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Performance Report

Quarter 2

2022/23 financial year

Strategy and Resources Committee

Business Intelligence
Cambridgeshire County Council
business.intelligence@cambridgeshire.gov.uk

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 | <ul style="list-style-type: none"> • 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, but where a target has not been deemed pertinent by the relevant service lead • 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 |

Indicator 169: % of contract waivers submitted less than 5 days before their proposed start date

| Target | Direction for Improvement | Current Quarter | Previous Quarter | Change in Performance |
|--------|---------------------------|-----------------|------------------|-----------------------|
| 20.0% | ↓ | 75.8% | 61.5% | Declining |

RAG Rating**Red****Indicator Description**

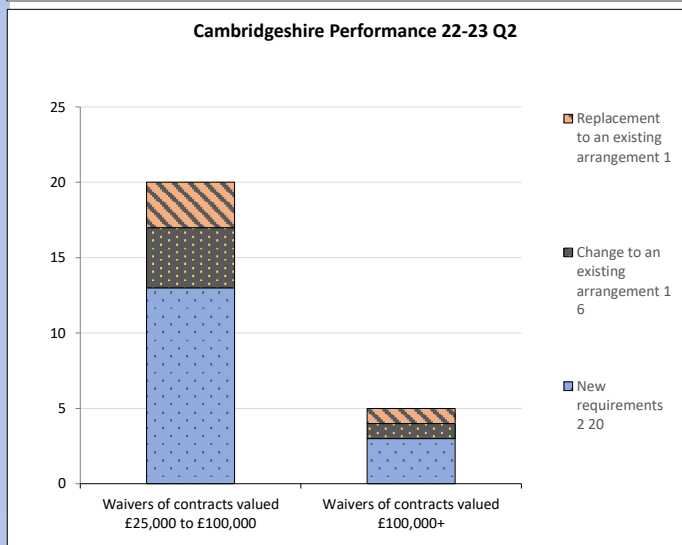
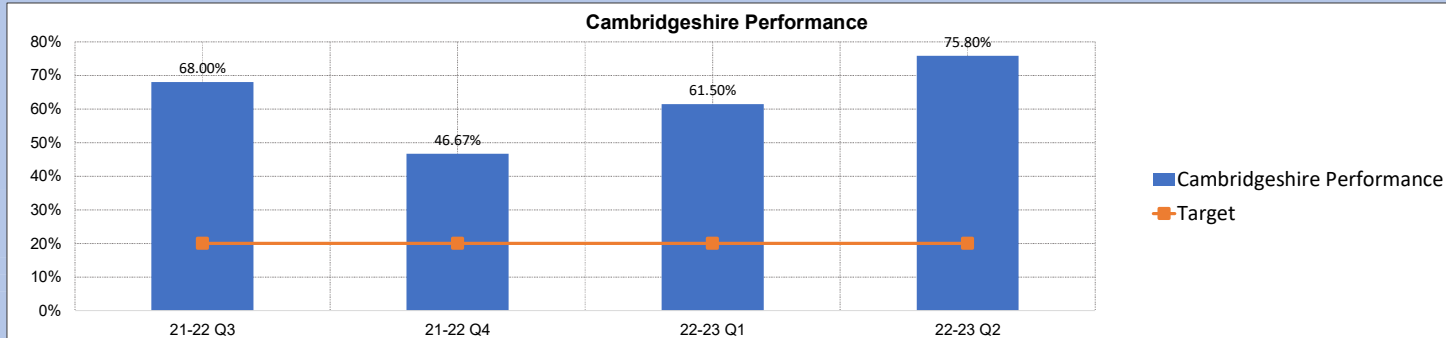
Public Contract Regulations (2015) require all contracts valued over £25,000 to be advertised and to follow a competitive process. External audit findings mean that there is a cross Council drive to promote and enable effective and compliant procurement practice.

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.

**Detail of waivers of contracts for new requirements valued £100,000+**

| Supplier | Contract Detail | Contract Value |
|----------------------|--|----------------|
| Panoramic Associates | Interim procurement where Opus not able to recruit. Specialist public health resources associated with pandemic priorities | £145,000 |
| Network Rail | Waterbeach Station. Single possible supplier | £150,000 |
| Cambs GP network | Health checks. Supplier in unique position to meet patient needs. | £103,155 |

Commentary

In this period, those waivers posing the highest risk, ie those valued over £100,000 and for new requirements, totalled 3. Of these 2 were clear single supplier waivers and the 3rd was a case where a compliant recruitment had been attempted first and so the requirement was urgent. The actual risk of challenge for any of these is very low.

The Procurement Team are putting in place new planning processes for procurement activity from April 2023, it is intended that one of the benefits of this process will be the reduction in new requirements that require a waiver. In addition, communications has gone out to the Procurement and Commercial Team and is being drafted for officers across the Council on how the waiver system should be used and an emphasis on waivers being a tool of last resort.

Actions

On-going challenge and scrutiny is being undertaken by the Procurement and Commercial Team on the reasons for waivers being submitted.

Actions being taken to minimise the use of waivers include those mentioned in the commentary above as well as the launch of a new e learning module for procurement which is mandatory for budget and contract managers to complete before March 2023 as well as additional scrutiny on all waivers being undertaken by the Procurement Governance Board.

The Procurement Governance Board is to receive an overview of progress on procurement standards at its December meeting.

Indicator 171: Rent per acre obtained from the agricultural estate

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November 2022

| Target | Direction for Improvement | Current Year | Previous Year | Change in Performance |
|--------|---------------------------|--------------|---------------|-----------------------|
| £103 | ↑ | £144 | £133 | Improving |

RAG Rating

Blue

Indicator Description

Data source:

Currently set of excel spreadsheets owned by rural to record the rent which 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 tenancies. 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.

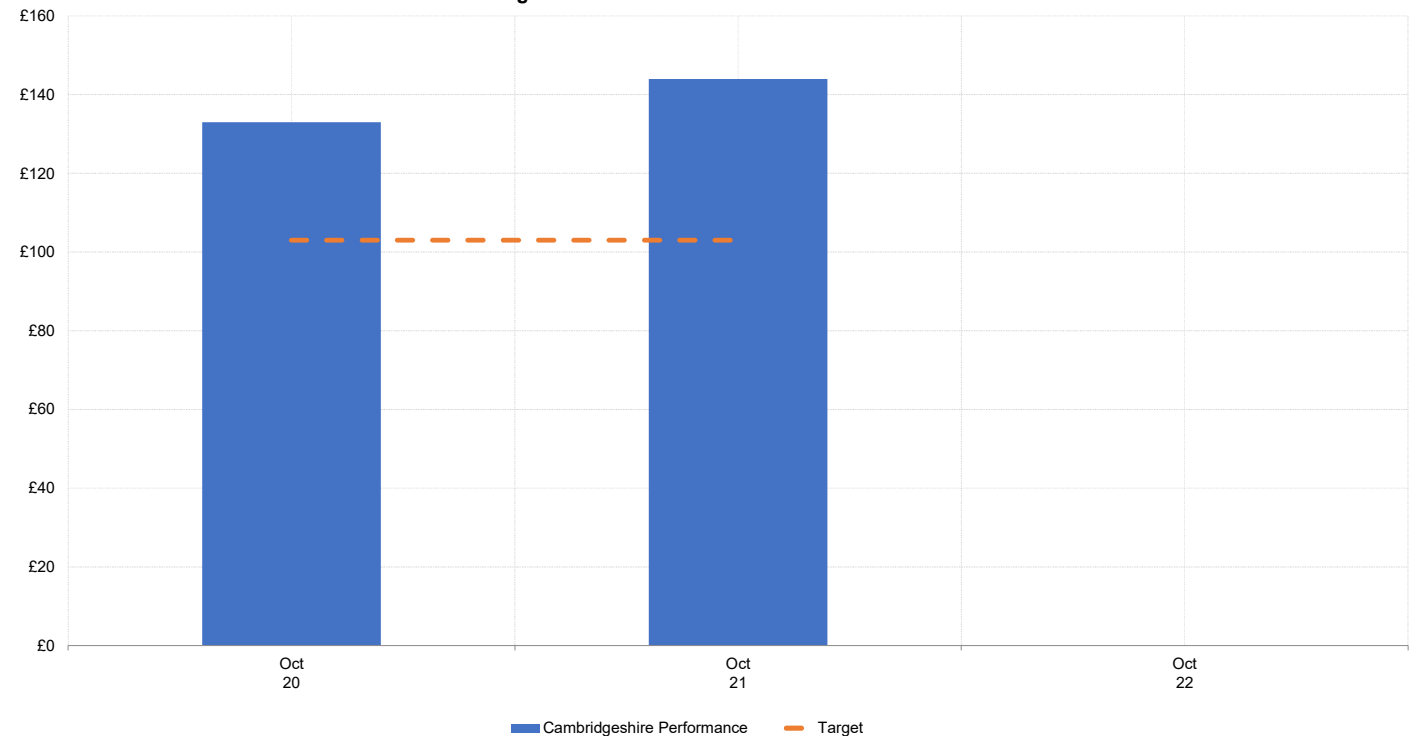
Comparator:

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 2020.

