

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



Corporate Performance Panel

Agenda

Wednesday, 30th August, 2017
at 6.00 pm

in the

**Education Room
Town Hall
Saturday Market Place
King's Lynn**



King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX
Telephone: 01553 616200
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21 August 2017

Dear Member

Corporate Performance Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Wednesday, 30th August, 2017 at 6.00 pm** in the **Education Room - 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 5 - 12)

To approve the minutes from the Corporate Performance Panel held on 17 July 2017.

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

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. Presentation on Homes in Multiple Occupation

The Panel will receive a presentation from the Housing Services Operations Manager.

8. CIC Area Offices (Pages 13 - 18)

9. Updated Equalities Policy

The Panel will receive a presentation from the Policy, Performance and Personnel Manager.

Members of the Environment and Community Panel have been invited to the meeting for this item of Business.

10. Committee Work Programme 2017/2018 (Pages 19 - 22)

To note the Committee's Work Programme for 2017/2018.

11. For Information - Employment Monitoring Figures - Annual Report (Pages 23 - 36)

12. Date of Next Meeting

To note that the date of the next meeting of the Corporate Performance Panel will take place on 9 October 2017.

To:

Corporate Performance Panel: B Anota, B Ayres, P Beal (Vice-Chairman), J Collop, N Daubney, G Hipperson, Howman, H Humphrey, J Moriarty, A Morrison, D Tyler and G Wareham (Chairman)

Portfolio Holders:

Councillor A Lawrence, Housing and Community
Councillor Mrs K Mellish, Facilities and ICT

Management Team Representative:

Debbie Gates, Executive Director Central and Community Services

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

Item 7: Sheila Farley, Housing Services Operations Manager

Item 8: Jo Hillard, Assistant CIC Manager

Item 9: Becky Box, Policy, Performance and Personnel Manager

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

CORPORATE PERFORMANCE PANEL

Minutes from the Meeting of the Corporate Performance Panel held on Monday, 17th July, 2017 at 5.30 pm in the Education Room - Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: Councillor G Wareham (Chairman)
Councillors B Ayres, P Beal, J Collop, Mrs S Fraser (substitute), G Hipperson, G Howman, H Humphrey (Vice-Chairman), D Pope and D Tyler

Portfolio Holders

Councillor A Lawrence, Portfolio Holder for Housing and Community
Councillor P Hodson, Portfolio Holder for Systems and Economic
Development

Councillor Mrs K Mellish, Portfolio Holder for Human resources,
Facilities and Shared Services

Officers:

Debbie Gates, Executive Director Head of Central & Community
Services

Lorraine Gore, Assistant Director

Honor Howell, Assistant Director

Becky Box, Policy, Performance and Personnel Manager

Jo Stanton, Revenues and Benefits Manager

Under Standing Order 34:

Councillor D Pope

CP1 **APPOINTMENT OF CHAIRMAN FOR THE MUNICIPAL YEAR 2017/2018**

RESOLVED: That Councillor G Wareham be appointed Chairman for the Municipal Year 2017/2018.

CP2 **APPOINTMENT OF VICE-CHAIRMAN FOR THE MUNICIPAL YEAR 2017/2018**

RESOLVED: That Councillor H Humphrey be appointed Vice-Chairman for the Municipal Year 2017/2018.

CP3 **APOLOGIES**

Apologies for absence were received from Councillors N Daubney (substitute Councillor Mrs Fraser), J Moriarty and A Morrison.

CP4 **MINUTES**

RESOLVED: The minutes from the Corporate Performance Panel held on 21 March 2017 were agreed as a correct record and signed by the Chairman.

CP5 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

CP6 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was no urgent business.

CP7 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillor Pope was present under Standing Order 34 for all items on the Agenda.

CP8 **CHAIRMAN'S CORRESPONDENCE (IF ANY)**

There was no Chairman's Correspondence.

CP9 **CIC AREA OFFICES**

The Assistant Director explained that the purpose of the report was to review the level of use of the Downham Market and Hunstanton offices by customers and agree an option for the long term viability of the offices.

The key issues were outlined as set out in the report.

The Leader, Portfolio Holder and Assistant Director responded to questions relating to:

- Area Offices being a point of sale for the food waste kitchen caddy liners. It was noted that the Council would soon stop selling the liners as a change in food waste recycling technology enabled customers to now use plastic bags in their food waste bins.
- Department of Work and Pensions withdrawing from the Council area offices.
- Hunstanton Office used by elderly population. Was there a compromise by devolving service to Town Hall? The Panel was advised that this option had already been considered and that with regard to complex enquiries trained advisers would be required and this option was therefore not viable.
- Library service could provide more information. It was explained that the Borough Council already worked closely with library

staff at both Downham Market and Hunstanton as well as other libraries throughout the Borough.

- Community Information Points in other rural points of the Borough operated with trained volunteers.
- Visiting Officers available to visit elderly and vulnerable people to provide assistance.
- Face to Face appointments available.
- Resources from both area offices would be utilised more effectively in King's Court answering the telephone as currently there was often/sometimes a 25 minute wait time for telephone calls to be answered.
- Local services for local people.- no difference in service level for reporting environmental issues.
- Once the sale of caddy liners ceased, could a review be undertaken and a report brought back to the Panel?
- Consultation exercise that had been undertaken.
- Public to be made aware via the website, etc of potential closure of area offices.

Under Standing Order 34, Councillor Pope addressed the Panel and commented that with the library service available to provide information in rural areas this would assist those customers. He added that he did not support the closure of the area offices and made reference to the Corporate Business Plan priorities and improving local services and therefore suggested that the service remain as the current arrangements. In response, the Assistant Director advised that people with disabilities and the elderly tended to contact the Council via telephone and could therefore continue to do so. The Council had to provide a service with available resources which were reducing year on year.

