



Uttlesford District Council

Chief Executive: Dawn French

Performance and Audit

Date: Thursday, 28 July 2016
Time: 19:30
Venue: Committee Room
Address: Council Offices, London Road, Saffron Walden, CB11 4ER

Members: Councillors G Barker, M Foley, J Freeman, J Gordon, S Harris, D Jones, N Hargreaves, B Light, E Oliver (Chairman) and E Parr.

Public Speaking

At the start of the meeting there will be an opportunity of up to 15 minutes for members of the public to ask questions and make statements subject to having given notice by 12 noon two working days before the meeting.

AGENDA PART 1

Open to Public and Press

- 1 Apologies for absence and declarations of interest**
To receive any apologies for absence and declarations of interest.
- 2 Minutes of previous meeting** 5 - 12
To consider the minutes of the meeting held on 19 May 2016
- 3 Matters Arising**
To consider matters arising from the minutes
- 4 Audit Results (to follow)**
To consider the Audit results for the year ending 31 March 2016

- 5 Statement of Accounts (to follow)**
To consider the statement of Accounts 2015/16

- 6 Internal Audit Progress Report 09 May to 15 July 2016** 13 - 20
To consider the work undertaken by Internal Audit from 9 May to 15 July 2016

- 7 Quarter 1 Performance 2016-17** 21 - 30
To consider the Q1 key performance and performance indicators

- 8 Any other items which the Chairman considers to be urgent**
To consider any items which the Chairman considers to be urgent.

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The agenda is split into two parts. Most of the business is dealt with in Part 1 which is open to the public. Part II includes items which may be discussed in the absence of the press or public, as they deal with information which is personal or sensitive for some other reason. You will be asked to leave the meeting before Part II items are discussed.

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**PERFORMANCE AND AUDIT COMMITTEE held at COUNCIL OFFICES
LONDON ROAD SAFFRON WALDEN at 7.30pm on 19 MAY 2016**

Present: Councillor E Oliver (Chairman)
Councillors G Barker, D Jones, N Hargreaves and B Light.

Officers in attendance: R Auty (Assistant Director Corporate Services), S Bronson (Audit Manager), A Rees (Democratic and Electoral Services Officer) and A Webb (Director of Finance and Corporate Services).

Also Present: Councillor S Howell (Cabinet Member for Finance and Administration), Councillor H Rolfe (Leader) and J Wardle (EY – Audit Manager).

PA1 APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies for absence were received from Councillors Foley, J Freeman, Gordon and Harris.

PA2 MINUTES OF THE MEETING HELD ON 11 FEBRUARY 2016

The minutes were received and signed by the Chairman as a correct record.

PA3 MATTERS ARISING

(i) PA31 – Matters Arising

Three possible dates had now been circulated for the Community Engagement Member Working Group to meet.

(ii) PA38 – Urgent Items

Dates for the self-assessment meeting had been circulated. The meeting had taken place and the report was due to be considered later at the meeting.

(iii) PA32 – Audit Plan 2015-16

The Director of Finance and Corporate Services said that he had not been able to provide a figure for Local Plan expenditure, but he would be able to do so after the audit accounts had been submitted to EY. In response to questions by Members he explained that there were currently three vacancies within the Finance department which were currently being filled by agency staff. Due to the time constraints caused by this there would only be time to produce the statutory information required by CIPFA.

The Director of Finance and Corporate Services said that he disagreed with Councillor Hargreaves that there was a £14m discrepancy in the Revenues and

Benefits account. Such a discrepancy would have been picked by EY. Mrs Wardle said that she would meet with Councillor Hargreaves to discuss the account.

In response to further questions by Members about staffing, the Director of Finance and Corporate Services said that pay was not the only reason that the Council had struggled to fill the vacancies. Due to the timing of the Finance Manager vacancy, the Council had been late applying for agency staffing. There was not an increased risk of the account not being submitted for audit, but there was a greater risk of error.

The Chairman noted that all authorities were in the process of preparing their accounts for audit. This meant that there would be few staff moving jobs and agency staff would be in high demand. He would raise the issue of pay at the next Cabinet meeting.

Councillor Rolfe said that the Chief Executive was aware of the concerns surrounding pay and was looking at how the issue could be best managed. She was looking to incorporate the revised pay policy within the draft budget proposals next February.

Councillors Jones said that nine months was too long and the issue needed resolving more quickly. Councillor Hargreaves agreed with this point and added that flexibility on salaries was needed.

In response, the Director of Finance and Corporate Services explained that the salaries were limited by the Council's pay policy and the pay scale, which were approved on an annual basis by Full Council.

