks and implications associated with the grant are discussed below:

- It is important that the commitment to deliver and to deliver at pace is managed and understood. There is a risk that values and costs

assumptions may change over the duration of the scheme, because of local and macro-economic variables.

- Homes England has confirmed that key changes in assumptions can trigger renegotiation. The Council will maintain dialogue throughout the Programme with Homes England and develop its own risk strategy as we have done with all major housing projects.
- The Council will follow the same Member approval process that is used for the Major Development Programme/sites.

5.0 Options Considered

- 5.1 There are two options to consider. The Council can chose to accept the grant from Homes England under the terms set our above or reject the grant and not proceed with the Accelerated Construction Programme.

6.0 Policy Implications

- 6.1 This Programme assists the Council in meeting its corporate objectives of housing and economic growth in the Borough. It will also help generate additional revenue income to the Council with stock held by the Councils newly established Private Rented and Affordable Housing companies.

7.0 Financial Implications

- 7.1 A full business case will need to be prepared for each site, including detailed development costs and funding arrangements and will be subject to separate reports to be considered by Cabinet. Homes England expects the Council to work closely with them as enabling works commence, to flag up as soon as possible any showstoppers and therefore minimise abortive works and costs. Under these circumstances Homes England would not expect the Council to return any grant. The Council is not committing at this stage to provide funds to develop the seven sites.

Personnel Implications

10.0 Statutory Considerations

- 10.1 There are no statutory implications.

11.0 Equality Impact Assessment (EIA)

(Pre screening report template attached)

11.1 There are no equality and diversity implications directly associated with this report.

Declarations of Interest / Dispensations Granted



**Pre-Screening Equality Impact
Assessment**

Name of policy/service/function					
Is this a new or existing policy/ service/function?		New / Existing (delete as appropriate)			
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service rigidly constrained by statutory obligations					
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age				
	Disability				
	Gender				
	Gender Re-assignment				
	Marriage/civil partnership				
	Pregnancy & maternity				
	Race				
	Religion or belief				
	Sexual orientation				
Other (eg low income)					
Question	Answer	Comments			
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	Yes / No				
3. Could this policy/service be perceived as impacting on communities differently?	Yes / No				
4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	Yes / No				
<p>5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section</p>	Yes / No	Actions:			
		Actions agreed by EWG member:			
Assessment completed by: Name					
Job title	Date				

Please Note: If there are any positive or negative impacts identified in question 1, or there any 'yes' responses to questions 2 – 4 a full impact assessment will be required.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Hunstanton Special Expenses



Special Expenses

Charges made to avoid double taxation.

Some services delivered by either a Parish Council or by principal local authorities – Borough/Unitary/County, etc

Typically local services – children’s play areas, playing fields, closed churchyards, open spaces, public toilets, footpaths, etc

Total Charges

Charges are made to 58 parishes and to King's Lynn

	£
Net in 2018/19	656,830
Of the total	
King's Lynn	474,620
Downham Market	80,400
Hunstanton	59,730

Hunstanton 2018/19 Charges

	£
Footway Lighting	640
Pavilions	13,240
Dog Bins	3,470
Grounds Maintenance	38,870
Play Areas	3,510
Special Expenses Cost	59,730
Central Government Support Grant	1,319
Special Expenses Charge	58,411
Tax Base 2018/19	<u>1,945</u>
2018/19 Band D Charge	<u>30.03</u>

(Note: excludes areas west of Cliff Parade and other tourist spaces)

Hunstanton Recreation Ground Charges

	£
Pavilion	13,240
Grounds Maintenance	29,480
Total	42,720

Costs retained by the Borough Council for tennis courts	11,316
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Options

- Continue current arrangements.
- Opportunities to increase tennis access.
- Discuss Town Council taking responsibility for management and maintenance of Pavilion and Recreation Ground including the tennis.

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	10 September 2018		
TITLE:	Council Tax Discounts 2018/2019 and 2019/2020		
TYPE OF REPORT:	Policy Development		
PORTFOLIO(S):	Leader		
REPORT AUTHOR:	Jo Stanton, Revenues and Benefits Manager		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY**PURPOSE OF REPORT/SUMMARY:**

This report covers three proposed changes to Council Tax discounts for 2018/2019 and 2019/2020. The first is a review of the one month, 100% discount for empty and unfurnished properties. The second is the increased premiums payable for long term empty properties. The third is the introduction of a 100% discount for care leavers. The first two changes are proposed to take effect starting from 1 April 2019, with the Care Leavers' discount starting from 1 April 2018.

KEY ISSUES:**Empty and Unfurnished Properties:**

The Council awards a 100% discount for one month for properties when they first become empty and unfurnished. This was reduced from three months from 1 April 2017. The one month discount has created a large administrative burden and causes disputes between landlords and tenants. This report considers removing the discount completely from 1 April 2019.

