

Finance and Integrated Support Service Performance Report 2017/18

Progress in delivery of strategic outcomes

The strategic focus of Finance and Integrated Service Support has continued 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 supported this during 2017/18 were:

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

These were 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) Successful completion of 2016/17 Audited Financial Statements with an unqualified Audit Certificate;
- b) Completion of the 2018/19 Budget;
- c) Completion and presentation of Quarter 3 Financial Monitoring reports to Council and to Audit Committee as part of the robust scrutiny of financial performance;
- d) Further development of 2018/19 to 2022/23 Financial Strategy.

2: Workforce Strategy - Achievements

- a) Continued focus on embedding the New People Management policies launched in March 2017;
- b) Organisational Change, including the up skilling and redeployment of employees in Change Programmes;
- c) Established a Life Long Learning committee with Trade Unions in summer 2017;
- d) The first corporate Workforce Strategy was approved by Council December 2017. 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;
- e) The achievement of the renewal of the Healthy Working Lives Gold Award (HWL) in December 2017;
- f) New Occupational Health PAM contract with improvements in the service and better partnership working;
- g) 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 February 2018;
- h) IR35 workflow now live, analysis undertaken to identify any "gaps" in reporting;
- i) 2017 VSER scheme progressed as planned;
- j) Midlothian Council shortlisted for a National Living Wage Award.

3: Digital Strategy and Digital Learning Strategy - Achievements

- a) Digital Strategy Group has prioritised and aligned Council programmes / projects to the wider Digital Strategy, Digital Learning Strategy and National Transformation Programme (Local Government Digital Office);
- b) The new General Data Protection Regulation (GDPR) becomes law from 25 May 2018 and a comprehensive implementation plan was developed and is being implemented;
- c) Continued Asset Management and Investment in Digital infrastructure/services e.g. Wi-Fi Programme; new Business Applications such as: Leisure Management, Online School payments and the deployment of Microsoft Office 2016 (Corporate environment).

4: Procurement - Achievements

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

5: Service Improvements / Delivering Excellence

- a) Roll out of MiTeam Maximising Attendance reporting to service managers;
- b) Revised Standing Orders approved at Council meeting in December 2017;
- c) External engagement across Midlothian communities; Shaping our Future campaign closed on December 2017 with a summary report including details of the public consultation provided to the Full Council in February 2018 with details of the Council budget for 2018/19, savings proposals for 2018/19 to 2021/22 and Council Tax levels for 2018/19 to be agreed;
- d) Successful pilot of Invoice Approval workflow in Housing Services November / December 2017;
- e) Launch of eForms for New Supplier Request, Payment Requests and Purchasing Card amendments;
- f) Paperless Integra Sales Ledger Direct Debit process introduced;
- g) Curator ad litem scheme set up with Edinburgh Sheriff court to reduce costs of third party reports in child social work cases;
- h) Implementation of Homecare system including mobile working;
- i) Introduction of Hybrid mail for issuing Council Tax Notifications;
- j) Implementation of MOSAIC workflows for Residential Care, Non Residential Care and Hospital Discharges to support the RCRE project;
- k) Improvement in savings projection target for Integrated Service Support in 2017/18 with shortfall reduced.

Emerging Challenges

1: Financial Strategy

- a) Develop budget projections, the impact of planned change and the financial implications of investment decisions / priorities for 2019/20 to 2022/23;
- b) Complete financial monitoring for 2017/18 and continue to work closely with budget holders to maintain effective control over expenditure;
- c) Complete the Council's statutory Final Accounts by the deadline of 30th June 2018;
- d) Strengthen financial stewardship in a climate of reducing budgets and increasing service pressure;
- e) Prepare a revised Capital Strategy.

2: Workforce Strategy

- a) Development of the Workforce Strategy action plan. Keeping a focus on priorities over the next five years will be challenging;
- b) Implementing a new approach to employee engagement from January 2018;
- c) Continue to support our leadership community so that they are able to perform to a high standard and deliver on the Change Programme;
- d) Identifying alternative service delivery approaches and the impact on service delivery with pressure on available resource.

