

Phil Norrey
Chief Executive

To: The Chairman and Members of
the Devon Audit Partnership
Committee

County Hall
Topsham Road
Exeter
Devon
EX2 4QD

(see below)

Your ref :
Our ref :

Date : 7 March 2017
Please ask for : Wendy Simpson, 01392 384383

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Fax :

DEVON AUDIT PARTNERSHIP COMMITTEE

Wednesday, 15th March, 2017

A meeting of the Devon Audit Partnership Committee is to be held on the above date, at 10.30 am in the Committee Suite - County Hall to consider the following matters.

PHIL NORREY
Chief Executive

AGENDA

PART I - OPEN COMMITTEE

- 1 Apologies
- 2 Minutes (Pages 1 - 2)
Minutes of the meeting held on 16 November 2016, attached.
- 3 Budget Monitoring 2016/17 (Pages 3 - 4)
Report of the Head of Partnership (CT/17/21), attached.
- 4 Devon Audit Partnership Budget 2017/18 (Pages 5 - 8)
Report of the Head of Partnership (CT/21/22), attached.
- 5 Devon Audit Partnership Update (Pages 9 - 22)
Report of the Head of Partnership (CT/17/23), attached.
- 6 Future Meetings
The next meeting is scheduled for 21 June 2017. Members are requested to bring their diaries so that future meeting dates can be arranged.

PART II - ITEMS WHICH MAY BE TAKEN IN THE ABSENCE OF PRESS AND PUBLIC ON THE GROUNDS THAT EXEMPT INFORMATION MAY BE DISCLOSED

Nil

Part II Reports

Members are reminded that Part II reports contain exempt information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s).

Members are also reminded of the need to dispose of such reports carefully and are therefore invited to return them to the Democratic Services Officer at the conclusion of the meeting for disposal.

Membership – Comprising two members from Devon, Plymouth and Torbay**County Councillors**

Councillors J Clatworthy and R Edgell

Torbay and Plymouth Councils

Councillors A Tyerman, J O'Dwyer, P Hackett, S Leaves and J Mahony

Non-Voting Member with right to speak

Torrige District Council – Councillor P Hackett

Declaration of Interests

Members are reminded that they must declare any interest they may have in any item to be considered at this meeting, prior to any discussion taking place on that item.

Access to Information

Any person wishing to inspect any minutes, reports or lists of background papers relating to any item on this agenda should contact Wendy Simpson on 01392 384383.

Agenda and minutes of the Committee are published on the Council's Website

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Induction loop system available

DEVON AUDIT PARTNERSHIP COMMITTEE

16 November 2016

Present:

Devon County Council
Councillors J Clatworthy and R Edgell

Torbay Council
Councillors A Tyerman and J O'Dwyer

Plymouth City Council
Councillor Dr J Mahony

Torridge District Council
Councillor P Hackett

* **8** **Minutes**

RESOLVED that the Minutes of the meeting held on 31 August 2016 be signed as a correct record.

* **9** **Six month Update Report 2016/17**

The Committee received the Report of the Head of Devon Audit Partnership (CT/16/94) summarising the Partnership's activity in the first six months of 2016/17.

The Head of Service and Members discussed and noted, in particular:

- the new draft Partnership Agreement which was currently with Legal Officers at Plymouth and Torbay for approval;
- Torridge District Council would join the Partnership, as a non-voting member, for 2016/17;
- the possibility of varying the terms of membership and quorum of the Committee, on which the Head of Service advised he would report further to the next meeting;
- disappointment at the unsuccessful bid to provide audit services to the Council of the Isles of Scilly; the bid being only £1,500 (over the five year period) more than the successful tenderer.

* **10** **Budget Monitoring 2016/17 - Month 6**

The Committee received the Report of the Head of Devon Audit Partnership (CT/16/95) monitoring the Budget of the Partnership at month 6, indicating a potential small underspend at year-end due to increased income from partners and clients.

