



# Public Document Pack

## Uttlesford District Council

Chief Executive: Dawn French

### Governance, Audit and Performance Committee

**Date:** Thursday, 16th November, 2017

**Time:** 7.30 pm

**Venue:** Committee Room - Uttlesford District Council, Council Offices, London Road, Saffron Walden, Essex CB11 4ER

**Chairman:** Councillor E Oliver

**Members:** Councillors G Barker, J Davey, M Foley, J Gordon, N Hargreaves, S Harris, D Jones (Vice-Chair), G LeCount and B Light

**Substitutes:** Councillors A Anjum, A Dean, J Freeman and M Lemon

#### 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 the Previous Meeting held on 28 September 2017** 1 - 4

To consider the minutes of the previous meeting.

###### **3 Annual Audit and Certification Fees 2017-18** 5 - 10

To receive the annual audit and certification fees letter from EY which confirms the audit and certification work for 2017-18.

<b>4</b>	<b>Procurement Arrangements Update</b>	11 - 16
	To receive the Procurement Update report for April - September 2017.	
<b>5</b>	<b>Local Plan Costs 2016-17</b>	17 - 20
	To receive the report on Local Plan Costs for 2016-17.	
<b>6</b>	<b>Internal Audit Progress Report</b>	21 - 30
	To receive the Internal Audit Progress Report for 16 September to 03 November 2017.	
<b>7</b>	<b>General Data Protection Regulation (GDPR) Implementation</b>	31 - 38
	To receive the report on the implementation of the General Data Protection Regulation (GDPR) which will come into force on 25 May 2018.	
<b>8</b>	<b>Review of Polling Districts and Places</b>	39 - 58
	To consider the Review of Polling Districts and Places report.	
<b>9</b>	<b>Parliamentary Boundary Review 2018</b>	59 - 62
	To consider the Parliamentary Boundary Review 2018 report.	
<b>10</b>	<b>2017-18 Quarter 2 Performance Indicators</b>	63 - 74
	To receive the 2017-18 Quarter 2 Performance Indicator Outturn report.	

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The agenda is split into two parts. Most of the business is dealt with in Part I 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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# Agenda Item 2

## **GOVERNANCE, AUDIT AND PERFORMANCE COMMITTEE held at COUNCIL OFFICES LONDON ROAD SAFFRON WALDEN at 7.30pm on 28 SEPTEMBER 2017**

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

Officers in attendance:

R Auty (Assistant Director - Corporate Services), A Bochel (Democratic Services Officer), S Bronson (Audit Manager) and R Dobson (Principal Democratic and Electoral Services Officer).

Also Present: Councillor S Howell (Cabinet Member for Finance and Administration) and Councillor H Rolfe (Leader of the Council).

GAP20

### **APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

Apologies for absence were received from Councillors Barker, Davey and Foley.

GAP21

### **MINUTES**

The minutes of the meeting held on 27 July were signed and approved as a correct record of the meeting.

GAP22

### **POLLING DISTRICT REVIEW**

The Chairman said the Chief Executive had contacted him to explain that she had with the Democratic and Electoral Services Manager reviewed the polling district review timetable in the report. Due to the absence of the Democratic and Electoral Services Manager during the timeframe which had been proposed, she had requested the Committee should be invited to permit a revised timetable to be implemented. .

The Principal Democratic and Electoral Services Officer said staff commitments meant that it was sensible to defer the review until the February meeting of the committee. There were no statutory requirements necessitating the review to be completed earlier.

In response to a question from Councillor Light, asking what would happen if a snap election had been called and the review of polling station places had not been decided, the Principal Democratic and Electoral Services Officer said the Returning Officer would have powers to take action as necessary.

In response to a question from Councillor Jones asking whether the review should be completed before the electoral register was updated on 1 December,

the Principal Democratic and Electoral Services Officer said this was not necessary and the review would still be completed to a satisfactory timetable.

RESOLVED to approve a revised polling district review timetable, to be communicated to the Committee, and the Polling District Review to be considered at the February meeting.

GAP22

## **LOCAL GOVERNMENT & SOCIAL CARE OMBUDSMAN ANNUAL REVIEW 2016-2017**

The Chairman said this was the first time the Local Government and Social Care Ombudsman (“LGO”) annual review letter had been brought before the committee. Previously it was reported on a more informal basis in the Members’ Bulletin. However the Chief Executive had felt members should have more oversight over the report.

The Principal Democratic and Electoral Services Officer said members could see in the report that one complaint against the Council had been upheld, but this had been resolved in the form of an apology to the complainant.

The Assistant Director – Corporate Services said he would suggest the idea of complaint handling training run by the LGO to a Corporate Management Team meeting.

The report was noted.

GAP23

## **REVISED INTERNAL AUDIT STRATEGY AND PROGRAMME 2017-18**

The Chairman said the Audit Manager had first composed the strategy and programme in April, and it had now been revised.

The Audit Manager said there would be some change in staff allocation meaning there would be fewer hours spent working on the internal audit strategy and programme, but the quality of work would not be negatively affected.

RESOLVED to approve the revised internal audit strategy and programme.

GAP24

## **INTERNAL AUDIT PROGRESS REPORT – 15 JULY TO 15 SEPTEMBER**

The Audit Manager said this was her regular update. There were still three audits from the 2016-2017 programme to be concluded. One had come back from management, one was undergoing a fraud risk assessment with the Corporate Management Team and one was still outstanding. Work had begun on a number of audits for the current programme, and five had been completed.

The report was noted.

GAP25

## **ANNUAL AUDIT LETTER 2016-2017**

The Assistant Director – Corporate Services said the letter summarised the key findings of the 2016-2017 audit, although these had already been reported at the last meeting.

The Cabinet Member for Finance and Administration said he was pleased to note the letter stated that an unqualified value for money conclusion had been issued on 27 July 2017.

The report was noted.

The meeting ended at 7.50pm.

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# Agenda Item 3

<b>Committee:</b>	<b>Governance, Audit and Performance Committee</b>	<b>Agenda Item</b>
<b>Date:</b>	<b>16 November 2017</b>	<b>3</b>
<b>Title:</b>	<b>Annual Audit and Certification Fees 2017/18</b>	
<b>Author:</b>	<b>EY</b>	Item for information

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## Summary

1. The following letter confirms the audit and certification work for 2017/18.

## Recommendations

2. The committee notes the report.

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Adrian Webb  
Director of Finance and Corporate Services  
Uttlesford District Council  
Council Offices, London Road,  
Saffron Walden,  
Essex,  
CB11 4ER.

23 March 2017

Ref: GPS/UDC/17-18Fee

Direct line: 01223 394547

Email: MHodgson@uk.ey.com

Dear Adrian

## Annual Audit and Certification Fees 2017/18

We are writing to confirm the audit and certification work that we propose to undertake for the 2017/18 financial year at Uttlesford DC.

### Indicative audit fee

For the 2017/18 financial year Public Sector Audit Appointments Ltd (PSAA) has set the scale fee for each audited body, following consultation on its Work Programme and Scale of Fees.

The fee reflects the risk-based approach to audit planning set out in the National Audit Office's Code of Audit Practice for the audit of local public bodies.

The audit fee covers the:

- Audit of the financial statements
- Value for money conclusion
- Whole of Government accounts.

For Uttlesford District Council our indicative fee is set at the scale fee level. This indicative fee is based on certain assumptions, including:

- The overall level of risk in relation to the audit of the financial statements is not significantly different from that of the prior year
- Officers meeting the agreed timetable of deliverables;
- The operating effectiveness of the internal controls for the key processes identified within our audit strategy;
- We can rely on the work of internal audit as planned;
- Our accounts opinion and value for money conclusion being unqualified;

- Appropriate quality of documentation is provided by the Council;
- There is an effective control environment; and
- Prompt responses are provided to our draft reports.

Meeting these assumptions will help ensure the delivery of our audit at the indicative audit fee which is set out in the table below.

As we have not yet completed our audit for 2016/17, our audit planning process for 2017/18 will continue as the year progresses. Our fees will be reviewed and updated as necessary, within the parameters of our contract.

### Certification fee

The PSAA has set an indicative certification fee for housing benefit subsidy claim certification work for each audited benefits authority. The indicative fee is based on actual 2015/16 benefit certification fees, and incorporating a 25 per cent reduction. This fee has yet to be published by the PSAA Ltd.

### Summary of fees

	Indicative fee 2017/18 £s	Planned fee 2016/17 £s
Total Code audit fee	52,916	52,916
Certification of housing benefit subsidy claim	TBC	19,427

Any additional work that we may agree to undertake (outside of the Code of Audit Practice) will be separately negotiated and agreed with you in advance.

### Billing

The indicative audit fee will be billed in 4 quarterly instalments.

### Audit plan

Our plan will be issued in the January to March 2018 period. This will communicate any significant financial statement risks identified, planned audit procedures to respond to those risks and any changes in fee. It will also set out the significant risks identified in relation to the value for money conclusion. Should we need to make any significant amendments to the audit fee during the course of the audit, we will discuss this in the first instance with you, and if necessary, prepare a report outlining the reasons for the fee change for discussion with the Audit Committee.

### Audit team

The key members of the audit team for the 2017/18 financial year are:

Mark Hodgson  
**Executive Director**

[mhodgson@uk.ey.com](mailto:mhodgson@uk.ey.com)

Tel: 01223 394590

Jo Wardle  
**Manager**

[jwardle@uk.ey.com](mailto:jwardle@uk.ey.com)

Tel: 07969 846316

We are committed to providing you with a high quality service. If at any time you would like to discuss with us how our service to you could be improved, or if you are dissatisfied with the service you are receiving, please contact me. If you prefer an alternative route, please contact Steve Varley, our Managing Partner, 1 More London Place, London, SE1 2AF. We undertake to look into any complaint carefully and promptly and to do all we can to explain the position to you. Should you remain dissatisfied with any aspect of our service, you may of course take matters up with our professional institute.

Yours faithfully



Mark Hodgson  
Executive Director  
For and on behalf of Ernst & Young LLP

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# Agenda Item 4

<b>Committee:</b>	<b>Governance, Audit &amp; Performance</b>	<b>Agenda Item</b>
<b>Date:</b>	<b>16 November 2017</b>	<b>4</b>
<b>Title:</b>	<b>Procurement Arrangements</b>	
<b>Author:</b>	<b>Cristine Oakey, Procurement Manager</b>	Item for information

## Summary

1. At the meeting of Performance & Audit Committee on 19<sup>th</sup> May 2016, Members requested a report on procurement activity be brought to the Committee on a six monthly basis.

The aim is to assist their understanding regarding the Council's procurement arrangements following an Audit Committee Self-Assessment exercise early in 2016.

This report provides an update on procurement activity for the first six months of the current financial year (April – September 2017)

The report provides information on the two specific areas requested

- A) Contracts awarded over the value at which they are required to be tendered (currently £50,000) and
- B) Instances where requests for exceptions to Contracts Procedure Rules have been requested

## Recommendations

2. The Committee notes the content of the report

## Financial Implications

3. There are no financial implications associated with this report

## Background Papers

4. The following papers were referred to by the author in the preparation of this report and are available for inspection from the author of the report.
  - Procurement Strategy 2016/17

## Impact

5. There are no adverse impacts identified as a result of this report

Communication/Consultation	None
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. A) Contracts awarded over the value at which they are required to be tendered (currently £50,000)**

Three major contracts have been awarded since the start of the financial year which are detailed below.

#### Software for the Finance Information System

The contract with the current service provider expired in February 2017. Working in conjunction with the Client department, Procurement negotiated a new agreement with Capita for continued use of the software, on a cloud hosted basis. Costs have been pegged to that currently being paid, and have been fixed for the period of four years, offsetting price inflation. This contract was awarded under a “Negotiated Procedure without prior call for competition” on the basis of Intellectual Property Rights and a Contract Award Notice released into the Official Journal of the European Union as required under the Public Contracts Regulations 2015 (as amended)

#### Housing Sheltered Scheme - Appointment of Main Contractor for re-development of Hatherley Court

A domestic tender (i.e. below the threshold for European tenders, although there are still statutory provisions that must be observed) and following the recommendations of the Employers Agent (Oxbury), the Council have conducted a two stage tender for the appointment of the main contractor. The main contractors – Thomas Sinden – were appointed but, after an extended period of time, were not able to bring the cost of this contract in within the budget figure. The project was re-tendered and the contract awarded to

Foster Property Maintenance Ltd. The contract is valued at £1.7m and due for completion on 27<sup>th</sup> September 2017.