RESOLVED: The Panel requested that the report be brought back to the Panel for further discussion and alternative options to be put forward by Members within two months.

CP10

COUNCIL TAX SUPPORT: DEVELOPMENT OF THE DRAFT SCHEME FOR CONSULTATION 2018/2019

In presenting the report, the Revenues and Benefits Manager reminded Members that the Council must agree a Council Tax Support (CTS) Scheme for its working age residents every year. The report outlined options for the CTS Scheme for 2018/2019 for the Panel to discuss. The agreed draft CTS Scheme would then be presented to Cabinet on 6 September 2017 so it can be opened up to public consultation.

The Revenues and Benefits Manager responded to questions relating to:

- Collection Rates. It was explained that Council Tax had increased the previous year and had no negative impact on the CTS or collection rates.
- Consultation undertaken and number of responses received. Members were advised that every effort was made to encourage the public to respond to the consultation exercise. The Panel was invited to suggest any method to engage with the public to encourage a greater response rate.

RESOLVED: The Panel recommend to Cabinet that Option 2 is the draft CTS Scheme for 2018/2019 to go to consultation in September and October 2017.

CP11 **COUNCIL TAX DISCOUNTS FOR EMPTY/UNFURNISHED AND UNINHABITABLE PROPERTIES FOR 2018/2019**

The Revenues and Benefits Manager explained that the Council had the discretion to reduce or remove discounts for certain properties including empty/unfurnished and uninhabitable properties. The report considered removing the discounts for those properties.

The key issues were outlined as set out in the report.

The Revenues and Benefits Manager responded to questions relating to:

- What happened to properties if subject to probate. It was explained that during any probate process no payment was required for a property not in use. It was noted that there was a hardship relief fund available with delegated authority to the Leader to consider applications and award hardship relief when appropriate.
- Clarification of uninhabitable property. The Panel was advised that uninhabitable properties were those which had significant structural defects, for example, walls, ceilings etc. It was noted that there were currently 79 uninhabitable properties within the Borough.

Councillor J Collop commented that when a property was subject to probate he would like to seek an exemption from payment straight away and that he would like to see a clause that in exceptional circumstances the Council adopted a lenient approach.

RESOLVED: The Panel decided that they did not wish to make any changes or recommendations.

CP12 **NON-DOMESTIC RATES - DISCRETIONARY HARDSHIP RELIEF**

The Revenues and Benefits Manager explained that at the Budget on 8 March 2017 the Chancellor announced the Government would make

available a discretionary fund of £300m over four years from 2017/2018 to support those businesses facing the steepest increases in their business rate bills as a result of the 2017 Revaluation. Every Billing Authority had been awarded a share of the £300m based on the increases in their rates bills, and Billing Authorities were free to decide on a scheme to allocate this to their rates payers.

The report outlined the options considered and the preferred option for a Discretionary Revaluation Relief Scheme.

The Revenues and Benefits Manager responded to questions relating to:

- Option 3 – The Preferred Scheme.
- How the available funding would reduce over the 4 year period.
- The number of businesses likely to apply for revaluation relief.
- Working group of Norfolk Authorities considering the general principle of having a consistent scheme (banded scheme), where increases for occupied properties was phased in over the four years.
- Other Government relief schemes available for small businesses. Details were published on the Borough Council's website.
- The scheme would be implemented on 31 August 2017 if approved by Council.

RESOLVED: The Panel supported the recommendation to Cabinet as follows:

- 1) The new Discretionary Revaluation Relief Scheme for Year 1 (2017/2018) is a banded scheme where a fixed amount of relief is awarded for occupied properties based on the amount the ratepayer's bill has increased as at 1 April 2017.
- 2) The principle of a banded scheme is retained in Years 2, 3 and 4 with delegated authority given to the s151 Officer, in consultation with the Leader, to review and decide the bandwidths and the value of the relief given to each band, and
- 3) Delegated authority is given to the Leader to consider individual applications for the new Discretionary Revaluation Relief scheme that do not meet these criteria.

CP13 **PERFORMANCE MANAGEMENT FRAMEWORK - UPDATE**

The Policy, Performance and Personnel Manager provided an update via a PowerPoint presentation.

RESOLVED: 1) That the update report be noted.

2) The links out where to find more information are set out below and would be published in the Members' Bulletin:

Performance Management Framework

http://insite.west-norfolk.gov.uk/corporate_documents/Council%20Policies/Performance%20Management%20Framework%202012%20v1-1.pdf

Directorate and Service Plans

http://insite.west-norfolk.gov.uk/corporate_documents/Service%20Plans/Forms/AllItems.aspx

Monitoring Reports

http://insite.west-norfolk.gov.uk/corporate_documents/Performance%20Monitoring/Forms/AllItems.aspx

CP14 **2016/2017 FULL YEAR PERFORMANCE MONITORING REPORT AND ACTION REPORT**

The Policy, Performance and Personnel Manager reminded Members that the corporate performance monitoring report was in place to monitor progress against agreed performance indicators for the year. The report contained information on the corporate performance monitoring undertaken during 2016/2017.

The key issues were noted as set out in the report.

The Policy, Performance and Personnel Manager responded to questions relating to:

- CE1: % of known licensable HMO's with a current licence. The Panel was reminded that the Council's Strategic Manager would be attending the meeting on 30 August 2017 to give a presentation on the work relating to HMO's.
- CC2: Average number of working days lost due to sickness absence per FTE employee. Members were advised that a review of the sickness absence policy was being undertaken and progressing within the timescale.
- EP3c: % of decisions on applications for major development that have been overturned at appeal, measured against total number of major applications determined. The Policy, Performance and Personnel Manager undertook to check with the Assistant Director if this was a Government target. Members were reminded that the Panel could invite officers to the meeting to provide an overview of the targets set.