3: Digital Strategy and Digital Learning Strategy

- a) Maintaining the integrity and compliance of Public Services Network (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;
- d) Regulatory changes proposed will impact on Council activities if not planned for – for example New Data Protection laws (GDPR) and other compliance requirements such as Payment Card Industry Data Security Standard (PCI-DSS);
- e) Implementation of an Enterprise Mobility Management (EMM) system that is a device-and platform-agnostic, centralises the management, configuration and security of all corporate-owned devices. EMM goes beyond traditional device management to include the management and configuration of enterprise apps and content;
- f) Commissioning the Digital infrastructure and assets in the Newbattle Digital Centre of Excellence.

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;
- f) Compliance with IR35 off payroll working;
- g) Prepare new Procurement Strategy for June 2018 Council.

5: Service Improvements / Delivering Excellence

- a) Across all Services there will be a focus on ensuring that the Council is prepared for and can demonstrate its effectiveness for the Best Value Audit;
- b) Delivery of Change Programme and in particular the ISS Savings target for 2018/19 of £1.140 million;
- c) Continuing to reshape the service to deliver savings through Delivering Excellence and to deliver the Business Services Improvement Plan;
- d) Roll out of Invoice Approval workflow as part of Purchase to Pay;
- e) The programming of application upgrades with resource constraints;
- f) Impact of introduction of GDPR on both Business Applications and Records Management;
- g) Introduction of pre-paid cards to replace cash payments, initially within Children's Services, with wider roll out to follow;
- h) The wider use of Learn Pro as the corporate solution to support workforce development;
- i) Integration of payrolls;
- j) Merging key support functions across all three Directorates to support the delivery of a 'One Council' approach, to deliver effective and efficient support services.

Finance and Integrated Service Support PI summary 2017/18









Outcomes and Customer Feedback

Priority	Indicator	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	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	8	11	19	21		17/18: Data only				
	Average time in working days to respond to complaints at stage 1	1.38	5.75	4.45	1.74	6.29		17/18: Off Target A number of complex Employment and Legal complaints has resulted in further investigations in order to respond to the customer.		5	Number of complaints complete at Stage 1	21
											Number of working days for Stage 1 complaints to be Completed	132
	Average time in working days to respond to complaints at stage 2	1.5	N/A	0	0	0		17/18: No stage 2 complaints this year.		20	Number of complaints complete at Stage 2	0
											Number of working days for Stage 2 complaints to be Completed	0
	Percentage of complaints at stage 1 complete within 5 working days	69.23%	75%	72.73%	57.89%	42.86%		17/18: Off Target A number of complex Employment and Legal complaints has resulted in further investigations in order to respond to the customer.		100%	Number of complaints complete at Stage 1	21
Number of complaints at stage 1 responded to within 5 working days											9	
Percentage of complaints at stage 2 complete within 20 working days	50%	0%	100%	0%	0%		17/18: No stage 2 complaints		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	Q1 2017/18	Q2 2017/18	Q3 2017/18	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	£12.563m	£11.764m	£12.235m	N/A		17/18: Finance data will be presented to the Council in June 2018.		£12.157m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	7.02	1.38	2.92	4.81	6.60		17/18: On Target		7.02	Number of days lost (cumulative)	1,746.49
											Average number of FTE in service (year to date)	264.58

Corporate Health

Priority	Indicator	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	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%	96%	92%	92%	81%		17/18: Off Target Work continues within the service area to address actions which are off target.		90%	Number of divisional & corporate priority actions	26
											Number of divisional & corporate priority actions on tgt/completed	21
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	93%	97%	95%	95%	93%		17/18: Off Target Further analysis work will be carried out after Q1 18/19 to address any poor performing service areas.		95%	Number received (cumulative)	4,538
											Number paid within 30 days (cumulative)	4,218
06. Improve PI performance	% of PIs that are on target/ have reached their target.	62.5%	60%	80%	80%	80%		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%		17/18: On Target All risk reviewed and actions being progressed to mitigate risks.		100%	Number of high risks reviewed in the last quarter	5
											Number of high risks	5