PA4

DRAFT ANNUAL GOVERNANCE STATEMENT 2015-16

The Audit Manager presented her report. She said that the statement was currently in draft form and was based on the previous governance statements. The draft statement had already been agreed by CMT.

This was the last year that the statement would be submitted in its current form as CIPFA was due to publish new guidance. It was not yet known what changes would be made to the guidance.

In response to a question by Councillor Light, Councillor Rolfe said that it was now the responsibility of the Leader to carry out the appraisal of the Chief Executive.

RESOLVED that the draft Annual Governance Statement 2015/16 was approved.

PA5

INTERNAL AUDIT ANNUAL REPORT AND OPINION 2015-16

The Audit Manager outlined her report, which showed the work carried out by Internal Audit during the previous financial year and gave their opinion on the

Council's control environment. Internal Audit had concluded that overall the identified risks were being adequately managed and controlled.

For 2014/15 there had been no "limited" or "little" assurances given for the audited areas so the overall opinion for that year was that risks had been substantially managed.

The report was noted.

PA6 INTERNAL AUDIT AND STRATEGY AND PROGRAMME 2016-17

The Audit Manager presented her report and explained that the Council was required to undertake a risk based internal audit system. This began by examining the Corporate Plan and then looked at departmental objectives.

RESOLVED that the revised Internal Audit Strategy and Work Programme 2016/17 was approved

PA7 INTERNAL AUDIT PROGRESS REPORT 30 JANUARY TO 6 MAY 2016

Members considered the report, which detailed work undertaken by Internal Audit since the last report to the Committee and any progress made on recommendations made by Internal Audit.

The report was noted.

PA8 PERFORMANCE AND AUDIT COMMITTEE SELF-ASSESSMENT 2015-16

Members considered the report, which detailed the self-assessment undertaken by the Committee for the 2015/16 municipal year.

The report was noted.

PA9 PROCUREMENT ARRANGEMENTS

The Assistant Director Corporate Services presented his report which followed requests by Members that a report was brought to the Committee which outlined the Council's approach to procurement, the list of tenders for the previous 12 months, the details of any tenders which fell into higher categories and any instances where the normal procurement rules had been waived. The first three of these requests were covered in the Procurement Strategy which was approved annually by Cabinet. A list of instances where the procurement rules had been waived was attached as an appendix to the report.

Members were asked to consider whether they wanted to receive information about procurement activity on a regular basis, and if they would, how frequently they would like to receive it.

Councillor Hargreaves said that he was pleased to see the report. The information provided was beneficial and he would like to see a report presented regularly. Members considered how frequently the report should be brought before the Committee. Given that the number of exceptions to procurement rules was relatively low it was agreed that the report should be considered on a six monthly basis.

RESOLVED that a report on procurement activity would be brought to the Committee on a six monthly basis.

PA10

Q4 PERFORMANCE 2015-16

The Assistant Director Corporate Services presented his report which the Key Performance Indicators (KPIs) and Performance Indicators (PIs) for quarter four.

i) KPI 09 – Number of accidents that are reportable under RIDDOR (Min)

He said that it was recommended that KPI 09 was deleted and that instead the Committee received either a quarterly or twice yearly report on health and safety matters. This would provide Members with more information and would help to raise the profile of health and safety amongst Members.

The Chairman said that it would be beneficial to have more information. He recommended that a report was brought to the Committee on a six monthly basis with the first report going to the next meeting. He also asked that the health and safety officer was invited to present the report.

The Director of Finance and Corporate Services said the health and safety officer was keen to present the report to the Committee. A Member champion for health and safety was being appointed and he recommended that they were also invited to the meeting.

Councillor Barker asked how the continuity of information from KPI 09 would be preserved. In response, the Director of Finance and Corporate Services said the report would still contain all the information gathered for the KPI, but would also include more information such as near misses. The information in the report would be similar in nature to that presented to CMT.

The Chairman suggested that to help with consistency of measurement, the health and safety report should be presented on a quarterly basis.

Councillor Howell spoke as a former chairman of the Committee. He said that he welcomed the recommendation. The RIDDOR measurement was a blunt instrument, so further information would provide the Committee with a fuller picture.

ii) KPI 14 – Percentage of household waste sent for reuse, recycling and composting (LAA) (Max) and KPI 15 – Number of return visits to collect

bins that have been missed on the first visit (per 100,000 collections)
(Min)

Councillor Rolfe said that there appeared to be no significant improvement in either of the KPIs and recommended that both of the matters were referred to Cabinet.