RESOLVED: The Panel reviewed the performance monitoring report and agreed the actions outlined in the Action Report.

CP15 **CORPORATE PERFORMANCE MONITORING - TARGET SETTING FOR 2017/2018**

The Policy, Performance and Personnel Manager presented the report which provided an overview of the corporate performance monitoring indicators and associated targets which had been set for the 2017/18 year.

The Panel's attention was drawn to key issues detailed in the report.

The Policy Performance and Personnel Manager and Leader responded to questions relating to:

- CE1 % of known licensable HMO's with a current licence.
- CE5 Number of households living in Temporary Accommodation. It was noted that Cabinet approval had been given to convert office accommodation to provide emergency temporary accommodation to help alleviate the problem.
- CC9 % of customer satisfaction with the on-line forms: The target was set at 80% because firstly, 80% is still felt appropriate given the overall trend of not increasing targets where performance levels were satisfactory and given resource levels. Secondly, the focus was to encourage customers to use the OneVu account (indicator CC12) rather than e-forms.

RESOLVED: The Panel reviewed and noted the Council's proposed performance indicators and targets for the 2017/18 year. Performance against these targets will be reported to this Panel via the quarterly Performance Monitoring Report and associated Action Report.

CP16 **2016/2017 Q4 CORPORATE BUSINESS PLAN MONITORING REPORT**

The Policy, Performance and Personnel Manager presented the report which contained information on the progress made on the key actions up to the end of Quarter 4 2016/2017.

It was explained that there were currently 43 agreed actions being undertaken to progress the Council's Corporate Business Plan. The 2016/2017 Q4 monitoring report indicated that 86% of the actions were progressing well, 5% had been completed, 7% were slightly behind schedule and 2% were significantly behind schedule (20 actions had been completed from Q4 2015/2016 to Q4 2016/2017).

There were no questions from the Panel.

RESOLVED: The Panel reviewed the Q4 2016/2017 Corporate Business Plan monitoring report.

CP17 **NOMINATION TO OUTSIDE BODIES AND PARTNERSHIPS - HUNSTANTON SAILING CLUB DEVELOPMENT SUB-COMMITTEE**

RESOLVED: That Councillor J Collop be appointed as the Borough Council's representative on Hunstanton Sailing Club Development Sub-Committee.

CP18 **PANEL WORK PROGRAMME 2017/2018**

The Panel noted the Work Programme for 2017/2018.

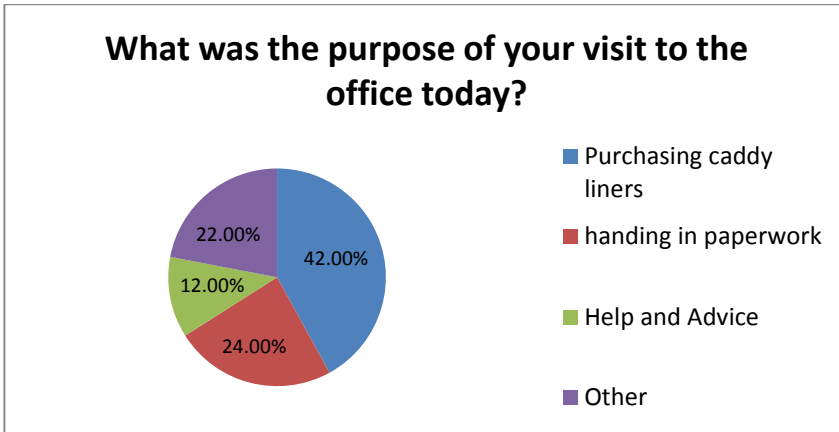
CP19 **DATE OF NEXT MEETING**

The next meeting of the Corporate Performance Panel will be held on 30 August 2017.

The meeting closed at 7.18 pm

Hunstanton Area Office – Results of Consultation with Service Users

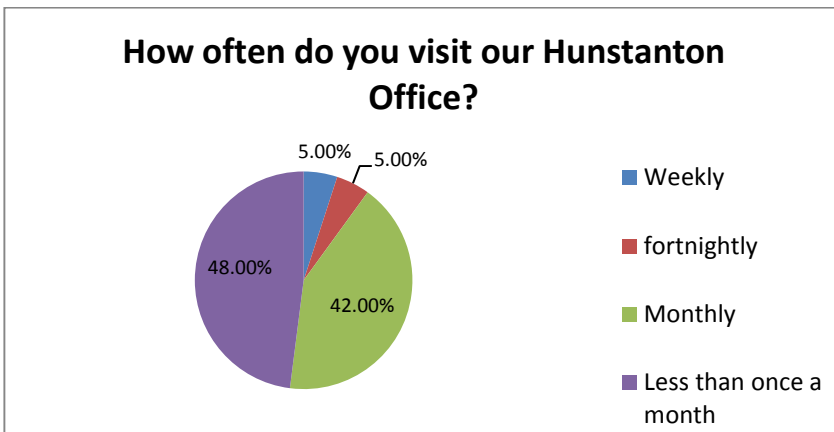
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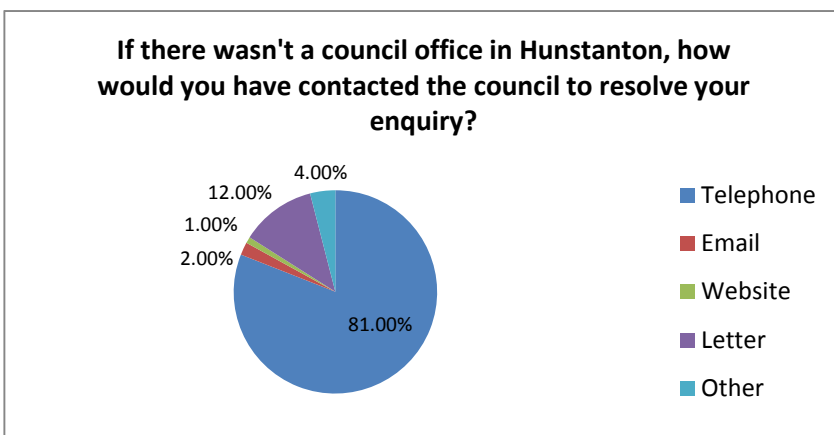
Examples of 'Other' reasons include:

