



Minutes

Audit and Scrutiny Committee Monday, 26th September, 2022

Attendance

Cllr Tanner (Chair)	Cllr Haigh
Cllr Hirst (Vice-Chair)	Cllr Sankey
Cllr Barrett	Cllr Slade
Cllr Mrs Fulcher	Cllr Wagland

Apologies

Cllr Mrs Murphy

Substitute Present

Cllr Wiles

Also Present

Cllr Barber
Cllr Bridge
Cllr Hossack

Officers Present

Steve Summers	-	Strategic Director
Jacqueline Mellaerts	Van	Corporate Director (Finance & Resources)
Janine Combrinck	-	Internal Audit, BDO

LIVE BROADCAST

[Live broadcast to start at 7pm and available for repeat viewing.](#)

143. Apologies for Absence

Apologies had been received from Cllr Murphy and Cllr Wiles was substitute.

144. Minutes of the previous meeting

The Minutes of the last meeting held on 25th July 2022 were agreed as a true record.

Mrs Van Mellaerts gave an update on the closing of the 2020/2021 Accounts. These have not yet been signed or an opinion issued. This is due to the lack of capacity at Ernest & Young (EY) to deliver a quality audit. There have been no material uncertainty elements identified. The Council's partner at EY, Nigel Harris, has since moved to another role and the new partner, Elizabeth Jackson, is now undertaking the audit. A revised timeline has been agreed and an Opinion to be issued by the end of November. Officers, in consultation with the Chair and Leader, will be writing a letter of complaint to EY stressing our dissatisfaction with the process.

With regards outstanding actions in relation to the s106 audit, Mrs Van Mellaerts advised she had updated Members via email.

Mrs Van Mellaerts also advised she was leading on recommendations from the 106 report and she would liaise with housing officers, and the interim Housing Director, and update Members at the next meeting on issues arising from that report.

145. Internal Audit Progress Report 2022/23

This report was intended to inform the Audit and Scrutiny Committee of progress made against the 2022/23 internal audit plan. It summarises the work internal audit have done, together with their assessment of the systems reviewed and the recommendations they have raised. No reports had been finalised since the last Committee.

Mrs Combrinck summarised the report.

A partnership checklist was requested by Members which Mr Summers advised would be updated and circulated to Members.

Members noted the report.

146. Internal Audit Plan 2022/23

This report covers the Internal Audit Plan for 2022/23, included in Appendix A.

Due to an error, the report and agenda failed to publish. This item will be placed before Members at the next meeting. However, Appendix A, Internal Audit Plan 2022/23 was presented to Members as an "Information Only" item and duly noted.

147. Formal Complaints & Performance Indicator Working Group

This report submitted the report and recommendations of the Formal Complaints and Performance Indicators Working Group for consideration by the Audit & Scrutiny Committee.

Addendums 3A,3B,4A and 4B, omitted from the Agenda, is appended to the Minutes.

Mr Summers summarised the report and advised that the housing structure has changed to reflect an additional housing maintenance manager, raising the total to 3 housing maintenance managers, focussing on repairs and maintenance. Also, pertaining to missed bins, the Director Marcus Hotten in attendance at the Working Group, will be reviewing the work involved in the performance in this particular area.

Mrs Van Mellaerts advised Members she had raised queries in relation to the Revenues and Benefits Performance Indicators which had dropped in the first quarter. This was in relation to the Council Tax Energy Rebate Scheme, and resources being diverted to focus on that scheme. There has now been an increase and expected turnaround has resumed.

Following discussion, a motion was **MOVED** by Cllr Tanner and **SECONDED** by Cllr Hirst to approve the recommendations in the report.

A vote was taken by a show of hands and it was **RESOLVED**:

To note the Formal Complaints and Performance Indicators Working Group report, as attached at Appendix A, and agree the recommendations contained within it.

Reasons for Recommendation

To ensure the Council provides quality customer services.

148. Member Working Groups

At the Audit and Scrutiny Committee held on 5th July 2022, Councillor Cloke put forward for consideration the following:

“Formation, make up and running of working groups. The membership of these groups does not seem to be assigned consistently or according to Widdecombe principles and I wonder if a standard approach should be applied. The work planned and completed by these groups is also opaque at best. My primary concern is the constitution working group but a review of the overall approach and other working groups would be of benefit”.

This was **RESOLVED UNANIMOUSLY** and now forms part of the Scrutiny Work Programme and subject to this report.

Mr Summers summarised the report.

The system currently applied allows for flexibility, expertise and experience of members to join the member working groups from all political parties.

Following discussion a motion was **MOVED** by Cllr Tanner and **SECONDED** by Cllr Hirst to approve the recommendations in the report.

Cllr Fulcher **MOVED** that the recommendation be changed to read:

That the Committee agrees arrangements for Member Working Groups as set out in the Council's Constitution.

This was agreed by the Chair.

A vote was taken by a show of hands and it was **RESOLVED UNANIMOUSLY**:

That the Committee agrees arrangements for Member Working Groups as set out in the Council's Constitution.

Reasons for Recommendation

The Constitution requires that the Audit & Scrutiny Committee considers matters agreed on its Scrutiny work programme.

149. Scrutiny Work Programme 2022/23

The Constitution requires that the Audit & Scrutiny Committee agrees its Scrutiny work programme at each meeting of the Committee. This report provided an update of the current scrutiny work programme and is set out in Appendix A.

Following discussion a motion was **MOVED** by Cllr Tanner and **SECONDED** by Cllr Hirst to approve the recommendations in the report.

A vote was taken by a show of hands and it was **RESOLVED UNANIMOUSLY** to:

That the Committee considers and agrees the 2022/23 Scrutiny work programme as set out in Appendix A with any additions agreed by the committee at the meeting.

Reasons for Recommendation

The Constitution requires that the Audit & Scrutiny Committee agrees its Scrutiny work programme at each meeting of the Committee.

150. Urgent Business

There were no items of urgent business.

The meeting concluded at 19:40

This page is intentionally left blank

**INTERNAL AUDIT
ANNUAL PLAN 2022/23
BRENTWOOD BOROUGH COUNCIL**

September 2022

CONTENTS

AUDIT RISK ASSESSMENT	2
MAPPING YOUR CRR TO THE STRATEGIC PLAN.....	4
INTERNAL AUDIT OPERATIONAL PLAN 2022/23	5
INTERNAL AUDIT STRATEGIC PLAN 2022-2025	8
APPENDIX I: INTERNAL AUDIT CHARTER - ROLE AND SCOPE OF INTERNAL AUDIT	10

AUDIT RISK ASSESSMENT

Background

Our risk-based approach to Internal Audit uses the Council's own risk management process and risk register as a starting point for audit planning as this represents the client's own assessment of the risks to it achieving its strategic objectives.

The extent to which we can rely on management's own perception of risk largely depends on the maturity and effectiveness of the Council's own risk management arrangements. In estimating the amount of audit resource required to address the most significant risks, we have also sought to confirm that senior management's own assessment of risk accurately reflects Brentwood Borough Council's current risk profile.

Planned approach to internal audit 2022/23

Our Internal Audit programme for 2022/23 is shown from page 5, with an indicative strategic plan for 2022-2025 shown from page 8. This follows the summary indicative Internal Audit programme that we presented to the Audit and Scrutiny Committee in July 2022, when we were not yet contractually appointed to the audit. In producing this plan, we have taken account of discussion with the Director of Corporate Resources, who has sought feedback from other Executive Directors. This plan will be presented at the September 2022 Audit and Scrutiny Committee meeting. We will keep the programme under continuous review during the year and will introduce to the plan any significant areas of risk identified by management during that period.

The plan is set within the context of a multi-year approach to internal audit planning, such that all areas of key risks would be looked at over a three-year audit cycle. In setting the number of days in the plan we have assumed that the control environment within the Council will improve as we work with you to address the issues you have.

Individual audits

When we scope each review, we will reconsider our estimate for the number of days needed to achieve the objectives established for the work and to complete it to a satisfactory standard in light of the control environment identified within the Council. Where revisions are required, we will obtain approval from the appropriate Executive Director prior to commencing fieldwork.

In determining the timing of our individual audits, we will seek to agree a date which is convenient to the Council and which ensures availability of key management and staff.

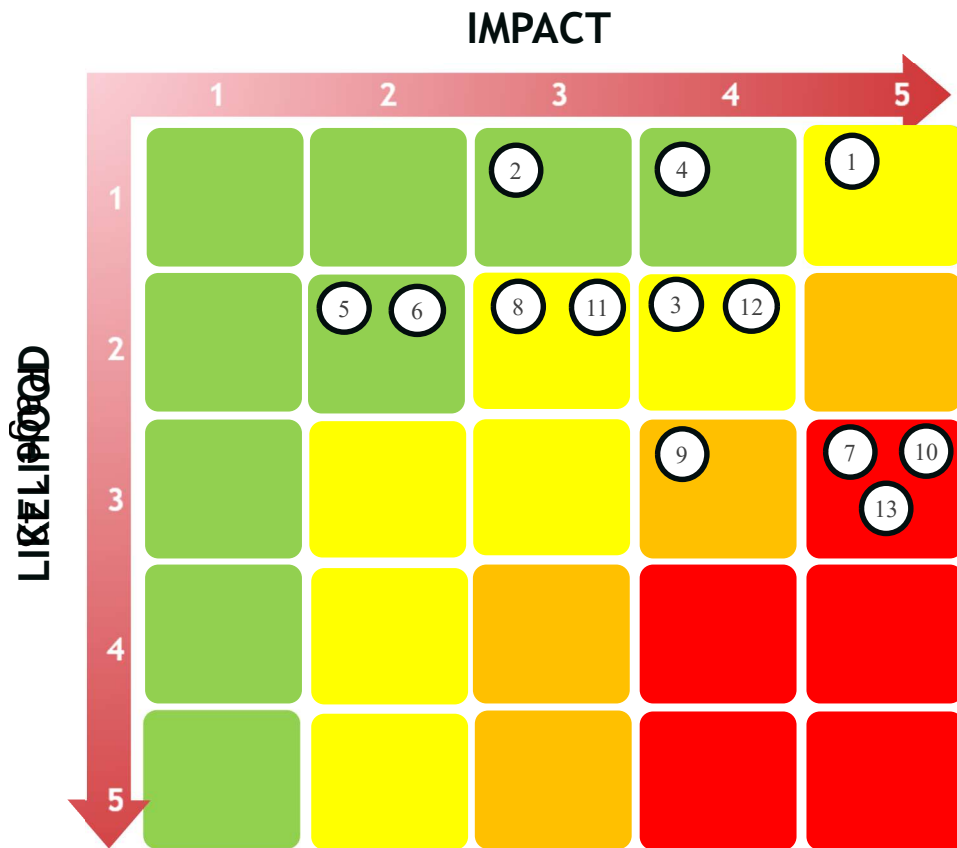
Variations to the Plan

We review the three-year strategic plan each year to ensure we remain aware of your ongoing risks and opportunities. Over the coming pages we have mapped your key risks along with the audit work we are undertaking, demonstrating we are focussing on your most important issues.

As such our strategic audit programme follows the risks identified during our planning processes and confirmed via discussions with the Director of Corporate Resources.



