

Strategy, Resources and Performance Committee

Corporate Services Quarterly Performance Report - Appendix 2



Quarter 2, 2025/26 Financial Year

Produced on:

19 January 2026



Strategy, Resources & Performance Committee Scorecard

KPI	Target	Direction for Improvement	Performance (Current Period)	Performance (Previous Period)	Change in Performance	Frequency Reported	Last Updated	RAG Rating
SRP 001: Proportion of Freedom of Information requests responded to within statutory timescale	90%	Higher is better	90%	89%	↑	Quarterly	Q2 2025/26	Green
SRP 002: Percentage of Subject Access Requests completed within statutory timescales	90%	Higher is better	95%	93%	↑	Quarterly	Q2 2025/26	Green
SRP 003: Proportion of staff feeling engaged as demonstrated through employee engagement survey	TBC	Higher is better	55.00%	N/A	N/A		Dec-23	Baseline
SRP 004: Proportion of information enquiries to Customer Services resolved at first point of contact	80%	Higher is better	83.50%	81.53%	↑	Monthly	Nov-25	Green
SRP 005: Percentage of IT requests resolved at first line within expected timescales	95%	Higher is better	99.00%	99.00%	→	Quarterly	Q2 2025/26	Green
SRP 006: Sickness Absence FTE days lost per FTE (rolling 12 months) *	8-10 days	Within Accepted Range	-	-	-	-	-	N / a
SRP 007: Staff Turnover (rolling 12 months)	10-13%	Within Accepted Range	11.01%	11.19%	↓	Quarterly	Q2 2025/26	Green
SRP 008 IT & Digital Services network access availability	99%	Higher is better	100%	100%	→	Quarterly	Q2 2025/26	Green
SRP 009: Website Quality Assurance Score	87%	Higher is better	97%	95%	↑	Quarterly	Q2 2025/26	Green
SRP 010: Website Accessibility Score	92%	Higher is better	94%	94%	↑	Quarterly	Q2 2025/26	Green

* This indicator is not reported this quarter due to data quality issues identified within the data provided from ERP Gold by Business Systems. The issue relates to erroneous absence figures, which created an artificial upward trend throughout the year. As the previous data was deemeluded in the Q3 SR&P performance report.

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 • 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

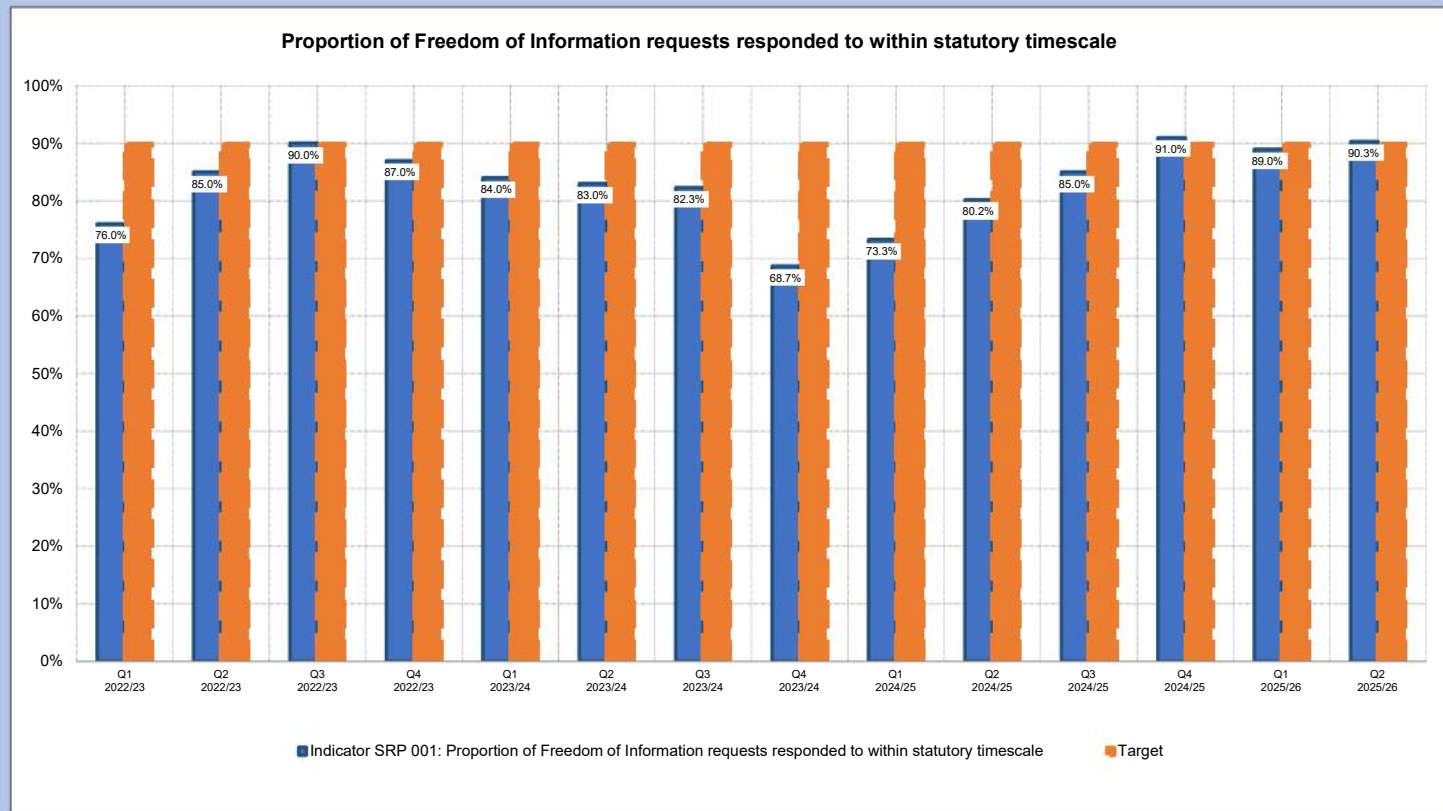
Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
90.0%	↑	90.3%	89.0%	Improving

RAG Rating

Green

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.



