

Further detail by Portfolio, Outstanding Sundry Debt and Late Payment information

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Please note that the rounding of numbers gives rise to minor differences in the totals for each Portfolio between the covering report and this appendix.

1. Revenue by Portfolio

1.1 **Leader Revenue: Budget £7.2m, Outturn £7.2m, Var £0.0m Adverse**

	Budget	Y/E Outturn	Variance
	£000	£000	£000
Expenditure	570	560	(10)
Income	0	0	0
Chief Executives Office	570	560	(10)
Expenditure	1,760	1,850	90
Income	(110)	(90)	20
Economic Growth & Regeneration	1,650	1,760	110
Expenditure	4,890	4,820	(70)
Income	(200)	(110)	90
Policy & Communications	4,690	4,710	20
Expenditure	320	150	(170)
Income	0	0	0
Strategic Infrastructure	320	150	(170)
Leader	7,230	7,180	(50)

- a) Leader Revenue is reporting broadly to budget, with a minor adverse variance of **£0.05m**.
- b) Policy & Communications are reporting a minor overspend.
- c) Economic Growth and Regeneration are reporting a **£0.1m** adverse variance on staffing. This is being managed across the same service area through headroom on staffing in the Planning & Regeneration portfolio spend area, where there are some staff who cross over portfolio activities.
- d) Strategic Infrastructure is reporting a favourable variance of **£0.2m** due to vacancies - currently 47% of the team in post.

1.2 **Accessible Housing and Resources Revenue: Budget £54.8m, Outturn £55.7m,
Var £1.0m Adverse**

	Budget	Y/E Outturn	Variance
	£000	£000	£000
Expenditure	11,160	11,130	(30)
Income	(430)	(400)	30
Business Operations	10,730	10,730	0
Expenditure	550	550	0
Digital	550	550	0
Expenditure	90,030	90,220	190
Income	(81,010)	(81,200)	(190)
Finance	9,020	9,020	0
Expenditure	5,200	5,210	10
Income	(750)	(760)	(10)
Human Resources & Organisational Development	4,450	4,450	0
Expenditure	13,430	13,430	0
Income	(130)	(130)	0
ICT	13,300	13,300	0
Expenditure	17,860	17,860	0
Income	(1,470)	(1,480)	(10)
Legal & Democratic Services	16,390	16,380	(10)
Expenditure	22,580	23,200	620
Income	(25,500)	(25,150)	350
Property & Assets	(2,920)	(1,950)	970
Expenditure	1,410	1,410	0
Resources Director and Bus Mngmnt	1,410	1,410	0
Expenditure	3,170	14,590	11,420
Income	(1,330)	(12,740)	(11,410)
Service Improvement	1,840	1,850	10
Accessible Housing & Resources	54,770	55,740	970

- a) Accessible Housing and Resources Revenue is reporting an adverse variance of **£1.0m**.
- b) Property & Assets have an adverse variance of **£1m** due to increased energy costs (increases in costs relating to access and maintenance of the electricity grid – ‘network costs’ - and under-budgeted usage). Within Strategic assets, loss of income from property voids is being met from contingencies.

1.3 **Climate Change and Environment:** Revenue Budget £16.8m, Outturn £17.6m
Variance £0.8m Adverse

	Budget	Y/E Outturn	Variance
	£000	£000	£000
Expenditure	1,840	1,850	10
Income	(480)	(480)	0
Environment	1,360	1,370	10
Expenditure	3,640	3,640	0
Income	(970)	(970)	0
Street Cleaning	2,670	2,670	0
Expenditure	34,690	30,120	(4,570)
Income	(21,880)	(16,550)	5,330
Waste	12,810	13,570	760
Climate Change & Environment	16,840	17,610	770

- a) Climate Change and Environment Revenue is reporting an adverse variance of **£0.8m**.
- b) **£0.8m** adverse variance in Waste Collection due to market volatility within dry mixed recycling resulting in cost pressures.
- c) Electricity income is forecast to be **£5m** less than budgeted income target which will be offset with a proposed **£5m** waste reserve drawdown in order to balance to budget. The forecast includes the impact of 31 days shutdown of which 10 days was unplanned outage, leaving only 9 days of the baseline for the rest of the year. Summer contracts have been purchased and there is the further option of utilising the daily spill market; winter contracts are not yet confirmed but should be known by the end of the Summer. Electricity income forecast is based on the mid-case scenario.
- d) The income budget for EfW was temporarily increased to £13.3m (from £1.5m) in 2023/24 because of the significant increase in electricity sales prices. It was always recognised that this is a temporary and volatile situation, so the waste reserve was also increased to manage any variations against budget and volatility in the energy market.
- e) The government has announced that it will abolish charging for household DIY waste at Household Recycling Centres. This represents a potential risk of loss of income which is currently being assessed and will be brought into the financial position once the implications and timeline is known.