MAPPING YOUR STRATEGIC RISKS



	Ref	Strategic Risks from your Corporate Risk Register	Score
1	RSK 1	Local plan	5
2	RSK 2	Environment strategy	3
3	RSK 3	Leisure Strategy	8
4	RSK 4	Strategic housing development plan	4
5	RSK 5	Strategic direction	4
6	RSK 6	Corporate strategy	4
7	RSK 7	General fund budget	15
8	RSK 8	Major incidents	6
9	RSK 9	Lack of Capacity	12
10	RSK 10	Income projections	15
11	RSK 11	Data protection legislation	6
12	RSK 12	Contract / partnership failure	8
13	RSK 13	Cyber threats	15

MAPPING YOUR CRR TO THE STRATEGIC PLAN

Ref	Strategic Risks from your CRR	Risk score	Most recent year covered	2022/23	2023/24	2024/25
RSK 1	Local plan	5	2021/22			
RSK 2	Environment strategy	3	2020/21	✓		
RSK 3	Leisure Strategy	8	2019/20	✓		
RSK 4	Strategic housing development plan	4	2021/22			
RSK 5	Strategic direction	4	2020/21			
RSK 6	Corporate strategy	4	2020/21			
RSK 7	General fund budget	15	2021/22	✓	✓	✓
RSK 8	Major incidents	6	2020/21		✓	
RSK 9	Lack of Capacity	12	2019/20		✓	
RSK 10	Income projections	15	2021/22	✓		
RSK 11	Data protection legislation	6	2018/19	✓		
RSK 12	Contract / partnership failure	8	2021/22	✓	✓	✓
RSK 13	Cyber threats	15	2020/21	✓		✓

INTERNAL AUDIT OPERATIONAL PLAN 2022/23

Area	Days	Timing	Description of the Review	Reason for Inclusion
Core reviews				
Main financial systems	40	Q4	Detailed annual review of general ledger controls, including system interfaces and journals; cyclical audit of council tax, business rates and housing benefits; review of the Council's processes for managing supply chain risks; and follow up of issues identified in sample testing of financial controls in 2021/22.	Cyclical review, links to all the Council's risks
Commercialisation and cost savings	15	Q4	Review of the plans, monitoring and governance arrangements underpinning commercialisation and cost savings initiatives.	Links to RSK 7 (General fund budget) and RSK 10 (Income projections)
Payroll shared service	20	Q3	Review of contractual monitoring arrangements over the shared service, interfaces between the Council and the shared service and the adequacy and effectiveness of controls over inputs and amendments to the payroll system	Second year of new shared service provider
Partnership with Rochford	15	Q3	Review of the governance arrangements for the new strategic partnership with Rochford District Council, the effectiveness of transitional processes and the management of any emerging risks.	New partnership and area of focus for the Council. Links to RSK 12 (Contract/partnership failure)
Policy review	10	Q4	Review of the adequacy and effectiveness of policy management processes to ensure that they remain up to date, relevant and appropriate.	Cyclical review.
Data protection regulations	15	Q3	Review of the arrangements in place to allow all service areas to comply with data protection regulations.	Links to RSK 11 (Data protection legislation)
Cyber security	20	Q2	Review of the design and operation of the controls in place to protect the Council's IT systems, services, and information against a cyberattack.	Links to RSK 13 (Cyber threats)

Area	Days	Timing	Description of the Review	Reason for Inclusion
Core reviews (continued)				
Climate change	20	Q2	Review of framework to measure and monitor achievement of carbon commitments, considerations built into purchasing decisions and capital works, risks and opportunities assessment, transparency of reporting and availability of information in response to new regulations.	Links to RSK 2 (Environment strategy)
Counter fraud	10	Throughout	Fraud risk management assessment and preventative measures, e.g. presentations, advice, liaison with external audit.	Links to all risks.
Total	165			

Area	Days	Timing	Description of the Review	Reason for Inclusion
Operational reviews				
Housing management information	10	Q3	Review of information provided to Members, including timeliness, accuracy and relevance of information.	Previous internal audit findings
Environment - Street cleaning and enforcement	15	Q3	Review of the Council's arrangements for keeping streets clean, including health and safety risk assessments and enforcement activity.	Previous internal audit findings
Leisure services	15	Q3	Review of the adequacy and effectiveness of the key processes in place to deliver the Leisure Strategy and underlying action plans.	Links to RSK 8 (Leisure Strategy)
Licensing	15	Q2	Review of the effectiveness of compliance with the Council's licensing policies.	Previous internal audit findings
Democratic services	15	Q2	Review of the adequacy and effectiveness democratic processes and support for the senior leadership team for ensuring that the Council functions in an open and accountable way.	Cyclical review, carried forward from the prior year.
Total	70			

Area	Days	Timing	Description of the Review	Reason for Inclusion
Audit Management				
Follow Up Work	10	Ongoing	Rolling programme of follow up, including testing of high and medium priority recommendations.	To ensure that previous recommendations are being implemented.
Audit Management	20	Ongoing	Planning, reporting, attendance at meetings.	Central resource.
Contingency	10	As required	Time to allow increased scope and / or additional sample testing where further work is required.	Contingency.
Total	40			
Grand Total	275			



INTERNAL AUDIT STRATEGIC PLAN 2022-2025

Area	2022/23	2023/24	2024/25
Core Reviews			
Risk Management and Governance Arrangements		10	
Main Financial Systems	40	40	40
Payroll Shared Service	20		
Petty Cash and Use of Credit Cards			15
Financial Planning and Budget Monitoring		15	
Commercialisation and Cost Savings	15		
Transformation Programme			15
Contract Management and Procurement			20
Partnership with Rochford	15	10	
Policy Review	10		
Corporate Plan and Priorities			10
Hospitality, Gifts and Register of Interests		10	
Disaster Recovery and Business Continuity		15	
General Data Protection Regulations	15		
PCI / DSS Compliance			15
Cyber Security	20		15
Climate Change	20		
Workforce Strategy and Organisation Structure		20	
Human Resources - Sickness			15
Use of Consultants and Individuals Outside of PAYE		10	
Inclusion and Diversity			10
Communication and Information Sharing		15	
Insurance		10	
Counter Fraud	10	10	10
Core Reviews - Total Days	165	165	165

Area	2022/23	2023/24	2024/25
Operational Reviews			
Street Cleansing, Fly Tipping and Enforcement	15		
Trade Waste		20	
Food Safety			20
Estates management		20	
Health and Safety			15
Housing management information	10		
Housing Repairs and Maintenance			20
Car Parking		15	
Licensing	15		
Leisure Services	15		
Cemetries and crematoria		15	
Democratic Services	15		
Customer Services			15
Operational Reviews - Total Days	70	70	70
Audit Management			
Follow Up Work	10	10	10
Audit Management	20	20	20
Contingency	10	10	10
Audit Management - Total Days	40	40	40
Total	275	275	275



APPENDIX I: INTERNAL AUDIT CHARTER - ROLE AND SCOPE OF INTERNAL AUDIT

Purpose of this charter

This charter is a requirement of Public Sector Internal Audit Standards (PSIAS).

The charter formally defines internal audit's mission, purpose, authority and responsibility. It establishes internal audit's position within Brentwood Borough Council and defines the scope of internal audit activities.

The charter shall be reviewed and approved annually by management and by the Audit and Scrutiny Committee.

Internal audit's mission

Internal audit's mission is to enhance and protect organisational value by providing risk-based and objective assurance, advice and insight.

Standards of internal audit practice

To fulfil its mission, internal audit will perform its work in accordance with PSIAS, which encompass the mandatory elements of the Institute of Internal Auditors (IIA) International Professional Practices Framework (IPPF): Definition of Internal Auditing, Code of Ethics, and International Standards for the Professional Practice of Internal Auditing.

Internal audit definition and role

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Internal audit acts primarily to provide the Audit and Scrutiny Committee with information necessary for it to fulfil its own responsibilities and duties. Implicit in internal audit's role is that it supports management to fulfil its own risk, control and compliance responsibilities. The range of work performed by internal audit is set out in PSIAS and not repeated here.

Internal audit's scope

The scope of internal audit activities includes all activities conducted by Brentwood Borough Council. The Internal Audit Plan sets out those activities that have been identified as the subject of specific internal audit engagements.

The provision of assurance services is the primary role for internal audit in the UK public sector. This role requires the chief audit executive to provide an annual internal audit opinion based on an objective assessment of the framework of governance, risk management and control.

Assurance engagements involve the objective assessment of evidence to provide an independent opinion or conclusions regarding an entity, operation, function, process, system or other subject matter. The nature and scope of the assurance engagement are determined by internal audit.

Consulting engagements are advisory in nature and are generally performed at the specific request of management, with the aim of improving governance, risk management and control and contributing to the overall opinion. The nature and scope of consulting engagement are subject to agreement with management. When performing consulting services, internal audit should maintain objectivity and not assume management responsibility.

Effective internal audit

Our internal audit function is effective when:

- It achieves the purpose and responsibility included in the internal audit charter
- It conforms with the Standards
- Its individual members conform with the Code of Ethics and the Standards
- It considers trends and emerging issues that could impact the organisation.

The internal audit activity adds value to Brentwood Borough Council (and its stakeholders) when it considers strategies, objectives and risks, strives to offer ways to enhance governance, risk management and control processes and objectively provides relevant assurance.

We will agree with you an audit plan for a total number of days activity. Once agreed, we will turn this into a cash budget which we will work to, in order to ensure that you have certainty around the fees you will pay us.

Independence and internal audit's position within Brentwood Borough Council

To provide for internal audit's independence, its personnel and external partners report to the Head of Internal Audit, who reports functionally to the Audit and Scrutiny Committee. The Head of Internal Audit has free and full access to the Chair of the Audit and Scrutiny Committee. The Head of Internal Audit reports administratively to the Director of Corporate Services who provides day-to-day oversight.

The appointment or removal of the Head of Internal Audit will be performed in accordance with established procedures and subject to the approval of the Chair of the Audit and Scrutiny Committee.

The internal audit service will have an impartial, unbiased attitude and will avoid conflicts of interest. The internal audit service is not ordinarily authorised to perform any operational duties for Brentwood Borough Council.

In the event that internal audit undertakes non-audit activities, safeguards will be agreed to ensure that independence or objectivity of the internal audit activity are not impaired. This might include a separate partner review of the work or a different team undertaking the work. Approval of the arrangements for such engagements will be sought from the Audit and Scrutiny Committee prior to commencement.

In the event that internal audit provides assurance services where it had previously performed consulting services, an assessment will be undertaken to confirm that the nature of the consulting activity did not impair objectivity and safeguards will be put in place to manage individual objectivity when assigning resources to the engagement. Such safeguards will be communicated to the Audit and Scrutiny Committee.

Internal audit must be free from interference in determining the scope of internal auditing, performing work and communicating results. Should any interference take place, internal audit will disclose this to the Audit and Scrutiny Committee to discuss the implications.

Internal audit's role in fraud, bribery and corruption

Management, not internal auditors are responsible for the prevention and detection of fraud, bribery and corruption. Auditors will, however, be alert in all their work to risks and exposures that could allow fraud or corruption as well as seeking to identify indications that fraud and corruption may have been occurring. Audit procedures alone, even when performed with due professional care, cannot guarantee that fraud and corruption will be detected. In the event that internal audit suspect a fraud, this will be referred to appropriate management in the first instance and then the Audit and Scrutiny Committee.

Access to records and confidentiality

There are no limitations to internal audit's right of access to Brentwood Borough Council officers, records, information, premises, or meetings which it considers necessary to fulfil its responsibilities.

When the auditors receive confidential information about your affairs it shall at all times be kept confidential, except as required by law or as provided for in regulatory, ethical or other professional pronouncements applicable. All information will be maintained in line with appropriate regulations, for example the Data Protection Act 1998.

Coordination and reliance with other assurance providers

In co-ordinating activities internal audit may rely on the work of other assurance and consulting service providers.

A consistent approach is adopted for the basis of reliance and internal audit will consider the competency, objectivity, and due professional care of the assurance and consulting service providers. Due regard will be given to understanding of the scope, objectives and results of the work performed by other providers of assurance and consulting services.

Where reliance is placed upon the work of others, internal audit is still accountable and responsible for ensuring adequate support for conclusions and opinions reached by the internal audit activity.

