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Performance Report

Quarter 3

2022/23 financial year

Strategy and Resources Committee

Business Intelligence
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Key

Data Item	Explanation
Target / Pro Rata Target	The target that has been set for the indicator, relevant for the reporting period
Current Month / Current Period	The latest performance figure relevant to the reporting period
Previous Month / previous period	The previously reported performance figure
Direction for Improvement	Indicates whether 'good' performance is a higher or a lower figure
Change in Performance	Indicates whether performance is 'improving' or 'declining' by comparing the latest performance figure with that of the previous reporting period
Statistical Neighbours Mean	Provided as a point of comparison, based on the most recently available data from identified statistical neighbours.
England Mean	Provided as a point of comparison, based on the most recent nationally available data
RAG Rating	• **Red** – current performance is off target by more than 10% • **Amber** – current performance is off target by 10% or less • **Green** – current performance is on target by up to 5% over target • **Blue** – current performance exceeds target by more than 5% • **Baseline** – indicates performance is currently being tracked in order to inform the target setting process • **Contextual** – these measures track key activity being undertaken, to present a rounded view of information relevant to the service area, without a performance target. • **In Development** - measure has been agreed, but data collection and target setting are in development
Indicator Description	Provides an overview of how a measure is calculated. Where possible, this is based on a nationally agreed definition to assist benchmarking with statistically comparable authorities
Commentary	Provides a narrative to explain the changes in performance within the reporting period
Actions	Actions undertaken to address under-performance. Populated for 'red' indicators only
Useful Links	Provides links to relevant documentation, such as nationally available data and definitions

	Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
	20.0%	↓	52.0%	75.8%	Improving

RAG Rating

Red

**Cambridgeshire Performance**

Indicator Description

Public Contract Regulations (2015) require all contracts valued over £25,000 to be advertised and to follow a competitive process. External audit findings mean that there is a cross Council drive to promote and enable effective and compliant procurement practice.

The Council's Contract Procedure Rules allow for exceptions/waivers to be applied for in specific circumstances where the contract is valued either below the relevant UK Procurement Threshold or below the Key Decision Threshold of £500,000. Waiver requests are submitted via the Council's online system and approval needs to be obtained from various officers dependent on the value of the waiver. There are occasions where, by their very nature, waivers will be requested with short timescales to the contract start date – for examples in cases of emergency or extreme urgency. However, it is important that apart from these circumstances, waiver submission leaves enough time for a procurement should a waiver request be denied.

Tracking this indicator allows the Council to identify the number, type and value of waivers being submitted in such a way as to prevent non-compliant procurement practice and so develop communications, training and other initiatives to reduce this risk to the Council.

The KPI takes the date the waiver was submitted and the date the contract is due to start and calculates the time difference between the two dates. It is designed to provide an understanding of whether waivers are submitted in sufficient time to allow for alternative action should the waiver request be denied.

The target of 20% takes into account that valid reasons for waivers include emergencies and urgent situations whilst also anticipating that the majority of waivers should be applied for sufficiently early in the procurement planning process to allow for alternative courses of action.

Cambridgeshire Performance 22-23 Q3
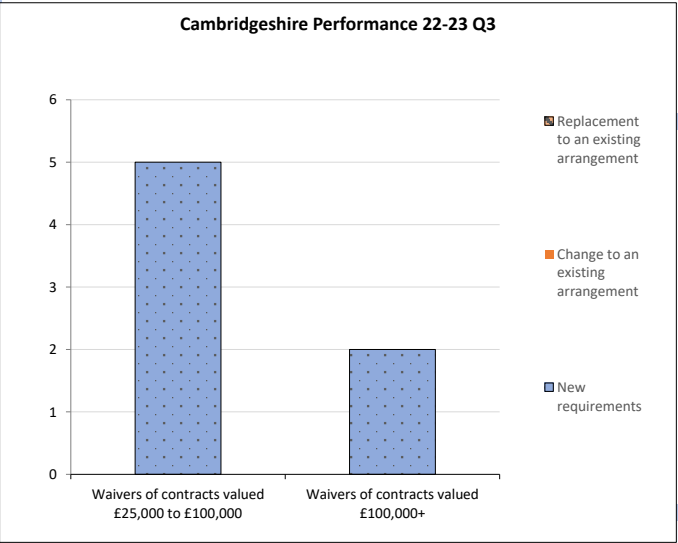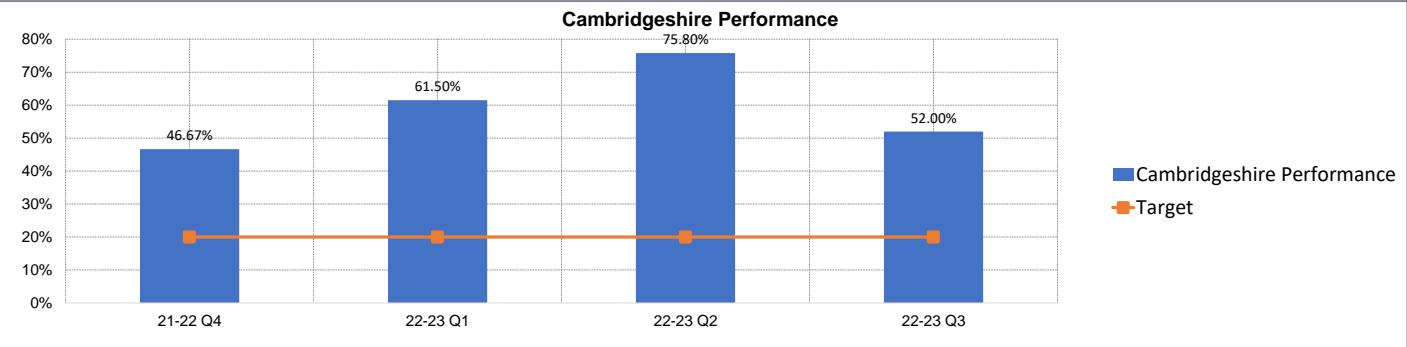
Detail of waivers of contracts for new requirements valued £100,000+

Supplier	Contract Detail	Contract Value
Imperial College Projects London	Hair analysis for Coroner's Service	£170,000
Tile Hill	Interim recruitment - the Council is required to ensure there is a statutory roleholder in place	£168,000

Commentary

Performance is improving on this Key Performance Indicator. The 2 late waivers detailed in Appendix 1 with the highest risk already have action plans put in place to ensure they are in place for the shortest possible length of time.

Actions

1. The Procurement Governance Board now receives wavier reports at its bi-monthly meetings.
2. It has been agreed that Internal Audit will do a deep dive into late waivers to examine the risk they pose to the Council.
3. The Chief Executive will investigate the 3 highest value late waivers for the next three months, if necessary this work will be continued by the new Executive Director for Resources.
4. The waiver form and guidance are being updated.
5. Communications will continue to remind colleagues of the waiver process and the need to submit waivers in a timely manner.
6. To note - the annual procurement report will be presented to the Audit and Accounts Committee meeting on 26 May 2023

Indicator 171: Rent per acre obtained from the agricultural estate   March   2023

Target	Current	Previous	Direction for Improvement	Change in Performance
£107	£146	£144	↑	Improving

RAG Rating

Blue

Indicator Description

Data source:
Currently set of excel spreadsheets owned by rural to record the rent whch feeds into the budget. Defra data records market rent for East of England Region. Base data is tenancy agreements with new rents recorded by the parties (Landlord & Tenant) on a signed and dated rent memorandum attached to the agreement and recorded on excel spreadsheets.Future development of an internal asset management data base.

This KPI records annual change in rental income measured against the previous year's recorded rent. Reported as a % change on previous year for the total rural portfolio as rent (£) per acre for the agricultural tennacies. The rent per acre figure enables some comparison with regional market rents in the agricultural sector which are published annually by defra and other commentators. For a new letting Market Rent is defined by The Royal Institution of Chartered Surveyors (RICS) as 'The estimated amount for which an interest in real property should be leased on the valuation date between a willing lessor and a willing lessee on appropriate lease terms in an arm's length transaction, after proper marketing and where the parties had acted knowledgeably, prudently and without compulsion.' Rent Review (mid tenancy) of agricultural rent (per acre) is impacted by a number of complex factors - soil type, crop type, type of tenancy & external influences such as input costs and world commodity markets.

Comparator:
Market Rents (£ per hectare/acre) for the East of England reported annually by Defra in January for the previous year. Most up to date figures are for 2021.

Target:
annual rent (£ per acre)achieved tracks defra rent per acre for East of England (variance +/- 10%). Currently CCC agricultural rents are above the published East of England average in 2021 but the defra metric requires checking - ie is it bare land or for equipped holdings.

