

Produced on:

30 May 2023



# Performance Report

## Quarter 4

### 2022/23 financial year

Strategy and Resources Committee

Business Intelligence  
Cambridgeshire County Council  
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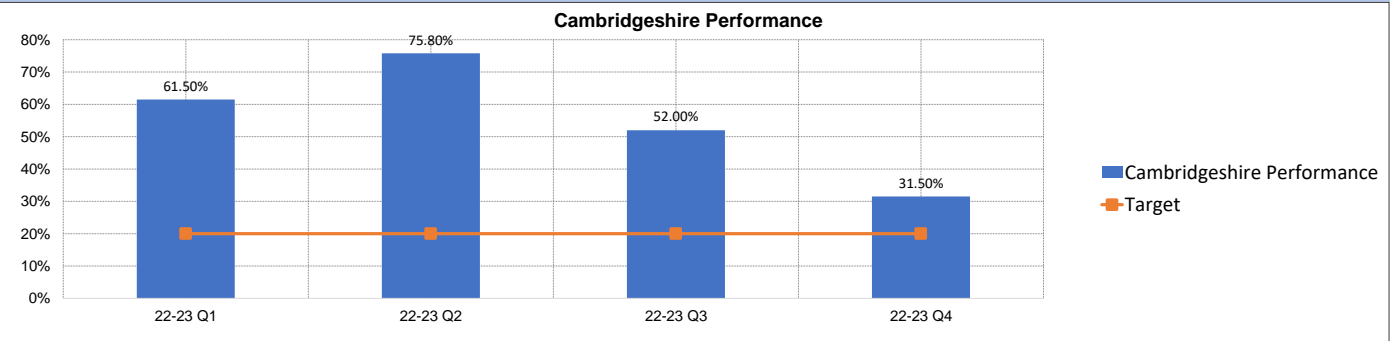
## Key

Data Item	Explanation
<b>Target / Pro Rata Target</b>	The target that has been set for the indicator, relevant for the reporting period
<b>Current Month / Current Period</b>	The latest performance figure relevant to the reporting period
<b>Previous Month / previous period</b>	The previously reported performance figure
<b>Direction for Improvement</b>	Indicates whether 'good' performance is a higher or a lower figure
<b>Change in Performance</b>	Indicates whether performance is 'improving' or 'declining' by comparing the latest performance figure with that of the previous reporting period
<b>Statistical Neighbours Mean</b>	Provided as a point of comparison, based on the most recently available data from identified statistical neighbours.
<b>England Mean</b>	Provided as a point of comparison, based on the most recent nationally available data
<b>RAG Rating</b>	<ul style="list-style-type: none"> <li>• <b>Red</b> – current performance is off target by more than 10%</li> <li>• <b>Amber</b> – current performance is off target by 10% or less</li> <li>• <b>Green</b> – current performance is on target by up to 5% over target</li> <li>• <b>Blue</b> – current performance exceeds target by more than 5%</li> <li>• <b>Baseline</b> – indicates performance is currently being tracked in order to inform the target setting process</li> <li>• <b>Contextual</b> – these measures track key activity being undertaken, to present a rounded view of information relevant to the service area, without a performance target.</li> <li>• <b>In Development</b> - measure has been agreed, but data collection and target setting are in development</li> </ul>
<b>Indicator Description</b>	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
<b>Commentary</b>	Provides a narrative to explain the changes in performance within the reporting period
<b>Actions</b>	Actions undertaken to address under-performance. Populated for 'red' indicators only
<b>Useful Links</b>	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%	↓	31.5%	52.0%	Improving

RAG Rating

Red



**Indicator Description**

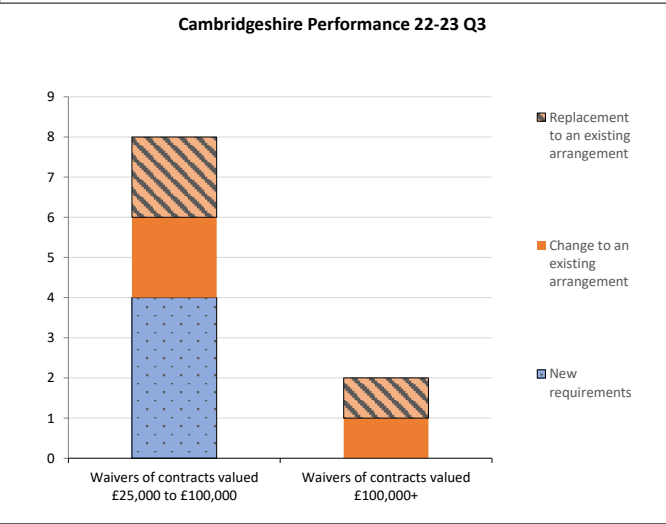
Public Contract Regulations (2015) require all contracts valued over £25,000 to be advertised and to follow a competitive process. External audit findings mean that there is a cross Council drive to promote and enable effective and compliant procurement practice.

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
PTV	Agent based model for CPCA	£97,000
SWARCO	Equipment	£69,000
Capita	Blue Badge Solution	£62,000

**Commentary**

Performance continues to improve with fewer high value waivers.

**Actions**

A member of the Corporate Leadership Team, either the Chief Executive or Executive Director of Finance and Resources continue to investigate the 3 highest value waivers each month. The Procurement Governance Board reviews waiver performance at its bi-monthly meeting.

Indicator 171: Rent per acre obtained from the agricultural estate

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June 2023

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

RAG Rating

Blue

**Indicator Description**

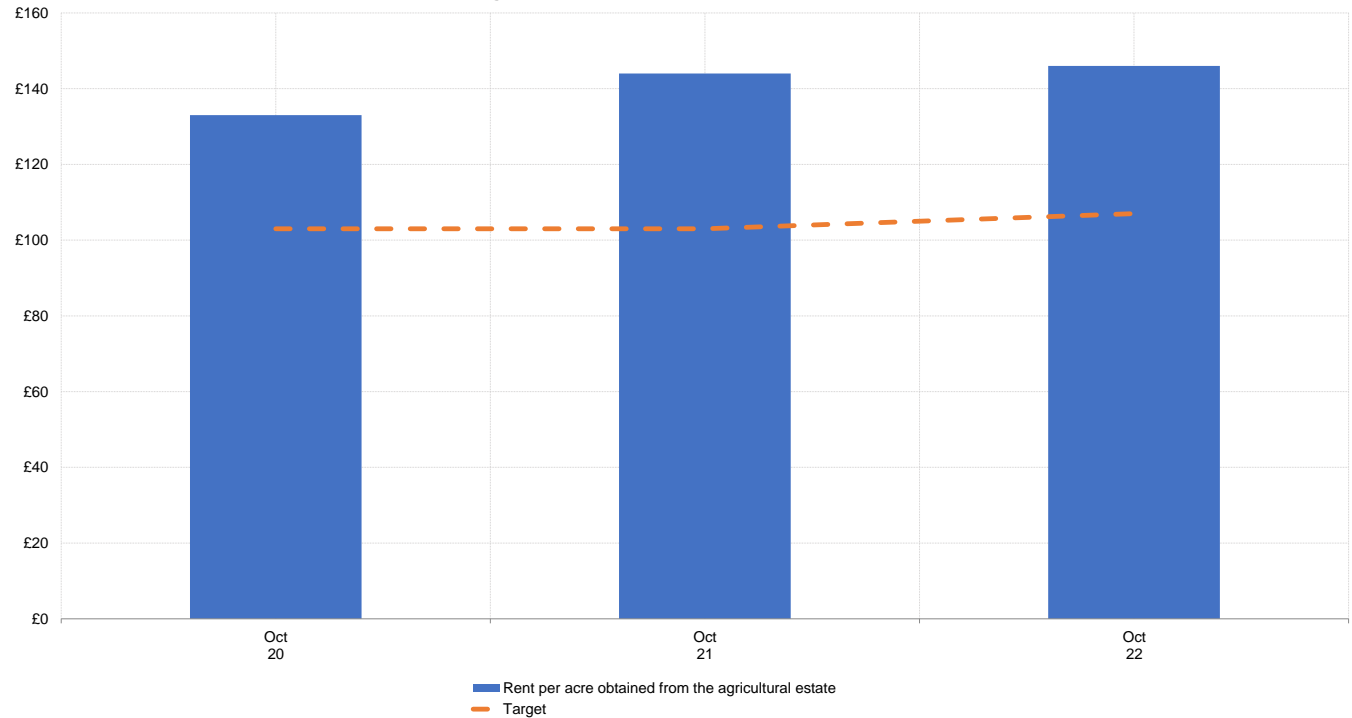
Data source:  
Currently set of excel spreadsheets owned by rural to record the rent which feeds into the budget. Defra data records market rent for East of England Region. Base data is tenancy agreements with new rents recorded by the parties (Landlord & Tenant) on a signed and dated rent memorandum 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 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**