Internal audit's commitments to Brentwood Borough Council

Internal audit commits to the following:

- Working with management to improve risk management, controls and governance within the organisation
- Performing work in accordance with PSIAS
- Complying with the ethical requirements of PSIAS
- Dealing in a professional manner with Brentwood Borough Council staff, recognising their other commitments and pressures
- Raising issues as they are identified, so there are no surprises and providing practical recommendations
- Liaising with external audit and other regulators to maximise the assurance provided to Brentwood Borough Council
- Reporting honestly on performance against targets to the Audit and Scrutiny Committee.

Internal audit performance measures and indicators

The tables on the right contain some of the performance measures and indicators that are considered to have the most value in assessing the efficiency and effectiveness of internal audit.

The Audit and Scrutiny Committee should approve the measures which will be reported to each meeting and / or annually as appropriate. In addition to those listed here we also report on additional measures as agreed with management and included in our Progress Report.

Quality assurance and improvement programme

As required by PSIAS an external assessment of the service will be performed at least every five years. BDO also has an internal quality assurance review process in place, which takes place annually. This is performed by a separate team independent to the internal audit team.

The results of internal and external assessments will be communicated to the Audit and Scrutiny Committee as part of the internal audit annual report, along with corrective action plans.

Table One: Performance measures for internal audit

Measure / Indicator
<i>Audit Coverage</i> Annual Audit Plan delivered in line with timetable Actual days are in accordance with Annual Audit Plan
<i>Relationships and customer satisfaction</i> Customer satisfaction reports - overall score at average at least 3.5 / 5 for surveys issued at the end of each audit. Annual survey to Audit and Scrutiny Committee to achieve score of at least 70% External audit can rely on the work undertaken by internal audit (where planned)
<i>Staffing and Training</i> At least 60% input from qualified staff
<i>Audit Reporting</i> Issuance of draft report within 3 weeks of fieldwork `closing` meeting Finalise internal audit report 1 week after management responses to report are received 90% recommendations to be accepted by management Information is presented in the format requested by the customer.
<i>Audit Quality</i> High quality documents produced by the auditor that are clear and concise and contain all the information requested. Positive result from any external review

Management and staff commitments to Internal Audit

The management and staff of Brentwood Borough Council commit to the following:

- Providing unrestricted access to all of Brentwood Borough Council’s records, property, and personnel relevant to the performance of engagements
- Responding to internal audit requests and reports within the agreed timeframe and in a professional manner
- Implementing agreed recommendations within the agreed timeframe
- Being open to internal audit about risks and issues within the organisation
- Not requesting any service from internal audit that would impair its independence or objectivity
- Providing honest and constructive feedback on the performance of internal audit

Management and staff performance measures and indicators

The following three indicators are considered good practice performance measures but we go beyond this and report on a suite of measures as included in each Audit and Scrutiny Committee progress report.

Table Two: Performance measures for management and staff

Measure / Indicator
<i>Response to Reports</i> Audit sponsor to respond to terms of reference within one week of receipt and to draft reports within two weeks of receipt
<i>Implementation of recommendations</i> Audit sponsor to implement all audit recommendations within the agreed timeframe
<i>Co-operation with internal audit</i> Internal audit to confirm to each meeting of the Audit and Scrutiny Committee whether appropriate co-operation has been provided by management and staff

BDO contacts

Name	Grade	Telephone	Email
Greg Rubins	Engagement Partner	02380 881 892	Greg.Rubins@bdo.co.uk
Janine Combrinck	Director and Head of Internal Audit	07879 816 470	Janine.Combrinck@bdo.co.uk
Jenia Islentsyeva	Internal Audit Manager	07584 143261	Jenia.Islentsyeva@bdo.co.uk

FOR MORE INFORMATION:

GREG RUBINS

greg.rubins@bdo.co.uk

JANINE COMBRINCK

janine.combrinck@bdo.co.uk

This publication has been carefully prepared, but it has been written in general terms and should be seen as broad guidance only. The publication cannot be relied upon to cover specific situations and you should not act, or refrain from acting, upon the information contained therein without obtaining specific professional advice. Please contact BDO LLP to discuss these matters in the context of your particular circumstances. BDO LLP, its partners, employees and agents do not accept or assume any liability or duty of care for any loss arising from any action taken or not taken by anyone in reliance on the information in this publication or for any decision based on it.

BDO LLP, a UK limited liability partnership registered in England and Wales under number OC305127, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms. A list of members' names is open to inspection at our registered office, 55 Baker Street, London W1U 7EU. BDO LLP is authorised and regulated by the Financial Conduct Authority to conduct investment business.

BDO is the brand name of the BDO network and for each of the BDO Member Firms.

BDO Northern Ireland, a partnership formed in and under the laws of Northern Ireland, is licensed to operate within the international BDO network of independent member firms.

© 2022 BDO LLP. All rights reserved.

www.bdo.co.uk

Minute Item 147

Date: 1st September 2022

Audit & Scrutiny Committee

Performance Indicators and Formal Complaints Working Group Report

Working Group Members

Cllr Tanner

Cllr Barrett

Cllr Hirst

Cllr Naylor

Cllr Slade

Scope

The scope of the Performance Indicators and Formal Complaints Working Group is set out below:

1. To monitor and consider the Council's service Performance Indicators.
2. To consider in detail Formal Complaints received by the Council.
3. To consider how Performance Indicators and Formal Complaints are reported to the Audit & Scrutiny Committee
4. To make recommendations to the appropriate Audit & Scrutiny Committee.

Notes of the meeting on the 1st September 2022

Attached as Addendum 1 are the notes of the meeting on the 1st September 2022.

Terms of Reference

The Working Groups Terms of Reference are attached at Addendum 2

1. Report Recommendations

The report recommendations are set out in full below.

R.1 That the working group continue to monitor the outcomes of the Formal Complaints for the 4th Quarter of 2021/22 and 1st Quarter of 2022/23.

R.2 That the working group continue to monitor the outcomes of the Performance Indicators for the 4th Quarter of 2021/22 and 1st Quarter of 2022/23.

2. Introduction

2.1 The council operates a two stage complaints process for customers to take issue with any perceived failure to provide a service, failure to respond to requests or failure to adhere to standards on the part of the council and its officers.

2.2 The council uses a variety of performance indicators to monitor how well services are performing in meeting the needs of service users. The council has set of key indicators of performance, the “toplines”. The topline includes a variety of indicators that relate to the delivery of the council’s priorities.

2.3 The topline measures performance across a range of council activity including: planning, housing, streetscene and revenue and benefits.

3. Explanation of Recommendations

Recommendation 1 That the working group continue to monitor the outcomes of the Formal Complaints for the 4 th Quarter of 2021/22 and first quarter of 22/23.
Explanation To continue to monitor formal complaints quarterly to identify common themes, trends or concerns.
Recommendation 2 That the working group continue to monitor the outcomes of the Performance Indicators for the fourth quarter of 2021/22 and first quarter of 22/23.
Explanation To monitor associated annual or quarterly trends and identify areas of performance concern.

**Performance Indicators and Formal Complaints Working Group
Minutes of Meeting 1st September 2022 18:30
Virtual via Microsoft Teams**

Present: Cllr Roger Hirst (RH) - Chair
Cllr Gareth Barrett (GB)
Cllr Mellissa Slade (MS)

Also present: Steve Summers (SS) – Strategic Director
Greg Campbell (GC) – Director – Policy and Delivery
Marcus Hotten (MH) – Director – Environment
Tracey Lilley (TL) – Director – Communities and Health
Angela Abbott (AA) – Corporate Manager (Housing Needs & Independent Living)
Shelley King (SK) – Performance & Digital Transformation Manager

Apologies: Cllr Sandy Tanner
Phil Drane – Director - Place

1. Welcome

The Chair welcomed all present to the meeting.

2. Terms of Reference

These are attached to these minutes.

3. Formal Complaints

A presentation on formal complaints received for Q4 2021/22 and Q1 2022/23 was provided to the working group (Addendum 3A and 3B) by laed by SS with support from colleagues.

Quarter 4 – 2021/22

Overall number of complaints for 2021/22 were compared with previous years and the reduction in the number of complaints from 180 in 2020/21 to 132 in 2021/22 was noted. Of the 132 it was noted that 61 had been upheld by Officers. In addition, whilst it was noted there had been an improvement in responding to complaints in the last quarter at 89%, the overall yearly figure was 72%.

AA provided the working group an explanation of the Housing formal complaints that had been upheld in the 4th Quarter, advising there was a trend of a lack of communication with residents. She also advised that the Council had identified this issue and had developed a new Corporate Manager role to deal with this issue, and the Officer had started the same day as the meeting. Therefore, Officers were confident that there should be seen to be an improvement in communication with residents regarding Housing repairs and maintenance matters.

An improvement in street scene complaints regarding missed bins for this quarter was noted by the group for this quarter.

The working group then reviewed outstanding Local Government Ombudsman (LGO) and Housing Ombudsman complaints. Outcomes of outstanding investigations will continue to be reported to the working group as they are received.

Quarter 1 – 2022/23

The number of complaints for the first quarter of 2022/23 was noted at 41 with 20 upheld by Officers. This compared to 38 received and 16 upheld in the first quarter of 2020/21. In addition, it was noted the performance in responding to complaints in the first quarter was 68% compared to the 4th Quarter 2020/21 of 89%. SS advised that this was due to resource issues within several departments and dealing with other matters.

AA advised members that the upheld Housing formal complaints followed the same trend as the 4th Quarter 2020/21.

The Working Group noted that despite the improvement in the 4th Quarter in 2020/21 out of the 10 upheld formal complaints in Quarter 1 2021/22 6 were for missed collections. GC confirmed that there was no pattern for the missed collections and was not necessarily the same crew.

The working group then reviewed outstanding Local Government Ombudsman (LGO) and Housing Ombudsman complaints. Outcomes of outstanding investigations will continue to be reported to the working group as they are received.

Working Group Action:

1. For the working group to monitor these complaints against future quarters to identify concerns or themes.

4. Performance Indicators

Quarter 4 – 2021/22

The working group were provided with data for the council's key Performance Indicators (PIs) for Q3 2021/22 and Q1 2022/23 (Addendum 4A and 4B). The working group noted that the percentage of PIs meeting their target had increased from 42% in Quarter 3 to 58% in Quarter 4.

Quarter 1 – 2022/23

The working group noted that the percentage of PIs meeting their target had decreased from 58% in Quarter 4 to 23% in Quarter 1 in 2022/23.

RH advised that he had a separate meeting with Street Scene Officers regarding the waste and recycling PI's (as requested at a previous working group). The changes to these PIs which had provided a more consistent approach to the reporting of the PI's had also contributed to the initial decline of performance against targets. GB suggested it would be interesting to see the recycling figures in 2008 for a comparison.

Officers advised members that this had been due to the economic climate beginning to impact on council tenant's income increasing arrears. Further detailed work was being undertaken by Housing Officers to both understand and consider various options to assist this.

In addition, the Revenue and Benefit PI's was in part lower in performance for the first quarter due the impact and increase in admin and customer contact received in relation to the Council Tax Energy Rebate.

TL gave the working group an update on the actions being undertaken by Officers in relation to the current economic issues including the Council website signposting residents, supporting community groups, working with ECC and other districts. This along with other actions are included within an action plan that is being monitored and updated by Officers.

In relation to EO1 and EO2 (% of invoices paid within 20/30 days) SS advised the group that the council had recently moved to 'No Purchase Order No Pay'. This was a cultural change within the organisation and whilst having an initial effect on performance this was now improving.

Working Group Action:

1. For the working group to continue to review progress of the quarterly Performance Indicators.

5. Any Other Business

None

6. Date of next meeting

24th October 2022.

**Audit & Scrutiny Committee
Performance Indicators & Formal Complaints Working Group**

Members of Working Group

Cllrs. Tanner, Barrett, Naylor, Slade and Hirst.