Cambridgeshire Performance

Legend: Rent per acre obtained from the agricultural estate — Target
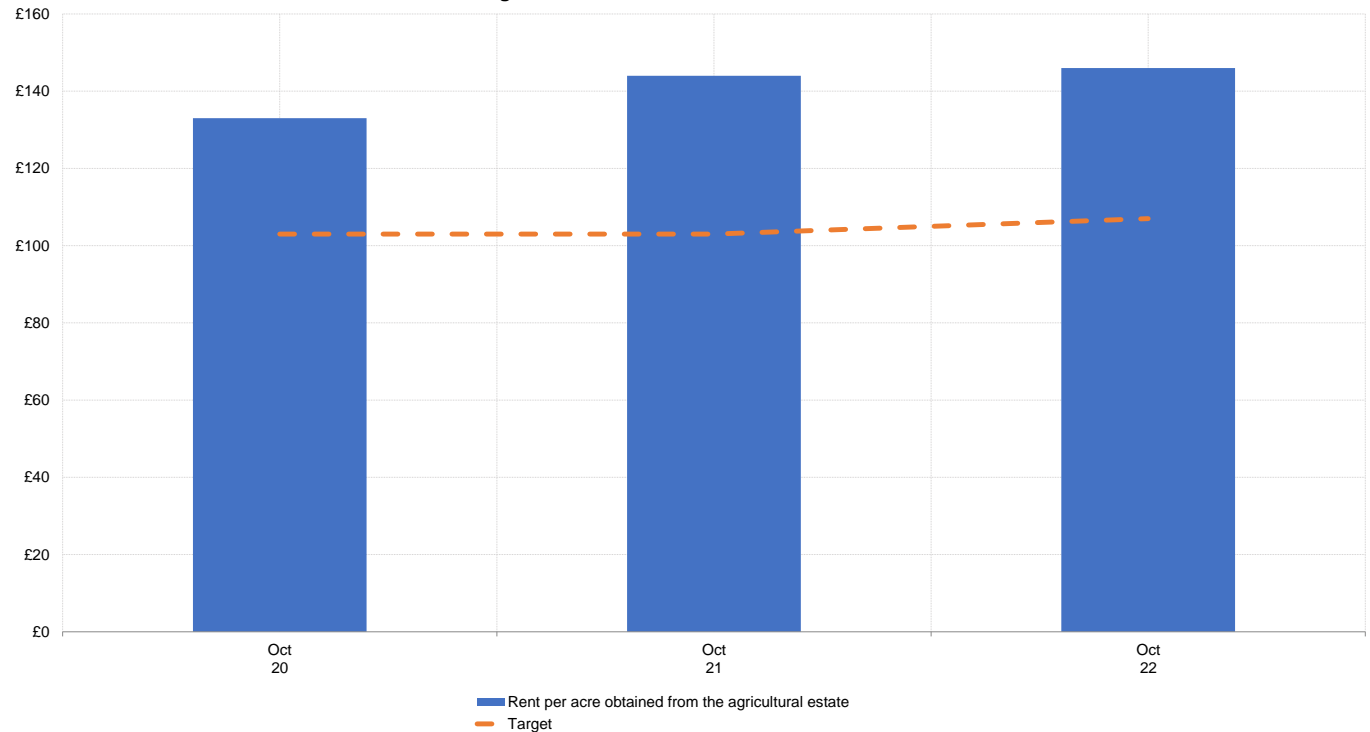
Commentary

Agricultural legislation enables review of rents every 3 years with 12 months notice required. 12 rent reviews on holdings were carried out in 2022 and Cambridgeshire County Council has increased the passing rent by an average of 12.83% in October 2022. There were fewer big increases this year as most that were lower were increased last year. Further, relets to existing tenants and new lettings (34 in total start date October 2022) have also increased the rental level, an average increase of 10% has been achieved from the new lettings. The rents achieved are good in the current climate of decreased subsidy payments and uncertainty in the industry.

Actions

Indicator 182: Proportion of Freedom of Information requests responded to within statutory timescale (Year to Date)

March   2023

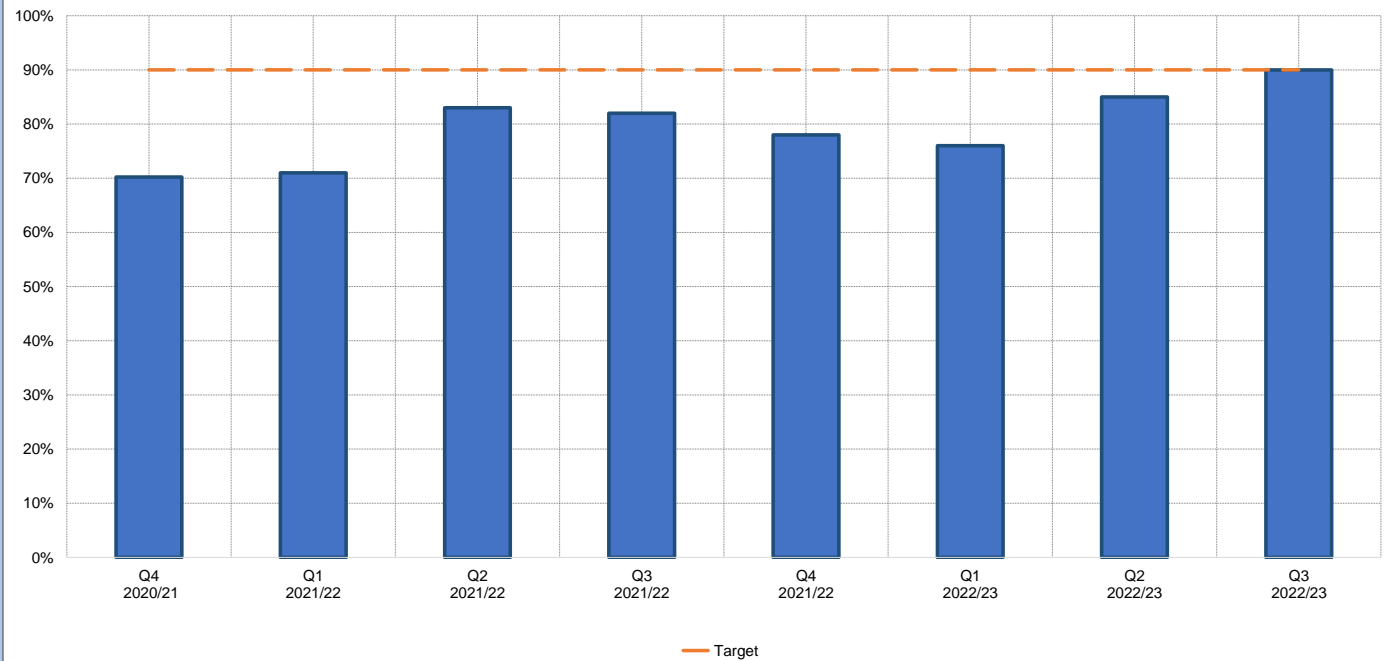| Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
90.0%	↑	90.0%	85.0%	Improving

RAG Rating

Green

Indicator Description

The percentage of FOI responses issued within statutory timescales of 20 working days as required by the Act or if extended to 40 working days to consider the public interest test.

This measurement was adjusted in December 2021 to increase the relevance of the information provided. Prior to this date, the KPI measured the percentage of FOI responses issued within three months.

Cambridgeshire Performance

Commentary

There has been continued good perfromance and please to report that the team has acheieved 90% over the third quarter which is excellent performance which needs to be maintained.

Useful Links

Actions

Indicator 183: Percentage of Subject Access Requests completed within statutory timescales (Year to Date)

**Return to Index**   **March   2023**

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
90.0%	↑	71.0%	73.0%	Declining

RAG Rating

Red

Indicator Description

Percentage of Subject Access Requests completed within statutory timescales of one calendar month or if extended to three calendar months as permitted.

Useful Links

Cambridgeshire Performance
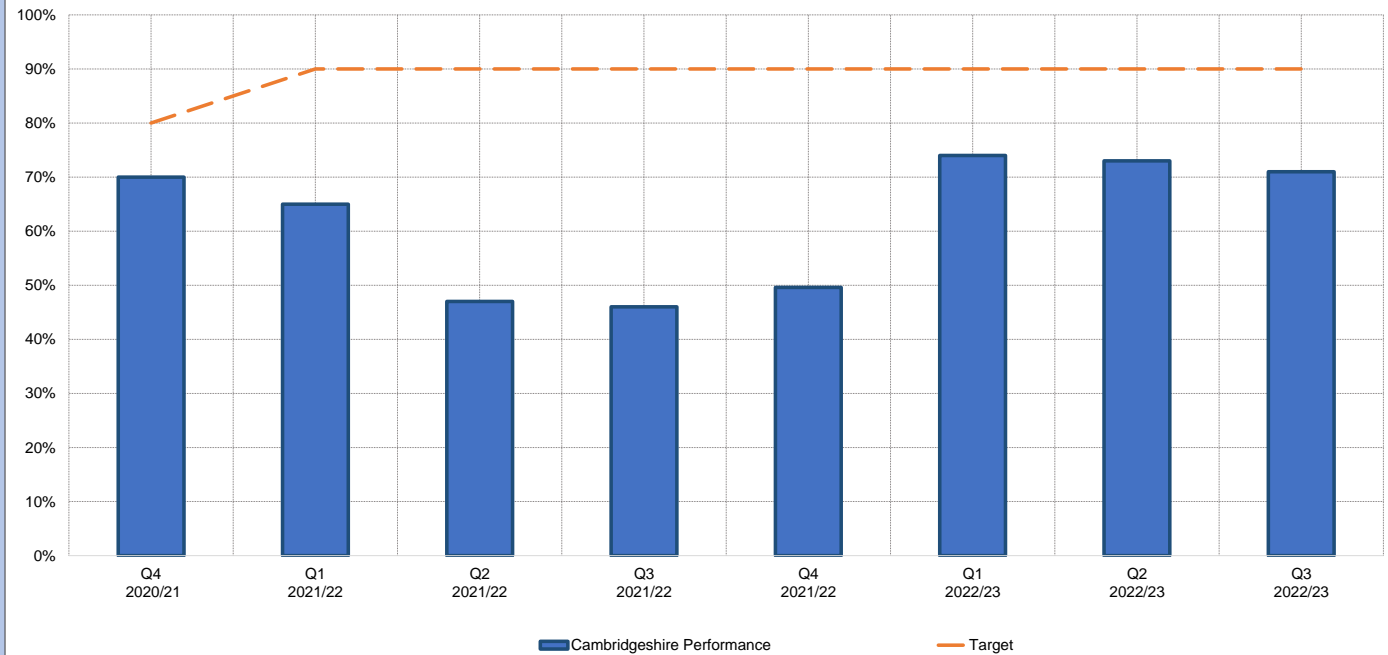
Commentary

Continued maintenance of good progress despite a small drop from the previous quarter with 93% of SARS issued on time in December. Since April, 81% of all SARS exepcted to be issued since April have been issued on time which is a considerable improvement and one which we are committed to maintaining. We have again increased resources allcoated to the completion of this work and will continue to embed improvements to seek to increase on time completion again