The Head of Partnership undertook to investigate the availability of insurance to cover the cost to the Partnership of lost sickness days.

* **11** **Risk Register - October 2016**

The Committee considered the Report of the Head of Devon Audit Partnership (CT/16/96) setting out the updated Strategic and Operational risks currently facing the Partnership including the future of the Partnership post March 2017; the change in priorities or dissatisfaction of one of the founding partners resulting in a partner leaving; and failure to

Agenda Item 2

deliver an agreed audit plan in line with current targets resulting in increased control risk to clients and a lack of confidence in Devon Audit Partnership as a provider.

The Partnership's Management were continuing to put mitigating actions in place to manage the risks effectively.

It was **MOVED** by Councillor Tyerman, **SECONDED** by Councillor Clatworthy and

RESOLVED that Managing Sickness be added to the Risk Register; and that the Report be noted.

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CIPFA Benchmark Exercise Results 2015/16

The Committee received the Report of the Head of Devon Audit Partnership (CT/16/97) outlining the results from the CIPFA benchmarking exercise for 2015/16. The Partnership had chosen to use data from Plymouth City Council in the exercise, being seen as representative of the Partnership overall.

Results showed that the Partnership performed very well in 2015/16 and was below average in the majority of areas; particularly in relation to mainline audit cost per million pounds gross turnover; net cost to local authority per chargeable day and cost per auditor.

The Head of Partnership advised that:

- staff sickness levels were comparatively high and this had impacted on the number of audit days delivered;
- although training days were showing to be low in number, the training budget had not been reduced.

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Future Meetings

Wednesday 15 March 2017 and Wednesday 21 June 2017.

[NB: Dates of future meetings are shown in the County Council's Calendar of Meetings at: <http://democracy.devon.gov.uk/ieListMeetings.aspx?Committeeld=175>]

***DENOTES DELEGATED MATTER WITH POWER TO ACT**

The Meeting started at 10.30 am and finished at 11.40 am

BUDGET MONITORING 2016/17 – Month 10

Report of Head of Partnership

Recommendations:

That members:

1. Note the projected outturn
2. Note variances and reason

Budget Monitoring Month 10

The Budget monitoring at month 10 indicates a small underspend at the year end. The key variances are mainly because of increase expenditure for staff (6.98%) to cover the extra work undertaken by the Partnership, but this also includes the payment for redundancy following the partnerships restructure.

Projected premises costs show a slight overspend (0.79%) due to the cost of venue hire.

Transport costs (9.57%) are over target; this has been due to the increased expenditure in work the Partnership has performed with its clients.

Supplies and services (-16.23%) have an underspend due to the other communication costs not being fully utilised and cessation of the use of external staff, but this has been offset by a slight increase in the charges for IT maintenance, conference and seminar fees and other small overspends.

Income has grown (4.90%) due to the supply of extra audit services to the Police, academy schools, South West Audit Partnership, Strata and other local authorities. Also reflected in the income budget has been the Partnership's contribution to the redundancies from the staff restructure.

The table below analyses the under/over spend:

	2016/17 Base Budget	Projected Outturn	Variance
	£		£
Employees	1,045,400	1,117,700	72,300
Premises	38,000	38,300	300
Transport	28,200	30,900	2,700
Supplies & Services	95,500	80,000	(15,500)
Support	21,600	21,600	0
Income	(1,228,700)	(1,288,900)	(60,200)
Total	0	-400	-400

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Variances (items over £1,000):

Employees – Staff Costs £ 73,000;

Transport – travel expenses £ 2,700;

Supplies and services – other communication costs £ (13,000) and cessation of the use of external staff £ (4,000), Conference and seminar fees £ 1,300 and a slight increase in IT maintenance charge £ 1,000

Income – £ (60,400) - due to increased service provision to Police, Academy Schools, South West Audit Partnership, Strata and South Hams and West Devon and the contribution from the partnerships for the staff restructure.