Terms of Reference

1. To monitor and consider the Council's service Performance Indicators.
2. To consider in detail Formal Complaints received by the Council.
3. To consider how Performance Indicators and Formal Complaints are reported to the Audit & Scrutiny Committee.
4. To make recommendations to the appropriate Audit & Scrutiny Committee.



Members Working Group Formal Complaints Q4 2021/22

Jan-Mar 2022

Formal Complaints received annually

Department	2016/17	2017/18	2018/19	2019/20	2020/21
Assets	1	1	2	3	0
Building Control	0	0	0	1	0
Community Safety	0	0	1	1	7
Community Services	2	1	0	2	0
Customer Service	1	1	4	5	7
Democratic Services	1	0	0	2	1
Housing	30	38	47	75	66
Env Health & Licensing	0	1	3	4	10
Finance	0	0	2	0	0
Legal	1	0	0	0	0
Licensing	0	0	0	0	2
Parking	0	1	1	3	1
Planning	13	10	10	16	15
Revs & Bens	9	31	33	28	8
Streetscene	3	5	15	44	63
Total	61	89	118	184	180

2021/22 Formal Complaints received

Jan to Mar 2022

Page 165

Q4			
Department	Total	Upheld	%
ASB/Community Safety	2	1	50%
Assets	0	N/A	N/A
Community Services	0	N/A	N/A
Customer Services	0	N/A	N/A
Electoral Services	0	N/A	N/A
Environmental Health	1	1	100%
Licensing	0	N/A	N/A
Housing	12	8	67%
Human Resources	1	1	100%
Planning	3	2	67%
Revenues & Benefits	3	2	67%
Streetscene	5	1	20%
Total	27	16	59%

YTD			
Department	Total	Upheld	%
ASB/Community Safety	4	1	25%
Assets	1	0	0%
Community Services	1	0	0%
Customer Services	1	0	0%
Electoral Services	1	0	0%
Environmental Health	6	4	67%
Licensing	1	1	100%
Housing	58	26	45%
Human Resources	1	1	100%
Planning	18	6	33%
Revenues & Benefits	11	7	64%
Streetscene	29	15	52%
Total	132	61	46%

2021/22 % Formal Complaints responded to within agreed timeframe Jan to Mar 2022

Page 166

Q4		
Department	Total	%
ASB/Community Safety	2	100%
Assets	0	N/A
Community Services	0	N/A
Customer Services	0	N/A
Electoral Services	0	N/A
Environmental Health	1	100%
Licensing	0	N/A
Housing	12	75%
Human Resources	1	100%
Planning	3	100%
Revenues & Benefits	3	100%
Streetscene	5	100%
Total	27	89%

YTD		
Department	Total	%
ASB/Community Safety	4	75%
Assets	1	0%
Community Services	1	0%
Customer Services	1	0%
Electoral Services	1	100%
Environmental Health	6	100%
Licensing	1	100%
Housing	58	74%
Human Resources	1	100%
Planning	18	78%
Revenues & Benefits	11	100%
Streetscene	29	52%
Total	132	72%

Channel received

	Q1	Q2	Q3	Q4
Online form	41%	46%	49%	52%
Email	43%	50%	41%	22%
Website enquiry	11%	0%	3%	11%
Via LGO/HO	3%	0%	3%	0%
Telephone	0%	0%	0%	4%
Letter	2%	4%	5%	11%

Upheld Formal Complaints – Jan to Mar 2022

Environmental Health



No	Complaint	Stage
1	<ol style="list-style-type: none">1. Failure to actively take action to resolve a fly nuisance issue2. Failure to respond to FOI correctly	Stage 2

Upheld Formal Complaints – Jan to Mar 2022

ASB/Community Safety



No	Complaint	Stage
1	Not satisfied with the action and service received from National Enforcement Solutions	Stage 1

Upheld Formal Complaints – Jan to Mar 2022

Human Resources



No	Complaint	Stage
1	No response from Officer regarding HR enquiry	Stage 1

Upheld Formal Complaints – Jan to Mar 2022

Housing



No	Complaint	Stage
1	Leasehold Services 1. Misleading information during phone call 2. Language used in correspondence and review required for correspondence regarding financial information 3. Repeated mailing errors	Stage 1
2	Housing Needs 1. Contradicting previous correspondence regarding signing of forms 2. Lack of communication with Housing Officer	Stage 2
3	Housing Estates Refund not processed in timely manner	Stage 2
4	Housing Repairs Fence still not repaired on boundary of property	Stage 2
5	Scaffolding leaning on retaining wall – no appropriate response from Axis	Stage 1
6	Kitchen works have not progressed and require a full replacement	Stage 2

Upheld Formal Complaints – Jan to Mar 2022

Housing Continued



No	Complaint	Stage
7	<ol style="list-style-type: none"> 1. Rising damp issues still ongoing despite previous complaint in 2019 2. No call-back response from Repairs Manager 3. Sewerage issues not rectified 4. Charged incorrectly and no response from Housing team 	Stage 2
8	<ol style="list-style-type: none"> 1. Since tree fell into garden, repairs to balcony have not taken place 2. Informed someone would attend property to assess damage but nobody has attended 	Stage 1

Upheld Formal Complaints – Jan to Mar 2022

Planning



No	Complaint	Stage
1	No response to letters sent to Enforcement Team	Stage 1
2	Failure of officer to respond to enquiries	Stage 1

Upheld Formal Complaints – Jan to Mar 2022

Revenues and Benefits



No	Complaint	Stage
1	Mishandling of Council Tax regarding name on Council Tax account	Stage 1
2	Long wait times to reach Council Tax team	Stage 1

Upheld Formal Complaints – Jan to Mar 2022

Streetscene



No	Complaint	Stage
1	Numerous missed food waste collections	Stage 1

Ombudsman Complaints/Decisions Jan-Mar 2022



	Service	LGO/HO	Complaint	Council's decision	Ombudsman outcome
1	Planning/Env Health	LGO	Dispute that condition in application has been achieved	Not upheld	Fault leading to injustice. Apology issued and £1000 compensation payment.
2	Street Scene	LGO	Failing to address complaints about littering on A12	Part upheld	Decision not to investigate – insufficient injustice
3	Planning	LGO	Time taken to make a decision on a retrospective Planning Application; Lack of consideration for interests of residents; Reluctance by the Planning department to use enforcement options	Part upheld	Decision not to investigate – too early to investigate the issues
4	Planning x 14	LGO	The Elms development - Homes built too close to sewage pumping station; Failure to enforce action to meet condition regarding the windows	Part upheld Ongoing discussions	Decision not to investigate at this moment in time whilst negotiations continue between residents and the Council
5	Housing	HO	Informed would need to apply for and pay for a dropped kerb	Not upheld	No maladministration found

Ombudsman Continued Jan-Mar 2022



	Service	LGO/HO	Complaint	Council's decision	Ombudsman outcome
6	Housing	HO	Refusal of kitchen extension and refusal of disabled facilities grant use	Not upheld	Under investigation
7	Housing	LGO	Refusal to accept homeless application or provide prevention services	No FC submitted due to right to appeal	No fault found Recommendations made of good practise
8	Planning	LGO	Council's handling of neighbour's planning application in 2019	No FC submitted	Decision not to investigate due to length of time passed and no evidence to warrant an investigation

Local Government Ombudsman – Annual Review 2021/22



Page 178

Service	Decided/ completed complaints	Investigated	Upheld	%	Compliance	%	Satisfactory remedy provided by the organisation before reaching LGO	%
Environmental Services & Public Protection & Regulation	6	2	2		1		1	
Planning & Development	8	0	0					
Housing	5	2	1		1			
Highways & Transport	1	0	0					
Total	20	4	3	75%*	2	100%*	1	33%*

*Compares to average of 51% in similar organisations

*Compares to average of 100% in similar organisations

*Compares to average of 20% in similar organisations

Local Government Ombudsman Annual Review 2021/22 continued – Upheld Complaints



	Service	Complaint	Decision reason	Remedy
1	Environmental Health	No response regarding ongoing loud music from neighbours property	Maladministration and injustice	Apology
2	Streetscene	Repeated missed garden waste	Maladministration and injustice	Already remedied
3	Housing	Permitted to bid on 3-bedroom properties but was informed this was incorrect by Housing team and was changed to 2-bedroom need	Maladministration and injustice	Apology, financial redress £600. Avoidable distress/time and trouble



**BRENTWOOD
BOROUGH COUNCIL**

Members Working Group Formal Complaints Q1 2022/23

Apr-Jun 2022

Formal Complaints received annually

Department	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Assets	1	1	2	3	0	1
Building Control	0	0	0	1	0	0
Community Safety	0	0	1	1	7	4
Community Services	2	1	0	2	0	1
Customer Service	1	1	4	5	7	1
Democratic Services	1	0	0	2	1	0
Housing	30	38	47	75	66	58
Electoral Services	0	0	0	0	0	1
Env Health	0	1	3	4	10	6
Finance	0	0	2	0	0	0
Human Resources	0	0	0	0	0	1
Legal	1	0	0	0	0	0
Licensing	0	0	0	0	2	1
Parking	0	1	1	3	1	0
Planning	13	10	10	16	15	18
Revs & Bens	9	31	33	28	8	11
Streetscene	3	5	15	44	63	29
Total	61	89	118	184	180	132

2022/23 Formal Complaints received

Apr to Jun 2022

Page 182

Q1			
Department	Total	Upheld	%
ASB/Community Safety	1	0	0%
Environmental Health	1	0	0%
Housing	14	8	57%
Parking	1	0	0%
Planning	6	1	17%
Revenues & Benefits	3	1	33%
Streetscene	15	10	67%
Total	41	20	49%

YTD			
Department	Total	Upheld	%
ASB/Community Safety	1	0	0%
Environmental Health	1	0	0%
Housing	14	8	57%
Parking	1	0	0%
Planning	6	1	17%
Revenues & Benefits	3	1	33%
Streetscene	15	10	67%
Total	41	20	49%

2022/23 Formal Complaints responded to within agreed timeframe Apr to Jun 2022

Q1	
Department	%
ASB/Community Safety	100%
Environmental Health	100%
Housing	79%
Parking	0%
Planning	17%
Revenues & Benefits	33%
Streetscene	87%
Total	68%

YTD	
Department	%
ASB/Community Safety	100%
Environmental Health	100%
Housing	79%
Parking	0%
Planning	17%
Revenues & Benefits	33%
Streetscene	87%
Total	68%

Channel received

	Q1	Q2	Q3	Q4
Online form	41%			
Email	49%			
Website enquiry	5%			
Via LGO/HO	2%			
Telephone	0%			
Letter	2%			

Upheld Formal Complaints – Apr to Jun 2022

Housing



No	Complaint	Stage
1	Housing Leasehold Communal gardens in Wealden House not being maintained and causing additional waste and dog fouling	Stage 1
2	Housing Needs Repeated attempts to have alarm payment refunded but not actioned	Stage 1
3	Housing Estates No response to emails or phone calls	Stage 2
4	Dispute regarding communal washing line that was removed by neighbour	Stage 2
5	Ongoing request for an area of land to be cleared	Stage 1
6	Housing Repairs Unacceptable condition of property when moving in	Stage 2

Upheld Formal Complaints – Apr to Jun 2022

Housing



No	Complaint	Stage
7	No response from repairs team	Stage 1
8	Unsafe kitchen floor ongoing issues	Stage 1

Upheld Formal Complaints – Apr to Jun 2022

Planning



No	Complaint	Stage
1	<ol style="list-style-type: none">1. Constant delays with pre application process2. No response from emails requesting updates	Stage 1

Upheld Formal Complaints – Apr to Jun 2022

Revenues and Benefits



No	Complaint	Stage
1	No response from emails or letters sent to Housing Benefit	Stage 1