**Commentary**

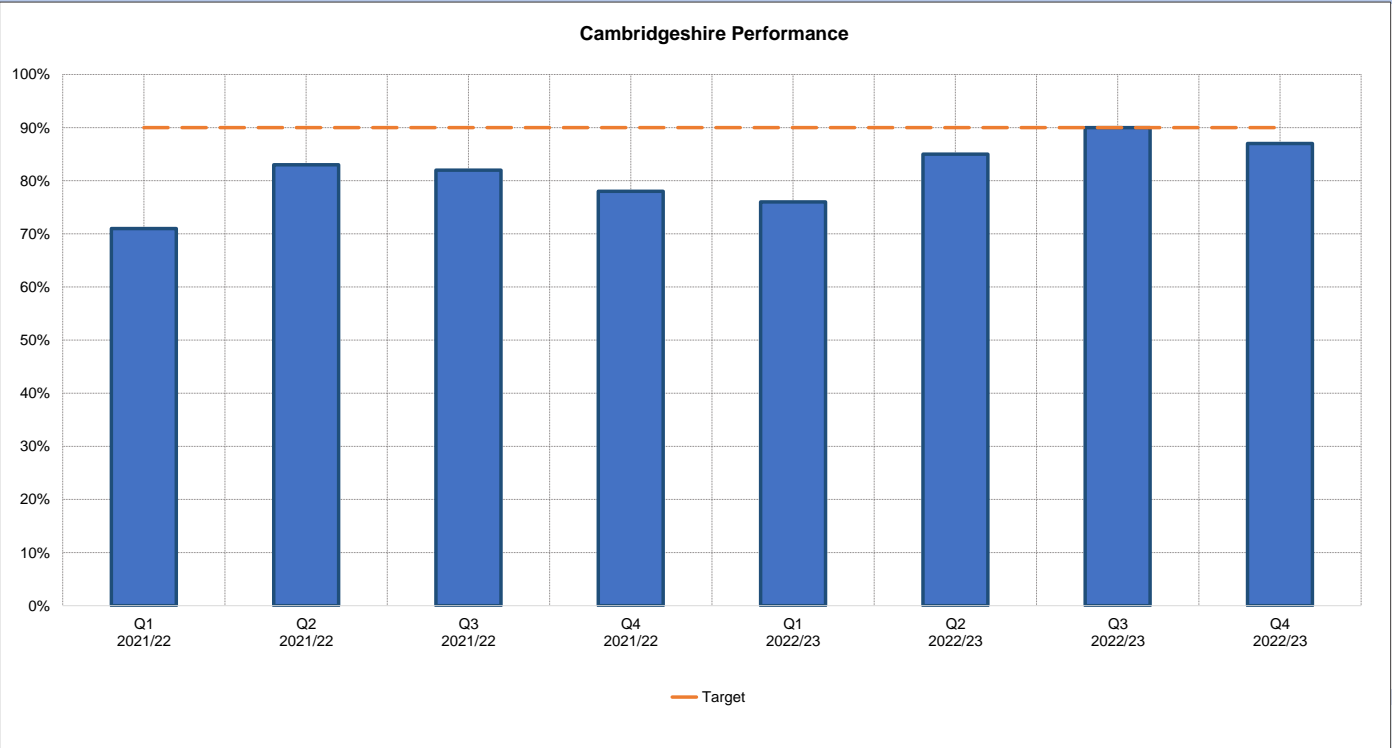
Agricultural legislation enables review of rents every 3 years with 12 months notice required. 12 rent reviews on holdings were carried out in 2022 and Cambridgeshire County Council has increased the passing rent by an average of 12.83% in October 2022. There were fewer big increases this year as most 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**

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
90.0%	↑	87.0%	90.0%	Declining

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.

**Commentary**

There has been continued good performance with 87% of all FOIs responded to in time and we have ended the year with 85% response overall. It should be noted that there has been an increase of FOIs received - the fourth quarter saw a 32% increase on the number of requests received and 25% more responses issued. In February alone, the council issued 149 responses with 93% on time.

**Useful Links**

**Actions**

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

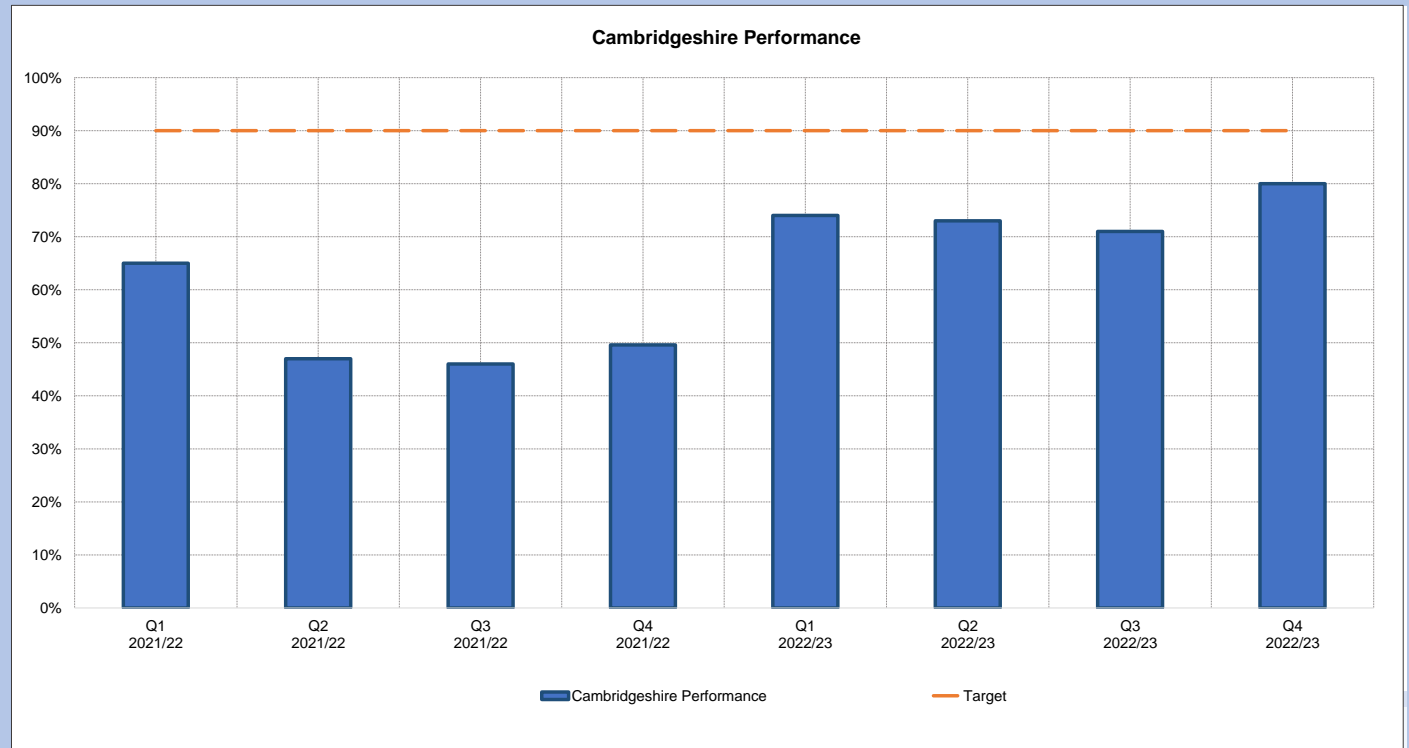
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June 2023

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
90.0%	↑	80.0%	71.0%	Improving

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**

The team continue to make good progress with 80% of responses issued on time, showing further improvement. The team has received 17% more requests than the previous year, issued 23% more responses and 88% more responses on time. Whilst there is still work to do, it represents an overall improvement of 25% through the year.