Members discussed KPI 15. In response to a question by Councillor Barker, the Assistant Director Corporate Services said that the National Indicator system established by the previous Labour government set the calculation of missed bins per 100,000 collections. The KPI had been continued on that basis so that the figures remained consistent.

Councillor Jones noted that the Council would be notified of missed bins on a weekly basis. An absolute figure for missed bins would be useful and it would also be helpful if the number of missed bins was broken down by round. In reply to the points raised by Councillor Jones, the Assistant Director Corporate Services said it would be possible to provide an absolute figure for missed bins. Breaking down the number of missed bins by round would require a lot of administration, so he would speak to the service about the feasibility of doing this.

iii) PI 39 – Number of written customer complaints against leisure centre usage (Min)

The Assistant Director Corporate Services explained that this PI was going to be replaced with a more effective indicator during the year.

iv) PI 30 – Percentage of planning applications validated within 5 days (Max)

Councillor Hargreaves said that from examining some validated applications and speaking to officers it did not appear that all applications were thoroughly checked before they were validated. In response the Assistant Director Corporate Services said he would get someone from the Planning Department to speak to Councillor Hargreaves about his concerns.

RESOLVED that a report on health and safety in the Council would be brought to the Committee on a quarterly basis.

PA11

Q4 CORPORATE RISK REGISTER 2015-16

The Assistant Director Corporate Services presented his report. He said that the Council's approach to risk management was due to be revised to better reflect the main risks facing the Council regarding delivering key projects, as well as external factors.

In response to a question by Councillor Barker, the Assistant Director Corporate Services said that a prototype of the new report would not be circulated before

the next meeting of the Committee. However, Members would be able to suggest further revisions to any future reports to the Committee.

The report was noted.

PA12

ANY OTHER ITEMS

The Assistant Director presented the annual report of the Committee, which was presented to Annual Council by the Chairman on 17 May. In the future it was recommended that the draft annual report was brought to the February meeting.

Councillor Jones asked for clarification as to whether the annual report of the Committee had to be presented at Annual Council, or whether the requirement was just for an annual report.

In response to Councillor Jones, the Assistant Director Corporate Services said that the Council's constitution only required the report to be presented annually. However, it was conventionally presented to Annual Council. This was also the case with the annual report from the Scrutiny Committee

The Chairman reminded Members that the Committee meeting originally scheduled for 21 July was now going to take place on 28 July.

RESOLVED that the draft annual report would be considered at the Committee meeting in February.

The meeting ended at 8.40pm.

ACTION POINTS

Minute PA3 Matters Arising	After the Council had submitted its accounts to external audit, the Director of Finance and Corporate Services to provide Members with a figure for Local Plan expenditure at the end of the financial year.
Minute PA3 Matters Arising	Mrs Wardle to meet with Councillor Hargreaves regarding the Revenues and Benefits account
Minute PA10 Q4 Performance 2015/16	The Assistant Director Corporate Services would speak to Street Services about recording missed bin collections as an absolute number, and by route.
Minute PA10 Q4 Performance 2015/16	The Assistant Director Corporate Services would speak to Planning about the validation process.

Committee: PERFORMANCE & AUDIT COMMITTEE

Agenda Item

Date: 28 July 2016

6

**Title: Internal Audit Progress Report,
07 May to 15 July 2016**

**Author: Sheila Bronson, Internal Audit Manager
01799 510610**

Item for Information

Summary

1. To report to the Performance & Audit Committee details of work undertaken by Internal Audit since the last report to the Performance & Audit Committee on 19 May 2016 and to provide an update on implemented and outstanding internal audit recommendations.

Recommendations

2. That the Internal Audit Progress Report (07 May to 15 July 2016) be noted

Financial Implications

3. None. There are no costs associated with the recommendations.

Background Papers

4. None

Impact

- 5.

Communication/Consultation	The Internal Audit Work Programmes 2015/16 and 2016/17 referred to in this report have been approved by the Corporate Management Team and endorsed by the Performance & Audit Committee.
Community Safety	none
Equalities	none
Health and Safety	none
Human Rights/Legal Implications	none

Sustainability	none
Ward-specific impacts	none
Workforce/Workplace	none

Situation

6. The purpose of this report is to provide management and members with:
- i) Details of the work completed by Internal Audit since the last report to the Performance and Audit Committee at its meeting 19 May 2016;
 - ii) Performance against the Internal Audit Work Programme 2015/16;
 - iii) Performance against the Internal Audit Work Programme 2016/17;
 - iv) Details of risk level 3 and 4 highest priority recommendations implemented since the last report to Members;
 - v) Details of any recommendations not implemented within the agreed timescale.