Long Term Empty Properties:

The government has recently legislated to allow councils to increase the premiums they charge for properties empty for more than two years from 50% to 100% from 1 April 2019 onwards. Late amendments to the Bill by the Lords introduced higher premiums for properties in subsequent years still empty after five and then ten years. This report outlines the changes and the potential impact on the taxbase.

Care Leavers:

Norfolk County Council has asked all Norfolk authorities to consider introducing a 100% discount for care leavers so they have no council tax to pay. The county will meet 75% of the cost of the discount. This report details the criteria and the implications for care leavers and the council.

OPTIONS CONSIDERED:

The Council can decide to do nothing and keep the discounts as they are, to make the recommended changes for 2018/2019 and 2019/2020, or to implement only some of the recommendations.

RECOMMENDATIONS:

- 1. The Panel considers supporting the proposal to remove the one month 100% discount for empty and unfurnished properties from 1 April 2019 and makes a recommendation to Cabinet (2.7)**

2. The Panel supports the maximum increases to the long term empty property premium starting from 1 April 2019 and makes a recommendation to Cabinet (3.8)
3. The Panel supports introduction of the Care Leavers' local discount from 1 April 2018 on the criteria listed in the report and makes a recommendation to Cabinet (4.10)

REASONS FOR RECOMMENDATIONS:

To ensure council tax discounts are reviewed and updated in line with recent changes

REPORT DETAIL

1. Introduction

- 1.1. The council has the power to vary the level of certain council tax discounts, and to introduce local discounts. Sections 2 and 4 of this report detail proposed changes to the empty and unfurnished discount, and the introduction of a new discount for care leavers.
- 1.2. Recent legislation now allows councils to charge higher premiums for long term empty properties which increase further depending on how long a property has been empty. Section 3 details the changes the council could choose to adopt.

2. Empty and Unfurnished Properties

- 2.1 The council has the power to reduce the discount for empty and unfurnished properties to zero, and to decide how long the discount applies for. From 1 April 2017 the council reduced the maximum time for the 100% discount for empty / unfurnished properties from three months to one month. After this the full council tax charge is payable.
- 2.2 The change increased the taxbase, but has also increased the resources needed to administer the one month discount. More and more disputes are happening between landlords and tenants over when a property became unfurnished, therefore who is entitled to the discount, and complaints have been received from letting agents and landlords alike. There is also a rise in the number of formal appeals being made.
- 2.3 The monetary value of any discount awarded is usually low – on an average band A property it is £96 – but all of the disputes take staff resources to resolve, moving them away from other work.
- 2.4 Removing the discount would dispel the potential for disputes as the full council tax charge would be payable from the day the property become empty and unfurnished. The question of when the furniture was removed, and thus when the one month exemption applies from, would no longer be relevant. Staff would be freed up to verify other discounts, for example the single resident discount.
- 2.5 Other Norfolk councils allow the following discounts for empty and unfurnished properties:

	Empty and Unfurnished
Breckland	100% (1 month)
Broadland	0%
Gt Yarmouth	100% (1 month)
North Norfolk	0%
Norwich	0%
South Norfolk	100% (1 month)

- 2.6 The implications of completely removing these discounts and charging 100% council tax are detailed below and small amount of extra income is generated for the council. These figures are based on data as at 25 July 2018:

	Empty and Unfurnished
Properties Affected	82
Taxbase Increase @ Band D	63.8
Additional Revenue Raised	£110,548
Norfolk County Council	£84,390
Norfolk Police and Crime Commissioner	£14,619
Parishes (Average)	£3,795
BCKLWN	£7,743

2.7 Recommendation: The Panel considers supporting the proposal to remove the one month 100% discount for empty and unfurnished properties from 1 April 2019 and makes a recommendation to Cabinet.

3. Long Term Empty Properties

- 3.1. Since 2013 councils have been able to charge an additional premium of 50% for properties left empty and unfurnished for more than two years, bringing the total council tax charge to 150%.
- 3.2. From 1 April 2019 onwards the government are allowing councils to charge higher premiums in addition to the normal council tax bill. The premium increases the longer the property is left empty as below:

	2019/2020	2020/2021	2021/2022
Empty for between 2 and 5 years	100%	100%	100%
Empty for between 5 and 10 years	100%	200%	200%
Empty for over 10 years	100%	200%	300%

Maximum Premium payable in addition to the normal 100% council tax bill

- 3.3. The council can choose to apply a premium up to the amount shown in the table. This means that a property left empty for over 10 years could pay up to quadruple (400%) council tax from 2021.
- 3.4. The premium does not apply to any empty property qualifying for an exemption, for example while waiting for probate to be granted or where the owner is now in a care home.
- 3.5. The intention of the change is to encourage owners of long term empty properties to bring them back into use. If the policy is successful the additional taxbase figures shown below will be lower.
- 3.6. The breakdown of long term empty properties is shown below, alongside the potential increases in the taxbase and council tax income.