- Paying council tax
- Bus pass application
- Parking permit
- Blue badge application

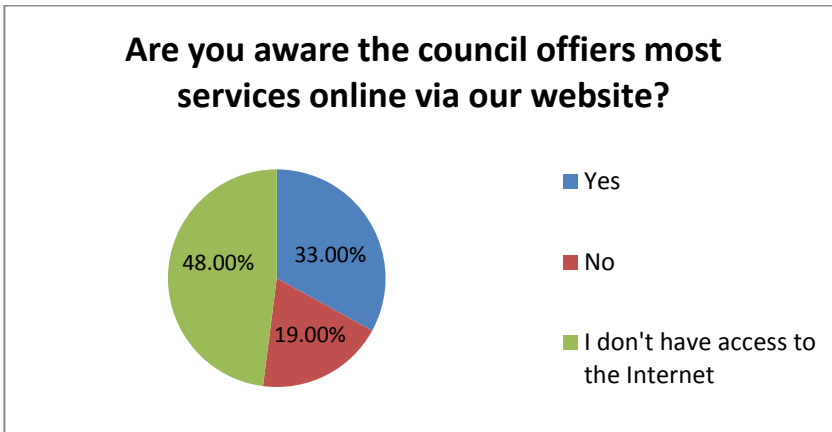
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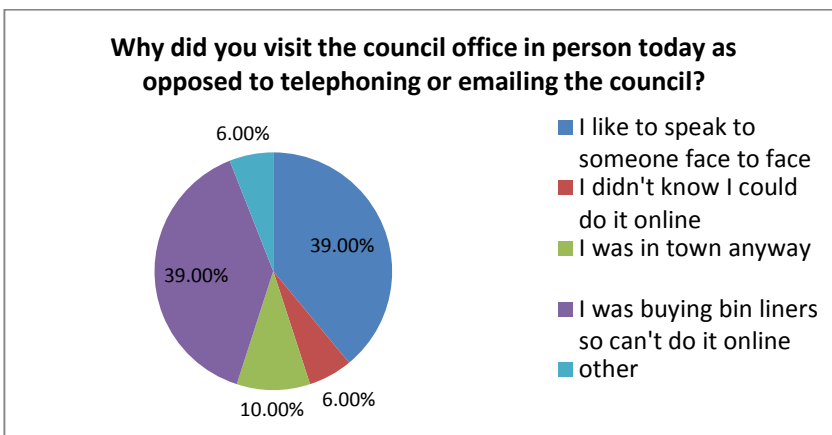
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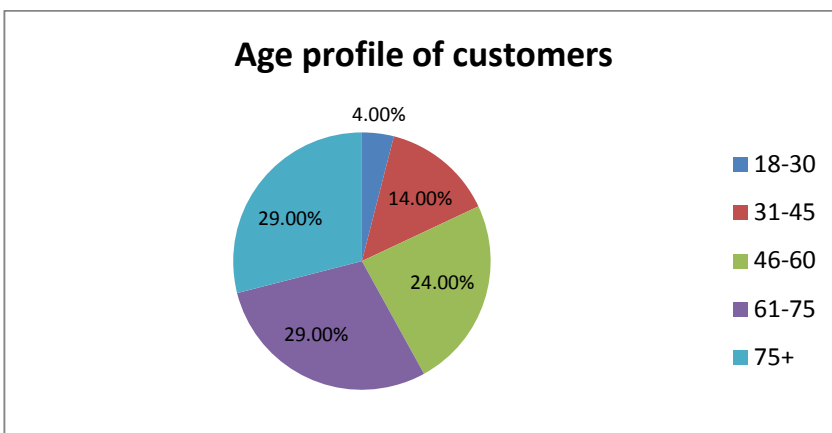
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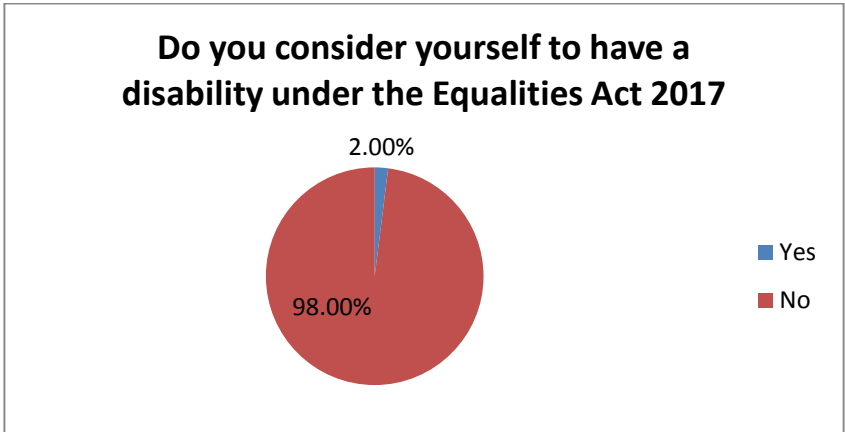
'Other' reasons specified:

