

QUARTERLY INTERNAL AUDIT UPDATE REPORT FROM THE HEAD OF THE EAST KENT AUDIT PARTNERSHIP

1.0 INTRODUCTION AND BACKGROUND

1.1 This report provides Members with an update of the work completed by the East Kent Audit Partnership since the last Governance and Audit Committee meeting, together with details of the performance of the EKAP to the 30th September 2022.

2.0 SUMMARY OF REPORTS

Service / Topic		Assurance level	No. of Recs.	
2.1	HMO & Selective Licensing	Substantial	C H M L	0 0 0 0
2.2	Payroll	Substantial	C H M L	0 0 2 0
2.3	Digital/Cloud Computing	Reasonable	C H M L	0 3 7 3
2.4	Waste Vehicle Fleet Management	Reasonable	C H M L	0 2 4 2

2.1 HMO & Selective Licensing – Substantial Assurance

2.1.1 Audit Scope

To provide assurance on the adequacy and effectiveness of the procedures and controls established to ensure that the Council effectively works with landlords and tenants to ensure the legal standards for housing are met.

2.1.2 Summary of findings

Certain houses in multiple occupation are required by legislation to be licensed. These are properties that are:

- as from October 2018 an HMO of any storey will require a licence; and
- have five or more people in more than one household; and
- share amenities such as bathrooms, toilets and cooking facilities, or where the accommodation is not self-contained e.g a WC or room of the common landing.

At the time of the audit there were 64 licenced HMO's within the Thanet District.

The primary findings giving rise to the Substantial Assurance opinion in this area are as follows:

- The Council is compliant with the Housing Act 2004.
- The Council maintains a public register of licensed HMOs and properties within the Selective Licensing area. This register is kept up to date and is available to view on request.
- All applications for a HMO Licence and Selective Licence are supported by a completed application.
- Details of the HMO and Selective Licensing scheme are adequately promoted via the Council website and through the Thanet Landlord Focus Group and Landlord Annual Event as necessary.
- The income collection arrangements for fees received from HMO and Selective Licensing are working effectively and correctly accounted for.
- HMO and Selective Licensing fees and charges are correctly and consistently applied.
- Every licence holder is advised of the expiry of their licence at least 10 weeks before their licence expires. Variations are dealt with upon application.
- Processes are in place to ensure that all gas certificates and electrical safety certificates are required when due.
- All HMOs are inspected at the time of application. Selectively licensed premises are not inspected routinely, now that the designation has expired. However, all licensed premises are inspected if a complaint is received.
- Where HMO and Selective Licensing health and safety hazards are identified, suitable corrective enforcement arrangements are in place.
- Arrangements are in place to ensure that unlicensed HMOs and Selective Licence properties are identified and appropriate action takes place to force registration.

2.2 Payroll – Substantial Assurance

2.2.1 Audit Scope

To ensure that the payroll service administered on behalf of Canterbury, Dover and Thanet Councils, including EK Services is adequately controlled to ensure that the right people are getting paid the right amounts at the right time and all the relevant data held is accurate.

2.2.2 Summary of findings

The payroll function is administered by EK Services (Hosted by Dover District Council) on behalf of Thanet, Canterbury & Dover Councils in addition to EK Services, the Marlowe Theatre and Canenco.

Before the actual pay date itself there are key dates and tasks to complete to ensure staff and councillors are paid the right amount at the right time. The payroll function is also responsible for calculating and accounting for other payments to third parties for tax, national insurance, trade union membership, pension and private health care etc.

The primary findings giving rise to the Substantial Assurance opinion in this area are as follows:

- Established payroll processes are in place to ensure that each payroll is completed on time based on the information that has been approved by managers of employees. (i.e. Overtime, Car mileage)

Scope for improvement was however identified in the following areas:

- When the SLA is revised in 2023 consideration should be given to putting in place performance indicators that are used to monitor the service provision by each of the clients.
- When quarterly meetings with the HR Managers at other authorities are held they should be minuted to ensure that issues and the supported actions are recorded and actioned.