Actions

Indicator 184: Statutory returns completed on time   October   2022

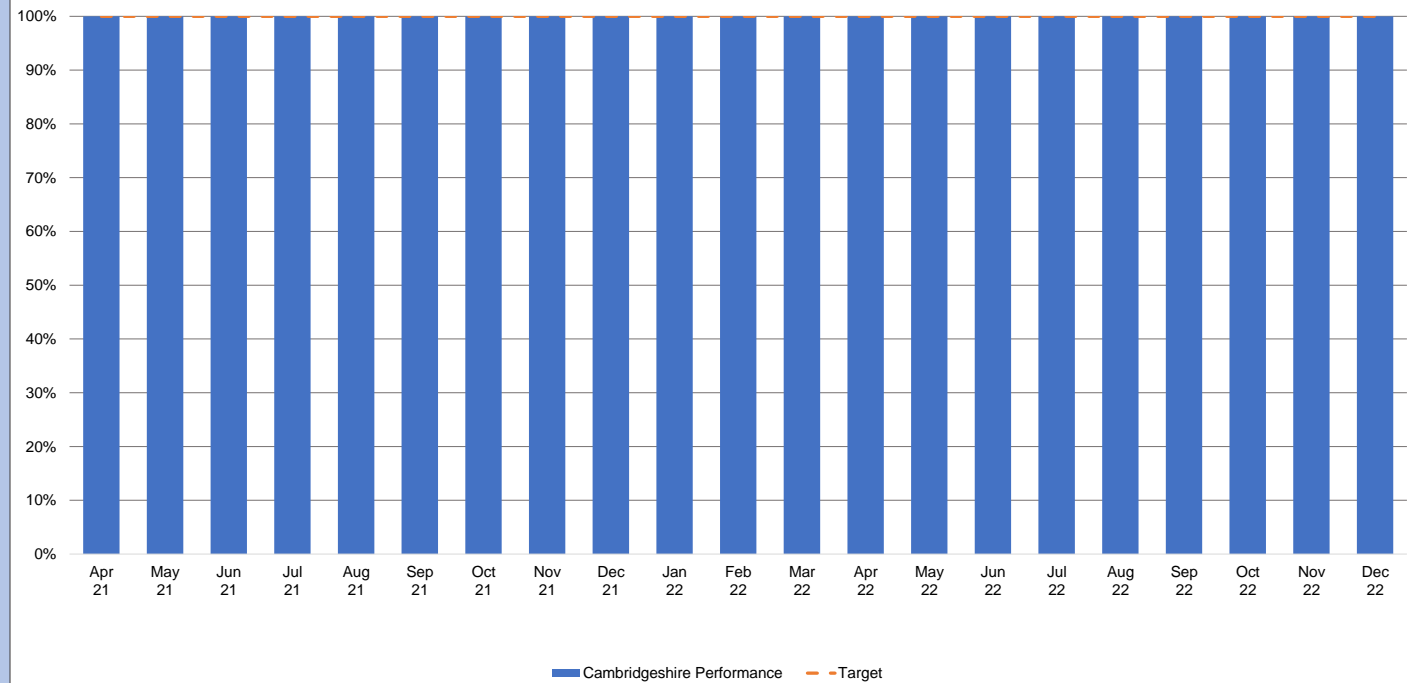| Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
100%	↑	100%	100%	Unchanged

RAG Rating

Green

Indicator Description

The Council's Business Intelligence Service leads on, and supports the submission of, a number of key statutory data returns to central government departments and regulatory bodies. A list is available on request.

Cambridgeshire Performance

Legend: Cambridgeshire Performance — Target

Commentary

There has been some disruption to statutory return deadlines over the pandemic period, for example the Carer's Survey was delayed and submitted during February 2022, having been cancelled in 2020. However, as of the end of the reporting period, all statutory returns have been completed to the agreed standard. All statutory deadlines have been met.

Useful Links

A list of all the datasets that local government must submit to central government.

Actions

Indicator 187: Proportion of staff feeling valued by the Council as demonstrated through employee engagement survey   **March 2023**

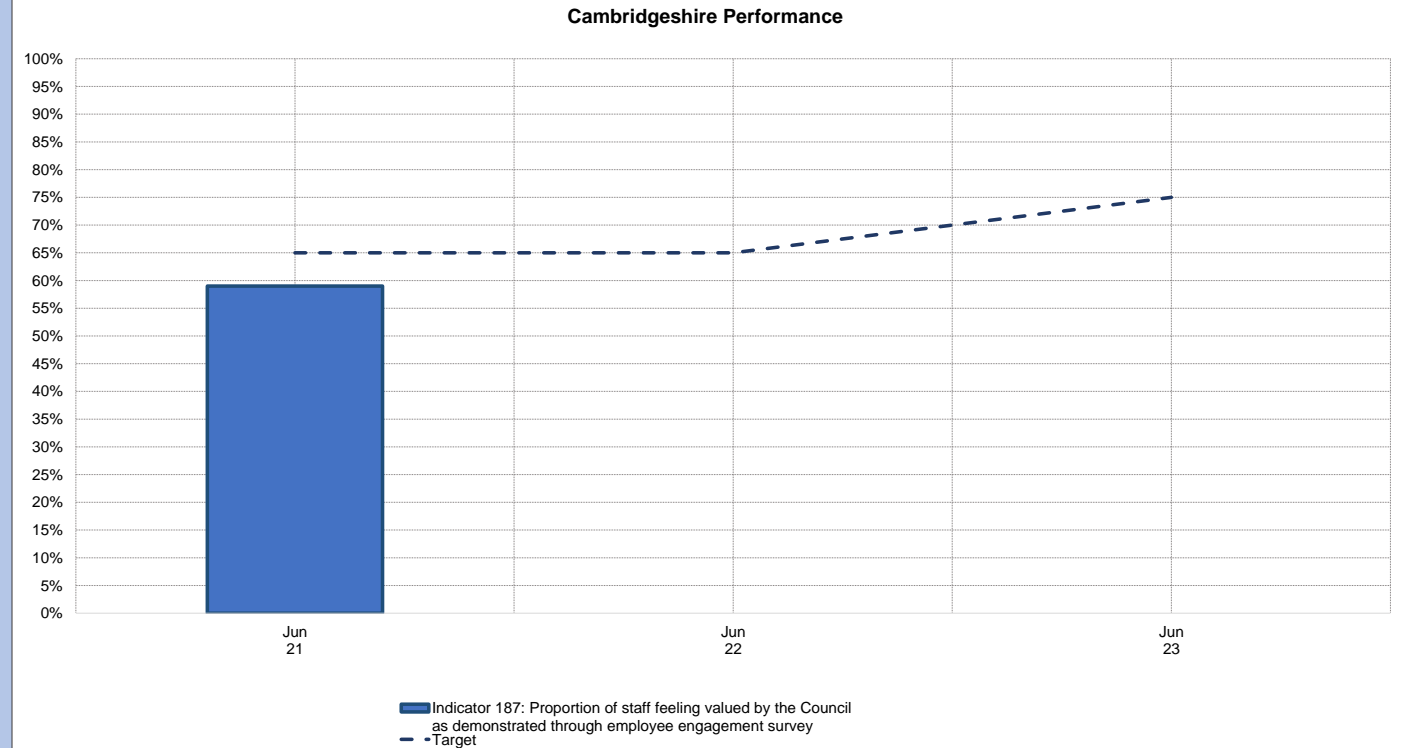| Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
65.0%	↑	59.0%	n/a	n/a

RAG Rating

Amber

Indicator Description

The number of people feeling valued by their employer was measured in June 2021 and the % of respondents who responded positively was 59%.

The objective is to increase this to at least 75% recognising that whilst it is clear that the most significant impact on engagement is people's immediate team around them, the importance of feeling valued by the organisation is also critical to both wellbeing and retention.

The target has been set at 65% as an ambition for the next survey in summer 2022 (12 months from most recent one), as a stepping stone to achieving 75%.

Useful Links

Cambridgeshire Performance

Legend: Indicator 187: Proportion of staff feeling valued by the Council as demonstrated through employee engagement survey — Target

Commentary

In 2020 regular staff engagement surveys commenced covering a wide range of topics, with a view to getting greater insights into improving the Council's employment policies and processes, and to give people a direct voice in influencing them. Prior to this, the most recent full staff survey was conducted in October 17. Overall staff engagement was recorded at that point as higher than both the public sector norm (55%) and the UK norm (60%).

In June 2021 the topic of the staff engagement survey was Respect At Work. This survey asked people to record whether they feel valued a) by their colleagues, and b) by the organisation.
86% agreed or strongly agreed that they felt valued by their colleagues but this dropped to 59% feeling valued by the organisation. There are some factors that are out of the employers control that can affect perception but with greater employee engagement it is hoped that this will improve which will also have a postive impact on recruitment and retention.