**Useful Links**

**Actions**

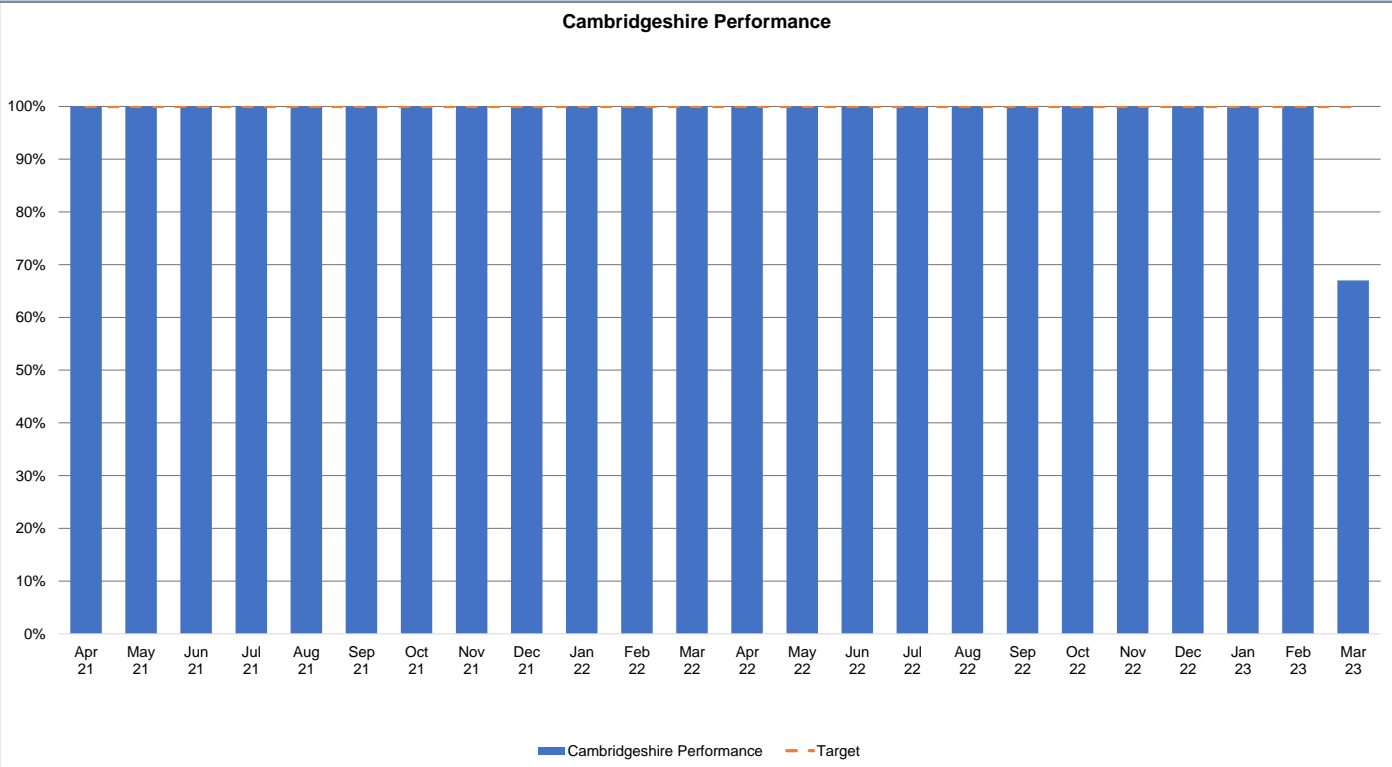
Indicator 184: Statutory returns completed on time

October 2022

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
100%	↑	67%	100%	Unchanged

**RAG Rating**  
Red

**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.



**Commentary**  
 5 out of 6 returns met the mandated deadline over Q4 but an extension was required on the SEN2 return relating to Special Education Needs because of the complexity involved in the return becoming child-level, which exposed a number of data quality issues in the client records that required action from the Special Educational Needs and Disabilities service to resolve.

It should be noted that this extension was a single occurrence caused by an issue that has now been fixed. This is the first time since at least April 2021 that this key performance indicator has dropped below its target of 100%.

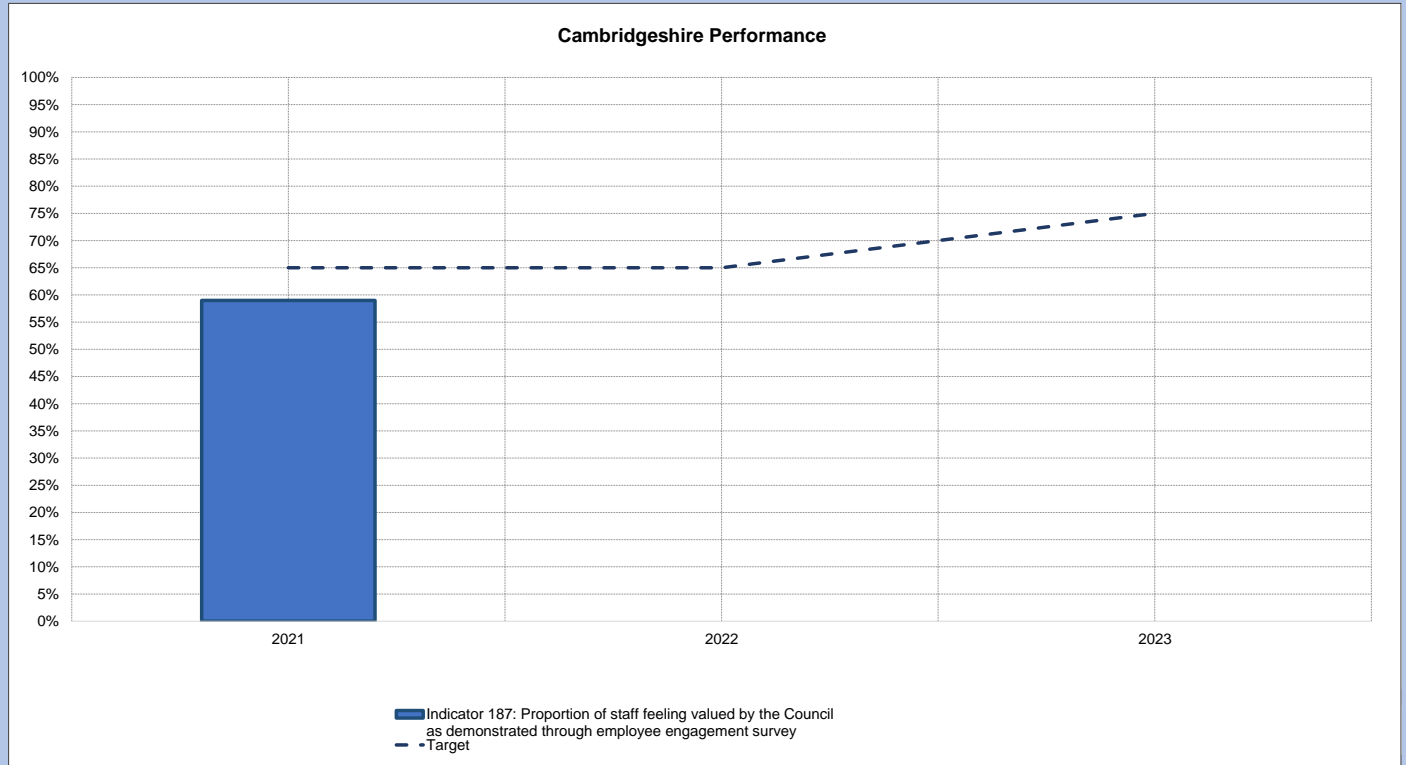
**Useful Links**  
[A list of all the datasets that local government must submit to central government.](#)

**Actions**

Target	Direction for Improvement	Most Recent Survey (2021)	Previous Survey	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.