2.3 Digital/Cloud Computing – Reasonable Assurance

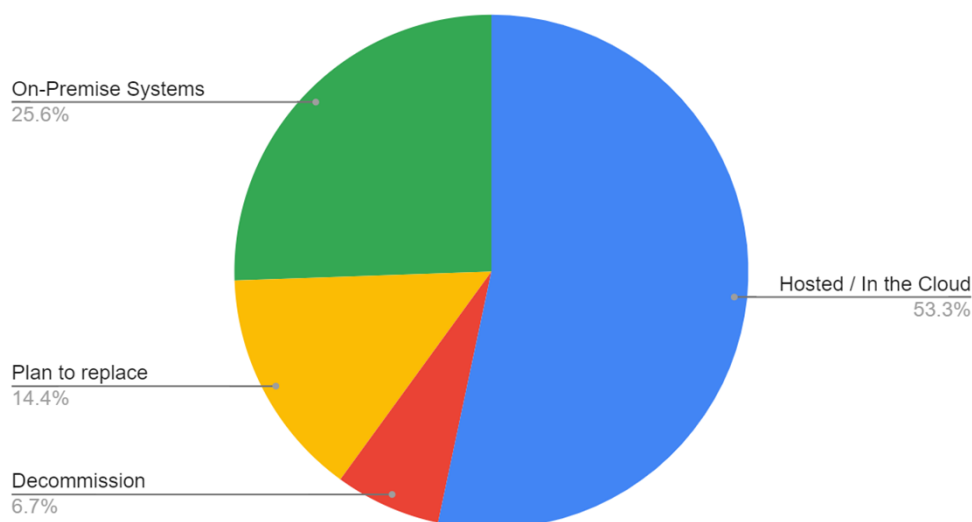
2.3.1 Audit Scope

To provide assurance on the adequacy and effectiveness of the procedures and controls established to ensure that the Council is managing its risks to an acceptable level for all cloud services used to process and store data.

2.3.2 Summary of Findings

Cloud Computing is the practice of using a network of remote servers hosted on the internet to store, manage, and process data, rather than on a local server. The Council made a commitment to digital and cloud transformation in June 2022 by approving a Cloud Strategy which builds on the Digital Strategy approved in 2020. There are 90 IT systems altogether used by the Council across all directorates to process and store data. The chart below provides a summary of the systems in place: -

Cloud Transition Position Statement



There is a capital budget of just over £150k a year to finance the migration of systems to the cloud with individual service areas taking on the revenue costs within their existing revenue budgets.

The primary findings giving rise to the Reasonable Assurance opinion in this area are as follows:

- There is a Cloud Strategy and Digital Strategy in place that is fully considered and sets out the objectives of the Council in relation to 'cloud first' as it's preference;
- There are good well considered policies in place although they are now out of date and need to be updated to include cloud service risk assessment processes which form an essential part of the procurement process;
- The Council has processes in place to help ensure new cloud services are risk assessed through the completion of Digital Landscape Documents (DLDS);
- All but one of the annual payments made to cloud based service providers during 2021/22 were in accordance with the contract / agreement in place; and
- The server room in Margate is a good asset.

Scope for improvement was however identified in the following areas:

- The Council should recognise that two senior ICT security officer posts are vacant in EK Services which will weaken the ability to assess new cloud based services during the procurement and risk assessment process;
- Digital Landscape Documents (DLDs) are not consistently completed and quite often fail to mark whether a supplier response to a stipulated infrastructure or security requirement is a pass or a fail;
- There is not a template set of contract clauses for new cloud based service agreements and this has meant that two contracts in place are missing key features; and
- Data protection processes in place need to be strengthened to ensure the Information Governance Manager is informed of new cloud based arrangements so that she can update Privacy Notices, DPIAs and Information Asset Registers.

2.4 Waste Vehicle Fleet Management – Reasonable Assurance

2.4.1 Audit Scope

To provide assurance on the adequacy and effectiveness of the procedures and controls established to ensure that the vehicles used in the Waste & Recycling, and Street Cleansing service are managed in an efficient and effective manner which safeguards Council assets and minimises the risks associated with the management of a large vehicle fleet including the control of fuel stocks and materials, and the management of the Manston Road depot.