- Could get through on telephone
- Doesn't like posting personal information
- Online form not working

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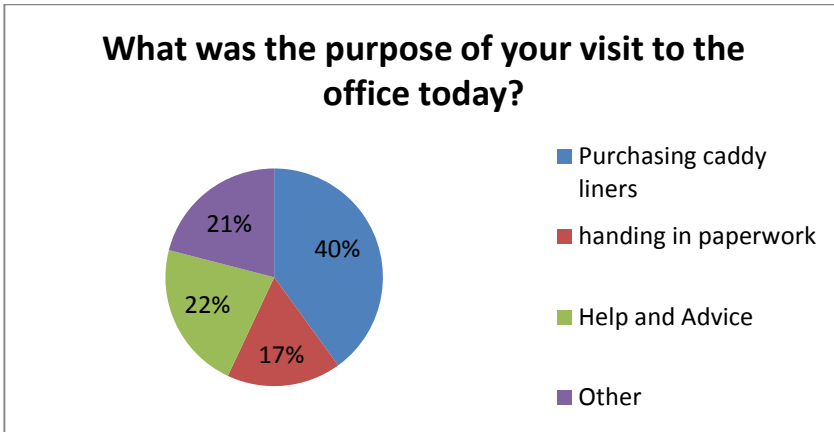


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Downham Market Area Office – Results of Consultation with Service Users

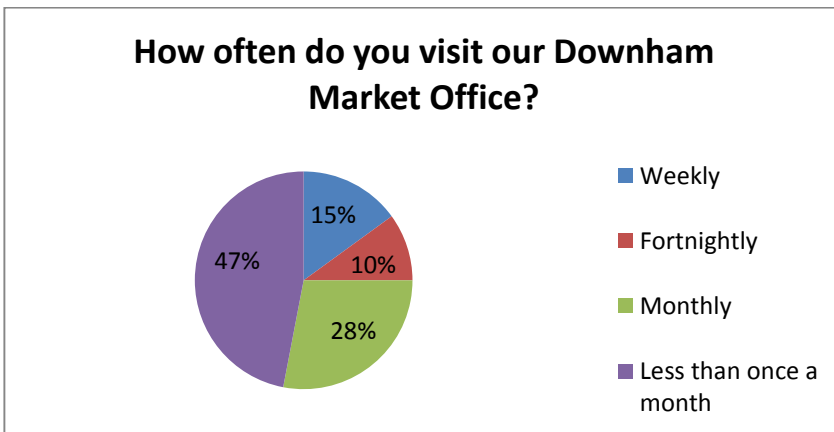
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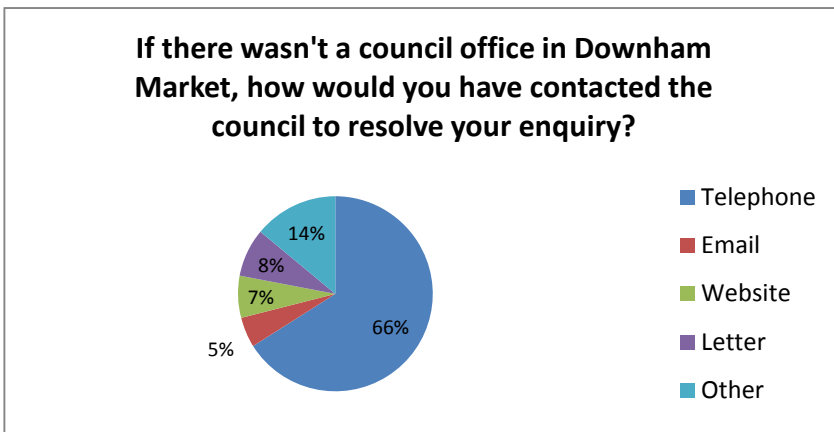
Examples of 'Other' reasons include:

- County Council enquiry
- Complaint about grass cutting
- Tourist Information
- Bus Pass

2.

