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Performance Report

Quarter 3

2024/25 financial year

Strategy, Resources & Performance Committee

Governance & Performance
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Key



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

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
90.0%	↑	85.0%	80.2%	Improving

RAG Rating

Amber

Indicator Description

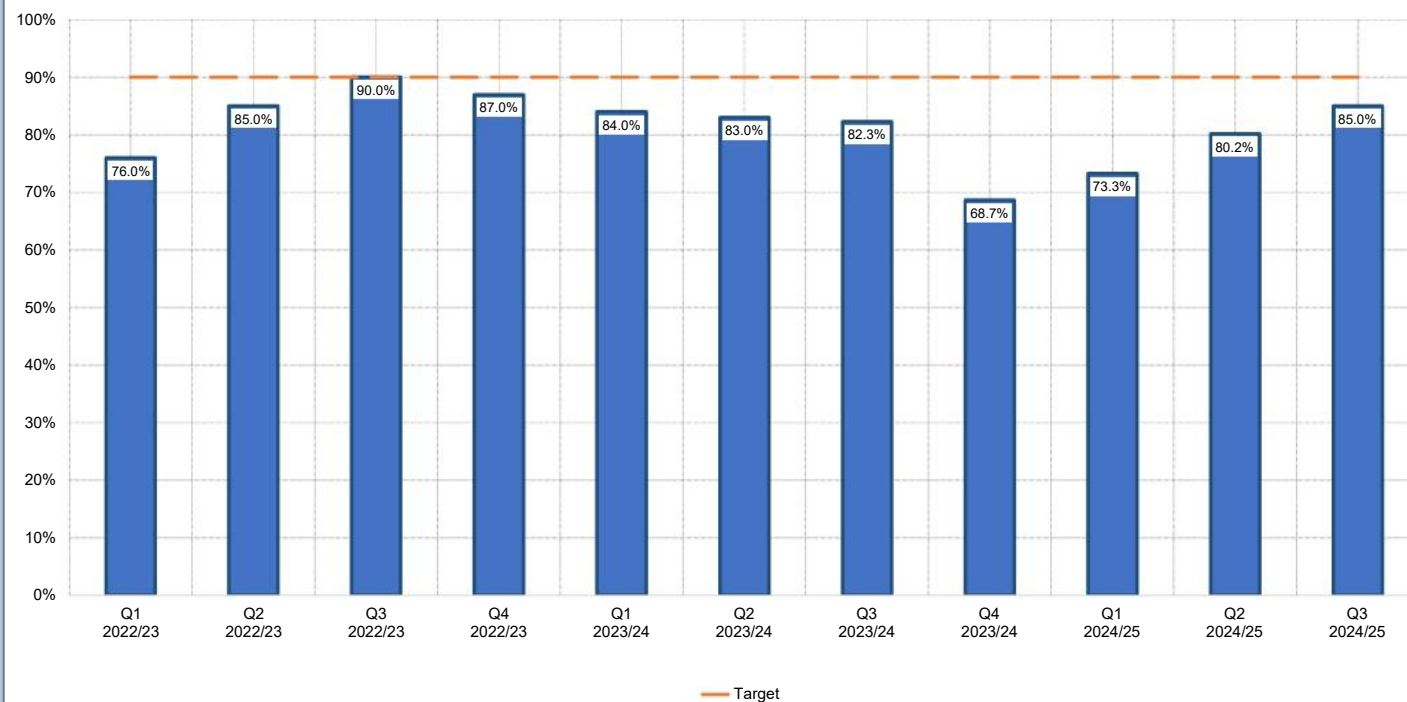
The percentage of Freedom of Information (FOI) responses issued within statutory timescales of 20 working days as required by the Freedom of Information Act (2000) or if extended to 40 working days to consider the public interest test.

Useful Links

<https://ico.org.uk/for-the-public/>

<https://www.legislation.gov.uk/ukpga/2000/36/contents>

Cambridgeshire Performance



Commentary

This indicator has improved this quarter by a further 5% since Q2, and a 12% improvement since Q1. There continues to be a high level of requests across different directorates with 32% of responses issued relating to Place & Sustainability directorate, and 28% relating to Children, Education & Families directorate. The team continues to work with colleagues in Highways to develop publishable data on potholes which we hope to turn into something more visual for the public. Work has also continued on using a better search functionality for the FOI system, taking advantage of published data to improve our responsiveness for residents.

Path to Green

The FOI service is actively using its search functionality on past answers to find ways of referring to data held rather than asking for repeated information or not directing the requester to what is already published in committee reports. The team have been provided with the means to search past requests easily to identify similar requests, which can support quicker completion of requests. Any responses reaching the 10 day deadline will be flagged to the service manager and any reaching the 15 day deadline will be escalated to the head of service to chase with the relevant service/executive director.

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
90.0%	↑	90.0%	88.0%	Improving

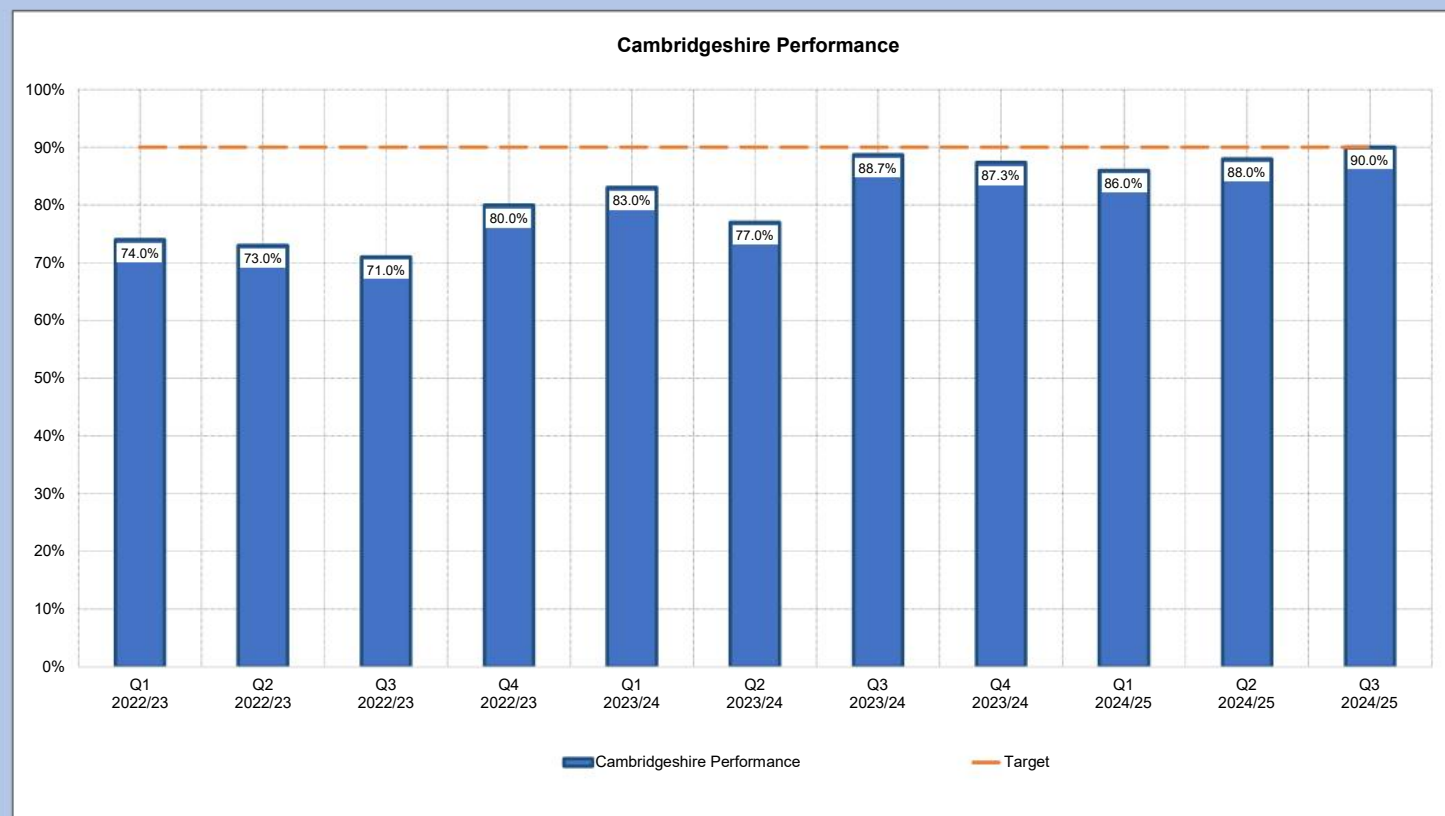
RAG Rating

Green

Indicator Description

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

Subject Access Requests (SARs) are requests to access and receive a copy of personal data and other supplementary information held by the council.