Upheld Formal Complaints – Apr to Jun 2022

Streetscene



No	Complaint	Stage
1	Two-month delay to replace broken garden waste bin	Stage 2
2	No response to emails within agreed timeframe	Stage 1
3	Repeated missed collections	Stage 1
4	Repeated missed collections	Stage 1
5	Food waste collected together with household waste	Stage 2
6	Repeated missed collections	Stage 1

Upheld Formal Complaints – Apr to Jun 2022

Streetscene

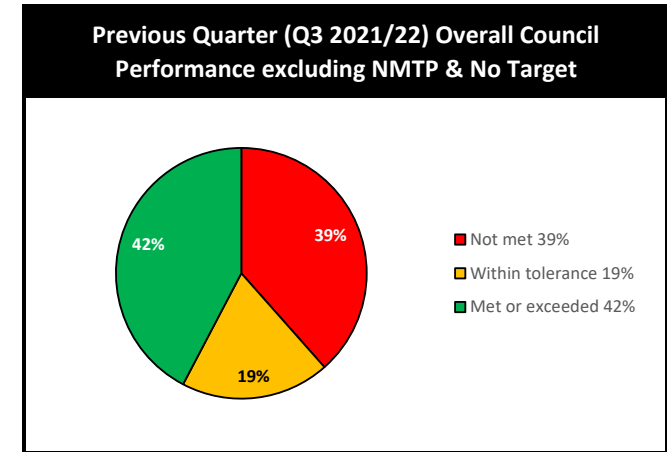
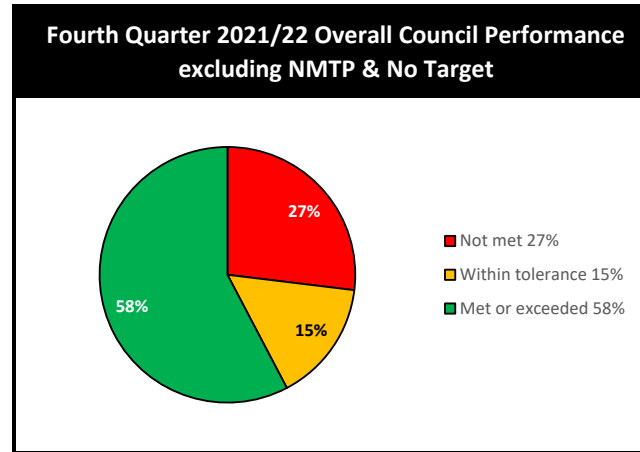
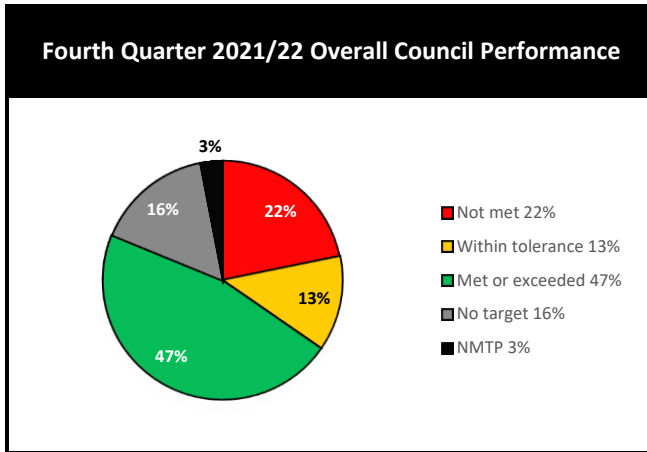


No	Complaint	Stage
7	Repeated missed collections	Stage 1
8	Collection of household waste at 4.45am	Stage 1
9	Repeated missed collections	Stage 1
10	Repeated missed collections and no return to recollect	Stage 1

Ombudsman



	Service	LGO/HO	Complaint	Council's decision	Ombudsman outcome
1	Housing	HO	<ol style="list-style-type: none"> 1. Failure to respond to complaint 2. Condition of property and handling of repairs 3. Ongoing damp issues 4. Recharge costs for drain clearance 5. Handling of mutual exchange 	Part upheld	Outside jurisdiction – too much time passed
2	Housing	HO	Unhappy with handling of repairs and compensation offered; incorrect repairs carried out, delays and inconvenience caused	Part upheld	Service failure – compensation of £100
3	Housing	LGO	Dangerous HMO and treatment from Housing Officer	Not upheld	Decision not to investigate – too much time passed


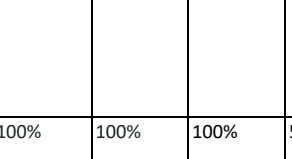


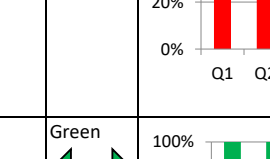


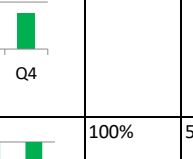


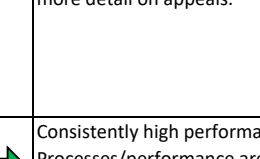



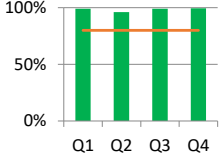
Fourth Quarter 2021/22 Performance by Department


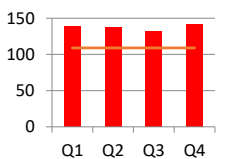


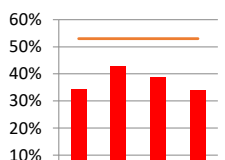


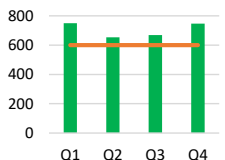


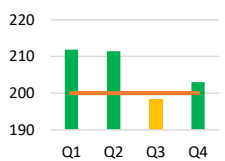


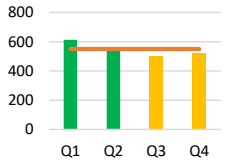

Department	Sub-Department	Red		Amber		Green		No Target		NMTP		Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.
Economy	Planning	0	0%	0	0%	5	83%	0	0%	1	17%	6
Environment	Street Scene	3	43%	1	14%	3	43%	0	0%	0	0%	7
	Environmental Health	1	50%	0	0%	1	50%	0	0%	0	0%	2
Housing	Housing	2	40%	1	20%	1	20%	1	20%	0	0%	5
Effective	Finance	0	0%	2	67%	0	0%	1	33%	0	0%	3
	Human Resources	0	0%	0	0%	0	0%	1	100%	0	0%	1
	Revenues and Benefits	0	0%	0	0%	5	100%	0	0%	0	0%	5
	Contact Centre	1	33%	0	0%	0	0%	2	67%	0	0%	3
Total		7	22%	4	13%	15	47%	5	16%	1	3%	32
Previous Quarter Total		10	31%	5	16%	11	34%	5	16%	1	3%	32


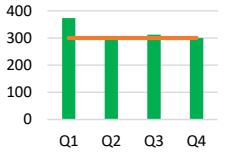


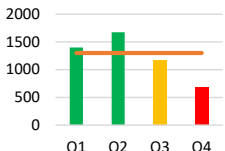


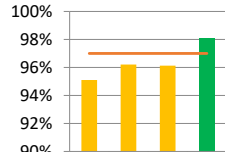


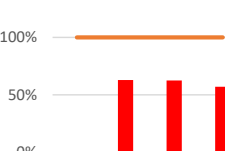

Key


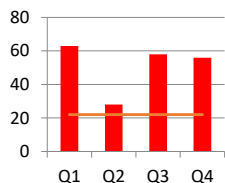


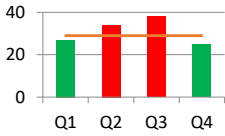


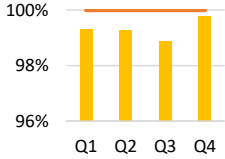


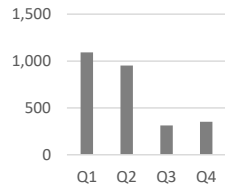

	Current performance is below target by more than the specified target deviation.
	Current performance is below target but is within tolerance.
	Current target has been met or exceeded.
	No target.
	Not measured this period.
	Performance for the quarter or year to date is improving (up) or deteriorating (down) compared to previous quarter or across the year.


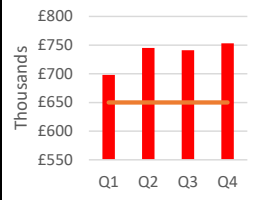

Growing our economy														
Department and PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results			Q Status & Trend	Q Graphic	2021/22 Year End			Commentary
			Q1 Result	Q2 Result	Q3 Result	Q4 Result	Q Target	Year End Result			Year End Target	Year End Status & Trend		
Planning P01	Number of new homes approved to be built in the Borough	Annual	NMTP	NMTP	NMTP	NMTP	No target	NMTP 		NMTP	No target	NMTP 	The gross number of new homes approved to be built in the Borough. Approvals for new homes help towards the Borough's supply of homes, specifically the required five-year housing supply (published annually). Not measured at this point. Due to the introduction of a new monitoring framework this year, the 2021/22 result is not yet available.	
Planning P02	% of appeals allowed against the authority's decision to refuse planning applications (percentage)	Quarterly	44.40%	49.10%	21.40%	15.30%	31%	Green 		32.55%	31%	Amber 	Monitoring is done to understand why appeals happen and what can be done to reduce them / reduce number of overturns. Also working with agents to understand what we can do to help. An 'Appeals Update' is presented to Planning Committee which started on Feb 2021 to provide more detail on appeals.	
Planning P03	Processing of planning applications as measured against targets for 'Major' application types	Quarterly	100%	100%	100%	100%	50%	Green 		100%	50%	Green 	Consistently high performance achieved throughout the year. Processes/performance are constantly being reviewed to ensure standards remain high. Number of Major application types received have not been affected by COVID. Processes have been tweaked to ensure business as usual and no detrimental effect to applicants.	
Planning P04	Processing of planning applications as measured against targets for 'Minor' application types	Quarterly	95.90%	98%	95%	100%	70%	Green 		97%	70%	Green 	Consistently high performance. Processes/performance are constantly being reviewed to ensure standards remain high. Number of minor application types dropped off this year due to COVID, but not as much as expected. Processes have been tweaked to ensure business as usual and no detrimental effect to applicants.	

Planning P05	Processing of planning applications as measured against targets for 'Other' application types	Quarterly	99.10%	95.80%	98.90%	99.50%	80%	Green 		98.33%	80%	Green 	Consistently high performance achieved throughout the year. Processes/performance is constantly being reviewed to ensure standards remain high. Number of other application are at 4 year all time high, which is causing pressure on the service. Processes have been tweaked to ensure business as usual and no detrimental effect to applicants.
Planning P06	Percentage of planning applications approved	Quarterly	76.30%	83.40%	78.80%	80.30%	75%	Green 		79.70%	75%	Green 	This is a new PI for 2021/22 and reports approvals of all PS1 and PS2 applications (i.e. excl. pre-applications)

Protecting our environment														
Department and PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results			Q Status & Trend	Q Graphic	2021/22 Year End			Commentary
			Q1 Result	Q2 Result	Q3 Result	Q4 Result	Q Target	Year End Result			Year End Target	Year End Status & Trend		
Street Scene and Environment E01	Residual household waste per household (kg)	Quarterly	139.11	137.13	132.1	141	109	Red 		137.33	109	Red 	Estimated as statistics to be verified by ECC. 2020/21 actuals - 544.4kg per household (34,010 households) Residual waste has risen nationally in response to COVID-19 with more people being at home, ecommerce etc.	
Street Scene and Environment E02	Percentage of household waste arisings which have been sent by the authority for reuse, recycling, composting or anaerobic digestion	Quarterly	40.38%	42.04%	38.72%	33.95%	53%	Red 		38.77%	53%	Red 	Estimated as statistics to be verified by ECC 2020/21 actuals - 41.51% The changeover of flats onto the new recycling scheme is proving difficult, with constant contamination of the communal bins, and some of these properties having insufficient room for kerbside collections.	
Street Scene and Environment E03	Paper and card recycled by tonne	Quarterly	720.45	652.73	668.4	747	600	Green 		2788.55	2400	Green 	This is a new PI for 2021/22. Paper & card fluctuates per period with the main production centred around the public holidays of Easter and Christmas. The target set was uncertain at the time as we changed over from orange sacks to the new kerbside collection regime.	
Street Scene and Environment E04	Cans and plastic recycled by tonne	Quarterly	207.3	205.8	198.3	203	200	Green 		814.4	800	Green 	This is a new PI for 2021/22. Cans & plastics are proving difficult for residents to understand due to the nature allowed by the recycling centre stringent targets. Most contamination arises around the Christmas period possibly to do with thin films and packaging having an effect.	
Street Scene and Environment E05	Mixed glass recycled by tonne	Quarterly	613.72	543.76	503.9	521	550	Amber 		2182.38	2200	Amber 	This is a new PI for 2021/22. The use of glass could be skewed due to more people being at home, with a drop coming out of the earlier strains of the COVID virus.	