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 2020 but the Defra metric requires checking - ie is it bare land or for equipped holdings.

Cambridgeshire Performance



Commentary

Agricultural legislation enables review of rents every 3 years with 12 months notice required. Across 44 holdings Cambridgeshire County Council has increased the passing rent by an average of 16.39% in October 2021. There were some big increases this year to play catch up due to earlier internal resource restrictions. Further, relets to existing tenants and new lettings (31 in total start date October 2021) has resulted in an increase of 16% on the passing rent. Review of commercial lettings have also increased over 100%. These are very good results in the current climate and see a 8% increase across the rural portfolio as a whole

Actions

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

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November 2022

| Target | Direction for Improvement | Current Quarter | Previous Quarter | Change in Performance |
|--------|---------------------------|-----------------|------------------|-----------------------|
| 90.0% | ↑ | 85.0% | 76.0% | Improving |

RAG Rating

Amber

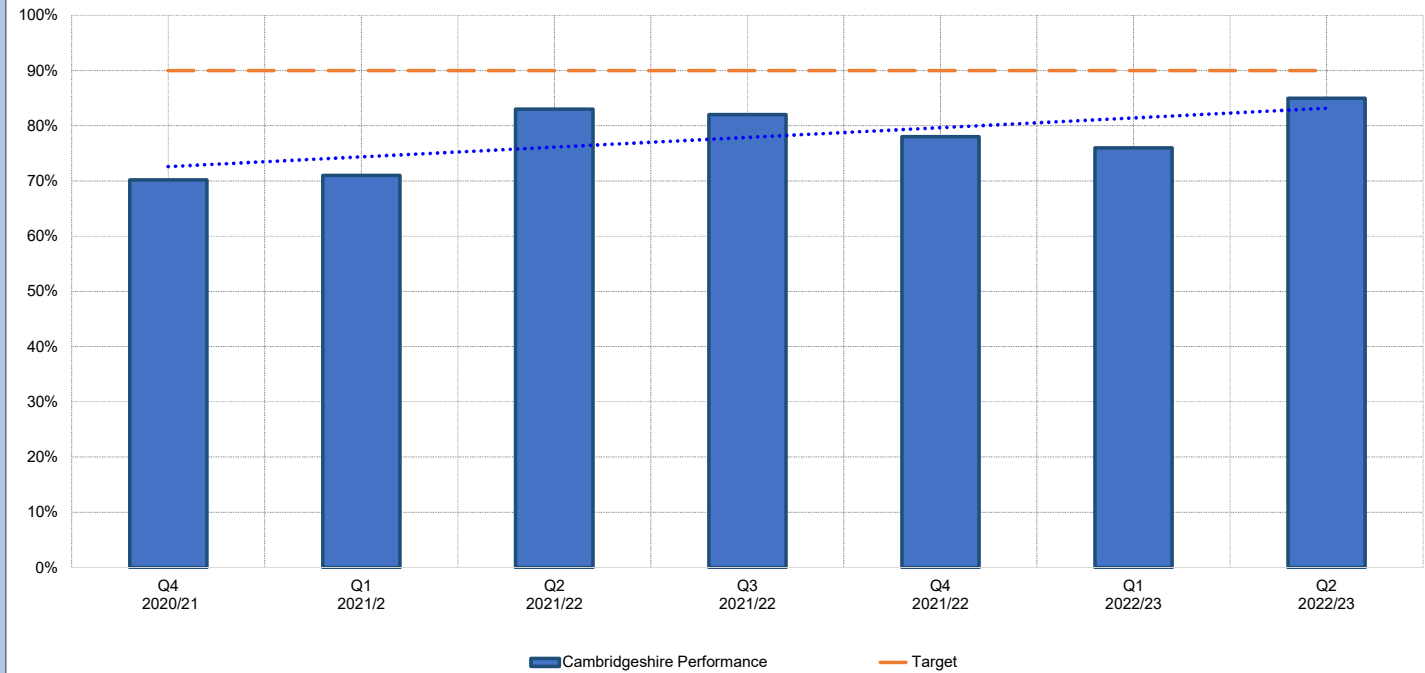
Indicator Description

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.

Useful Links

Cambridgeshire Performance



Commentary

Continued good progress to see 85% of responses issued in time for the second quarter which is a 9% increase compared to the first quarter's average. The team performed very well in both August (94%) and September (88%) continuing to improve over the first half of the year. We also held an excellent workshop with Adults Social Care to identify issues, offer solutions and target improvements in the response rate for the service. The expectation is to launch the new system at CCC in this financial year after its introduction at PCC.

Actions

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

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November 2022

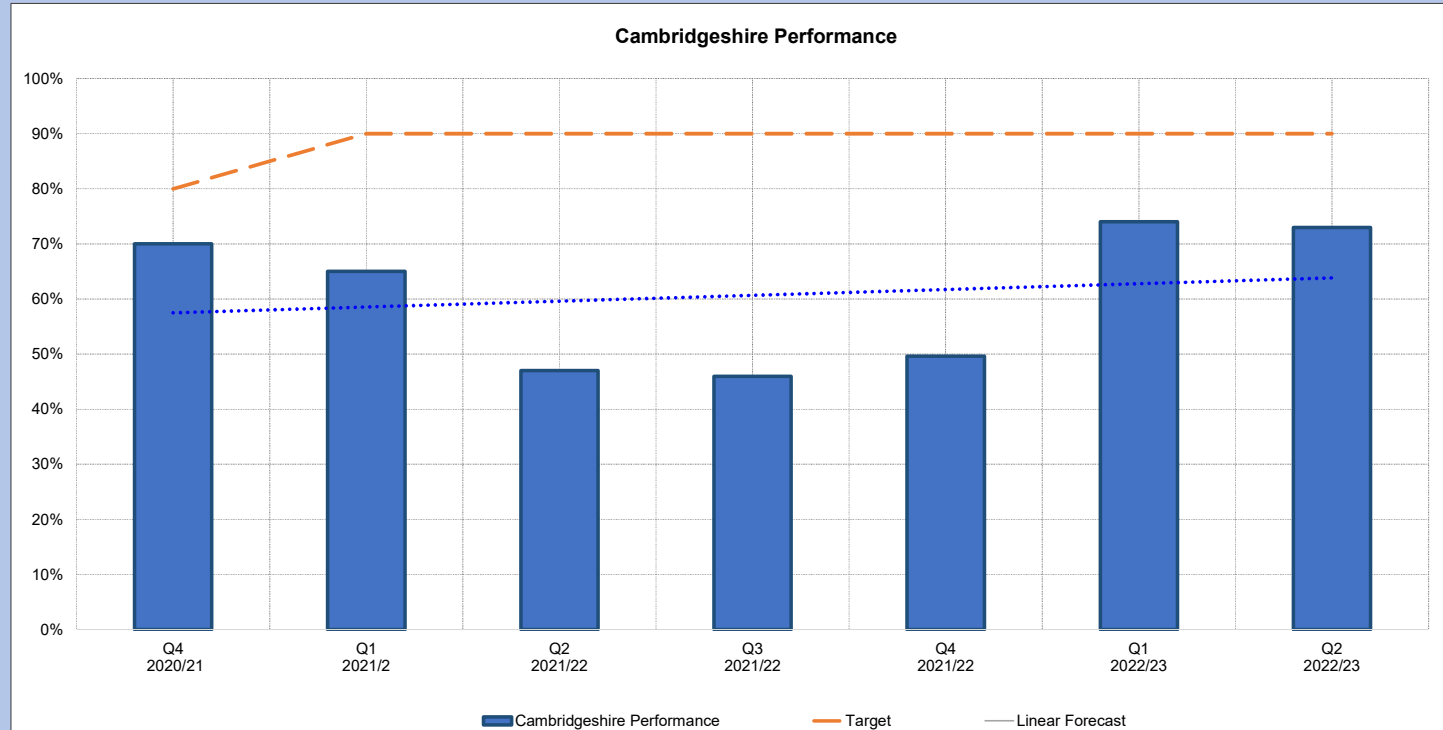
| Target | Direction for Improvement | Current Quarter | Previous Quarter | Change in Performance |
|--------|---------------------------|-----------------|------------------|-----------------------|
| 90.0% | ↑ | 73.0% | 74.0% | Declining |

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.