As confirmed in discussions with CLT, there has not been a employee engagement survey this summer. There will be further discussions regarding the timing of the 2023 survey.

Actions

The next employee engagement survey on Respect At Work that will ask the same questions again is planned in 2023, and this will give time for the impact of a number of actions to be carried out and the impact measured through the survey response. In the meantime the new People Strategy being developed this year for Full Council approval later in the year, will have a clear focus on employee engagement and wellbeing to support this KPI.

Indicator 190: Proportion of information enquiries resolved at first point of contact

March   2023

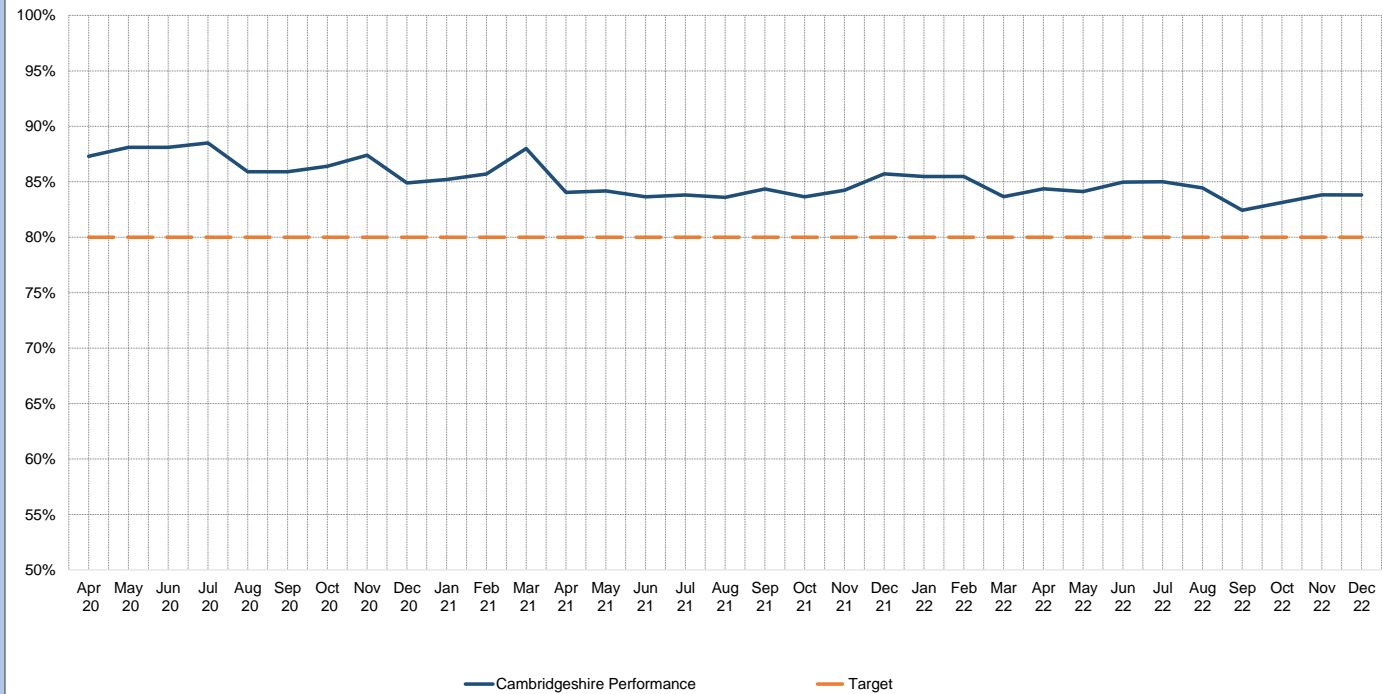| Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
80.0%	↑	83.81%	83.82%	Declining

RAG Rating

Green

Indicator Description

Percentage of cases we deal with that are marked as resolved or transferred, against total number of cases recorded. For us, resolved means we have dealt with a customers enquiry to a full resolution. We also class transferred calls as resolved as the request would be to speak to another member of staff, therefore the enquiry is resolved. If we are unable to resolve an enquiry and need to pass it on to a service representaitve to deal with this would be marked as unresolved. This measures how effecitvely we are able to meet the customer service standard of dealing with requests at first point of contact.

This is measured in different ways across the industry, but we feel this is the most accurate and meaningful way of measuring this to ensure we are delivering good customer service for our residents. Any unresolved contacts are reviewed to see if we can work with the service to increase our knowledge in some areas to increae the resolution rate. The target is then adjusted in line with any amendments. We envisage this target reducing in the coming years as more contacts move to digital channels and we are left with dealing with more cmplex enquiries. We have other internal service KPI's as well as a number of advisor KPI's which mitigates any risks of bias. Audits also take place regularly with all advisors to check accuracy of recording.

Cambridgeshire Performance

Commentary

Slight increase from September to November, increasing by 1.39%. This then dropped marginally in December with volumes overall dropping this month.

Actions

**Indicator 195: Percentage of requests resolved at first line within expected timescales**   **March 2023**

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
95.0%	↑	81.0%	93.0%	Declining

RAG Rating

Red

Indicator Description

For IT Support, a request is defined as a new request from a user for information, advice, a standard change or access to a service. Requests will include system access requests, changes to IT profiles and laptop applications.

Cambridgeshire Performance
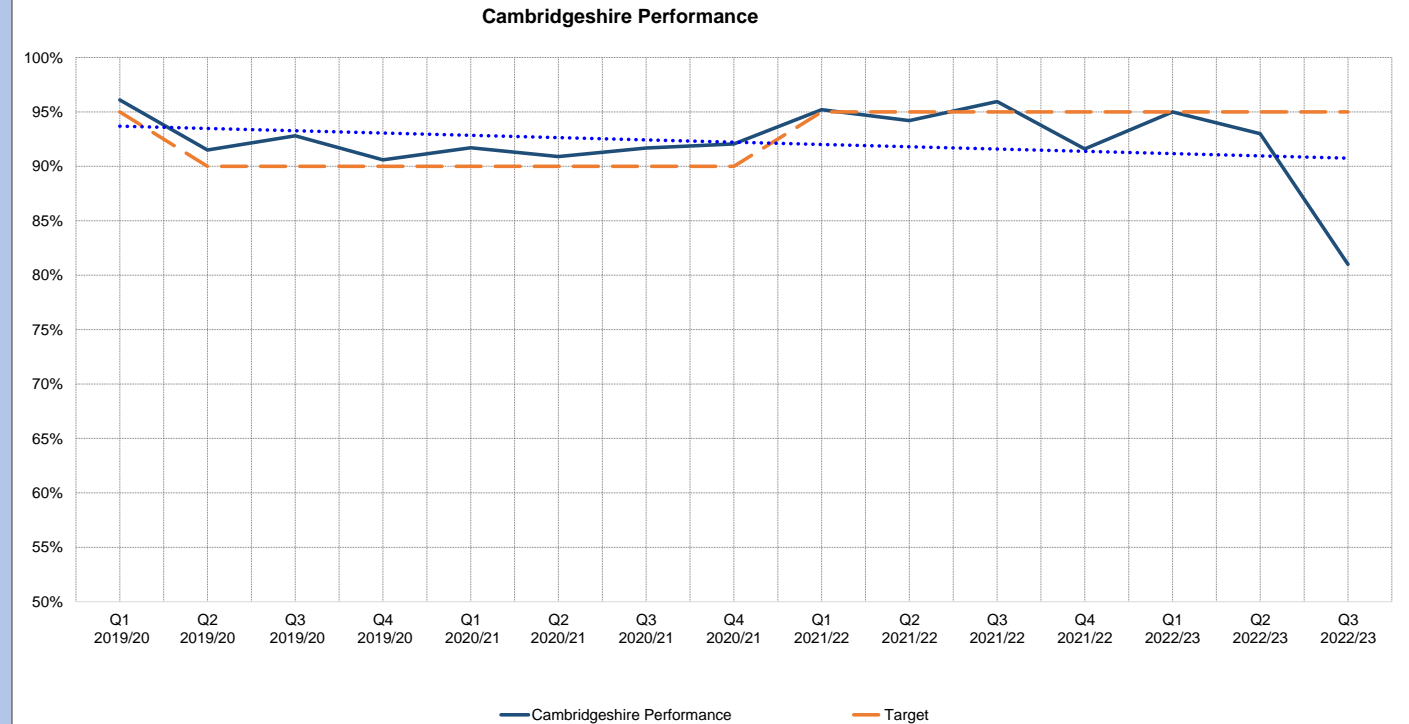
Commentary

During Quarter 3 2022/23 several factors affected resolution times:
- The period over Christmas had not been included in the Service Level Agreement calendar for Hornbill, thus resulting in a restricted holiday service, reducing staffing levels and service which impacted resolution figures. Some service areas within IT were only able to provide emergency support, dependent on how business critical that area was.
- As a consequence of the IT and Digital Services restructure, for part of Quarter 3, the Service Desk were working with significantly reduced numbers before recruiting and training several new members of staff.
- The Service Desk also took on responsibility for phone support in October and were involved in the early stages of the InTune roll-out which took up resource.