Commentary

The team continues to make progress, with improvement seen over the last three financial years, to achieving 90% of responses issued on time this quarter. The team issued 71 responses in this quarter relating to information held by several directorates, with 82% of those relating to Children, Education & Families.

Useful Links

<https://ico.org.uk/for-the-public/>

Path to Green

The team are working with Children's Social Care to identify more beneficial ways to deal with care leaver requests to help those young people understand their life story through better engagement so that we avoid providing information without context or explanation which a care leaver may find overwhelming and unhelpful.

Indicator 184: Statutory returns completed on time

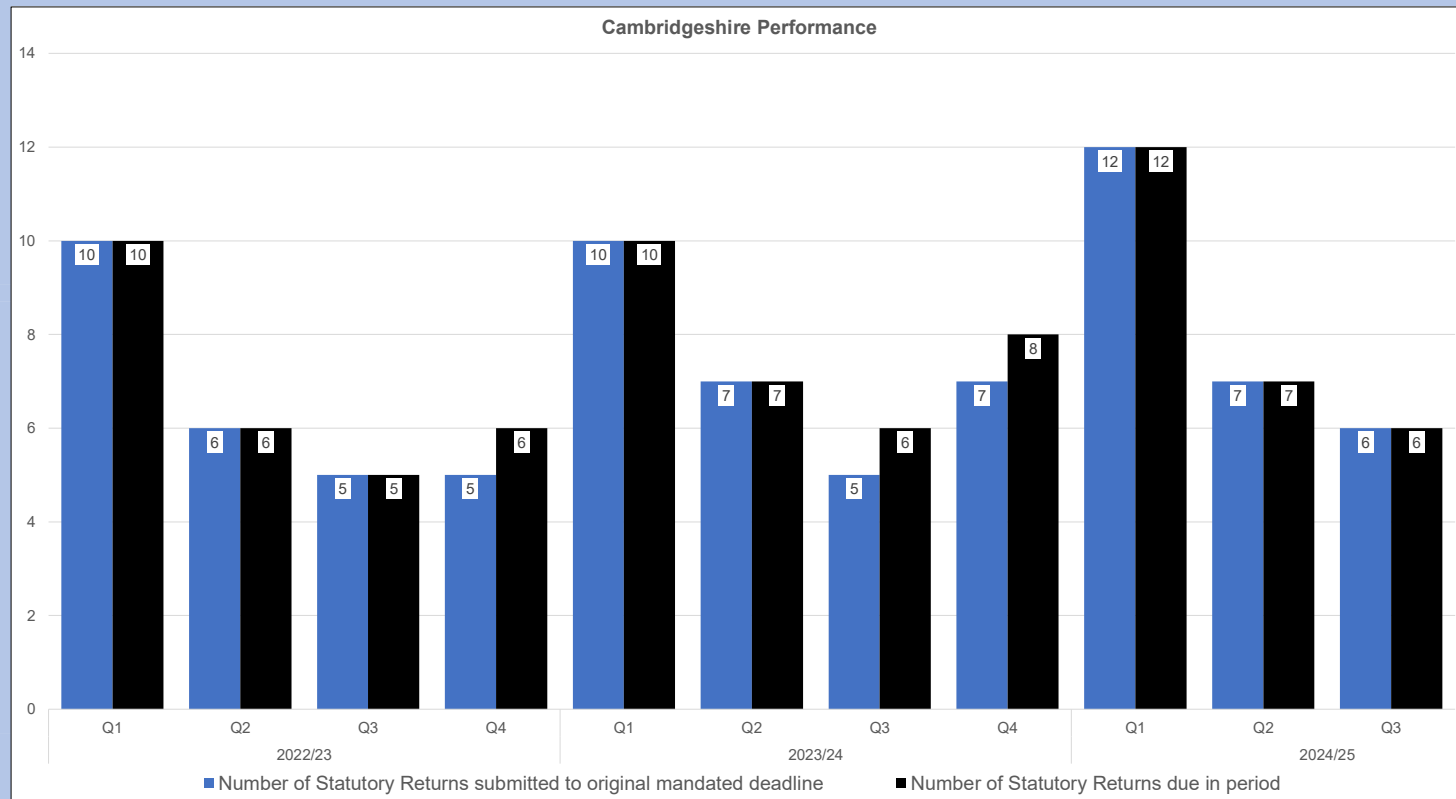
Target	Direction for Improvement	Year to Date	Previous Year	Change in Performance
100%	↑	100.00%	95.65%	Improving

RAG Rating

Green

Indicator Description

The Council's Policy & Insight team 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

Within Q3, there were 6 statutory returns due and all were completed on time. So far there have been 25 statutory returns in 2024/25, all of which have been completed on time.

Useful Links

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

Path to Green

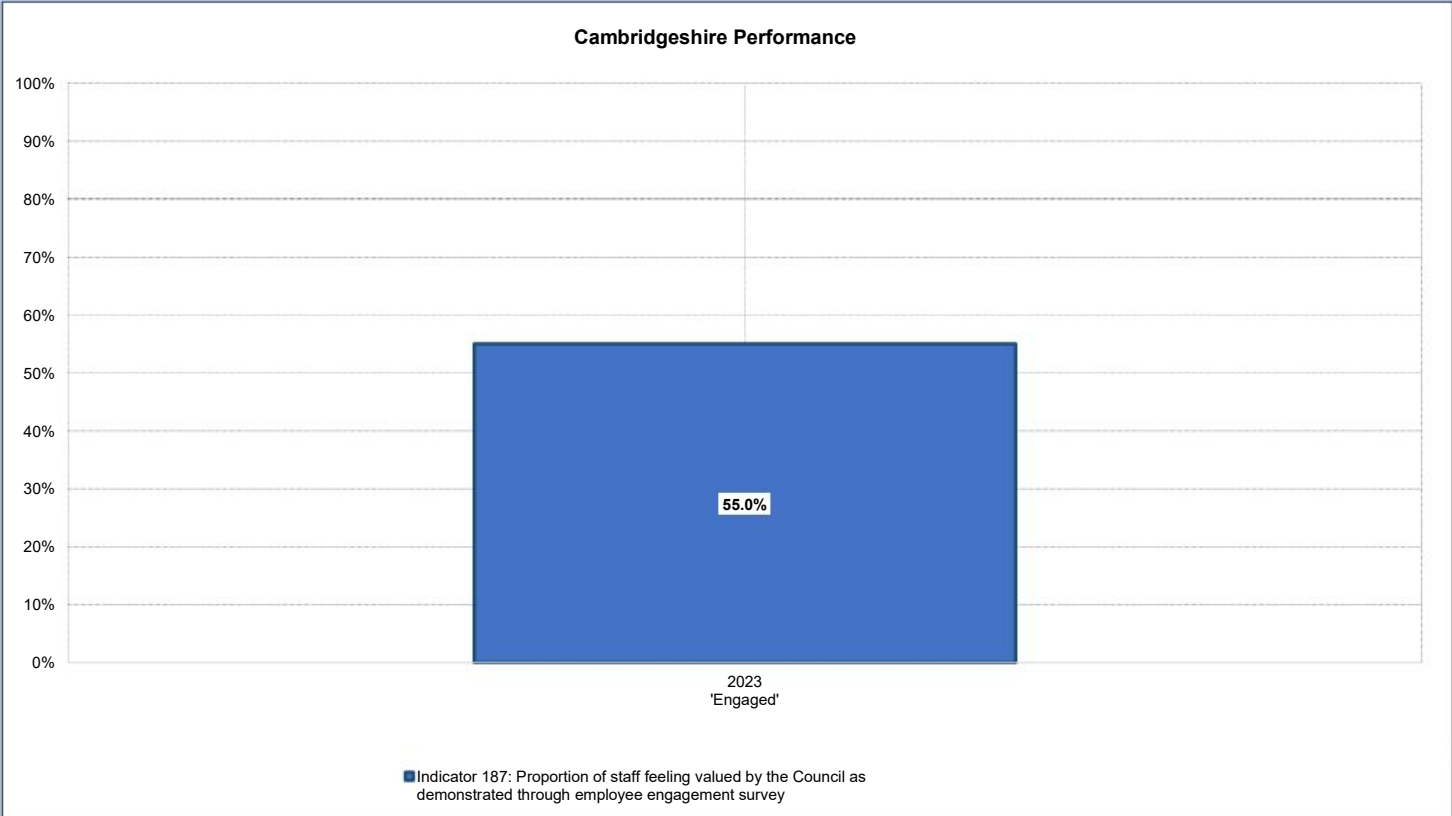
Target	Direction for Improvement	Current Year	Previous Year	Change in Performance
TBC	↑	55.0%	N/A	N/A