Commentary

Continued maintenance of good progress despite a drop of 1% from the first quarter. We completed almost 50% more subject access requests in the second quarter with a continued emphasis on good oversight and case management to continue to make progress. We have also reviewed two potential software systems which may assist with greater efficiencies.

Useful Links

Actions

Indicator 184: Statutory returns completed on time

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

RAG Rating

Green

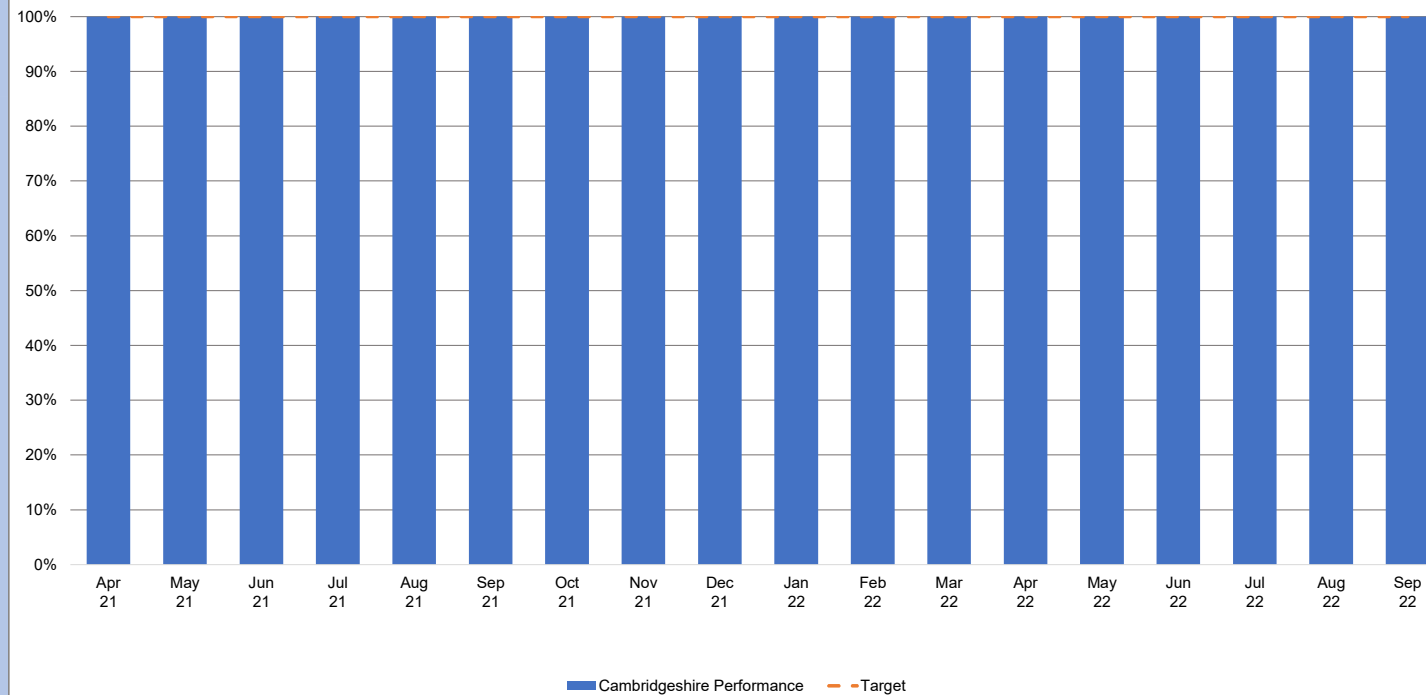
Indicator Description

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.

Useful Links

[A list of all the datasets that local government must submit to central government.](#)

Cambridgeshire Performance



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.

Actions

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

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November 2022

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

RAG Rating

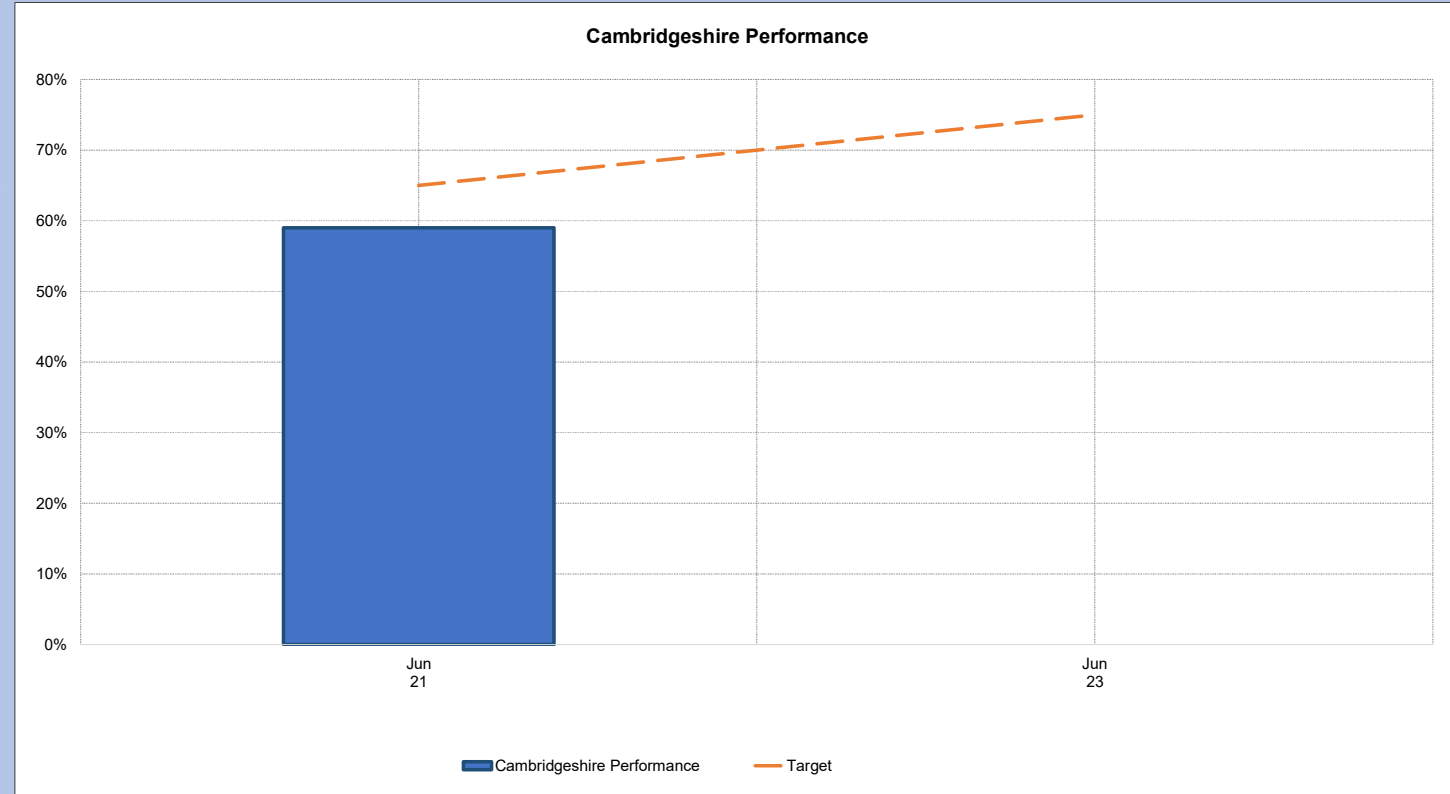
Amber

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%.