Robert Hutchins

Head of Partnership

16th February 2017

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

DEVON AUDIT PARTNERSHIP BUDGET 2017/18

Report of Head of Partnership

Please note that the following recommendations are subject to confirmation by the Committee before taking effect.

Recommendations:

That members:

1. Agree the proposed budget for 2017/18
2. Note the areas of uncertainty within the budgeted income figures

Budget 2017/18

Summary

In setting the budget for 2017/18, the Partnership has a significant challenge in managing increases in employee costs, including increases in the employers rate of superannuation costs, incremental pressures and an expected pay award; all these pressures result in our staff costs increasing by around £60k.

As a consequence our day rate charge will need to increase in 17/18; this will result in greater cost recovery from external clients, but will not recover all of the projected increase.

Management action has been taken to reduce the management team by 1 fte to partly offset the increase and further action will be needed in year to manage costs and increase income.

There has been an increase in Partner contributions of £6,000 over 2016/17 contributions, and this is welcomed. However, due to the need to increase our daily rate, the audit days provided to our Partners will need to be revised.

Our Business Plan has recognised funding pressures on Partners, and acknowledges that income from other, external partners will need to rise to compensate for this loss. In the current economic climate this is a difficult task to achieve (the Partnership focuses on public sector organisations that all are facing budget pressures) however the successful generation of new business and clients will enable the excellent staff base to be retained providing for a high quality, cost effective internal audit service for all our clients.

Detailed notes

Employee costs – we employ staff to deliver the audits required by our Partners and external partners. As some of our income is of a short term nature, we retain one person on short term contract and have a small pool of people available through "Temp Solutions" to help with service delivery. Using temporary contracts provides the opportunity to "turn up" or "turn down" our resources in a reasonably short period to accommodate for income changes.

Premises cost – remains static.

Supplies and Services – the budget for 2017/18 is reduced by £30k with the removal of agency staff budget, £20k (any cost will need to be offset by additional income) and with the roll-out of Windows 10 we should be able to release the ICT leased line from our Torquay office.

Cntd.

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Income levels are lower than in previous years, notably in schools and reflect the 10% budget reduction requested by the partners. This reduction in income gives challenges to the service in providing the required level of annual assurance opinion and in retaining the excellent staff base we have.

Income expected from other customers and partners has been set at a prudent level. There has been a reduction in schools income as more become academies and we will be reviewing our offer to improve opportunity to win more work in what is a very competitive market. The income generated in the coming year may exceed our budgeted figure – for example we have been asked to submit proposals to support EU grant funded projects, an FE College and audit management for a District Council; if successful, this will increase our income figure. However, it should be noted that gaining such additional work may require temporary staff to support delivery.

The table below analyses the projected budget for 2017/18, 2016/17 & 2015/16
Budget figures are provided for comparison purposes.

Table 1 Projected Budget for 2017/18

	2017/18 Proposed Budget	2016/17 Base Budget	2015/16 Base Budget
Employees	1,059,800	1,045,000	1,116,400
Premises	38,000	38,000	41, 500
Transport	28,200	28,200	28,200
Supplies & Services	63,500	95,500	94,000
Support	21,600	21,600	22,500
Income	(1,211,100)	(1,228,700)	(1,307,600)
Total (Surplus) / Deficit	0	0	(5,000)

Cntd.

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Table 2. Analysis of Income from partners and clients

Partner	2017/18 Expected Income Level	2016/17 budgeted income level	2015/16 Budgeted income level
Fire	8,300	15,300	22,100
Police	33,100	37,500	42,500
Pensions	23,800	21,700	23,000
Dartmoor	5,200	5,100	4,800
Exmoor	5,300	5,300	5,300
Torrige	46,600	42,900	45,000
Teignbridge	11,300	11,300	12,500
South Hams & West Devon	20,600	25,100	22,000
Devon CC	297,800	282,500	291,200
Plymouth CC	318,800	312,600	336,100
Torbay CC	218,000	233,800	250,500
Schools	145,500	168,500	162,800
Schools Academies	52,000	52,000	52,000
University of Plymouth	0	0	22,000
Cornwall Unitary	0	0	2,200
EU Grants	9,000	0	0
Other smaller partners	15,800	15,100	13,600
Total	1,211,100	1,228,700	1,307,600