Improving for the Future









Priority	Indicator	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	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%	74.42%	70.27%	67.12%	63.64%		17/18: Off Target Appropriate action being taken to progress outstanding/overdue actions.		90%	Number of internal/external audit actions on target or complete	42
											Number of internal/external audit actions in progress	66










Finance and Integrated Service Support Action report 2017/18






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		100%	17/18: Complete 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%	17/18: 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%	17/18: 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		100%	17/18: Complete The in-house team is in place and has been able to deliver completed planning agreements with developers. This has in addition generated third party income to reflect the costs to the council.
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%	17/18: 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		100%	17/18: On Target Work continues to focus on interventions and supporting services to deliver improvements in productivity and flexibility.

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		100%	17/18: Complete 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		100%	17/18: Complete P2P Workstream: Enhancement to OCC completed to allow upload of invoices submitted by email. Workstream development completed for CS10 project team. Roll out to be managed by P2P project team. CS10 project team will continue to provide support and training. HR Disciplinary Casework: Progress with the use of workflow being monitored in conjunction with HR and OD Education(mgfl): Further testing is being carried out with users in schools. Authorised signatories to be identified and checked against database prior to roll out. Workflows: Testing ongoing with launch planned for May 2018 Lifelong Learning and Employability(LLE): Service now Live. Workstream complete. Construction: Pilot ongoing Committee Reports Drafting; Planned pilot for CMT in May.
FISS.S.05.07		Maintain PSN compliance	31-Mar-2018		100%	17/18: Complete Work carried to ensure all new systems and technologies support PSN compliance. Pen testing carried out on site in January 2018 and application submitted to cabinet office.
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%	17/18: 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%	17/18: Complete
FISS.S.05.11		Deliver quarterly financial reports and commentary to Council	31-Mar-2018		100%	17/18: Complete Financial monitoring timetable is in place with performance against budget being reported to Council in August, November, February 2018 with the final position in 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		100%	17/18: Complete Final budget proposals to Council on 13 February 2018 and a budget approved.
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-2018		80%	17/18: Off Target Implementation of Invoice Approval uncovered a lack of control processes in Housing, work undertaken to review, re-design and implement. Purchase Ordering implementation for Communities & Economy complete. E-Form for Petty Cash tested.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
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)	31-Mar-2018		50%	17/18: Off Target Decision taken to upgrade to Mosaic v5.15 as now available. Significant issues encountered during install on new test server. Testing to commence in April.
FISS.S.05.18		Develop and achieve actions set out in the Business Services Improvement plan	31-Mar-2018		100%	17/18: Complete Workstreams progressing in line with Improvement Plan
FISS.S.05.19		Review the Employment and Reward Management structure to improve flexibility and resilience.	31-Mar-2018		100%	17/18: 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		100%	17/18: Transformation plan complete and leads delegated through Making Performance Matter framework.
FISS.S.05.21		Implementation of Digital Services Asset Management and Investment plans Corporate/Schools	31-Mar-2018		100%	17/18: Complete Asset Management 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		100%	17/18: Complete 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		100%	17/18: 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 toolkits have been published to aid information asset owners. Elearning GDPR compulsory module has been created for all staff. Council's general privacy notice has been published onto the Council's website, service specific privacy notices in progress. GDPR project team sourcing additional resource for each directorate to bring the project on target.
FISS.S.05.24		Deliver all payrolls on schedule	31-Mar-2018		100%	17/18: Complete Applying year end protocols with all manual payments requiring gross to net calculations.
FISS.S.05.25		Produce more efficient Licensing system through the use of IDOX project management system	31-Mar-2018		100%	17/18: Complete 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 for 18/19 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		100%	17/18: Complete Election held on 4th of May 2017 and post election tasks completed. Penicuik by-election in March 2018 delivered successfully.
FISS.S.05.27		Implement and support new People Policies as part of the Investing in our Workforce Project.	31-Mar-2018		100%	17/18: Complete New People Policies now implemented.
FISS.S.05.28		Achieve contract delivery targets set out in the Contract Delivery Plan 2017/18	31-Mar-2018		100%	17/18: Complete All contracts have been delivered.