**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 positive impact on recruitment and retention.

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

Useful Links**Actions**

The next employee engagement survey on Respect At Work that will ask the same questions again will be January 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

[Return to Index](#)

November 2022

| Target | Direction for Improvement | Current Month | Previous Month | Change in Performance |
|--------|---------------------------|---------------|----------------|-----------------------|
| 80.0% | ↑ | 82.4% | 84.5% | Declining |

RAG Rating

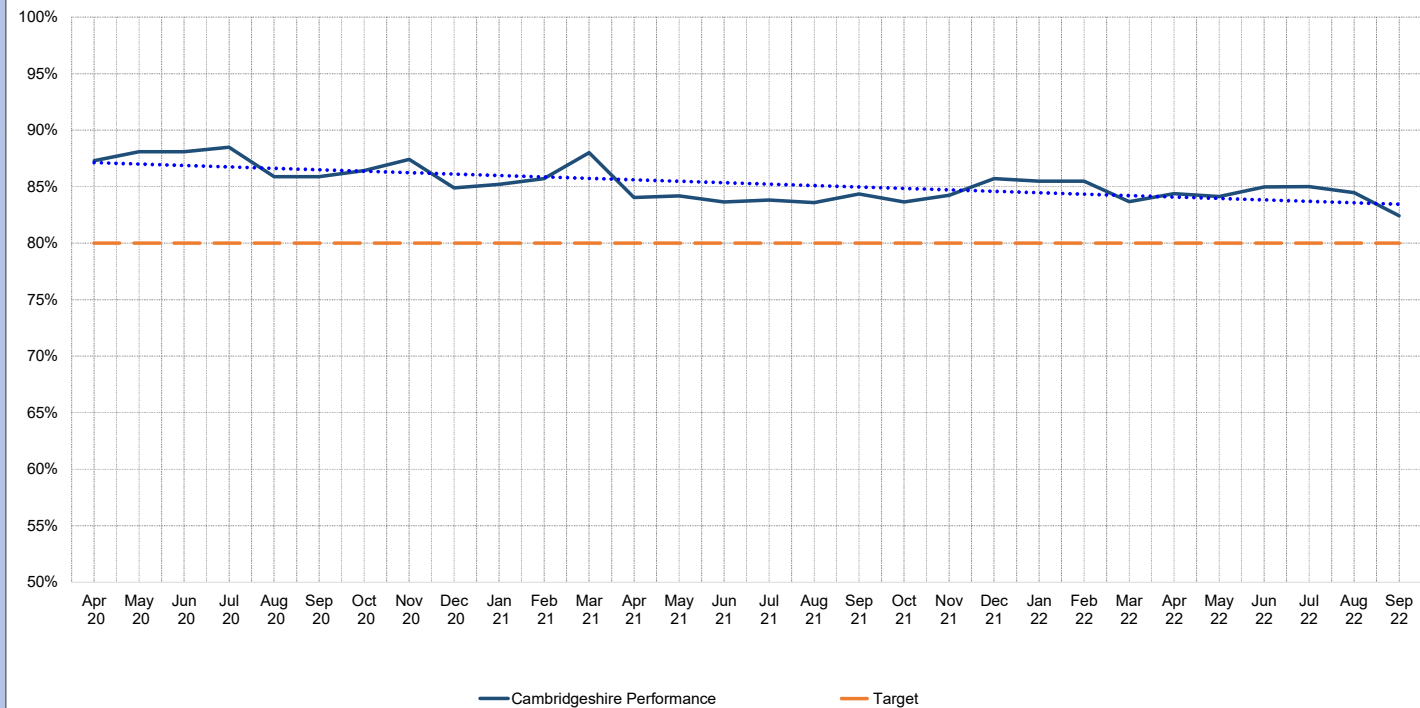
Green

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 representative to deal with this would be marked as unresolved. This measures how effectively 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

Decreased by just over 2% in September 22 due to an increase in contacts, particularly in the areas of School Admission and Education Transport with the start of the school year.

Actions

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

[Return to Index](#)

November 2022

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

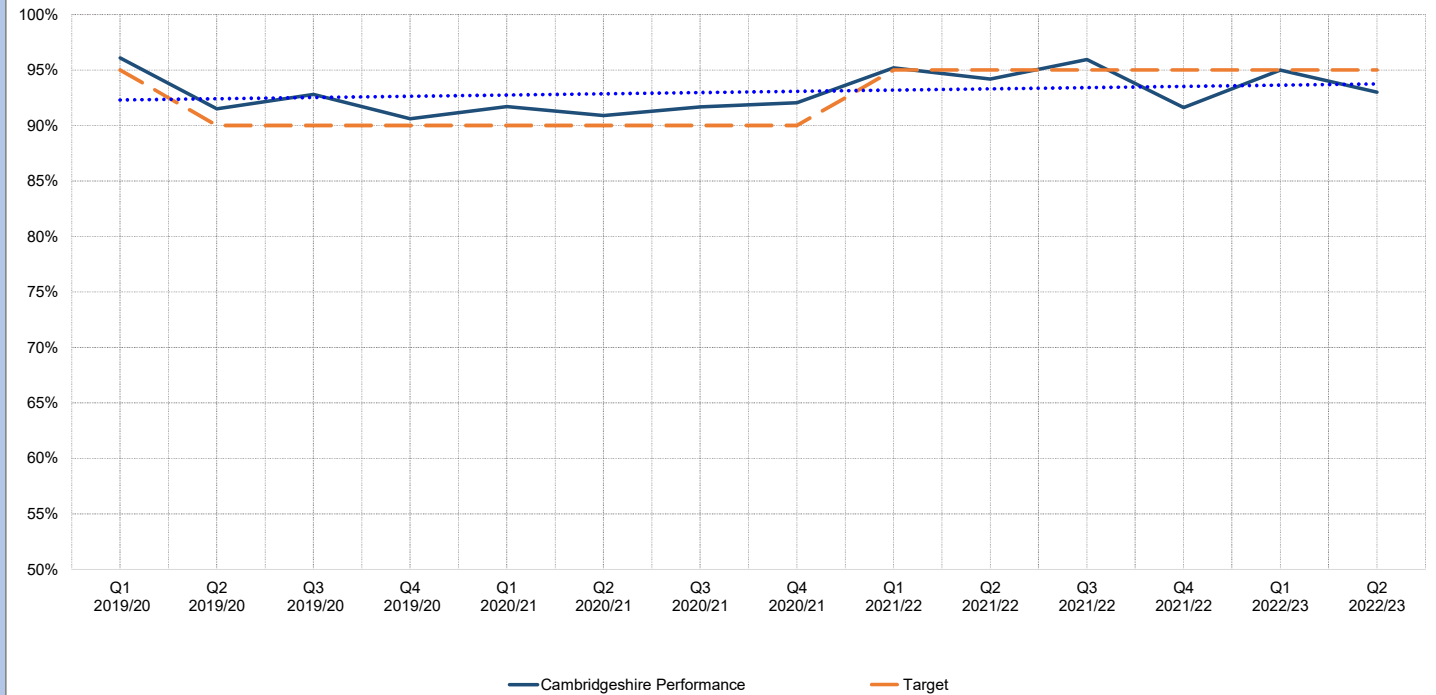
RAG Rating

Amber

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

Q2 2022/23 is the first full quarter where the new call logging system, Hornbill has been in use for the whole of the quarter. If the quarter is broken down into months, July (90%) indicates that analysts were still getting used to the system. Figures for August and September are significantly better at 96% and 94% respectively.

Actions

Indicator 204: Annual forecast of the gross income from our commercial investment as a percentage of initial investment[Return to Index](#)

November 2022

| Target | Direction for Improvement | 2022-23 Forecast | Previous Quarter | Change in Performance |
|--------|---------------------------|------------------|------------------|-----------------------|
| 6.0% | ↑ | 5.68% | 5.64% | Improving |

RAG Rating

Amber

Indicator Description

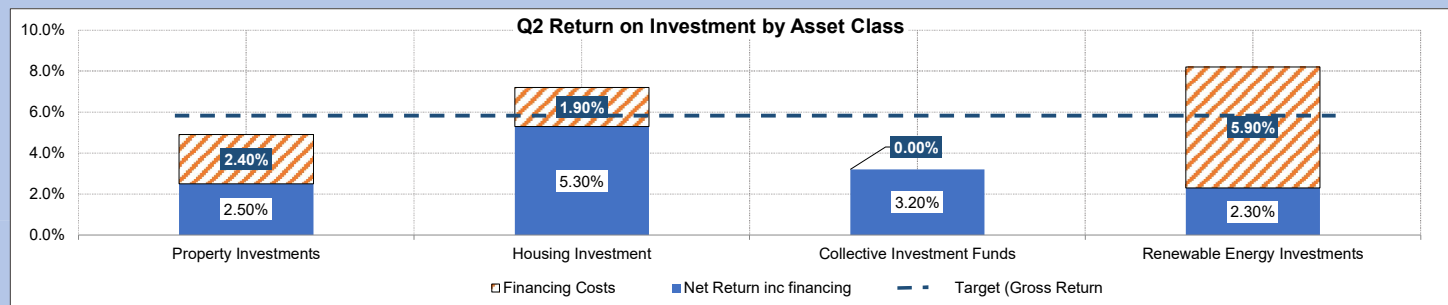
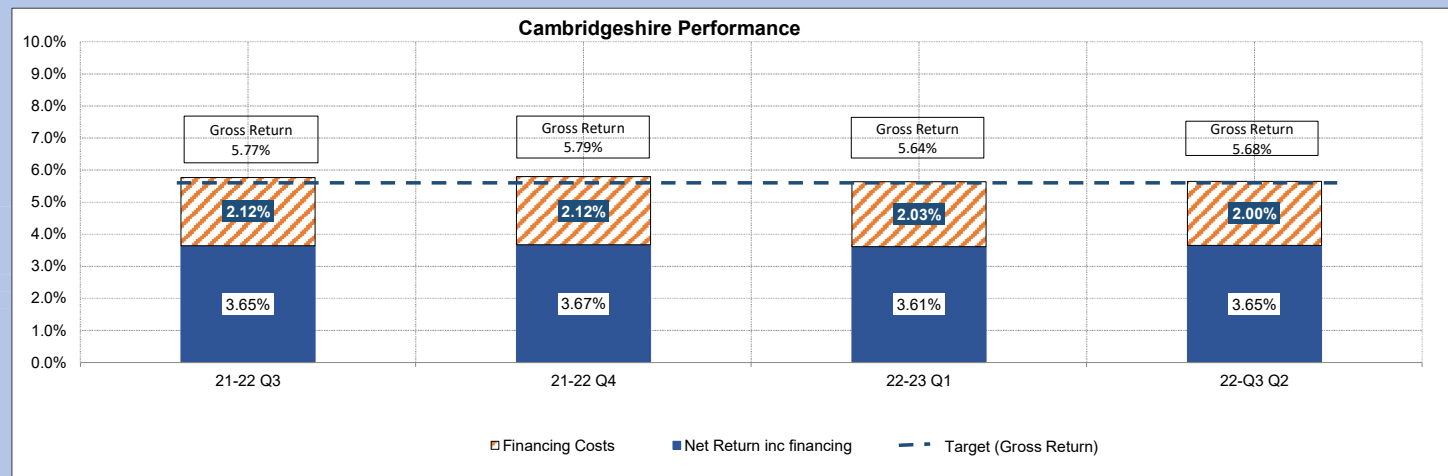
This indicator projects our expected gross income from the commercial investments that provide an income yield or interest receivable against a 6% target.