Robert Hutchins Head of Partnership 23rd February 2017

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Contact for Enquiries: Robert Hutchins Tel No: (01392) 382437

Larkbeare House

Background Paper Nil

There are no equality issues associated with this report

Agenda Item 5

CT/ 17/23
Devon Audit Partnership Committee
15th March 2017

DEVON AUDIT PARTNERSHIP UPDATE REPORT November 2016 to February 2017 **Report of the Head of Devon Audit Partnership**

Please note that the following recommendations are subject to confirmation by the Committee before taking effect.

Recommendations:

- i that the Committee notes the current status of the Partnership and current issues.
- ii that the Committee accept the proposal for Torridge District Council to become a member of the Partnership from April 2017
- iii that members note the continued high level of customer satisfaction achieved by the Partnership.

The Update Report, available separately, describes the performance of Devon Audit Partnership during the period November 2016 to February 2017 and some of the key achievements during this period.

Robert Hutchins

Electoral Divisions: All
Local Government Act 1972

List of Background Papers

Contact for Enquiries: Robert Hutchins
Tel No: (01392) 382437 Larkbeare House

<u>Background Paper</u>	<u>Date</u>	<u>File Ref</u>
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Nil

There are no equality issues associated with this report



devon **audit** partnership

Internal Audit

Progress Report – November
2016 to February 2017

Partnership Committee

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March 2017

CUSTOMER
SERVICE
EXCELLENCE



CSE



Auditing for achievement

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Devon Audit Partnership

The Devon Audit Partnership has been formed under a joint committee arrangement comprising of Plymouth, Torbay and Devon councils. We aim to be recognised as a high quality internal audit service in the public sector. We work with our partners by providing a professional internal audit service that will assist them in meeting their challenges, managing their risks and achieving their goals. In carrying out our work we are required to comply with the Public Sector Internal Audit Standards along with other best practice and professional standards.

The Partnership is committed to providing high quality, professional customer services to all; if you have any comments or suggestions on our service, processes or standards, the Head of Partnership would be pleased to receive them at robert.hutchins@devonaudit.gov.uk.

Confidentiality and Disclosure Clause

This report is protectively marked in accordance with the National Protective Marking Scheme. It is accepted that issues raised may well need to be discussed with other officers within the Council, the report itself should only be copied/circulated/disclosed to anyone outside of the organisation in line with the organisation's disclosure policies.

This report is prepared for the organisation's use. We can take no responsibility to any third party for any reliance they might place upon it.

Report of the Head of Audit Partnership

Please note that the following recommendations are subject to confirmation by the Committee before taking effect.

- Recommendation:**
- i that the Committee notes the current status of the Partnership and current issues.
 - ii That the Committee accept the proposal for Torridge District Council to become a member of the Partnership from April 2017

Devon Audit Partnership Progress made since November 2016

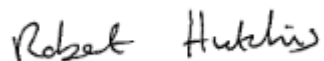
In June 2016 the Management Board and Partnership Committee gave their approval for a continuation of the Partnership for a further seven years (from April 2017), with a review after five years. Since that time we have been working with legal and member services colleagues to prepare a partnership agreement that reflects the challenges facing the public sector and to obtain the required approval through organisational democratic processes. The revised agreement has now been prepared and agreed, and is currently being "signed off" by the relevant parties.

From April 2017 Torridge District Council has expressed a wish to join the Partnership. We trust that the Partnership Committee will be in agreement with this request. If so, DAP Management will work with Devon CC and Torridge legal colleagues to prepare suitable agreements; we look forward to further close working with colleagues from Torridge.

The Audit Together grouping continues to help us develop our products and services, and we hope that our clients and partners are finding the regular newsletters of benefit.