### Asbestos Surveys & Removal

In August, following “further competition” under a national framework, a contract was awarded to MCP Ltd to carry out our asbestos survey works which includes any sampling and laboratory work. The contract is for an initial term of 3 years with an option for one further year. The company were identified as the preferred bidder having completed the procurement process in accordance with the published methodology, with a score of 96.6%. As well as being the highest scoring bidder on the quality evaluation, they submitted the most competitive prices.

It is difficult to compare the cost against our current service, but using the most recent pricing from the incumbent provider suggests that MCP is 59.79% cheaper.

The contract also contains provision that MCP will be responsible for updating our Asbestos Register.

MCP offers their own Asbestos Register and although they are able to update ours, there may be scope to migrate solely to MCP, saving a further £9,000 per annum on fees with PSI.

It was recommended that we do not award Lot 2, for the Removal of Asbestos at this stage. Although the preferred bidder has provided an excellent quality response, fees were the highest submitted – by 22% and suggest we would pay more than currently being paid. Procurement of an alternative solution is being considered.

### Superfast Essex Rural Broadband

A Funding Agreement from Essex County Council was entered into, for a £500,000 contribution to provide Ultrafast Fibre Broadband services in Uttlesford. This is part of a wider initiative “Superfast Essex” and is part of BDUK Phase 3. A due diligence review of the procurement process undertaken by Essex County Council was completed. There was some negotiation with Essex County Council to improve the terms of the funding agreement with our Solicitor to ensure that our contribution was linked to milestones completed to our satisfaction. These measures reduce the level of risk to the Council.

### **B) Instances where requests for exceptions to Contracts Procedure Rules have been requested**

Three exception requests have been made during the period of this report and are detailed in Appendix A

### **Other items for information –**

After a long period of negotiation with Tesco (from whom the majority of our fuel is purchased due to the lack of forecourts in the district) the company have now agreed to allow the Council to hold a Corporate Clubcard account.

### **Risk Analysis**

7.

Risk	Likelihood	Impact	Mitigating actions
That the Council does not ensure value for money through its procurement activities	1 – The Council has robust Contract Procedure Rules in place and a Procurement Strategy that is reviewed and approved by Members annually	2 – There may be some risk that if procurement rules are not followed the Council may not realise best value through its contracts	Current structures and procedures in place give sound reassurance the Council is receiving value for money through its contracts.

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.

## Appendix A

Details	Value of Contract		Client Department	Contract Awarded to	Reason for Exception Request	Expiry Date
	£10,000 to £50,000	£50,000 and above				
2No Second hand Refuse Collection Vehicles		£60,000 x 2	Street Services	TBA	The cost of purchasing new vehicles is not justified given the limited use of the vehicles. Second hand vehicles are adequate but cannot be bought in competition as it would be impossible to compare like for like even if there were sufficient vehicles on the market at the same time.	Approx. 7 years
Consultant (for the facilitation of Leadership development, feedback and coaching) - extension of work to include additional support for CMT, Cabinet TMS profiling and support for internal narrative and change journey	£9,880 plus expenses		Chief Executive	PA Consulting	Although this consultant is on the CCS framework, the framework has technically expired and the resources required to appoint under the framework are onerous given the low risk in this appointment. The Chief Executive has previously worked with the consultant and is confident they can deliver. Going to market to obtain quotations would slow the pace of change needed.	by 30th October 2017
Consultant (for advice for the production of a deliver strategy to community led Housing and enabling support for Strategic Housing Market Area (Uttlesford, Epping Forest, North Herts and Harlow Councils)	£23,000		Housing	PLeione	Consultant is a pre-eminent practitioner in this specialised field. The consultant previously supported West Essex SHMA authorities through the Homes & Communities Agency ATLAS team which is no longer in existence	by 31 December 2017

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# Agenda Item 5

<b>Committee:</b>	<b>Governance, Audit and Performance</b>	<b>Agenda Item</b>
<b>Date:</b>	<b>16 November 2017</b>	<b>5</b>
<b>Title:</b>	<b>Local Plan Costs – 2016/17</b>	
<b>Author:</b>	<b>Angela Knight – Assistant Director – Resources</b>	Item for Information

## Summary

1. At the 19 May 2016 meeting of this Committee a request was made for a report summarising the 2015/16 costs of the local plan. These were presented to the Committee at their November 2016 meeting.
2. It was further agreed that the cost of the Local Plan would be reported to the November Committee annually once the accounts were audited and approved at the July Committee.

## Recommendations

3. None, this is an information only report.

## Financial Implications

4. None, this is an information only report.

## Background Papers

5. None.

## Impact

Communication/Consultation	Once discussed at this Committee it is intended to circulate the report to all Members
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. This report summarises the 2016/17 cost of the local plan.

		2016/17 Budget £'000	2016/17 Actual £'000
Employee Expenses		104	372
Travel Expenses		2	2
Supplies and Services	- Consultancy	100	362
Supplies and Services	- Other	<u>1</u>	<u>2</u>
<b>Direct Expenditure</b>		<b>208</b>	<b>738</b>
Reimbursements		0	(27)
<b>Direct Income</b>		<b>0</b>	<b>(27)</b>
Drawdown on Planning Reserve		0	(495)
<b>Net Direct Costs</b>		<b>208</b>	<b>216</b>
Internal Charges	- Management	27	71
	- Specialist Services	8	9
	- Central Support	15	8
	- Accommodation	4	10
	- Administration	<u>17</u>	<u>17</u>
<b>Indirect Expenditure</b>		<b>70</b>	<b>115</b>
Internal Charges	- Income	(17)	(16)
<b>Indirect Income</b>		<b>(17)</b>	<b>(16)</b>
<b>TOTAL</b>		<b>261</b>	<b>315</b>

7. It should be noted that the budget was set in November 2015 for approval in February 2016.
8. There was an overspend on the direct expenditure against budget of £530,000 which was offset by £27,000 of income and a draw down on the planning reserve of £495,000 to support this.
9. The overspend was highlighted to Cabinet as part of the budget monitoring process and this was updated on a quarterly basis.
10. The decision was taken this year to boost the level of resources the council was investing in the local plan to ensure that a sound set of proposals, supported by a robust evidence base would be submitted. An injection of funds was required to;
- Maintain the pace of plan making against a potential policy position, under which the council could lose a substantial amount of new homes bonus.
  - Address the implications of emerging demographic forecasts which increased the

scale of housing needed and led to even greater complexity of planning issues in accommodating growth in a sustainable way.

11. The consultancy budget has funded a number of key studies to form the evidence base for the Local Plan. These are statutory requirements in order to produce a "sound" Plan to submit to Government for Public Inspection.

- The Transport Study for example, identifies the information we need to assess whether or not the transport network can accommodate the growth being proposed in the Local Plan. It also identifies where additional transport infrastructure would be needed and how much this is likely to cost.
- The Strategic Housing Market Study is necessary to identify how the local housing market operates and therefore how many new homes we need to be providing for in the Plan period.
- The Water Cycle Study is a key piece of evidence for Uttlesford as it shows if the proposed development can be accommodated by the existing water and waste infrastructure and if not, what additional infrastructure may be required as part of the proposed development.
- Other studies such as the Retail Assessment, Countryside Protection Review, Employment Study, and Infrastructure Development Plan have also been undertaken to identify if the planned growth in Uttlesford is sustainable now and in the future.

12. As well as evidence for the Local Plan itself, this budget has also been used to identify the range of delivery options for the new Garden Communities proposed in the Local Plan. This is crucial now as Uttlesford decides which option to use to best achieve our objectives for future generations.

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# Agenda Item 6

<b>Committee:</b>	<b>Governance, Audit and Performance</b>	<b>Agenda Item</b>
<b>Date:</b>	<b>16 November 217</b>	<b>6</b>
<b>Title:</b>	<b>Internal Audit Progress Report, 16 September to 03 November 2017</b>	
<b>Author:</b>	<b>Sheila Bronson, Internal Audit Manager 01799 510610</b>	Item for information

## Summary

1. To report to the Governance, Audit & Performance Committee details of work undertaken by Internal Audit since the last report to the Committee on 28 September 2017 and to provide an update on implemented and outstanding internal audit recommendations.

## Recommendations

2. That the Internal Audit Progress Report (16 September to 03 November 2017) 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 2016/17 and 2017/18 referred to in this report have been approved by the Corporate Management Team and endorsed by the Governance, Audit & Performance 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 Governance, Audit & Performance Committee at its meeting 28 September 2017;
  - ii) Performance against the Internal Audit Work Programme 2016/17;
  - iii) Performance against the Internal Audit Work Programme 2017/18;
  - 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 16 September to 03 November 2017**

7. Since the last report to the Committee:
  - i) There are currently 2 audits from the 2016/17 audit programme to be concluded. Management response is currently awaited for 1 audit; the remaining audit was assigned to the Internal Audit Manager who has had to delay audit work as other corporate work has taken priority.
  - ii) Between 16 September to 03 November 2017, 2 audits from the 2017/18 audit programme were completed and final reports issued with a total of 2 recommendations made. All final audit reports issued have been copied to Governance, Audit & Performance committee Members and are available on the Council's Intranet. A summary of final reports issued is presented at Appendix A (i).
  - iii) Between 16 September to 03 November 2017 work has started 2 audits from the 2017/18 Audit Programme; progress on the 2017/18 programme is presented at Appendix A (ii).

### **Interim Audit Report**

8. On 20 October 2017 we issued an Interim Report on our audit of Street Services - Trade Waste & all other Income Generating Services. Our Terms of Reference for an audit include the proviso that if our testing identifies that it would be more effective and efficient to stop audit field work at a given point; consider issuing an interim report with recommendations and agreed realistic

implementation time (to a max of 6 months) and return once the interim recommendations have been implemented to complete an audit.

9. The Interim Report was issued for this service because we have been unable to carry out effective testing due to the lack of correct and verifiable data provided to us, thus our audit opinion is of little assurance at this stage of the audit and represents our view that major controls have failed and errors have been identified.
10. We have made 22 recommendations, of which 6 are level 4 (fundamental) and 12 are level 3 (significant). We will return to complete the audit in 6 months once the recommendations have been implemented. In the meantime we will monitor the implementation of the recommendations as their agreed due dates are reached. We are pleased to report that 8 of the 22 recommendations have already been implemented.
11. The Interim Report and Terms of Reference for the audit have been copied to Governance, Audit & Performance Committee members.

#### **Recommendations Implemented 16 September to 03 November 2017**

12. There are 6 level 3 and 4 recommendations which have been implemented in this period; a summary is presented at Appendix A (iii).

#### **Recommendations Not Implemented by due date at 03 November 2017**

13. As of 03 November 2017, there are no recommendations reported in Covalent as not being implemented in accordance with their agreed due dates.

#### **External Quality Assessment**

14. The Public Sector Internal Audit Standards (PSIAS) require that an external review of the Internal Audit Service is conducted every five years. In the Internal Audit Annual Report and Opinion presented to this committee at its May 2017 meeting, it was reported that a self-assessment had been undertaken to review the internal audit section's conformance with the PSIAS.
15. This self-assessment has been subjected to external verification as part of an External Quality Assessment carried out during the August & September 2017 with the Assessor's final report being issued on 02 October 2017. A copy of the report has been circulated to Governance, Audit & Performance Committee members.
16. The External Assessor's overall assessment conclusion is that:
  - The internal audit provision within Uttlesford District Council generally conforms with the expectations of the Public Sector Internal Audit Standards.