Street Scene and Environment E06	Food waste recycled by tonne	Quarterly	327.9	307.2	312.5	300	300	Green 		1247.6	1200	Green 	This is a new PI for 2021/22. Food waste data should remain fairly static with minor variations depending on number of days collected.
Street Scene and Environment E07	Garden waste recycled and diverted from landfill per tonne	Quarterly	1388.9	1672.6	1169.5	684	1300	Red 		4915	5200	Amber 	This is a new PI for 2021/22. There has been a marked increase in the number of brown bin leases this year with a steady increase on quarter collections, but fluctuations will arise as the seasons change so will update the quarter targets accordingly going forward.
Environmental Health EH01	Food safety/hygiene standards in food premises - % of broadly compliant food premises	Quarterly	95.10%	96.21%	96.19%	98.08%	97%	Green 		96.40%	97%	Amber 	During Q4 we were able to complete the outstanding inspections and many of the new businesses that had registered with us during the year, and the previous year.
Environmental Health EH02	Service requests investigated within target time (5 days)	Quarterly	NMTP	62.50%	65%	57%	100%	Red 		62.00%	100%	Red 	This is a new PI for 2021/22 and is being reported from Q2. The overall number of service requests to EH has increased over the previous three quarters, this is placing a strain on the team resources. To address this going forward we are currently going out to recruitment for an additional staff member.

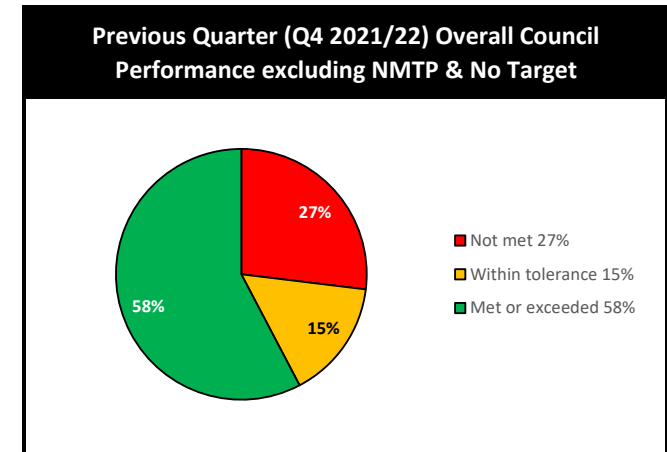
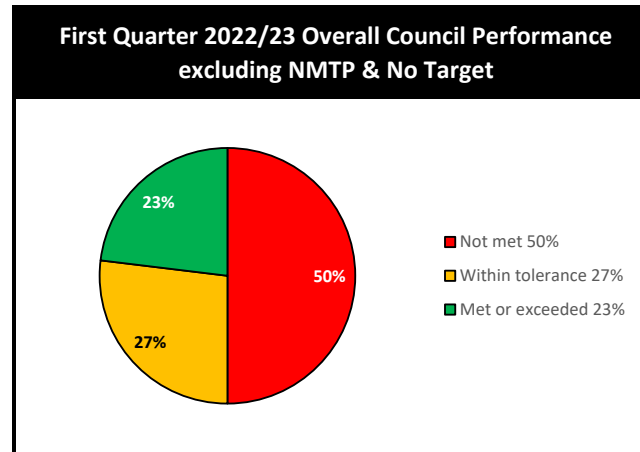
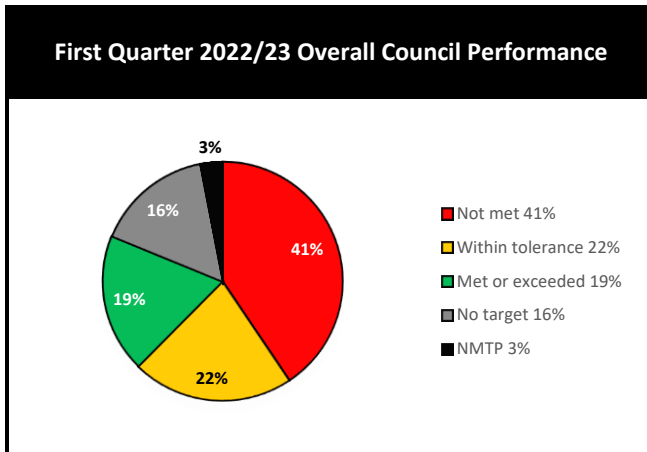
Improving our housing														
Department and PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results			Q Status & Trend	Q Graphic	2021/22 Year End			Commentary
			Q1 Result	Q2 Result	Q3 Result	Q4 Result	Q Target	Year End Result			Year End Target	Year End Status & Trend		
Housing H01	Average re-let times for Local Authority Housing	Quarterly	63 Days (37 GN, 112 SH, 53 TA)	28 Days (24 GN, 0 SH, 35 TA)	58 Days (47 GN, 71 SH, 64 TA)	56 Days (68 GN, 37 SH, 53 TA)	22 Days	Red 		51 Days	22 Days	Red 	Void turnaround has decreased as we see more voids coming in and works needed within them. We also saw a period here where voids were held longer than usual by estates to facilitate the decant of tenants from our development sites.	
Housing H04	Households living in temporary accommodation	Quarterly	27	34	38	25	29	Green 		31	29	Amber 	With recent government grants aimed at assisting homeless applicants into private rented accommodation and the completion of the Protect and Vaccinate scheme, the levels of Temporary Accommodation have reduced quite significantly in the last quarter.	
Housing H05	Gas servicing in Council homes	Quarterly	99.31%	99.25%	98.87%	99.77%	100%	Amber 		99.30%	100%	Amber 	LGSR (Landlord Gas Safety Record) compliance remains high and we continue to prioritise access to properties outstanding.	
Housing H07	No. of applicants on the waiting list for Local Authority housing	Quarterly	1,091	953	321	353	No Target	No Status 		680	No Target	No Status 	This is a new PI for 2021/22. Housing Register: 154 Transfer Register: 199 Following the completion of the council's housing register re-registration project in line with the new Allocations Policy, our figures have decreased quite significantly. We have benchmarked our post re-registration figures with neighbouring boroughs and have identified that this is a reasonable response at this stage. We forecast a steady increase in applicants who continue to re-apply to join the register.	

Housing H08	Average Rent Arrears Total (Current Tenants, Garages)	Quarterly	£698,450	£744,917	£741,419	£752,768	£650,000	Red 	 <table border="1"> <caption>Quarterly Average Rent Arrears (Thousands)</caption> <thead> <tr> <th>Quarter</th> <th>Arrears (Thousands)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>£698,450</td> </tr> <tr> <td>Q2</td> <td>£744,917</td> </tr> <tr> <td>Q3</td> <td>£741,419</td> </tr> <tr> <td>Q4</td> <td>£752,768</td> </tr> </tbody> </table>	Quarter	Arrears (Thousands)	Q1	£698,450	Q2	£744,917	Q3	£741,419	Q4	£752,768	£734,389	£650,000	Red 	Our weighted average rent arrears is the highest it has ever been. In addition to this, we are seeing new arrears cases for accounts that have no record of being in debt previously. Officers have been advised to process 100% of recommendations and new officers are being trained to take over a larger portion of the processing. We have spoken to Rent Sense and they have provided us with an analysis of the Social Housing Sector across the UK, this data suggests that due to numerous social and economic factors, council tenants are going to see a sharp decrease in any disposable income and will fall into arrears.
Quarter	Arrears (Thousands)																						
Q1	£698,450																						
Q2	£744,917																						
Q3	£741,419																						
Q4	£752,768																						

Delivering an effective and efficient council														
Department and PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results			Q Status & Trend	Q Graphic	2021/22 Year End			Commentary
			Q1 Result	Q2 Result	Q3 Result	Q4 Result	Q Target	Year End Result			Year End Target	Year End Status & Trend		
Finance E01	% of invoices from local suppliers paid within 20 day	Quarterly	91.02%	89.17%	88.11%	92.45%	95%	Amber ↑		90.19%	95%	Red ↑	Q4 had an improvement, with all departments now live with No PO No Pay. We are expecting the KPIs to take a slight dip with departments and suppliers alike getting used to this new process. Will monitor and assist departments where needed.	
Finance E02	% of invoices from all suppliers paid within 30 days	Quarterly	96.38%	92.12%	91.90%	93.52%	95%	Amber ↑		93.48%	95%	Amber ↑	Q4 had an improvement, with all departments now live with No PO No Pay. We are expecting the KPIs to take a slight dip with departments and suppliers alike getting used to this new process. Will monitor and assist departments where needed.	
Finance E03	Value of corporate debt	Quarterly	£1.547m	£2.886m	£1.245m	£2.676m	Reduction from previous quarter	No Status ↓		£2.676m	Reduction from previous quarter	No Status ↓	Vast proportion of debt is associated with SAIL and ECC with their invoices making up over 50% of all debt.	
Human Resources HR03	Number of days sickness lost per month	Monthly	Apr 104 May 184 Jun 176	Jul 176 Aug 186 Sep 147	Oct 202 Nov 168 Dec 154	Jan 187 Feb 216 Mar 231	No Target	No Status ↓		2131	No Target	No Status ↓	This PI reflects the number of working days lost to sickness each month. Absence figures for Q4 compared to this time last year have increased. This is due to a number of employees off due to long term absences (28 days or more). With the main reason for long term absence being long covid, skin disorder and a heart condition. We continue to support managers over the last quarter and through managing absences under the policy have seen a positive return to work for some of these employees. In terms of short term absences the main reasons for short term absences for Q4 was colds/coughs/flu, covid (including side effects of the vaccine or self isolation), or anxiety/depression/stress. We continue to offer support to all employees around their wellbeing by way of wellbeing check ins, employee assistance programme, regular 1:1s and team meetings, Mental Health First Aiders, wellbeing teams channel, wellbeing sway site, lunch and learn sessions and encouraging a form of physical activity.	