We continue to deliver a wide range of audit assurance reviews across all our partners and clients, and continue to provide these services in an efficient, cost effective and professional way.

If you are aware of any organisation that would benefit from the wide range of assurance services that we offer, please do pass details on; we would be happy to explore and meet their needs.



Robert Hutchins
Head of Devon Audit Partnership
March 2017

Partnership Membership and Client Development

Mid Devon District Council

We have prepared a bid for Mid Devon District Council as they look to make changes to their internal audit team. We are keen to support the Council, and have offered a range of approaches for them to consider. We believe that we offer a first class, cost effective internal audit service and hope that we will be successful in our bid.

Work with Audit West

As part of our Strategic Alliance with Audit West we aim to run a number of workshops around the region providing guidance on the new General Data Protection Regulation – these represent the most fundamental shake-up of data protection law for over 20 years.

GDPR affects any organisation processing personal data and establishes data protection as a fundamental right for individuals. If you are dealing with personal data your responsibilities and obligations will significantly change and there is substantial work required to prepare.

We aim to provide briefing sessions that will include:-

- Impact of Brexit on GDPR
- How to prepare for compliance
- Parental consent on processing children's data
- Details of all other new obligations on organisations
- Understanding the increased financial penalty measures issued by the regulator (ICO)
- Risks of claims from third parties and how to mitigate these

First Level Controller (FLC) for EU bids

A number of EU funded projects in the 2014 to 2020 funding round have recently been announced. We have been appointed as FLC for a number of Devon based bids including :- Growth Hub; ZebCat; and Woodheat

We recently presented our bid for services to Green Screen – a London based submission regarding film. Our bid was based on a "remote" service, and was a new approach for us. Unfortunately we were unsuccessful in our application, but the feedback received was positive and constructive and will aid us in preparing future similar bids.

Adding Value

Adding Value has been embedded in the way our team work. We know that “doing an audit” is not enough for our customers these days; we know that senior management and those charged with governance very much value our independent assurance, & welcome our identification of untreated risk or control weaknesses, but they also want an audit service that “adds value”.

This is not about a “buy one get one free” approach, but it is about using our professionalism and ability to apply a unique and independent approach to help organisations and managers provide their services in the best possible fashion. Our staff are encouraged to “add value” at every step in the audit process. We set out below some comments from customers who agreed that we have achieved this aim.

Trading Standards - Buy with Confidence, January 2017 *“.... very pleased with the outcomes and the recommendations are all both practical and achievable, mostly in the short to medium term. It was also very useful to undergo the risk register process with you and that gave us quite a bit to think about which should allow us to work much smarter and safer.”*

Syrian Vulnerable Persons Scheme, December 2016 *“The opportunity to “think aloud” about the set-up of the operation and to reflect on the balance of project vs service governance was particularly helpful. The auditor’s broad experience encompassing knowledge of district council housing operations was relevant and added value to the process.”*

Concessionary Fares, December 2016 *“ The audit added value by confirming to us that we no longer had the skill set to carry out negotiations with the operators and that we needed to fill this gap in the skills of our team. You always enter this process with a sense of dread, but the process worked well for us and we learned much.”*