Long Term Empty Properties	A	B	C	D	E	F	G	H	Total
Empty between 2 and 5 years	25	22	23	9	4	6	3	0	92
Empty between 5 and 10 years	72	17	8	4	0	3	0	0	104
Empty over 10 years	26	16	7	5	2	0	1	0	57
Total									253

Long term empty properties by length of time empty and council tax band

3.7. The year by year increase in the taxbase from applying the maximum increases is shown below:

	Taxbase Increase @ Band D 2019/2020	Taxbase Increase @ Band D 2020/2021	Taxbase Increase @ Band D 2021/2022	Total Increase over 3 years
Empty between 2 and 5 years	40.9	0	0	40.9
Empty between 5 and 10 years	38.3	76.7	0	115.0
Empty over 10 years	22.6	45.1	45.1	112.8
Additional Taxbase	101.8	121.8	45.1	268.7
Band D Council Tax (Est)	£125.87	£130.37	£134.87	
Additional Income (BCKLWN)	£12,811	£15,876	£6,084	£34,771

3.8 Recommendation: The Panel supports the maximum increases to the long term empty property premium starting from 1 April 2019 and makes a recommendation to Cabinet

4. Care Leavers

4.1. At its Council meeting of 24 September 2018, Norfolk County Council are seeking to approve the principles of, and funding for 75% of the cost of, a local council tax discount for care leavers in Norfolk who meet the following criteria:

- They have left the care of Norfolk County Council,
- They have not yet reached their 25th birthday, and
- They are solely liable for the council tax, or liable with another person(s) who is also a care leaver

4.2. The discount will not be means tested or based on any other circumstances as long as the person qualifies as a 'care leaver' and is under the age of 25. Norfolk County Council will notify billing authorities of eligible care leavers in their area.

4.3. The discount will support care leavers as they start to live independently, helping them to manage their finances by relieving some of the monetary pressure this often vulnerable group faces. It supports Norfolk County Council's aspirations for care leavers, and the recommendations in the government's 'Keep on Caring' strategy from July 2016.

4.4. Billing authorities have powers to decide a local council tax discounts under s13a Local Government Finance Act 1992, for individual cases or a class of cases. The care leavers' discount would be allowed under these regulations.

4.5. The discount is applied after any other reductions, for example single resident discounts and council tax support, and reduces the council tax bill to nil. The discount ends on the care leaver's 25th birthday. It would not apply if the care leaver is living with someone else who is not a care leaver.

4.6. The aim is for the discount to be a Norfolk-wide scheme, with authorities in Suffolk adopting a similar discount. It is intended to support care leavers as they leave the care of Norfolk County Council and start to become independent.

4.7. The discount applies in the following ways:

- A care leaver who is the sole resident and solely liable for council tax = 100% discount
- A care leaver who is a jointly resident and liable for council tax with another care leaver = 100% discount
- A care leaver who is jointly resident and liable for council tax with someone who is not care leaver = no discount

4.8. Norfolk County Council has supplied a list of care leavers in the Borough as at April 2018. There are 62 people on the list, 16 of whom are liable for council tax and would qualify for the discount.

4.9. The cost of the local discount is shown below:

	2018/2019
Estimated Discount Cost	£3,930
Amount Funded by Norfolk County Council	£2,948
Cost to the Borough Council	£982

4.10. **Recommendation: The Panel supports introduction of the Care Leavers' discount on the criteria listed above and makes a recommendation to Cabinet.**

5. Corporate Priorities

5.1 The changes support the following Corporate Priorities:

- Corporate Priority 2: Drive Local Economic and Housing Growth, by encouraging empty properties back into use, and
- Corporate Priority 6: Work with our partners on important services for the borough

6. Financial Implications

6.1 The potential net overall impact on the taxbase of the proposed discount changes for 2019/2020 is shown below:

Change	Impact on Taxbase @ Band D for 2019/2020
Removal of Empty and Unfurnished Discount	+63.8
Increase in Long Term Empty Property Premium	+101.8
Overall Impact at Band D	+165.6

6.2 Local discounts are not shown as part of the council's taxbase but do reduce the council's income to the Collection Fund. Norfolk County Council will make an annual reimbursement of their contribution towards the cost of the Care Leavers' discount. The net cost to the borough council is £982 for 2018/2019.