1.4 **Communities Revenue: Budget £7.0m, Outturn £6.9m, Var £0.1m Favourable**

	Budget	Y/E Outturn	Variance
	£000	£000	£000
Expenditure	2,660	2,660	0
Income	0	0	0
Community Boards	2,660	2,660	0
Expenditure	3,360	3,250	(110)
Income	(1,380)	(1,380)	0
Community Safety	1,980	1,870	(110)
Expenditure	5,630	5,530	(100)
Income	(4,890)	(4,800)	90
Localities & Strategic Partnerships	740	730	(10)
Expenditure	310	310	0
Resilience Services	310	310	0
Expenditure	1,840	1,800	(40)
Income	(470)	(430)	40
Special Expenses	1,370	1,370	0
Communities	7,060	6,940	(120)

- a) Communities Revenue is reporting broadly to budget, with a favourable variance of £0.1m.
- b) Community Safety is currently showing a favourable variance of £0.1m related to staffing.

1.5 **Culture and Leisure Revenue:** Budget £4.6m, Var £0.0m

	Budget	Y/E Outturn	Variance
	£000	£000	£000
Expenditure	8,620	8,580	(40)
Income	(4,010)	(3,950)	60
Culture & Leisure	4,610	4,630	20
Culture & Leisure	4,610	4,630	20

- a) Culture and Leisure Revenue is reporting broadly to budget, with a minor variance.

1.6 Education & Children’s Services Revenue: Budget £102.6m, Outturn £106.5m,
Var £3.9m Adverse

	Budget	Y/E Outturn	Variance
	£000	£000	£000
Expenditure	95,370	98,510	3,140
Income	(7,720)	(7,260)	460
Children's Social Care	87,650	91,250	3,600
Expenditure	22,560	23,080	520
Income	(7,570)	(7,820)	(250)
Education	14,990	15,260	270
Expenditure	572,010	572,010	0
Income	(572,010)	(572,010)	0
Education - Dedicated Schools Grant	0	0	0
Education & Childrens Services	102,640	106,510	3,870

- a) Education & Children’s Services Revenue is reporting an adverse variance of **£3.9m**.
- b) An adverse variance of **£3.6m** is reported against the budgets for Children’s Social Care with Education budgets reporting an overspend of **£0.3m**.
- c) The key pressures identified to date include:
 - i. Placements for children looked after **£3.5m** – this forecast is based on current activity, and known forward activity, and includes adoption and SGO allowances. As yet no forecast of future activity through the year has been included in the forecast and therefore there is significant risk that this overspend will increase further. The projected overspend relates to placement mix rather than placement volume. Projected numbers of unregulated placements are higher than budget and the projected number of foster care and residential placements are lower than budget
 - ii. Client costs **£0.9m** – this reflects increased spend to support young people with complex needs within the community. Further work is required to confirm this forecast.
 - iii. OT Equipment **£0.2m**

- iv. Aftercare costs **£0.8m** – high numbers of young people turning 18 during the financial year. The forecast takes into account potential shortages of suitable accommodation for care leavers.
 - v. Social Care Staffing costs underspend **£1.9m**
 - vi. Education budgets **£0.3m** overspent – includes costs for Capita system, Premature Retirement Costs for schools, SEND mediation costs.
- d) There is a significant risk that expenditure on placement costs for children looked after will increase during the year if the numbers of unregistered placements continue to increase. Mitigations include the release of existing capital budget in the current year for the development of further in house residential capacity and urgent work to review and accelerate priority actions within the Sufficiency Strategy to focus on reducing the number of unregistered placements.

