

<b>Committee:</b>	<b>Date:</b>
Finance Committee	22 September 2015
<b>Subject:</b> City Procurement Quarterly Update	<b>Public</b>
<b>Report of:</b> The Chamberlain	<b>For Information</b>

### **Summary**

The report updates Members on the work of City Procurement and key areas of progress between May and July 2015.

### **Recommendations**

Members are asked to:

- a) Note the progress report on key strategic improvement projects and performance:
  - a. Projected 2015/16 Savings of £8.65M against target of £8.27M
  - b. PO Compliance averaging at 94% in 2015/16
  - c. 95% of all supplier payments happening within 30 days
  - d. 85% of Small and Medium Sized Enterprise (SME) supplier payments happening within 10 days
  
- b) Note the update on exemption of Legal Counsel Fees as requested at May Finance Committee and the recommendation for the exemption to remain until a viable and efficient process can be developed and adopted.

### **Main Report**

#### **Background**

City Procurement has three main functions, Category Management/Sourcing, Accounts Payable and Policy and Compliance. The service has a number of key improvement projects that support the objectives of the Procurement Strategy 2015-2018 presented to Finance Committee in June 2015. This report updates on progress of the key projects and current performance of delivery against the service KPIs set in April 2015.

#### **City Procurement Strategy and Key Improvement Projects**

1. The City Procurement 3 year strategy has 4 themes and in year 1 the focus is on achieving Operational Excellence. The key improvement projects supporting this strategy current are:

- a) **Contract Management Review** – A service based review group sponsored by the Comptroller and City Solicitor has been established to review the City's existing contract management regime and capabilities with an expected report outlining the future recommended approach City should adopt to ensure greater consistency in achieving contracted savings and service levels is realised during the life of a contract. This group led by the Head of City Procurement to date has established that in relation to the City, contract management falls into 3 main disciplines:
- a. Delivery and Performance Management
  - b. Contract Administration
  - c. Commercial and Strategic Management

The group has also been reviewing the City's current performance and capability against each of these disciplines and has found although there are some pockets of good practice in each discipline, they are found at department level with no cross sharing of skills, process or monitoring found. The group will consider the supplier base of the City prior to producing a recommendation paper on the future of City contract management which will cover, governance, process, resource, roles and responsibilities, performance and risk monitoring and reporting.

- b) **Transformation to eInvoicing** – A task group led by the Head of Accounts Payable is reviewing the available software options, as well as learning from other organisations that have transitioned to almost full eInvoicing. A cost benefit analysis and recommendation paper is to be produced by end of September 2015.
- c) **City Procurement Code 2015** – The City's new Procurement Code (formerly known as Regulations) are to be brought to Finance Committee and Court of Common Council in September 2015 for decision. The 2015 Code has been developed to reflect the newly introduced UK Public Contracts Regulations 2015 and Small Business Act 2015 as well as a number of statutory requirements and local operational benefits.
- d) **Implementation of eSourcing** – The City has now fully transitioned to full eSourcing capability with the launch of the CapitalE sourcing platform at 1<sup>st</sup> May 2015. This solution allows all level of buying to be done online giving visibility and transparency to all our buying activities as well as an audit trail of all contracts put in place. This complies with audit and risk recommendations and supports the UK Government's eSourcing and Transparency agenda in relation to procurement. All existing suppliers have now transitioned to the new portal.
- e) **Payment Card Policy Development** – City Procurement in consultation with Finance, Human Resources and current payment card holders have developed a Procurement Card policy. This policy will ensure appropriate use of City payment cards and the description of spend that can now be publically accessed due to the UK Government's Transparency Code 2014 regulations. The policy coincides with a new payment card contract with

Lloyds Banking Group going live and new self-service portal for spend management being introduced in December 2015.

- f) **Responsible Procurement Strategy** – This strategy is being drafted as a sub-set of the City Procurement Strategy with a focus on the City's key objectives in social, sustainability, small business, living wage and equality deliverables that could be achieved through supplier contracts. This Strategy is being developed in conjunction with Economic Development, Town Clerks and other key service departments and will be brought to Finance Committee later this year for information.
2. The key projects Roadmap can be found at Appendix 1 showing the full list of key projects underway at present supporting the 4 procurement strategy themes.