**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. The next survey is scheduled to take place in September 2023.

**Useful Links**

**Actions**

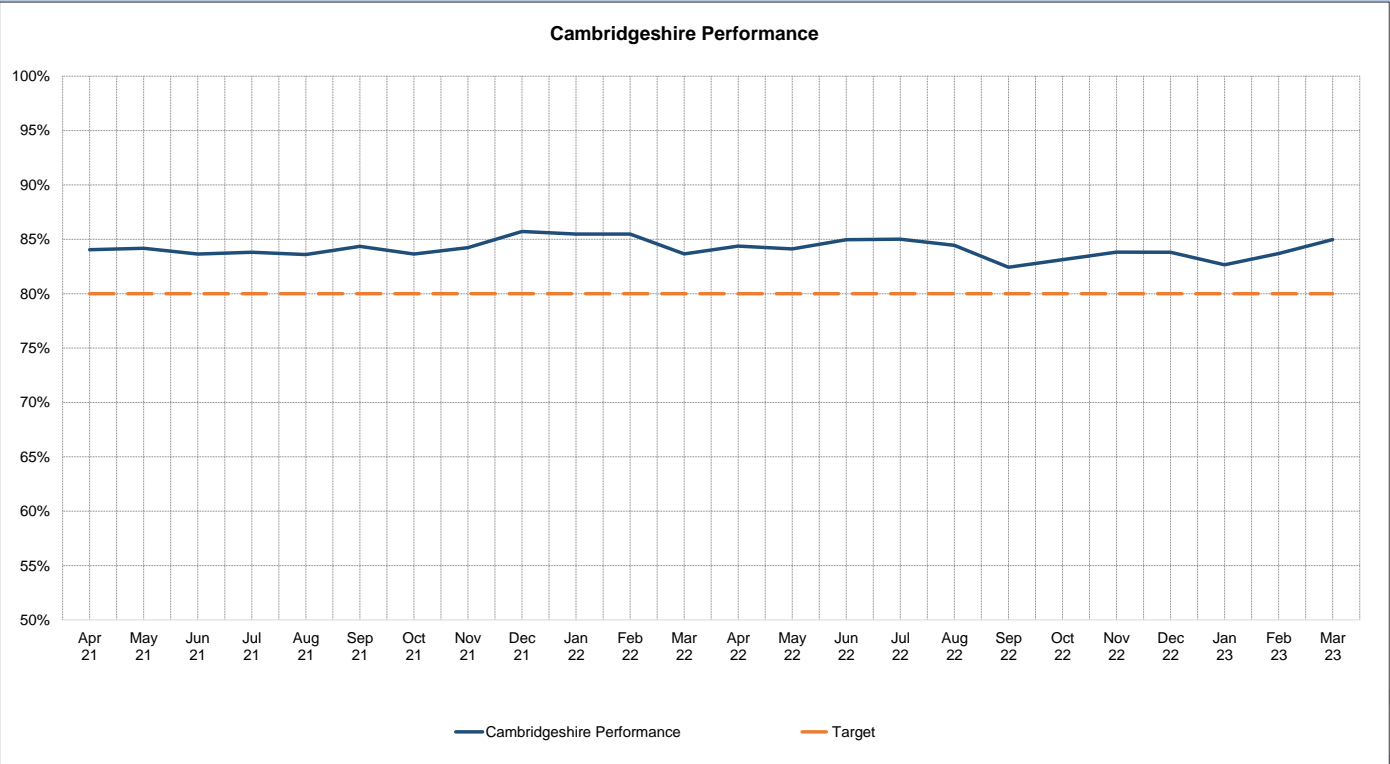
The next employee engagement survey on Respect At Work that will ask the same questions again will be September 2023, and this will give time for the impact of a number of actions to be carried out and the impact measured through the survey response. In the meantime the new People Strategy which was approved by Full Council at its meeting in May 2023 has a clear focus on employee engagement and wellbeing to support this KPI.



Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
80.0%	↑	84.98%	83.69%	Improving

RAG Rating

Blue



**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 increase 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 complex 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.

**Commentary**

Over the period of January to March 2023 we have seen a steady rise in First Contact Resolution.

**Actions**

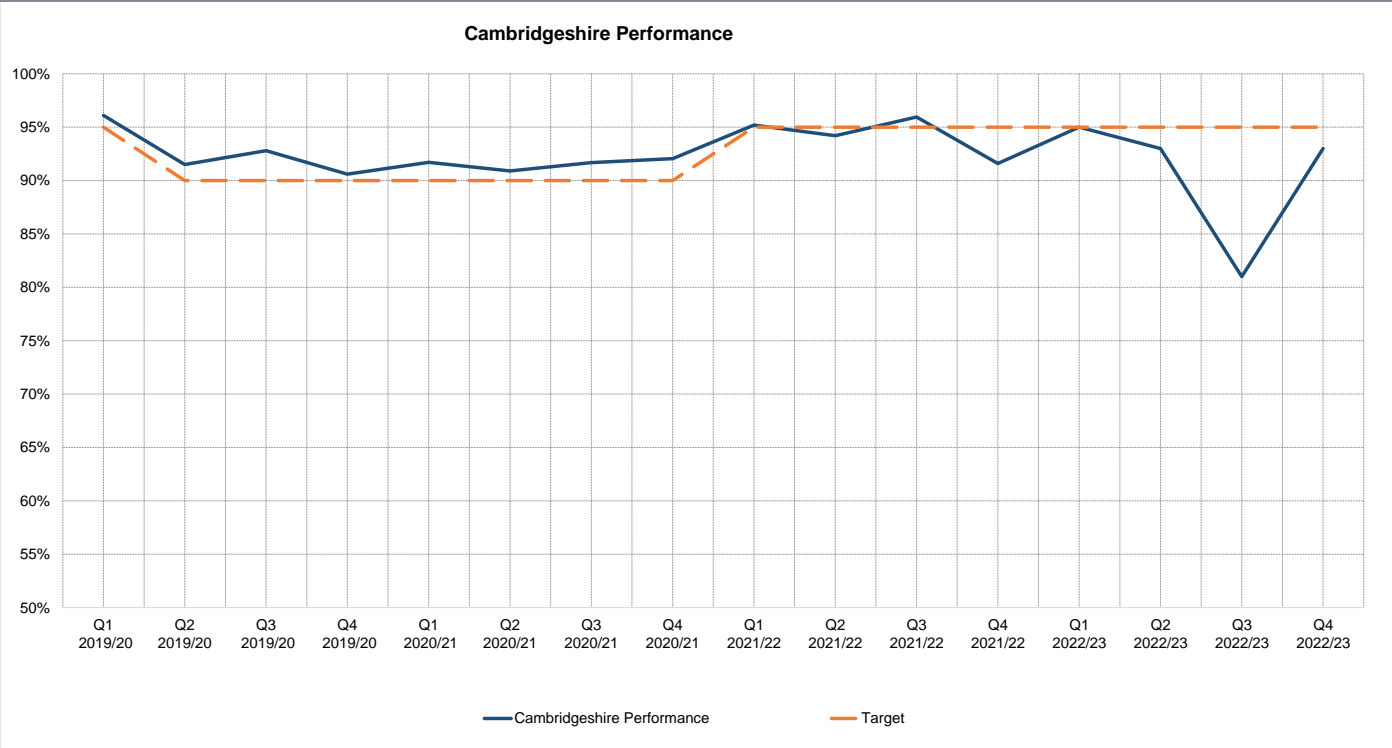
Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
95.0%	↑	93.0%	81.0%	Improving

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.



**Commentary**

Since the restructure of the IT and Digital Service, there has been significant turnover of Service Desk staff which has affected overall response times as new staff have been recruited and brought up to speed.

**Actions**

There is now a robust recruitment and training process in place to ensure the Service Desk is fully resourced and up to speed. In addition, we are making greater use of the 'live-chat' facility which speeds up response times. We have also created more opportunities for staff to self-serve by making a wider range of Frequently Asked Questions available and we continue to add to these.