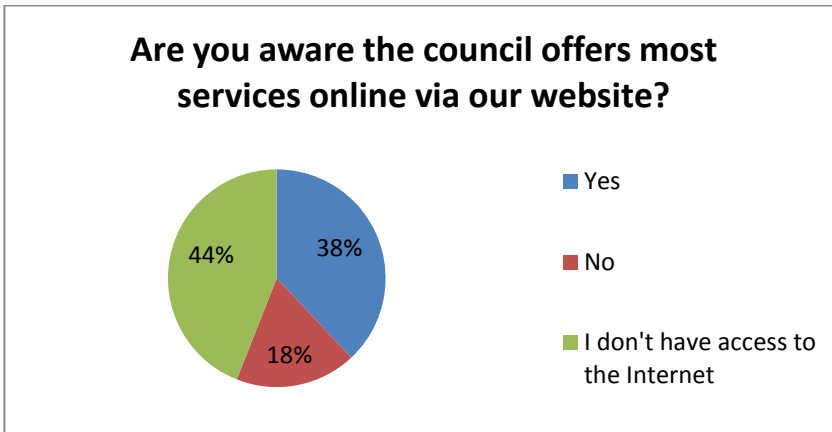


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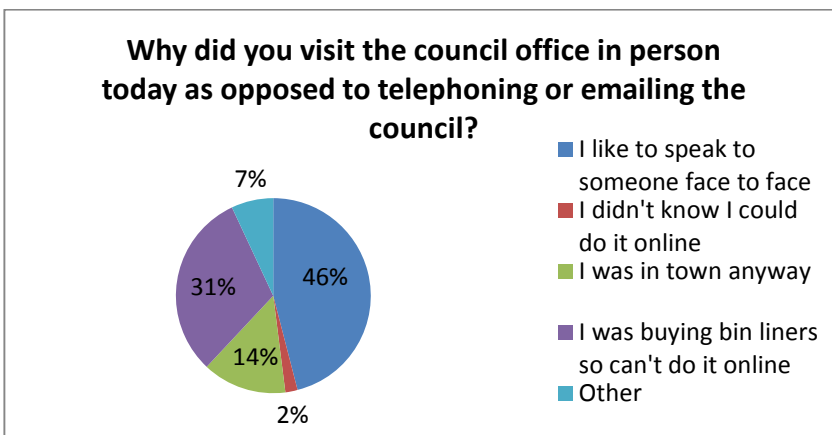


Examples of other include: 'would travel to King's Lynn' and 'prefer face to face'

4.



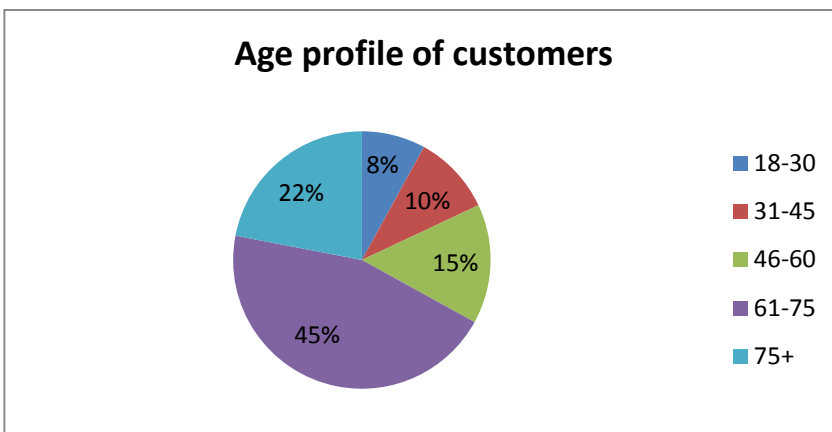
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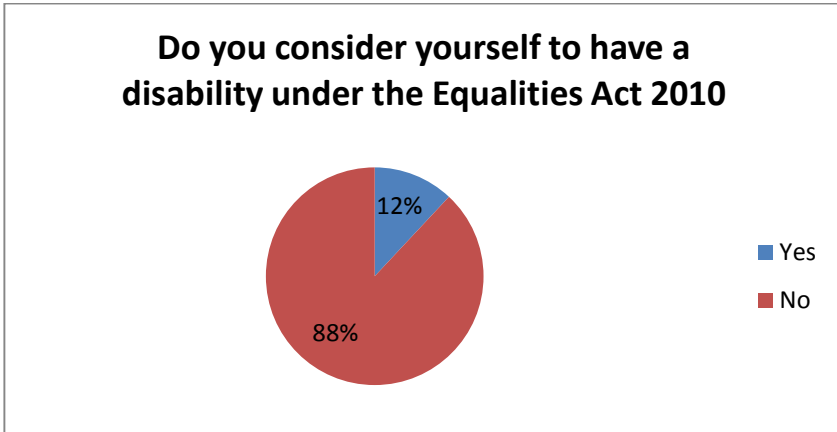
Examples of 'Other' are:

- Wanted to look at brochures
- Needed to provide original documents

6.



7.



CORPORATE PERFORMANCE PANEL WORK PROGRAMME 2017/2018

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
7 June 2017	MEETING CANCELLED			
17 July 2017	Council Tax Support: Development of the Draft Scheme for Consultation 2018/2019	Policy Development	J Stanton	To review and develop the Council Tax Support Scheme for 2018/2019
17 July 2017	Non-Domestic Rates – Discretionary Hardship Relief	Policy Development	J Stanton	
17 July 2017	Council Tax Discounts	Policy Development	J Stanton	
17 July 2017	Performance Management Framework	Update	B Box	To provide the Panel with an update.
17 July 2017	2016/2017 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 2017	Corporate Performance Monitoring – Target Setting for 2017/2018	Monitoring	B Box	To review and suggest any new targets.
17 July 2017	2016/2017 Q4 Corporate Business Plan Monitoring Report	Monitoring	B Box	The Panel are invited to review the Q4 2016/2017 Corporate Business Plan Monitoring Report.

6

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
17 July 2017	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
30 August 2017	Presentation on Homes in Multiple Occupation	Presentation	S Farley	To provide the Panel with an overview on the work undertaken regarding Houses in Multiple Occupation.
30 August 2017	CIC Area Offices	Review	H Howell	To provide the Panel with further information as requested on 17 July 2017
30 August 2017	Updated Equalities Policy – Initial Discussion	Policy Development	B Box	To have an initial discussion with the Panel prior to the draft document being prepared for consideration at 13 November Panel meeting.
30 August 2017	Employment Monitoring Figures – Annual Report	To note only	B Box	
9 October 2017	Hunstanton Sailing Club Progress Report	Exempt Annual Report	O Paparega/ J Curtis/BC Rep	To examine the progress made by the Hunstanton Sailing Club and provide an opportunity for the Panel to ask questions of representatives from the Sailing Club.
9 October 2017	Private Sector Housing Investment Policy	Policy Development	J Russell	