2.4.2 Summary of Findings

The Council operates a fleet of around 45 vehicles under its Operators Licence (O Licence) with those vehicles primarily being used to collect household waste from across the District and to then move that waste to the tipping point in Canterbury.

The primary findings giving rise to the Reasonable Assurance opinion in this area are as follows:

- Accurate records are in place detailing all vehicles being operated under the Operator licence.
- All vehicles were found to be included on the Council's insurance and are suitably insured.

- Defects identified on vehicles either as part of the daily check or during the working day are reported immediately to the Workshop Supervisor who makes a decision as to if the vehicle is safe to use or not.
- All vehicles are being serviced in accordance with a risk based service schedule of each vehicle.
- All maintenance staff undertaking maintenance on vehicles are suitably qualified to do so.
- All fuel, oils and lubricants are being stored securely in bunded containers with access being restricted to approved staff only.
- Suitable procedures were found to be in place for monitoring and ordering of fuel for monitoring and re-ordering fuel for the vehicles.
- Suitable equipment and materials should be readily available to deal with fuel and chemical spillages.

Scope for improvement was however identified in the following areas:

- Quarterly meetings with the Corporate Insurance Officer should re-commence as soon as practical so that regular checks can be undertaken to ensure that all vehicles are suitably insured and sold vehicles are removed from the insurance schedule.
- Collection rounds should be reviewed so that capacity on all vehicles is maximised to prevent some vehicles having to be overloaded in order to complete their daily collections.
- A CSO compliant contract should be put in place for the procurement of oils and lubricants used by the workshop.
- Management should undertake periodic reviews of on board CCTV footage from the vehicles to confirm that all drivers and operatives are working in accordance with all procedures and wearing the correct PPE at all times.
- Management should ensure that another driving assessor is appointed to undertake driving assessments of new drivers.
- Staff should be given training on key corporate policies such as but not limited to Safeguarding.

3.0. **FOLLOW UP OF AUDIT REPORT ACTION PLANS:**

3.1 As part of the period's work, six follow up reviews have been completed of those areas previously reported upon to ensure that the recommendations made have been implemented, and the internal control weaknesses leading to those recommendations have been mitigated. The review completed during the period under review is shown in the following table.

Service/ Topic		Original Assurance level	Revised Assurance level	Original Number of Recs		No of Recs. Outstanding after follow-up	
a)	Electoral Registration & Election Management	Reasonable	Reasonable	C	0	C	0
				H	1	H	0
				M	3	M	1
				L	6	L	1
b)	Creditors and CIS	Reasonable	Reasonable	C	0	C	0
				H	5	H	3
							2

				M	3	M	0
				L	1	L	
c)	Ramsgate Marina	Reasonable	Reasonable	C	0	C	0
				H	5	H	0
				M	5	M	2
				L	3	L	0
d)	Food Safety	Substantial/ No	Substantial	C	1	C	0
				H	1	H	0
				M	0	M	0
				L	0	L	0
e)	Civica - Housing Benefit Payments	Substantial	Substantial	C	0	C	0
				H	2	H	0
				M	2	M	0
				L	0	L	0
f)	Cash Collection, Income & Bank Reconciliation	Limited Substantial Substantial	Limited Substantial Substantial	C	0	C	0
				H	6	H	4
				M	3	M	2
				L	1	L	0

3.2 Details of any individual Critical and High priority recommendations yet to be implemented at the time of follow-up are included at Appendix 3 and on the grounds that these recommendations have not been implemented by the dates originally agreed with management, they are now being escalated for the attention of the s.151 Officer and Members of the Governance and Audit Committee.

The purpose of escalating high-priority recommendations which have not been implemented is to try to gain support for any additional resources (if required) to resolve the risk, or to ensure that risk acceptance or tolerance is approved at an appropriate level.

f) Cash Collection, Income and Bank Reconciliation -

There has been little communication from management on progress of the actions taken to date for some of the actions in respect of Cash Collection.