Indicator 204: Annual forecast of the gross income from our commercial investment as a percentage of initial investment

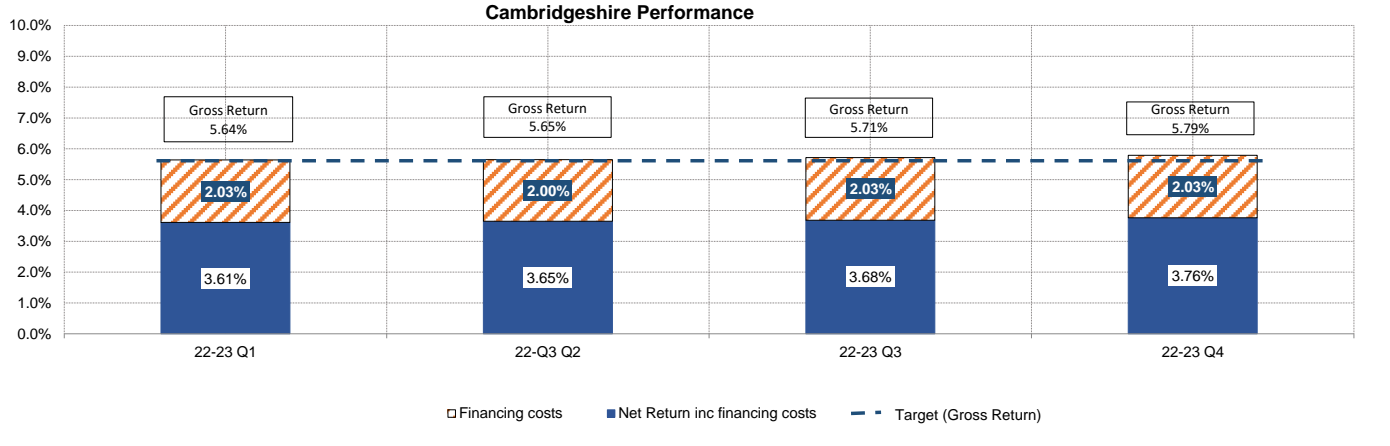
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June 2023

Target	Direction for Improvement	2022-23 Forecast	Previous Quarter	Change in Performance
6.0%	↑	5.79%	5.71%	Improving

RAG Rating

Amber



**Indicator Description**

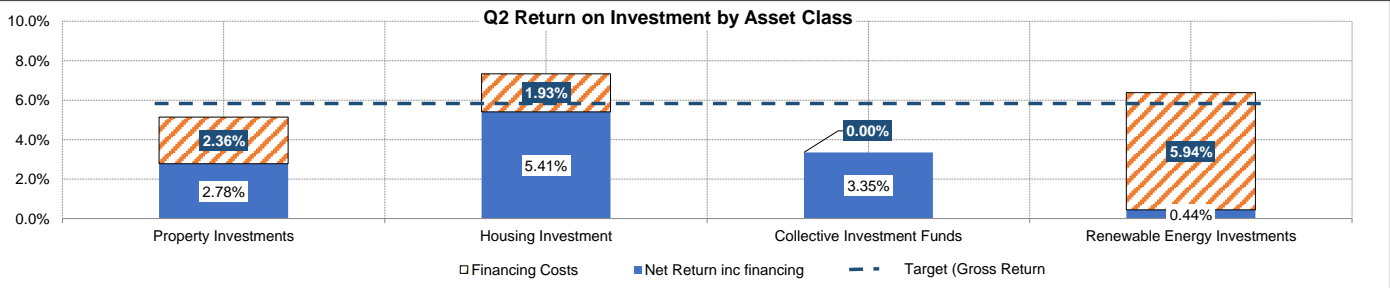
This indicator projects our expected gross income from the commercial investments that provide an income yield or interest receivable against a 6% target.

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 5.75% 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. Due to a decline in March income received it has not achieved the income target this year. The gross income across these investments in 2022-23 is £17.4m, 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. With the recent purchase of Evolution unit B, this has increased the income in the last quarter. As a whole, the portfolio remains well diversified in the face of current economic risks.

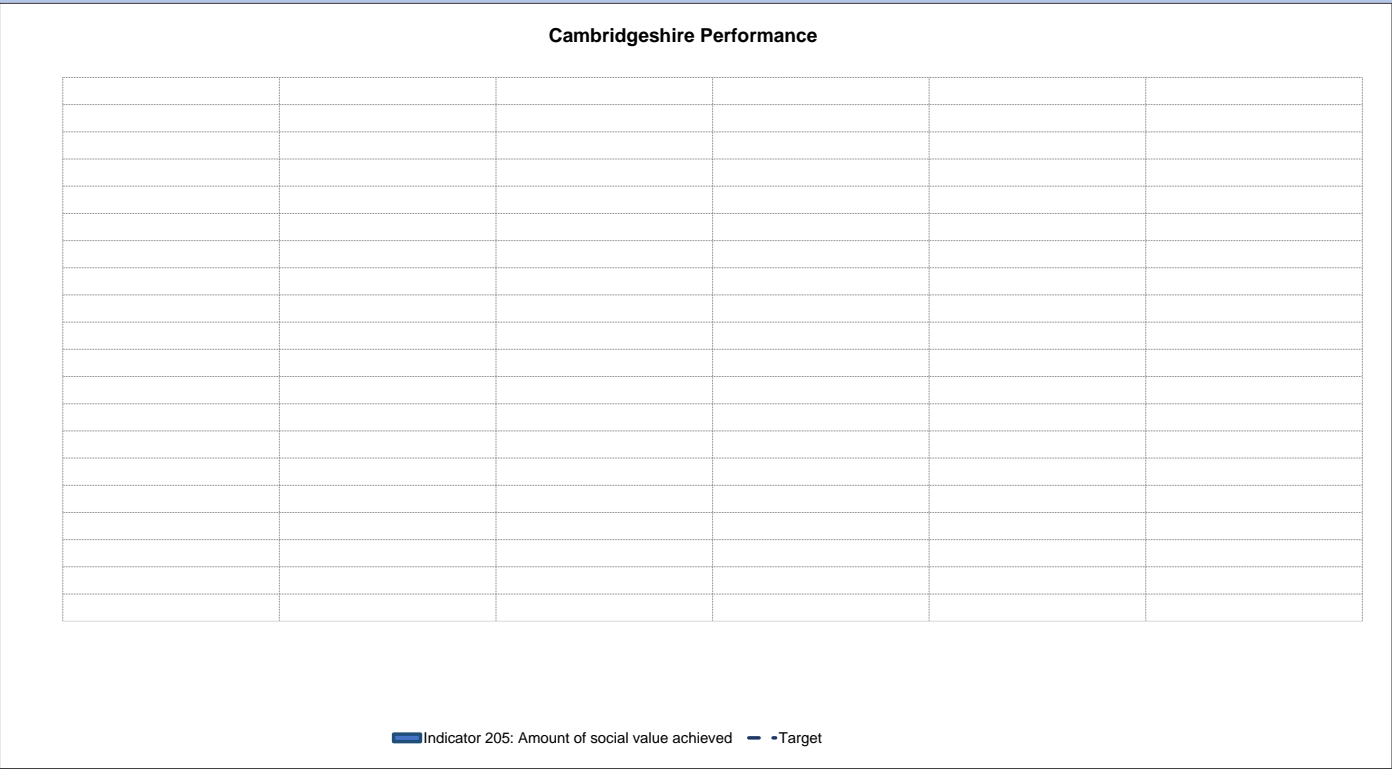
**Actions**

- 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.

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
£20,000	↑	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.

**Commentary**  
 Contracts are now being awarded with associated social value commitments from suppliers. It is anticipated that social value will start to be delivered from quarter 1 2023/24 onwards. Further information will be available in the next reporting round.

