

Corporate Performance Report 2024-25 Quarter 2

To: Assets and Procurement Committee

Meeting Date: 22 January 2025

From: Executive Director of Finance and Resources

Electoral division(s): All

Key decision: No

Forward Plan ref: Not Applicable

Executive Summary: This report provides an update to the Committee on the performance monitoring information for the 2024/25 quarter two period, covering 1 July to 30 September.

Recommendation: The Committee is asked to note performance information and act, as necessary.

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1. Creating a greener, fairer, and more caring Cambridgeshire

- 1.1 This report analyses the key performance indicators (KPIs) which link to Ambition 6: Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised. Due to the complex nature of KPIs, some indicators may also impact other ambitions.

2. Background

- 2.1 The Performance Management Framework sets out that Policy and Service Committees should:
- Set outcomes and strategy in the areas they oversee.
 - Select and approve the 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.
- 2.2 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.
- 2.3 The report covers the period of quarter 2 in 2024/25, up to the end of September 2024.
- 2.4 The most recent data for indicators for this Committee can be found in the dashboard at Appendix 1. The dashboard includes the following information for each KPI:
- Current and previous performance and the projected linear trend.
 - Current and previous targets. Please note that not all KPIs have targets, this may be because they are being developed or the indicator is being monitored for context.
 - Red / Amber / Green (RAG) status.
 - Direction for improvement to show whether an increase or decrease is good.
 - Change in performance which 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 the indicator.
 - KPI description.
 - Commentary on the KPI.
- 2.5 The following RAG criteria 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%.
 - Baseline – indicates performance is currently being tracked to inform the target setting process.
 - Contextual – these KPIs track key activity being undertaken, to present a rounded view of information relevant to the service area, without a performance target.
 - In development - KPI has been agreed, but data collection and target setting are in development.

3. Main Issues

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

Status	Number of KPIs	Percentage of KPIs*
Red	2	18%
Amber	1	9%
Green	7	64%
Baseline	0	0%
Contextual	1	9%
In Development	0	0%
Suspended	0	0%

*Figures may not add to one hundred due to rounding.

3.2 The following indicator is an annual indicator, and the data will be updated in March 2025

- Indicator 171: Rent per acre obtained from the agricultural estate.

Rent per acre has been measured against DEFRA's East Anglia dataset. This lags by a few years and also includes land that is not directly comparable with the Cambridgeshire estate and as a result the benchmark rent is significantly lower than Cambridgeshire, although trends are likely to be the same.

It is proposed to trial the Farm Business Survey farm profitability data as a benchmark in 2025. This also lags but will provide better comparable data, it is expected that the latest benchmark data will be available for reporting in quarter 3 performance report.

3.3 There are two red indicators for commentary this quarter.

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

A recent Internal Audit of waivers suggested that this KPI should be adjusted to remove the waivers submitted within 5 days of the start date that are due to an emergency or urgency. These are now 2 sets of figures available in the dashboard, showing the total number of waivers, the performance of all waivers and the newly adjusted figure. Performance will now be monitored against the adjusted figure.

Actions from the recent Internal Audit report into waivers are in the process of being delivered. The Chief Executive has also restarted his monthly review of late waivers thereby increasing the scrutiny.

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

The income received across all commercial investments in 2023-24 was £19.2m with a net income of £12.7m after financing costs. Within this indicator, the Collective Investment Funds are forecasting to perform well again this year, with additional income of £371k estimated. However, the This Land budget is forecasting a pressure. The Strategy,

Resources and Performance Committee received a detailed monitoring update on This Land in July 2024 alongside an advisor's report. There is site specific short-term cashflow timing delays currently which have increased uncertainty to the Council about timing of interest payments and level of risk, leading to a more prudent forecast. This Committee will have received the annual business report from This Land in November, which would have provided a detailed overview of the company's outlook and performance.

Triangle Solar Farm performed well in 2023-24 under the new contract and overachieved by £200k. The 2024-25 Business Plan has been updated to reflect this additional income. After a positive start during April - July, we are now forecasting to overachieve. Evolution Business Park and Kingsbridge are currently fully occupied. The student accommodation bookings for the academic year 2024-25 was a success with 100% occupancy. There is a need for continued investment in the property with updates to kitchens and other areas which took place over the summer. Two units remain unlet at Cromwell Leisure Park; a revised marketing approach is underway and has attracted some new interest (one of the units has been empty since the investment was made).