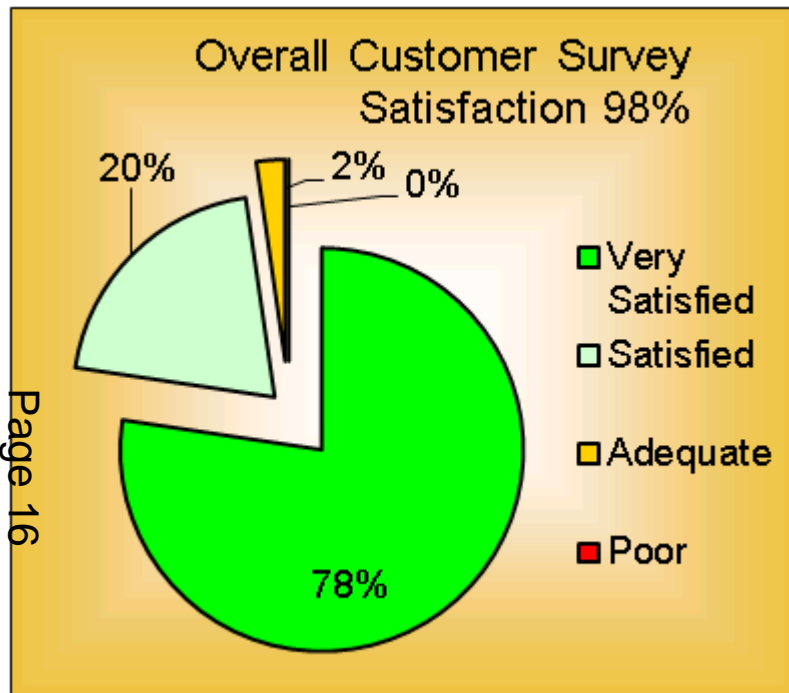
Child Independent Placements, December 2016 *“The report was very helpful and the auditor helped with brokering the final action plan between ourselves and commissioning. Good clear recommendations were particularly helpful and the audit added value as we are in the process of reviewing another area and this audit will be a useful tool.”*

Retained Client – People, November 2016 *“The audit added value by encouraging us to structure thinking around future management.”*

Velopark, November 2016 *“The process was helpful throughout and added value to the organisation in that we have been able to realise additional income potential. The customer service and experience was very good.”*

ICT Change Management, November 2016 *“The Audit planning process engages both parties so that we can come up with a sensible plan which covers our key risk areas and fits in with our current staff resources. The format of the audit reports is very good. Easy to understand with a really good layout. I think your Audit service is excellent and I would welcome the continuing relationship with your service, keep up the good work!”*

Customer Service Excellence (CSE)



As mentioned in previous reports, we issue client survey forms with all our final reports.

The results of the surveys returned remain very good and very positive. The overall result is very pleasing, with near 97.7% being "satisfied" or better across our services, see appendix 1. It is very pleasing to report that our clients continue to rate the overall usefulness of the audit and the helpfulness of our auditors highly.

Customer Testimony.

Some examples of customer testimony are shown below:-

Academies, November 2016 *"The auditor was thorough, professional and helpful."*

Child Independent Placements, December 2016 *"The team were very helpful and accommodating. The auditor was helpful, professional and a good communicator throughout."*

Integrated Health & Wellbeing – Commissioning Strategy, January 2017 *"The auditor demonstrated a very good understanding of the work and was very knowledgeable and articulate throughout."*

Schools, December 2016 *"The auditor was very approachable and gave Julie and I very good advice. Thank you for all your help."*

DAP Development

PSIAS review

Devon Audit Partnership ensures that it meets all current, relevant professional guidance. Our internal audit activity conforms with the International Standards for the Professional Practice of Internal Auditing

In December 2016 we welcomed Terry Barnett, Head of Assurance for Hertfordshire Shared Internal Audit Service and his colleague Chris Wood, Audit Manager, who completed an external validation of the Partnership. Terry and Chris concluded that;

“It is our overall opinion that the Devon Audit Partnership **generally conforms** * to the Public Sector Internal Audit Standards, including the Definition of Internal Auditing, the Code of Ethics and the Standards.

* Generally Conforms – This is the top rating and means that the internal audit service has a charter, policies and processes that are judged to be in conformance to the Standards

The review team found areas of good practice and high standards;

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- The partnership is well established and has gained an extremely good reputation with its member councils. The review team received consistently positive feedback about DAP from client officers and audit committee members.
- The auditors conduct themselves in a professional manner, display knowledge of the areas they are auditing, adopt a flexible approach and are seen to be responsive to the needs of the client.
- Audit assignments are well planned and testing is directed to those areas of greatest importance. Working papers within the Partnership's Audit Management System (MKInsight) are completed to a good standard.

