

# Finance and Integrated Support Service Performance Report Quarter Three 2017/18



## Progress in delivery of strategic outcomes

The strategic focus of Finance and Integrated Service Support continues to be that of delivering transformational change in service provision as a means to secure financial sustainability and the achievement of the Council's priority outcomes.

The key activities which support this are:

- The ongoing development and delivery of the Council's Financial Strategy and a comprehensive Change Programme;
- The Workforce Strategy approved by Council on 19 December 2017, the associated Investing in our Workforce Programme and the Council wide Workforce Plan; and
- Delivering Excellence.

These are supported by:

- The Digital Strategy and Digital Learning Strategy;
- The Procurement Strategy and Contract Delivery Plan;
- The continuation of the Integrated Service Support review, reducing the overall cost of providing the Finance and Integrated Support Services.

### 1: Financial Strategy - Achievements

- a) Completion of Quarter 2 Financial Monitoring reports for Council as part of continuing robust scrutiny of Financial Performance;
- b) Financial Strategy update presented to Council on 19th December 2017 and completion of base budget and grant settlement analysis and Change Programme in preparation for February Council.

### 2: Workforce Strategy - Achievements

- a) The first Midlothian Council Workforce Strategy was approved at the December 2017 Council meeting. The strategy is supported by eight Head of Service workforce plans all of which give a clear sense of direction and priorities for the coming five years;
- b) The Lifelong Learning Committee is now well established and delivering development and training support to employees. An application for £10,000 through the apprenticeship levy funding was successful. Additionally there are two elected member representatives who will join the committee to support the agenda;
- c) Connect, the new E newsletter, designed to reach all employees as part of an important all employee communication strategy has been delivered with the support of HR/OD;
- d) The achievement of the renewal of the Healthy Working Lives Gold Award (HWL) in December 2017;
- e) First phase of targeted approach to Voluntary Severance/Early Retirement (VSER) exercise delivered;
- f) Continued support of Early Years Expansion Recruitment Strategy;
- g) IR35 workflow ready to go live in February 2018 to audit off payroll workers.

### 3: Digital Strategy and Digital Learning Strategy - Achievements

- a) Digital Strategy Group continues to prioritise and align Council programmes/projects to the wider Digital Strategy, Digital Learning Strategy and National Transformation Programme (Local Government Digital Office);
- b) Asset Management and Investment in Digital infrastructure/services including:
  - .Wifi Programme - design complete and core infrastructure has been installed and configured. Project now moves into the implementation and deployment phase across the school estate along with associated cabling of sites.
  - .A number of new Business Applications have been procured: Leisure Management and Online School payments and are now in the implementation stages.
  - .Deployment of Microsoft Office 2016 (Corporate environment).
- c) Property Programmes - Commissioning and/or decommissioning of a number of sites to support the wider Property and School programme (Newbattle Community campus, Hopefield Resource Centre and Recovery Hub);
- d) General Data Protection Regulation (GDPR) – Directorate teams and regular meetings have been established. GDPR project definition and plan now signed off. Revised Privacy Policy has been approved by the Information Management Group and now needs to be ratified by the Corporate management team (CMT). A GDPR training plan has now been created and training activities are now ongoing;
- e) CyberSecurity resilience maintained and currently reviewing the latest Scottish Government CyberSecurity action plan requiring implementation in June 2018. Employee phishing awareness exercise ongoing to maintain vigilance and staff compliance.

#### **4: Procurement - Achievements**

- a) New 2-Year Contract Delivery Plan approved by Cabinet on 10 October 2017;
- b) All contracts delivered on schedule against the 2018-2020 Contract Delivery Plan;
- c) Continued roll out of Purchase to Pay project specifically the introduction of Purchasing Cards;
- d) Responding to the requirements of IR35 for off payroll working to protect the Council from additional liabilities.

#### **5: Service Improvements / Delivering Excellence**

- a) Successful pilot of Invoice Approval workflow in Housing Services;
- b) Launch of eForms for New Supplier Request, Payment Requests and Purchasing Card amendments;
- c) Roll out of MiTeam maximising attendance reporting to service managers;
- d) Revised Standing Orders approved at Council meeting in December 2017;
- e) Historical Archive arrangements with East Lothian approved by CMT;
- f) Curator ad litem scheme set up with Edinburgh Sheriff court to reduce costs of third party reports in child social work cases;
- g) Small number of residual Equal pay cases brought back in-house from Brodies.