9 October 2017	Non-Domestic Rates – Review and Update of Discretionary Relief Policy	Policy Development	J Stanton	To review and update the existing Discretionary Relief Policy following the 2017 Revaluation and to tidy up the existing policy.
DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
9 October 2017	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.
9 October 2017	Q1 2017/2018 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.
9 October 2017	Formal Complaints against the Borough Council 1 April 2016 – 31 March 2017	To note only	R Harding	Report to be published on the Borough Council's Website/Insite
13 November 2017	Council Tax Support: Final Scheme for 2018/2019	Policy Development	J Stanton	Update following consultation period. To agree the final Council Tax Support Scheme for 2018/2019.
13 November 2017	Updated Equalities Policy – Draft Document	Policy Development	B Box	Draft document for Panel to consider prior to Cabinet Report being prepared for 9 January 2018 meeting.
18 December 2017	2017/2018 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.

18 December 2017	2017/2018 Q2 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
19 February 2018	Presentation on Improving Attainment in West Norfolk	Annual Update	B Box	To provide an update on the Improving Attainment in West Norfolk.
5 April 2018	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

2

July 2018 – Review of effect of closure of Downham Market and Hunstanton Area Offices.
Performance Targets relating to Planning – S Ashworth be invited to attend a future meeting (date to be agreed)

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 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 2016/17 year has remained broadly the same as the past three years. Given that the figures for 2016 and 2015 exclude leisure staff (as per the above note) it is interesting to note 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 2016/17	Council Workforce 2015/16	2011 Census
White	96.78%	96.01%	97.2%
Other Ethnic Group	0.80%	1.20%	2.8%
Undefined	2.41%	2.79%	0%

	Council Workforce 2016/17	Council Workforce 2015/16	2011 Census
Female	54.12%	54.38%	51%
Male	45.88%	45.62%	49%

The percentage decrease for 'other ethnic group' in the workforce is a result of just one employee's fixed term contract coming to an end and one employee resigning within that year.

ii. Recruitment Activity

The figures for 2016/17 show a slight decrease in the number of applicants for job vacancies compared to 2015/16 with the number of advertisement staying broadly the same. This does continue to reflect the wider employment market, and the Council continues to have a good successful rate in achieving recruitment to the advertised posts.

iii. Applications for Promotion

During 2016/17 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. 2016/17 remained broadly the same in the number of employees applying for a promotion, and in the applicants' success rate.

iv. Training and Development Activities

The monitoring information shows that during 2016/17 the number of employees receiving training has slightly decreased, but nonetheless a very high proportion of employees have still received training during the year. Previous years have achieved very high percentages of employees receiving training due to the roll out of various training programmes and e-learning packages which had a relevance to a broad range of employees.

v. The Number of Employees Refused Training

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

vi. 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 2016/17 appraisal year are reported in the appendix 1. This information is shown as the number of staff achieving each grade.

vii. Grievance Procedures

The 2016/17 year shows that there has been no formal grievance brought forward by employees following the previous year's being low.

viii. Disciplinary Procedures

The number of disciplinary cases progressed during the 2016/17 year has returned to the usual level following a significant decreased in the year 2015/16.

ix. Employees Leaving the Council's Employment

The number of employees leaving the Council's in 2016/17 remains very similar to that of 2015/16 which remains a slight increase in comparison to the previous two years. This again is a reflection of the external employment market.

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. Data was analysed in 2014/15 and therefore a comparison can be made against the 2015/16 results. The figures for 2016/17 remain similar when compared to the last two years, with the biggest fluctuation in the 'other ethnic group', however this been closely analysed and there were no areas of concern report.

Employment Monitoring Information – 2016/17

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

a. By Ethnic Origin

	% of Workforce*					
	2017	2016	2015	2014	2013	2012
White	96.78	96.01	96.32	95.61	96.15	93.72
Other Ethnic Group	0.80	1.20	1.55	1.88	1.45	1.29
Undefined#	2.41	2.79	2.13	2.51	2.40	4.99

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

b. By Disability

	% of Workforce*					
	2017	2016	2015	2014	2013	2012
Employees with a Disability	4.63	4.78	4.46	4.23	3.21	2.58

c. By Gender

	% of Workforce*					
	2017	2016	2015	2014	2013	2012
Female	54.12	54.38	54.26	55.17	54.65	55.39
Male	45.88	45.62	45.74	44.83	45.35	44.61

* 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		2016/2017	2015/16	2014/15	2013/14	2012/13	2011/12
Number of Applicants	White	1301 (97.75%)	1694 (95.81%)	2469 (96.82%)	3063 (96.84%)	2145 (96.49%)	1393 (96.8%)
				3345 (96.43%)			
	Other ethnic groups	30 (2.25%)	74 (4.19%)	81 (3.18%)	100 (3.16%)	78 (3.51%)	46 (3.2%)
				124 (3.57%)			

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

b. By Disability

Year	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
No of applicants with a disability	94 (7.06%)	99 (5.60%)	146 (5.73%)	202 (6.39%)	88 (3.96%)	35 (2.44%)
			184 (5.3%)			

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

c. By Gender

Year		2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
Number of Applicants	Female	598 (44.93%)	783 (44.29%)	1429 (56.04%)	1542 (48.75%)	1209 (54.39%)	542 (37.67)
				1943 (56%)			
	Male	733 (55.07%)	985 (55.71%)	1121 (43.96%)	1621 (51.25%)	1014 (45.61%)	897 (62.34)
				1526 (44%)			