Whilst information is being extracted directly from the Council's Parking system to aid in the reconciliation of cash being banked, this has proved to be inconsistent with the monies banked resulting in an overbanked amount (as at August 2022) of c.£15K.

The Cash Collector (G4S) has only recently submitted the cash pull tickets in order for a full reconciliation to be undertaken. However, due to staff resources it is not known when this can be undertaken. This means that the current overbanked amounts are being coded to off-street, which attracts VAT and still needs to be addressed. The concerns are that this money could potentially not be Thanet's income, the reconciliation process may not be rectified in time for the 2022-23 financial statements and that the VAT may be in-correct.

Management Response

Management is working with the contractor to resolve these issues, but progress has been challenging. A verbal update will be provided to the committee at the meeting to explain the latest position.'

4.0 WORK-IN-PROGRESS:

4.1 During the period under review, work has also been undertaken on the following topics, which will be reported to this Committee at future meetings: Absence Management, Complaints Monitoring, Safeguarding, Dog Warden, and VAT.

5.0 CHANGES TO THE AGREED AUDIT PLAN:

5.1 The 2022-23 internal audit plan was agreed by Members at the meeting of this Committee on 9th March 2022.

5.2 The Head of the Audit Partnership meets on a quarterly basis with the Section 151 Officer or their nominated representative to discuss any amendments to the plan. Members of the Committee will be advised of any significant changes through these regular update reports. Minor amendments are made to the plan during the course of the year as some high profile projects or high-risk areas may be requested to be prioritised at the expense of putting back or deferring to a future year some lower risk planned reviews. The detailed position regarding when resources have been applied and or changed are shown as Appendix 1.

6.0 FRAUD AND CORRUPTION:

There are no known instances of fraud or corruption being investigated by the EKAP to bring to Members' attention at the present time.

7.0 UNPLANNED WORK:

All responsive assurance / unplanned work is summarised in the table contained at Appendix 1.

8.0 INTERNAL AUDIT PERFORMANCE

8.1 For the six months to 30th September 2022, 137.77 chargeable days were delivered against the target for the year of 330 days which equates to 41.75% plan completion.

8.2 The financial performance of the EKAP is on target at the present time.

8.3 As part of its commitment to continuous improvement and following discussions with the s.151 Officer Client Group, the EKAP has established a range of performance indicators which it records and measures.

8.4 The EKAP audit maintains an electronic client satisfaction questionnaire which is used across the partnership. The satisfaction questionnaires are sent out at the conclusion of each audit to receive feedback on the quality of the service.

Attachments

Appendix 1 Progress to 30th September 2022 against the agreed 2022-23 Audit Plan.

Appendix 2 Definition of Audit Assurance Statements & Recommendation Priorities

- Appendix 3 Summary of Critical and High priority recommendations not implemented at the time of follow-up.
- Appendix 4 Summary of services with Limited / No Assurances yet to be followed up.
- Appendix 5 Balanced Scorecard of Performance Indicators

**PROGRESS TO DATE AGAINST THE AGREED THANET DISTRICT COUNCIL
2022-23 AUDIT PLAN – APPENDIX 1**

Area	Original Planned Days	Revised Budgeted Days	Actual days to 30-09-2022	Status and Assurance Level
FINANCIAL GOVERNANCE:				
Car Parking & Enforcement	10	10	0.18	Work-in-Progress
VAT	10	10	0.18	Work-in-Progress
HOUSING SYSTEMS:				
Housing Allocations	10	10	0	Quarter 4
HMO Licensing	10	10	7.13	Work-in-Progress
Tenant Health & Safety	10	10	0	Quarter 4
Leasehold Services	12	12	0	Quarter 3
Capital Programme/ Planned Maintenance	12	12	0	Quarter 4
Contract Letting Procurement Process	10	10	0	Quarter 4
GOVERNANCE RELATED:				
Digital/Cloud Computing	10	10	11.08	Work-in-Progress
Officers' Code of Conduct	10	10	0	Quarter 2
Complaints Monitoring	10	10	0.31	Work-in-Progress
Project Management	10	10	0	Quarter 4
Corporate Advice/CMT	2	2	3.84	Work-in-Progress
s.151 Officer Meetings and Support	9	9	7.69	Work-in-Progress
Governance & Audit Committee Meetings and Report Preparation	12	12	8.76	Work-in-Progress
2023-24 Audit Plan and Preparation Meetings	9	9	0.26	Work-in-Progress
HR RELATED:				
Absence Management - Sickness, Annual and Flexi Leave	12	12	1.93	Work-in-Progress
COUNTER FRAUD:				
Counter Fraud & Corruption	10	10	0	Quarter 3
SERVICE LEVEL:				
Safeguarding	10	10	0.72	Work-in-Progress