Finance and Integrated Service Support PI Report 2017/18



Service Priority

PI Code	Priority	PI	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	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%	100%	100%	100%			17/18: On Target 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%			17/18: On Target All contracts have been delivered.	100%	
CORP6		Corporate Indicator - Sickness Absence Days per Employee (All employees)	8.34	2.29	3.48	5.25	7.5			17/18: On Target	8	
CORP3b	07. Local Government Benchmarking Framework	Corporate Indicator - The Percentage of council employees in top 5% of earners that are women (LGBF)	47.0%	47.2%	48.1%	49.7%	49.0%			17/18: On Target This year we continued our positive trend with an increase to 49% of women in the top 5%. This figure does not include teaching staff. The Council's workforce is approximately 75% female and 25% male. We are committed to monitoring gender information and determining any appropriate positive action.	47.0%	16/17 Rank 26 (Bottom Quartile). 15/16 Rank 29 (Bottom Quartile). 14/15 Rank 25 (Bottom Quartile).

PI Code	Priority	PI	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CORP3c	07. Local Government Benchmarking Framework	Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees	2.96%	4.52%	3.81%	3.7%	2.32%			17/18: Data Only. The gender pay gap indicator is a measurement of average female pay versus average male pay within the organisation and the figures show that the Council has more male staff at higher rates of pay by 2.32%. This is an improvement from 2.96% in 2016/17.		16/17 Rank 14 (Second Quartile). 15/16 Rank 18 (Third Quartile)
CORP6a		Corporate Indicator - Teachers Sickness Absence Days (CUMULATIVE) (LGBF)	4.94 days	1.75 days	1.79 days	3.18 days	4.59 days			17/18: Data Only. There was a decrease in the level of sickness absence days for teachers this year showing a positive trend. HR are continuing to support services in reducing sickness absence by providing advice on individual cases and attending sickness absence meetings as well as identifying trends within their services		16/17 Rank 3 (TOP Quartile). 15/16 Rank 1 (TOP Quartile). 14/15 Rank 6 (Top Quartile).
CORP6b		Corporate Indicator - Local Government Employees (except teachers) sickness absence days (CUMULATIVE) (LGBF)	9.64 days	2.48 days	4.13 days	6.03 days	8.59 days			17/18: Data Only. There was a decrease in the sickness absence days for all local government employees this year continuing the on- going positive trend. HR are continuing to support services in reducing sickness absence by providing advice on individual cases and attending sickness absence meetings as well as identifying trends within their services		16/17 Rank 7 (TOP Quartile). 15/16 Rank 10 (Second Quartile). 14/15 Rank 11 (Second Quartile).

PI Code	Priority	PI	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	2017/18			Annual Target 2017/18	Benchmark	
			Value	Value	Value	Value	Value	Status	Short Trend			Note
CORP8	07. Local Government Benchmarking Framework	Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	87.4%	94.8%	93.1%	93.7%	93.1%			17/18: Off Target Further analysis work will be carried out after Q1 18/19 to address any poor performing service areas.	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%	6.34%	16/17 Rank 26 (Bottom 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 (Bottom Quartile).
CORP3c	Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees	New for 2015/16					4.58%	2.96%	16/17 Rank 14 (Second Quartile). 15/16 Rank 18 (Third Quartile)
CORP6a	Corporate Indicator - Teachers Sickness Absence Days (CUMULATIVE) (LGBF)	4.88 days	4.79 days	5.21 days	5.25 days	5.50 days	4.17 days	4.94 days	16/17 Rank 3 (TOP Quartile). 15/16 Rank 1 (TOP Quartile). 14/15 Rank 6 (Top Quartile).
CORP6b	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).

Economic Development and Planning

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	
ECON4	Percentage of procurement spent on local small/medium enterprises (LGBF)	16%	22%	16%	19%	17%	15%	10%	16/17 Rank 30 (Bottom Quartile). 15/16 Rank 27 (Bottom Quartile). 14/15 Rank 23 (Third Quartile)