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).

**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 5.6% 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 £17.2m, with a net income of £11.1m 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. Letting negotiations are in progress for one of the Units at Cromwell Leisure Park, but unit 1 remains unlet and has been since the investment was made. The multi-class credit fund has had periods of weak income yield which we are also keeping under review. 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 205: Amount of social value achieved

| Target | Direction for Improvement | Current Month | Previous Month | Change in Performance |
|--------|---------------------------|---------------|----------------|-----------------------|
| TBC | ↑ | n/a | n/a | n/a |

RAG Rating

In Development

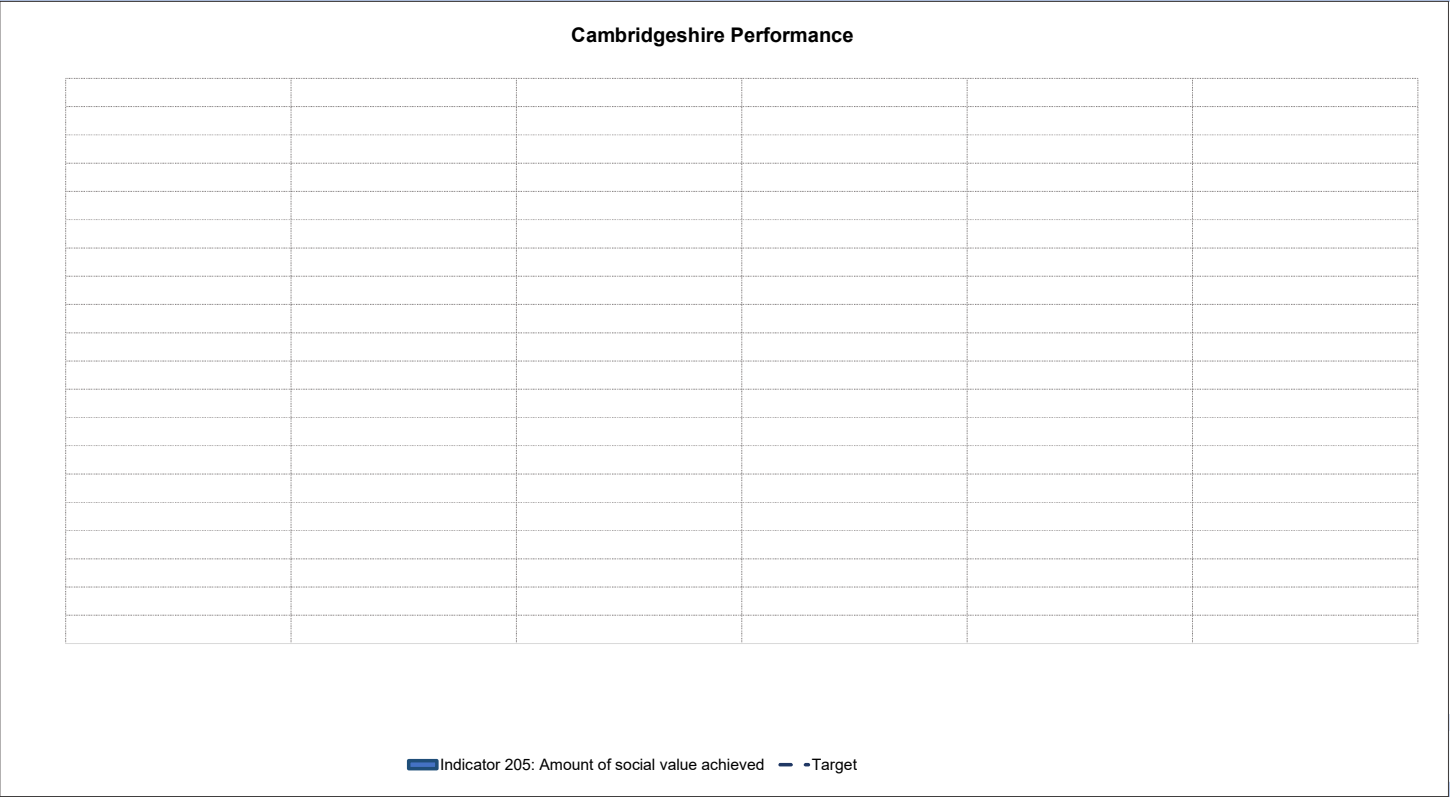
Indicator Description

Social value achieved via purchasing and contractual arrangements.

Data is currently unavailable as there are no live contracts with social value embedded. Data will be collated via the Social Value Portal and internal mechanisms.

Target of £20,000 to be delivered during 2023/24, with that target rising by £5,000 in each of 2024/25 and 2025/26.

- Useful Links**
- [National TOMs Framework 2019 Guidance](#)
 - [Social Value Portal](#)



Commentary

Actions

| Target | Direction for Improvement | Current Month | Previous Month | Change in Performance |
|--------|---------------------------|---------------|----------------|-----------------------|
| TBC | ↑ | n/a | n/a | n/a |

RAG Rating

In Development

| Indicator Description | Indicator Data |
|---|----------------|
| 1. The number of people who have been vaccinated against COVID-19 | 10,000,000 |
| 2. The number of people who have been tested for COVID-19 | 5,000,000 |
| 3. The number of people who have been hospitalized with COVID-19 | 1,000,000 |
| 4. The number of people who have died from COVID-19 | 100,000 |
| 5. The number of people who have been in quarantine | 500,000 |
| 6. The number of people who have been in isolation | 200,000 |
| 7. The number of people who have been in self-isolation | 1,000,000 |
| 8. The number of people who have been in contact with someone who has been infected with COVID-19 | 1,000,000 |
| 9. The number of people who have been in contact with someone who has been hospitalized with COVID-19 | 100,000 |
| 10. The number of people who have been in contact with someone who has died from COVID-19 | 10,000 |

Number and value of contracts awarded to businesses and third sector organisations in Cambridgeshire. A baseline for this will be set using 2022/23 data and this will also be used to establish a target for improvement. Data will be captured from the Contract Register using the supplier's registered address.

Target in development.