Work Undertaken by Internal Audit 07 May to 15 July 2016

7. Since the last report to the Committee:
- i) Between 07 May to 15 July 2016, 5 audits from the 2015/16 audit programme were completed and Final Reports issued with a total of 11 recommendations made. All final audit reports issued have been copied to Performance & Audit Committee Members and are available on the Council's Intranet. A summary of 2015/16 final reports issued is presented at Appendix A(i);
 - ii) There is 1 audit from the 2015/16 audit programme to be completed, Street Services - Fleet & Fuel Management and Transport Maintenance. The delay has been due to obtaining final agreement on recommendations and sign off from corporate management. It is expected to be completed by 31 July 2016
 - iii) Between 07 May to 15 July 2016 1 audit from the 2016/17 audit programme has been completed and Final Report issued with a total of 3 recommendations made. All final audit reports issued have been copied to Performance & Audit Committee Members and are available on the Council's Intranet. A summary of 2016/17 final reports issued is presented at Appendix A(i);
 - iv) Between 07 May to 15 July 2016 work has started on 9 audits from the 2016/17 Audit Programme; progress on the 2016/17 programme is presented at Appendix A (ii).

Recommendations Implemented 07 May to 15 July 2016

8. There are 2 risk level 3 recommendations which have been implemented in this period; a summary is presented at Appendix A (iii).

Recommendations Not Implemented by due date at 15 July 2016

9. As of 15 July 2016, there are no recommendations reported in Covalent as not implemented in accordance with their agreed due dates.

Risk Analysis

10.

Risk	Likelihood	Impact	Mitigating actions
The issues highlighted in the internal audit reports are not acted upon	1 Action is already being taken towards the implementation of the recommendations contained in the reports.	2 There would be varying levels of impact from non-implementation of recommendations given the significance of the control risks identified.	Internal audit reports are followed up to ensure compliance. There are escalation procedures in the event of non compliance

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.

FINAL REPORTS ISSUED **07 May – 15 July 2016**

ref	Audit 2015/16	Risk	Revised potential days	Final Report Issued	Days Taken	Recommendations Made					Audit Opinion
						No.	Risk Level				
						total	4	3	2	1	
05 KF	Creditors	3	5	27/06/16	5	1	0	1	0	0	substantial
08 KF	Housing Rents	3	10	24/05/16	8	1	0	0	1	0	substantial
24 O	Homelessness	3	12	10/06/16	11	1	0	0	1	0	substantial
25 O	Housing Allocations	3	14	25/05/16	14	4	0	0	4	0	substantial
36 O	Street Services - Trade Waste	3	10	15/06/16	13	4	0	1	3	0	adequate
						11	0	2	9	0	
						total	4	3	2	1	

ref	Audit 2016/17	Risk	Potential days	Final Report Issued	Days Taken	Recommendations Made					Audit Opinion
						No.	Risk Level				
						total	4	3	2	1	
22 O	Enforcement	2	10		10	3	0	1	2	0	satisfactory
						3	0	1	2	0	
						total	4	3	2	1	

PROGRESS ON THE AUDIT PROGRAMME 2016/17

Internal Audit Programme 2016/17 – April 2016										
ref	Audit	2016/17 potential days	qtr	IA Risk 2016/17	Started	Draft	Final	Days Taken	Status	Comment
01 KF	Asset Management	10	2	3				0.00		
02 KF	Budgets	5	4	1				0.00		
03 KF	Cash & Bank	5	3	4				0.03		
04 KF	Creditors	0		2				0.00		
05 KF	Fraud (non-corporate)	10	2	3				0.00		
06 KF	Housing Benefits and LCTS	0		2				0.00		
07 KF	Housing Rents	0		2				0.00		
08 KF	Income, Fees & Charges	10	3	3				0.00		
09 KF	NNDR	10	2	3				0.00		
10 KF	Payroll	15	1	4	18/05/16			16.63	testing	
11 KF	Recovery	10	1	3	22/06/16			6.75	planning	
12 KF	Treasury Management	5	1	3	22/06/16			4.64	planning	
13 KF	Value for Money	10	4	4				0.00		
14 O	Business Continuity	10	2	4	19/04/16			1.90	planning	
15 O	Car Parking Partnership (NEPP)	0		3				0.00		
16 O	Conservation & Trees	10	2	2				0.00		
17 O	Corporate Governance & AGS	5	1	4	05/04/16	04/05/16		3.24	draft	
18 O	Customer Service Centre	10	1	3				0.03		
19 O	Economic Development Service	0		2				0.00		
20 O	Elections	10	2	3				0.00		
21 O	Electoral Registration	10	2	3				0.00		
22 O	Enforcement	10	1	2	25/04/16	27/06/16	12/07/16	11.26	final	
23 O	Facilities Management	10	3	2				0.00		
24 O	Grants & Awards (made)	10	4	4				0.00		
25 O	Grants & External Funding received	10	2	4				0.00		
26 O	H&H - Allocations	0		2				0.00		
27 O	H&H - Community Health	10	3	3	20/04/16			2.30	planning	
28 O	H&H - Environmental Health - Food Safety & Infectious Disease Control	10	2	3				0.00		