### Emerging Challenges

#### **1: Financial Strategy**

- a) Continue work on developing future years budget projections and in particular finalising 2018/19 budget including the impact of the Change Programme for Council to consider on 13 February 2018;
- b) Prepare Quarter 3 financial monitoring projections for 2017/18 and continue to work with managers to maintain effective control over expenditure;
- c) Development of a comprehensive Capital Strategy and General Service Capital Plan;
- d) Continued financial support for the Council Transformation and Change Programme. Help shape and lead all strands of the programme, continue to revise savings profiles, regularly update on application of the fund and develop the benefits tracking and realisation process;
- e) Strengthen financial stewardship in a climate of reducing budgets and increasing service provision.

#### **2: Workforce Strategy**

- a) The Workforce Strategy action plan will be developed in the coming months and progress reported to the 'Investing in our Workforce' Project Board. Keeping a focus on priorities of a five year strategy will be challenging;
- b) The Lifelong Learning Committee will have to focus the priorities for employee learning and use the grant funding to maximum effect, as well as engage with the two elected member representatives to benefit from their knowledge and skills;
- c) A new approach to employee engagement was agreed at CMT in May 2017 and will be implemented from January 2018;
- d) Final phase of E-Slips to be rolled out in January 2018, aimed at those with no workplace computer access;
- e) HR/OD team going forward will use the e newsletter as a business tool to focus on all employee communications on important issues such as GDPR/Organisational Change policy /HWL/employee engagement;
- f) Continue to support our leadership community so that they are able to perform to a high standard and deliver on the Change Programme;
- g) Impact on service delivery with pressure on available resource within Employment and Reward resulting from staff absences, teachers' pay award, earlier January payment date, progressing further VSER offers (January) and anticipate bulk following February Council;
- h) Further work associated with the Transfer of Undertakings (Protection of Employment) (TUPE) of care providers.

#### **3: Digital Strategy and Digital Learning Strategy**

- a) Public Services Network (PSN) - maintaining the integrity and compliance of PSN ensuring that the Digital Estate and associated technologies inclusive of Business Applications are all up to date and pass rigorous penetration testing;
- b) The threat of cyber/security attacks, e.g. ransomware/hackers continues to be an ongoing challenge to mitigate risk and service disruption;
- c) Ensuring sustainable investment in digital assets at a time of financial constraint including the Asset Management Programme:- Microsoft Exchange/Office 365 /Windows 10 upgrade is currently in the preparation and planning stage.

#### **4: Procurement**

- a) To deliver and demonstrate savings through procurement by continuing to review and monitor performance;
- b) Completing the Purchase to Pay project by completing tasks in project plan on time;
- c) To deliver a robust contract and supplier management tool by rolling out guidance and training to contract owners;
- d) Deliver actions from Procurement Strategy 2015-18 by creating a Procurement Strategy Board and deliver actions on time;
- e) Prepare and submit an annual procurement report for 2017-18 to the Scottish Minister.

**5: Service Improvements / Delivering Excellence**

- a) Continuing to reshape the service to deliver savings through Delivering Excellence and to deliver the Business Services Improvement Plan;
- b) Roll Out of Invoice Approval functionality as part of Purchase to Pay;
- c) Review of Statutory Meeting Support and associated business processes to meet requirements of Permanence And Care Excellence (PACE) programme;
- d) The programming of application upgrades with resource constraints;
- e) Upgrade to Civica Icon to ensure compliance with Payment Card Industry standards;
- f) Impact of introduction of GDPR on both Business Applications and Records Management;
- g) Business Applications compliance and compatibility with Office 365.