6.3 A £10,000 Discretionary Hardship fund is maintained to assist those experiencing difficulty as a result of changes to discounts, and this will continue for 2019/2020. This fund is extended to any category of taxpayer as the Council sees fit, for example those bringing a long empty property back into use to live in as their own home.

6.4 Individual applications are considered by the Portfolio Holder and Ward Member under delegated powers. Cabinet will be asked to approve amending the current delegated authority for considering individual applications for council tax discounts to read 'applications will be determined by the Revenues and Benefits Manager in consultation with the Portfolio Holder for Resources' so it is in line with other discretionary Revenues and Benefits policies

7. Any other Implications/Risks

7.1. The income generated from the higher empty homes premium may be less than that estimated in the report. The intention of the premium is to bring long term empty homes back into use so if the policy change is successful it will result in fewer properties paying the premium.

7.2. The cost of the care leavers' discount is based on the number of qualifying people at April 2018. This number will fluctuate so the cost may go up or down.

8. Equal Opportunity Considerations

8.1 None

9. Consultation

9.1 None required

10. Conclusion

10.1 The Panel is asked to review the council tax discounts and make the necessary recommendations to Cabinet.

11. Background Papers

11.1 None

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	10 th September 2018		
TITLE:	Annual Equalities Update		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Leader of the Council		
REPORT AUTHOR:	Becky Box, Policy, Performance and Personnel Manager		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
<p>The Council's Equality Policy was reviewed during 2017 and a new policy was agreed by Cabinet and Council in January 2018. As part of the review process, it was agreed that an annual equalities update should be reported to the Corporate Performance Panel. This will be the first annual update and will be made as a presentation covering the following points:</p> <ol style="list-style-type: none"> 1. A re-cap on the new Equality Policy 2. An overview of the actions undertaken to implement the new policy 3. An update on the work of the Officer Equality Working Group in the year to date 4. A re-cap of the Council's six equality objectives 5. A review of progress against each of the equality objectives. This will include providing examples of the actions we have agreed and progress with each of these to demonstrate the work we are undertaking to achieve each objective
KEY ISSUES:
<p>The Council has a legal requirement to set specific, measurable equality objectives. This report will enable Members to monitor the work being undertaken to achieve the agreed objectives.</p>
OPTIONS CONSIDERED:
N/A – monitoring report delivered via a presentation.
RECOMMENDATIONS:
N/A – monitoring report delivered via a presentation.
REASONS FOR RECOMMENDATIONS:
<p>Members of the Panel were involved in the development of the new Equality Policy and have requested an annual update on equalities issues.</p>

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Agenda Item 11

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FORWARD DECISIONS LIST

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
18 September 2018						
	Accelerated Construction Scheme	Key	Cabinet	Housing & Community Chief Executive		Public
	Local Enterprise Partnership	Non	Cabinet	Chief Executive		Public
63	Recycling Contract Variation	Key	Cabinet	Environment Exec Director – C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
2 October 2018						
	King's Lynn Property Acquisition	Key	Cabinet	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)

	Council Tax Discounts 2019/20	Key	Cabinet	Leader Deputy Chief Executive		Public
	Lynnsport Community Facilities	Key	Council	Corporate Projects and Assets Exec Dir - C Bamfield		Public
	South East King's Lynn Strategic Growth Area / West Winch Relief Road	Key	Cabinet	Development Exec Dir - G Hall		Public
	The Council as a landlord	Key	Council	Leader Chief Executive		Public
	Appeals against Business Rates Hardship Review Refusal	Non	Cabinet	Leader Exec Dir – L Gore		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
20	Animal Welfare Changes and Fee Structures	Non	Council	Development Exec Dir – G Hall		Public
	Review of the Unreasonably Persistent Complainants Policy	Non	Cabinet	Leader Chief Executive		Public
	Leisure Services Provision	Key	Cabinet	Deputy Leader Exec Dir- C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
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13 November 2018						
	King's Lynn Property Acquisition	Key	Cabinet	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
65	Development Options - Hunstanton	Key	Council	Performance and Economic Development		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Custom & Self Build Policy	Non	Council	Development Exec Dir – G Hall		Public
	Gambling Act 2005 Statement of Licensing Policy Review (Statement of Principles)	Non	Council	Housing and Community Exec Dir – G Hall		Public
	Nelson Quay King's Lynn - Planning and Delivery	Key	Cabinet	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Difficult to Deliver Site – Hunstanton – Housing With	Key	Council	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt

