Finance and Integrated Service Support
Quarter One 16/17 Performance Report

Midlothian

01 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 programmes which support this are:

. The People Strategy and the associated Investing in our Workforce programme;
. Delivering Excellence;
. The Council's Financial Strategy.

These are supported by:

. The Procurement Strategy;
. The Digital Strategy;
. The ongoing Integrated Service Support review;
. The Council's Transformational Programme.

The transformation and repositioning of services is critical to the Council maintaining a sustainable financial and service delivery strategy during a period of continued pressure on public sector finances.

1: Financial Stewardship and Sustainability
a) Completion of the 2015/16 unaudited Financial Statements;
b) Completion of the 2015/16 Financial Monitoring reports with an underspend reported for the year of £0.270m;
c) Provided financial assurance on and supported the process of delegation of resource to Midlothian Integrated Joint Board for Health and Social Care;
d) Delivery of pension auto enrolment milestone with no additional resources.

2: Transformational Change
a) Securing a collective agreement to implement the review of pay and grading (Investing in our Workforce);
b) Support to services including:
. Delivering the customer service strategy 2015 - 18;
. Delivery of end to end review of Children's Services;
. Implementation of online contractual changes process within Employment and Reward;
. Support to Communities and Economy on a review of Economic Development function.
c) The completion of the first phase of systems training to relevant staff to meet the requirements of GIRFEC and Named Persons legislation;
d) Recognition by the Keeper of Public Records in relation to best practice and achievements within Midlothian Council;
e) Equality Outcomes and Equality Mainstreaming Reports 2016 - 2018 for East Lothian and Midlothian Health and Social Care Partnerships;
f) The Midlothian Council Equality Employee Monitoring Report 2015/16.

3: Digital Strategy
a) Digital Strategy Group has been refocused to reflect the revised Digital Strategy and National Transformation Programme;
b) New service desk, 'Service Now' has been successfully implemented across the Council bringing together two historical legacy systems / applications. Further phases are now planned to expanded Service improvements and capabilities across the Council;
c) Asset Management and Investment Plan developments include:
. SWAN Contract has now been signed so now move into implementation phase of SWAN;
. The Wi-Fi controllers have been upgraded in key locations to help with Wi-Fi provision, capacity and additional access points in key sites across the Council, further improvements planned;

. Core Server Infrastructure - (Citrix Site) used by the majority of users and business applications has been upgraded and applications are now being moved over to this new environment;
. Web filtering application used to manage and filter users web access has been upgraded;
. Upgrade to software management environment (SCCM) - allowing software to be deployed remotely to Council devices. (Servers, desktops and laptops);
. PSN Compliance - achieved (April 2016);
. Revised Information Management Action Plan to take account and manage the risk associated with new European legislation in relation to data protection: this will still be required regardless of Brexit position.

4: People Strategy and Investing in our Workforce
a) Securing a collective agreement for the review of pay and grading, including changes in HR Policy Framework;
b) Employee engagement survey has been successfully conducted for the fifth year consecutively and will highlight the issues organisationally that we need to focus on in the coming year.

5: Procurement
a) Secured Living Wage accreditation;
b) Procured employee benefits through Edenred.

02. Emerging Challenges

1: Financial Stewardship and Sustainability

a) Develop budget projections, the impact of the Council Transformation Programme and the financial implications of investment decisions / priorities for 2017/18 to 2021/22;
b) Complete statutory Audited Financial Statements by 30 September 2016;
c) Prepare financial monitoring projections for 2016/17 and continue to work with service managers to maintain effective control over expenditure;
d) Continued support for the Council Transformation Programme and for Delivering Excellence. Help shape and lead all strands of the programme, continue to revise savings profiles and regularly update on the application of the fund;
e) Strengthen financial stewardship in a climate of reducing budgets and increasing service provision;
f) Supporting services to develop budget options for 2017/18.