### **Efficiency and Savings**

3. City Procurement is set an annual savings target at the start of each year, this target is based on the contracts to be let during the financial year that have the potential to make efficiency or cost savings and contracts let in previous years that are generating guaranteed savings in the current year. Each contract is reviewed by the relevant Category Board to set the targets, each contract target considers historic spend, scope changes, complexity, risk and industry benchmarks before setting a target. The annual City Procurement target is the total realised cashable savings in-year to be derived from all previously let and new in-year contracts signed off by the 7 operating Category Boards. The 2015/2016 City Procurement target is £8.27M.

### **The Annual Savings Target elements**

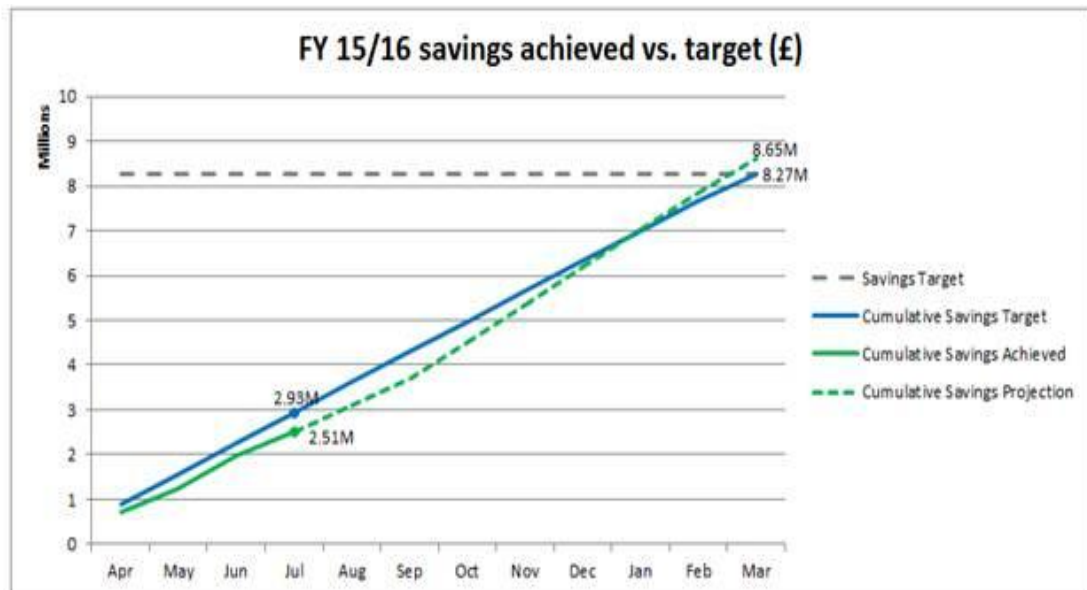
4. The 2015/2016 annual savings target is set using two types of in-year savings. Those are:
  - a) **Previously let contracts generating savings (known as run-rate)** – Savings already guaranteed for the current financial year from contracts let in previous years. This is for contracts that span different financial years and is typically for service contracts that are let for a 2-7 year period when the savings are spread across the contract life. This sustainable savings approach ensures savings are monitored and match the budgeted amounts.
  - b) **New contracts let generating savings** – Savings targeted to be generated from new contracts let during the financial year, for note depending on when the contract is let, it may only generate a part years' saving, with a full annual saving not realised until the following financial year.
5. The savings targets are for competitive price savings and are not inclusive of scope changes/service downgrades or other operation decisions which are treated as local department savings.

- The savings are also monitored to capture budget impact savings which are those which will result in budget reductions. Other types of reported efficiencies such as resource reduction and cost avoidance are also tracked and reported within the total targeted savings of £8.27M.