- The service has responded to the introduction of the standards in 2013 and has developed a robust methodology which is consistently applied to a high standard.
- There are a number of areas in which the service can be further improved in relation to the use of risk based auditing which will provide increased levels of assurance to the Council and assist in improving the profile of internal audit and the subsequent feedback that is received from clients.
- The further development of risk management systems to reflect an Assurance Framework within the Council would enable greater recognition of key mitigating controls and the other sources of assurance with which internal audit effort should be co-ordinated in order to support the Governance Statement process.
- Some revisions to the internal audit process may be beneficial in terms of improving efficiency and transparency of the assurance being provided.

17. Following the External Quality Assessment a Quality Assurance & Improvement Programme (QAIP) has been drawn up to address the 16 recommendations made in the report. However current resource levels within the service will delay progress towards their implementation in the immediate future. Progress against the QAIP will be reported to the Committee in the 2017/18 Internal Audit Annual Report and Opinion.

## Risk Analysis

18.

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 & INTERIM REPORTS ISSUED****16 September to 03 November 2017**

ref	2017/18 Audits	Risk	Revised potential days	Final Report Issued	2017/18 Days Taken	Recommendations Made					Audit Opinion
						No.	Risk Level				
							total	4	3	2	1
11O	Corp Services – Communication	3	10	26/09/17	8.33	1	0	0	1	0	SUBSTANTIAL
25O	Planning - Economic Development Service - town centres & small business support	3	10	27/09/17	7.89	1	0	0	1	0	SUBSTANTIAL
						2	0	0	2	0	

ref	2017/18 Audits	Risk	Revised potential days	INTERIM Report Issued	2017/18 Days Taken	Recommendations Made					Audit Opinion
						No.	Risk Level				
							total	4	3	2	1
30O	Street Services - Trade Waste and Income Generating Services	4	30	20/10/17	29.5	22	6	12	4	0	LITTLE

**PROGRESS ON THE AUDIT PROGRAMME 2017/18****Internal Audit Programme 2017/18 – Revised 01 August 2017**

ref	Audit	2017/18 revised potential days	qtr	IA Risk 2017/18	Started	Draft	Final	Days Taken	Status	Comment
<b>01C</b>	Corporate Commercial Enterprise & Investment	15	3	4				0.00		previously 2 separate audits
<b>02C</b>	<b>Corporate Governance &amp; Ethical Culture</b>	<b>10</b>	<b>2</b>	<b>3</b>	<b>14/08/17</b>			0.02	planning	
<b>03C</b>	<i>Corporate Investment - combined with 01C</i>	0	0	4				0.00		<i>combined with 01C</i>
<b>04C</b>	Corporate Value for Money	0	0	2				0.00		to 2018/19 if training sourced
<b>05KF</b>	Res - Budgets	5	4	2				0.00		
<b>06KF</b>	<b>Res - Council Tax</b>	<b>10</b>	<b>3</b>	<b>2</b>				1.52	planning	
<b>07KF</b>	Res - LCTS	10	3	2				0.00		
<b>08KF</b>	<b>Res - Main Accounting System</b>	<b>10</b>	<b>2</b>	<b>1</b>	<b>13/07/17</b>			5.30	planning	
<b>09KF</b>	<b>Res - Taxation</b>	<b>10</b>	<b>2</b>	<b>1</b>	<b>13/07/17</b>			2.82	planning	
<b>10KF</b>	Corp Serv - Payroll	0	0	3				0.00		to follow-up programme; kf yr 2
<b>11O</b>	<b>Corp Serv - Communication</b>	<b>10</b>	<b>2</b>	<b>3</b>	<b>12/06/17</b>	<b>13/09/17</b>	<b>26/09/17</b>	8.33	final	
<b>12O</b>	<b>Corp Serv- Day Centres</b>	<b>12</b>	<b>1</b>	<b>3</b>	<b>09/05/17</b>	<b>03/08/17</b>	<b>07/08/17</b>	13.49	final	new audit
<b>13O</b>	<b>Corp Serv - Grants to Voluntary Organisations</b>	<b>13</b>	<b>2</b>	<b>3</b>	<b>07/08/17</b>			12.43	testing	service changes
<b>14O</b>	Corp Serv - HR	10	4	4				0.00		new iTrent system
<b>15O</b>	Corp Serv - Leisure - PFI	10	3	3				0.00		service changes
<b>16O</b>	H&H - Environmental Health - Enforcement	0	0	2				0.00		to 2018/19 service changes
<b>17O</b>	<b>H&amp;H - Environmental Health - Food Safety &amp; Infectious Disease Control</b>	<b>12</b>	<b>1</b>	<b>3</b>	<b>04/07/17</b>	<b>09/08/17</b>	<b>30/08/17</b>	12.93	final	
<b>18O</b>	H&H - Community - Equality & Diversity incl Access to Services	10	4	3				0.00		
<b>19O</b>	H&H - Community - Health Improvement	10	3	3				0.00		services changes

**PROGESS ON THE AUDIT PROGRAMME 2017/18**

<b>200</b>	H&H – Community - Safety	0	0	4			0.00		to 2018/19 service changes
<b>210</b>	<b>H&amp;H - Wellbeing - Services for Older People</b>	<b>13</b>	<b>1</b>	<b>3</b>	<b>03/05/17</b>		12.13	testing	
<b>220</b>	Legal Services	10	4	3			0.00		service changes
<b>230</b>	Planning - Car Parking Partnership (NEPP)	10	4	2			0.00		
<b>240</b>	<b>Planning - Conservation</b>	<b>8</b>	<b>1</b>	<b>3</b>	<b>10/05/17</b>	<b>18/07/17</b>	<b>09/08/17</b>	8.12	final
<b>250</b>	<b>Planning - Economic Development Service</b>	<b>10</b>	<b>2</b>	<b>3</b>	<b>14/08/17</b>	<b>26/09/17</b>	<b>27/09/17</b>	7.89	final
<b>260</b>	<b>Planning - Energy Efficiency</b>	<b>10</b>	<b>3</b>	<b>3</b>	<b>02/11/17</b>			0.50	
<b>270</b>	Planning - Housing Strategy	10	4	4				0.00	
<b>280</b>	<b>Planning - Landscape</b>	<b>7</b>	<b>1</b>	<b>3</b>	<b>10/05/17</b>	<b>18/07/17</b>	<b>09/08/17</b>	7.58	final
<b>290</b>	Planning - Local Plan	5	4	4				0.00	review of Reg 18 & Reg 19 consultations
<b>300</b>	<b>Street Services - Trade Waste and Income Generating Services</b>	<b>30</b>	<b>1</b>	<b>4</b>	<b>25/05/17</b>	<b>06/10/17</b>		29.53	interim
	Corporate Counter Fraud	p		2				0.00	dependent on 2016/17 opinion
	Corporate Fleet & Fuel Management	0		3				0.00	
	Corporate Health & Safety	p		2				0.00	
	Corporate Partnerships	p		2				0.00	
	C S Museum	0		2				0.00	dependent on 2016/17 opinion
<b>TOTAL AUDIT DAYS</b>		<b>270</b>					<b>122.5</b>		

**LEVEL 3 AND 4 RECOMMENDATIONS IMPLEMENTED 16 September to 03 November 2017**

<b>Code &amp; Title</b>	<b>Description</b>	<b>Risk Level</b>	<b>Managed By</b>	<b>Due Date</b>	<b>Completed</b>
1617 400 Mailroom & Reprographics 01	It is recommended that procedures are in place: <ul style="list-style-type: none"> <li>• to identify overseas mail for the correct postage;</li> <li>• for the authorisation of invoice payment during staff long-term absence.</li> </ul>	3	Assistant Director of ICT & Facilities	30-Sep-17	29-Sep-17
1718 30O Street Services - Income Generating Services & Admin 06	It is recommended that updated Trade Waste Route lists are provided to Trade Waste crews on a regular basis.	3	Director of Public Services	31-Mar-18	23-Oct-17
1718 30O Street Services - Income Generating Services & Admin 08	It is recommended that quarterly reports are run from Integra for all Trade Waste templates entered in order to determine and investigate the reasons why items are not approved.	4	Director of Public Services	31-Oct-17	02-Nov-17
1718 30O Street Services - Income Generating Services & Admin 13	It is recommended that all 1.75 CU Yard containers are investigated and if appropriate be removed from the Trade Waste Customer information on the ACCESS database and the Trade Declarations to Essex County Council.	4	Director of Public Services	31-Mar-18	23-Oct-17
1718 30O Street Services - Income Generating Services & Admin 21	It is recommended that all green waste customer information within the ACCESS database is checked for accuracy.	3	Director of Public Services	31-Mar-18	23-Oct-17

16 September to 03 November 2017

**LEVEL 3 AND 4 RECOMMENDATIONS IMPLEMENTED 16 September to 03 November 2017**

Code & Title	Description	Risk Level	Managed By	Due Date	Completed
1718 30O Street Services - Income Generating Services & Admin 22	It is recommended that Street Services share information with the Recovery Officer (Debtors) relating to the recent additional back dated invoicing of Trade Waste customers.	3	Director of Public Services	31-Mar-18	23-Oct-17

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# Agenda Item 7

<b>Committee:</b>	<b>Governance, Audit and Performance</b>	<b>Agenda Item</b>
<b>Date:</b>	<b>16 November 2017</b>	<b>7</b>
<b>Title:</b>	<b>General Data Protection Regulation (GDPR) Implementation</b>	
<b>Author:</b>	<b>Sheila Bronson, GDPR Project Lead Officer 01799 510610</b>	Item for information

## Summary

1. To report to the Governance, Audit & Performance Committee details of work being undertaken by the Council towards compliance with the EU General Data Protection Regulation (GDPR) which will come into force on 25 May 2018.

## Recommendation

2. That the General Data Protection Regulation Report be noted.

## Financial Implications

3. None

## Background Papers

4. None

## Impact

- 5.

Communication/Consultation	An officer Project Team has been set up with representation from all departments. A communication strategy will be a key part of implementing the GDPR.
Community Safety	none
Equalities	None direct, although the need to protect sensitive personal data may be more significant for groups with one or more protected characteristics.
Health and Safety	none
Human Rights/Legal Implications	The Council is under a legal obligation to comply with the terms of the GDPR when

	they take effect on 25 May 2018. Penalties can be imposed, and reputational damage suffered, if it does not. Non-compliance may also lead to an infringement of the rights of individuals, in particular their “Article 8” right to respect for their private life and home.
Sustainability	none
Ward-specific impacts	none
Workforce/Workplace	All Council employees need to be aware of data protection requirements and to carry out their work in a compliant manner. This is particularly important for employees who have access to sensitive personal information about members of the public.

## Situation

6. The EU General Data Protection Regulation (GDPR) come into force on 25 May 2018.
7. GDPR will replace the Data Protection Act 1998, and will be supplemented by the Data Protection Bill 2017-19 currently progressing through Parliament.
8. GDPR extends the obligations on the Council and makes additional requirements. These include:
  - A new **“integrity and confidentiality principle”**. This states that personal data must be “processed in a manner that ensures appropriate security of the personal data, using appropriate technical and organisational measures”.
  - Keeping a **detailed record of processing operations**. The requirement in current data protection laws to notify the Information Commissioner about data processing operations is abolished and replaced by a more general obligation on the Council to keep extensive internal records of its data protection activities.
  - Performing **data protection impact assessment** for high risk processing. This is processing which is likely to result in a high risk to the rights and freedoms of individuals; for example automated processing that significantly affect individuals or processing of sensitive personal data.
  - Notifying and keeping a **comprehensive record of data breaches**.