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

2.2. Applicants Shortlisted For Employment

a. By Ethnic Origin

Year		2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
Number of Applicants shortlisted	White	432 (33.20%)	357 (21.07%)	311 (12.6%)	939 (30.66%)	606 (28%)	416 (30%)
				372 (11%)			
	Other ethnic groups	7 (23.33%)	6 (8.11%)	7 (8.64%)	28 (28%)	13 (17%)	7 (15%)
				10 (8%)			

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

b. By Disability

Year	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
No of applicants with a disability shortlisted	28 (43.75%)	19 (19.19%)	16 (10.96%)	63 (31.19%)	26 (30%)	3 (9%)
			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	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12	
Number of Applicants shortlisted	Female	169 (28.26%)	148 (18.90%)	158 (11.06%)	409 (26.52%)	325 (27%)	168 (31%)
				192 (13.44%)			
Number of Applicants shortlisted	Male	270 (36.83%)	215 (21.83%)	161 (14.36%)	558 (34.42%)	294 (29%)	255 (28%)
				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	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12	
Number of shortlisted Applicants appointed	White	83 (19.21%)	99 (27.73%)	93 (29.9%)	157 (16.72%)	174 (28.7%)	138 (33.2%)
				133 (35.75%)			
Number of shortlisted Applicants appointed	Other ethnic groups	0 (0%)	2 (33.33%)	3 (42.86%)	1 (3.57%)	2 (15.4%)	2 (28.5%)
				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	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
No of shortlisted applicants with a disability appointed	2 (7.14%)	4 (21.05%)	3 (18.75%)	2 (3.17%)	3 (11.5%)	2 (67%)
			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		2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
Number of shortlisted Applicants appointed	Female	31 (18.34%)	36 (24.32%)	29 (18.35%)	66 (16.14)	88 (27.1%)	60 (35.7%)
				56 (29.17%)			
	Male	52 (19.26%)	65 (30.23%)	67 (41.61%)	92 (16.49%)	88 (29.9%)	80 (31.2%)
				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

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

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

b. By Disability

Year	Applied For Promotion	Shortlisted For Promotion	Achieved Promotion
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
2011/12	3	2	2

c. By Gender

Year	Gender	Applied For Promotion	Shortlisted For Promotion	Achieved Promotion
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%)
2011/12	Female	69	66 (96%)	29 (44%)
	Male	100	77 (77%)	28 (36%)

4. The Number Of Applicants For Training

a. By Ethnic Origin

	% of Staff per Group Receiving Training					
	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
White	84.82%	92.53%	93.76%	96.56%	72.8%	93.5%
Other Ethnic Group	100%	85.71%	100%	100%	78%	75%
Undefined*	100%	100%	100%	93.75%	83%	96.8%

b. By Disability

	% of Staff per Group Receiving Training					
	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
Employees with a disability receiving training	86.95%	79.17%	82%	81%	55%	87.5%

c. By Gender

	% of Staff per Group Receiving Training					
	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
Female	86.25%	93.41%	91%	96%	72.1%	93.6%
Male	84.65%	92.58%	98%	99.3%	76.3%	93.4%

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

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

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

b. By Disability

Employees with a disability	Performance Rating		
	Exceeded	Met	Partially Met
2016/17	1	20	1
2015/16	0	20	4
2014/15	1	19	1
2013/14	1	26	1
2012/13	0	20	0
2011/12	0	16	0

c. By Gender

Year	Gender	Performance Rating		
		Exceeded	Met	Partially Met
2016/17	Female	26	221	2
	Male	22	180	5
2015/16	Female	31	225	5
	Male	20	419	5
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

7. The Number Of Staff Involved In Grievance Procedures

a. By Ethnic Origin

Ethnic Group	Number of Grievances					
	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
White	0	1	1	1	7	1
Other Ethnic Group	0	0	0	0	0	0
Undefined	0	0	0	0	0	0

b. By Disability

Cases involving employees with a disability	Number of Grievances					
	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
	0	0	0	0	1	0

c. By Gender

	Number of Grievances					
	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
Females	0	1	0	1	5	1
Males	0	0	1	0	2	0

8. The Number Of Staff Involved In Disciplinary Procedures

a. By Ethnic Origin

Ethnic Group	Number of Disciplinary Procedures					
	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
White	12	4	15	14	24	6
Other Ethnic Group	0	0	2	1	0	1
Undefined*	0	0	0	0	0	0

b. By Disability

	Number of Disciplinary Procedures					
		2015/16	2014/15	2013/14	2012/13	2011/12
Cases of employees with a disability	0	0	0	0	0	0

c. By Gender

	Number of Disciplinary Procedures					
		2015/16	2014/15	2013/14	2012/13	2011/12
Females	4	2	5	5	3	0
Males	8	2	12	10	21	7

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

a. By Ethnic Origin

Ethnic Group	Number of Leavers					
	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
White	53	52	49	50	79	62
Other Ethnic Group	2	2	3	0	0	2
Undefined	3	3	2	1	3	6

b. By Disability

	Number of Leavers					
	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
Leavers with a disability	4	3	3	0	3	2

c. By Gender

	Number of Leavers					
	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
Female	31	27	27	22	42	39
Male	27	30	27	29	34	31

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					
	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
White	71.10%	71.58%	73.24%			
Other Ethnic Group	50%	87.5%	37.5%			
Undefined*	91.6%	64.29%	63.64%			

b. By Disability

	% of Staff per Group Taking At Least One Period of Sickness Absence					
	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
Employees absent due to sickness with a disability	73.91%	75%	82.61%			

c. By Gender

	% of Staff per Group Taking At Least One Period of Sickness Absence					
	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
Female	77.69%%	79.49%	76.79%			
Male	64.04%%	62.88%	67.37%			