### 2015/2016 Efficiencies and Savings progress as end of July 15

- City Procurement has achieved £2.51M at the end of July 15 compared to the target of £2.93M for this period, the current shortfall is due to 3 key projects taking a little longer to conclude than expected, the finalisation of these contracts during September/October should see the savings achieved return to a positive position. In terms of the annual position City Procurement is projecting a positive end of year position of realised savings totally £8.65M against the 2015/2016 target of £8.27M as illustrated in the Figure A below. Of the projected £8.65M total savings, it is projected that £6.74M will be budget impact savings resulting in budget adjustments for any newly realised savings achieved within 2015/2016.
- This projected position is reconciled on a monthly basis.

Figure A



### Accounts Payable Performance - PO Compliance/No PO No Pay

- Extensive communication was undertaken with City Corporation departments and suppliers in the final months of 2014/15 in preparation of the launch of the City's No PO No Pay policy. Early results in the first 4 months of 2015/16 indicate that Our PO Compliance is currently averaging at 94%, improving vastly from 70% prior to implementation of the policy in late 2014. A summary of PO Compliance by Department is at Appendix 2.

### Payment Performance

- As at the end of July 15, The City's 30 days invoice paid on time performance is 95% (Target 98%) with our mean average payment days being 11 days and our 10 day SME invoice paid on time is 85% (Target 80%) with our mean average

payment days being 8 days. The 30 payment figure has reduced slightly from 97% across April, May and June due to a task team working to close out older invoices that have been on-hold or in dispute. Their positive actions in reducing such invoices from circa 4,000 invoices down to less than 1,000 during June/July have had a negative impact on our payment performance stats as many are invoices that have been in the system longer than 30 days. We expect payment performance to increase to targeted levels after the summer recess period once the majority of officers are present and on-hold invoices are at a management level.

### Current Waiver performance

11. This part of the report sets out the quarterly update on the approval of waivers. The following tables set out a summary of the total number and value for waivers in 2014/15 and the reasons for the waivers. Waivers under £50,000 require Chief Officer approval, with those above requiring the approval of the Chamberlain or a spend committee.

**Table 1- Waivers under £50,000**

2015/16	Number	Value (£)	Average Value(£)
Q1 (April – June)	388	3,099,325	7,988
2014/15	Number	Value (£)	Average Value(£)
Q1 (April – June)	141	938,861	6,659

**Table 2 - Waivers over £50,000**

2015/16	Number	Value (£)	Average Value(£)
Q1 (April – June)	5	726,985	145,397
2014/15	Number	Value (£)	Average Value(£)
Q1 (April – June)	3	277,000	92,333

**Table 3 – Analysis of reasons for waivers**

	15/16 Q1	14/15 Q1
Officer's Chosen Supplier	212	68
Single Source Supplier	98	44
Not Stated / Other	65	24
Outside Corporate Contract	7	5
Extension of Contract	6	0
<b>Total</b>	<b>388</b>	<b>141</b>

12. The number of waivers is under the current regulations is still significant with circa 400 in total recorded in quarter 1 of 2015/2016. They have increased in both numbers and value since the same period last year. The new Procurement Code 2015's introduction will remove the vast majority of waivers as table 1 illustrates the average waiver value is £7k. The increase of the procurement

minimum threshold to £10k will remove the vast majority of waivers, thus reducing administration for City Procurement and City officers and allow City Procurement resource to be deployed in more value add activities.

### **Spend with SMEs**

13. For the period July 14 to July 15, 40% of the City's spend was with SMEs (inclusive of 8% Social Enterprises). This figure remains positive and well in advance of the UK Government's public sector target of 25%.