- Implementing data protection by “**design and by default**”. This means assessing carefully and implementing appropriate technical and organisational measures and procedures from the outset to ensure that processing complies with GDPR and protects the rights of the data subjects. It also means ensuring mechanisms are in place within the Council to ensure that, by default, only personal data which are necessary for each specific purpose are processed. This obligation includes ensuring that only the minimum amount of personal data is collected and processed for a specific purpose; the extent of processing is limited to that necessary for each purpose; the data is stored no longer than necessary and access is restricted to that necessary for each purpose.
9. GDPR also gives enhanced rights to individuals. These rights are backed up with provisions making it easier to claim damages for compensation and for consumer groups to enforce rights on behalf of consumers. These include:
- **Transparency.** Specified information must be provided by controllers to data subjects in a concise, transparent and easily accessible form, using clear and plain language.
  - **Subject access rights.** These are similar to the current provisions, although enhanced in some respects and there is no longer a general right to charge a fee. Information requested by data subjects must be provided within one month as a default with a limited right for the controller to extend this period for up to three months.
  - **Right to rectify.** Similar to current provisions - a right to require inaccurate or incomplete personal data to be corrected or completed without undue delay.
  - **Right to erasure ('right to be forgotten').** The scope of the right to erasure is very limited but is linked to the obligation of the Council to delete data that it no longer needs.
  - **Right to data portability (Article 20).** This is an entirely new right in GDPR and has no equivalent in the current Directive. Where the processing of personal data is justified either on the basis that the data subject has given their consent to processing or where processing is necessary for the performance of a contract, or where the processing is carried out by automated means, then the data subject has the right to receive or have transmitted to another controller all personal data concerning them in a structured, commonly used and machine-readable format.
10. An additional complication for the Council is that the lawful grounds for processing personal information are changed. The requirements are much more rigorous where the Council relies on the consent of the data subject. The Council, also, cannot rely on its “legitimate interests” to process data. It will need to examine the data it holds and the lawful basis for processing. Where it is not relying on consent, it will have to identify the justification for processing. Fortunately, these are quite widely drawn and in most cases the

Council will be able to rely on the ground that “processing is necessary for the performance of a task carried out in the public interest or in the exercise of official authority vested in the controller.”

11. The Information Commissioner will have the power to impose sanctions varying in severity from warnings; reprimands and corrective orders to fines of up to €20m should the Council be unable to demonstrate GDPR compliance in the event of a data breach.
12. The Council has established a GDPR Project Team to undertake a programme of work to review the Council’s current level of compliance and the actions needed to ensure gaps in compliance are rectified by 25 May 2018.
13. Two temporary posts (12 months) have been created to oversee the GDPR compliance work; with the Internal Audit Manager appointed as GDPR Lead Officer and a GDPR Compliance Officer expected to take up his post on 13 November 2017.

## **Work Programme**

14. The Information Commissioner has published guidance on the twelve principal steps that organisations should take to ensure GDPR compliance. These are appended to this report and form the basis of the Council’s work programme.
15. An initial Data Survey of senior management has been undertaken from which a Data Inventory is being compiled.
16. A GDPR Project Plan has been drawn up and milestones agreed.
17. A Council wide data mapping and flowcharting exercise will commence shortly, prioritising the services which gather and process the highest volume of personal data. This exercise will identify the areas where further action is required to ensure compliance.
18. Further action is set out in the Project Plan to address the twelve steps identified by the Information Commissioner. The Project Plan will be kept under review and adapted as further guidance becomes available and as the Data Protection Bill proceeds through Parliament. Regular updates are scheduled to report to the Corporate Management Team.

## **Update on Progress**

19. GDPR Compliance Progress Reports will be brought to future meetings of this committee during the lifetime of the GDPR Project.

## Risk Analysis

20.

Risk	Likelihood	Impact	Mitigating actions
The Information Commissioner can impose sanctions on the Council if it fails to show its compliance with GDPR from 25 May 2018	1 The Council may not achieve full compliance by 25 May 2018	3 Data breeches due to non-compliance will be subject to sanctions varying in severity from warnings, reprimands, corrective orders to fines of up to €20m	Action is being taken to towards ensuring the Council is in a position to demonstrate GDPR Compliance by 25 May 2018

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.

## **Appendix**

### **Preparing for the General Data Protection Regulation (GDPR): 12 steps to take now (Published by the Information Commissioner's Office.)**

#### **1. Awareness**

You should make sure that decision makers and key people in your organisation are aware that the law is changing to the GDPR. They need to appreciate the impact this is likely to have. Implementing the GDPR could have significant resource implications, especially for larger and more complex organisations. You may find compliance difficult if you leave your preparations until the last minute.

#### **2. Information you hold**

You should document what personal data you hold, where it came from and who you share it with. You may need to organise an information audit.

#### **3. Communicating privacy information**

You should review your current privacy notices and put a plan in place for making any necessary changes in time for GDPR implementation.

#### **4. Individuals' rights**

You should check your procedures to ensure they cover all the rights individuals have, including how you would delete personal data or provide data electronically and in a commonly used format.

#### **5. Subject access requests**

You should update your procedures and plan how you will handle requests within the new timescales and provide any additional information.

#### **6. Lawful basis for processing personal data**

You should identify the lawful basis for your processing activity in the GDPR, document it and update your privacy notice to explain it.

#### **7. Consent**

You should review how you seek, record and manage consent and whether you need to make any changes. Refresh existing consents now if they don't meet the GDPR standard.

#### **8. Children**

You should start thinking now about whether you need to put systems in place to verify individuals' ages and to obtain parental or guardian consent for any data processing activity.

## **9. Data breaches**

You should make sure you have the right procedures in place to detect, report and investigate a personal data breach.

## **10. Data Protection by Design and Data Protection Impact Assessments**

You should familiarise yourself now with the ICO's code of practice on Privacy Impact Assessments as well as the latest guidance from the Article 29 Working Party, and work out how and when to implement them in your organisation.

## **11. Data Protection Officers**

You should designate someone to take responsibility for data protection compliance and assess where this role will sit within your organisation's structure and governance arrangements. You should consider whether you are required to formally designate a Data Protection Officer.

## **12. International**

If your organisation operates in more than one EU member state (ie you carry out cross-border processing), you should determine your lead data protection supervisory authority. Article 29 Working Party guidelines will help you do this.

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# Agenda Item 8

<b>Committee:</b>	<b>Governance, Audit and Performance</b>	<b>Agenda Item</b>
<b>Date:</b>	<b>16 November 2017</b>	<b>8</b>
<b>Title:</b>	<b>Review of Polling Districts and Places</b>	
<b>Author:</b>	<b>Peter Snow, Democratic and Electoral Services Manager, 01799 510430</b>	Item for decision: yes

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## Summary

1. This report seeks members' approval to conduct an interim review of polling districts and polling places within the Uttlesford District.
2. A report was submitted to the meeting on 28 September with a suggested timetable but this had to be deferred as a result of other work pressures. A revised timetable is now included for members' approval.
3. An interim review of polling arrangements is needed because of uncertainty about some of the polling place venues designated in the polling scheme agreed from 1 December 2014 and subsequently revised on 25 February 2016. As at least one change has been enforced by the unavailability of the designated building and circumstances forced another change in 2015 without a full review process being undertaken, it is now appropriate to undertake an interim review to provide proper accountability for those changes and any further ones needed.
4. The next statutory review is not due to take place until the period beginning on 1 October 2018 and ending on 31 January 2020. A full review will be needed in any case before the ordinary district and parish elections due in May 2019.
5. An interim review can be carried out at any time depending on circumstances.

## Recommendations

6. Approve the timetable and terms of reference for the polling review as set out in the report.

## Financial Implications

7. The review will be carried out by the Democratic and Electoral Services team within the available budget.

## Background Papers

8. All papers referred to by the author in the preparation of this report are already published and are widely available.

## **Impact**

9.

Communication/Consultation	Full public consultation will be carried out as part of the statutory review process
Community Safety	N/A
Equalities	There is a requirement to take account of the need for full accessibility in the buildings selected for polling
Health and Safety	The consideration of safety issues is included in the review process
Human Rights/Legal Implications	Rules set out in legislation must be followed in designating polling arrangements
Sustainability	N/A
Ward-specific impacts	Selected wards but potentially all of them
Workforce/Workplace	N/A

## **Situation**

10. By law the Council is required to review UK Parliamentary polling districts and places every five years. The Council can review only those parts of the Saffron Walden Constituency included within the Uttlesford district and the same polling arrangements are then used for all other elections – county, district, parish and all referendums.
11. A polling district is a geographical area created by the sub-division of a Parliamentary constituency. In England, each parish must be a separate polling district but where the parish includes more than one ward (or parish ward) the polling district must not cross the ward boundary. For reasons of practicality, it is sensible to ensure that a single polling district does not include more than 3,000 electors.
12. A polling place is the building or area within each polling district in which polling stations will be located by the Returning Officer. A polling place within a polling district (small enough to be readily identified), must be designated so that polling stations are within easy reach of all electors from across the polling district.
13. The duty to designate polling places means taking into account the convenience of electors living in the area and to ensure compliance, as far as is practicable, with the accessibility needs of disabled electors.

14. The polling areas needing to be reviewed in the immediate future are –

- Little Dunmow – Community Meeting Room (remote from the village centre along an unlit country lane)
- Chrishall – Old Village Hall (attached to the school and a new village hall is now available)
- Saffron Walden Audley South (the Friends School – renamed as Walden School – is now closed but had anyway decided not to host polling facilities from the beginning of 2017; the Council Offices site at London Road was used as the polling place location by default for the two polls in 2017 but has never been formally designated by the Council; the County High School is a potentially viable alternative as there are complications involved in using London Road and there may be other options)
- Saffron Walden Castle East (a mobile unit at the Homebase retail site was designated as the polling place in 2016 after the withdrawal of permission by the Dame Bradbury's School to use the school site; the Homebase site was designated as an emergency measure without a full review process having been undertaken; the use of a mobile unit is clearly not ideal but the alternatives are limited; a further proper review is needed to explore and confirm the best arrangement for electors)
- Saffron Walden Castle West (Councillor R Freeman has questioned the use for polling of St Mary's School in Castle Street on the grounds of inconvenience and disruption to parents and children attending the school; for that reason it is necessary to explore what alternatives might be available)
- Stansted North - St John's Church Hall (the owners of the building have cast doubts on the continued use of the hall for election purposes as they have encountered some resistance from regular users)
- Great and Little Sampford – Baptist Church Hall, Great Sampford (it is understood the church hall is likely to be refurbished or redeveloped at some stage and it is not presently clear whether it will continue to be available for election use in future years)
- There may be others needing to be reviewed depending on the response received to the review.

15. At this stage it seems unlikely that any proposals will be made to change polling district boundaries. That would have an impact on the layout and composition of the Register of Electors and it not now be possible to schedule the required changes before publication of the revised register takes place on 1 December.

16. Nevertheless, population growth affecting a number of polling districts such as Elsenham, Saffron Walden Shire North, Stansted South, Takeley and Thaxted

make it probable that some changes may be needed in the slightly longer term. For example, the electorate in Saffron Walden Shire North has already breached the 3,000 figure mentioned earlier in the report and there is further development taking place in the north of the polling district area near the Tesco store.

17. It is suggested that this interim review concentrates principally on designating suitable polling places for the polling districts mentioned in paragraph 14, leaving any more fundamental changes to the statutory review taking place after 1 October 2018.

18. The proposed timetable for the conduct and completion of the review is as follows –

- Monday 15 January 2018 - publish notice of the start of the review setting out the terms and scope of the review allowing four weeks for comments and alternative proposals to be received. All councillors will be consulted directly as will political parties, parish and town councils, the Acting Returning Officer and of course the public generally. The final date for the receipt of representations is proposed to be Monday 12 March.
- Where time permits, visits will be made to existing and potential polling venues to evaluate and assess the suitability of the facilities set against a range of criteria outlined in the Representation of the People Act 1983 (Schedule A1) and in Electoral Commission guidance.
- All representations received will be taken into account in drawing up proposals for changes to be made to the existing scheme. Representations must be published on the website within 30 days of receipt.
- Prepare a final set of proposals for designated polling districts and polling places and a draft decision notice to be submitted for approval to the Governance, Audit and Performance Committee meeting on 17 May 2018.
- Once approved under delegated powers, the revised scheme of polling districts and polling places will then be published taking effect as from 28 May 2018, together with the statement of reasons for those proposals.