PROGRESS ON THE AUDIT PROGRAMME 2016/17

ref	Audit	2016/17 potential days	qtr	IA Risk 2016/17	Started	Draft	Final	Days Taken	Status	Comment
29 O	H&H - Equality & Diversity incl Access to Services	10	4	4				0.00		
30 O	H&H - Health & Safety	10	3	3				0.00		
31 O	H&H - Homelessness	0		2				0.00		
32 O	H&H - Services for Older People	10	3	3				0.00		
33 O	H&H - Stock & Voids	5	3	3				0.00		
34 O	HR	0		2				0.00		
35 O	Insurance	10	1	4	29/07/16			4.54	planning	
36 O	Legal Services	0		3				0.00		
37 O	Leisure - Day Centres	0		3				0.00		
38 O	Leisure - PFI	0		3				0.00		
39 O	Local Land Charges	10	2	3				0.00		
40 O	Mailroom & Reprographics	10	3	3				0.00		
41 O	Members' Allowances & Expenses	10	3	4				0.00		
42 O	Museum	10	2	3				0.00		
43 O	Partnerships	10	2	4				0.00		
44 O	Performance Management	15	1	3	04/05/16			12.20	testing	
45 O	Planning - Housing Strategy	10	4	4				0.00		
46 O	Planning - Local Plan	0		3				0.00		
47 O	SS - Fleet & Fuel Management and Transport Maintenance	5	3	3				0.00		
48 O	SS - Income Generating Services & Asset Management	10	3	4				0.00		
TOTAL AUDIT DAYS		340								

RECOMMENDATIONS NOT IMPLEMENTED BY THEIR DUE DATE at 15 JULY 2016

Code & Title	Description	Risk Level	Managed By	Due Date	Completed
1516 12KF PAYROLL 02	<p>It is recommended that HRP47 is revised and updated and should include:</p> <ul style="list-style-type: none"> a) clarification of the responsibility of managers to ensure that all claims they authorise and approve have been checked for arithmetical and factual accuracy prior to submission; b) clarification that it is the responsibility of Managers to ensure that authorised and approved claim forms are submitted to HR/Payroll before the deadline for processing claims; c) clarification that claims submitted after the deadline date will not be processed until the following month; d) guidance to Managers and Officers on completion of the claim form; e) clarification of the status of volunteers in regards to passenger payments; f) clarification of the exact accounting period for the claim submitted. 	3	Assistant Director Corporate Services	31/05/16	31/05/16
1516 12KF PAYROLL 03	<p>It is recommended that the Travel and Subsistence Claim form is revised and updated to reflect HRP47 and should include:</p>	3	Assistant Director Corporate Services	31/05/16	31/05/16

Committee: Performance and Audit

Agenda Item

Date: 28 July 2016

7

Title: Quarter 1 Performance 2016/17

Author: Richard Auty, Assistant Director Corporate Services Item for information

Summary

1. This report presents the Q1 results for all quarterly-reported Key Performance Indicators and Performance Indicators.

Recommendations

2. None

Financial Implications

3. There are no financial implications associated with this report.

Background Papers

4. None

Impact






- 5.

Communication/Consultation	None
Community Safety	None
Equalities	None beyond service improvement on the equality and diversity performance indicators
Health and Safety	None beyond service improvement on the health and safety performance indicators
Human Rights/Legal Implications	None
Sustainability	None
Ward-specific impacts	None
Workforce/Workplace	None

Situation

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6. Appendix A presents Quarter 1 performance against the 2016/17 targets agreed at Performance and Audit Committee in May.
7. The report incorporates changes agreed by the committee, including:
8. KPI 15 (missed bin) being reported as an absolute number of bins rather than by per 100,000 collections
9. Removal of the RIDDOR indicator, to be replaced with a more detailed health and safety report. This will come to the committee from Quarter 2
10. The majority of KPIs are performing to target (11 out of 16) with three missing target by less than 10 per cent and two missing target by more than 10 per cent.
11. Although the committee has previously agreed it no longer needed to see homelessness figures as they are reported and discussed elsewhere, CMT thought it appropriate to highlight the Quarter 1 performance because there has been a significant improvement in the average time taken to process homeless applications. The number of people accepted as homeless in Quarter 1 is similar to the number accepted in the same quarter last year (9 in Q1 this year, 10 in Q1 last year).
12. The time taken to process applications is still reported at management level, and for members' information, this is the data:

HSG 10 Average time taken (days) to process homeless applications	43	23.85	34.66	40.72	27.14	Q1 2016/17 Numerator: 380 Denominator: 14 This is a marked improvement on last quarter's results. More formalised regular support from team leaders has improved decision time.
						