RAG Rating

Baseline

Indicator Description

A fully independent and externally validated Employee Engagement survey was carried out in September 2023 with the primary objective of measuring the levels of engagement of the workforce. 'Engagement' is measured by asking questions around pride, advocacy, motivation and belonging, and is considered to be the most effective measure of assessing overall how people feel about working for their employer. The engagement index score received for the County Council of 55% was 9 percentage points lower than the 2023 public sector benchmark provided by the Survey organisation. This will be used to set the target for improvement when the next full survey will take place in September 2025. Given that the engagement measure provided from the 2023 survey offers a more holistic and benchmarked result, there is no direct correlation between the internally conducted survey in 2021 and the 2023 results. Consequently, the 2021 results are not deemed relevant as a baseline for this indicator in the future



Commentary

The County Council's first, full and wholly independent Employee Engagement Survey for well over a decade was carried out by Ipsos Karian and Box in September 2023, and had an overall response rate of 54% of employees, which provides for a statistically significant data set for all questions. Engagement, as measured by Ipsos Karian and Box is made up from a number of individual scores relating to pride, advocacy, motivation and belonging, to provide an overall engagement rating, which in this case was 55%. Other questions covered in the survey focussed on factors such as their day to day experience of working for the Council, their confidence in the leadership of the organisation, whether they feel valued and recognised for the work that they do through to whether they receive constructive feedback on their performance. It also covered questions around any barriers to being able to work effectively and whether people have opportunities to learn and develop.

Actions

Following extensive listening activity to understand in more depth what colleagues feel would improve their experience in four key areas identified by IPSOS, a thematic analysis has been undertaken and areas for action identified. This will be supported corporately through a working group and locally in services by identified leads. The launch of Our CARE Values is an example of follow up work to support colleagues identifying with and feeling engaged in their employment with Cambridgeshire, based as they are on direct feedback from colleagues. Updates on engagement activity will be reported to Staffing and Appeals Committee as part of regular updates on the progress of the council's People Strategy. Relevant indicators have been included as measures of activity in the People Strategy Action Plan and in local workforce plans, such as Children's and Adults'.

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
80.0%	↑	80.17%	81.57%	Declining

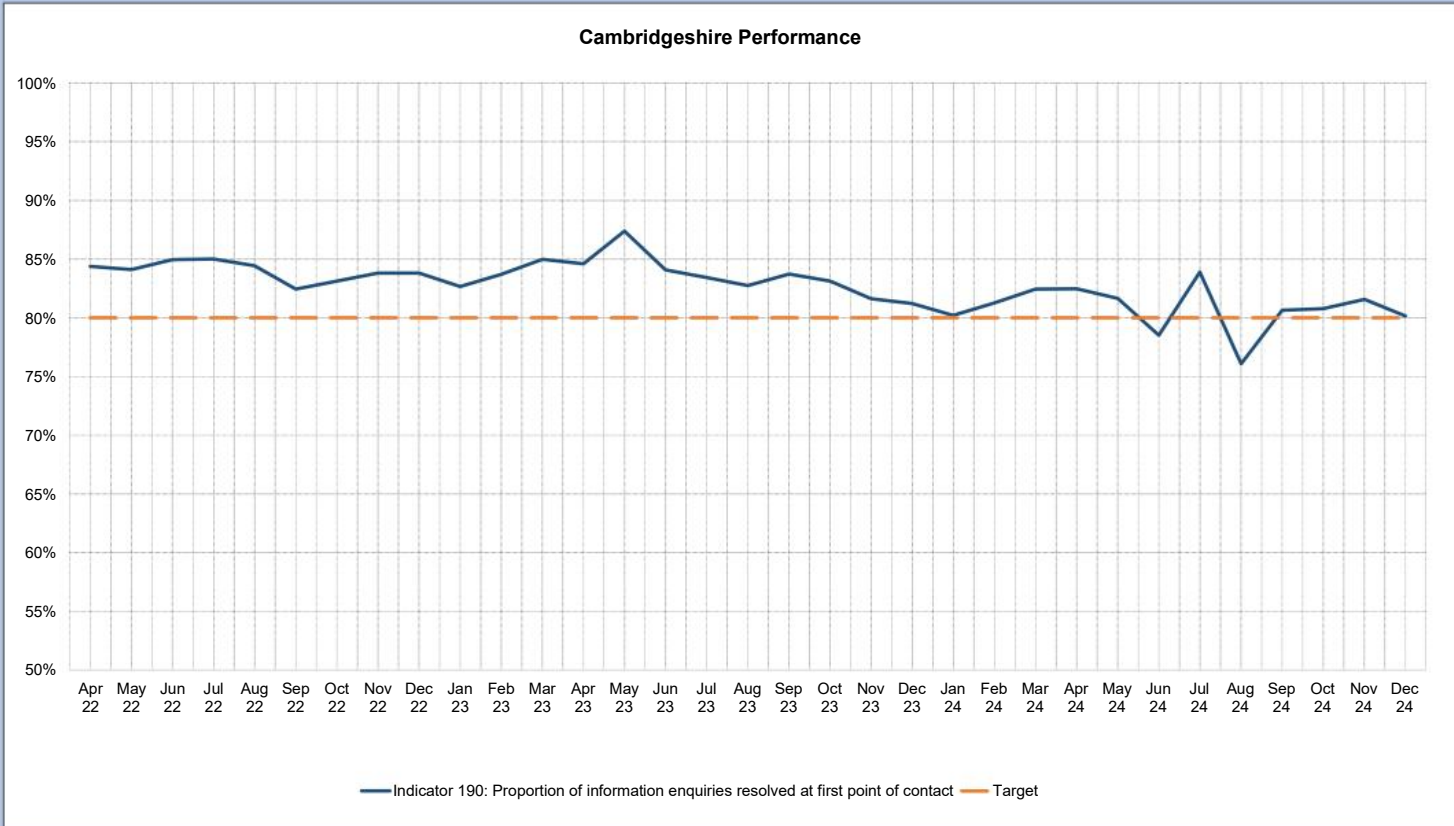
RAG Rating

Green

Indicator Description

Percentage of cases Customer Services deal with that are marked as resolved or transferred, against total number of cases recorded. Resolved means we have dealt with a customer's enquiry to a full resolution. Customer Services also class transferred calls as resolved as the request would be to speak to another member of staff, therefore the enquiry is resolved. If Customer Services 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 Customer Services 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 Customer Services 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 Customer Services can work with the service to increase knowledge in some areas to increase the resolution rate. The target is then adjusted in line with any amendments. It is envisioned that this target will reduce in the coming years as more contacts move to digital channels and Customer Services are left dealing with more complex enquiries. Customer Services have other internal service KPIs as well as a number of advisor KPIs which mitigates any risks of bias. Audits also take place regularly with all advisors to check accuracy of recording.



Commentary

Over the period of October to December 2024, Customer Services achieved a First Contact Resolution percentage of just over 80% in all 3 months. One notable improvement in comparison to the previous quarter is an increase in the resolution rate for the Registrations service, with it improving month on month up to 82.12% in December, up from 61% in August.

In December there was a slight drop off in comparison to November with Education Transport being one of the leading contributors to this. Historically there tends to be an increase in more complex enquiries around transport due to a new term starting in January. Due to the higher complexity of these enquiries more of them need to be passed on to the service in comparison with some of the more simple enquiries that are received during the rest of the year.