Actions

- Staff have now been recruited to fill previous vacancies however, there is a period of training that needs to happen for the service to be at full capacity again.
- Knowledgebase articles are being created to enable self-help, some of these will be in the form of video guides.
- Additional reporting is being created that managers and team leaders can access to see where they are in real-time against their Key Performance Indicators, this will enable them to react sooner and hopefully redirect any downturn in performance.
- Once these additional reports are in place, the service can then look to implement problem management on trend analysis of calls, directing appropriate training, self-help and pushing out automatic fixes.
- The service's incident management process is currently being audited. Recommendations coming from that process will be implemented to improve this service.
- The AskIT Service for which this Indicator falls under is a new service that puts users at the heart of it, there are lots of changes expected over the next 6 to 12 months which is expected to improve the quality and speed of the service.

Indicator 204: Annual forecast of the gross income from our commercial investment as a percentage of initial investment Return to Index March   2023

Target	Direction for Improvement	2022-23 Forecast	Previous Quarter	Change in Performance
6.0%	↑	5.72%	5.65%	Improving

RAG Rating

Amber

**Cambridgeshire Performance**

Indicator Description

This indicator projects our expected gross income from the commercial investments that provide an income yield or interest receivable against a 6% target.

This indicator should be used to judge the performance of our commercial investment portfolio as a whole. It should not be used to predict any differences in actual income against budget. This is detailed within the Finance Monitoring Report.

The return figure includes investment that has already been made, as well as any additional investment expected within the financial year. The figures look at the full year effect, even where investments have not been held for the whole year.

The return is shown both gross (the total of the blue and orange blocks) and net (the blue blocks) of financing costs; the orange blocks therefore equate to the level of financing costs. The lower graph shows the return per asset class; different classes of asset are expected to deliver different levels of return.

This indicator reflects the income return from these assets, rather than the asset growth or total return (reflecting local government accounting regulations).
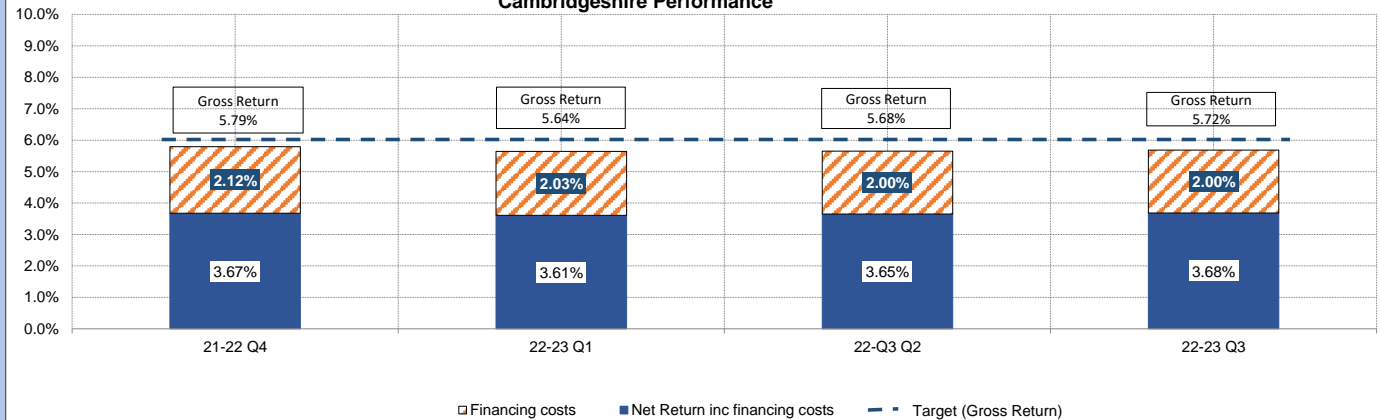
Q3 Return on Investment by Asset Class
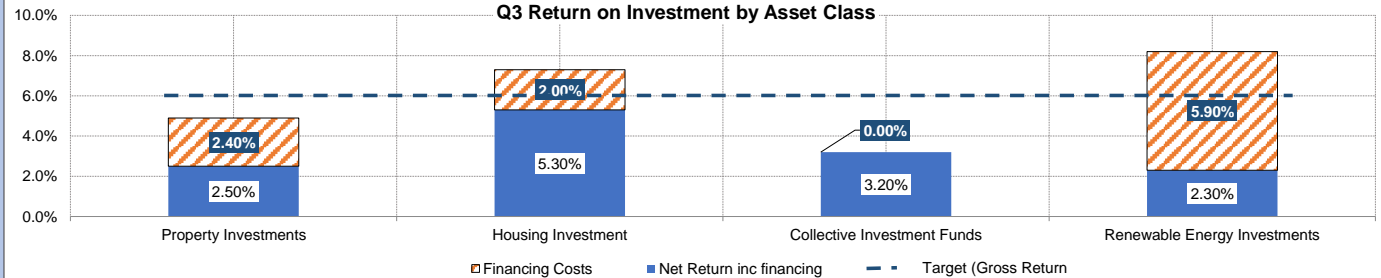
Commentary

Performance against this indicator has improved year-to-year; 2019-20: 5.4%, 2020-21: 5.5%, 2021-22: 5.8%. However, it has dropped slightly to 5.7% in 2022-23 as a result of a small decrease in interest due from loans to This Land following a scheduled repayment of one loan during 2021-22. In addition, Triangle Solar Farm has overperformed in previous years, but price changes mean it is now expected to achieve its targets rather than overperform.

The gross income forecast across these investments in 2022-23 is £17.3m, with a net income of £11.2m after financing costs.

Within this indicator, interest from This Land and from the Infrastructure Fund are performing well, as well as the return received on Triangle Solar Farm.

Amongst the directly owned property assets, the manufacturing, retail and office/lab assets are yielding broadly as expected and saw minimal disruption during the pandemic. The student accommodation and leisure assets were more challenged, however we are now seeing the occupation level at Brunswick House recover. Unit 13 Evolution Business park has recently changed tenants, SSE tenancy has ended and Pro-Tech have taken over the lease. Letting negotiations are in progress for one of the Units at Cromwell Leisure Park, but unit 1 and 3 remain unlet. Unit 1 has been empty since the investment was made. As a whole, the portfolio remains well diversified in the face of current economic risks.

Actions

Consider relative allocation between different collective investment funds and in view of the updated CIPFA prudential code and inflation risks.
Consider outcome of new tenant negotiations at Cromwell Leisure Park.

Indicator 212: number of staff who have completed Introduction to First Aid e-learning

March   2023

| Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
3,000	↑	3,019	2,929	Improving

RAG Rating

Green

Indicator Description

This indicator measures how many staff have completed the 'Introduction to first aid' eLearning course. This is a mandatory course to be completed every year, that will enable staff to have a basic understanding of first aid requirements whilst working in an agile way. Now we are starting to move back to the office all staff must have completed this course prior to working from the office as part of the Cambs 2020 programme.

Some staff do not need to complete the course as they may have already completed a more advanced course as part of their role within CCC (e.g. Reablement staff). This has informed the setting of a target of 3000 staff.

Cambridgeshire Performance
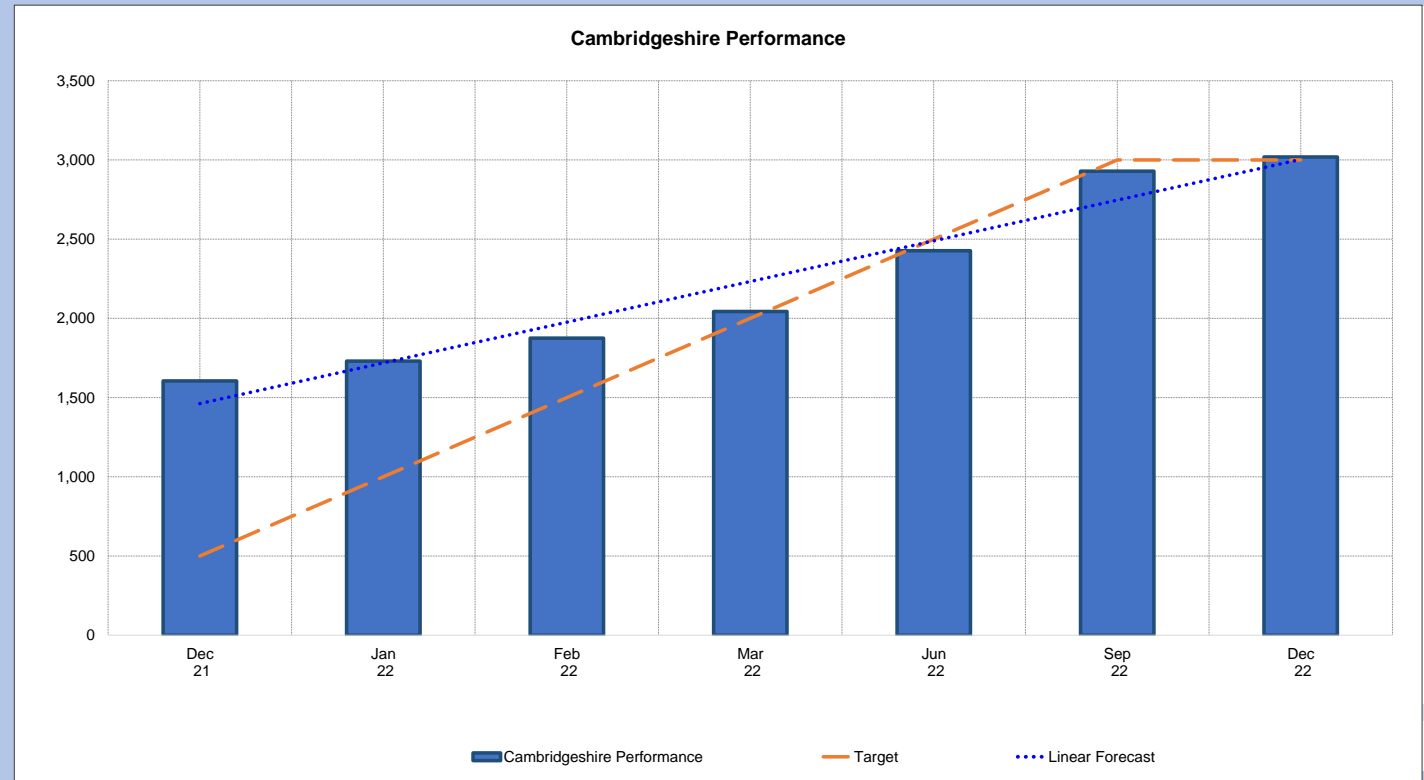
Commentary

The Introduction to first aid course was launched in October 2021. There is currently an upward trend due to it not previously being available. The target of 3000 employees completing the Introduction to First Aid has been met.