19. The existing scheme is attached to this report for information.

20. Members are invited to agree the timetable and broad terms of reference for the review as outlined in this report.

## Risk Analysis

21.

Risk	Likelihood	Impact	Mitigating actions
2 – there is a risk that existing polling arrangements will not meet the needs and expectations of the public if they are not reviewed before the next statutory review is due to take place	2 – it is necessary to review polling arrangements in some areas as specified in the report to prevent them proving inadequate at future elections	3 – if the existing scheme is not reviewed and any necessary changes put in place there is a danger of confusion leading to reduced turnout at future elections	Carry out an interim review of those areas where concerns are known to exist so that all interested parties including the general public have an opportunity to suggest suitable polling arrangements

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.

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**Scheme of Polling Districts and Polling Places in the Uttlesford District (included wholly in the Saffron Walden Parliamentary Constituency and the Eastern Region for European election purposes) to be applied from 1 December 2014 (as revised on 25 February 2016)**

The polling district will consist of the whole of the parish named unless otherwise stated.

PD ref	Ward	Polling District	County Electoral Division	Parish/ ward	Polling place and definition of polling district boundary where applicable
AAA	Ashdon	Ashdon	Thaxted	Ashdon	Ashdon Village Hall
AAB	Ashdon	Hadstock	Thaxted	Ashdon	Hadstock Village Hall
AAC page 45	Ashdon	Little Walden	Saffron Walden	Saffron Walden Little Walden Ward	Little Walden Village Hall <i>The polling district will consist of that part of Saffron Walden parish included in Ashdon ward.</i>
AAD	Ashdon	Sewards End	Thaxted	Sewards End	Sewards End Village Hall
ABA	Broad Oak & the Hallingburys	Great Canfield	Dunmow	Great Canfield	Great Canfield Village Hall
ABB	Broad Oak & the Hallingburys	Great Hallingbury	Dunmow	Great Hallingbury	Great Hallingbury Parish Hall
ABC	Broad Oak & the Hallingburys	Hatfield Broad Oak	Dunmow	Hatfield Broad Oak Village ward	Hatfield Broad Oak Village Hall <i>The polling district boundary will divide the parish of Hatfield Broad Oak as described below: A line commencing on the western boundary of the parish, north of Wall Wood, then following the road from Lodge</i>

<b>PD ref</b>	<b>Ward</b>	<b>Polling District</b>	<b>County Electoral Division</b>	<b>Parish/ ward</b>	<b>Polling place and definition of polling district boundary where applicable</b>
ABC cont.	Broad Oak & the Hallingburys cont.	Hatfield Broad Oak cont.			<i>Farm in a southerly direction towards Forest Hall to meet a footpath eastwards to join the road from Forest Hall Farm to Doodle Oak, then following the road for a short distance before going in a south-easterly direction along a footpath to a junction of the path on the western boundary of Barrington Park, then along the line of a footpath going north and then east to meet the road from Hatfield Broad Oak to Takeley south of Green Hill, then in a straight line in a north-easterly direction to the parish boundary. Hatfield Broad Oak polling district will consist of that part of the parish lying to the south of the boundary as defined.</i>
ABD 96	Broad Oak & the Hallingburys	Bush End	Dunmow	Hatfield Broad Oak Bush End ward	The Ancient Foresters, Bush End, Takeley <i>Bush End polling district will consist of that part of Hatfield Broad Oak parish lying to the north of the boundary line as defined under ABC Hatfield Broad Oak above.</i>
ABE	Broad Oak & the Hallingburys	Little Hallingbury	Dunmow	Little Hallingbury	Little Hallingbury Village Hall
ACA	Clavering	Arkesden	Saffron Walden	Arkesden	Arkesden Village hall
ACB	Clavering	Clavering	Stansted	Clavering	Clavering Village Hall
ACC	Clavering	Langley	Saffron Walden	Langley	Langley Community Centre, Langley Upper Green

<b>PD ref</b>	<b>Ward</b>	<b>Polling District</b>	<b>County Electoral Division</b>	<b>Parish/ ward</b>	<b>Polling place and definition of polling district boundary where applicable</b>
ACD	Clavering	Wicken Bonhunt	Stansted	Wicken Bonhunt (parish meeting only)	St Margaret's Church, Wicken Bonhunt
ADA	Debden & Wimbish	Debden	Thaxted	Debden	Debden Memorial Hall
ADB	Debden & Wimbish	Wimbish (Carver Barracks)	Thaxted	Wimbish	The Community Hall, Carver Barracks <i>The polling district boundary will consist of that portion of Wimbish parish west of a line running from the north-east corner of Rowney Wood to a point on Thaxted Road immediately east of Myco House, then running in a generally northerly direction in a straight line immediately to the east of Parsonage Farm/Gosia's Grange and then to the ward boundary east of Tiptofts.</i>
ADC	Debden & Wimbish	Wimbish (Village)	Thaxted	Wimbish	Wimbish Village Hall <i>The polling district will consist of the remainder of Wimbish parish not included in the Wimbish (Carver Barracks) polling district.</i>
AEA	Elsenham & Henham	Elsenham	Stansted	Elsenham	Elsenham Memorial Hall, off Leigh Drive, Elsenham
AEB	Elsenham & Henham	Henham	Stansted	Henham	Henham Village Hall
AFA	Felsted & Stebbing	Felsted East	Thaxted	Felsted	Crix Green Mission Hall, Felsted <i>The polling district will consist of that portion of Felsted parish lying to the east of a line commencing at the northern boundary of the parish at the bridleway from</i>

PD ref	Ward	Polling District	County Electoral Division	Parish/ ward	Polling place and definition of polling district boundary where applicable
AFA cont.	Felsted & Stebbing cont.	Felsted East cont.			<i>Braintree Road to Graunt Courts Farm and running in a generally southerly direction along the centre of the bridleway to Frenches Green at the junction of the bridleway with the road between Frenches Green and Bannister Green, then in a straight line and in a south westerly direction to the junction of the road from Cock Green to Thistley Green with the road leading to Pye's Farm and then in a straight line to the ward boundary at the point where it crosses the River Ter immediately to the east of Leez Priory.</i>
AFB 000 48	Felsted & Stebbing	Felsted West	Thaxted	Felsted	Felsted Memorial Hall, Braintree Road, Felsted <i>The polling district will consist of the remainder of Felsted parish not included in Felsted East polling district as described under AFA above.</i>
AFC	Felsted & Stebbing	Stebbing	Thaxted	Stebbing	Stebbing Village Hall
AGA	Flitch Green & Little Dunmow	Flitch Green	Thaxted	Flitch Green	Flitch Green Community Hall, off Tanton Road, Little Dunmow
AGB	Flitch Green & Little Dunmow	Little Dunmow	Thaxted	Little Dunmow	Community Meeting Room, Recreation Ground, off Brook Street, Little Dunmow
AHA	Great Dunmow North	Great Dunmow North-East	Dunmow	Great Dunmow North ward	The Dourdan Pavilion, Recreation Ground, off The Causeway, Great Dunmow <i>The polling district will comprise that part of Great Dunmow North ward lying to the east of a line running from Stortford Road immediately west and then north of Newton Green,</i>

<b>PD ref</b>	<b>Ward</b>	<b>Polling District</b>	<b>County Electoral Division</b>	<b>Parish/ ward</b>	<b>Polling place and definition of polling district boundary where applicable</b>
AHA cont.	Great Dunmow North cont.	Great Dunmow North-East cont.			<i>Rosemary Crescent, Downs Crescent and then Emblems, to the ward boundary west of Newton Hall.</i>
AHB	Great Dunmow North	Great Dunmow North-West	Dunmow	Great Dunmow North ward	Great Dunmow Primary School off Woodlands Park Drive, Great Dunmow <i>North ward not included in Great Dunmow North-East above. The polling district will consist of the remainder of Great Dunmow</i>
AJA part 64	Great Dunmow South & Barnston	Barnston	Dunmow	Barnston	Barnston Village Hall
DB 64	Great Dunmow South & Barnston	Great Dunmow South-East	Dunmow	Great Dunmow South ward	United Reformed Church, New Street, Great Dunmow <i>The polling district will consist of that part of Great Dunmow parish lying mainly to the south and to the east of a line running from the western ward boundary in a generally north-easterly direction, first along the A120, then along the western edge of the Lukins Mead development to the southern bypass, then for a short distance in a westerly direction along the bypass, then in a northerly direction along the eastern edge of Springfields, Highfields, and then Standrums, then south of 34 High Street, then in a south-easterly direction along High Street to the junction with Braintree Road, then continuing along that road to the ward boundary.</i>

<b>PD ref</b>	<b>Ward</b>	<b>Polling District</b>	<b>County Electoral Division</b>	<b>Parish/ ward</b>	<b>Polling place and definition of polling district boundary where applicable</b>
AJC	Great Dunmow South & Barnston	Great Dunmow South-West	Dunmow	Great Dunmow South ward	ET Foakes Memorial Hall, Stortford Road, Great Dunmow <i>The polling district will consist of the remainder of Great Dunmow parish located within Great Dunmow &amp; Barnston ward not included in Great Dunmow South-East polling district as described above.</i>
AKA	Hatfield Heath	Hatfield Heath	Dunmow	Hatfield Heath	Hatfield Heath Village Hall
AKB	Hatfield Heath	White Roding	Dunmow	White Roding	White Roding Sports and Social Club
ALA	High Easter & the Rodings	Aythorpe Roding	Dunmow	Aythorpe Roding	Aythorpe Roding Village Hall
ADB	High Easter & the Rodings	High Easter	Dunmow	High Easter	High Easter Village Hall
ALC	High Easter & the Rodings	High Roding	Dunmow	High Roding	WI Hall, High Roding
ALD	High Easter & the Rodings	Leaden Roding	Dunmow	Leaden Roding	Leaden Roding Village Hall
ALE	High Easter & the Rodings	Margaret Roding	Dunmow	Margaret Roding	The Reid Rooms, Marks Hall Lane, Margaret Roding
AMA	Littlebury, Chesterford & Wenden Lofts	Chrishall	Saffron Walden	Chrishall	Chrishall Village Hall

<b>PD ref</b>	<b>Ward</b>	<b>Polling District</b>	<b>County Electoral Division</b>	<b>Parish/ ward</b>	<b>Polling place and definition of polling district boundary where applicable</b>
AMB1	Littlebury, Chesterford & Wenden Lofts	Duddenhoe End & Wenden Lofts (part in Elmdon parish)	Saffron Walden	Elmdon and Wenden Lofts Duddenhoe End ward	Duddenhoe End Village Hall <i>The polling district will comprise the parish of Wenden Lofts together with that portion of the parish of Elmdon lying to the south of a straight line commencing on the eastern boundary of the parish at the north-western point of Lee Wood and running in a westerly direction to the western boundary of the parish at the junction of the road from Elmdon village with the B1039 at Essex Hill.</i> Note: The polling district consists of two parts as Duddenhoe End and Wenden Lofts are in separate parishes. Two polling stations would be required only in the event of contested parish elections.
AMB2	Littlebury, Chesterford & Wenden Lofts	Duddenhoe End & Wenden Lofts (part in Wenden Lofts parish)	Saffron Walden	Elmdon and Wenden Lofts Wenden Lofts ward	Duddenhoe End Village Hall <i>Refer to note above for description of the polling district boundary.</i>
AMC	Littlebury, Chesterford & Wenden Lofts	Elmdon	Saffron Walden	Elmdon and Wenden Lofts Elmdon Village ward	Elmdon Village Hall <i>The polling district will consist of the remainder of the parish of Elmdon not included in the Duddenhoe End &amp; Wenden Lofts polling district.</i>
AMD	Littlebury, Chesterford & Wenden Lofts	Great Chesterford	Saffron Walden	Great Chesterford	Great Chesterford Community Centre, Recreation Ground
AME1	Littlebury, Chesterford & Wenden Lofts	Littlebury Green & Strethall (part in Littlebury parish)	Saffron Walden	Littlebury	St Peter's Church, Littlebury Green <i>The polling district consists of the parish of Strethall and that part of the parish of Littlebury lying to the west of a line</i>