# Finance and Integrated Service Support PI summary 17/18

Outcomes and Customer Feedback												
Priority	Indicator	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	17	9	8	11	19		Q3 17/18: Data only				
	Average time in working days to respond to complaints at stage 1	1.38	5.67	5.75	4.45	1.74		Q3 17/18: On Target		5	Number of complaints complete at Stage 1	19
											Number of working days for Stage 1 complaints to be Completed	33
	Average time in working days to respond to complaints at stage 2	1.5	15	N/A	0	0		Q3 17/18: On Target No stage 2 complaints this quarter.		20	Number of complaints complete at Stage 2	0
											Number of working days for Stage 2 complaints to be Completed	0
											Number of complaints complete at Stage 1	19
	Percentage of complaints at stage 1 complete within 5 working days	69.23%	50%	75%	72.73%	57.89%		Q3 17/18: Off Target Discussions held with the Feedback Officer, Customer Service Improvement Officer and Performance Officer surrounding the use of the complaints handling system have taken place. This will be reiterated by the Customer Service Improvement Officer at DMT and SLT.		100%	Number of complaints at stage 1 responded to within 5 working days	11
	Percentage of complaints at stage 2 complete within 20 working days	50%	50%	0%	100%	0%		Q3 17/18: On Target No stage 2 complaints this quarter.		100%	Number of complaints complete at Stage 2	0
											Number of complaints at stage 2 responded to within 20 working days	0

### Making the Best Use of our Resources

Priority	Indicator	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£12.365m	£12.847m	£12.563m	£11.764m	£12.235m		Q3 17/18: Off Target Actions are in place to address overspend.		£12.157m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	7.02	5.87	1.38	2.92	4.81		Q3 17/18: On Target		7.02	Number of days lost (cumulative)	1,273.56
											Average number of FTE in service (year to date)	265.04

### Corporate Health

Priority	Indicator	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priority actions on target / completed, of the total number	86%	90%	96%	92%	92%		Q3 17/18: On Target		90%	Number of divisional & corporate priority actions	26
											Number of divisional & corporate priority actions on tgt/completed	24
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	93%	93%	97%	95%	95%		Q3 17/18: On Target		95%	Number received (cumulative)	3,439
											Number paid within 30 days (cumulative)	3,275
06. Improve PI performance	% of PIs that are on target/ have reached their target.	62.5%	75%	60%	80%	80%		Q3 17/18: Off Target One of five measures minimally failing. See full report.		90%	Number on tgt/complete	4
											Total number of PI's	5
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%	100%		Q3 17/18: On Target		100%	Number of high risks reviewed in the last quarter	5
											Number of high risks	5

### Improving for the Future

Priority	Indicator	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions progressing on target.	7.69%	13.79%	74.42%	70.27%	67.12%		Q3 17/18: Off Target 9 historic audit actions off target. Other outstanding actions were due in December 2017. Work ongoing to bring these actions to completion.		90%	Number of internal/external audit actions on target or complete	49
											Number of internal/external audit actions in progress	73