Actions

Staff continue to complete the course with a monthly average of 251 completions each month. There is now 3,019 (100.6%) completion of the course against the KPI target of 3000 completions. The Health & Safety team continue to promote the course via the leadership team and the Service Health & Safety Meetings.

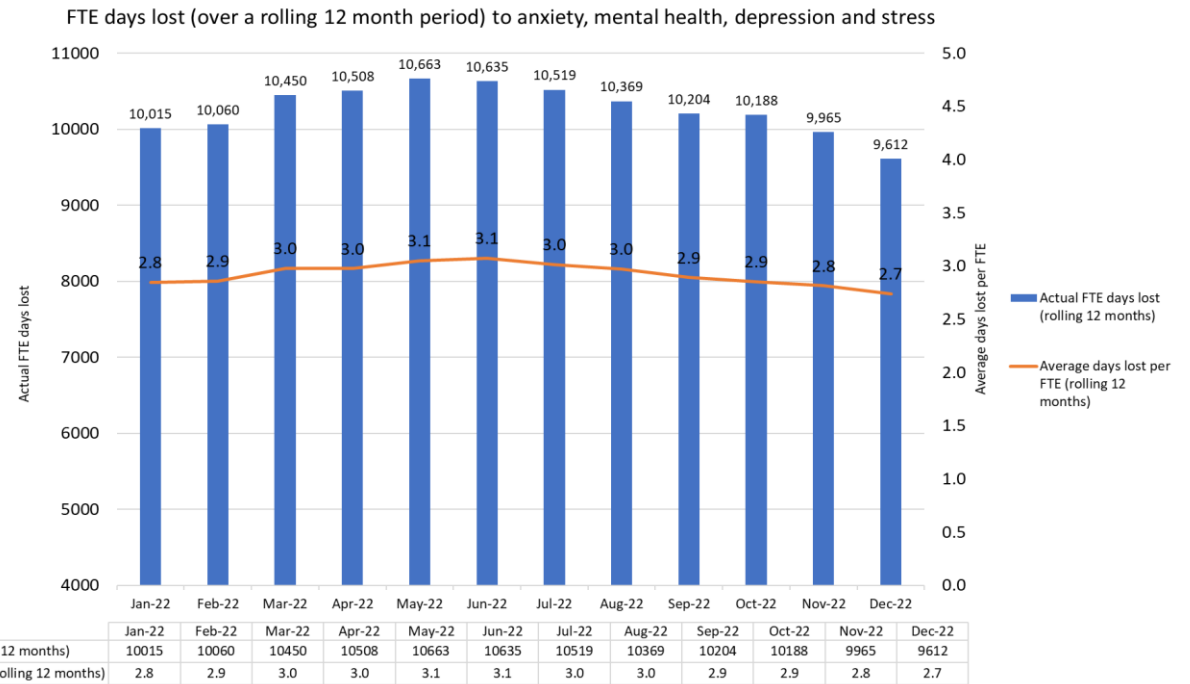## Indicator 213: FTE days lost to anxiety, mental health, depression and stress absence   Return to Index   March   2023

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
TBC	↓	9,612	9,965	Improving

RAG Rating

Baseline

Indicator Description

The table shows a 12 month rolling absence for all CCC absence related to anxiety, mental health, depression and stress.

The actual full time equivalent (FTE) days lost is in blue. The orange line represents the average absence by FTE.

FTE days lost (over a rolling 12 month period) to anxiety, mental health, depression and stress

	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
Actual FTE days lost (rolling 12 months)	10015	10060	10450	10508	10663	10635	10519	10369	10204	10188	9965	9612
Average days lost per FTE (rolling 12 months)	2.8	2.9	3.0	3.0	3.1	3.1	3.0	3.0	2.9	2.9	2.8	2.7

Wellbeing support

Support and interventions aimed at support for mental health and to reduce absence related to mental health conditions include:

Employee Assistance Programme (EAP)
Occupational Health
Access to Work/ Remploy
Stress MOT
Return to work meetings
Wellbeing Conversations and Wellness Action Plans
Phased return/reasonable adjustments/SARA
Mental Health First Aiders
Agile/flexible working options
Mental Health Awareness Training (procurement complete)
Wellbeing Hours, blogs and promotion of resources
Psychological support for social care teams via the ICS Hub

Commentary

The actual full time equivalent (FTE) days lost due to absence related to anxiety, mental health, depression and stress is now lower than levels that we saw at the start of 2022, which in turn has meant that the average absence by FTE (related to anxiety, mental health, depression, and stress) has also decreasing and is now in line with the figure we saw at the start of 2022 (2.7 days per FTE). Anxiety mental health and depression remains the top reason for long term absence (21days+) and 4th for short term absence. Stress is the second top reason for long term absence.
As this metric is based on rolling 12 month data, it contines to be important to monitor this metric over the coming months.

As of December 2022, the average CCC employee has taken 2.7 days per year off due to anxiety, mental health, depression or stress.

Employee mental health is supported by the employee assistance scheme (EAP), which has seen an increase in year on year calls of 35% (1047 calls in the period 1st December 2021 - 30th November 2022 compared to 775 calls in the corresponding 2020/21 period). The service continues to offer telephone and online counselling, and face to face counselling, with 115 sessions taken up. After engaging in structured therapy, the Generalised Anxiety Disorder (GAD-7) average score reduced from 1.6 to 0.7 and the average Patient Health Questionnaire (PHQ-9) score reduced from 1.3 to 0.5. There has been an increase in the number of colleagues accessing the service while in work, as opposed to when off sick.

Actions

In December we launched our new Wellbeing and Mental Health Awareness workshops, with 31 colleagues attending during that month. In January our Wellbeing Hour promoted the Mental Health First Aider (MHFA) Network; a group of more than 50 colleagues who are trained to spot the signs of poor mental health, have supportive conversations with colleagues, and signpost to further help. More than 300 colleagues joined this session. Engagement is taking place with teams to understand challenges specific to services and how we can best tailor support for colleagues in those services. Collaborative work with the ICS Staff Support Hub resulted in 145 colleagues joining 6 bespoke support forums between August and November 2022, providing the opportunity for reflection on the emotional impact of work in services including social care, public health, and education.

Indicator 214: Staff turnover (rolling 12 month average)

Return to Index **March 2023**

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
TBC	↓	14.4%	15.0%	Improving

RAG Rating

Baseline

Indicator Description

The orange line confirms the rolling 12 month average turnover which is calculated by number of voluntary leavers / average headcount over a 12 month period. The value for Dec 2 summarises the period Jan 22 - Dec 22.
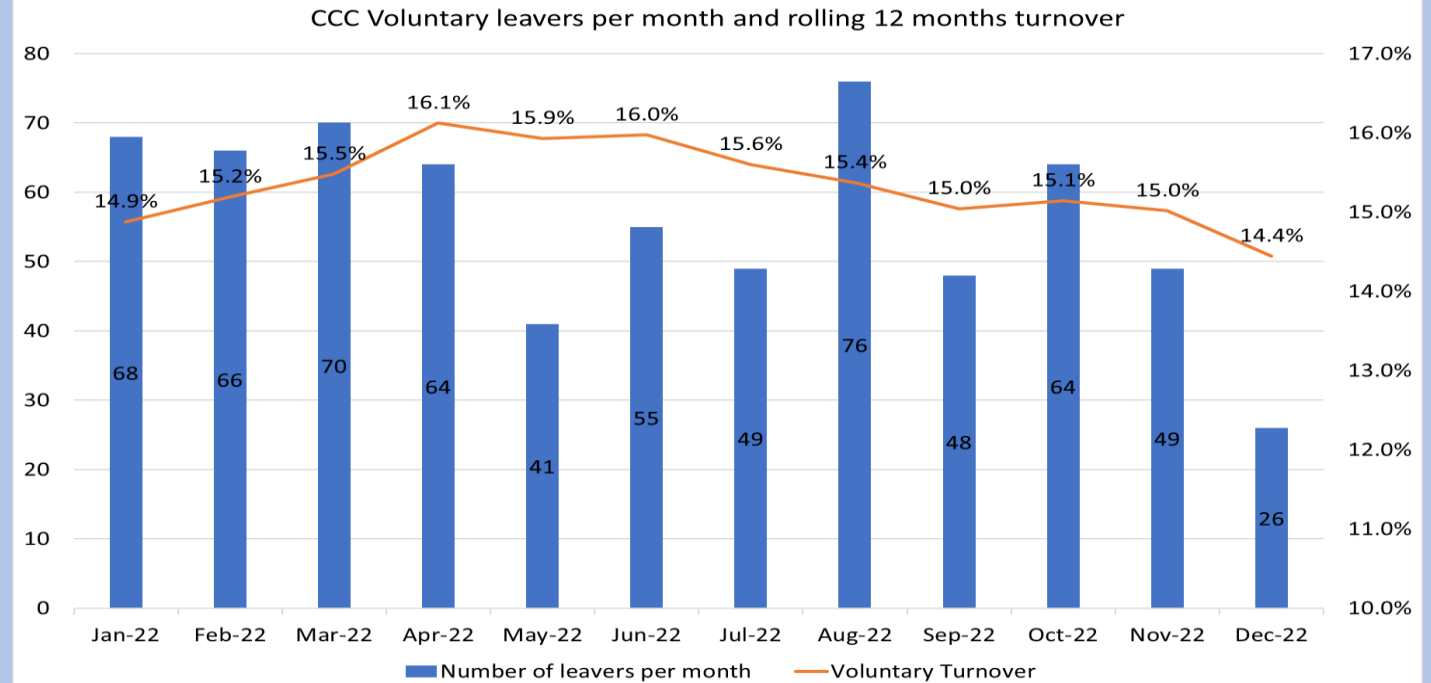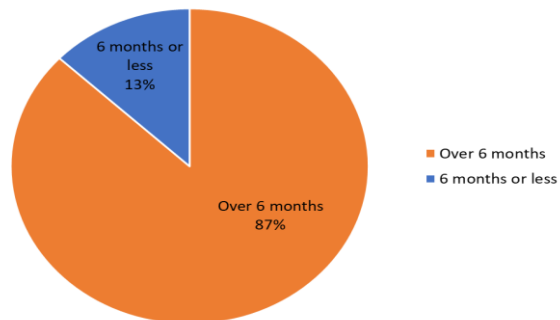
In blue is the number of leavers for that month e.g. in Oct 22, 64 employees left employment with CCC. This is a count of voluntary leavers. If an employee is in two positions, both are counted in this number as they have left both roles.