Revs & Bens CT01	Council Tax collection	Quarterly	29.20%	56.30%	83.30%	97.60%	97%	Green 		97.60%	97%	Green 	The year end collection has exceeded its target of 97%, and is 0.6% above the expected figure. However is still lower by 0.2% than at the end of the year prior to the commencement of the global pandemic. No formal enforcement action took place until August 2021 giving the Debt Recovery team a very short timeframe to make up for the collection losses experienced during the pandemic. However during this time the back office team have worked hard to reach out to customer and use a more proactive approach to reducing customer arrears. The team have not only looked at cash collection but by assessing customer income/financial circumstances to see if Council Tax Reduction and or other discounts and disregards are applicable along with working with external partners and organisations to assist the most vulnerable in our community together with many referrals to our own Community Engagement Team and applications for discretionary payments. Also we have used the bad debt provision to assist with previous years arrears.
Revs & Bens CT03 Page 200	Housing Benefit and Pensioner Council Tax Support - time taken to process new claims (days)	Quarterly	16	16	18	18	18	Green 		17	18	Green 	The target has been reduced from 21 days to 18 days for 2021/22. New claims for this quarter and year to date remain at target despite increased call on resources for other activities and loss of experienced members of staff. With fewer new claims received due to changes in legislation where fewer are left eligible to claim Housing Benefit rather than Universal Credit Housing costs, it is the more complicated cases of temporary and supported accommodation which the team are to deal with. By the nature of these vulnerable tenants obtaining documentation with the month that legislation requires us to give customers to do so makes targets less than one month quite a challenge but one that we are meeting with careful monitoring and chasing customers and relevant organisations in order to get Housing Benefit in payment at the earliest opportunity
Revs & Bens CT05	Housing Benefit and Pensioner Council Tax Support - time taken to process Change of Circumstances (days)	Quarterly	5	5.5	6	3.5	6	Green 		5	6	Green 	The target has been reduced from 8 days to 6 days for 2021/22. We are at target for this PI despite additional calls on our resources. Continued monitoring of days to process and outstanding work to ensure work is moved through to completion

Revs & Bens CT07	Council Tax Reduction scheme for working age persons - time taken to process new applications (days)	Quarterly	3	3	2	2.5	3	Green ↓		2.62	3	Green ↓	The target has been reduced from 5 days to 3 days for 2021/22. We have dedicated officers working on CTR applications to ensure these are processed in a timely manner to ensure that accounts are up to date so that residents made aware how much and when they are required to pay their Council Tax.
Revs & Bens CT08	Council Tax Reduction scheme for working age persons - time taken to process change of circumstances (days)	Quarterly	2	3	2	3	3	Green ↑		2.5	3	Green ↑	The target has been reduced from 5 days to 3 days for 2021/22. We have dedicated officers working on Council Tax Reduction applications to ensure these are processed in a timely manner to ensure that accounts are up to date so that residents made aware how much and when they are required to pay their Council Tax.
Contact Centre CC02	Telephone calls taken by the Contact Centre for those services undertaken by the Contact Centre	Quarterly	13,969	13,769	11,665	11,539	No Target	No Status ↓		50,942	No Target	No Status ↓	This figure depicts the number of calls received via the main Council telephone no. 01277 312500 and that have selected the applicable service from the options provided. It does not include calls that have selected option '0'. The services undertaken by the Contact Centre are Environmental Health, Licensing, Planning, Building Control, Parking, Operational Services and Housing Services.
Contact Centre CC04	Website sessions	Quarterly	200,356	133,370	180,536	323,584	No Target	No Status ↑		837,846	No Target	No Status ↑	Website sessions are defined as: A session is the period time a user is actively engaged with your website. By default, if a user is inactive for 30 minutes or more, any future activity is attributed to a new session. Users that leave your site and return within 30 minutes are counted as part of the original session. A new corporate website was launched in June 2021, which now includes cookie consent. We will carefully monitor trends associated with this across 2021/22.
Contact Centre CC05	Time taken to answer calls (seconds)	Quarterly	33	71	83	108	60	Red ↓		73.75	60	Red ↓	This is a new PI for 2021/22. Benchmarking across Essex reports varying targets for time to answer. We have set our target relatively low in recognition of the important of maintaining a good level of customer service. Current trend - We have had limited staff receiving calls due to illness and we are recruiting after a resignation.




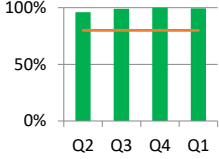


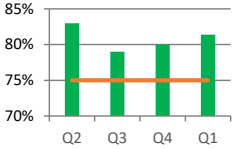

First Quarter 2022/23 Performance by Department

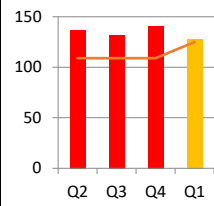
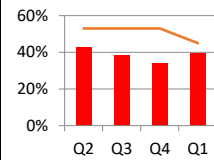
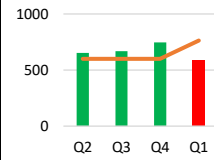
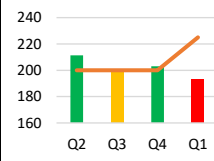
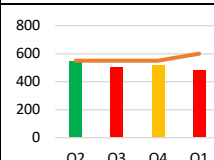
Department	Sub-Department	Red		Amber		Green		No Target		NMTP		Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.
Economy	Planning	0	0%	1	17%	4	67%	0	0%	1	17%	6
Environment	Street Scene	5	71%	2	29%	0	0%	0	0%	0	0%	7
	Environmental Health	1	50%	1	50%	0	0%	0	0%	0	0%	2
Housing	Housing	2	40%	1	20%	1	20%	1	20%	0	0%	5
Effective	Finance	1	33%	1	33%	0	0%	1	33%	0	0%	3
	Human Resources	0	0%	0	0%	0	0%	1	100%	0	0%	1
	Revenues and Benefits	3	60%	1	20%	1	20%	0	0%	0	0%	5
	Contact Centre	1	33%	0	0%	0	0%	2	67%	0	0%	3
Total		13	41%	7	22%	6	19%	5	16%	1	3%	32
Previous Quarter Total		7	22%	4	13%	15	47%	5	16%	1	3%	32


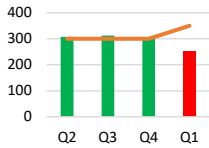


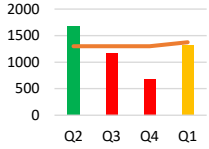


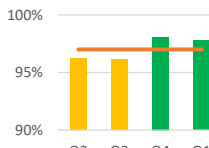


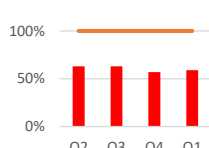

Key


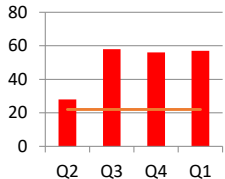


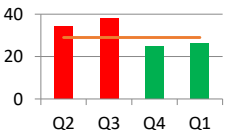


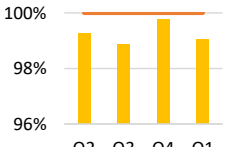


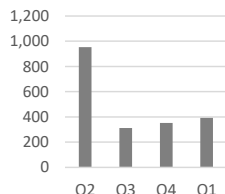

	Current performance is below target by more than the specified target deviation.
	Current performance is below target but is within tolerance.
	Current target has been met or exceeded.
	No target.
	NMTP Not measured this period.
	Performance for the quarter or year to date is improving (up) or deteriorating (down) compared to previous quarter or across the year.


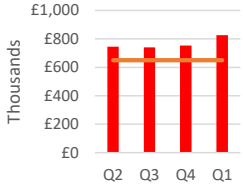

Growing our economy													
Department and PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results			Q Graphic	2022/23 Year to Date			Commentary
			Q2 Result	Q3 Result	Q4 Result	Q1 Result	Q Target	Q Status & Trend		Year to Date Result	Year to Date Target	Year to Date Status & Trend	
Planning P01	Number of new homes approved to be built in the Borough	Annual	NMTP	NMTP	NMTP	NMTP	No target	NMTP 		NMTP	No target	NMTP 	<p>The gross number of new homes approved to be built in the Borough. Approvals for new homes help towards the Borough's supply of homes, specifically the required five-year housing supply (published annually). The total for 2020/21 is lower than previous years. This is likely due to an increase in extensions to existing dwelling since the pandemic, lack of available land (we need the Local Plan to be adopted to unlock green belt sites) and people turning their focus to home renovations.</p> <p>Not measured at this point. Due to the introduction of a new monitoring framework this year, the 2021/22 result is not yet available.</p>
Planning P02	% of appeals allowed against the authority's decision to refuse planning applications (percentage)	Quarterly	49.10%	21.40%	15.30%	33.30%	31%	Amber 		33.30%	31%	Amber 	Monitoring is done to understand why appeals happen and what can be done to reduce them / reduce number of overturns. Also working with agents to understand what we can do to help. An 'Appeals Update' is presented to Planning Committee to provide more detail on appeals.
Planning P03	Processing of planning applications as measured against targets for 'Major' application types	Quarterly	100%	100%	100%	100%	50%	Green 		100%	50%	Green 	Consistently high performance achieved throughout the year. Processes/performance are constantly being reviewed to ensure standards remain high. Number of Major application types received have not been affected by COVID. Processes have been tweaked to ensure business as usual and no detrimental effect to applicants.
Planning P04	Processing of planning applications as measured against targets for 'Minor' application types	Quarterly	98%	95%	100%	100%	70%	Green 		100%	70%	Green 	Consistently high performance. Processes/performance are constantly being reviewed to ensure standards remain high. Number of minor application types dropped off this year due to COVID, but not as much as expected. Processes have been tweaked to ensure business as usual and no detrimental effect to applicants.


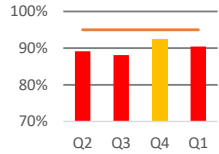


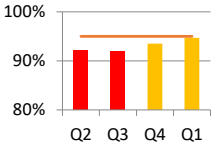


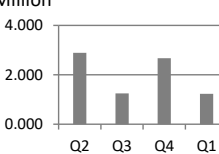


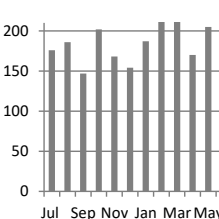

Planning P05	Processing of planning applications as measured against targets for 'Other' application types	Quarterly	95.80%	98.90%	99.50%	99.40%	80%	Green 		99.40%	80%	Green 	Consistently high performance achieved throughout the year. Processes/performance is constantly being reviewed to ensure standards remain high. Number of other application are at 4 year all time high, which is causing pressure on the service. Processes have been tweaked to ensure business as usual and no detrimental effect to applicants.
Planning P06	Percentage of planning applications approved	Quarterly	83.40%	78.80%	80.30%	81.40%	75%	Green 		81.40%	75%	Green 	This reports approvals of all PS1 and PS2 applications (i.e. excl. pre-applications)

Protecting our environment														
Department and PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results			Q Status & Trend	Q Graphic	2022/23 Year to Date			Commentary
			Q2 Result	Q3 Result	Q4 Result	Q1 Result	Q Target	Year to Date Result			Year to Date Target	Year to Date Status & Trend		
Street Scene and Environment E01	Residual household waste per household (kg)	Quarterly	137.13	132.1	130.45	130.22	125	Amber ↑		128	125	Amber ↑	The target has been changed from 109kg to 125kg in 2022/23. The figures still need verification by ECC but the number of kg's per household is returning to more pre-COVID levels.	
Street Scene and Environment E02	Percentage of household waste arisings which have been sent by the authority for reuse, recycling, composting or anaerobic digestion	Quarterly	42.04%	38.72%	35%	40.00%	45%	Red ↑		39.40%	45%	Red ↑	The target has been changed from 53% to 45% in 2022/23. Whilst the figures are still to be verified by ECC, recycling is seeing an increase possibly due to more of the population returning to normal working practices away from the home.	
Street Scene and Environment E03	Paper and card recycled by tonne	Quarterly	652.73	668.4	716.42	589.0	763	Red ↓		582.7	763	Red ↓	The target has been changed from 600 tonnes to 763 tonnes in 2022/23. With the working population returning to the office, this commodity is seeing the majority of falls in recycling and the blue recycling sacks were getting heavier during Q4 of 2021/22.	
Street Scene and Environment E04	Cans and plastic recycled by tonne	Quarterly	205.8	198.3	199.88	196.6	225	Red ↓		193.3	225	Red ↓	The target has been changed from 200 tonnes to 225 tonnes in 2022/23. Tonnages are falling in this area, but due to the commodity being light in nature it is only slight variation.	
Street Scene and Environment E05	Mixed glass recycled by tonne	Quarterly	543.76	503.9	503.41	484.5	600	Red ↓		482.1	600	Red ↓	The target has been changed from 550 tonnes to 600 tonnes in 2022/23. With people returning to normal from the pandemic, home entertaining is falling as residents return to the High Street.	