1.8 **Health & Wellbeing Revenue:** Budget £183.6m, Outturn £187.5m, **Var £3.9m**
Adverse

	Budget	Y/E Outturn	Variance
	£000	£000	£000
Expenditure	246,610	255,030	8,420
Income	(63,020)	(67,520)	(4,500)
Adult Social Care	183,590	187,510	3,920
Expenditure	22,980	22,980	0
Income	(22,980)	(22,980)	0
Public Health	0	0	0
Health & Wellbeing	183,590	187,510	3,920

- a) Health & Wellbeing Revenue is reporting an adverse variance of **£3.9m**.
- b) This adverse variance mainly relates to care packages carried forward from 22/23. There were 252 more clients at the start of the year at an average weekly cost of £667. However, this variance has been partly offset by additional income associated with these clients. In April demand for services continued to outstrip budget however, the following mitigations have been put in place and data from May suggests that spend is reducing:
 - i. Weekly monitoring of spend – reports are sent to Service Directors and Heads of Service to show how the number of clients and the cost of packages is changing week on week. This enables managers to identify emerging issues and take appropriate management action.
 - ii. Biweekly tracking of management action – Service Directors meet with the Corporate Director to review management actions to deliver savings and identify further mitigations. Mitigations include reviews of clients with two carers, clients with multiple services and the highest cost clients.
 - iii. Scheme of Delegation – thresholds for authorisation have been lowered to provide greater management oversight when agreeing packages of care.
 - iv. Other budget scrutiny – all budgets are being scrutinised by managers to identify any additional savings.
 - v. Further work on funding sources for staffing should release additional underspends going forward.

1.9 **Housing & Homelessness & Regulatory Revenue:** Budget £9.7m, Outturn £11.3m,
Var £1.6m Adverse

	Budget	Y/E Outturn	Variance
	£000	£000	£000
Expenditure	11,560	12,990	1,430
Income	(4,910)	(4,780)	130
Housing & Homelessness	6,650	8,210	1,560
Expenditure	10,520	10,560	40
Income	(7,460)	(7,500)	(40)
Regulatory Services	3,060	3,060	0
Housing & Homelessness & Regulatory Serv	9,710	11,270	1,560

- a) Housing & Homelessness & Regulatory Revenue is reporting an adverse variance of **£1.6m** due to increased pressures on temporary accommodation. Demand has increased from the budgeted 179 households in nightly paid accommodation to 218 households, as at the end of May. There has been a steady increase in households presenting as homeless throughout the winter and early spring and, whilst the trend is starting to plateau as we enter the summer, the underlying lack of cheaper, Council-owned temporary accommodation units, and short supply of affordable housing units to move clients on to, means we are not seeing households leave expensive nightly paid accommodation as quickly as expected. The forecast variance includes the savings from mitigating actions to move the most expensive households into cheaper accommodation, and improving our processes around preventing homelessness.

1.10 **Planning & Regeneration Revenue:** Budget £6.9m, Outturn £6.8m, Var £0.1m Favourable

	Budget	Y/E Outturn	Variance
	£000	£000	£000
Expenditure	1,130	970	(160)
Income	(170)	(130)	40
Economic Growth & Regeneration	960	840	(120)
Expenditure	15,080	15,090	10
Income	(9,110)	(9,110)	0
Planning	5,970	5,980	10
Planning & Regeneration	6,930	6,820	(110)

- a) Planning & Regeneration Revenue is reporting broadly to budget, with a favourable variance of £0.1m on staffing in the Regeneration team. Planning income levels are being monitored as a risk, in case the current economic factors result in a drop in application numbers and income levels.

1.11 **Transport Revenue:** Budget £61.3m, Outturn £64.5m, **Variance £3.1m Adverse**

	Budget	Y/E Outturn	Variance
	£000	£000	£000
Expenditure	37,680	37,900	220
Income	(15,980)	(13,870)	2,110
Highways & Technical Services	21,700	24,030	2,330
Expenditure	1,640	1,640	0
Income	(960)	(960)	0
HS2	680	680	0
Expenditure	40,020	41,020	1,000
Income	(1,980)	(2,150)	(170)
Transport Services	38,040	38,870	830
Expenditure	1,600	1,600	0
Income	(670)	(670)	0
Transport Strategy	930	930	0
Transport	61,350	64,510	3,160

- a) Transport Revenue is reporting an adverse variance of **£3.1m**.
- b) Highways & Technical Services - adverse variance of **£2.3m**:
 - i. **£1.8m** reduced income forecast within Parking Operations due to increased income targets following Covid recovery (however public behaviours are expected to remain the same) and a reduction in PCN income due to reduced enforcement officers for Quarter 1 with vacancies not filled;
 - ii. Increased energy costs forecast for Highways and Parking Operations.
- c) Transport Services - adverse variance of **£0.8m**:
 - i. **£0.8m** adverse variance for Home to School Transport due to an increase on contract costs. There is an estimated £2m risk declared which is dependent on the outcome of Summer operations ahead of the new academic year and the rate at which contracts continue to be handed back.
 - ii. **£0.2m** adverse variance due to staff pressures within Client Transport to meet service demand.
 - iii. **£0.2m** favourable variance due to funding within Public Transport to cover service pressures where grant conditions allow.