# Finance and Integrated Service Support Action report 17/18



Service Priority						
Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.01.01	01. People, including those with disabilities/ long term conditions or are frail are able wherever possible to live independently and in their own homes	Embed the financial and resource arrangements required to support the Midlothian IJB. Evaluating the financial assurance issues and risks and supporting the Chief Financial Officer to develop and present financial monitoring reports to the IJB	31-Mar-2018		75%	<b>Q3 17/18:</b> On Target Financial monitoring reports regularly presented to the IJB with ongoing discussion on their content and how they link across to the Council's financial position.
FISS.S.02.01	02. New jobs and businesses are located in Midlothian	Embed community benefit clauses in all regulated procurements, targeting training opportunities, apprenticeships and work experience opportunities	31-Mar-2018		100%	<b>Q3 17/18:</b> Complete Community benefit clauses included in all appropriate regulated procurement, system developed to record all community benefits delivered and realised.
FISS.S.02.02		Continue to work with Local service providers to help them secure public sector contracts.	31-Mar-2018		100%	<b>Q3 17/18:</b> Complete Working with local businesses on a daily basis, supplier and market engagement events held locally for all appropriate regulated procurements. Drop in surgeries available to all local suppliers. Continuing to work with the Supplier Development programme and the Federation of Small Businesses to enhance local businesses capabilities to bid for and win public contracts.
FISS.S.02.03		Deliver in-house support to Economic Development through planning agreements and property transactions	31-Mar-2018		75%	<b>Q3 17/18:</b> On Target The in-house team is in place and has been able to deliver completed planning agreements with developers.
FISS.S.03.01	03. Midlothian residents are successful learners and young people go on to positive destinations when they leave learning	Work with Services to develop service specific workforce plans which increase apprenticeship opportunities and prioritise any external recruitment to those leaving learning.	31-Mar-2018		100%	<b>Q3 17/18:</b> Complete Corporate Workforce Strategy and eight HOS plans completed and presented to December 2017 Council.
FISS.S.04.04	04. Ensure equality of opportunity as an employer	Deliver and embed the objectives of Investing in our Workforce and the actions targeted for 2017/18 to ensure that our workforce is positive, motivated, high achieving, well led and well managed	31-Mar-2018		75%	<b>Q3 17/18:</b> On Target Work continues to focus on interventions and supporting services to deliver improvements in productivity and flexibility, including the option for staff to buy additional leave.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.05.01	05. Ensure sustainable strategy for the delivery of council services	Maintain momentum of the ISS Project to transform Service support, improve customer service, effectiveness and efficiency of service provision	31-Mar-2018		75%	<b>Q3 17/18:</b> On Target Actions to deliver 2017/18 savings target presented to ISS board and progressed alongside development of future years savings options.
FISS.S.05.04		Achieve the actions set out in the Total Document Management project plan	31-Mar-2018		25%	<b>Q3 17/18:</b> On Target <b>P2P workstream:</b> Housing pilot phase completed with positive feedback received. Next Steps to roll out as per the original implementation of P2P commencing with Leisure Services. <b>HR Disciplinary Casework:</b> Feedback meeting highlighted issues relating to lack of resource, users processing documents outwith the workflow and users lack of confidence in using the system. This resulted in a "hands-on " training workshop for all HR staff. All new cases will be managed by the workflow. <b>Education(mgfl) Access:</b> Digital Services and Opentext have resolved issues. Further testing ongoing. Next steps to draft implementation plan for roll out. Workflows: ID Badge workflow to be launched February. Project Team progressing Off Payroll Working and Fuel Keys and Trackers. Mail- In Distribution paused due to prioritisation of LLE implementation. <b>Lifelong Learning and Employability (LLE):</b> File Plan and associated records management finalised. Document migration commenced. <b>Construction:</b> Live pilot ongoing
FISS.S.05.07		Maintain PSN compliance	31-Mar-2018		60%	<b>Q3 17/18:</b> On Target Work continues to ensure all new systems and technologies support PSN compliance. Pen Testers are scheduled to commence Pen testing in early January 2018 and the outcomes of this work and action plan will be prepared.
FISS.S.05.09		Completion of the unaudited Statutory Accounts for 2016/17 to ensure that we maintain strong financial management and stewardship	31-Mar-2018		100%	<b>Q3 17/18:</b> Complete