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

**Actions**  
 No actions required at this time.



Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
3,000	↑	3,449	3,019	Improving

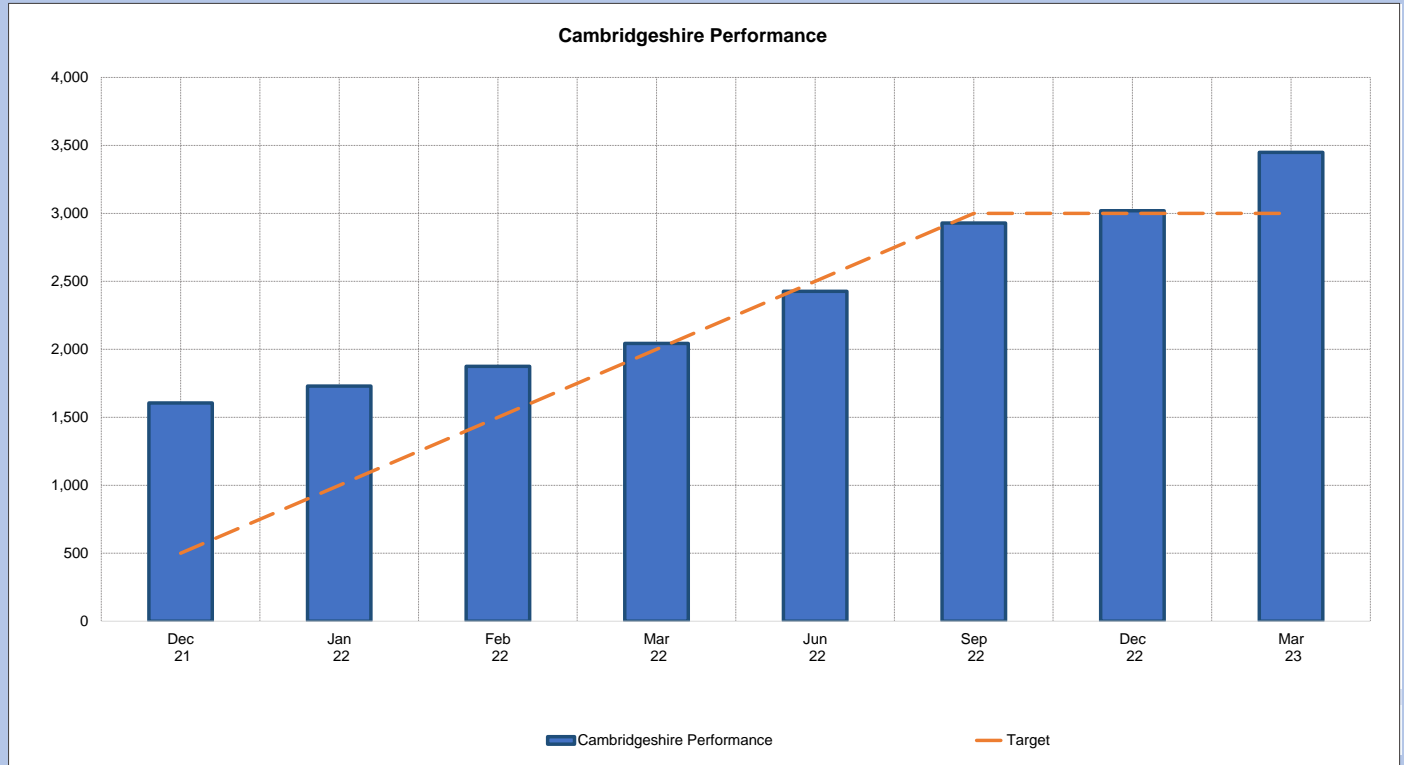
RAG Rating

Blue

**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 Cams 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. 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 3,449 (115.0%) 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

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June 2023

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

RAG Rating

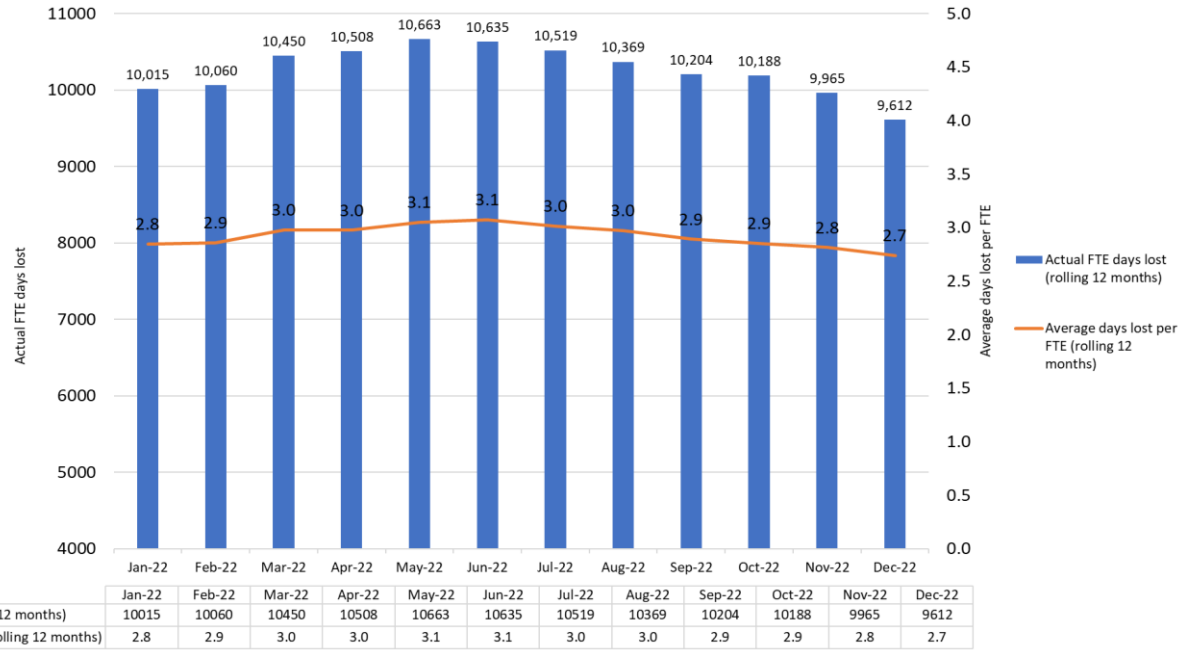
Baseline
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**Indicator Description**

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 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 (21 days+) 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 continues 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)