1.12 **Corporate & Funding Revenue:** Budget -£454.8m, Outturn -£460.5m, **Var £5.7m Favourable**

	Budget	Y/E Out- turn	Variance	%
	£m	£m	£m	
Capital Financing	31.0	30.2	(0.8)	(3%)
Corporate Costs	31.0	30.7	(0.3)	(1%)
Reserves	(8.7)	(8.7)	-	-
Treasury Management	(4.8)	(9.2)	(4.4)	92%
Corporate Total	48.5	43.0	(5.5)	(11%)
Business Rates	(66.1)	(66.1)	-	-
Council Tax	(403.2)	(403.2)	-	-
Council Tax Surplus	(3.5)	(3.5)	-	-
New Homes Bonus	(3.6)	(3.6)	-	-
Unringfenced Grants	(26.3)	(26.5)	(0.2)	1%
Revenue Support Grant	(0.6)	(0.6)	-	-
Funding Total	(503.3)	(503.5)	(0.2)	0%
Total	(454.8)	(460.5)	(5.7)	1%

- a) The **£5.7m** favourable variance comprises:
- i. **£4.3m** favourable variance relating to Interest on Revenue Balances. This reflects further increases in the Bank of England base rate.
 - ii. **£0.8m** favourable variance on interest payable budgets, due to recalculation of loan repayments.
 - iii. A minor surplus of **£0.2m** in grant income due to the budget being set prudently.
 - iv. A favourable variance of **£0.3m** arising predominantly from contribution from grants towards central overheads.
 - v. Corporate Contingencies are being retained to address the ongoing risk of further pressures within the year.
- b) Available reserve balances: in addition to the Corporate Contingencies, the “Mitigating Future Financial Risks” reserve contains £11.5m. After known commitments of £2.2m, a balance of £9.3m remains which could be called upon if required.

Corporate Contingencies & Mitigating Future Financial Risks Reserve

2023-24 Revenue Contingencies	Budget	Released	Current Budget	Favourable Variances - mitigating pressures	Remaining to cover pressures that may arise in remainder of
	£'000	£'000	£'000	£'000	£'000
Pay, Pension and Redundancy Contingency					
Pay Inflation	9,695	0	9,695	-	9,695
Pay - Bonus Contingency	1,000	0	1,000	-	1,000
Pay conversion	710	0	710	-	710
Redundancy Fund	500	0	500	-	500
Total Pay, Pension and Redundancy	11,905	0	11,905	-	11,905
Service Risk Contingency					
General Contingency	8,446	0	8,446	-	8,446
National Living Wage	1,750	0	1,750	-	1,750
Social Care Pressures	1,936	0	1,936	-	1,936
Adult Social Care Provider Market	300	0	300	-	300
Adults Demography	1,799	0	1,799	-	1,799
Children's Services Demography	800	0	800	-	800
High Cost Children's Placements	500	0	500	-	500
Total Service Risk	15,531	0	15,531	-	15,531
Total Contingency	27,436	0	27,436	-	27,436
Total Variation on Contingencies				0	
Available balance from "Mitigating Future Financial Risks" reserve	11,465				
Further £0.15m approved by SAPC to support staff hardship fund	(150)				
Committed to Helping Hand scheme: £1m in 2023/24 and £1m in 2024/25	(2,000)				9,315
Total resources earmarked to mitigate further pressures					36,751