Useful Links

Cambridgeshire Performance

Commentary

Actions

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

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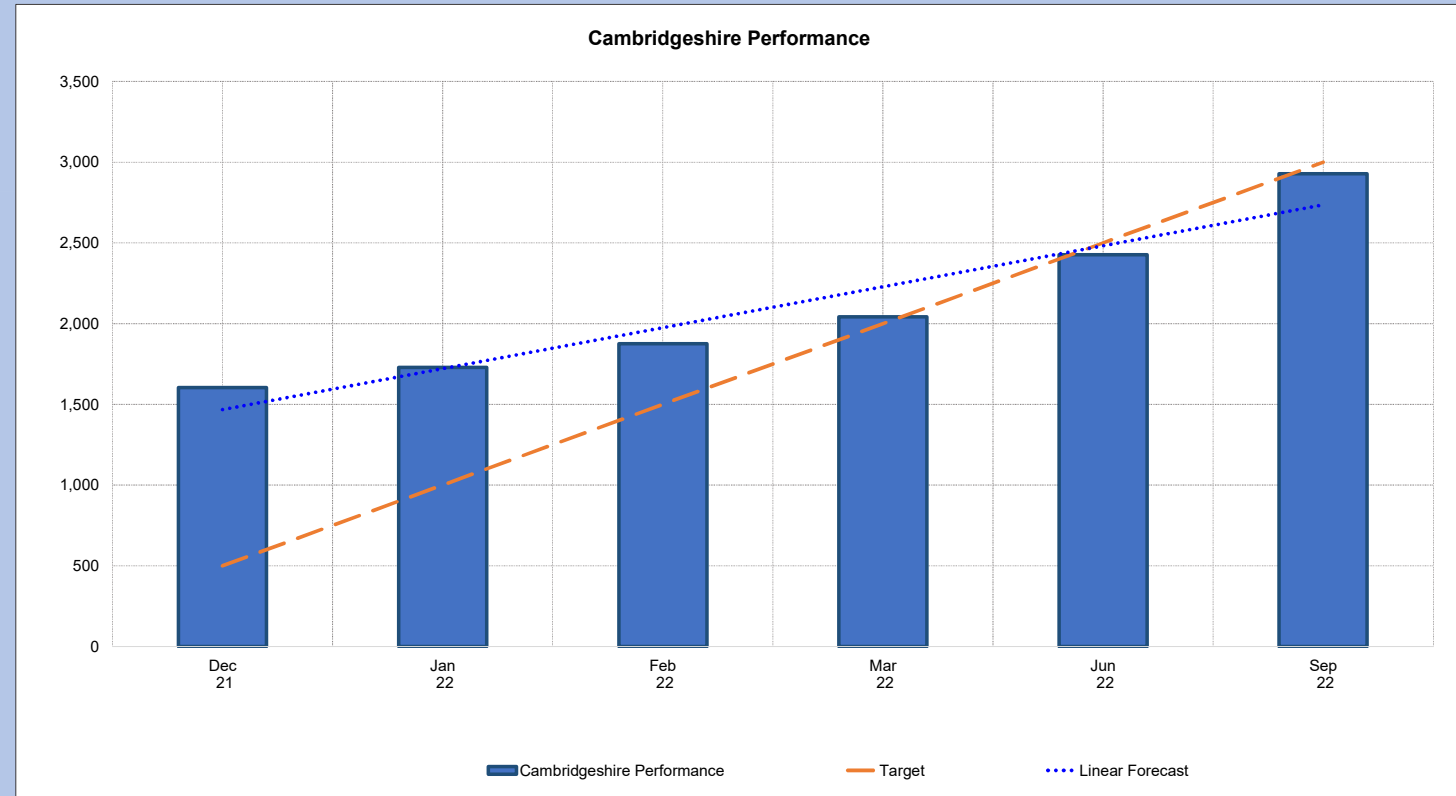
November 2022

| Target | Direction for Improvement | Current Month | Previous Month | Change in Performance |
|------------|---------------------------|---------------|----------------|-----------------------|
| 3,000 | ↑ | 2,929 | 2,427 | Improving |
| RAG Rating | | | | |
| Amber | | | | |

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.



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.

Actions

Staff continue to complete the course with a monthly average of 244 completions each month. There is now 2,929 (97.6%) 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](#)

November 2022

| Target | Direction for Improvement | Current Month | Previous Month | Change in Performance |
|--------|---------------------------|---------------|----------------|-----------------------|
| TBC | ↓ | 10,204 | 10,369 | Improving |

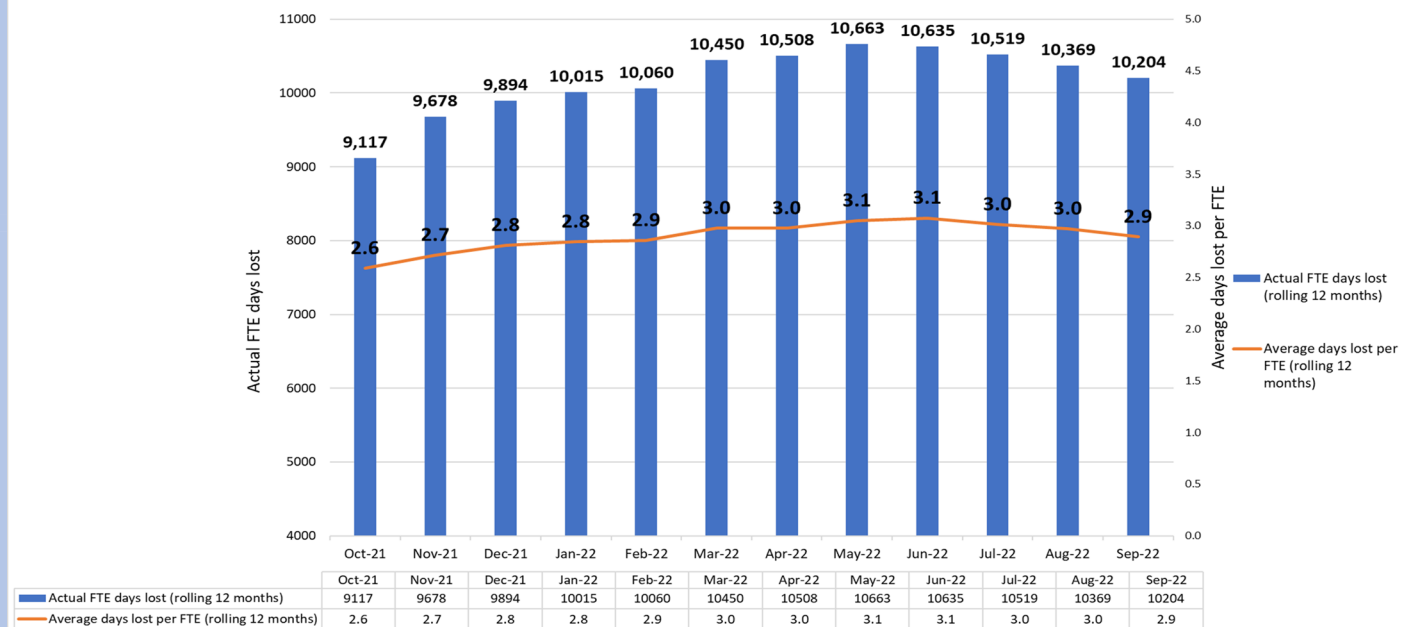
RAG Rating

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**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 has increased during the year but we are beginning to see a decline. Anxiety mental health and depression is the top reason for long term absence (21days+) and the 6th for short term absence. Stress is the second top reason for long term absence. Average absence by FTE related to anxiety, mental health, depression, and stress is beginning to decrease, however it is a rolling 12 month it will be important to monitor this metric over the coming months. As of September 2022, the average CCC employee has taken 2.9 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 a further increase in calls to the service in the period September 21- August 22 compared to September 20- August 21 a 41% increase in overall calls (696 calls in 21-22 vs 1,702 calls in 21-22). Stress, Anxiety, low mood, depression, and stress made up 30% of all calls in 21-22, with a 56% increase in calls related to anxiety. The service continues to offer telephone and online counselling, and face to face counselling returned in this period with 112 sessions taken up. Having accesses counselling, scores on measures for depression and anxiety improved by 50% and self-ratings for presenteeism, work engagement, life satisfaction and workplace distress all improved. 35.71% of those out of work at the start of therapy are back in work at the end of therapy.

Actions

We have worked with our partners in the Integrated Care System to offer a series of bespoke psychological support sessions to social care and public health services. as a means to support colleagues in light of the impact of the past 2 years. We are continuing to increase and promote our numbers of mental health first aiders and now have over 50 across the organisation. We have procured a new provider of mental health awareness sessions, which will be offered for all employees and managers. We have increased focus on resources to support financial wellbeing.