2: Transformational Change
a) Implement changes to pay and grading by 01 October 2016 and securing the improvement in flexibility and productivity;
b) Continue to support Services through Delivering Excellence;
c) Continue to drive through the current Business Transformation Programme;
d) The review and introduction of business processes and the provision of systems training to all relevant staff to meet the requirements of GIRFEC and Named Person legislation;
e) Supporting work for CHI seeding and audit and fair warning process within MOSAIC; The impact of amendments to the requirements for Welfare Fund Payments on the ability to provide cash payments for Corporate Appointee clients.

3: Digital Strategy
a) The threat of cyber/security attacks, e.g. ransomware / hackers continues to be an ongoing challenge to mitigate risk and service disruption;
b) Ensuring sustainable investment in digital assets at a time of financial constraint;
c) Ensuring investment in digital solutions delivering service improvement and cost reduction.

4: People Strategy and Investing in our Workforce
a) Sustaining current service delivery with a decreasing budget;
b) Seamlessly moving from one Occupational Health provider to another;
c) Supporting the leadership agenda to bring about the desired organisational change
d) Implement the sustained culture change necessary as part of the low pay agenda;
e) Delivering the benefits of Investing in our Workforce;
f) Identifying alternative service delivery approaches;
g) Transformation of recruitment, work pattern seminars, special leave and absence processes;
h) Further re-structuring of Employment and Reward to identify savings;

5: Procurement
a) Deliver and demonstrate savings through procurement;
b) Deliver the Purchase to Pay Project;
c) Deliver a robust contract and supplier management tool;
d) Deliver actions from Procurement Strategy 2015 - 18

Suggested changes to priorities in Service Plan

No changes

Finance and Integrated Service Support PI summary 16/17

Priority	Indicator	2015/16 Value	Q1 2015/16 Value	Q1 2016/17 Value	Status	Note	Short Trend	Annual Target 2016/17	Feeder Data	Value
01. Provide an efficient complaints service	Number of complaints received (cumulative)	17	7	3		**Q1 16/17:** Data Only				
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	13.55	1.6	7.5		**Q1 16/17:** Off Target One complaint @ 14 days.		5	Number of complaints complete at Stage 1	2
									Number of working days for Stage 1 complaints to be Completed	15
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	13.5	13.5	3		**Q1 16/17:** On Target		20	Number of complaints complete at Stage 2	1
									Number of working days for Stage 2 complaints to be Completed	3
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 5 working days	72.73 %	100%	50%		**Q1 16/17:** Off Target Due to complaint stated earlier		95%	Number of complaints complete at Stage 1	2
									Number of complaints at stage 1 responded to within 5 working days	1
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 20 working days	100%	100%	100%		**Q1 16/17:** On Target		95%	Number of complaints complete at Stage 2	1
									Number of complaints at stage 2 responded to within 20 working days	1

Priority	Indicator	2015/16 Value	Q1 2015/16 Value	Q1 2016/17 Value	Status	Note	Short Trend	Annual Target 2016/17	Feeder Data	Value
02. Manage budget effectively	Performance against revenue budget	£ 12.305 m	£ 12.760 m	N/A		**Q1 16/17:** Performance against budget will be reported to the Council in September				
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	4.53	1.69	1.13		**Q1 16/17:** On Target			Number of days lost (cumulative)	297.61
									Average number of FTE in service (year to date)	264.36

01.3 Corporate Health

Priority	Indicator	2015/16 Value	Q1 2015/16 Value	Q1 2016/17 Value	Status	Note	Short Trend	Annual Target 2016/17	Feeder Data	Value
04. Complete all service priorities	% of service priority actions on target / completed, of the total number	80.95%	100%	75%	🛑	**Q1 16/17:** Off Target Work continues within the service areas to address the off target actions. Six actions not reported on.	⬇	90%	Number of divisional & corporate priority actions	24
									Number of divisional & corporate priority actions on tgt/completed	18
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	90%	92%	95%	✅	**Q1 16/17:** On Target	⬆		Number received (cumulative)	802
									Number paid within 30 days (cumulative)	759
06. Improve PI performance	% of PIs that are on target/ have reached their target.	100%	0%	50%	🛑	**Q1 16/17:** Off Target Reference individual Indicators in report for detail Two measures not reported.	⬇	90%	Number on tgt/ tgt achieved	2
									Number of PI's	4
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	0%	✅	**Q1 16/17:** On Target No high risks	⬇	100%	Number of high risks reviewed in the last quarter	0
									Number of high risks	0