<b>PD ref</b>	<b>Ward</b>	<b>Polling District</b>	<b>County Electoral Division</b>	<b>Parish/ ward</b>	<b>Polling place and definition of polling district boundary where applicable</b>
AME1 cont.	Littlebury, Chesterford and Wenden Lofts cont.	Littlebury Green & Strethall (part in Elmdon parish) cont.			<p><i>commencing at the point where the railway line crosses the southern boundary of the parish and running in a north westerly direction by the western extremity of Avenue Cottages and the eastern extremity of Howe Wood to the northern boundary of the parish.</i></p> <p>Note: The polling district consists of two parts as Littlebury Green and Strethall are in separate parishes</p>
AME2	Littlebury, Chesterford & Wenden Lofts	Littlebury Green & Strethall (part in Strethall parish)	Saffron Walden	Strethall (parish meeting only)	<p>St Peter's Church, Littlebury Green</p> <p><i>See AME(ii) for description of the polling district boundary.</i></p>
AMF 52	Littlebury, Chesterford & Wenden Lofts	Littlebury Village	Saffron Walden	Littlebury	<p>Littlebury Village Hall</p> <p><i>The polling district consists of the remainder of Littlebury parish not included within Littlebury Green and Strethall above.</i></p>
AMG	Littlebury, Chesterford & Wenden Lofts	Little Chesterford	Saffron Walden	Little Chesterford	Little Chesterford Village Hall
AMH	Littlebury, Chesterford & Wenden Lofts	Wendens Ambo	Saffron Walden	Wendens Ambo	Wendens Ambo Village Hall
ANA	Newport	Newport	Stansted	Newport	Newport Village Hall
ANB	Newport	Quendon & Rickling	Stansted	Quendon and Rickling	Quendon and Rickling Village Hall

<b>PD ref</b>	<b>Ward</b>	<b>Polling District</b>	<b>County Electoral Division</b>	<b>Parish/ ward</b>	<b>Polling place and definition of polling district boundary where applicable</b>
ANC	Newport	Widdington	Stansted	Widdington	Widdington Village Hall
AOA	Saffron Walden Audley	Audley North	Saffron Walden	Saffron Walden Audley ward	<p>Committee Room, Town Hall, Saffron Walden (rear entrance off Butcher Row)</p> <p><i>Audley North will consist of that part of Saffron Walden Audley ward lying to the north of a line running west from the ward boundary at the junction of Station Road with South Road along the centre of Station Road to the junction of Debden Road, then northwards along the centre of Debden Road to the junction with London Road and High Street then continuing in a generally north-westerly direction to the east of Beck Road, and the north of Saxon Way, and then following the line of the Slade to the ward boundary.</i></p>
AOB	Saffron Walden Audley	Audley South	Saffron Walden	Saffron Walden Audley ward	<p>The Assembly Hall, Friends' School, Mount Pleasant Road, Saffron Walden</p> <p><i>The polling district will comprise that part of Audley ward lying to the south of the boundary described under AOA above.</i></p>
APA	Saffron Walden Castle	Castle East	Saffron Walden	Saffron Walden Castle ward	<p>Mobile polling unit located in the car park at Homebase, Elizabeth Way, Saffron Walden</p> <p><i>Castle East will consist of that part of Saffron Walden Castle ward lying generally to the east of a line running northwards from the ward boundary on Ashdon Road from a point to the west of No. 2 Ashdon Road and then continuing along the rear boundaries of properties fronting the western side of Highfields to the junction with Sheds Lane, then along the rear boundaries of 10-16 Sheds Lane</i></p>

<b>PD ref</b>	<b>Ward</b>	<b>Polling District</b>	<b>County Electoral Division</b>	<b>Parish/ ward</b>	<b>Polling place and definition of polling district boundary where applicable</b>
APA cont.	Saffron Walden Castle cont.	Castle East cont.			<i>(evens), then continuing along the centre of Sheds Lane to bridleway 1 to byway 3 at Butlers Lane and then to the ward boundary.</i>
APB	Saffron Walden Castle	Castle West	Saffron Walden	Saffron Walden Castle ward	The School Hall at St Mary's Primary School, Castle Street, Saffron Walden <i>Castle West polling district will consist of the remainder of Saffron Walden Castle ward not included within Castle East polling district.</i>
AQA Page 54	Saffron Walden Shire	Shire North	Saffron Walden	Saffron Walden Shire ward	The School Hall at the R A Butler School, South Road, Saffron Walden <i>Shire North will consist of that part of Saffron Walden Shire ward lying to the north of a line running eastwards from the ward boundary at the junction of Mount Pleasant Road with Debden Road along the centre of Mount Pleasant Road and then Peaslands Road to the junction of that road with Thaxted Road, and then following the centre of Thaxted Road south easterly to the ward boundary.</i>
AQB	Saffron Walden Shire	Shire South	Saffron Walden	Saffron Walden Shire ward	The School Hall at the Katherine Semar Junior School, Ross Close, Saffron Walden <i>Shire South will consist of that part of Saffron Walden Shire ward not included in AQA Shire North above.</i>

<b>PD ref</b>	<b>Ward</b>	<b>Polling District</b>	<b>County Electoral Division</b>	<b>Parish/ ward</b>	<b>Polling place and definition of polling district boundary where applicable</b>
ARA	Stansted North	Stansted East	Stansted	Stansted Mountfitchet North ward	St John's Church Hall, St John's Road, Stansted <i>Stansted East polling district comprises that part of Stansted North ward to the east of a line running northwards from the southern ward boundary along the centre of Silver Street and then Cambridge Road to the northern ward boundary.</i>
ARB	Stansted North	Stansted West	Stansted	Stansted Mountfitchet North ward	Bentfield Primary School, Rainsford Road, Stansted <i>Stansted West polling district will consist of the remainder of Stansted North ward not included within Stansted East polling district as described under ARA above.</i>
ASA	Stansted South & Birchanger	Birchanger	Stansted	Birchanger	St Mary's Church Hall, 207 Birchanger Lane, Birchanger
ASB	Stansted South & Birchanger	Stansted South	Stansted	Stansted Mountfitchet South ward	The School Hall at St Mary's C of E Primary School, Hampton Road, Stansted <i>The polling district will consist of the whole of that part of Stansted parish contained in the Stansted South &amp; Birchanger ward.</i>
ATA	Stort Valley	Berden	Stansted	Berden	Berden Village Hall
ATB	Stort Valley	Farnham	Stansted	Farnham	Farnham Village Hall
ATC	Stort Valley	Manuden	Stansted	Manuden	Manuden Village Community Centre, David Collins Drive, Manuden

<b>PD ref</b>	<b>Ward</b>	<b>Polling District</b>	<b>County Electoral Division</b>	<b>Parish/ ward</b>	<b>Polling place and definition of polling district boundary where applicable</b>
ATD	Stort Valley	Ugley	Stansted	Ugley	Ugley Village Hall
AUA1	Takeley	Broxted & Chickney (part in the parish of Broxted)	Thaxted	Broxted	Broxted Village Hall, Browns End Road, Broxted Note: This polling district comprises two parts as Broxted and Chickney are separate parishes.
AUA2	Takeley	Broxted & Chickney (part in the parish of Chickney)	Stansted	Chickney (parish meeting only)	Broxted Village Hall, Browns End Road, Broxted See above for note of polling arrangements.
AUB e	Takeley	Little Canfield	Dunmow	Little Canfield	Little Canfield Village Hall
AUC 95	Takeley	Mole Hill Green	Dunmow	Takeley	Mole Hill Green Village Hall <i>The polling district consists of that part of the parish of Takeley lying to the east and north of a line commencing on the north-western boundary of the parish at a point due north of the passenger terminal at Stansted Airport, and running in a southerly direction to a point on the road from Coopers End to Takeley village north of Bridgefoot Cottages, then in a north-easterly direction to the parish boundary at the point where it is crossed by the byway known as Cobbs Lane.</i>
AUD	Takeley	Takeley Priors Green	Dunmow	Takeley	The Priors Green Community Centre, Bennet Canfield, Little Canfield, CM6 1YE (Takeley parish) <i>The polling district boundary consists of that part of Takeley parish lying to the east of a straight line running from the point where the polling district boundary with Mole Hill Green is intersected by the road leading from Mole Hill</i>

PD ref	Ward	Polling District	County Electoral Division	Parish/ ward	Polling place and definition of polling district boundary where applicable
AUD cont.	Takeley cont. Green cont.	Takeley Priors Green cont.			<i>Green to Bambers Green and then running in a roughly southerly direction immediately to the west of Warish Hall and Smiths Green to the centre of Dunmow Road, then in an easterly direction to the Junction with Canfield Road, then following the centre of that road to the Parish boundary.</i>
AUE	Takeley	Takeley Village	Dunmow	Takeley	The Silver Jubilee Hall, Brewers End, Takeley <i>The polling district will consist of the remainder of Takeley parish not included in either the Mole Hill Green or Takeley Priors Green polling district.</i>
AVB ge 57	Thaxted & the Eastons	Duton Hill	Thaxted	Great Easton and Tilty – Duton Hill ward	The Three Horseshoes Public House, Duton Hill <i>The polling district consists of that part of the parish of Great Easton included in the Duton Hill parish ward as described in the District of Uttlesford (Electoral Changes) Order 2001.</i>
AVB1	Thaxted & the Eastons	Great Easton & Tilty (part in the parish of Great Easton)	Thaxted	Great Easton and Tilty – Village ward	Great Easton Village Hall Note: this polling district comprises two parts as Great Easton and Tilty are separate parishes, joined together in a grouped parish council. <i>The polling district comprises the parish of Tilty together with the remainder of the parish of Great Easton not included in the Duton Hill polling district.</i>
AVB2	Thaxted & the Eastons	Great Easton & Tilty (part in the parish of Tilty)	Thaxted	Great Easton and Tilty – Tilty ward	Great Easton Village Hall See above for note of polling district arrangements and for description of the polling district boundary.

<b>PD ref</b>	<b>Ward</b>	<b>Polling District</b>	<b>County Electoral Division</b>	<b>Parish/ ward</b>	<b>Polling place and definition of polling district boundary where applicable</b>
AVC	Thaxted & the Eastons	Lindsell	Thaxted	Lindsell (parish meeting only)	Lindsell Village Hall
AVD	Thaxted & the Eastons	Little Easton	Thaxted	Little Easton	Little Easton Memorial Hall
AVE	Thaxted & the Eastons	Thaxted	Thaxted	Thaxted	Bolford Street Hall, Bolford Street, Thaxted
AWA1  Page 58	The Sampfords	Great & Little Sampford (part in the parish of Great Sampford)	Thaxted	The Sampfords – Great Sampford ward	Baptist Church Hall, Great Sampford Note: Great and Little Sampford are separate civil parishes of the same grouped parish council; separate polling stations would be required only in the event of a contested parish poll.
AWA2	The Sampfords	Great & Little Sampford (part in the parish of Little Sampford)	Thaxted	The Sampfords – Little Sampford ward	Baptist Church Hall, Great Sampford Please see explanation in AWA1 above about polling arrangements.
AWB	The Sampfords	Hempstead	Thaxted	Hempstead	Hempstead Village Hall
AWC	The Sampfords	Little Bardfield	Thaxted	Little Bardfield	Little Bardfield Cricket Pavilion
AWD	The Sampfords	Radwinter	Thaxted	Radwinter	Radwinter Parish Hall

# Agenda Item 9

<b>Committee:</b>	<b>Governance, Audit and Performance</b>	<b>Agenda Item</b>
<b>Date:</b>	<b>16 November 2017</b>	<b>9</b>
<b>Title:</b>	<b>Parliamentary Boundary Review 2018</b>	
<b>Author:</b>	<b>Peter Snow, Democratic and Electoral Services Manager, 01799 510430</b>	Item for decision: yes

## Summary

1. Revised proposals for new Parliamentary constituency boundaries in England were published by the Boundary Commission for England (BCE) on 17 October 2017. The eight-week consultation period runs until 11 December. The BCE will send their recommendation to Parliament in September 2018. If then implemented, the new boundaries will come into force at the following general election (in 2022?).
2. The proposals affecting Uttlesford are set out in the paper covering the Eastern region and are described in more detail in the situation section of the report. The proposals seem broadly favourable to us and it is being recommended that the committee agrees to support what is being proposed for the revised Saffron Walden constituency.