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June 2023

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

RAG Rating

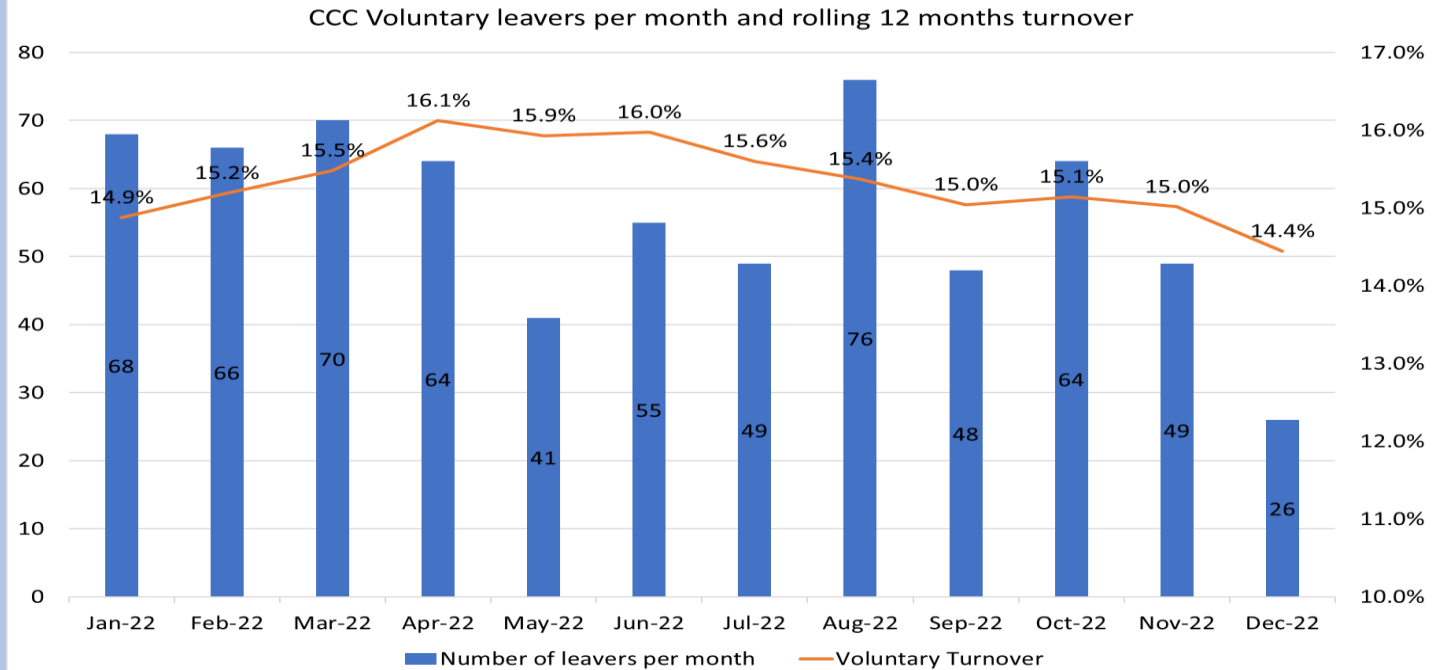
Baseline

**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.

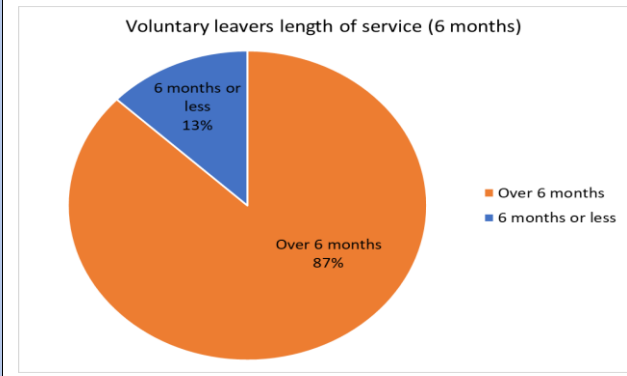
In blue is the number of leavers for that month e.g. in Oct 22, 64 employees left employment with CCC. This is a count of voluntary leavers. If an employee is in two positions, both are counted in this number as they have left both roles.

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.



**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.

Traditionally less people change employment 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 Availability

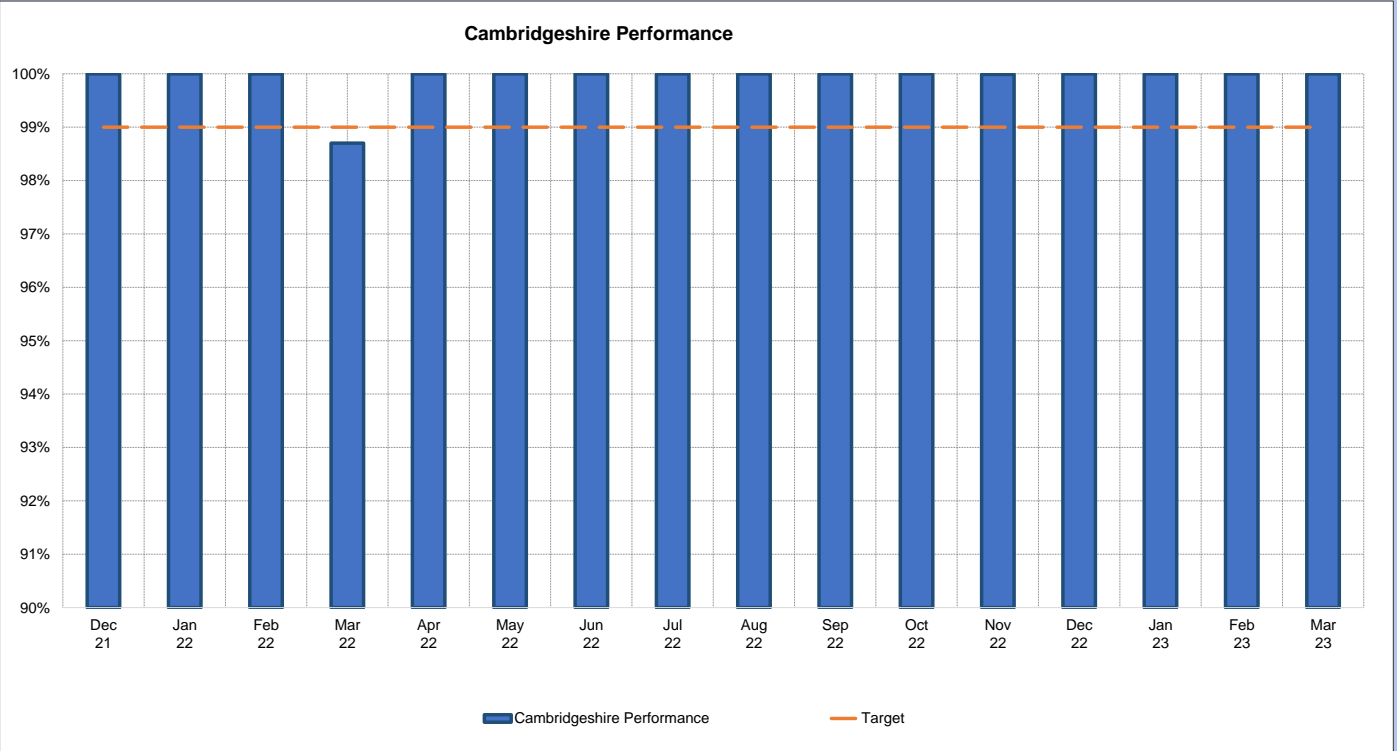
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June 2023

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
99.0%	↑	100.00%	100.00%	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 unscheduled outages for remote access in Q4.

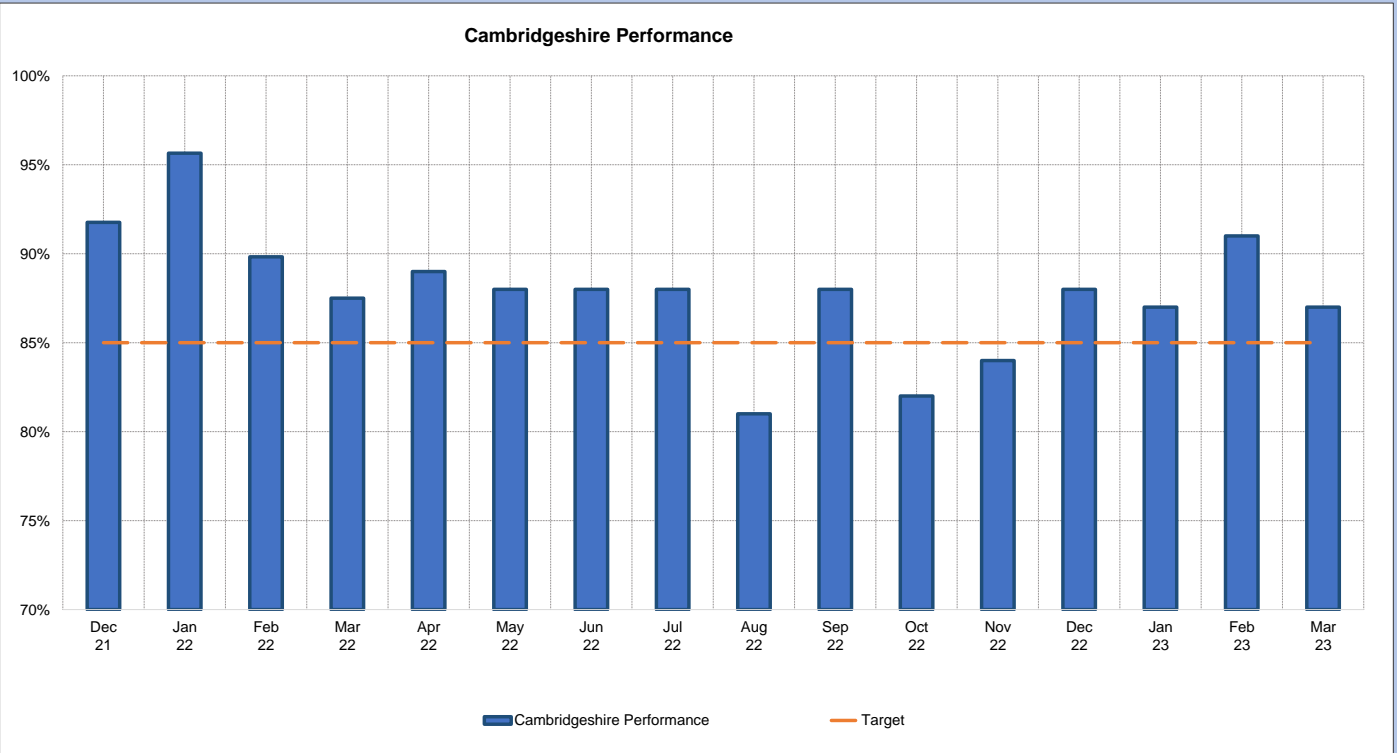
**Actions**

**Actions**

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
85.0%	↑	87.0%	91.0%	Declining

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.