Community Safety	10	10	0	Quarter 3
CCTV	10	10	10.42	Finalised - No
Dog Warden & Environmental Crime	10	10	2.09	Work-in-Progress
Food Safety	10	10	10.08	Finalised - Substantial/No
Pollution/Contaminated Land	10	10	1.93	Work-in-Progress
Business Continuity/Emergency Planning	10	10	0	Quarter 4
Licensing	10	10	0.35	Quarter 3
Museums	10	10	4.15	Work-in-Progress
Ramsgate Harbour Accounts	5	5	0.07	Quarter 3
East Kent Opportunities	10	10	0.18	Work-in-Progress
Waste Vehicle Fleet Mngmt	13	13	14.64	Finalised - Reasonable
Climate Change	5	5	0	Quarter 3
Employee Health and Safety	10	10	0	Quarter 4
OTHER:				
Liaison With External Auditors	1	1	0.22	Work-in-Progress
Follow-up Reviews	15	15	14.35	Work-in-Progress
FINALISATION OF 2020-21 AUDITS:				
Repairs & Maintenance	5	5	1.02	Finalised - Limited
Income, Bank Rec. & Cash Collection			9.51	Finalised - Substantial/Substantial/Limited
Maritime			1.29	Finalised - Reasonable
Recruitment			11.04	Finalised - Reasonable
Risk Management			1.9	Finalised - Reasonable
Thanet Community Lotto			11.11	Finalised - Limited
RESPONSIVE ASSURANCE:				
Corporate Leak Investigation	0	0	1.15	Finalised
PIR - Berth 4-5	0	0	0.2	Work-in-Progress
TOTAL	330	330	137.77	41.75%

**PROGRESS TO DATE AGAINST THE AGREED EKS & CIVICA
AUDIT PLAN 2022-23**

Review	Original Planned Days	Revised Planned Days	Actual days to 30/09/2022	Status and Assurance Level
EKS REVIEWS:				
Business Rates	15	15	6.67	Work in progress
Housing Benefit DHPs	15	15	0.18	Quarter 3
Housing Benefit Testing	15	15	16.51	Finalised - N/A
Debtors	15	15	0	Quarter 4
ICT – Data Management	15	15	0	Quarter 3
ICT – Network Security	15	15	0.30	Quarter 4
KPIs	5	5	7.04	Finalised - Substantial
Payroll	18	18	14.14	Draft Report
OTHER:				
Corporate/Committee	8	8	2.72	Ongoing
Follow Up	6	6	0.43	Ongoing
FINALISATION OF 2020-21 AUDITS:				
ICT Procurement & Disposal	1	1	1.22	Finalised - Substantial
Total	128	128	49.21	38.45%

Definition of Audit Assurance Statements & Recommendation Priorities

Cipfa Recommended Assurance Statement Definitions:

Substantial assurance - A sound system of governance, risk management and control exists, with internal controls operating effectively and being consistently applied to support the achievement of objectives in the area audited.

Reasonable assurance - There is a generally sound system of governance, risk management and control in place. Some issues, non-compliance or scope for improvement were identified which may put at risk the achievement of objectives in the area audited.

Limited assurance - Significant gaps, weaknesses or non-compliance were identified. Improvement is required to the system of governance, risk management and control to effectively manage risks to the achievement of objectives in the area audited.

No assurance - Immediate action is required to address fundamental gaps, weaknesses or non-compliance identified. The system of governance, risk management and control is inadequate to effectively manage risks to the achievement of objectives in the area audited.