	33	33	33	33	33	

Risk Analysis





Risk	Likelihood	Impact	Mitigating actions
That performance indicators will not meet quarterly/ annual targets	2 – The majority of Performance Indicators perform on or above target	3 – In some areas the risk of not meeting targets could impact on areas such as customer satisfaction and statutory adherence to government led requirements	Performance is monitored by CMT and the committee on a quarterly basis. Inclusion of five quarters of data helps identify trends.

- 1 = Little or no risk or impact
- 2 = Some risk or impact – action may be necessary.
- 3 = Significant risk or impact – action required
- 4 = Near certainty of risk occurring, catastrophic effect or failure of project.

2016/17 Quarter 1 KPI and PI Data Report
















Report Authors: Paula Evans and Tülay Norton

Generated on: 13 July 2016

PI Status		Example indicator	
	This PI is more than 10% below target.	50%	This is the latest result
	This PI is between 0.01 and 10% below target.		This is the status
	This PI is on target.	50%	This is the target

Key: * Cumulatively monitored **Max** Aim to maximise performance
 # Quarterly targets profiled **Min** Aim to minimise performance

Key Performance Indicators (KPIs)





















Directorate: CORPORATE SERVICES						
PI Code & Short Name	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Latest Note
KPI 01 Percentage of supplier invoices paid within 30 days of receipt by the Council (Max)	100.00%	98.33%	96.67%	98.89%	95.00%	Q1 2016/17 Numerator: 171 Denominator: 180 From the sample selected nine invoices from various departments prevented target numbers, either through copies required from Suppliers or other delays. Procedures are in hand to ensure batches are received /collected from other sites on a more regular basis.
						
	96.00%	96.00%	96.00%	96.00%	97.00%	
KPI 03 Percentage of Non-domestic Rates Collected (Max) *	25.70%	52.58%	80.02%	97.34%	29.15%	Q1 2016/17 Numerator : £13,359,627.28 Denominator: £45,836,384.53 One of the largest ratepayers is still paying 2015/16 arrears, so haven't started paying current year yet.
						
	29.00%	57.00%	85.00%	98.00%	30.18%	
KPI 04 Accuracy of processing - HB/CTB claims (Max)	99.78%	99.78%	99.26%	99.77%	99.55%	Q1 2016/17 Numerator: 447 claims checked Denominator: 2 financial errors identified
						
	98.00%	98.00%	98.00%	98.00%	98.00%	

PI Code & Short Name	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Latest Note
KPI 05 Percentage of Council Tax collected (Max) *	30.33%	58.57%	86.94%	99.17%	30.19%	Q1 2016/17 Numerator : 16,480,787.83 Denominator: 54,584,512.42 Good results have been achieved by having committed well trained specialist staff, introducing additional instalment dates for Direct Debit payers prompting targeted recovery action and a policy of communicating as a team not only within the service but across all areas of the Council.
	29.00%	57.00%	85.00%	98.00%	30.18%	
KPI 06 (a) Time taken to process Housing Benefit/Council Tax Benefit new claims (Days) (Min)	21.4	19.9	24.5	23.8	23.4	Q1 2016/17 Numerator: 9,608 Denominator: 411 165 new claims to Housing Benefit (HB) were processed taking a total of 3,913 days. There were also 246 new claims to Local Council Tax Support (LCTS) taking 5,695 days.
	24.0	24.0	24.0	24.0	24.0	
KPI 06 (b) Time taken to process Housing Benefit/Council Tax Benefit change events (Min)	8.7	8.8	8.2	5.6	5.9	Q1 2016/17 Numerator: 46,035 Denominator: 7,835 3,521 changes of circumstance to HB were processed taking a total of 24,492 days. There were also 4,314 changes of circumstance to LCTS taking 21,543 days. This average is lower than predicted due to the DWP's Real Time Information (RTI) project not recommencing until the latter half of the quarter. It is expected that this average will significantly increase due to RTI in the forthcoming quarters.
	8.0	8.0	8.0	8.0	9.0	
KPI 07 (a) Average number of days lost per employee through short-term sickness absence (Min) *	0.80	1.78	3.07	4.24	1.41	Q1 2016/17 Numerator: 502 Denominator: 356 HR Admin works with targeted service areas to provide appropriate support for sickness absence cases, ensuring short term cases are dealt with according to policy.
	1.75	3.50	5.25	7.00	1.75	
KPI 07 (b) Average number of days lost per employee through long-term sickness absence (Min)	0.00	58.00	29.00	35.50	46.80	Q1 2016/17 Numerator: 234 Denominator: 5 46.8 days off work for the five long term sick cases this quarter. One has now returned to work, but the other four remain off work under a fit note.
	45.00	45.00	45.00	45.00	45.00	