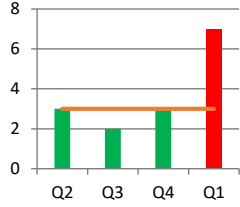


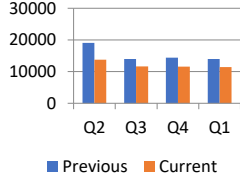


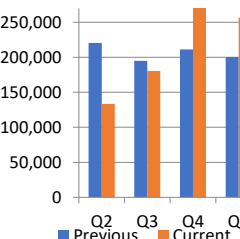


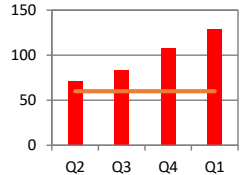

Street Scene and Environment E06	Food waste recycled by tonne	Quarterly	307.2	312.5	299.8	250.8	350	Red 		250.8	350	Red 	The target has been changed from 300 tonnes to 350 tonnes in 2022/23. As per mixed glass above.
Street Scene and Environment E07	Garden waste recycled and diverted from landfill per tonne	Quarterly	1672.6	1169.5	684	1310.3	1375	Amber 		1310.3	1375	Amber 	The target has been changed from 1300 tonnes to 1375 tonnes in 2022/23. This is very seasonal commodity. The spring growth was very healthy and produced a lot of waste. The recent dry spell will see this fall for Q2 as a result.
Environmental Health EH01	Food safety/ hygiene standards in food premises - % of broadly compliant food premises	Quarterly	96.21%	96.19%	98.08%	97.75%	97%	Green 		97.75%	97%	Green 	During Q1 we have had a number of new premises registrations (which are uncompliant until inspected). We are continuing to find premises which are at a lower standard of hygiene than pre-Covid.
Environmental Health EH02	Service requests investigated within target time (5 days)	Quarterly	62.50%	65%	57%	59%	100%	Red 		59%	100%	Red 	The first quarter of 22/23 has been a very challenging time for the Environmental Health team, with a record number of service requests coming in. In spite of the larger number of requests, the team have managed to slightly improve their response speed. We will be working further over the coming months to improve yet further on this performance.

Improving our housing														
Department and PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results			Q Status & Trend	Q Graphic	2022/23 Year to Date			Commentary
			Q2 Result	Q3 Result	Q4 Result	Q1 Result	Q Target	Year to Date Result			Year to Date Target	Year to Date Status & Trend		
Housing H01	Average re-let times for Local Authority Housing	Quarterly	28 Days (24 GN, 0 SH, 35 TA)	58 Days (47 GN, 71 SH, 64 TA)	56 Days (68 GN, 37 SH, 53 TA)	57 Days (46 GN, 101 SH, 38 TA)	22 Days	Red 		57 Days	22 Days	Red 	Void turnaround has decreased as we see more voids coming in and works needed within them. We also saw a period here where voids were held longer than usual by estates to facilitate the decant of tenants from our development sites and this is likely to continue for a short time more.	
Housing H04	Households living in temporary accommodation	Quarterly	34	38	25	26	29	Green 		26	29	Green 	Temporary accommodation has remained quite stable in the last quarter with move on and allocations balancing out figures. We have experienced an increase in more complex cases and hospital discharges which have posed a challenge with the resources we have available.	
Housing H05	Gas servicing in Council homes	Quarterly	99.25%	98.87%	99.77%	99.04%	100%	Amber 		99.04%	100%	Amber 	LGSR (Landlord Gas Safety Record) compliance remains high and we continue to prioritise access to properties outstanding.	
Housing H07	No. of applicants on the waiting list for Local Authority housing	Quarterly	953	321	353	393	No Target	No Status 		393	No Target	No Status 	Housing Register: 187 Transfer Register: 206 Following the completion of the council's housing register re-registration project, we have seen a steady increase in applicants who continue to re-apply to join the register. The implementation of the new Home Options website will also now allow applicants to submit documents directly to their housing register applications which will improve our current processing times. We estimate that applicants will continue to steadily increase as more people begin to satisfy the council's 5 year residency criteria.	

Housing H08	Average Rent Arrears Total (Current Tenants, Garages)	Quarterly	£744,917	£741,419	£752,768	£826,591	£650,000	Red 	 <p>Thousands</p> <p>£1,000 £800 £600 £400 £200 £0</p> <p>Q2 Q3 Q4 Q1</p>	£826,591	£650,000	Red 	We are now beginning to see the cost of living rises affect our rent arrears. Whilst officers continue to process 100% of cases where a payment is due, the arrears are still increasing. New processes and interventions are being explored along with additional advice and guidance for residents to help them pay their rent
-------------	---	-----------	----------	----------	----------	----------	----------	--	---	----------	----------	--	--

Delivering an effective and efficient council														
Department and PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results			Q Status & Trend	Q Graphic	2022/23 Year to Date			Commentary
			Q2 Result	Q3 Result	Q4 Result	Q1 Result	Q Target	Year to Date Result			Year to Date Target	Year to Date Status & Trend		
Finance F01	% of invoices from local suppliers paid within 20 day	Quarterly	89.17%	88.11%	92.45%	90.45%	95%	Red 		90.45%	95%	Red 	As anticipated, the KPIs took a slight dip with the introduction of No PO No Pay, however the dip wasn't as high as expected. Invoices are being paid within terms a lot more regularly, so should see an improvement moving into Q2	
Finance F02	% of invoices from all suppliers paid within 30 days	Quarterly	92.12%	91.90%	93.52%	94.68%	95%	Amber 		94.68%	95%	Amber 	The KPIs show the best result and the closest to the target of 95% over the last 4 quarters, therefore it appears that No PO No Pay is having a positive affect on invoices overall. We did anticipate the KPIs to take a dip while officers adapted to the new procedure, but seems it has been implemented in departments very well.	
Finance F03	Value of corporate debt	Quarterly	£2.886m	£1.245m	£2.676m	£1.227m	Reduction from previous quarter	No Status 		£1.227m	Reduction from previous quarter	No Status 	Debt decreased with the payment of large value invoice. Corporate debt will fluctuate when big value invoices are raised at end of certain months.	
Human Resources HR03	Number of days sickness lost per month	Monthly	Jul 176 Aug 186 Sep 147	Oct 202 Nov 168 Dec 154	Jan 187 Feb 216 Mar 231	Apr 170 May 205 June 179	No Target	No Status 		554	No Target	No Status 	This PI reflects the number of working days lost to sickness each month. Absence figures for Q1 compared to this time last year have increased in April and May, however we saw a decrease in June. This is due to a number of employees off due to long term absences (28 days or more). With the main reason for long term absence being long covid, injury/fracture and a heart condition. We continue to support managers over the first quarter and through managing absences under the policy have seen a positive return to work for some of these employees. In terms of short term absences, the main reasons for short term absences for Q1 was colds/coughs/flu, covid (including side effects of the vaccine or self isolation), or anxiety/depression/stress. We continue to offer support to all employees around their wellbeing by way of wellbeing check ins, employee assistance programme, regular 1:1s and Team meetings, Mental Health First Aiders, wellbeing teams channel, wellbeing sway site, lunch and learn sessions and encouraging a form of physical activity.	

Revs & Bens CT01	Council Tax collection	Quarterly	56.30%	83.30%	97.60%	28.80%	29%	Amber 		28.80%	29%	Amber 	In year collection for Council Tax is where we expect it to be, not quite at target, but very close. Customers are finding themselves in financial difficulty due to the general rise in cost of living, including energy bills. We continue to support through our outreach programmes led by our community and welfare teams, that offer support and advice with money and debt management amongst a whole plethora of other services. Previous years' collection is more challenging and is also impacted by refunds, write offs, the age of the debt and what recovery actions are available. The back office team are being proactive in their approach to cases where no payment has been received. Customers have been contacted for help, support and advice. Together with this the team have actively dialled out to customers to offer the same along with adjust instalment plans.
Revs & Bens CT03	Housing Benefit and Pensioner Council Tax Support - time taken to process new claims (days)	Quarterly	16	18	18	24	18	Red 		24	18	Red 	This reduction in processing performance is due to the impact and increase in admin and customer contact received in relation to the Council Tax Energy Rebate. Our DWP relationship manager has confirmed that they were expecting a reduction in overall processing times and that all authorities have experienced the same issues due to the energy rebate payments. We have dedicated officers working on new claims to ensure these are processed as quickly as possible to alleviate financial hardship. However we do have to rely on customers providing information, which builds in delays that are out of our control. We use email or text messages to ensure the information we need is provided quickly.
Revs & Bens CT05	Housing Benefit and Pensioner Council Tax Support - time taken to process Change of Circumstances (days)	Quarterly	5.5	6	3.5	12	6	Red 		12	6	Red 	Change of circumstances have become more involved for various reasons including; the calculation of customers earnings being more complex to assess due to the nature of a customers employment. The increase in zero hour contracts and more frequent changes to wages from month to month has made these assessments more complicated and time consuming. We have also seen additional daily customer notifications from the DWP for customer entitlement to Universal Credit, this information can be duplicated, can be incorrect or incomplete, but each piece of work has to be scrutinised before a decision on each can be made. This makes it a resource intensive process.
Revs & Bens CT07	Council Tax Reduction scheme for working age persons - time taken to process new applications (days)	Quarterly	3	2	2.5	3	3	Green 		3	3	Green 	Our days to process new applications remains on target for the first quarter. We have dedicated officers working on Council Tax Reduction applications to ensure these are processed in a timely manner to ensure that accounts are up to date so that residents made aware how much and when they are required to pay their Council Tax.

Revs & Bens CT08	Council Tax Reduction scheme for working age persons - time taken to process change of circumstances (days)	Quarterly	3	2	3	7	3	Red 		7	3	Red 	This reduction in processing performance is due to the impact and increase in admin and customer contact received in relation to the Council Tax Energy Rebate. However, now that we are coming to the end of this project, we expect performance to improve.
Contact Centre CC02	Telephone calls taken by the Contact Centre for those services undertaken by the Contact Centre	Quarterly	13,769	11,665	11,539	11,456	No Target	No Status 		11,539	No Target	No Status 	This figure depicts the number of calls received via the main Council telephone no. 01277 312500 and that have selected the applicable service from the options provided. It does not include calls that have selected option '0'. The services undertaken by the Contact Centre are Environmental Health, Licensing, Planning, Building Control, Parking, Operational Services and Housing Services.
Contact Centre CC04	Website sessions	Quarterly	133,370	180,536	323,584	256,554	No Target	No Status 		256,554	No Target	No Status 	Website sessions are defined as: A session is the period time a user is actively engaged with your website. By default, if a user is inactive for 30 minutes or more, any future activity is attributed to a new session. Users that leave your site and return within 30 minutes are counted as part of the original session. A new corporate website was launched in June 2021, which now includes Cookie consent. We will continue to monitor trends associated with this across 2022/23.
Contact Centre CC05	Time taken to answer calls (seconds)	Quarterly	71	83	108	129	60	Red 		129	60	Red 	Benchmarking across Essex reports varying targets for time to answer. We have set our target relatively low in recognition of the important of maintaining a good level of customer service. Current trend - There has been an increase in demand following the Council Tax Rebate throughout the quarter. We are still operating with 1 position vacant.