Path to Green

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
95.0%	↑	99.0%	98.0%	Improving

RAG Rating

Green

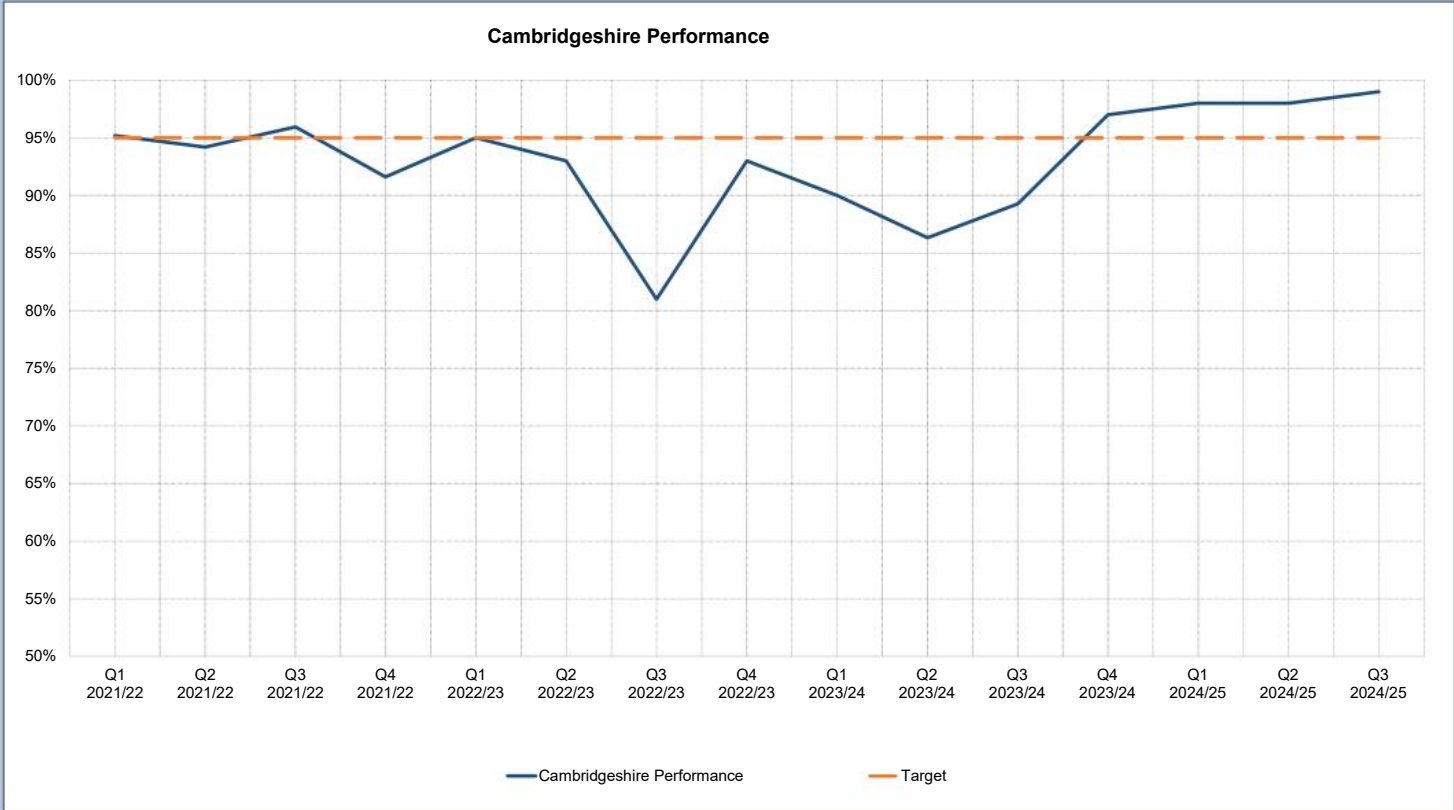
Indicator Description

For IT Support, a 'request' is defined as a call logged by a user asking for information, advice, a standard change or access to a service. They include system access requests, changes to IT profiles and laptop applications.

'First line' teams are those that take the calls directly from end users, in this case the IT Service Desk which includes the User Admin team.

'Requests resolved at first line', therefore means requests resolved by the Service Desk or User Admin, without being passed to any other IT team ('second line').

'Hornbill' is the IT system used internally by the council to raise, view and update IT requests and incidents.



Commentary

Now that the separation of this service from Peterborough City Council's IT and Digital service has been completed and teams have settled into their new roles, the service has returned to a stable high quality performance.

Path to Green

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Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
2,250	↑	2,262	1,607	Improving

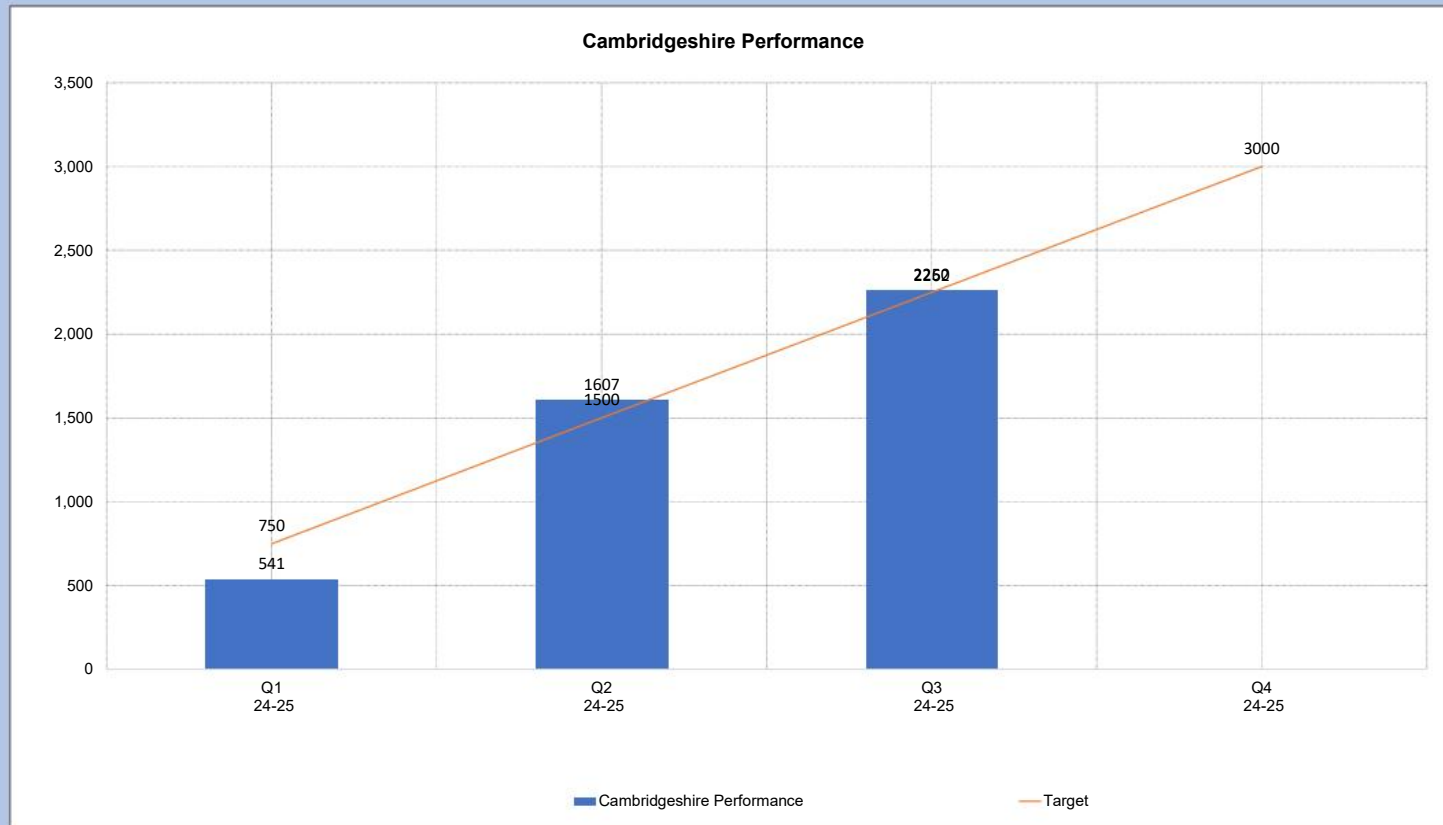
RAG Rating

Green

Indicator Description

This indicator measures how many staff have completed the 'Introduction to First Aid' & the 1 day Emergency First Aid course. These are mandatory courses which must be completed every year, that will enable staff to have a basic understanding of first aid requirements whilst working in an agile way.