2. Capital by Portfolio

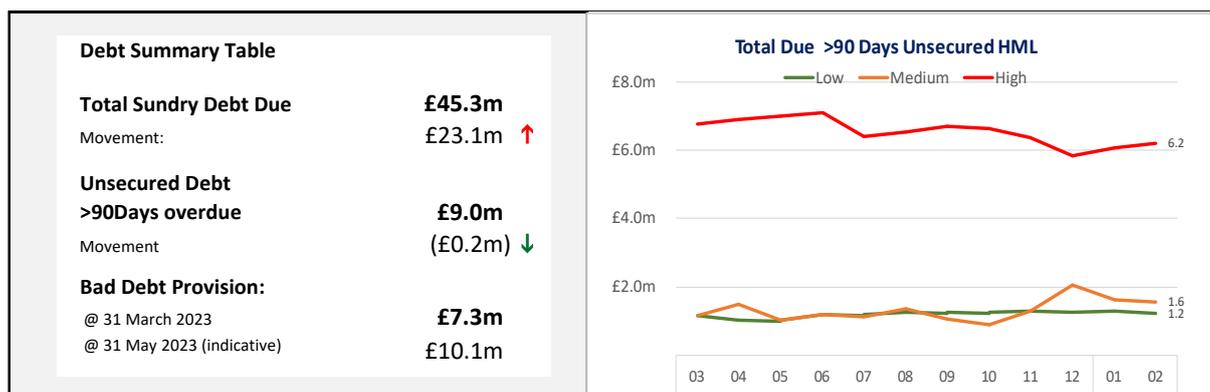
2.1 All portfolios are currently reporting a breakeven position, following the reprofile of the capital programme in 2023/24. The table below sets out the budgets and main programme areas for each portfolio.

Portfolio/Programme	Current Year Budget			Actual	Forecast	Variance		Fut Yrs Budget
	Released	Unreleased	Total			Released Budget	Total Budget	
	£m	£m	£m			£m	£m	
Economic Growth	0.3		0.3		0.3			
Strategic Infrastructure (HIF)	1.6	17.5	19.1	0.7	19.1	17.5		74.0
Leader Total	1.9	17.5	19.4	0.7	19.4	17.5	-	74.0
ICT	2.1		2.1	0.0	2.1			4.4
Property & Assets	2.8	1.5	4.3	(0.1)	4.3	1.5		12.3
Accessible Housing & Resources Total	4.9	1.5	6.4	(0.1)	6.4	1.5	-	16.7
Climate Change & Air Quality	0.9		0.9	0.0	0.9			3.4
Flood Management	0.5	0.9	1.5	(0.0)	1.5	0.9		11.0
Waste - Depots	0.8		0.8	0.0	0.8			
Waste - HRC	0.3	0.2	0.5	0.0	0.5	0.2		8.5
Waste - Vehicles & Containers	0.8	3.1	3.9	(0.3)	3.9	3.1		8.8
Waste - Biowaste	0.1		0.1	(0.0)	0.1			
Climate Change & Environment Total	3.3	4.2	7.6	(0.3)	7.6	4.2	-	31.7
Community Safety			-					0.3
Communities Total			-				-	0.3
Country Parks	1.5	1.0	2.5	0.1	2.5	1.0		
Leisure Centres	1.0		1.0	0.0	1.0			1.3
Libraries	0.1	0.4	0.4	0.0	0.4	0.4		0.3
Parks & Play Areas	0.6		0.6		0.6			0.4
Sport & Leisure Projects	1.9		1.9	0.4	1.9			3.7
Culture & Leisure Total	5.0	1.4	6.4	0.5	6.4	1.4	-	5.7
Children's Social Care		0.5	0.5		0.5	0.5		
Primary School Places	2.0	2.0	4.0	0.0	4.0	2.0		64.2
Secondary School Places	5.2	0.5	5.7	(0.6)	5.7	0.5		10.3
Provision for Special Educational Need	1.7	1.0	2.7	0.3	2.7	1.0		30.6
Programme Inflation			-					14.1
S106 Unallocated Budget			-		0.0	0.0		
School Property Maintenance	4.6	1.5	6.1	0.1	6.1	1.5		18.0
School Access Adaptations	0.2		0.2	(0.0)	0.2			0.6
School Toilets	0.2		0.2	0.0	0.2			0.8
Schools Total	13.8	5.0	18.8	(0.2)	18.8	5.0	-	138.6
Education & Children's Services Total	13.8	5.5	19.3	(0.2)	19.3	5.5	-	138.6
Affordable Housing	0.3	0.5	0.7	(0.1)	0.7	0.5		3.3
Homelessness			-	(0.5)				0.2
Housing	4.2		4.2	(0.2)	4.2			14.7
Cemeteries & Crematoria	0.9		0.9	0.0	0.9			1.8
Homelessness & Regulatory Services Total	5.4	0.5	5.8	(0.7)	5.8	0.5	-	20.0
Regeneration	12.7	1.0	13.7	4.0	13.7	1.0		34.5
Planning & Regeneration Total	12.7	1.0	13.7	4.0	13.7	1.0	-	34.5
Car Parks	0.5		0.5	(0.3)	0.5			1.3
Highways & Cycleway Funded Schemes	1.1		1.1	0.0	1.1			2.2
Other Transport & Infrastructure	5.7		5.7	0.0	5.7			5.1
Rights of Way	0.5	0.3	0.7	0.0	0.7	0.3		0.3
Strategic Highway Maintenance								
Abbey Way Flyover High Wycombe		0.1	0.1		0.1	0.1		
Bridge Maintenance	1.3		1.3	0.0	1.3			3.1
Failed Roads Haunching & Reconstruction	2.9		2.9	0.0	2.9			9.0
Footway Structural Repairs	2.2		2.2	0.0	2.2			6.5
Maintenance Principal Rds - Drainage	2.1		2.1	0.1	2.1			6.0
Plane & Patch	9.5		9.5	1.4	9.5			13.3
Replacement Traffic Signals	0.6		0.6	0.0	0.6			1.0
Road Safety - Casualty Reduction	1.3		1.3	0.0	1.3			2.5
Strategic Highway Maintenance Program	17.7		17.7	0.3	17.7			47.6
Street Lighting	2.6		2.6	0.0	2.6			4.5
Old Highways Maintenance Codes			-	(0.1)				
Strategic Highway Maintenance Total	40.2	0.1	40.3	1.8	40.3	0.1	-	93.3
Transport Services	0.6		0.6	0.0	0.6			0.7
Highway Improvement Projects	0.5		0.5	0.0	0.5			2.0
Transport Total	49.0	0.4	49.4	1.7	49.4	0.4	-	105.0
Grand Total	96.1	32.0	128.0	5.6	128.0	32.0	-	426.5