Indicator 214: Staff turnover (rolling 12 month average)

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November 2022

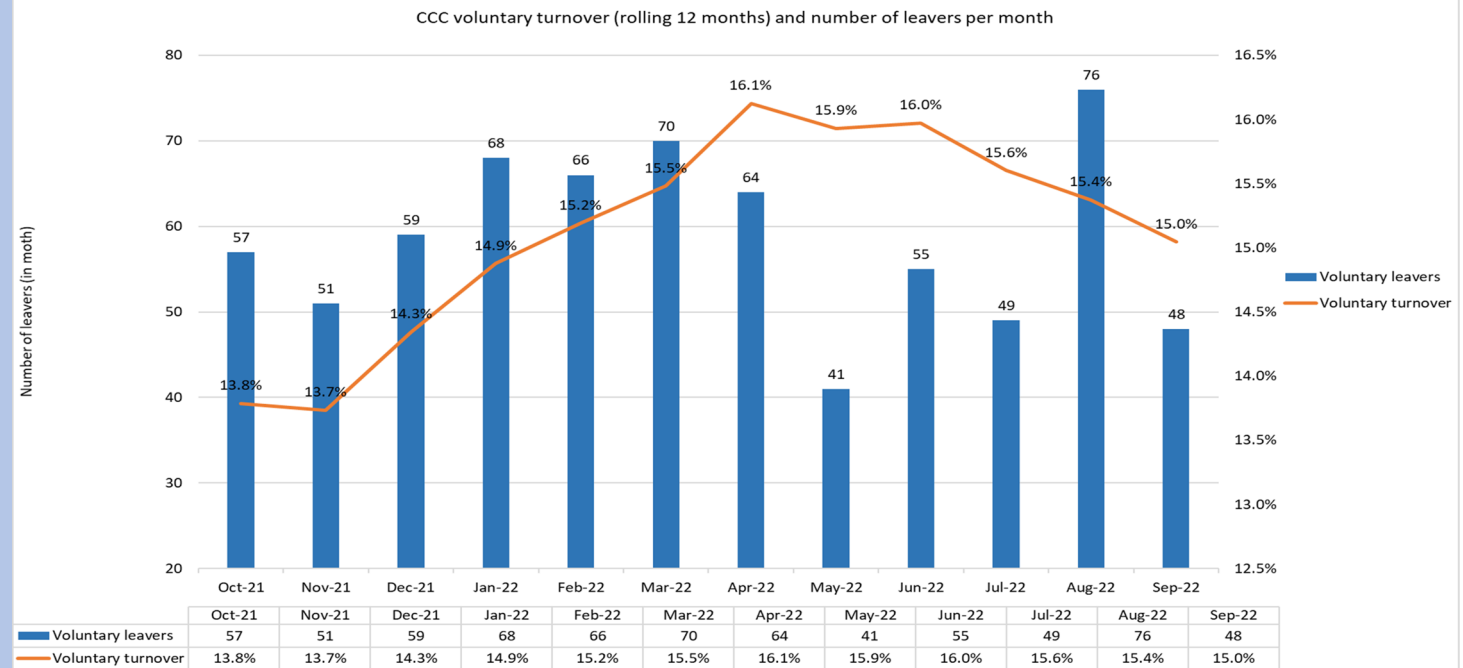
| Target | Direction for Improvement | Current Month | Previous Month | Change in Performance |
|------------|---------------------------|---------------|----------------|-----------------------|
| TBC | ↓ | 15.0% | 15.4% | Improving |
| RAG Rating | | | | |
| Baseline | | | | |

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 April 21 summarises the period May 20 - April 21.

In blue is the number of leavers for that month e.g. in April 21, 35 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 June 2022, 15% had 6 months or less service. The highest service is Adults and Safeguarding at 16.1%. The average length of service for voluntary leavers in the same period is 5.2 years (this reduces to 4.3 years when excluding those retiring)

Voluntary leavers length of service (6 months)



Commentary

Turnover has been increasing over the last year (as is the case in most organisations), however we are starting to see a 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.

Traditionally the month of August usually sees a higher number of leavers and August 2022 followed this trend. 30% of voluntary leavers were in Education leaving at the end of the school year, either due to retirement for resignation. In addition, almost of the voluntary leavers in August 2022 were in either Adult's or Children's.

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 Children's 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 Availability

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November 2022

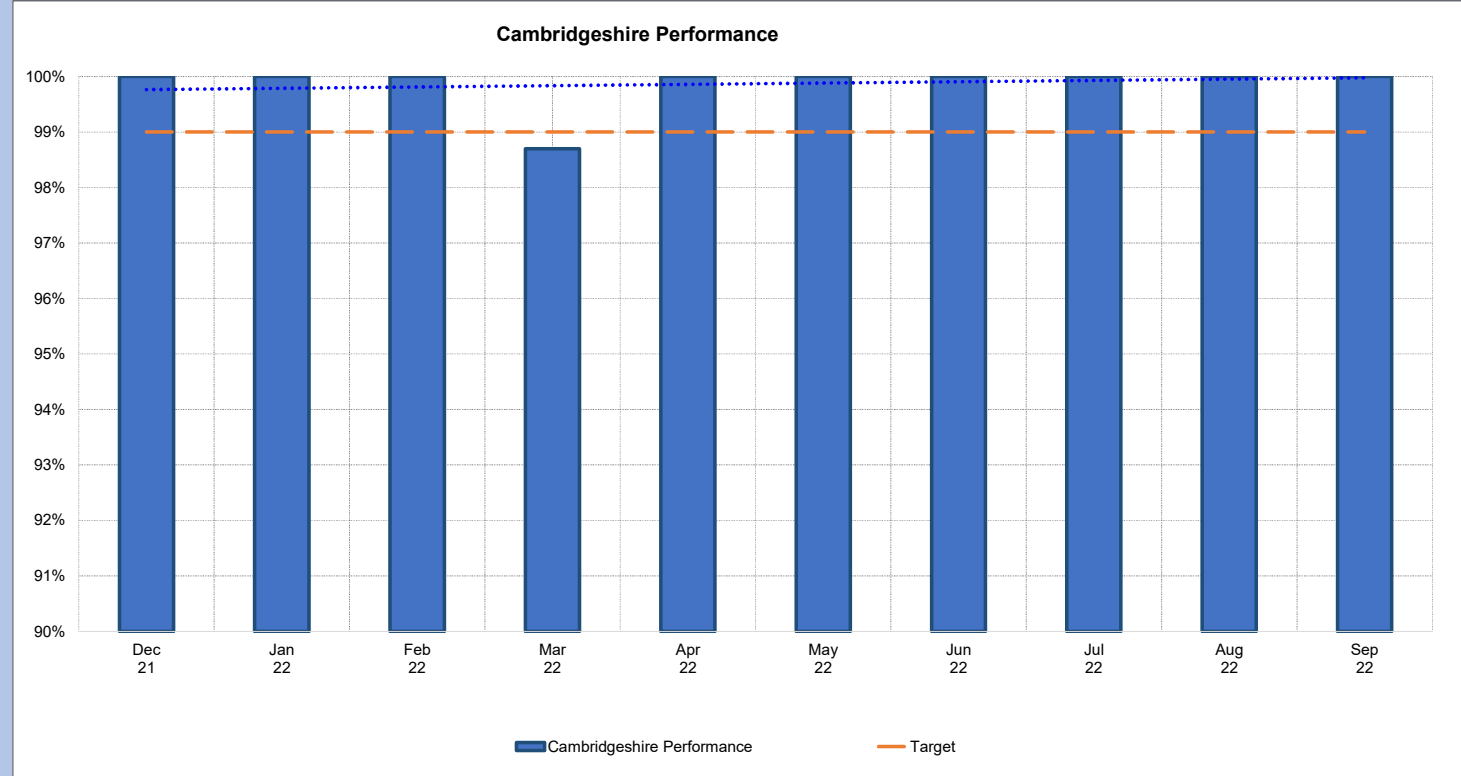
| Target | Direction for Improvement | Current Month | Previous Month | Change in Performance |
|--------|---------------------------|---------------|----------------|-----------------------|
| 99.0% | ↑ | 100.0% | 100.0% | Unchanged |

RAG Rating

Green

Indicator Description

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



Commentary

There were no outages for remote access systems during Q2.

Actions

Indicator 216: IT & Digital Services Customer Perception Rating

[Return to Index](#)

November 2022

| Target | Direction for Improvement | Current Month | Previous Month | Change in Performance |
|--------|---------------------------|---------------|----------------|-----------------------|
| 85.0% | ↑ | 88.0% | 81.0% | Improving |