	Care					Information under para 3 – information relating to the business affairs of any person (including the authority)
	Major Housing Phase 3 – Enabling Work for Lynnsport 1	Key	Council	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
69	Proposed Enforced Sales case & future procedures	Non	Cabinet	Development Exec Dir – G Hall		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Financial Assistance Scheme – Changes to Criteria	Non	Cabinet	Culture, Heritage and Health Deputy Chief Executive		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
8 January 2019	Council Tax Support	Key	Cabinet	Leader Deputy Chief Executive		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
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5 February 2019						
	Budget	Key	Council	Leader Deputy Chief Executive		Public
	Re-Fit Proposals	Key	Council	Leader Exec Dir – C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
26 March 2019						

CORPORATE PERFORMANCE PANEL WORK PROGRAMME 2018/2019

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
21 May 2018	OneVu - Update	Update	H Howell	To provide the Panel with an update report.
21 May 2018	Exempt Report: Major Project – King’s Court Accommodation	Post Evaluation of Project	M Henry	
21 May 2018	Nomination to Outside Bodies and Partnerships – Hunstanton Sailing Club Development Sub-Committee	Annual		To nominate a Councillor on an annual basis to serve on the Hunstanton Sailing Club Development Sub-Committee
17 July 2018	Performance Indicator C02 Total of waste recycled and composted (tonnage).	Monitor	B Brandford	The Panel at their meeting on 5 April identified Performance Indicator C02 as a presentation from the relevant officer.
17 July 2018	2017/2018 Full Year Performance Monitoring Report and Action Report	Monitoring	B Box	To review the report and in particular the Action Report. Members are also asked to agree the actions outlined in the Action Report.
17 July 2018	Corporate Performance Monitoring – Target Setting for 2018/2019	Monitoring	B Box	To review and suggest any new targets.
17 July 2018	2018/2019 Q4 Corporate Business Plan Monitoring Report	Monitoring	B Box	The Panel are invited to review the Q4 2016/2017 Corporate Business Plan Monitoring Report.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
17 July 2018	Review of effect of closure of Downham Market and Hunstanton Area Offices	Review	H Howell	
10 September 2018	Hunstanton Lawn Tennis Courts		C Bamfield	Item requested by Councillor R Bird
10 September 2018	Council Tax Discounts – Empty Property Premium 2019/2020		J Stanton	
10 September 2018	Equalities Update	Update	B Box	The Panel to receive an annual update.
10 September 2018	Employment Monitoring Figures – Annual Report	To note only	B Box	
10 September 2018	Exempt Report: Update on Hunstanton Sailing Club	Update	Borough Council's Representative – Councillor Paul Beal	At their meeting on 19 December 2017 the Panel resolved to receive a further update.
22 October 2018	Q1 201/2019 Performance Monitoring Report and Action Report	Monitoring	B Box	To review the report and in particular the Action Report. Members are also asked to agree the actions outlined in the Action Report.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
22 October 2018	Formal Complaints against the Borough Council 1 April 2017 – 31 March 2018 Compliments received by the Borough Council	For Information only	R Harding	Report to be published on the Borough Council's Website/Insite
27 November 2018	Refit	Update	N Gromett	
27 November 2018	Council Tax Support: Final Scheme for 2019/2020	Policy Development	J Stanton	Update following consultation period. To agree the final Council Tax Support Scheme for 2018/2019.
27 November 2018	Annual Communications Update	Annual Update	S Clifton H Howell A Howell	To provide the Panel with an annual update and an opportunity to ask questions.
27 November 2018	Budget		L Gore	
14 January 2019	2018/2019 Q2 Performance Monitoring Report and Action Report	Monitoring	B Box	To review the report and in particular the Action Report. Members are also asked to agree the actions outlined in the Action Report.
14 January 2019	2018/2019 Q2 Corporate Business Plan Monitoring Report	Monitoring	B Box	The Panel are invited to review the Q4 2018/2019 Corporate Business Plan Monitoring Report.
19 February 2019	Presentation on Improving Attainment in West Norfolk	Annual Update	B Box	To provide an update on the Improving Attainment in West Norfolk.

3 April 2019	2017/2018 Q3 Performance Monitoring and Action Report	Monitoring	B Box	To review the report and in particular the Action Report. Members are also asked to agree the actions outlined in the Action Report.

Forthcoming items to be programmed

Monitoring of Corporate Projects/Evaluation:

- Procurement Strategy (Cabinet on 17 April 2018 – That the Corporate Performance Panel be invited to consider monitoring the performance of the policy going forward).
- IDOX Project – H Howell

Presentations regarding Performance Indicators:

- Industrial and Commercial Portfolio Performance

BOROUGH COUNCIL OF KING'S LYNN AND WEST NORFOLK

Annual Employment Monitoring

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 publish information to demonstrate their compliance with the general equality duty. This includes a requirement to monitor and publish information about their employees. The specific duties are not prescriptive about the information that needs to be published, but this must include information relating to people who share a relevant protected characteristic. 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)
- x. Employees experiencing at least one period of sickness absence in the year (section 10)

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

NB. In considering the report it should be noted that the information contained within Appendix 1 for the 2017/18, 2016/17, 2015/16 and 2014/15 years relate only to those employees directly employed by the Council (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 for the 14/15 year to enable appropriate comparisons.