PI Code & Short Name	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Latest Note
KPI 16 Rent collected as percentage of rent owed (including arrears b/f) (Max) *	90.21%	94.39%	95.64%	97.29%	90.56%	Q1 2016/17 Numerator: £3,810,438.81 Denominator: £4,207,568.61 This PI has exceeded the target due to the rigorous approach to rent collection and regular checking by the Arrears Officer that tenant in arrears are keeping to agreements made.
	88.50%	93.55%	94.55%	96.50%	89.00%	
KPI 17 Local Council Tax Support Collection Rate (Max)	New Indicator for 2016/17 data collection				23.73%	Q1 2016/17 Numerator: 155,905 (net receipts) Denominator: 657,262 (total net liability) Good results have been achieved as a direct result of having a dedicated Officer who deals specifically with LCTS customers to support them in debt management by undertaking means enquiry and signposting to relevant support organisations and internal Council Services. This Officer also administers the Exceptional Hardship fund providing reductions in Council Tax liability for those suffering particularly difficult circumstances.
					21.25%	






Directorate: PUBLIC SERVICES

PI Code & Short Name	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Latest Note
KPI 08 Average re-let time in days (General Needs only)	19	26	16	27	27.5	Q1 2016/17 Numerator: 388 Denominator: 14 Outturn below target for the quarter due to external contractor not performing to accepted levels. Performance levels are reviewed and addressed through regular core contractor meetings but performance is still poor. Review of contract currently being undertaken.
	12	12	12	12	20	
KPI 11 Processing of planning applications: Major applications (within 13 weeks or including any agreed extension of time) (Max)	91.67%	90.00%	82.35%	81.82%	70.00%	Q1 2016/17 Numerator: 7 Denominator: 10 Performance Target exceeded.
	60.00%	60.00%	60.00%	60.00%	60.00%	

PI Code & Short Name	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Latest Note
KPI 12 Processing of planning applications: Minor applications (within 8 weeks or including any agreed extension of time) (Max)	83.53%	79.09%	85.86%	90.43%	80.00%	Q1 2016/17 Numerator: 80 Denominator: 100 Performance target achieved.
						
	80.00%	80.00%	80.00%	80.00%	80.00%	
KPI 13 Processing of planning applications: Other applications (within 8 weeks or including any agreed extension of time) (Max)	91.30%	92.48%	92.13%	87.44%	89.26%	Q1 2016/17 Numerator: 241 Denominator: 270 Performance target exceeded.
						
	82.00%	82.00%	82.00%	82.00%	82.00%	
KPI 14 Percentage of household waste sent for reuse, recycling and composting (LAA) (Max)	52.78%	52.34%	50.91%	48.48%	51.91%	Q1 2016/17 ESTIMATE AT PRESENT Numerator: 3,923 tonnes (recycled and composted) Denominator: 7,557 tonnes (total domestic waste arising). Final value will only be available in August when the complete information will be available from all of our recycling customers.
						
	52.96%	56.77%	53.04%	51.63%	51.00%	
KPI 15 (a) Number of return visits to collect bins that have been missed on the first visit (Min)	177	319	137	130	1,616	Q1 2016/17 Absolute numbers being reported following request from Performance and Audit Committee. There is an increase on last quarter due to the garden waste collections and new start-ups beginning in April. There have been on average 100+ garden waste bins missed per month. Management have been researching new systems to look at improving the collections on first visit. Collection rate for Q1: 99.83% (934,384 collected).
						
	40	40	40	40	936	

Performance Indicators (PIs)


























Directorate: CHIEF EXECUTIVE						
PI Code & Short Name	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Latest Note
PI 06 Percentage of standard searches carried out in 10 working days (Max)	100%	100%	100%	100%	100%	Q1 2016/017 Searches all on target.
						