Terry & Chris also made a number of comments aimed at making further improvements to the way we work and we shall, as a management team, work through these in the coming months.

Staffing Updates

Since November we have had a few staff changes. In December one of our audit managers, Jane Quick, left the Partnership. Jane is based in the Barnstaple area and found the commute between Barnstaple and Exeter a little too much. We did work with Jane in using home working, flexible working patterns etc, but Jane decided a change was the best for her. We wish her every success in her next career move.

In January Tony Rose, Auditor 2 also left. Tony was offered, and accepted, a role as a Senior Auditor in Audit South West (ASW), an audit partnership providing internal audit to Health organisations in the south west. As with Jane, tony will be a great loss to the team, but we also wish him the very best with ASW.

In February we welcomed back Marion Lang as an Auditor 2 – Marion will help support work at all our clients, but will in particular be Plymouth based, helping to deliver work for Plymouth.

Audit Together

The Audit Together grouping continues to help us develop our products and services, and we hope that our clients and partners are finding the regular newsletters of benefit.

Internal Audit Performance

Our analysis of performance for the first nine months of 2016/17 indicates that, overall, performance is generally in line with expectations. 79% of planned audit assignments have been commenced (against a target of 75%) We remain confident that we will be able to achieve our year end target figures.

Customer satisfaction levels remain very high at 98% across the partnership. A breakdown of performance across all partners is shown in Appendix A.

Nine month performance (end of December 2016) Inc Schools					
Local Performance Indicator (LPI)	Full year	9 mth	Quarter 3	Quarter 3	Direction of Travel (where applicable)
	Target	Target	2016/17	2015/16	
Percentage of Audit Plan Started	100	73	79%	80.47%	←→
Percentage of Audit plan Completed	90%	65%	56%	56.60%	←→
Percentage of chargeable time	65%	65%	66.3%	68.60%	↓
Customer Satisfaction - % satisfied or very satisfied as per feedback forms	90%	90%	98%	97.00%	←→
Draft Reports produced within target number of days (currently 15 days)	90%	90%	88%	76.13%	↑
Final reports produced within target number of days (currently 10 days)	90%	90%	96%	93.53%	↑
Average level of sickness absence	2%	2%	4.25%	4.94%	↑
Percentage of staff turnover	5%	5%	18% (4 people)	4% (2 People)	↓
Out-turn within budget	Yes	Yes	Yes	Yes	←→

Sickness in the nine months of 2016/17 remains high, but there are signs that sickness levels are reducing back to "acceptable" levels.

One employee has recently returned from long term sickness on a phased return basis. We trust that this employee will soon be working back at full speed.

As always, we are work with staff to ensure that attendance at work is maximised; the assistance of HR support organisations such as Wellbeing @ work also assist us.