EKAP Priority of Recommendations Definitions:

Critical – A finding which significantly impacts upon a corporate risk or seriously impairs the organisation's ability to achieve a corporate priority. Critical recommendations also relate to non-compliance with significant pieces of legislation which the organisation is required to adhere to and which could result in a financial penalty or prosecution. Such recommendations are likely to require immediate remedial action and are actions the Council must take without delay.

High – A finding which significantly impacts upon the operational service objective of the area under review. This would also normally be the priority assigned to recommendations relating to the (actual or potential) breach of a less prominent legal responsibility or significant internal policies; unless the consequences of non-compliance are severe. High priority recommendations are likely to require remedial action at the next available opportunity or as soon as is practical and are recommendations that the Council must take.

Medium – A finding where the Council is in (actual or potential) breach of - or where there is a weakness within - its own policies, procedures or internal control measures, but which does not directly impact upon a strategic risk, key priority, or the operational service objective of the area under review. Medium priority recommendations are likely to require remedial action within three to six months and are actions which the Council should take.

Low – A finding where there is little if any risk to the Council or the recommendation is of a business efficiency nature and is therefore advisory in nature. Low priority recommendations are suggested for implementation within six to nine months and generally describe actions the Council could take.

SUMMARY OF CRITICAL & HIGH PRIORITY RECOMMENDATIONS NOT IMPLEMENTED AT THE TIME OF FOLLOW-UP – APPENDIX 3

Original Recommendation	Agreed Management Action , Responsibility and Target Date	Manager’s Comment on Progress Towards Implementation.
<i>Creditors & CIS</i>		
Update the procedures to include when and what to do for a change in supplier bank details	A new procedure will be written regarding this. Proposed Completion Date: 31 March 2022 Responsibility: Payments Officer (LF)	Will be done Revised Deadline 31/10/22 Outstanding
Add a check and authorisation process for changes to supplier bank details	Although I am happy that we have the relevant checks in place, they are not necessarily documented fully. Will review and update procedures accordingly. Proposed Completion Date: 31 March 2022 Responsibility: Payments Officer (LF)	Will review and update as above Outstanding
As per Regulation 113(7) of the Public Contracts Regulations Act 2015 produce and publish those figures relating to payment of invoices	Data to be published on the website in accordance with the Public Contracts Regulations Act 2015 Proposed Completion Date: 31 March 2022 Responsibility: Payments Officer (LF)	Legislation : https://www.legislation.gov.uk/ukxi/2015/102/regulation/113/made Currently working on monthly reporting to be summarised for financial year end Outstanding

Cash Collection, Income and Bank Reconciliation - November 2022:

<p>Waybills for parking need to be provided as soon as possible or a suitable reconciliation routine be established between the parking system and cash banked</p>	<p>As at 08/08/22 manager's comments have not been provided towards implementation of the recommendation, despite several Action Plan Deadlines being set - 07/06/22, 24/06/22, 15/07/22 & 05/08/22. This is now escalated to the Governance & Audit Committee.</p> <p>Proposed Completion Date: N/A</p> <p>Responsibility: Director of Neighbourhoods</p>	<p>No Managers Comments received as at 07/11/22.</p> <p>Outstanding</p>
<p>To enable and ensure the cash reconciliation sheet is provided by G4S a contract variation is required.</p>	<p>As at 08/08/22 manager's comments have not been provided towards implementation of the recommendation, despite several Action Plan Deadlines being set - 07/06/22, 24/06/22, 15/07/22 & 05/08/22. This is now escalated to the Governance & Audit Committee.</p> <p>Proposed Completion Date: N/A</p> <p>Responsibility: Director of Neighbourhoods</p>	<p>No Managers Comments received as at 07/11/22</p> <p>Outstanding</p>
<p>Consideration should be given to informing the External Auditor on the situation regarding the parking system income reconciliation process.</p>	<p>As at 08/08/22 manager's comments have not been provided towards implementation of the recommendation, despite several Action Plan Deadlines being set - 07/06/22, 24/06/22, 15/07/22 & 05/08/22. This is now escalated to the Governance & Audit Committee.</p>	<p>No Managers Comments received as at 07/11/22</p> <p>Outstanding</p>