01.4 Improving for the Future

Priority	Indicator	2015/16 Value	Q1 2015/16 Value	Q1 2016/17 Value	Status	Note	Short Trend	Annual Target 2016/17	Feeder Data	Value
08. Implement improvement plans	% of internal/external audit actions in progress	75.86%	30.77%	19.05%	🛑	**Q1 16/17:** Off Target 2015 - 7 audit actions off target. 2016 - 8 audit actions off target	⬇	90%	Number of on target actions	4
									Number of outstanding actions	21

Finance and Integrated Service Support Action report 16/17

Midlothian

03. 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-2017	▶	25%	**Q1 16/17:** On Target Financial Assurance work continues and will be an ongoing process throughout the year. Work is underway with Health finance colleagues to establish the arrangements for supporting the new management structure for the partnership, including a timetable for joint monitoring reports.
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-2017	▶	50%	**Q1 16/17:** On Target Community Benefit clauses included in all appropriate regulated procurements, work underway with Lifelong Learning team to help realise community benefits.
FISS.S.02.02		Continue to work with Local service providers to help them secure public sector contracts.	31-Mar-2017	✔	100%	**Q1 16/17:** Complete Work continues with Local Businesses on a daily basis, meet the buyer event attended in June 2016, supplier engagement events being held prior to all appropriate regulated procurements, drop in surgeries available to all local suppliers.
FISS.S.02.03		Deliver in-house support to Economic Development through planning agreements and property transactions	31-Mar-2017	▶	25%	**Q1 16/17:** 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 eternal recruitment to those leaving learning.	31-Mar-2017	✔	100%	**Q1 16/17:** Complete.
FISS.S.04.01	04. Ensure equality of opportunity as an employer	Deliver and embed second People Strategy and the actions targeted for 2016/17 to ensure that our workforce is positive, motivated, high achieving, well led and well managed and there is an understanding about the employee proposition	31-Mar-2017	▶	30%	**Q1 16/17:** On Target Actions progressing in line with agreed People Strategy. Code of Conduct, Policy development, and lifelong learning all part of low pay negotiations.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.04.02	04. Ensure equality of opportunity as an employer	Ensure statutory responsibility as an employer to our Equality and Diversity	31-Mar-2017	▶	80%	**Q1 16/17:** On Target. Regular review of Equality activities including council reporting is undertaken by the Equality and Diversity Officer. A refresh of the Councils Equality Working Group is planned for 2016
FISS.S.04.03		Complete the Review of Local Government Workers Pay and Grading and if approved implement the changes	31-Dec-2016	▶	33%	**Q1 16/17**: On Target Proposals approved and collective agreement secured. Implementation underway.
FISS.S.05.01		Maintain momentum of the ISS Project to transform Service support, improve customer service, effectiveness and efficiency of service provision	31-Mar-2017	▶	25%	**Q1 16/17**: On Target Actions progressing
FISS.S.05.02		Ensuring robust governance and monitoring and challenge of current Transformation Programme - ISS, Children Services, Customer Service, Education and Services to Communities	31-Mar-2017	▶	85%	**Q1 16/17:** On Target A robust approach and timetable is already in place but will be enhanced by the inclusion of oversight of all key change initiatives.
FISS.S.05.03		Delivering Excellence - ensuring progress and tangible outcomes by monitoring progress of Services progressing through Delivering Excellence framework	31-Mar-2017	▶	25%	**Q1 16/17**: On Target Delivering Excellence programme to be monitored via Business Transformation Steering Group
FISS.S.05.04	05. Ensure sustainable strategy for the delivery of council services	Achieve the actions set out in the Total Document Management project plan	31-Mar-2017	▶	25%	**Q1 16/17 :** On Target **General - Education Access to CS10** The test environment has been configured and successfully accessed from an Education user account. Further testing has highlighted that further investigation is required to allow education user access to workflow forms within CS10. Following this, configuration to Live will be required to enable the Employment and Reward contractual changes workflows fo Education users. **Purchase To Pay Workstream** Further progression to a live pilot is dependent on the Integra upgrade which is planned for September 2016. **Business Services Workstream** Training for mobile phone administrators has been completed. Guidance and communication on the new process is being drafted **Policies and Procedures Workstream - Health & Safety and Emergency Planning** Digital Services are **nearing completion on the** development of a generic portal module that will support future roll out of the portal to other service areas. Health & Safety/Emergency Planning are reviewing content for the portal and Digital Services aim to have a Live portal completed by the end of July with the Education link created by the start on the new school term.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
	05. Ensure sustainable strategy for the delivery of council services					**Executive Officer Support** **Executive Officer Support (Admin)**: File plan agreed and developed. User training completed. Live since mid June **Casework:** Disciplinary casework process mapping completed. Framework of workflow design has been completed and presented to Human Resources and Organisational Development. Feedback and further development ongoing. **Committee reports:** In conjunction with Democratic Services options for committee reports drafting and submission have been discussed. Next step to develop demo to present options to CMT for consideration.