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. they may have a First Aid certificate acquired outside of work). This has informed the setting of a target of 3000 staff.



Commentary

The Introduction to First Aid course was launched in October 2021. During this financial year the target of 3000 employees completing the Introduction to First Aid has **already** been exceeded by 9.3%.

The target of 3000 completions was met during the last financial year (2023/2024).

This course has now been reconfirmed by Corporate Leadership Team as essential learning for all colleagues that needs to be repeated annually. A new process has been implemented in January 2025 whereby people are asked by their manager during their annual ratings conversation whether they have completed their essential learning and this is expected to drive a significant improvement in compliance.

The Health & Safety Team continue to promote the course and monthly statistics are shared with CLT requesting them to promote within their Service areas.

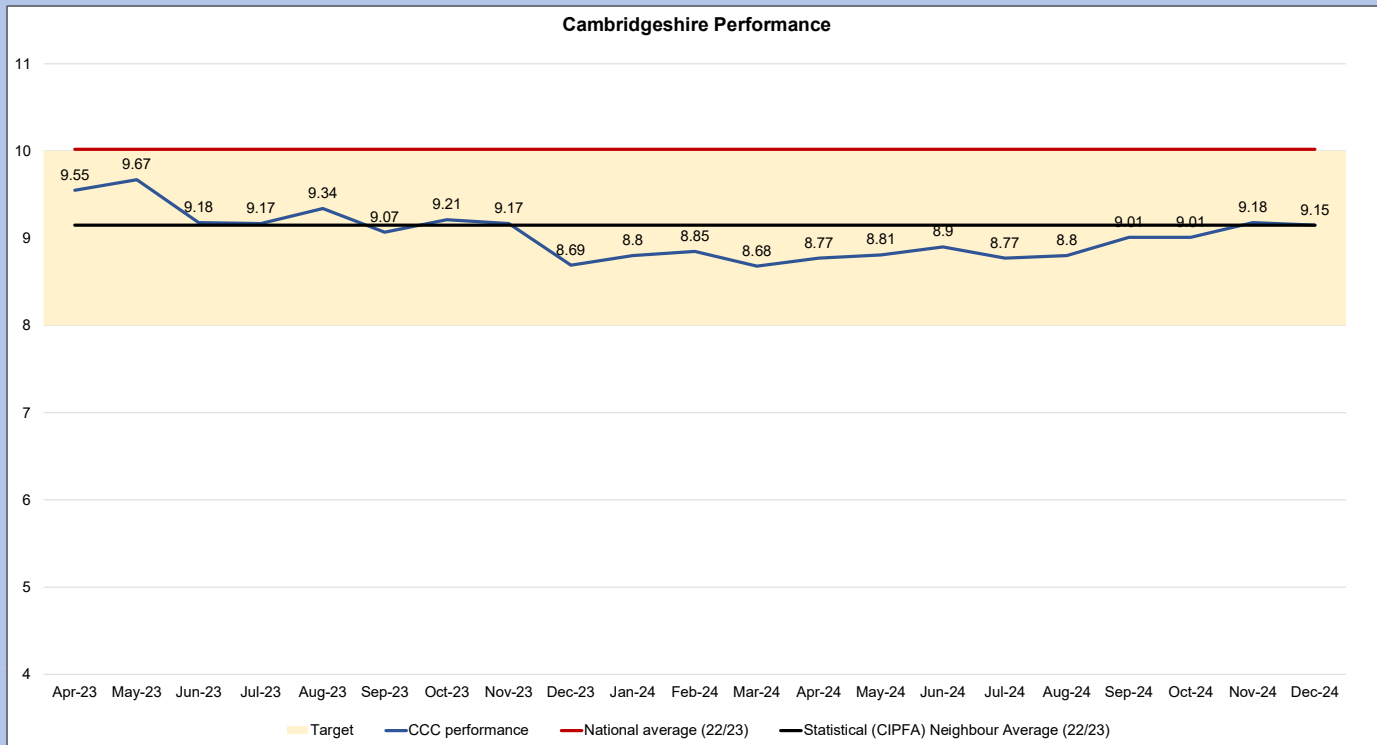
Path to Green

The Health & Safety team are continuing to promote the course via the Corporate Leadership Team and the Service Health & Safety Meetings to ensure that the target of 3000 by the end of the financial year is met.

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
8 - 10	Within Target Range	9.15	9.18	Improving

RAG Rating

Green



Indicator Description

Please note that the methodology for this indicator is provisional. We are investigating the underlying report that provides this data from our HR system (ERP gold) to confirm the methodology used to calculate this indicator. Subject to the outcome of this, there may be a slight amendment to the methodology for this indicator.

This indicator is the average days lost per FTE over a 12 month rolling period.

The calculation is as follows:

Total FTE days lost to sickness absence in the last 12 months / Average number of FTE (average taken from the start and end of the 12 month period)

The cohort included in this calculation is all permanent employees. It excludes agency and relief staff and those who have been on zero hours contracts for under a year at time of reporting (casual employees). This definition is in line with how the benchmark indicators are calculated.

The National average refers to all English single tier and county authorities that submitted data to the LG inform workforce benchmarking club for the 2022/23 financial year (34 authorities).

Statistical (CIPFA) neighbour average is the average of Cambridgeshire's CIPFA nearest neighbour authorities who submitted data to LG inform (4/15 neighbours). CIPFA nearest neighbours are calculated using a broad range of social-economic indicators to define statistical similarities in authorities.

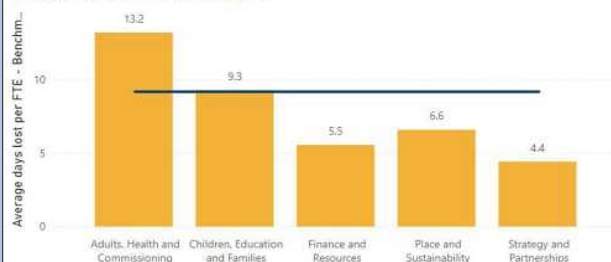
Directorate Comparison

The below graph shows the directorate comparison of average sickness days lost per FTE for the end of the latest quarter (Q3 2024/25).

The yellow bars are the average days lost per FTE for the 12m period up to the end of the quarter. The blue line is the overall performance for CCC for that same period.

Average days lost per FTE by Directorate

● Average days lost per FTE - Benchmark ● CCC



Wellbeing support

Support and interventions aimed at support for health and wellbeing include:

- Employee Assistance Programme (EAP)
- Occupational Health
- Access to Work and 1:1 Mental Health Support from Maximus
- Stress Policy including Stress MOT and Action Plan
- Return to work meetings
- Wellbeing Conversations and Wellbeing Passport
- Wellbeing Conversations for Managers training
- Schwartz Rounds (Monthly reflective sessions)
- Reasonable Adjustments Toolkit and supporting e-learning
- Mental Health First Aiders
- Agile/flexible working options
- Mental Health Awareness Training (e-learning and workshops)
- Wellbeing Hours, blogs and promotion of resources
- Menopause Awareness Workshops
- Financial Wellbeing Workshops

Commentary

Our overall levels remain steady and consistently below our statistical neighbours throughout this calendar year. The top 5 reasons for absence continue to be monitored monthly at Corporate Leadership Team and through dashboards to each directorate. The most common reason for long-term absence is anxiety, mental health and depression and for short term absence it is coughs, cold and flu. We continue to focus on a range of interventions supporting both managers and their teams to create a culture in which mental health is routinely discussed and resources accessed to promote good mental health. We have procured a new contract for our Employee Assistance Programme and will be supported by our provider to provide tailored sessions to employees, managers, HR colleagues, and other networks. We have tripled the contacts made to our increasingly active Mental Health First Aiders network, through more effective promotion, and provide and monitor a comprehensive range of wellbeing-related learning opportunities, including for managers, as we know the importance of manager support in sustaining good health at work.

Long-term absences related to stress and to musculoskeletal issues remain at higher levels and we are continuing to highlight interventions and resources that can act on work-related causes of these kinds of absence, including our Stress Policy, monitoring of DSE assessments, and an audit of risk assessments, which will capture both physical and psychosocial risk factors. HR Teams are following up where work has been cited as a factor to ensure that appropriate actions and support is in place. Where non-work related factors are the cause, our range of supportive employment policies and wellbeing interventions including Occupational Health advice, are available to enable managers to support and promote healthy attendance, and for colleagues to seek support.