### **Purchase Order Exemptions – legal fees**

14. At May's Finance Committee the inclusion of Counsel fees/legal advice in the purchase order exemption policy was discussed, and Members asked for this to be reviewed and a report submitted to a future meeting.
15. A Purchase Order (PO) exemption was given to Comptrollers & City Solicitors (C&CS) on the basis that C&CS do not know how much the counsel fees will total when they request the work, making it difficult to raise an accurate Purchase Order for an exact amount. The City Procurement Team has conducted further research and recommends that 'counsel fees' remains an exemption on the basis of the following additional information.
16. When new work is commissioned via any given chambers, the work may be allocated by the supplier to any of a number of different individual barristers/counselors. In such situations the City of London Corporation has to pay the individual barristers directly as they are regarded as self-employed. The "supplier" on a PO needs to be the same as the payee on the invoice in order to be able to match the invoice to the PO. Therefore, C&CS could only raise a PO in advance if they knew which barrister(s) would be carrying out the work.
17. Due to the increased administration of having to set up each new barrister as a new supplier on Oracle, the raising of PO's for all work undertaken by barristers (on an individual basis) once they are named and the impact of cancelling PO's when they do not match to the exact amount invoiced it is recommended that 'counsel fees' remain on the PO exemption List. City Procurement will continue to explore with C&CS alternative methods to work with barristers that could allow the raising of purchase orders. To confirm there is a process internally to C&CS to ensure value for money and appropriate approvals are sought prior to work orders being sent to chambers.

### **Conclusion**

18. City Procurement continues to enhance its service levels whilst achieving improving performance, attaining consistently its KPIs. The strategy of developing to operational excellence levels during 2015/2016 is well underway with a series of improvement programmes, managed at an implementation pace that does not impact service delivery levels.

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Appendix 1 – City Procurement Key Projects Roadmap