The target for this indicator is to be confirmed. The intention is to reduce turnover, specifically early attrition of people with less than 12 months' service. This KPI will be further developed to include a focus on measuring the early attrition of new starters with the aim of ensuring that our recruitment, onboarding and induction is good, and that people's experience is positive.

Turnover and Service

Of the total voluntary leavers for the rolling 12 months period ending 31 Dec 2022, 13% had 6 months or less service which is the same as the reporting period for Q2. The average length of service for voluntary leavers in the same period remains at 5.7 years, reduces to 4.3 years when excluding those retiring.

Voluntary leavers length of service (6 months)

- 6 months or less 13%
- Over 6 months 87%

- Over 6 months
- 6 months or less

CCC Voluntary leavers per month and rolling 12 months turnover

Month	Number of leavers	Voluntary Turnover
Jan-22	68	14.9%
Feb-22	66	15.2%
Mar-22	70	15.5%
Apr-22	64	16.1%
May-22	41	15.9%
Jun-22	55	16.0%
Jul-22	49	15.6%
Aug-22	76	15.4%
Sep-22	48	15.0%
Oct-22	64	15.1%
Nov-22	49	15.0%
Dec-22	26	14.4%

Commentary

Turnover had been increasing as is the case in most organisations, however for the second part of the 2022 we have starting to see this figure decline.

We are still seeing the affects of the pandemic restrictions roadmap as the data reflects a rolling 12 months. The last step in the roadmap, step 4 (July 21), should now become less significant in this rolling 12 month data set as time moves on.

Tradtionally less people change employement over the Christmas period and December 2022 saw a lower than usual number of leavers too (verses December 2021 with 59 voluntary leavers and an average number of leaver per month for the year at 56) . This could also be attributed to the current increase in cost of living and people having less confidence to change employers. This reduced number of leavers for December has also contributed to the continuing decline in CCC voluntary turnover rate.

Actions

HR Service have recruited a Retention Advisor who is actively involved in the Children's Workforce Programme project aimed at improving recruitment and retention of Social Workers in Childrens services. Exit interviews are being completed with a focus on Social Workers, Senior Practitioners and Team Managers, collating the data and presenting back to the board. The team are also in the process of setting up regular 'check ins' with new starters to ensure we capture and address any issues early on.

A similar process of exit interviews and closer monitoring is being completed in Adults Social Care too. Adults Social Care are experiencing high levels of turnover and are looking to widen the exit interviews offered to include Support Workers which account for a high % of leavers in the service. Retention payments are now being offered to teams facing the most challenge on retaining Social Workers and the progression panels have also been introduced.

Indicator 215: IT & Digital Services Remote Access Availibility

March 2023

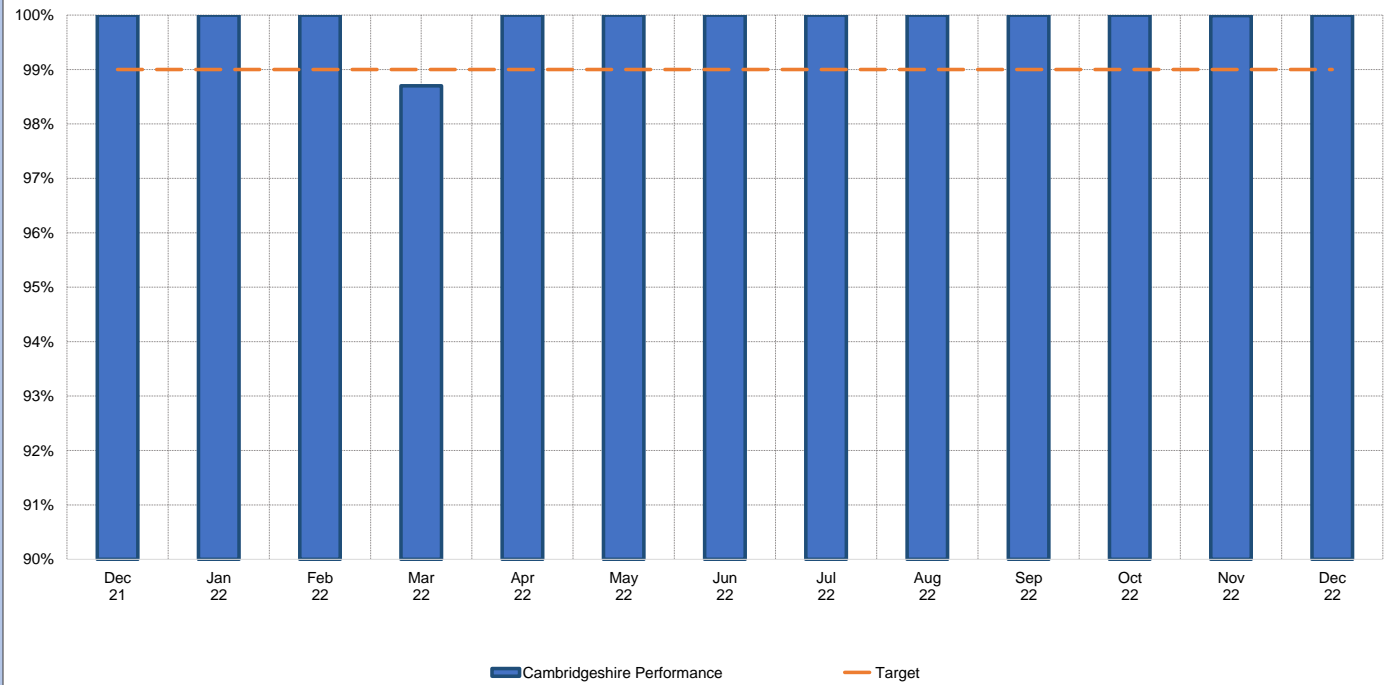| Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
99.0%	↑	100.00%	99.99%	Improving

RAG Rating

Green

Indicator Description

This relates to the availibility of remote access to the CCC network - excluding planned outages for maintenance

Cambridgeshire Performance

Commentary

During Q3, there was a 15 minute outage on the afternoon of 22 November due to a firewall issue on the Eastnet network.