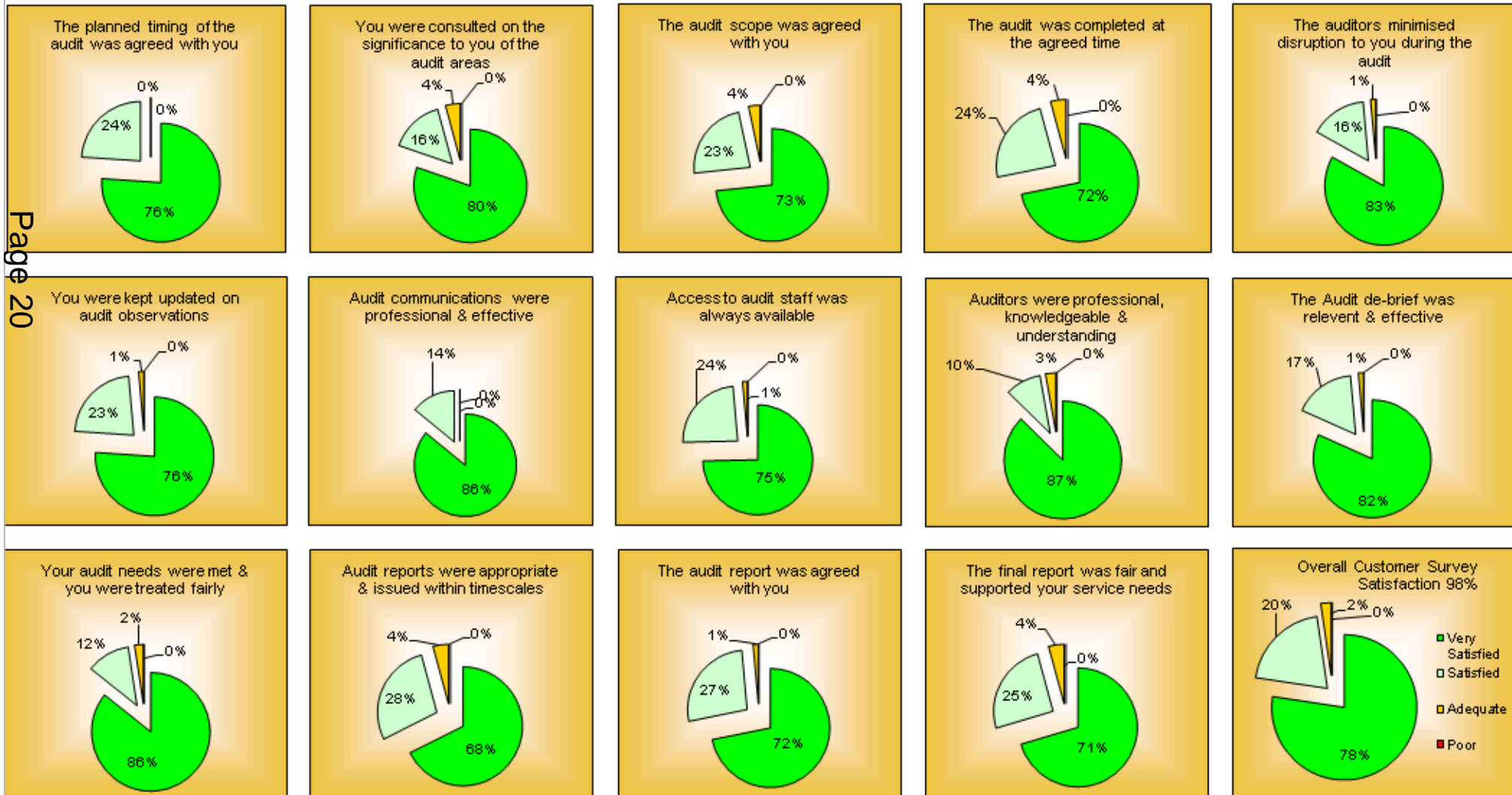
We recently asked HR colleagues to provide detailed absence management training for managers and expect that this will ensure all episodes are dealt with consistently and in line with the DCC managing absence arrangements.

Staff turnover is higher than anticipated, but includes the ending of some temporary contracts to meet budget reductions, and other recent changes as outlined earlier in this report.

Appendix 1 - Customer Service Excellence

Customer Survey Results April - December 2016

The charts below show a summary of 71 responses received.



Appendix 2 – Local Performance Indicators to be completed.

Breakdown of Performance by Partner – Q3 2016/17

<i>Local Performance Indicator (LPI)</i>			
	Plymouth %	Torbay %	Devon %
Percentage of Audit plan Completed	57.1	59.3	53.2
Percentage of Audit Days delivered	55.6	72	72.9
Percentage of chargeable time	68.1	63.8	67.2
Customer Satisfaction - % satisfied or very satisfied as per feedback forms	100	98.6	92.9
Draft Reports produced within target number of days (currently 15 days)	97	76	89
Final reports produced within target number of days (currently 10 days)	94	98	95