	<p>Proposed Completion N/A</p> <p>Responsibility: Director of Finance & S151 Officer / Financial Services Manager</p>	
<p>Provide a note to the accounts on the assumptions made for the treatment of VAT on parking income for February and March</p>	<p>Using reports taken from the parking machines the Feb/Mar parking income has been re-coded in the 21-22 accounts and a VAT correction journal has been completed.</p> <p>Proposed Completion Actioned</p> <p>Responsibility: Financial Services Manager / Finance Manager</p>	<p>See point 7 above.</p> <p>No comments from management as at 07/11/22 on the requirement of notes to account.</p> <p>Auditor Comments: The Financial Statements for 2021-22 have not been published, therefore any notes to accounts can not be verified.</p> <p>https://docs.google.com/document/d/e/2PACX-1vTpW4bnmj7XIJzXTZrakLDuyBVPD8W8ZIsFW_IYWgN6P4TWJ4D04k6pYB5lctahbq4JfU6eE70fNrNL/pub</p> <p>Outstanding</p>

SERVICES GIVEN LIMITED / NO ASSURANCE LEVEL STILL TO BE REVIEWED – APPENDIX 4

Service	Reported to Committee	Level of Assurance	Follow-up Action Due
CCTV	July 2022	No	Work-in-Progress
Tenancy & Estate Mngmt	July 2022	Reasonable/Limited	Work-in-Progress
Repairs & Maintenance	July 2022	Limited	Work-in-Progress
Thanet Community Lotto	September 2022	Limited	Work-in-Progress

<u>INTERNAL PROCESSES PERSPECTIVE :</u>	<u>2022-23 Actual</u>	<u>Target</u>	<u>FINANCIAL PERSPECTIVE:</u>	<u>2022-23 Actual</u>	<u>Original Budget</u>
	Quarter 2		Reported Annually		
Chargeable as % of available days	88%	90%	<ul style="list-style-type: none"> • Cost per Audit Day 	£	£
Chargeable days as % of planned days			<ul style="list-style-type: none"> • Direct Costs 	£	£
CCC	50.89%	50%	<ul style="list-style-type: none"> • + Indirect Costs (Recharges from Host) 	£	£
DDC	51.03%	50%	<ul style="list-style-type: none"> • - 'Unplanned Income' 	£	Zero
TDC	41.75%	50%			
FHDC	50.62%	50%			
EKS	38.45%	50%			
Overall	47.36%	50%	<ul style="list-style-type: none"> • = Net EKAP cost (all Partners) 		£
Follow up/ Progress Reviews;					
<ul style="list-style-type: none"> • Issued 	25	-			
<ul style="list-style-type: none"> • Not yet due 	15	-			
<ul style="list-style-type: none"> • Now due for Follow Up 	29	-			
Compliance with the Public Sector Internal Audit Standards (PSIAS) (see Annual Report for more details)	Partial	Partial			
<u>CUSTOMER PERSPECTIVE:</u>			<u>INNOVATION & LEARNING</u>		

	<u>2022-23 Actual Quarter 2</u>	<u>Target</u>	<u>PERSPECTIVE:</u> Quarter 2	<u>2022-23 Actual</u>	<u>Target</u>
Number of Satisfaction Questionnaires Issued;	30		Percentage of staff qualified to relevant technician level	61%	60%
Number of completed questionnaires received back;	20		Percentage of staff holding a relevant higher-level qualification	36%	36%
	= 67 %		Percentage of staff studying for a relevant professional qualification	14%	N/A
Percentage of Customers who felt that;	100%		Number of days technical training per FTE	2.48	3.5
<ul style="list-style-type: none"> • Interviews were conducted in a professional manner • The audit report was 'Good' or better • That the audit was worthwhile. 	94%	100%	Percentage of staff meeting formal CPD requirements (post qualification)	50%	50%
	97%	90%			
		100%			