Actions

Indicator 216: IT & Digital Services Customer Perception Rating

March   2023

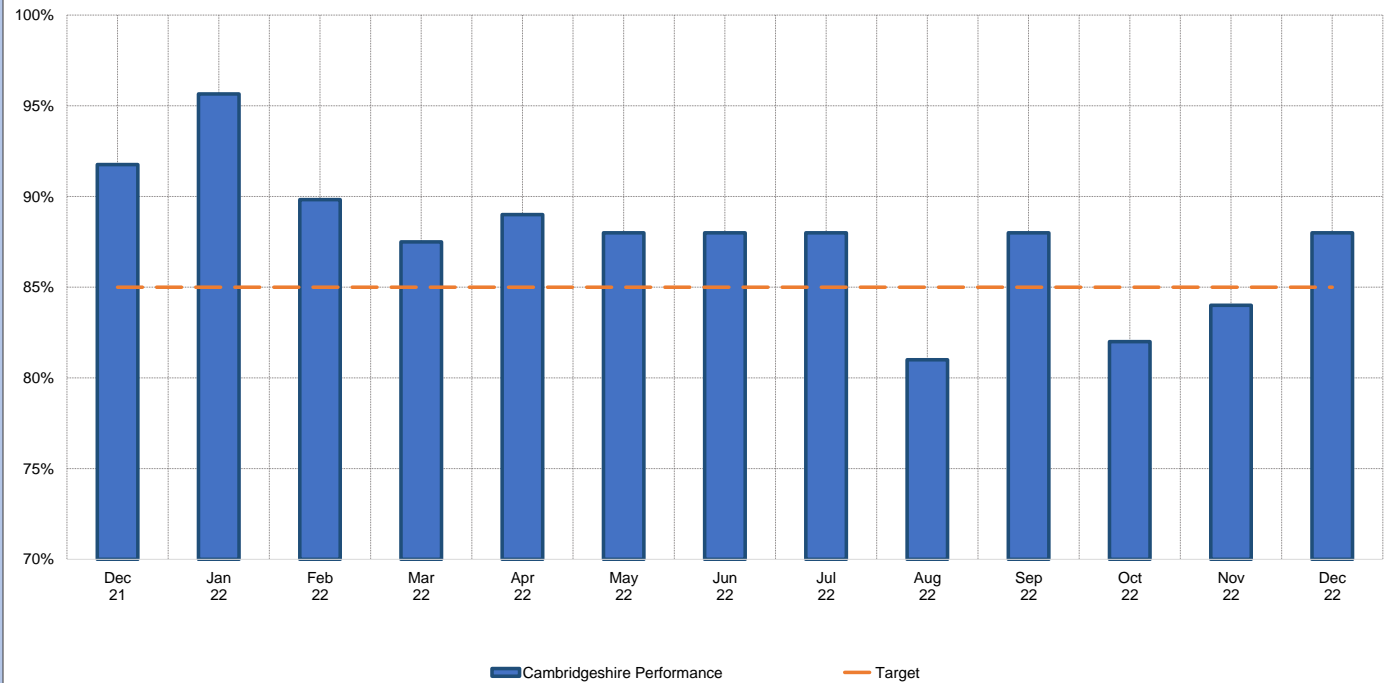| Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
85.0%	↑	88.0%	84.0%	Improving

RAG Rating

Green

Indicator Description

Once a call is resolved, the requestor receives an email asking them to complete a survey, they are asked to judge the service between 1-5 stars. This measure will take the % of submiting Excellent.

Cambridgeshire Performance

Commentary

During Q3 2022-23 we were still seeing the knock-on effect of the restructure as staff moved to new roles and Service Desk took on new employees with no previous knowledge of the service. The impact of the InTune roll-out is also likely to have impacted customer perception ratings during this period.

Actions

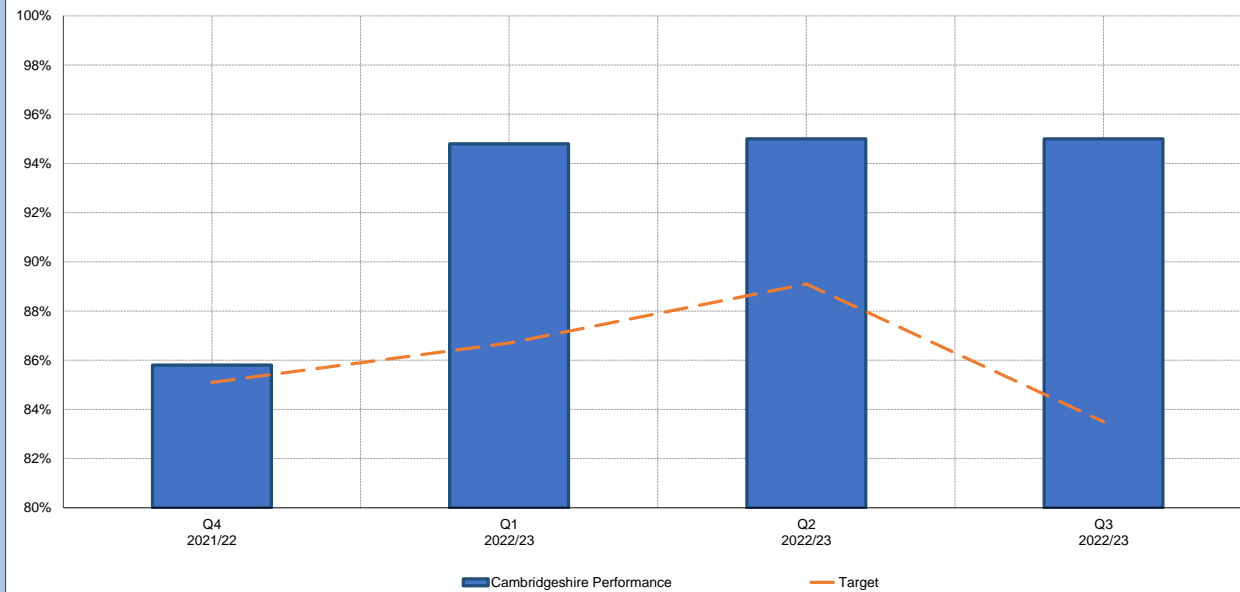| Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
83.5%	↑	95.0%	95.0%	Unchanged

RAG Rating

Blue

Indicator Description

Measures content quality, content freshness, security and user experience of CCC's main public website.

Reported data is an average of weekly scores for the last week in the reported month.

Target has been set to track at 7% above the industry benchmark score for Government.

Cambridgeshire Performance

Commentary

The graph shows the quality assurance of the County Council website compared to the target score (7% above the industry standard).

The quality assurance score for our website has stayed at 95% this quarter. We have continued to improve content and fixed broken links. 176 pages were updated in January 2023.

Actions

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
92.0%	↑	96.0%	95.2%	Improving

RAG Rating

Green

Indicator Description

Accessibility checks based on selected success criteria from the Web Content Accessibility Guidelines (WCAG), a legal international standard for accessibility. These checks cover common issues that affect a website's accessibility compliance.

New regulations on accessibility came into force for public sector bodies in 2018 - https://www.gov.uk/guidance/accessibility-requirements-for-public-sector-websites-and-apps. We must make our website accessible by making it 'perceivable, operable, understandable and robust'.

The web team carryout weekly audits of the website to ensure the site is meeting the required accessiblity standards. All new content is htoroughly checked to make sure it is accessible and we are currently updated all legacy documents (PDFs) to make sure they meet the new standards. The team uses a number of resources to do this including our Website Content Playbook - https://www.cambridgeshire.gov.uk/website-content-playbook

We have also developed an Accessiblity E-Leanring course to enable all staff to understand hte accessibility reguations and make their own content accessible.

Reported data is an average of weekly scores in the reported time period.

The target has changed to a fixed score of 92%, from a score that tracked at 7% above the industry standard - see commentary for details.

Cambridgeshire Performance
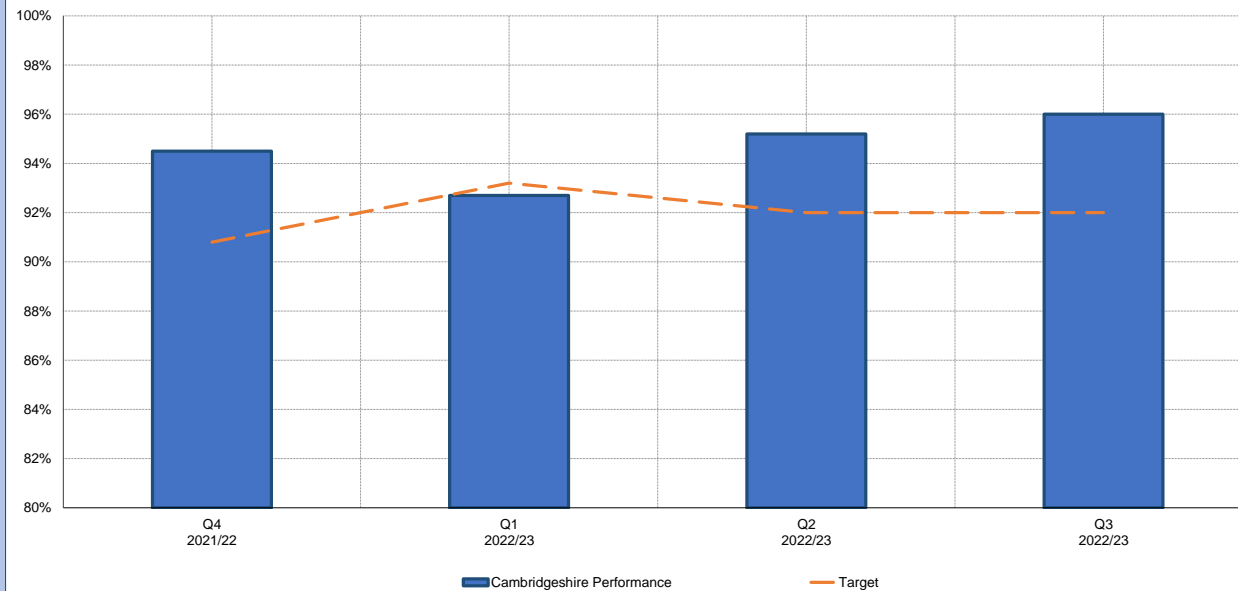
Commentary

Note change of KPI target: The KPI target has been changed from tracking at 7% above the industry average to a fixed figure of 92%. We have changed it because the industry standard is likely to continue increasing, albeit at a slowing rate. It is anticipated that a figure of 92% will remain well above the industry standard for some time but we will continually keep track of the this. This change still represents a very high level of accessibility that is achievable to meet in the longer term.

The accessibility score has increased slightly this quarter, from 95% to 96%. As a result, our website was ranked as the most accessible of all county council websites in January 2023.

There are still some improvement to be made and we're inviting all staff to complete the Digital Accessibility training available on Our Development.

Actions