FISS.S.05.10		Completion of the statutory financial audit and achieve an unqualified audit opinion for the Accounts for 2016/17	31-Mar-2018		100%	<b>Q3 17/18:</b> Complete Audit finalised with report for audit committee.
FISS.S.05.11		Deliver quarterly financial reports and commentary to Council	31-Mar-2018		75%	<b>Q3 17/18:</b> On Target Financial monitoring timetable is in place with performance against budget being reported to Council in August, November, February 2018 with the final position in May or June 2018.
FISS.S.05.12		Update the financial strategy for 2017/18 to 2021/22 to support Council setting the 2017/18 Council tax and a balanced budget	31-Mar-2018		75%	<b>Q3 17/18:</b> On Target Update provided to Council on 19 December 2017 with updated change programme presented to BTSG on 15 January 2018 and final budget proposals to Council on 13 February 2018.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.05.15	05. Ensure sustainable strategy for the delivery of council services	Achieve the actions set out in the Purchase to Pay project plan, with the majority of sites, including schools live	31-Mar-2018		75%	<b>Q3 17/18:</b> Off Target Invoice Approval pilot completed with Housing and reviewed, next phase will be Sport and Leisure and Libraries. Purchase Ordering implementation for Communities & Economy part complete. E-Forms live for new supplier, one off payments and purchasing card amendments.
FISS.S.05.17		Supporting the applications requirements for the Inter Agency Information Exchange with Health (Phase 1 - Adults)	31-Mar-2018		50%	<b>Q3 17/18:</b> Off Target Upgrade to v5.14 of Mosaic now scheduled for January as supporting components also require to be upgraded and new test server built.
FISS.S.05.18		Develop and achieve actions set out in the Business Services Improvement plan	31-Mar-2018		25%	<b>Q3 17/18:</b> On Target Workstreams progressing in line with Improvement Plan. Update provided to ISS Board and SLG in December.
FISS.S.05.19		Review the Employment and Reward Management structure to improve flexibility and resilience.	31-Mar-2018		100%	<b>Q3 17/18:</b> Complete Management Structure revised. Variation currently being piloted.
FISS.S.05.20		Refresh the Employment and Reward Service Transformation Plan to deliver quantifiable savings.	31-Mar-2018		95%	<b>Q3 17/18:</b> On Target Priorities being finalised for 2018/19 Service plan also required to support other initiatives eg. Removal of car leasing.
FISS.S.05.21		Implementation of Digital Services Asset Management and Investment plans Corporate/Schools	31-Mar-2018		60%	<b>Q3 17/18:</b> On Target AssetManagement and Investment plan – a number of significant improvements have been made to the Council asset base (deployment of Ms Office 2016) ensuring technologies and assets being deployed are fit for purpose.
FISS.S.05.22		Implementation of the Digital Strategy	31-Mar-2018		55%	<b>Q3 17/18:</b> On Target Digital Strategy in line with Local Government Digital office work streams. Agreed Programmes/projects of work approved by Digital Strategy group – ongoing implementation. Digital Services continues to participate in LG Digital office work streams and provides updates through the Digital strategy group.
FISS.S.05.23		Awareness, preparation, and implementation of the General Data Protection Regulation (GDPR)	31-Mar-2018		55%	<b>Q3 17/18:</b> On Target The GDPR programme continues to engage the Directory teams and provides regular updates and highlight reports including associated risks to GDPR Project Board. GDPR team have also just signed off the latest Council Privacy Policy that was approved by CMT (29/11/2017)
FISS.S.05.24		Deliver all payrolls on schedule	31-Mar-2018		75%	<b>Q3 17/18:</b> On Target Early payrolls in December
FISS.S.05.25		Produce more efficient Licensing system through the use of IDOX project management system	31-Mar-2018		75%	<b>Q3 17/18:</b> On Target There has been a review of the use of the IDOX system and work practices have been amended to ensure all applications are properly recorded and managed through the system. Next stage will be to use the system to go paperless.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.05.26	05. Ensure sustainable strategy for the delivery of council services	Support the Returning Officer with May elections	31-Mar-2018		75%	<b>Q3 17/18:</b> On Target Election held on 4th of May 2017 and post election tasks completed. Attention will now focus on forthcoming Penicuik by-election in March 2018.
FISS.S.05.27		Implement and support new People Policies as part of the Investing in our Workforce Project.	31-Mar-2018		75%	<b>Q3 17/18:</b> On Target New People Policies now implemented with the exception of the Organisational Change Policy which will be implemented in February 2018.
FISS.S.05.28		Achieve contract delivery targets set out in the Contract Delivery Plan 2017/18	31-Mar-2018		100%	<b>Q3 17/18:</b> Complete All contracts have been delivered for Q3.