Top 3 Capital projects by spend 2023/24

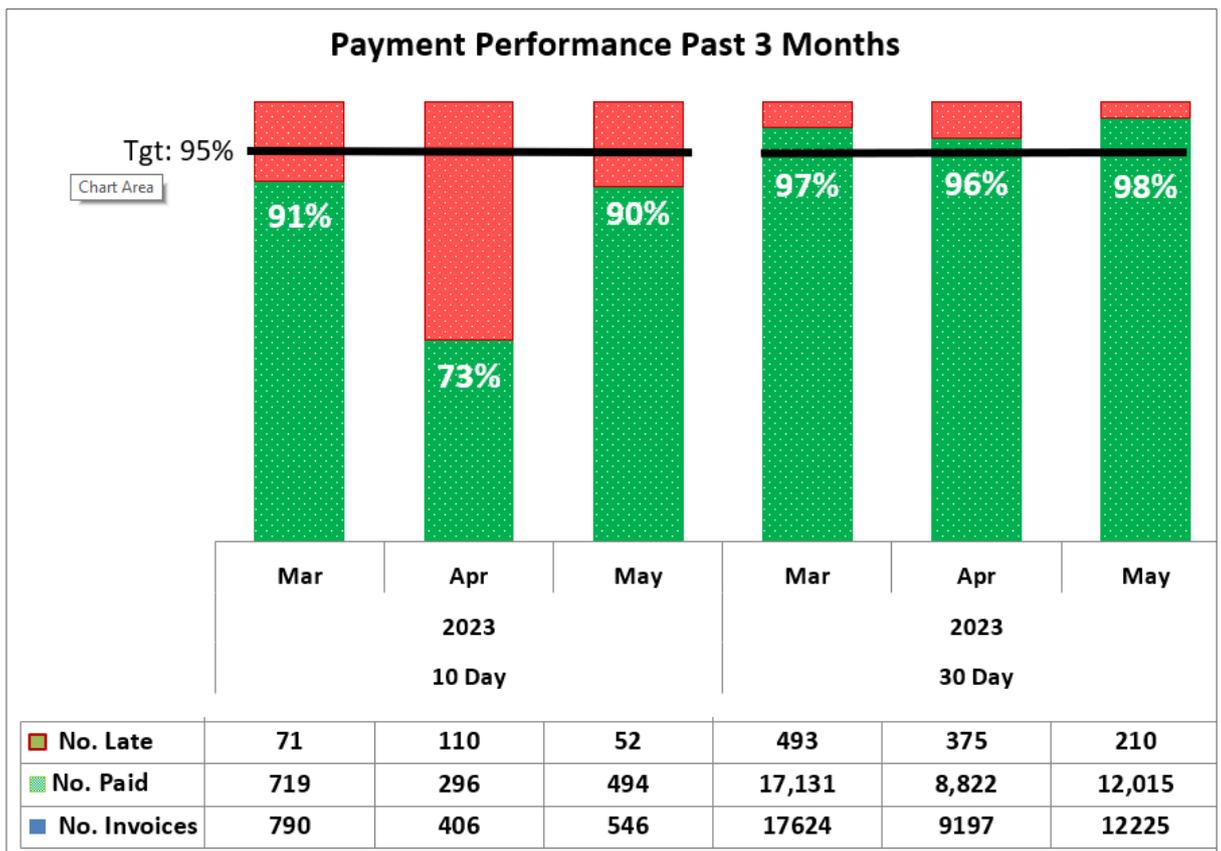
Portfolio	Project	£m
Leader	SEALR (South East Aylesbury Link Road)	15.8
	Cycle Infrastructure	1.3
	Stoke Mandeville Relief Road	0.8
Accessible Housing & Resources	Corporate Planned Work	1.0
	Device Refresh 2024/25	1.0
	Orchard House - SCAS	1.0
Climate Change & Environment	Aylesbury Waste Vehicle Fleet Replacement	2.5
	Marlow Surface Water Management Plan	0.6
	Pembroke Road Depot Offices Mess	0.8
Culture & Leisure	South Bucks Country Park	1.5
	Country Parks Visitor Centre	1.0
	Facilities for Young People	0.6
Education & Children's Services	Schools Planned Work	6.0
	Primary school places	2.0
	John Colet 1fe expansion	1.4
Homelessness & Regulatory Services	Disabled Facility Grants	4.1
	s106 Affordable Housing Schemes	0.5
	Stoke Poges Memorial Garden	0.3
Planning & Regeneration	Cressex Island Aldi	4.7
	Future High Streets	4.3
	22 Queen Square	0.5
Transport	Strategic Highway Maintenance	14.9
	Plane & Patch	9.5
	East West Rail Car Park	3.2
Grand Total		79.4