Summary of Monitoring Results

i. The Council's Workforce Profile

The Council's workforce profile for the 2017/18 year has remained broadly the same as the past three years. 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 2017/18	Council Workforce 2016/17	2011 Census
White	96.40%	96.78%	97.2%
Other Ethnic Group	1.00%	0.80%	2.8%
Undefined	2.60%	2.41%	0%

	Council Workforce 2017/18	Council Workforce 2016/17	2011 Census
Female	53.60%	54.12%	51%
Male	46.40%	45.88%	49%

ii. Recruitment Activity

The figures for 2017/18 show an increase in the number of applicants for job vacancies compared to 2016/17, this is mainly due to an increase in the number of adverts being placed with 127 adverts in 2016/17 and 207 adverts in 2017/18. This includes a small number of harder to recruit positions and seasonal roles which it has been necessary to re-advertise.

iii. Applications for Promotion

During 2017/18 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. In addition, employees can of course apply for those positions advertised on a wider basis. As 2017/18 saw an increase in vacancies

there was a proportionate increase in the number of employees applying for promotions and the applicants' success rate remained broadly the same as previous years.

iv. Training and Development Activities

The monitoring information shows that during 2017/18 the number of employees receiving training has increased, to a very high proportion of employees have received training during the year. This includes employees receiving training from rolling out of various training programmes and e-learning packages which had a relevance to a broad range of employees for example a legislation change of GDPR.

v. The Number of Employees Refused Training

During 2017/18 there were no employees who were refused training, the same response as returned in 2015/16 and 2016/17.

vi. The Impact of Performance Assessments

During 2017/18 the Council's performance management scheme has been revised on a trial basis. Previously the scheme assessed employees against definitions of 'exceeded', 'met' or 'partially met'. For the 2017/18 appraisal year the assessment definitions has been revised to 'exceeded', 'achieved with merit' 'achieved' or 'partially met'. The aim of this trail is to provide employees who more than met their targets, but not enough to gain an overall rating of exceeded, the ability to gain recognition for their performance during the year. The results from the 2017/18 appraisal year are reported in appendix 1. This information is shown as the number of staff achieving each grade.

vii. Grievance Procedures

The 2017/18 year shows that there has been one formal grievance brought forward by an employee. In 2016/17 there were no grievances, and in previous year's the number of cases was low.

viii. Disciplinary Procedures

The number of disciplinary cases progressed during the 2017/18 year has decreased in comparison to the 2016/17 year.

ix. Employees Leaving the Council's Employment

The number of employees leaving the Council's employment in 2017/18 is broadly consistent with turnover in previous years.

x. Sickness Absence

When reviewing the information in the 2014/15 monitoring report it was noted that sickness absence was not included as a part of the monitoring process. Therefore an assessment of sickness absence was added to the information in Appendix 1 for the first time in 2015/16. The figures for 2017/18 show a similar pattern when compared to the last three years, with no areas of concern to report.

Employment Monitoring Information – 2017/18

1. The Number Of Employees In Post (Permanent, Fixed Term and Temporary Employees)

a. By Ethnic Origin

	% of Workforce*					
	2018	2017	2016	2015	2014	2013
White	96.40	96.78	96.01	96.32	95.61	96.15
Other Ethnic Group	1.00	0.80	1.20	1.55	1.88	1.45
Undefined#	2.60	2.41	2.79	2.13	2.51	2.40

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

b. By Disability

	% of Workforce*					
	2018	2017	2016	2015	2014	2013
Employees with a Disability	4.60	4.63	4.78	4.46	4.23	3.21

c. By Gender

	% of Workforce*					
	2018	2017	2016	2015	2014	2013
Female	53.60	54.12	54.38	54.26	55.17	54.65
Male	46.40	45.88	45.62	45.74	44.83	45.35

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

2. The Number Of Applicants For Employment

Note: 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). Information for 2015/16 is for applicants for directly employed Council roles only.