We continue to promote health and wellbeing interventions and resources with a focus on those that address our main reasons for absence, this includes: Our monthly Schwartz Rounds, which provide a safe, facilitated space in which colleagues reflect on the emotional impact of work, regular blogs and a monthly wellbeing hour focusing on different topics. Feedback from our new starters shows that awareness of our wellbeing offer is high.

Since the roll out in July 2024, we have embedded our updated Health and Attendance Policy, with its strong focus on supporting people to remain healthy in the workplace. This policy is providing managers with the right tools and advice to support health in the workplace and minimise the amount of absence taken. We are also focusing on ensuring managers and colleagues alike are aware of and familiar with the reasonable adjustments that can be offered to support people to stay in work and remain healthy, with any individual needs met through adjustments as necessary. To support this, we have launched Wellbeing Conversations for Managers learning in two formats, to give managers the skills and knowledge they need to have effective and supportive conversations about wellbeing in their teams. October's Wellbeing Hour focused on our Health and Attendance approach as well as making reasonable adjustments and Access to Work. Tools to support these include our Reasonable Adjustments Guidance and the Wellbeing Passport. We have also launched Reasonable Adjustments eLearning, which is part of our essential learning for managers.

Path to Green

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
10-13%	Within Target Range	10.54%	11.08%	Improving

RAG Rating

Green

Indicator Description

Staff turnover is the sum of employees who leave the organisation over a 12 month period expressed as a percentage of the average headcount over a 12 month period.

The blue line confirms the rolling 12 month average turnover which is calculated by number of voluntary and non-voluntary leavers / average headcount over a 12 month period. All permanent employees are included in the leavers and headcount figures used for the turnover calculation. This excludes agency and relief staff and those who have been on fixed term contracts for under a year at time of reporting (casual employees). This definition is in line with how the benchmark indicators are calculated.

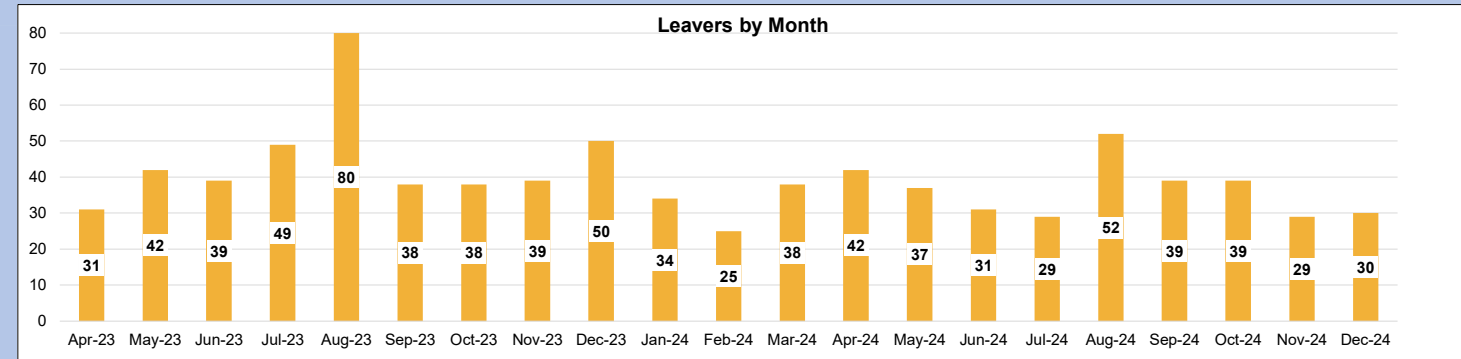
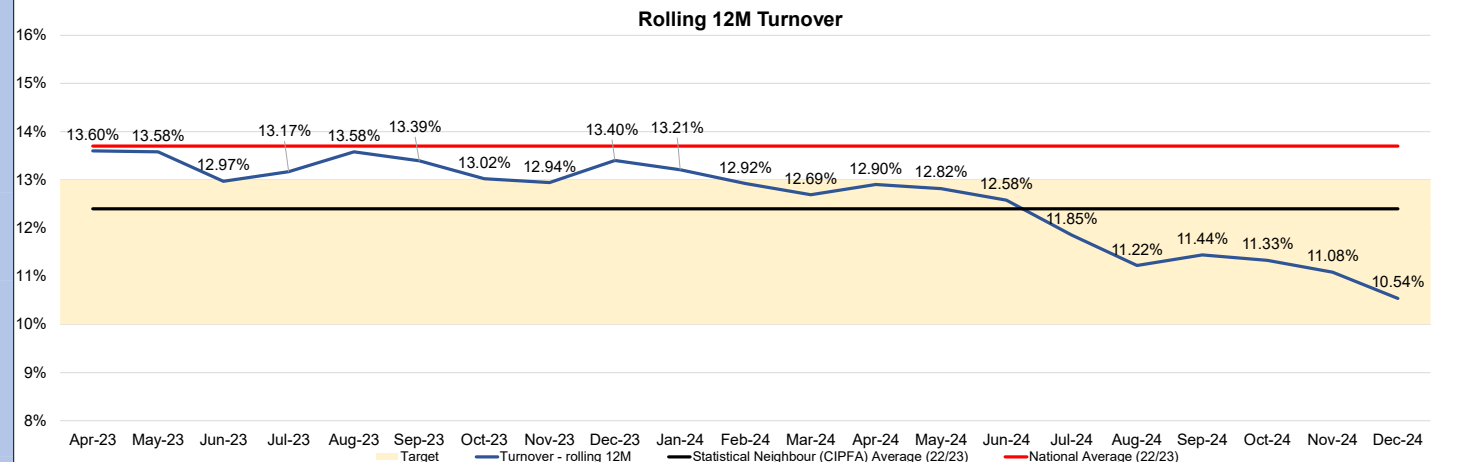
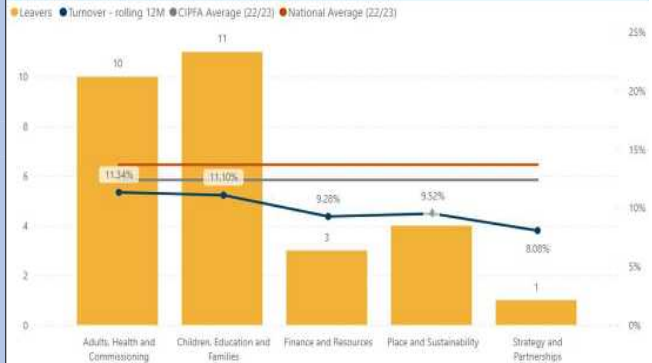
The orange bars in the second graph show the number of leavers for each month. This is a count of voluntary and non-voluntary leavers (employees and FTCs over a year). If an employee leaves two positions, they are only counted once in this number. This is in-line with how the benchmark indicators are calculated. Please note: the data for number of leavers is correct at the time of reporting.

The National benchmark turnover figure for 2022 - 23 is 13.7%. National average refers to all English single tier and county authorities that submitted data to LG Inform for the 2022/23 financial year (34 authorities). The statistical (CIPFA) neighbour benchmark figure for 2022 - 23 is 12.4%. This is the average of Cambridgeshire's CIPFA nearest neighbour authorities who submitted data to LG Inform (5 out of the 15 authorities). CIPFA nearest neighbours are calculated by a broad range of social-economic indicators to define statistical similarities in authorities.

Directorate Comparison

The below graph shows the directorate comparison of turnover for the end of the latest quarter (Q3 2024/25). The orange bars show the sum of leavers over the past 12 months (Jan 24-Dec 24). The blue line shows the rolling 12M turnover at the end of the latest quarter for each directorate. The grey and red lines are the statistical neighbour (CIPFA) and national average benchmark figures (2022-23).

Leavers and Turnover - Latest Month



Commentary

Turnover remains within the target range and whilst slightly increased in September, it was almost 2% down on the same period last year and has been on a downward trajectory since October. We continue to encourage the uptake of exit interviews for people leaving the organisation and moving internally. Where appropriate and with consent, any individual concerns are followed up directly with the appropriate Head of Service. Trend information is captured and reported to Corporate Leadership Team quarterly and for the directorate management teams through regular dashboards. Alongside exit interviews, we have a 'talk before you walk' offer as a preventative measure, offering confidential discussions with colleagues who might be considering leaving the organisation to discuss thoughts and explore potential options, open communication can often lead to positive outcomes and help retain valuable team members. Another initiative is through engagement sessions run to support new recruits across children's social care and adult social care, supporting them in the first months of their employment.