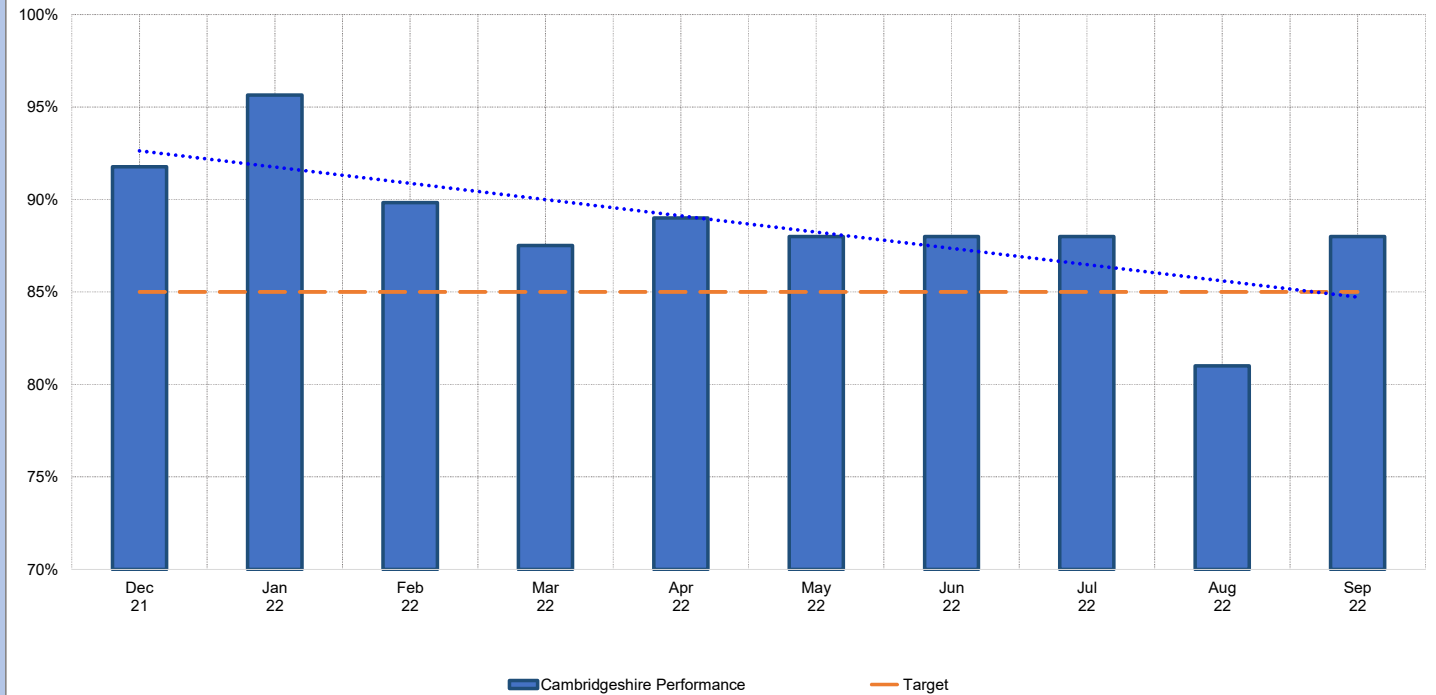
RAG Rating

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 submitting Excellent.

Cambridgeshire Performance



Commentary

Q2 2022-23 is the first full quarter where the new call logging system, Hornbill, has been in use and both customers and analysts have been adapting to it. It should also be noted that this figure reflects only 5 star ratings. For August, 4 star ratings made up 15% of the total.

Actions

| Target | Direction for Improvement | Current Month | Previous Month | Change in Performance |
|--------|---------------------------|---------------|----------------|-----------------------|
| 89.1% | ↑ | 95.0% | 94.8% | Improving |

RAG Rating

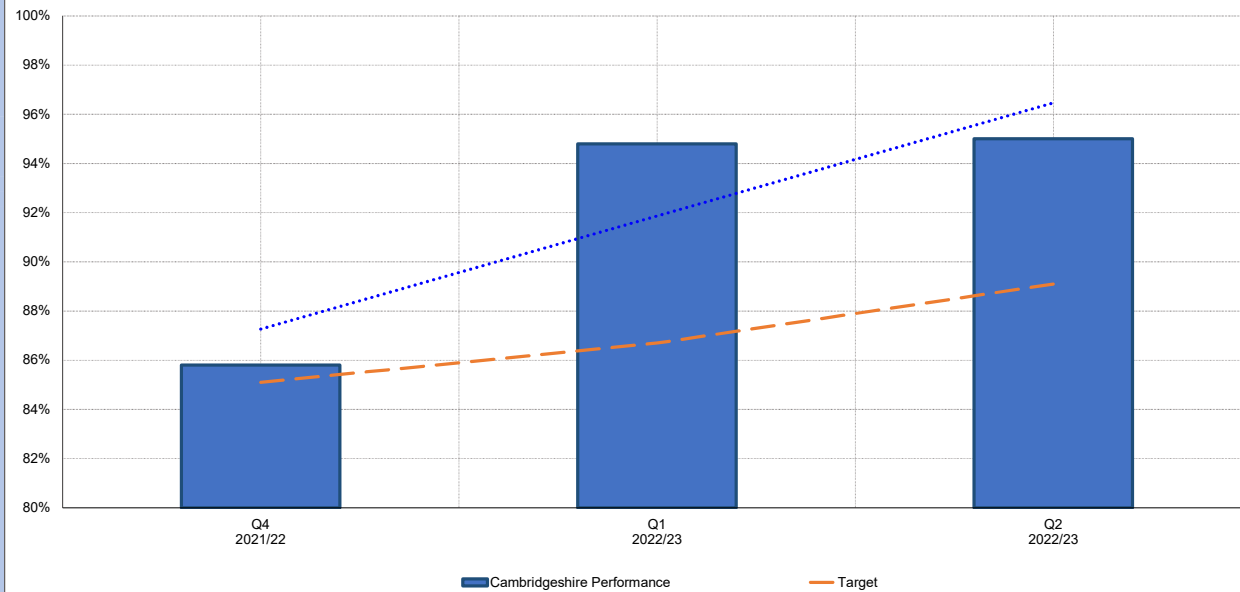
Blue

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).

We have continued with our work to improve the quality of content on our website. We have focused on fixing broken links and improving the reading age of content on the website. These changes have resulted in a slight increase in the score for this period.

Actions

| Target | Direction for Improvement | Current Month | Previous Month | Change in Performance |
|--------|---------------------------|---------------|----------------|-----------------------|
| 92.0% | ↑ | 95.2% | 92.7% | 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.

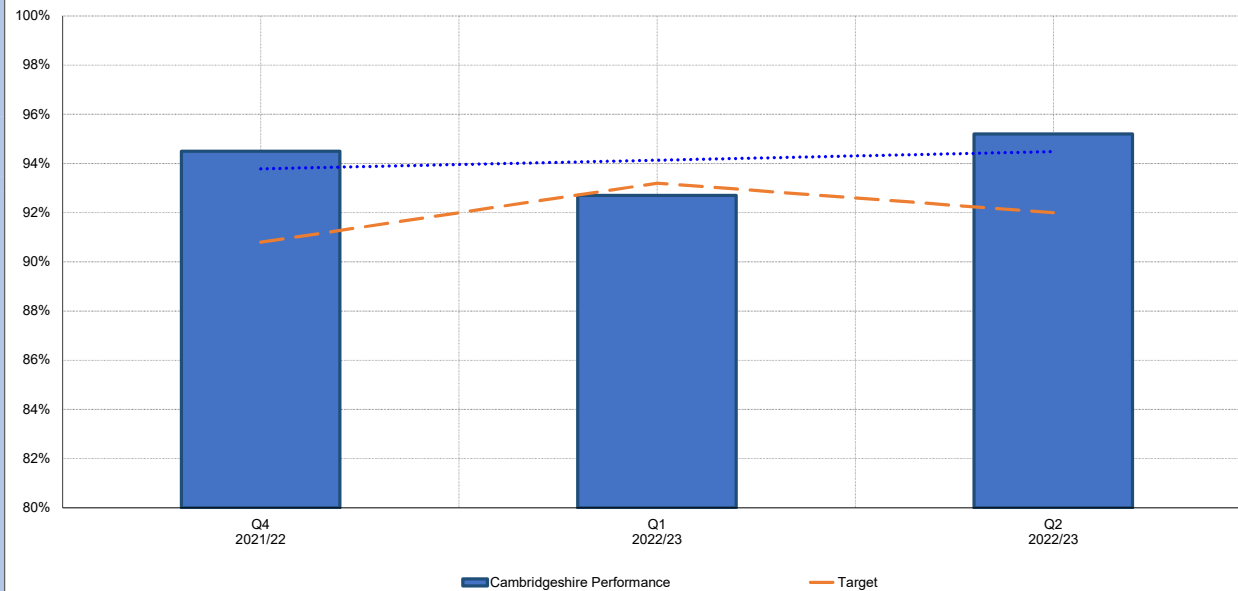
New regulations on accessibility came into force for public sector bodies in 2018 - <https://www.gov.uk/guidance/accessibility-requirements-for-public-sector-websites-and-apps>. We must make our website accessible by making it 'perceivable, operable, understandable and robust'.

The web team carry out weekly audits of the website to ensure the site is meeting the required accessibility standards. All new content is thoroughly checked to make sure it is accessible and we are currently updating 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 Accessibility E-Learning course to enable all staff to understand the accessibility regulations 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.

We continue to achieve a very high level of accessibility for our website, well above the industry standard. We have focused on fixing some issues relating to zooming levels. This follows a recent random accessibility audit by the gov.uk Government Digital Services team. They highlighted a new zoom requirement that has now been addressed.

The work carried out this month has moved our score up from 92.7% to 95.2%.

Actions