FISS.S.05.05		Continue to Implement Committee Management system and functionality	31-Mar-2017	▷	25%	**Q1 16/17:** On Target **Phase 2: Report Authors** A workshop was held in conjunction with the Total Document Management team to explore the options for the end to end process from drafting a committee report to the publication of the report. A demo is being developed to present options to CMT for consideration.
FISS.S.05.06		Strengthen our Maximising Attendance polices with an emphasis on early intervention to reduce overall sickness absence. Adopt revised policies and deliver on the actions planned for 2016/17	31-Mar-2017	▷	25%	**Q1 16/17:** On Target Changes to the Human Resources and Organisational Development Policies are being progressed as part of the review of low pay. The employees Code of Conduct is in the process of being improves and updated **-** request made to extend due date to October 2016.
FISS.S.05.07		Maintain PSN compliance	31-Mar-2017	▷	25%	**Q1 16/17:** On Target Digital Services continues to review and monitor all Council applications to ensure PSN compliance is maintained.
FISS.S.05.08	05. Ensure sustainable strategy for the delivery of council services	Achieve the targets set out in our procurement Contract Delivery Plan 2016/17 to deliver cashable savings	31-Mar-2017	✓	100%	**Q1 16/17:** Complete Contracts being delivered on schedule as per the contract delivery plan
FISS.S.05.09		Completion of the unaudited Statutory Accounts for 2015/16 to ensure that we maintain strong financial management and stewardship	30-Jun-2016	✓	100%	**Q1 16/17:** Complete.
FISS.S.05.10		Completion of the statutory financial audit and achieve an unqualified audit opinion for the Accounts for 2015/16	30-Sep-2016	▷	10%	**Q1 16/17:** Off Target External Auditors are now engaged with pre-audit work completed.
FISS.S.05.11		Deliver quarterly financial reports and commentary to Council	31-Mar-2017	▷	10%	**Q1 16/17:** Off Target Financial Monitoring reports for Quarter 1 will be presented to Council in September.
FISS.S.05.12		Deliver and monitor financial strategy for 2016/17 to 2020/21 to support Council setting the 2017/18 Council tax and a balanced budget	31-Mar-2017	▷	25%	**Q1 16/17**: On Target Financial Strategy to June Council agreeing timetable.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.05.13		Develop in-house Court Team to support Children and Families through permanence process in the Sheriff Court	31-Mar-2017	▶	25%	**Q1 16/17:** On Target The in-house court team is in place and is supporting Children and Families to improve quality of documentation required for court. Court systems are being prepared and it is intended to lodge cases in court by Q4.
FISS.S.05.14		Implement revised Standing Orders to support internal Council governance arrangements	31-Mar-2017	▶	25%	**Q1 16/17:** On Target Revised Standing Orders have been drafted but not yet approved by Council.
FISS.S.05.15		Achieve the actions set out in the Purchase to Pay project plan, with the majority of sites, including schools live	31-Mar-2017	▶	0%	**Q1 15/16:** Off Target 180 Purchasing Cards now live. Purchase Ordering implementations complete for Lifelong Learning & Employability and Democratic & Document Services.
FISS.S.05.16		Introduction of SEEMIS: Wellbeing Application including training and ongoing support for GIRFEC	31-Dec-2016	▶	75%	**Q1 16/17:** On Target System Admin training completed in May. Training on use of Wellbeing Application delivered to 100 Education staff in June. Named Person Support staff to be trained in July/Aug.
FISS.S.05.17	05. Ensure sustainable strategy for the delivery of council services	Supporting the applications requirements for the Inter Agency Information Exchange with Health (Phase 1 - Adults)	30-Jun-2016	❌	50%	**Q1 16/17:** Off Target Mosaic upgrade completed 12/7. Further infrastructure work planned 24/7. NHS Lothian configuration scheduled August. IIE testing scheduled for September.
FISS.S.05.18		Develop and achieve actions set out in the Business Services Improvement plan	31-Mar-2017	▶	25%	**Q1 16/17:** On Target Classification of workstreams within the improvement plan has been agreed with a number of workstreams identified. Work is continuing on developing the scope of these workstreams.
FISS.S.05.19		Review the Employment and Reward Management structure to improve flexibility and resilience.	30-Jun-2016	❌	15%	**Q1 16/17:** Off Target Piloted an alternative reporting structure, now withdrawn. Aligned Team leaders broadly under HR BP remits.
FISS.S.05.20		Refresh the Employment and Reward Service Transformation Plan to deliver quantifiable savings.	30-Jun-2016	❌	25%	**Q1 16/17:** Off Target Talentlink Health Check on 19/07/2016 used to refresh thinking on recruitment. 3rd Party Payments, absence and outcomes from Investing In Our Workforce may offer further opportunities.
FISS.S.05.21		Implementation of Digital Services Asset Management and Investment plans Corporate/Schools	31-Mar-2017	▶	25%	**Q1 16/17:** On Target Digital Services currently have a number of projects in progress that are linked to the wider asset management plan:- School Laptop replacement, Audio Visual and projection equipment – now covered by support & maintenance agreement,
FISS.S.05.22		Implementation of the Digital Strategy	31-Mar-2017	▶	25%	**Q1 16/17:** On Target Digital Strategy is progress and Midlothian Council has now signed up to the Local Government Digital Transformation Partnership along with 27 other Councils. Further discussions are ongoing with National Health Service(NSS), NHS Lothian and other partner organizations