	100%	100%	100%	100%	100%	
PI 21 Percentage of minutes from meetings made available to the public within 10 working days (Max)	94%	89%	85%	96%	85%	Q1 2016/17 Numerator: 22 Denominator: 26 The combined workload of a May election followed closely by the referendum in June meant democratic services undertook much additional work, which has had some impact on the turnaround times for production of minutes, however in some cases the deadline for this PI was missed because comments from officers to whom the drafts are circulated were not received in time for the minutes to be published within 10 working days.
						
	95%	95%	95%	95%	95%	







Directorate: CORPORATE SERVICES						
PI Code & Short Name	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Latest Note
PI 02 Average time (Days) to pay supplier invoices (Min)	11.5	12.1	12.4	13.0	13.3	Q1 2016/17 Numerator: 2,400 Denominator: 180 Performance deteriorated slightly over prior period, (6% of invoices sampled). This was due to increased volumes of invoices received at year end and reduced staff resources.
						
	12.0	12.0	12.0	12.0	11.0	

PI Code & Short Name	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Latest Note
PI 03 Percentage of sundry debt income overdue (debts over 90 days old not subject to a payment agreement) (Min)	.3%	2.9%	.0%	2.1%	3.4%	Q1 2016/17 Numerator: £19,656.37 Denominator: £571,284.07 As at 1 July 2016
	4.5%	4.5%	4.5%	4.5%	4.0%	
PI 20 Percentage of IT help Desk calls resolved within target (Max)	97.34%	97.18%	97.84%	97.46%	97.93%	Q1 2016/17 Numerator: 1,468 Denominator: 1,499
	93.00%	93.00%	93.00%	93.00%	95.00%	
PI 22 Museum users: Total visitors to the museum building and on-site events (Max) #	4,925	4,457	2,951	3,793	3,369	Q1 2016/17 Exceeded target by 5%, maintaining general visitor levels through activities and events and some independent school visits, while there is no Learning Officer in post to bring in more schools for taught sessions.
	3,400	4,000	3,100	3,500	3,200	

Directorate: PUBLIC SERVICES

PI Code & Short Name	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Latest Note
PI 16 Number of households living in temporary accommodation (CI 19 & NI 156) (Min)	19	22	17	22	21	Q1 2016/17 Council owned = 12. Emergency B&B / shared accommodation placements = 9. Slight decrease from last quarter.
	17	17	17	17	14	

PI Code & Short Name	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Latest Note
PI 24a Planning appeals allowed for major applications (Min)	25.0%	100.0%	.0%	.0%	66.7%	Q1 2016/17 Numerator: 2 Denominator: 3 2 out of 3 cases allowed. Two of the applications related to housing and one to renewable energy.
						
	30.0%	30.0%	30.0%	30.0%	30.0%	
PI 24b Planning appeals allowed for minor applications (Min)	33.0%	50.0%	.0%	12.5%	23.1%	Q1 2016/17 Numerator: 3 Denominator: 13 Performance indicator achieved.
						
	45.0%	45.0%	45.0%	45.0%	45.0%	
PI 24c Planning appeals allowed for other applications (Min)	.0%	66.7%	25.0%	16.7%	50.0%	Q1 2016/17 Numerator: 3 Denominator: 6 Performance target just missed; analysis of this area to be taken to manage trends.
						
	45.0%	45.0%	45.0%	45.0%	45.0%	
PI 24d Appeals allowed for enforcement notices (Min)	.0%	.0%	.0%	66.7%	.0%	Q1 2016/17 No appeals decisions this quarter
						
	30.0%	30.0%	30.0%	30.0%	30.0%	
PI 30 Percentage planning applications validated within 5 days (Max)	99%	98%	99%	99%	98%	Q1 2016/17 Numerator: 426 Denominator: 435 The figures are there or thereabouts where they have been. We have introduced a process which requires planning officers to write the description for Listed Building Consent applications and this can sometime cause a delay but it is saving money and time on advertising and sending letters etc.
						
	90%	90%	90%	90%	90%	

PI Code & Short Name	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Latest Note
PI 40 Number of subscribers to garden waste collection service (Max)	5,100	5,100	5,110	5,041	5,700	Q1 2016/17 Start of new season with good uptake on new and existing subscribers.
						
	5,050	5,320	5,360	5,400	5,425	
PI 41 Percentage of routine food hygiene premises inspections completed within the quarter (Max)	<i>New Indicator for 2016/17 data collection</i>				88%	Q1 2016/17 Numerator: 92 Denominator: 105 This is a new PI, underperformance is primarily linked to a need for increased cover in imported food work due to a change in staff circumstances and a potential under resource in one area team relating to staffing. Steps have been taken to attempt to address these issues supported by increased monitoring.
						
					95%	