Please note: the return percentages for the prior year quarters have been restated to include the additional investment in relation to Evolution Business Park (the additional income had been included, but not the investment). This has reduced the overall return very slightly for those quarters compared to what had been reported previously.

Detailed commentary and summary of each indicator can be found in Appendix 1. To be noted however, the way in which the Council delivers social value through procurement is changing, which will impact Indicator 205: Amount of social value achieved. The Council has a new arrangement with Match My Project to be launched in April 2025. This arrangement moves away from the monetarisation towards a tool to deliver place based social value. Match My Project provides a platform for business and communities to come together and improve their local area. It matches the resources of business with the local know-how of community organisations to get things done. Community organisation can use the site to upload projects and accept help from businesses offering to support you. Officers will explore suitable alternative indicators that can be reported to this Committee.

- 3.4 In addition to the indicators that can be found within Appendix 1, included below are indicators related to property compliance and safety. Officers have completed a deep dive whilst transferring and validating the property asset data from existing spreadsheets into the new Concerto FM System, this work is now complete. Officers have reviewed the measures we are collating to ensure that they are relevant and can be used to drive improvement and change where required and give a true outcome and provide comparison with others similar local authorities in complying with statutory legislation. The reconciliation of site numbers through the population of concerto have been completed as of end of Q2 and as such, where there are new targets (notably water temperature checking), these are being carried out and shown from Q3.

3.4.1 Water Management

The water hygiene indicator monitors the completion of the **Water Hygiene Risk Assessments** across a total of 100 operational sites for which we have responsibility (three sites not required as dealt with by owner of multi occupied premises). The risk assessments are reviewed every two years aligned with Code of Practise L8 recommendations.

Depending on workload and other work priorities, the number of sites per quarter may alter, however the key measure is that the 50 sites are carried out within each financial year.

KPI: Water Hygiene Risk Assessment Review	Target number of sites reviewed per Quarter	Outcome	Performance	RAG Rating
Water Hygiene – Q1 2024/25	11	11	Achieved	Green
Water Hygiene – Q2 2024/25	12	12	Achieved	Green
Water Hygiene – Q3 2024/25	13			
Water Hygiene – Q4 2024/25	14			

The water temperature monitoring is coordinated by the Council Compliance team and is carried out to check that the water temperature within the buildings is aligned within safe parameters as per ACOP L8. This is required to be carried out monthly to all 100 operational sites. Therefore, our target is 300 each quarter.

KPI: Water temperature monitoring	Target Number of sites per Q	Outcome	Performance	RAG Rating
Water Temperature Monitoring – Q1 2024/25	291	288	No access to a few sites (v low risk sites) those sites prioritised in Q2	Amber
Water Temperature Monitoring – Q2 2024/25	291	287	No access to a few sites (v low risk sites) Those sites prioritised in Q3	Amber
Water Temperature Monitoring – Q3 2024/25	300			
Water Temperature Monitoring – Q4 2024/25	300			

3.4.2 Asbestos Management

The Asbestos Management Plan reviews are carried out annually to a total of 103 operational sites. The reviews have been prioritised this year and have all been completed within Q1 for 2024/25.

KPI: Asbestos Management Plan review	Target Number of sites	Outcome	Performance	RAG Rating
Asbestos Management – Q1 2024/25	103	103	Completed all sites within Q1	Green
Asbestos Management – Q2 2024/25	103	103	Completed all sites within Q1	Green
Asbestos Management – Q3 2024/25	0			
Asbestos Management – Q4 2024/25	0			

3.4.3 Fire Safety

A Fire Risk Assessment is a statutory requirement (Regulatory Reform (Fire Safety) Order 2005) and is required at 103 operational sites. These require reviewing every three years (CCC policy), apart from in the respite / residential homes which are deemed higher risk, we have 6 of these buildings and reviews are completed annually at these sites. The reviews are managed on a rolling three-year programme. Due to the previous way we have reviewed these, a large majority of the FRAs are due this financial year and have been programmed across the whole year (75 are required to be completed this financial year).