03. Service Priority

PI Code	Priority	PI	2015/16 Value	Q1 2015/16 Value	Q1 2016/17				Annual Target 2016/17	Benchmark
					Value	Status	Short Trend	Note		
FISS.S.04.01a	04. Ensure equality of opportunity as an employer	% of actions in the second People Strategy plan that are completed or on target	New for 16/17		30%	✅	▬	**Q1 16/17:** On Target **Vision**- Great place to grow development **Workforce**- plans now developed **Management development** – courageous conversations **Org change** – low pay collective agreement	100%	
FISS.S.04.02a		Progress against Council's Mainstream report and ongoing campaigns	New for 16/17		25%	✅	▬	**Q1 16/17:** On Target The Report is progressing as planned for publication on 30th April 2017	100%	
FISS.S.05.02a	05. Ensure sustainable strategy for the delivery of council services	6 weekly Board meetings and progress against plan	New for 16/17		25%	✅	▬	**Q1 16/17:** On Target A robust approach and timetable is already in place but will be enhanced by the inclusion of oversight of all key change initiatives.	100%	
FISS.S.05.08a		Percentage of actions in the Contract Delivery Plan that are completed or on target	100%	75%	100%	✅	▬	**Q1 16/17:** On Target.	100%	
P-CORP6aiii	06. Benchmarks	Sickness Absence Days per Teacher (CUMULATIVE) (LGBF)	4.17	1.02	1.34	📊	⬆	**Q1 16/17** Data only at this time. 2015/16 Data will be published in January 2017		14/15 Rank 6 (Top Quartile) 13/14 Rank 5 (Top Quartile)
P-CORP6biii		Sickness Absence Days per Employee (non-teacher) (CUMULATIVE) (LGBF)	9.9	2.36	2.47	📊	⬆	**Q1 16/17** Data only at this time. 2015/16 Data will be published in January 2017		14/15 Rank 11 (Second Quartile) 13/14 Rank 14 (Second Quartile)