ID	Key Projects Last updated March 2015	2015										2016			RAG	Expected Completion Date	Comments (needed if RAG Amber or Red)
		Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			
	<b>Procurement Strategy 2015-2018</b> <i>Lead: Chris Bell</i>	<ul style="list-style-type: none"> <li>• Drafting of procurement strategy with consultation from stakeholders</li> <li>• To PSG Apr and Chief officers in May for approval</li> <li>• Approved by Finance Committee June</li> <li>• Strategy now public</li> </ul>														Jun-15	Complete
L1	Review and proposal for enhanced Contract Management within City of London <i>Lead: Chris Bell/Michael Cogher</i>	<ul style="list-style-type: none"> <li>• Service based review group to be set up an opportunity outline finalised</li> <li>• Workshop 1 to be held 17th June</li> <li>• Homework task issued 25th Jun, Homework responses issued by 2nd week Jul</li> <li>• Workshop 2 held 24th July</li> <li>• Homework workshop 7th Aug</li> <li>• Workshop 3 to be held start of Sept</li> <li>• SBR final report Nov</li> </ul>														Nov-15	Project taken longer due to complexity and number of stakeholders to be consulted
	<b>Operational Excellence</b> <i>Lead: CP Leadership Team</i>																
	<b>► Payment Efficiency</b> <i>Lead: CP Leadership Team</i>	<ul style="list-style-type: none"> <li>• A1 - No PO No Pay</li> <li>• A2 - E-Invoicing</li> <li>• A3 - New Supplier creation Process</li> <li>• A4 - Invoices on Hold</li> <li>• A5 - P-Card Implementation, Policy, Communications and Training</li> <li>• A6 - No PO No Pay - Non Compliance Report</li> </ul>															
A2	E - Invoicing - Identify the best e-Invoicing solution (currently using Procsolve and then develop strategy to switch the majority of supplier invoices from paper based to electronic) <i>Lead: Geoff Pamell</i>	<ul style="list-style-type: none"> <li>• Project plan put in place for adding suppliers to e-invoicing</li> <li>• AP and BE team working on e-invoicing review and will produce report to be presented at PSG</li> <li>• Procsolve license finishes Nov 15. Decision needs to be made to continue or source new solution in advance</li> <li>• Onboarding suppliers to e-invoicing</li> </ul>														Mar-16	
A3	New Supplier creation Process - Process for creating a supplier on CBIS <i>Lead: Mark Vincent/Andrew Lenihan</i>	<ul style="list-style-type: none"> <li>• Check with Cat Mans form has been designed to cover everything, get developments approved and e-forms updated ready for testing if req</li> <li>• If developments/testing go well report live Dec, comms out with go live date then new system release Jan</li> </ul>														Jan-16	E-invoicing and P-Card system implementation have taken priority
A4	Invoices on Hold - Reduce number of invoices on hold to improve invoice payment statistics <i>Lead: Geoff Pamell/Andrew Lenihan</i>	<ul style="list-style-type: none"> <li>• Develop strategy to ensure holds stay at manageable level</li> <li>• Reduce holds to manageable level</li> <li>• Clear all necessary holds by R12 go live (Apr)</li> <li>• AP contact people chase up inv on hold quarterly Apr - Jun</li> <li>• Continuing to review effectiveness how we report and resolve holds</li> <li>• Initial change with holds team plan to chase up bi-monthly, but review to take place to see whether this frequency will continue</li> <li>• Bi-monthly chase invoices on hold and review effectiveness</li> <li>• Bi-monthly chase invoices on hold and review effectiveness</li> <li>• Bi-monthly chase invoices on hold and review effectiveness</li> </ul>														Mar-16	
A5	P-Card Implementation, Policy, Communications and Training - City of London payment card policy to be published after committee approval; Select a P-Card provider to handle our P-Card spend <i>Lead: Mark Vincent/Beth Forge</i>	<ul style="list-style-type: none"> <li>• Demo's, tender and decision</li> <li>• Draft policy in development, ready for public view in July</li> <li>• Build and implement system</li> <li>• User workshop, pre-build the system</li> <li>• Consultation of key stakeholders</li> <li>• Policy workshop</li> <li>• Training and finalising the policy documentation</li> <li>• Amendments to the system</li> <li>• Go live new P-card system Nov-15</li> <li>• Ensure functionality and all info embedded</li> </ul>														Dec-15	Policy taken longer than expected, continuous amendments to build and training plan held up as lead training officer out of office for number of weeks
	<b>► Compliance, Policies, Risk Assurance and Health and Safety</b> <i>Lead: CP Leadership Team</i>	<ul style="list-style-type: none"> <li>• B1 - Procurement and EU Regulations Re-fresh, Guidance, Communications and Training</li> <li>• B2 - Design and Implementation of Corporate Procurement Documentation</li> </ul>															
B1*	Procurement Code and EU Regulations Re-fresh, Guidance, Communications and Training - Publish and implement the City procurement regulations 2015 <i>Lead: Gary Dowling/Will Rattigan/Joanna Smith/Beth Forge</i>	<ul style="list-style-type: none"> <li>• Draft revised regulations and agree new interim procedure by mid Jun 15</li> <li>• Chris &amp; CP Leadership team to review, to wider consultation before PSG 16th Jul</li> <li>• Revising code, pt 2 first draft ready PSG Oct for app, Get regs app Part 1 - Rules</li> <li>• Part 1 to Finance 22 Sept &amp; Common Council 10 Oct once B16* advocated</li> <li>• Regs published Oct 15 (linked to B2*)</li> <li>• Training to run Oct onwards</li> <li>• Need impact assessment and develop implementation plan for comms, training and guidance</li> <li>• Classroom based training and e-learning ongoing</li> </ul>														Nov-15	Committee approvals moved from July to Sept to facilitate production of a more user friendly Procurement Code
B2*	Design and implementation of Corporate Procurement Documentation - Rollout a complete suite of standard procurement documentation <i>Lead: Joanna Smith/Gary Dowling</i>	<ul style="list-style-type: none"> <li>• Standard monthly documents approved for use on Bravo</li> <li>• Bravo to start in April</li> <li>• PQQ agreed &amp; below threshold contracts</li> <li>• Comments received by comptrollers final draft ITT ready by Jun</li> <li>• Produced core document for supplies &amp; services (PQQ, ITT Open &amp; ITT Restricted)</li> <li>• Requirements of new Regs (linked to B1*) incorporated in standard documents</li> </ul>														Aug-15	Complete