3. Outstanding Sundry Debts



- 3.1 Unsecured debt over 90 days has seen a decrease of £0.2m so far across Q1, falling from £9.2m to £9.0m, and well within the £10m KPI.
- 3.2 Total sundry debt currently sits at £45.3m, an increase of £23.0m from Q4. Of the £45.3m, £40.5m is unsecured with an age profile of: less than 30 days £23.9m (59%); 31-90 days £7.6m (19%); and over 90 days £9.0m (22%).
 - b. HS2 Ltd are currently responsible for £22.0m of debt, which has been raised across Q1. HS2 have given assurance that invoices will be paid, and are being chased regularly at Corporate Director level.
- 3.3 Improvement Actions:
 - a) Strategic and operational Adult Social Care Debt Task and Finish groups are continuing to meet monthly with service, finance, and legal representation. Processes and debt recovery performance are under close review to improve recoveries.
 - b) As part of the AURA programme, ongoing work is currently being undertaken between Finance and ICT to automate parts of the debt collection process. The automations are currently progressing, and implementation is expected in the next couple of months as they currently move through testing and into the live system.

4. Payment Performance



- 4.1 For Q1 our current overall invoice payment performance is 96.7% paid on-time (22,374 invoices), up 2.5% from Q4.
- 4.2 Our 30-day payment performance for Q1 is 97.1% (21,422) of invoices paid on time, up 1.6% from Q4.
- 4.3 Our 30-day payment performance currently exceeds our KPI of 95% paid on-time, reaching upwards of 98% across the quarter. We are continuing to identify solutions and improvements to the challenges we face with the payment of invoices and are working closely with our colleagues across various service areas providing further training and support to drive efficiencies across our invoice processing.
- 4.4 Our 10-day payment performance for Q1 is 81.7% (952 invoices) of invoices paid on time, down 7.4% from Q4.
- 4.5 Our 10-day payment performance currently falls below our KPI of 95% paid on-time, with 162 invoices paid late across the quarter. These late invoices represent just 0.4% of all invoices paid over Q4, but we are constantly trying to identify where there are themes or regular issues that arise so that we can assist in improving the payment performance.