## Recommendations

3. To request Full Council make representations to the BCE supporting the revised proposals for the Saffron Walden constituency.

## Financial Implications

4. None.

## Background Papers

5. The only papers referred to by the author in the preparation of this report are already published on the BCE's website.

## Impact

- 6.

Communication/Consultation	Consultation is already carried out by the BCE
Community Safety	N/A
Equalities	N/A
Health and Safety	N/A

Human Rights/Legal Implications	No specific implications other than those relating to the administration of elections
Sustainability	N/A
Ward-specific impacts	All wards
Workforce/Workplace	N/A

## **Situation**

7. The BCE is conducting a periodic review of all of the Parliamentary constituency boundaries in England. The review is being carried out on the basis of new rules laid down by Parliament. These rules involve a significant reduction in the number of constituencies in England from 533 to 501.
8. This is the second stage of consultation as the initial proposals were published in September 2016. As far as Saffron Walden is concerned, the second stage proposals are unchanged from those published originally which the Council supported.
9. The impact of the enforced change in the Eastern region is a reduction of one seat from 58 to 57. Within the Eastern region, Essex is being treated as a sub-region in its own right entitled to 17 constituencies giving an average constituency electorate of 74,976. At present, Essex has an allocation of 18 constituencies so the reduction of one does result in some significant boundary changes.
10. The effect of the rules governing the periodic review is that all constituencies must include at least 71,031 electors and no more than 78,507.
11. The proposed Saffron Walden constituency includes the whole of the Uttlesford district, together with four wards from the Braintree district. These four wards (listed below) replace the four wards of Chelmsford City included in the existing constituency. Most of the territory included in the Braintree district wards proposed for inclusion in Saffron Walden was part of the former Saffron Walden constituency until 2010.
12. The proposed constituency is made up as follows:
  - All wards of Uttlesford district – 61,702 electors
  - Bumpstead ward of Braintree district – 2,285 electors
  - Rayne ward of Braintree district – 2,203 electors
  - Three Fields ward of Braintree district – 4,480 electors
  - Yeldham ward of Braintree district – 2,110 electors
  - Constituency electorate – 72,780 electors

13. The four Braintree wards listed above replace Broomfield and The Walthams (6,367 electors) and Chelmsford Rural West (2,181) which are being dispersed to Brentwood and Ongar constituency; Writtle (4,151) moved to Billericay constituency; and Boreham and The Leighs (4,691) moved to Witham and Maldon.
14. In considering the Council's response to the consultation, the most important factors seem to be the community of interest shared by the wards included in the proposed seat, and the effective administration of Parliamentary elections based on the proposed boundary.
15. In terms purely of administration it is a big advantage for the whole of Uttlesford to be included within a single constituency. It is also good in terms of social cohesion and means that we have to liaise with only one MP in making representations to the Government, or in dealing with constituents. As there are not enough electors in Uttlesford to form a single constituency, at least 10,000 electors must be imported from elsewhere to form a constituency of the required size.
16. The 17,390 electors in the four Chelmsford City wards have been exchanged for 11,078 electors from Braintree. In terms of community of interest, the replacement wards do seem to fit quite closely with the generally rural makeup of Uttlesford. A further advantage is that many electors in the four wards concerned will have some memory of voting in the Saffron Walden constituency prior to 2010.
17. It seems true to say that many electors in the four Chelmsford City wards have not adjusted to being moved to vote in the Saffron Walden constituency and may feel more at home in a new constituency area. Having said that, none of the Chelmsford City electors concerned will be included in a Chelmsford based seat and it is likely their distribution between three different new seats will continue to cause some confusion.
18. The new constituency boundary abuts the town of Braintree but the composition of the area is essentially rural. The existing seat boundary extends as far as Broomfield which effectively forms part of the urban extension of Chelmsford.
19. It is a matter of judgement for members as to whether the exchange of Saffron Walden constituency wards between Chelmsford and Braintree makes for a better arrangement but in the officers' view it does seem to make for a better fit with the Uttlesford district.

## Risk Analysis

20.

Risk	Likelihood	Impact	Mitigating actions
1 – no risks are foreseen	1 – this is the second stage of consultation	1 – there will be some community impact	1 – ensure that a full response to the consultation is made

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.

# Agenda Item 10

<b>Committee:</b>	<b>Governance, Audit and Performance</b>	<b>Agenda Item</b>
<b>Date:</b>	<b>16 November 2017</b>	<b>10</b>
<b>Title:</b>	<b>2017/18 Quarter 2 Performance Indicator Outturn</b>	
<b>Author:</b>	<b>Richard Auty, Assistant Director Corporate Services</b>	Item for information

## Summary

1. This report presents the 2017/18 Q2 outturn for all quarterly-reported Key Performance Indicators (KPIs) and Performance Indicators (PIs).

## 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 any health and safety related performance indicators
Human Rights/Legal Implications	None
Sustainability	None
Ward-specific impacts	None
Workforce/Workplace	None

## **Situation**

6. Appendix A presents the data for Quarter 2 of 2017/18 (1 July to 30 September) against the targets agreed at Governance, Audit and Performance in May. All outturn data is in bold.
7. For comparison purposes, the report also contains data for Quarters 2, 3 and 4 for 2016/17 and Q1 2017/18.
8. Short and long term trend arrows are also included in the report and are defined as follows;

**Short Term Trend -** compares current quarter with previous quarter performance

**Long Term Trend-** compares current quarter with previous four quarters average performance

9. All data and performance comments have been reviewed by the Corporate Management Team.
10. The short and long term performance trends for both KPIs and PIs are generally positive.

Overall performance for the Key Performance Indicators has improved, with 14 of the 17 indicators (82%) meeting target. There are no red KPIs this quarter.

Of particular note is the excellent performance of the indicators measuring rent and council tax collection, as well as the processing of payments to both suppliers and residents.

Three KPIs were within 10% of their targets;

The performance of KPI 13 Processing of planning applications – other, has improved from Q1 partly due to the specialist advice officer returning from sick leave. Additional resource will be sought and performance management action taken to further improve the performance of this indicator going forwards.

The outturn of KPI 14 Percentage of household waste sent for reuse, recycling and composting is only an estimate at present. However it is predicted that performance will decline from Q1 due to there being fewer recycling collections during July and August and a reduction in materials being collected due to the holiday season.

The performance of KPI 15(b) Percentage of domestic collections of waste and recyclables successfully made on first visit, has dropped marginally this quarter. However performance levels have been sustained due to an improvement in the reliability of the fleet vehicles.

There were no KPIs that missed their target by more than 10%.

11. Performance of the PIs has also improved both in the short and long term with 67% of the 12 PIs meeting their target. One indicator was within 10% of target and three missed their targets by more than 10%.

12. Full explanations are given in the attached report for all indicators that have not met target this quarter.

## Risk Analysis

13.

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 positive and negative 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.

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# 2017/18 Quarter 2 KPIs and PIs Report for Governance, Audit and Performance

Report Collated by: P. Evans on 25.10.17

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

SHORT TERM TREND (compares current quarter with previous quarter performance)		LONG TERM TREND (compares current quarter with previous four quarters average performance)	
	The value of this PI has improved in the short term		The value of this PI has improved in the long term
	The value of this PI has worsened in the short term		The value of this PI has worsened in the long term
	The value of this PI has not changed in the short term		The value of this PI has not changed in the long term

## Key Performance Indicators (KPIs)

Directorate: CORPORATE SERVICES								
PI Code & Short Name	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Short Term Trend	Long Term Trend	Latest Note
<b>KPI 01</b> Percentage of supplier invoices paid within 30 days of receipt by the Council (Max)	87.22%	98.89%	100.00%	100.00%	<b>100.00%</b>			<b>Q2 2017/18 Numerator:</b> 180 <b>Denominator:</b> 180. All invoices sampled were paid within the target period. 71% of invoices sampled were paid within ten days, 28% less than twenty days & 1% less than thirty days. Excellent example of cross service working with all service areas to achieve this 100% rate.
	97.00%	97.00%	97.00%	98.00%	98.00%			
<b>KPI 02</b> Customer satisfaction with services (Max)	76%		73%		<b>77%</b>			<b>H1 2017/18</b> The satisfaction rate represents the total average satisfaction of a range of services from those panel members who expressed an opinion. The comparative average dissatisfaction rate was 23% nominal (23.33% actual). Satisfaction levels for many services including Business Rates, Benefits Fraud and Fly-tipping have improved since the previous panel survey in spring 2017. During the same period there has been a decline in satisfaction with Council Housing – Rent and Planning Advice.
	76%		76%		76%			

PI Code & Short Name	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Short Term Trend	Long Term Trend	Latest Note
<b>KPI 03</b> Percentage of Non-domestic Rates Collected (Max) *	56.39%	87.34%	99.21%	30.63%	<b>60.00%</b>	▲	▼	<b>Q2 2017/18 Numerator:</b> 26,386,281.98 <b>Denominator:</b> 43,975,190.66 = 60.00% collection rate. Collection is on target for the current Qtr2. The Business Rates were re-valued at the start of the financial year, creating a shift in liability with new Rateable Values coming into effect along with a variety of new reliefs to support businesses particular those which are counted as small businesses this has supported the collection rate.
	⚠️	✓	✓	✓	✓			
	58.50%	86.98%	98.50%	29.30%	58.75%			
<b>KPI 04</b> Accuracy of processing - HB/CTB claims (Max)	100.00%	98.27%	99.23%	99.48%	<b>99.46%</b>	▼	▲	<b>Q2 2017/18</b> 367 claims checked, 2 Financial errors identified giving an accuracy rate of 99.46% for QTR 2. The department continues on its current training and development of the Benefits team staff, including new and old, in order to remain above the 98% target and to improve levels of accuracy.
	✓	✓	✓	✓	✓			
	98.00%	98.00%	98.00%	98.00%	98.00%			
<b>KPI 05</b> Percentage of Council Tax collected (Max) *	58.39%	86.82%	99.17%	30.35%	<b>58.52%</b>	▲	▼	<b>Q2 2017/18 Numerator:</b> 33,693,905.48 <b>Denominator:</b> 57,579,625.98 = 58.52% collection rate. Council Tax has been stable for a few years now, and collection rates reflect that stability. This will be monitored closely as the economy starts to slow down.
	⚠️	⚠️	✓	✓	✓			
	58.50%	86.98%	98.60%	29.50%	58.20%			
<b>KPI 06 (a)</b> Time taken to process Housing Benefit/Council Tax Benefit new claims (Days) (Min)	19.9	18.4	23.7	21.8	<b>21.0</b>	▲	▼	<b>Q2 2017/18</b> 131 new claims to Housing Benefit (HB) were processed taking a total of 2,203 days. 238 new claims to Local Council Tax Support (LCTS) were processed taking 5,560 days. This is a combined total of 369 new claims taking 7,763 days; an average of 21 days.
	✓	✓	✓	✓	✓			
	24.0	24.0	24.0	22.0	22.0			
<b>KPI 06 (b)</b> Time taken to process Housing Benefit/Council Tax Benefit change events (Min)	5.6	5.0	5.1	8.1	<b>7.0</b>	▲	▼	<b>Q2 2017/18</b> 2,938 changes in circumstance to Housing Benefit (HB) were processed taking a total of 22,045 days. 3,461 changes in circumstance to Local Council Tax Support (LCTS) were processed taking 22,716 days. This is a combined total of 6,399 changes taking 44,761 days; an average of 6.99 days. Performance of Capacity Grid during Q1 addressed and significantly improved.
	✓	✓	✓	✗	✓			
	9.0	9.0	9.0	7.0	7.0			