	<p><b>► Effective and engaged Resourcing</b> Lead: CP Leadership Team</p> <p>B3 City Procurement Training needs analysis and plan for 2015/16 - Develop a training plan for City Procurement Lead: Will Rattiqan</p> <p><b>► Sourcing &amp; Category Management</b> Lead: CP Leadership Team</p> <p><b>Technology and Innovation</b> Lead: CP Leadership Team</p> <p>S3* Implementation and data upload of new corporate Contract Register - Complete data entry on the new electronic contract register that goes live 1st May Lead: Mona Lewis</p> <p><b>Value for Money</b> Lead: CP Leadership Team</p> <p>S4 Production of an Efficiency and Savings Process Manual for City of London Lead: Mona Lewis</p> <p>S5* FY 15/16 Sourcing Plan report - Finalise sourcing plan with associated savings targets agreed Lead: Mona Lewis</p> <p><b>Corporate, Social Responsibility</b> Lead: CP Leadership Team</p> <p>B4 LLW Policy Re-fresh, Communications and Training - Recommendation committee paper to be completed revising the City's London Living Wage policy Lead: Beth Forge/Gary Dowding</p> <p>B5 Responsible Procurement Strategy - Implementing responsible procurement within strategy and operations Lead: Natalie Evans</p>	<p>B3 - City Procurement Training needs a analysis and plan for 2015/16</p> <p>S1 - Review and Implementation of the waiver process</p> <p>S2 - Procurement and implementation of new e-Tendering solution</p> <p>S3 - Implementation and data upload of new corporate Contract Register</p> <p>S4 - Production of a savings and efficiencies handbook for City of London</p> <p>S5 - FY 15/16 Sourcing Plan report</p> <p>B4 - LLW Policy Re-fresh, Communications and Training</p> <p>B5 - Responsible Procurement Strategy</p>	<p>Initial training needs analysis to be completed April</p> <p>AP and Project Data team training</p> <p>Proc Ops training</p> <p>Category management training</p> <p>Business Enablement training</p> <p>AP and Project Data team training</p> <p>Proc Ops training</p> <p>Category Management training</p> <p>Business Enablement training</p> <p>Linked to S2*, will be completed by July, on track</p> <p>Collating contracts info from departments and Legal, ready for upload</p> <p>Existing contract register upload</p> <p>Remainder of contract information from departments</p> <p>Update upload phase</p> <p>Team exercise to develop savings handbook</p> <p>April draft handbook to be reviewed</p> <p>Handbook to be reviewed by Heads of Finance 28th May</p> <p>PSG in June</p> <p>PSG instructed process needs further round of consultation with key stakeholders - go to PSG Sept for approval</p> <p>Feed agreements into regulations</p> <p>Draft new FY 15/16 Sourcing Plan, then S14</p> <p>Awaiting sign-off savings targets agreed by each Cat Board - Been to PSG</p> <p>Finance Committee in July</p> <p>Initial discussion with Chamberlain to determine whether we go to Finance Committee with the new policy (Possibly to Process and Resources)</p> <p>Policy drafted and approved by finance</p> <p>Communications and training plan finalised</p> <p>Completing communications plan</p> <p>Updated training deck</p> <p>Revise training deck to finalise</p> <p>Supporting documents to go before the training</p> <p>Training/ Contract management training</p> <p>Review of current state of RP - key risks and quick wins</p> <p>Revision of Col's RP strategy phase 1: Consult, Prioritise and Plan</p> <p>Outline plan/framework of RP Strategy</p>	<p>Dec-15</p> <p>Dec-15</p> <p>Dec-15</p> <p>Oct-15</p> <p>Aug-15</p> <p>Nov-15</p> <p>Aug-15</p>	<p>Lead officer out of the business for a number of weeks holding up the program</p> <p>Capital doing upgrade in Sept so asked if we can upload once completed</p> <p>PSG instructed process needs further round of consultation with key stakeholders - go to PSG Sept for approval</p> <p>Awaiting Cat Board sign-off, final Cat Board on Mon 29th June, FS, DCCS Constr agreed</p> <p></p> <p></p> <p></p> <p></p>
<b>Completed Projects</b>					
A1	No PO No PAY - Implementation of the City's No PO No Pay policy Lead: Geoff Pamell	No PO No Pay went live 1st April 2015. Process embedded with both suppliers and departments successfully. Completed June 2015.			
A6	No PO No Pay - Compliance Report	AP Team designed new Compliance Report (formally non-compliance report) which received feedback from PSG and FLG prior to circulation. First report sent out to departments 21st May 2015			
S1	Review and implementation of the Waiver Process Lead: Mona Lewis/Gary Dowding/Chris Bell				
S2*	Procurement and implementation of new e-Tendering solution - Procurement and implementation of new e-Tendering solution Lead: Mona Lewis				