2.1 Applicants for Employment

a. By Ethnic Origin

Year		2017/2018	2016/2017	2015/16	2014/15	2013/14	2012/13
Number of Applicants	White	2027 (96.85%)	1301 (97.75%)	1694 (95.81%)	2469 (96.82%)	3063 (96.84%)	2145 (96.49%)
					3345 (96.43%)		
	Other ethnic groups	66 (3.15%)	30 (2.25%)	74 (4.19%)	81 (3.18%)	100 (3.16%)	78 (3.51%)
					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	2017/2018	2016/17	2015/16	2014/15	2013/14	2012/13
No of applicants with a disability	131 (6.26%)	94 (7.06%)	99 (5.60%)	146 (5.73%)	202 (6.39%)	88 (3.96%)
				184 (5.3%)		

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

c. By Gender

Year		2017/2018	2016/17	2015/16	2014/15	2013/14	2012/13
Number of Applicants	Female	998 (47.68)	598 (44.93%)	783 (44.29%)	1429 (56.04%)	1542 (48.75%)	1209 (54.39%)
					1943 (56%)		
	Male	1095 (52.32)	733 (55.07%)	985 (55.71%)	1121 (43.96%)	1621 (51.25%)	1014 (45.61%)
					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		2017/2018	2016/17	2015/16	2014/15	2013/14	2012/13
Number of Applicants shortlisted	White	762 (37.59%)	432 (33.20%)	357 (21.07%)	311 (12.6%)	939 (30.66%)	606 (28%)
					372 (11%)		
	Other ethnic groups	14 (21.21%)	7 (23.33%)	6 (8.11%)	7 (8.64%)	28 (28%)	13 (17%)
					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	2017/2018	2016/17	2015/16	2014/15	2013/14	2012/13
No of applicants with a disability shortlisted	51 (38.93%)	28 (43.75%)	19 (19.19%)	16 (10.96%)	63 (31.19%)	26 (30%)
				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	2017/2018	2016/17	2015/16	2014/15	2013/14	2012/13	
Number of Applicants shortlisted	Female	316 (31.66%)	169 (28.26%)	148 (18.90%)	158 (11.06%)	409 (26.52%)	325 (27%)
					192 (13.44%)		
Number of Applicants shortlisted	Male	460 (42.01%)	270 (36.83%)	215 (21.83%)	161 (14.36%)	558 (34.42%)	294 (29%)
					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	2017/2018	2016/17	2015/16	2014/15	2013/14	2012/13	
Number of shortlisted Applicants appointed	White	102 (13.39%)	83 (19.21%)	99 (27.73%)	93 (29.9%)	157 (16.72%)	174 (28.7%)
					133 (35.75%)		
Number of shortlisted Applicants appointed	Other ethnic groups	2 (14.29%)	0 (0%)	2 (33.33%)	3 (42.86%)	1 (3.57%)	2 (15.4%)
					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	2017/2018	2016/17	2015/16	2014/15	2013/14	2012/13
No of shortlisted applicants with a disability appointed	5 (9.80%)	2 (7.14%)	4 (21.05%)	3 (18.75%)	2 (3.17%)	3 (11.5%)
				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		2017/2018	2016/17	2015/16	2014/15	2013/14	2012/13
Number of shortlisted Applicants appointed	Female	44 (13.92%)	31 (18.34%)	36 (24.32%)	29 (18.35%)	66 (16.14)	88 (27.1%)
					56 (29.17%)		
	Male	60 (13.04%)	52 (19.26%)	65 (30.23%)	67 (41.61%)	92 (16.49%)	88 (29.9%)
					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

2017/18	Ethnic Group	Applied For Promotion	Shortlisted For Promotion	Achieved Promotion
	White	85	68 (80%)	30 (44%)
	Other Ethnic Group	2	2 (100%)	1 (50%)
	Undefined	0	0	0

2016/17	Ethnic Group	Applied For Promotion	Shortlisted For Promotion	Achieved Promotion
	White	63	46 (73%)	21 (46%)
	Other Ethnic Group	0	0	0
	Undefined	0	0	0

2015/16	Ethnic Group	Applied For Promotion	Shortlisted For Promotion	Achieved Promotion
	White	67	52 (77.61%)	23 (44.23%)
	Other Ethnic Group	0	0 (0%)	0 (0%)
	Undefined	0	0	0

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

b. By Disability

Year	Applied For Promotion	Shortlisted For Promotion	Achieved Promotion
2017/18	3	2	1
2016/17	4	3	0
2015/16	0	0	0
2014/15	3	2	0
2013/14	3	2	0
2012/13	2	2	0

c. By Gender

Year	Gender	Applied For Promotion	Shortlisted For Promotion	Achieved Promotion
2017/18	Female	48	39 (81.25%)	15 (38.46%)
	Male	39	31 (79.49%)	16 (51.61%)
2016/17	Female	20	17 (85%)	8 (47%)
	Male	43	29 (67%)	13 (45%)
2015/16	Female	32	25 (78.13%)	8 (32%)
	Male	35	27 (77.14%)	15 (55.55%)
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%)