KPI; Fire Risk Assessment Review	Target Number of sites	Outcome	Performance	RAG Rating
Fire Risk Assessments – Q1 2024/25	17	17	Completed as requested	Green
Fire Risk Assessments – Q2 2024/25	25	25	Completed as requested	Green
Fire Risk Assessments – Q3 2024/25	23			
Fire Risk Assessments – Q4 2024/25	10			

The maintenance and servicing of fire equipment (extinguishers and fire blankets) at 103 sites annually (these are required to be maintained annually, but there is one month's tolerance, i.e. all equipment must be serviced within any 13-month period).

KPI: Servicing of Fire Equipment	Target	Outcome	Performance	RAG Rating
Annual Fire Extinguisher Maintenance – Q1 2024/25	19	19	Completed	Green
Annual Fire Extinguisher Maintenance – Q2 2024/25	33	33	Completed	Green
Annual Fire Extinguisher Maintenance – Q3 2024/25	29			
Annual Fire Extinguisher Maintenance – Q4 2024/25	22			

3.4.4 Control of Contractors

This measures the checking of whether contractors adhere to the 5C's control of contractor protocol (Co-operation, Coordination, Communication, Competent People, and Control of Risk) when visiting our operational sites to carry out both reactive and planned maintenance. This covers 103 individual sites, and each site is programmed to have an annual check.

KPI: Control of Contractors	Target Number of sites checked.	Outcome	Performance	RAG Rating
Reviews & Audits of 5C's System – Q1 2024/25	26	30	Overachieved within Q1 Completed.	Green
Reviews & Audits of 5C's System – Q2 2024/25	26	22	Underachieved within Q2, to still achieve Q1/Q2 target. Overall, Q1 and Q2 target was achieved	Green
Reviews & Audits of 5C's System – Q3 2024/25	26			
Reviews & Audits of 5C's System – Q4 2024/25	25			

4. Refreshed Performance Management Framework

- 4.1 A refreshed Performance Management Framework was approved at the Strategy, Resources and Performance Committee on 31 October 2024. The refreshed framework looks to build a clear performance process that links individual services' performance all the way through to strategic decision-making, supporting the Council to embed performance at the heart of everything it does.
- 4.2 Creating a clearly defined hierarchy for performance allows the right stakeholders to see the right information at the right time. This will be achieved through having a clear golden thread for performance, as well as consistency across the organisation in how performance is approached.
- 4.3 Having a consistent approach across the organisation not only provides structure to how the Council manages performance as an organisation, but also provides transparency in how it works, and the results achieved across all services and directorates.
- 4.4 Strategic Key Performance Indicators (SKPIs) have been identified that will feed up to an organisation-wide balanced scorecard. SKPIs link directly to the corporate ambitions set out within the Strategic Framework. They help elected members to understand performance across the entire Council. SKPIs aim to tell the story of the Council as well as giving a clear position on performance against the Council's strategic ambitions.
- 4.5 In the context of this Committee, there will be a refinement of indicators that will be presented compared to previous iterations of the Corporate Performance Report. However, the focus on SKPIs alongside reviewing papers on risk, finance and change together will result in an increase in scrutiny and understanding of overall performance. Furthermore, quarterly performance scorecards can be supplemented with reporting on specific areas of interest as and when required to support this Committee.
- 4.6 These indicators will be communicated with members ahead of the quarter 3 Corporate Performance report but will be selected to enable members of this Committee to have the best overview of performance in line with our strategic ambitions. These indicators will, where possible, be benchmarked against national and regional performance and set appropriate targets to allow fair scrutiny.

5. Conclusion and recommendations

- 5.1 Of the indicators that have been updated this quarter, two have seen an improvement in performance:
- Indicator 169: % of contract waivers submitted less than 5 days before their proposed start date.
 - Indicator 205: Amount of social value achieved.

Section 3.1 shows the breakdown of RAG status for this Committee's indicator set. Of the indicators updated this quarter, no indicators have seen a decline in performance from the quarter 1 paper, reported to Committee in September 2024.

6. Significant Implications

6.1 This report monitors quarterly performance. There are no significant implications within this report.

7. Source Documents

7.1 Appendix 1: Assets and Procurement Corporate Performance Report Q2 2024-25