L = Leadership	Project is in a critical state, guaranteed that the project will go, or has, gone beyond agreed tolerances (financial, benefits, timescales, quality)	Project is in a controlled state	Project closed
A = Accounts Payable	Project is slipping, project has slipped or will about to slip into agreed tolerances	Positive direction of travel (De-escalation)	Step closed
B = Business Enablement	Project is on track	Negative direction of travel (Escalation)	CP Key Strategic Themes
S = Sourcing & Category Management	* Project / step link	Milestone	Sub-categories
<b>CPDU</b>	Partnership Working	Technology Led Project/Programme	



## Appendix 2 - Summary of PO Compliance by Department

### City of London Compliance Report Overview – July 2015

Compliance Ranking by Department - July 2015					
Department	Invoices* Received	Invoices Returned to supplier	Value of Invoices Returned to Supplier	% of Invoices Returned to supplier	Ranking
CCC - (Central Criminal Court)	43	0	£0.00	0%	1
CHA - (Chamberlains)	1005	9	£30,913.26	1%	2
CLG - (CoL School for Girls)	165	2	£766.26	1%	2
SOL - (Comptrollers & City Solicitors)	53	1	£11,040.00	2%	3
TCK - (Town Clerks)	367	8	£11,472.79	2%	3
MAN - (Mansion House)	88	2	£1,233.09	2%	3
GSM - (Guildhall School of Music & Drama)	736	28	£28,825.79	4%	4
BBC - (Barbican Centre)	1255	60	£249,331.54	5%	5
SVY - (City Surveyors)	731	35	£252,523.06	5%	5
OSD - (Open Spaces)	604	29	£22,438.00	5%	5
CLF - (CoL Freeman's School)	186	9	£6,157.98	5%	5
CHL - (Culture, Heritage & Libraries)	399	20	£24,585.47	5%	5
REM - (Remembrancers)	52	3	£1,066.75	6%	6
DCCS - (Children and Community Services)	810	56	£84,244.25	7%	7
ENV - (Environmental Services)	405	33	£271,685.44	8%	8
MKT - (Markets)	309	26	£19,990.96	8%	8
CLS - (CoL School for Boys)	169	19	£12,002.03	11%	9
CSJ - (Sir John Cass)	72	12	£6,654.17	17%	10
POL - (Police)	631	128	£170,507.63	20%	11
<b>Grand Total</b>	<b>8080</b>	<b>480</b>	<b>£1,205,438.47</b>		

\* Invoices above includes Payment Request Forms and RCG Refunds

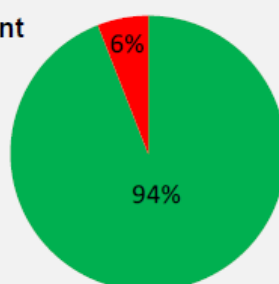
#### Invoices Returned to Supplier with No PO

480	6%	£1,205,438.47
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#### Breakdown of Compliance - July 2015

Type	Invoice Volume	Value of Invoices	%of Invoices
Compliant	7600	£42,100,902.58	94%
Non Compliant	480	£1,205,438.47	6%
<b>Grand Total</b>	<b>8080</b>	<b>£43,306,341.05</b>	<b>100%</b>

Non Compliant



Compliant