**Commentary**

5\* ratings are above target for the whole of Q4 and although March is lower than February, there is a higher percentage of 4\* (good) ratings in March (10%), than February (6%).

**Actions**

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
84.0%	↑	97.0%	95.0%	Improving

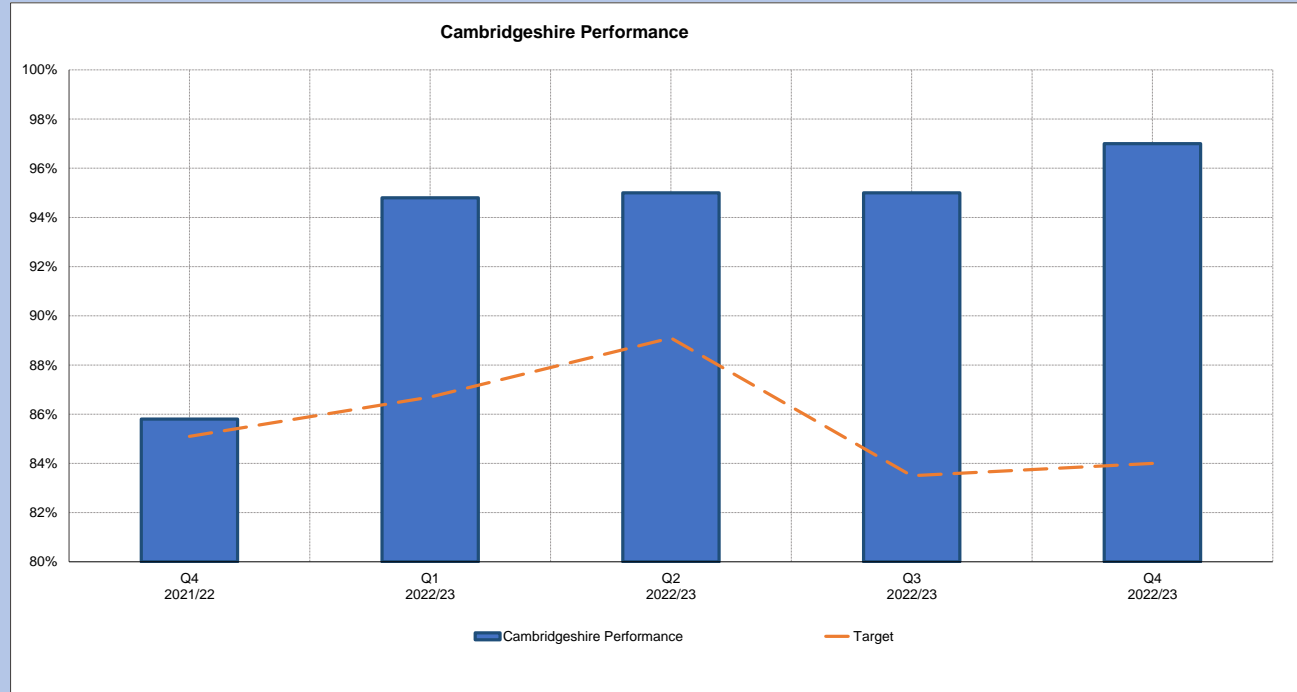
RAG Rating

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.



**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 has increased from 95% to 97%. The score is 13% above the target score. We have focused on fixing broken links, misspellings and document usability this quarter.

**Actions**

**Actions**

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
92.0%	↑	95.0%	96.0%	Declining

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.

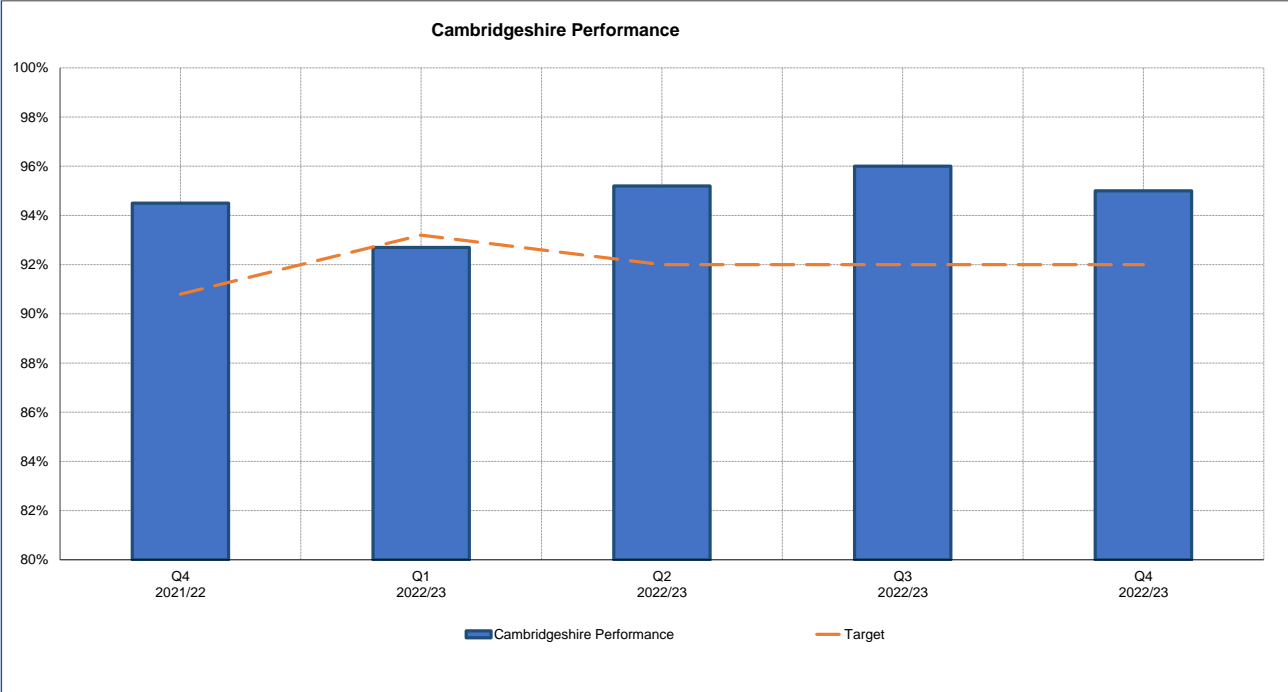
New regulations on accessibility came into force for public sector bodies in 2018 - <https://www.gov.uk/guidance/accessibility-requirements-for-public-sector-websites-and-apps>. We must make our website accessible by making it 'perceivable, operable, understandable and robust'.

The web team carryout weekly audits of the website to ensure the site is meeting the required accessibility 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 Accessibility E-Learning 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.



**Commentary**

The accessibility has dipped slightly but remains high at 95%.

Since the last reporting period, we have fixed the vast majority of accessibility issues with online documents. Over 1,700 documents have been fixed in the last 12 months.

We have also created a staff accessibility eLearning module. 555 people have completed the training, which outlines national accessibility guidance and how to make online documents accessible.

**Actions**