Whilst the numbers taking up exit interviews remains lower than we would like, we are able to draw some general conclusions that the main reasons individuals chose to leave are linked to poor management, lack of progression or workload. This information is reflected back to the services, and we continue to address this by promoting the support available to managers to enable them to gain confidence to manage well, and to have productive Our Conversations with their teams and will be more actively promoting management and leadership training during 2025.

Path to Green

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
99.0%	↑	100.00%	99.89%	Improving

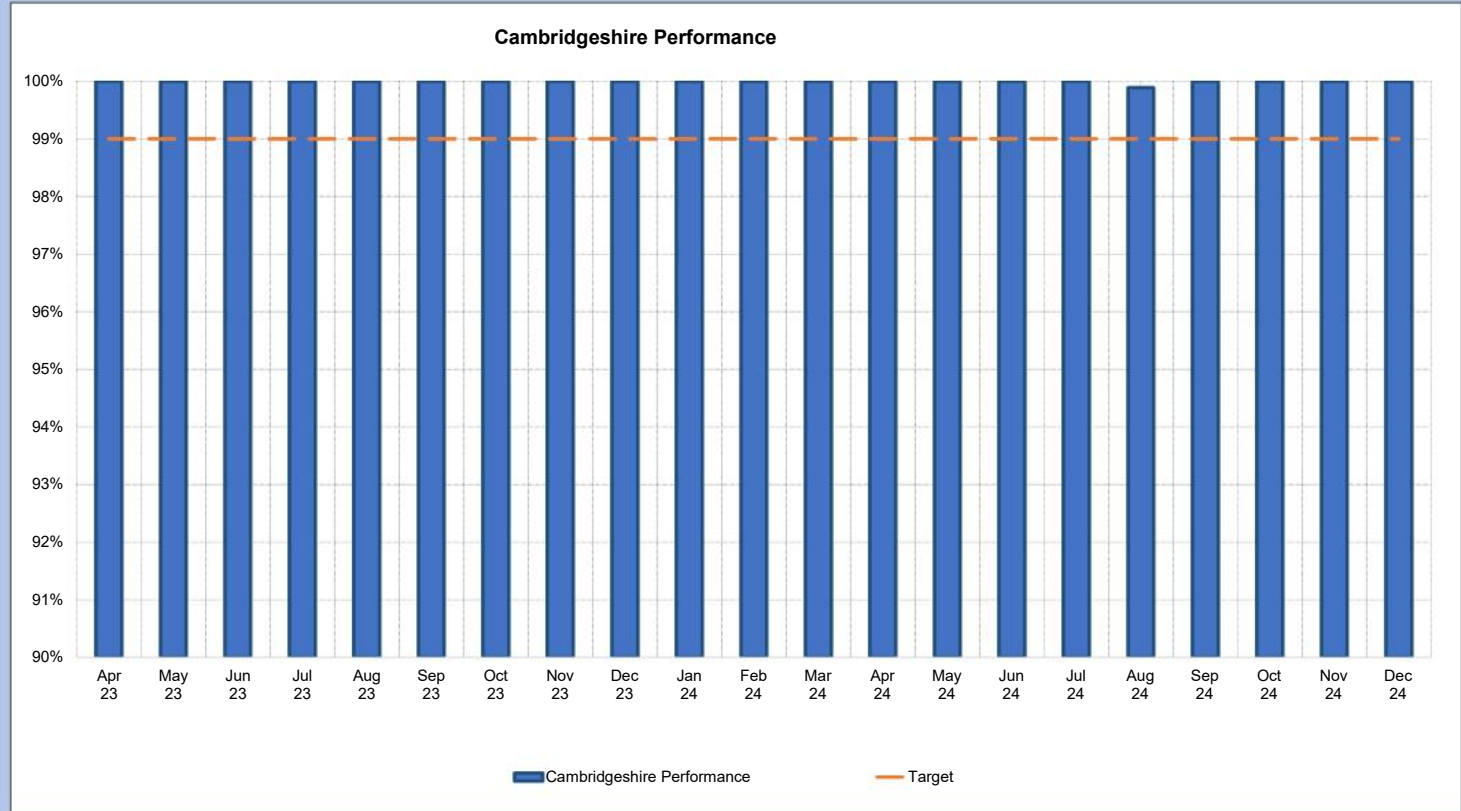
RAG Rating

Green

Indicator Description

This indicator measures the availability of access to the CCC IT network from a managed (CCC) computer, for staff and Members.

The measure excludes outages for scheduled maintenance.



Commentary

There have been no network level outages during this quarter.

Path to Green

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
85.0%	↑	91.0%	93.0%	Declining

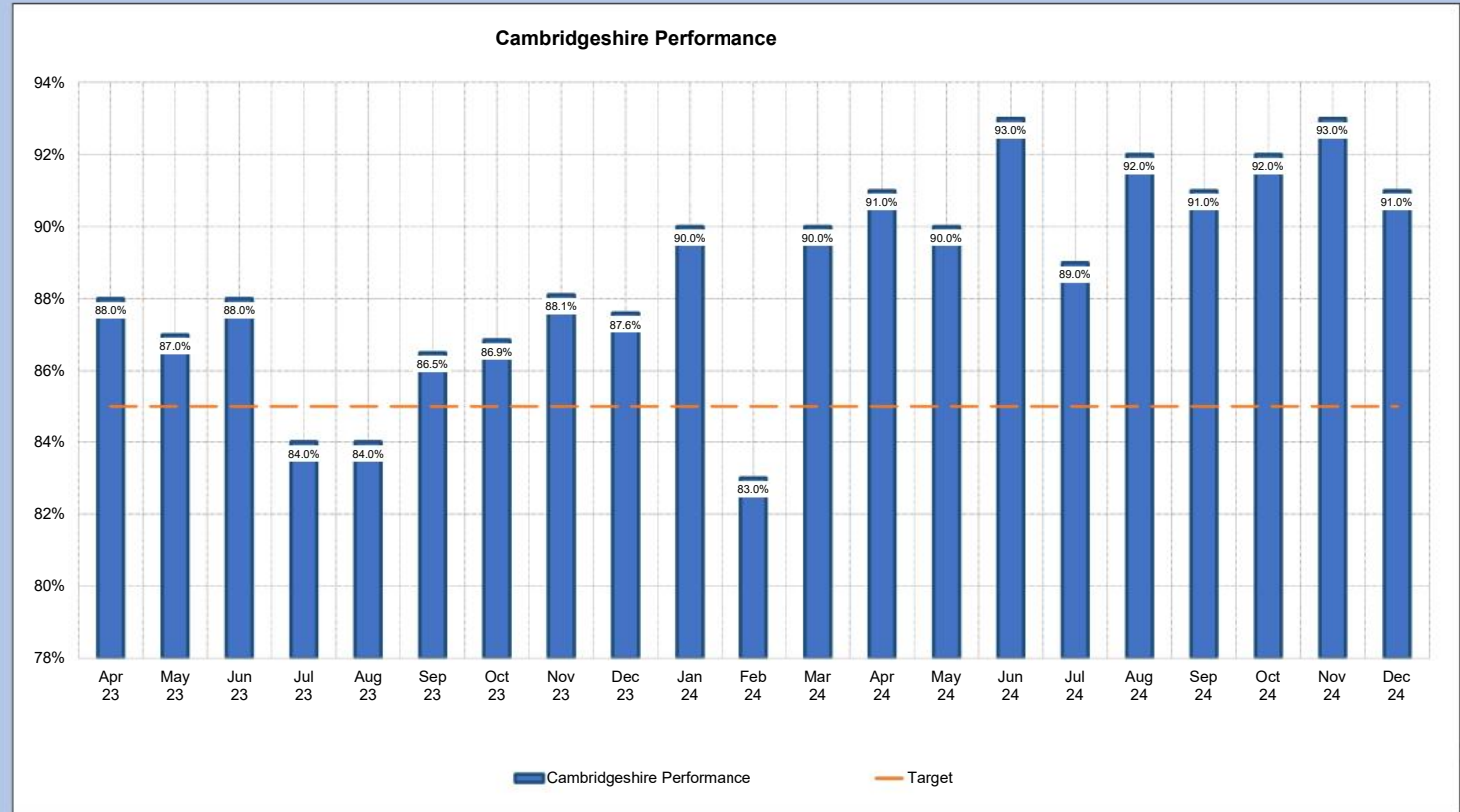
RAG Rating

Green

Indicator Description

Once a call to the IT Service Desk is resolved, the requestor receives an email asking them to submit online feedback about the service they received. They can give a rating of one to five stars; the higher the star rating, the better the customer perception of service.