# Finance and Integrated Service Support PI Report 17/18



Service Priority												
PI Code	Priority	PI	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
FISS.S.04.04a	04. Ensure equality of opportunity as an employer	% of actions in the second People Strategy plan that are completed or on target	100%	80%	80%	100%	100%			<b>Q3 17/18:</b> Complete Second People Strategy Plan complete. Workforce Strategy and Investing in our workforce will now supersede this.	100%	
FISS.S.05.28a	05. Ensure sustainable strategy for the delivery of council services	Percentage of actions in the Contract Delivery Plan that are completed or on target	100%	100%	100%	100%	100%			<b>Q3 17/18:</b> Complete All contracts have been delivered for Q3.	100%	
CORP6	07. Local Government Benchmarking Framework	Corporate Indicator - Sickness Absence Days per Employee (All employees)	8.34	6.3	2.29	3.48	5.25			<b>Q3 17/18:</b> On Target	8	
CORP3b		Corporate Indicator - The Percentage of council employees in top 5% of earners that are women (LGBF)	47.0%	47.0%	47.2%	48.1%	49.7%			<b>Q3 17/18:</b> On Target	47.0%	16/17 Rank 26 (Bottom Quartile). 15/16 Rank 29 (Bottom Quartile). 14/15 Rank 25 (Third Quartile).
CORP3c		Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees	2.96%	2.96%	4.52%	3.81%	3.7%			<b>Q3 17/18:</b> Data only		16/17 Rank 14 (Second Quartile). 15/16 Rank 18 (Second Quartile)

PI Code	Priority	PI	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CORP6aiii	07. Local Government Benchmarking Framework	Corporate Indicator - Teachers Sickness Absence Days (CUMULATIVE) (LGBF)	4.90 days	3.54 days	1.75 days	1.79 days	3.18 days			Q3 17/18: Data only		16/17 Rank 3 (TOP Quartile). 15/16 Rank 1 (TOP Quartile). 14/15 Rank 6 (Top Quartile).
CORP6biii		Corporate Indicator - Local Government Employees (except teachers) sickness absence days (CUMULATIVE) (LGBF)	9.64 days	7.36 days	2.48 days	4.13 days	6.03 days			Q3 17/18: Data only		16/17 Rank 7 (TOP Quartile). 15/16 Rank 10 (Second Quartile). 14/15 Rank 11 (Second Quartile).
CORP8		Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	87.4%	88.4%	94.8%	93.1%	93.7%			Q3 17/18: Off Target Significant improvement from Q2 to Q3 in Fleet Maintenance (69.8% to 91.0%) and Property Maintenance (65.9% to 88.3%). Central Stores performance from Q2 to Q3 down from 80.9% to 80.7%. Further work has been carried out with managers of these services and detailed analysis carried out for some suppliers.	95.0%	16/17 Rank 25 (Bottom Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 15 (Second Quartile).

# Published Local Government Benchmarking Framework - Finance and Integrated Service Support



## Corporate Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	External Comparison
		Value	Value	Value	Value	Value	Value	Value	
CORP1	Corporate Indicator - Central Support services as a % of Total Gross expenditure (LGBF)	4.53%	4.49%	3.93%	4.79%	6.03%	6.03%	3.39%	16/17 Rank 4 (TOP Quartile). 15/16 Rank 22 (Third Quartile). 14/15 Rank 21 (Third Quartile)
CORP3b	Corporate Indicator - The Percentage of council employees in top 5% of earners that are women (LGBF)	44.6%	41.6%	45.6%	45.3%	47.7%	44.6%	47.0%	16/17 Rank 26 (Bottom Quartile). 15/16 Rank 29 (Bottom Quartile). 14/15 Rank 25 (Third Quartile).
CORP3c	Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees						4.58%	2.96%	16/17 Rank 14 (Second Quartile). 15/16 Rank 18 (Second Quartile)
CORP6aiii	Corporate Indicator - Teachers Sickness Absence Days (CUMULATIVE) (LGBF)	4.88 days	4.79 days	5.21 days	5.25 days	5.50 days	4.16 days	4.90 days	16/17 Rank 3 (TOP Quartile). 15/16 Rank 1 (TOP Quartile). 14/15 Rank 6 (Top Quartile).
CORP6biii	Corporate Indicator - Local Government Employees (except teachers) sickness absence days (CUMULATIVE) (LGBF)	9.63 days	9.97 days	10.47 days	10.04 days	10.11 days	9.90 days	9.64 days	16/17 Rank 7 (TOP Quartile). 15/16 Rank 10 (Second Quartile). 14/15 Rank 11 (Second Quartile).
CORP8	Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	81.2%	83.1%	93.3%	93.4%	93.0%	89.7%	87.4%	16/17 Rank 25 (Bottom Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 15 (Second Quartile).