| PI Code | Priority | PI | 2015/16 | Q1 2015/16 | Q1 2016/17 | | | | Annual Target 2016/17 | Benchmark |
			Value	Value	Value	Status	Short Trend	Note		
CORP6	06. Benchmarks	Sickness Absence Days per Employee (All employees)	8.29	2	2.17	🛑	⬆	**Q1 16/17:** Off Target This is a priority area that services are addressing to reduce absence statistics. Managers are being trained to provide a consistent and supportive approach across the organisation.	8	14/15 13/14 Rank 8 (TOP Quartile)
P-CORP3c		The gender pay gap between average hourly rate of pay for male and female council employees	£0.68	New	▬	▬	▬	**Q1 16/17**: This is a new indicator introduced to the Local Government Benchmarking Framework and will be reported annually		New for 15/16
P-CORP8		Percentage of invoices sampled and paid within 30 days (LGBF)	89.7%	95.0%	88.8%	🛑	⬇	**Q1 16/17:** Off Target. The% total value of invoices paid within 30 days is 97.39%. Service areas to continue to work to ensure invoices paid within 30 days and a review of overall performance is to be undertaken.	95.0%	14/15 Rank 15 (Second Quartile) 13/14 Rank 11 (Second Quartile)

Local Government Benchmarking Framework - Finance and Integrated Service Support

The LGBF data for 2015/16 will be published by the Improvement Service in January 2017
Service performance information for 2015/16 is detailed where available

Midlothian

Corporate Services

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	External Comparison
P-CORP1	Central Support services as a % of Total Gross expenditure (LGBF)	4.24%	4.15%	3.56%	4.39%	5.26%	Data will be published in January 2017	14/15 Rank 20 (Third Quartile) 13/14 Rank 11 (Second Quartile)
P-CORP2	Corporate and democratic core costs per 1,000 population (LGBF	£42,210.99	£34,939.91	£48,041.31	£44,663.52	£42,036.89		14/15 Rank 25 (Bottom Quartile). 13/14 Rank 25 (Bottom Quartile)
P-CORP3b	The Percentage of council employees in top 5% of earners that are women (LGBF)	44.6%	41.6%	45.6%	48.8%	47.7%	44.6%	14/15 Rank 25 (Third Quartile). 13/14 Rank 24 (Third Quartile)
P-CORP3c	The gender pay gap between average hourly rate of pay for male and female council employees	Not measured until 2015/16					£0.68	New for 15/16
P-CORP6aiii	Sickness Absence Days per Teacher (CUMULATIVE) (LGBF)	Not measured until 2013/14			5.25	5.5	4.17	14/15 Rank 6 (Top Quartile) 13/14 Rank 5 (Top Quartile)
P-CORP6biii	Sickness Absence Days per Employee (non-teacher) (CUMULATIVE) (LGBF)	Not measured until 2013/14			10.05	10.11	9.9	14/15 Rank 11 (Second Quartile) 13/14 Rank 14 (Second Quartile)
P-CORP8	Percentage of invoices sampled and paid within 30 days (LGBF)	81.2%	83.1%	93.3%	93.4%	93.0%	89.7%	14/15 Rank 15 (Second Quartile) 13/14 Rank 11 (Second Quartile)