This measure takes the percentage of those submitting a five-star rating.



Commentary

Now that the separation of this service from Peterborough City Council's IT and Digital service has been completed and teams have settled into their new roles, the service has resumed the stable, high quality performance without any major downturn in performance.

Useful Links

Path to Green

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
87.5%	↑	98.0%	99.0%	Declining

RAG Rating

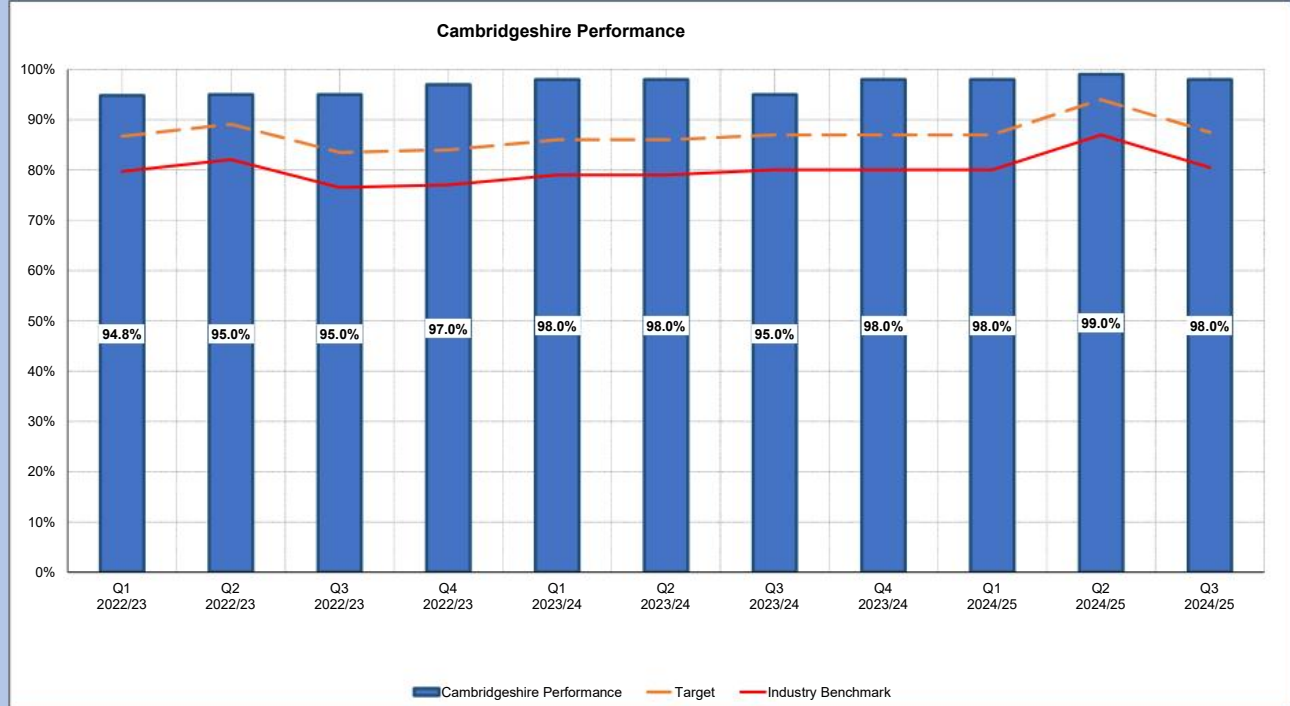
Green

Indicator Description

The score is a measure of how well our website performs against the Site improve quality assurance checks. Site improve 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.

The target is set to track at 7% above the industry benchmark score for Government and this updates every quarter.



Commentary

The Q3 performance for the website remains high at 98%, whilst at the same time the Industry Standard has decreased from 87% to 80.5%.

Path to Green

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
92.0%	↑	93.0%	93.0%	Unchanged

RAG Rating

Green

Indicator Description

The score is a measure of how well our website performs against the Site improve website accessibility checks, which are based on the Web Content Accessibility Guidelines (WCAG) success criteria. These checks cover common issues that affect a website's accessibility compliance.

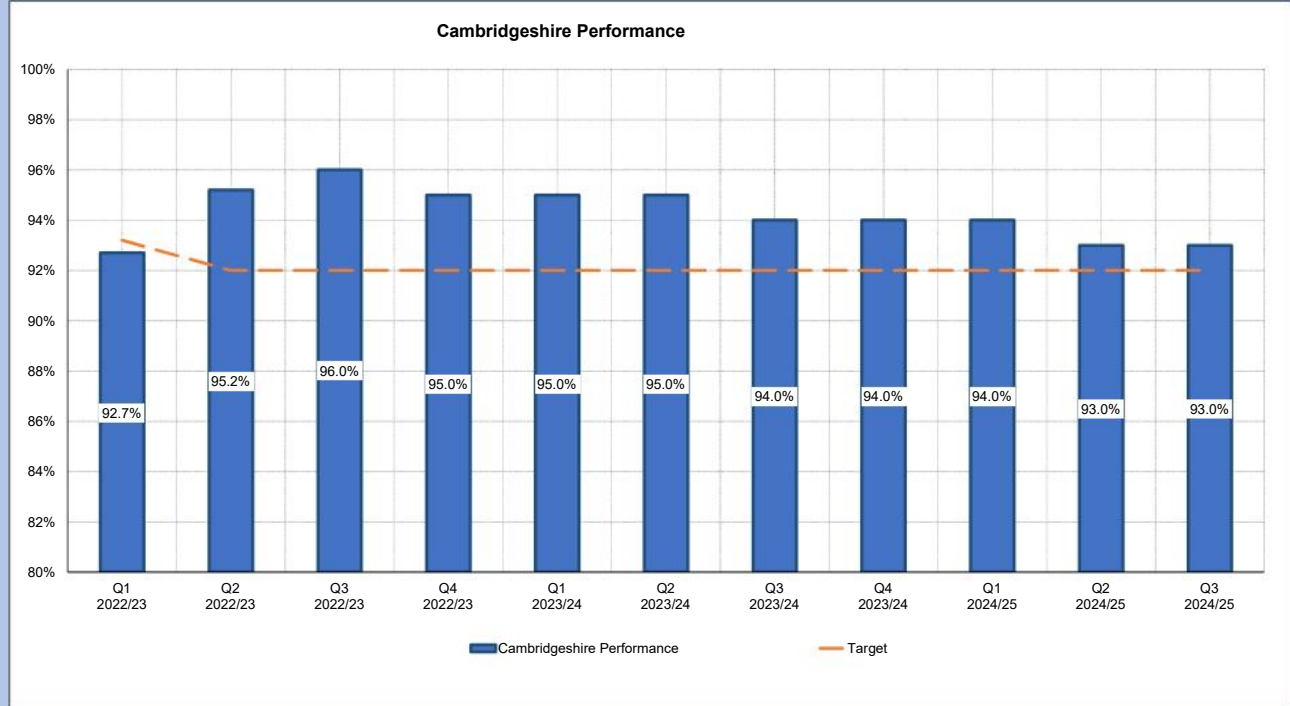
New regulations on accessibility came into force for public sector bodies in 2018 - <https://www.gov.uk/guidance/accessibility-requirements-for-public-sector-websites-and-apps>. We must make our website accessible by making it 'perceivable, operable, understandable and robust'.

The web team carryout weekly audits of the website to ensure the site is meeting the required accessibility standards. All new content is thoroughly 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 the accessibility regulations and make their own content accessible.

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

The target changed to a fixed score of 92%, from a score that tracked at 7% above the industry standard in Q1 22/23.



Commentary

The website accessibility score remains above target, at 93%. The website has been reconfigured to meet the new accessibility standards, WCAG 2.2, which has come into affect in October 2024.

Path to Green