

Corporate Performance Report – Quarter 1 2023-24

To: Strategy, Resources and Performance Committee

Meeting Date: 31st October 2023

From: Executive Director for Strategy and Partnerships
Executive Director for Finance and Resources

Electoral division(s): All

Key decision: No

Forward Plan ref: Not Applicable

Outcome: To provide the Committee with a performance monitoring information update.

Recommendation: The Committee is recommended to:

- a) Note on performance information and act, as necessary.
- b) Note and comment on the transfer of some Key Performance Indicators from the Strategy, Resources and Performance to Assets and Procurement Committee.

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1. Background

- 1.1 Following the Council adopting a new Strategic Framework and Performance Management Framework in February 2022. This new Performance Management Framework confirmed that Policy and Service Committees should:
- Set outcomes and strategy in the areas they oversee.
 - Select and approve addition and removal of Key Performance Indicators (KPIs) for the committee performance report.
 - Track progress quarterly.
 - Consider whether performance is at an acceptable level.
 - Seek to understand the reasons behind the level of performance.
 - Identify remedial action.
- 1.2 This report, delivered quarterly, continues to support the Committee with its performance management role. It provides an update on the status of the selected Key Performance Indicators (KPIs) which track the performance of the services the Committee oversees.
- 1.3 The applicable indicators for this committee can be found in Appendix 1, which contain the following information on:
- Current and previous performance and the projected linear trend.
 - Current and previous targets. Note, not all indicators have targets. This may be because they are being developed or the indicator is being monitored for context.
 - Red / Amber / Green / Blue (RAGB) status.
 - Direction for improvement. This will show whether an increase or decrease is good.
 - Change in performance. This shows whether performance is improving (up) or deteriorating (down).
 - The performance of our statistical neighbours. This is only available, and therefore included, where there is a standard national definition of indicator.
 - Indicator description.
 - Commentary on the indicator.
- 1.4 The following RAGB statuses are being used:
- Red – current performance is 10% or more from target.
 - Amber – current performance is off target by less than 10%.
 - Green – current performance is on target or better by up to 5%.
 - Blue – current performance is better than target by 5% or more.
 - 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.

2. Main Issues

2.1 Current performance of indicators monitored by the Committee is as follows:

Status	Number of KPIs	Percentage of KPIs*
Red	2	11%
Amber	5	28%
Green	4	22%
Blue	5	28%
Baseline	2	11%
Contextual	-	0%
In Development	-	0%
Suspended	-	0%

**Figures may not add to 100 due to rounding.*

2.2 Commentary on selected blue/green indicators is as follows:

2.2.1 Indicator 205: Amount of Social Value achieved.

During the first quarter of 2023/24, £293,000 has been committed by suppliers with just over £7,000 delivered against the Social Value target of £5,000 per quarter. Delivery is monitored and checked by both the relevant contract managers and the Social Value Portal working on behalf of the Council.

2.2.2 Indicator 217: Website Quality Assurance Score

The quality assurance score has increased slightly from 97% to 98%. The score is 12% above the target score. The target score itself continues to increase and is now at 86%. The Web Team continues to produce high quality content and are fixing any broken links in a short time period.

2.3 Commentary on red indicators is as follows:

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

Performance has declined again in this quarter, with 18%, or 7 of the late waivers being connected to contracts starting at the beginning of the financial year. It should be noted that whilst the figure for this quarter is still too high, it is a reduction from 3 of the previous 4 quarters from the last financial year.

The 'Community Pharmacies Waiver' for £112k was approved, given that it was a unique service in providing easy access to communities who are at high risk of poor health or have health needs.

The urgent works to Haviland Childrens Home necessitating a waiver for £140k was approved, given this was a case involving a Statutory Service where it was necessary to act urgently due to an unforeseen emergency which involved immediate risk of injury or

damage or to prevent serious disruption to services.

The urgent building compliance works waiver stated for £133k was rejected by the Section 151 Officer, this was because there was not enough detail and justification as to reasoning for the works required.

In order to seek improved compliance within the £25k and £100k waiver approval, The Head of Procurement and Commercial has contacted all Executive Directors to remind them about the need for compliance with our own Contract Procedure Rules and with Public Contract Regulations (2015) if the waiver is required.

The Head of Procurement and Commercial is also engaging with Directorate Management Teams along with the Service Director: Legal and Governance to ensure enhanced understanding of the requirement to compliance with the Authority's Standing Orders, including the scheme of financial delegation and contract procedure rules.

Individual managers responsible for contracts are reminded to prepare ahead for any contracts that are due to expire at the end of the financial year. The Council's business planning process now includes an overview of contracts owned by each service and it is expected that this will further strengthen forward planning and compliance going forwards.

Contract management training at a foundation level has been made available to all contract managers and, so far, 10 contract managers have taken up the offer of free advanced training provided by the Government Commercial College, which started in October, with a further 8 places secured. Without securing the free places, this would create a cost to the Council £117,000.

2.3.2 Indicator 212: Number of staff who have completed Introduction to First Aid

Staff continue to complete the courses and within the first quarter of 2023 - 2024 there have been 655 completions. The Health and Safety team will continue to promote the course via the Corporate Leadership Team and the Directorate Health and Safety Meetings to ensure that the target of 3,000 by the end of the financial year is met.

2.3.3 With the formation of the new Assets and Procurement Committee, the following KPIs are proposed to be removed from being reported on at Strategy, Resources and Performance and to be reported on through Assets and Procurement Committee:

Indicator Reference	Indicator Title
Indicator 169	% of contract waivers submitted less than 5 days before their proposed start date
Indicator 171	Rent per acre obtained from the agricultural estate
Indicator 205	Amount of Social Value achieved
Indicator 206	Percentage of annual spend on purchased goods or services that is with suppliers that are based local

3. Joint Agreement Action Plan Progress

3.1 The table below reports progress for the Joint Agreement Open Actions that have been transferred to Strategy, Resources and Performance oversight

Ref	Action	Milestone	Lead Officer(s)	Success criteria	Baseline position May 2021	Achieved	Update / comments by lead officer
F.9	New Project Management Framework and Strategic Programme Management Office (SPMO)	Nov '21 Complete Revised to May 2023 to align with restructure of the current Policy, Design and Delivery service	Executive Director of Strategy and Partnerships	SPMO established	No SPMO in place	In progress	Project Management Framework has been agreed and is being applied to activity. Our change and transformation projects have been migrated to 'Project Online' (a Microsoft tool). The restructure of the Strategic Programme Management Office, as part of the new Policy, Insight and Performance service is now implemented. All corporate performance work has transferred to the new team and reporting against corporate programmes and projects is in development.

4. Alignment with ambitions

4.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes.

There are no significant implications for this ambition.

4.2 Travel across the county is safer and more environmentally sustainable.

There are no significant implications for this ambition.

4.3 Health inequalities are reduced.

There are no significant implications for this ambition.

- 4.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

There are no significant implications for this ambition.

- 4.5 Helping people out of poverty and income inequality.

There are no significant implications for this ambition.

- 4.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised.

The indicators proposed here provide an overview of performance in key priority areas, to enable appropriate oversight and management of performance.

- 4.7 Children and young people have opportunities to thrive.

There are no significant implications for this ambition.

5. Source documents

- 5.1 Source documents

Appendix 1 Strategy Resources and Performance Q1 23-24