4. The Number Of Applicants For Training

a. By Ethnic Origin

	% of Staff per Group Receiving Training					
	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13
White	93.15%	84.82%	92.53%	93.76%	96.56%	72.8%
Other Ethnic Group	100%	100%	85.71%	100%	100%	78%
Undefined*	100%	100%	100%	100%	93.75%	83%

b. By Disability

	% of Staff per Group Receiving Training					
	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13
Employees with a disability receiving training	82.61%	86.95%	79.17%	82%	81%	55%

c. By Gender

	% of Staff per Group Receiving Training					
	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13
Female	97.76%	86.25%	93.41%	91%	96%	72.1%
Male	89.22%	84.65%	92.58%	98%	99.3%	76.3%

5. The Number Of Employees Receiving Training

During both 2016/17 and 2015/16 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

Note: The overall reduction in numbers reported from 2014/15 onwards relates to the change in the number of staff directly employed by the Council.

a. By Ethnic Origin

2017/18	Performance Rating			
Ethnic Group	Exceeded	Achieved with Merit	Achieved	Partially Met
White	14	56	359	4
Other Ethnic Group	0	0	4	0
Undefined	0	4	7	0

2015/16	Performance Rating		
Ethnic Group	Exceeded	Met	Partially Met
White	47	387	7
Other Ethnic Group	0	4	0
Undefined	1	10	0

2015/16	Performance Rating		
Ethnic Group	Exceeded	Met	Partially Met
White	50	400	10
Other Ethnic Group	0	6	0
Undefined	1	13	0

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		
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

b. By Disability

Employees with a disability	Performance Rating			
	Exceeded	Achieved with merit	Achieved/Met	Partially Met
2017/18	1	1	19	1
2016/17	1	n/a	20	1
2015/16	0	n/a	20	4
2014/15	1	n/a	19	1
2013/14	1	n/a	26	1
2012/13	0	n/a	20	0

c. By Gender

Year	Gender	Performance Rating			
		Exceeded	Achieved with merit	Achieved/Met	Partially Met
2017/18	Female	7	29	210	0
	Male	7	31	160	4
2016/17	Female	26	n/a	221	2
	Male	22	n/a	180	5
2015/16	Female	31	n/a	225	5
	Male	20	n/a	419	5
2014/15	Female	33	n/a	219	8
	Male	16	n/a	188	4
2013/14	Female	28	n/a	282	4
	Male	24	n/a	243	9
2012/13	Female	27	n/a	283	3
	Male	18	n/a	246	6

7. The Number Of Staff Involved In Grievance Procedures

a. By Ethnic Origin

Ethnic Group	Number of Grievances					
	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13
White	1	0	1	1	1	7
Other Ethnic Group	0	0	0	0	0	0
Undefined	0	0	0	0	0	0

b. By Disability

	Number of Grievances					
	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13
Cases involving employees with a disability	0	0	0	0	0	1

c. By Gender

	Number of Grievances					
	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13
Females	1	0	1	0	1	5
Males	0	0	0	1	0	2

8. The Number Of Staff Involved In Disciplinary Procedures

a. By Ethnic Origin

Ethnic Group	Number of Disciplinary Procedures					
	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13
White	8	12	4	15	14	24
Other Ethnic Group	0	0	0	2	1	0
Undefined*	0	0	0	0	0	0

b. By Disability

	Number of Disciplinary Procedures					
	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13
Cases of employees with a disability	1	0	0	0	0	0

c. By Gender

	Number of Disciplinary Procedures					
	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13
Females	1	4	2	5	5	3
Males	7	8	2	12	10	21

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

a. By Ethnic Origin

	Number of Leavers					
Ethnic Group	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13
White	59	53	52	49	50	79
Other Ethnic Group	1	2	2	3	0	0
Undefined	0	3	3	2	1	3

b. By Disability

	Number of Leavers					
	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13
Leavers with a disability	3	4	3	3	0	3

c. By Gender

	Number of Leavers					
	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13
Female	29	31	27	27	22	42
Male	31	27	30	27	29	34

10. The Number Of Employees Absent Due to Sickness

a. By Ethnic Origin

	% of Staff per Group Taking At Least One Period of Sickness Absence					
	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13
White	69.50%	71.10%	71.58%	73.24%		
Other Ethnic Group	40%	50%	87.5%	37.5%		
Undefined*	61.54%	91.6%	64.29%	63.64%		

b. By Disability

	% of Staff per Group Taking At Least One Period of Sickness Absence					
	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13
Employees absent due to sickness with a disability	86.96%	73.91%	75%	82.61%		

c. By Gender

	% of Staff per Group Taking At Least One Period of Sickness Absence					
	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13
Female	73.51%	77.69%%	79.49%	76.79%		
Male	63.79%	64.04%%	62.88%	67.37%		