PI Code & Short Name	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Short Term Trend	Long Term Trend	Latest Note
<b>KPI 07 (a)</b> Average number of days lost per employee through short-term sickness absence (Min) *	2.78	4.76	6.49	1.47	<b>2.19</b>	⬇️	⬆️	<b>Q2 2017/18 Numerator:</b> 254.5 <b>Denominator:</b> 355 = 0.72 days lost due to sickness for this quarter. <b>Cumulative Numerator:</b> 776 <b>Denominator:</b> 354 = 2.19 days per member of staff for the year to date.
	✓	✓	✓	✓	✓			
	3.50	5.25	7.00	1.75	3.50			
<b>KPI 07 (b)</b> Average number of days lost per employee through long-term sickness absence (Min)	37.80	35.93	41.77	35.50	<b>40.28</b>	⬇️	⬇️	<b>Q2 2017/18 Numerator:</b> 725 <b>Denominator:</b> 18 = average of 40.28 days off work for the 18 long term sick cases this quarter. One has now resigned and left, one is currently going through medical retirement, 4 are back at work and on a phased return, 6 remain off work under a fit note, 6 are now back at work with no issues.
	✓	✓	✓	✓	✓			
	45.00	45.00	45.00	44.00	44.00			
<b>KPI 16</b> Rent collected as percentage of rent owed (including arrears b/f) (Max) *	95.50%	96.78%	97.89%	93.49%	<b>96.47%</b>	⬆️	⬆️	<b>Q2 2017/18 Numerator:</b> £4,047,746.56 <b>Denominator:</b> £4,397,811.93 = 92.04% <b>Cumulative Numerator:</b> £7,604,170.71 <b>Denominator:</b> £7,882,404.06 = 96.47%. This PI has exceeded the target due to the rigorous approach to rent collection and regular checking and support by the Arrears Officer to the tenant in arrears to assist them in maintaining their payment agreements.
	✓	✓	✓	✓	✓			
	94.05%	95.05%	97.00%	89.50%	94.55%			
<b>KPI 17</b> Local Council Tax Support Collection Rate (Max) *	49.38%	75.65%	89.12%	27.53%	<b>51.33%</b>	⬆️	⬇️	<b>Q2 2017/18 Numerator</b> (Net Receipts) £360,267.98 <b>Denominator</b> (Total Net Liability) £701,911.85, giving a collection rate of 51.33%. Local Council Tax support collection rate, continues to be high, this is due to the level of support provided by a dedicated officer to advise on debt and facilitate payment.
	✓	✓	✓	✓	✓			
	42.50%	63.75%	85.00%	23.00%	48.00%			

**Directorate: PUBLIC SERVICES**

PI Code & Short Name	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Short Term Trend	Long Term Trend	Latest Note
<b>KPI 08</b> Average re-let time in days (General Needs only)	22	22	19.6	14	<b>15</b>	⬇️	⬆️	<b>Q2 2017/18 Numerator:</b> 196 <b>Denominator:</b> 13 Target has been met due to escalation of contract measurement measures.
	🔴	🔴	🟢	🟢	🟢			
	20	20	20	20	20			
<b>KPI 11</b> Processing of planning applications: Major applications (within 13 weeks including any agreed extension of time) (Max)	44.44%	64.29%	92.31%	77.78%	<b>88.89%</b>	⬆️	⬆️	<b>Q2 2017/18 Numerator:</b> 8 <b>Denominator:</b> 9 = 88.89% <b>Cumulative Numerator:</b> 15 <b>Denominator:</b> 18 = 83.33%. Target achieved and exceeded.
	🔴	🟡	🟡	🟡	🟡			
	60.00%	60.00%	60.00%	60.00%	60.00%			
<b>KPI 12</b> Processing of planning applications: Minor applications (within 8 weeks or including any agreed extension of time) (Max)	78.49%	72.38%	80.65%	65.05%	<b>76.64%</b>	⬆️	⬆️	<b>Q2 2017/18 Numerator:</b> 82 <b>Denominator:</b> 107 = 76.64%. <b>Cumulative Numerator:</b> 149 <b>Denominator:</b> 210 = 70.95%. Target for Q2 achieved. Due to not achieving target in Q1 cumulative target not being met. Improved performance from Q1 possibly due in part to better management of need for extension of time. Temporarily additional resource has been deployed.
	🟡	🟡	🟡	🔴	🟡			
	80.00%	80.00%	80.00%	75.00%	75.00%			
<b>KPI 13</b> Processing of planning applications: Other applications (within 8 weeks or including any agreed extension of time) (Max)	87.21%	88.42%	78.02%	73.71%	<b>79.15%</b>	⬆️	⬇️	<b>Q2 2017/18 Numerator:</b> 243 <b>Denominator:</b> 307 = 79.15%. <b>Cumulative Numerator:</b> 501 <b>Denominator:</b> 657 = 76.26%. Improved performance from Q1 but target still not achieved. Some improvement in performance over Q1 as a result of specialist advice capacity being restored following sickness absence. Scope for further improvement is being pursued through procurement of additional capacity and performance management action.
	🟡	🟡	🟡	🔴	🟡			
	82.00%	82.00%	82.00%	82.00%	82.00%			

PI Code & Short Name	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Short Term Trend	Long Term Trend	Latest Note
<b>KPI 14</b> Percentage of household waste sent for reuse, recycling and composting (LAA) (Max)	52.39%	53.33%	54.36%	54.54%	<b>50.67%</b>			<b>Q2 2017/18 ESTIMATE Numerator:</b> 4,035.5 tonnes (recycled and composted) <b>Denominator:</b> 7,964.35 tonnes (total domestic waste arising). Final value will only be available in November when the complete information will be available from all of our recycling customers. Short term reduction in recycling rate reflects fewer recycling collection dates falling in July and August and reduction in materials put out because of the number of residents on holiday.
	55.00%	51.00%	50.00%	51.00%	55.00%			
<b>KPI 15 (b)</b> Percentage of domestic collections of waste and recyclables successfully made on first visit (Max)	<b>New KPI for 2017/18</b>			99.89%	<b>99.86%</b>			<b>Q2 2017/18 Numerator:</b> 952,708 (Number of successful collections) <b>Denominator:</b> 954,000 = 99.86% (Number of missed bins: 1,292). Performance stable at just below target. Improved reliability of vehicles has supported performance.
				99.9%	99.9%			

## Performance Indicators (PIs)

### Directorate: CHIEF EXECUTIVE

PI Code & Short Name	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Short Term Trend	Long Term Trend	Latest Note
<b>PI 06</b> Percentage of standard searches carried out in 10 working days (Max)	99.6%	100%	100%	100%	93%	⬇️	⬇️	<b>Q2 2017/18 Numerator:</b> 293 <b>Denominator:</b> 315 Technical problems with the mapping system delayed searches during a period of two weeks in August. Action taken to ensure that supplier provides adequate notice of system upgrades enabling contingency arrangements to be deployed and suitably trained staff to be available.
	⚠️	✓	✓	✓	⚠️			
	100%	100%	100%	100%	100%			
<b>PI 21</b> Percentage of minutes from meetings made available to the public within 10 working days (Max)	84%	90%	44%	82%	81%	⬇️	⬆️	<b>Q2 2017/18 Numerator:</b> 17 <b>Denominator:</b> 21 The work generated by beginning to transition between document management systems and other Workload pressures prevented some minutes from meetings being published within 10 working days.
	🚫	⚠️	🚫	🚫	🚫			
	95%	95%	95%	95%	95%			

### Directorate: CORPORATE SERVICES

PI Code & Short Name	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Short Term Trend	Long Term Trend	Latest Note
<b>PI 02</b> Average time (Days) to pay supplier invoices (Min)	15.7	12.2	10.4	8.5	8.5	-	⬆️	<b>Q2 2017/18 Numerator:</b> 1,537 <b>Denominator:</b> 180 = 8.5. Although the number of invoices has dropped the processing time has stayed similar to previous quarter - which is a marked improvement on the same period in 16-17.
	🚫	🚫	✓	✓	✓			
	11.0	11.0	11.0	11.0	11.0			
<b>PI 03</b> Percentage of sundry debt income overdue (debts over 90 days old not subject to a payment agreement) (Min)	2.6%	1.8%	1.0%	4.3%	0.8%	⬆️	⬆️	<b>Q2 2017/18</b> As at 2 October 2017 the amount of outstanding debt is £756,245.26 of which £5,745.82 is over 90 days old and not subject to a payment agreement.
	✓	✓	✓	⚠️	✓			
	4.0%	4.0%	4.0%	4.0%	4.0%			

PI Code & Short Name	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Short Term Trend	Long Term Trend	Latest Note
<b>PI 20</b> Percentage of IT help Desk calls resolved within target (Max)	99.32%	99.20%	99.00%	99.24%	<b>99.18%</b>			<b>Q2 2017/18</b> 1,587 calls of which 1,574 resolved within SLA
	95.00%	95.00%	95.00%	95.00%	95.00%			
<b>PI 22</b> Museum users: Total visitors to the museum building and on-site events (Max) #	2,979	2,665	2,649	2,903	<b>4,112</b>			<b>Q2 2017/18</b> Visitor figures exceeded target by 3%. Contributing factors are a combination of new exhibition in August, summer activity and events programme, and website and social media generating interest. Cumulative 7,015.
	4,000	2,700	3,100	3,400	4,000			

## Directorate: PUBLIC SERVICES

Page 73 PI Code & Short Name	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Short Term Trend	Long Term Trend	Latest Note
<b>PI 16</b> Number of households living in temporary accommodation (Min)	13	13	14	9	<b>18</b>			<b>Q2 2017/18</b> There has been a recent substantial increase in applicants presenting as homeless, the Housing Options Team have met the challenge very well and although over our target on this we are confident that the use is being managed appropriately for new tenants. There are some non-compliant tenants that we will look to be able to evict sooner to improve best use.
	14	14	14	14	14			
<b>PI 24 (d)</b> Appeals allowed for enforcement notices (Min)	.0%	100.0%	50.0%	.0%	<b>0%</b>			<b>Q2 2017/18</b> No enforcement appeals.
	30.0%	30.0%	30.0%	30.0%	30.0%			

PI Code & Short Name	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Short Term Trend	Long Term Trend	Latest Note
<b>PI 30</b> Percentage planning applications validated within 5 days (Max)	99%	100%	98%	100%	<b>100%</b>	-	▲	<b>Q2 2017/18</b> <b>Numerator:</b> 441 <b>Denominator:</b> 441 The team have worked hard to ensure targets are met this quarter despite some IT pressures. Productivity will be monitored regularly to identify if these levels can be sustainable going forwards.
	✓	✓	✓	✓	✓			
	90%	90%	90%	95%	95%			
<b>PI 40</b> Number of subscribers to garden waste collection service (Max)	6,100	6,178	6,181	6,275	<b>6,674</b>	▲	▲	<b>Q2 2017/18</b> Excellent performance. Subscriptions well above annual target for service, especially given that there has been no promotion of the service or free bin offer for 2017/18. Residents recognise this as a good service which offers value for money.
	✓	✓	✓	⚠	✓			
	5,450	5,475	5,800	6,300	6,350			
<b>PI 41</b> Percentage of routine food hygiene premises inspections completed within the quarter (Max)	100%	99%	99%	100%	<b>98%</b>	▼	▼	<b>Q2 2017/18</b> <b>Numerator:</b> 52 <b>Denominator:</b> 53 Targets being achieved.
	✓	✓	✓	✓	✓			
	95%	95%	95%	98%	98%			
<b>PI 42</b> Percentage of planning appeals upheld (Min)	<b>New PI for 2017/18</b>			15%	<b>33%</b>	▼	▼	<b>Q2 2017/18 Numerator:</b> 1 <b>Denominator:</b> 3 = 33.33%. <b>Cumulative Numerator:</b> 2 <b>Denominator:</b> 9 Officers had recommended approval of the single case allowed on appeal. The cumulative performance over Q1 and Q2 is on target however.
				✓	✗			
				30%	30%			