Commentary

The service has issued over 422 responses in the second quarter of the year including 167 in July alone. This represents an 11% increase on the previous quarter. The team has achieved its target in this quarter.

Useful Links

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

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

Path to Green

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
90.0%	↑	95.0%	93.0%	Improving

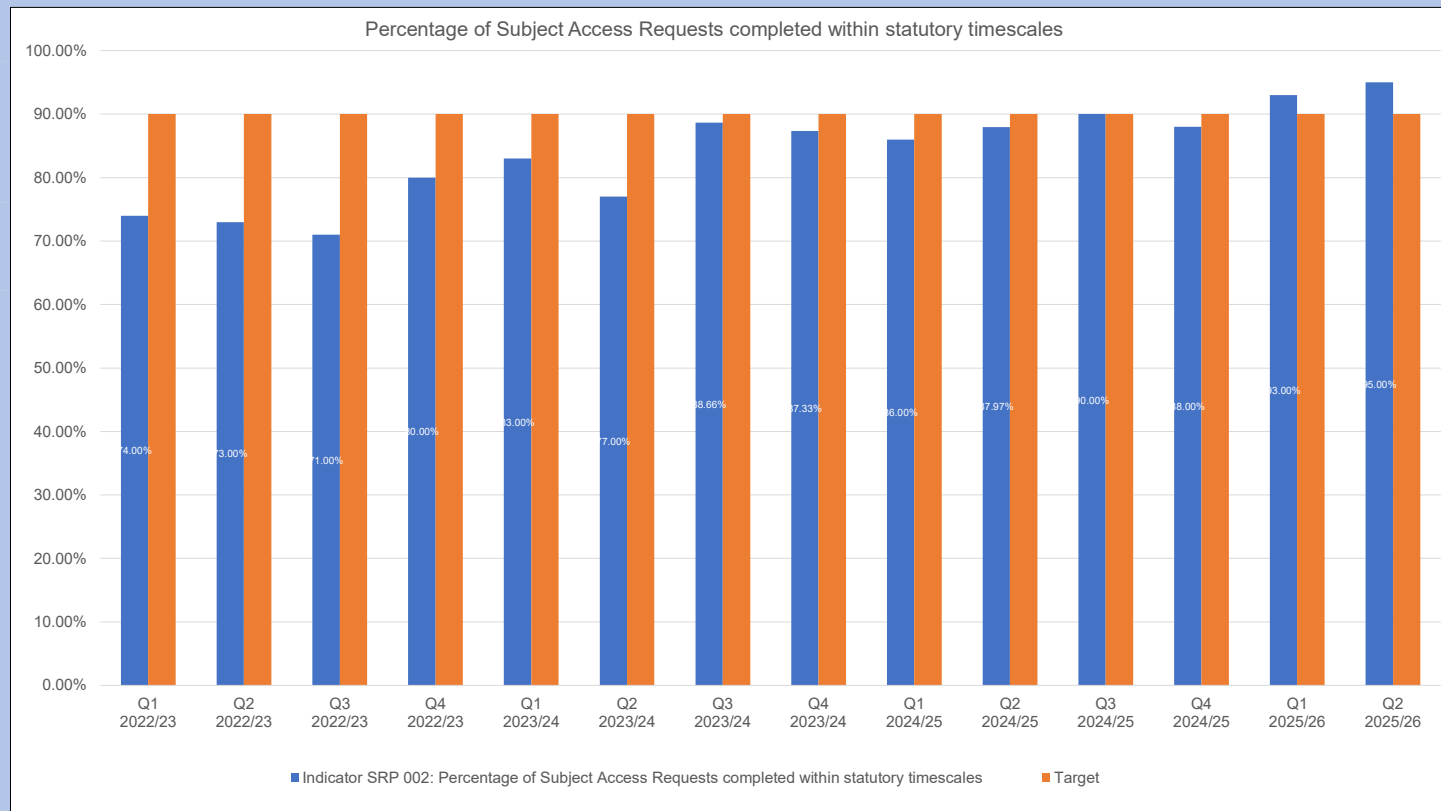
RAG Rating

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 service continue to perform at a high level despite continued high volume of Subject Access Requests received and processed. 80 responses were issued in the first quarter with 95% within the statutory timeframe. The team also continue to review the council's approach to informing care leavers of their life story in a way which provides context and understanding, working with social care colleagues to provide this key service as a corporate parent in line with recent ICO guidance on their recommended approach.

Useful Links

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

Path to Green

The team continue to work with services to ensure that customers receive appropriate information as part of business as usual do not need to make subject access requests.

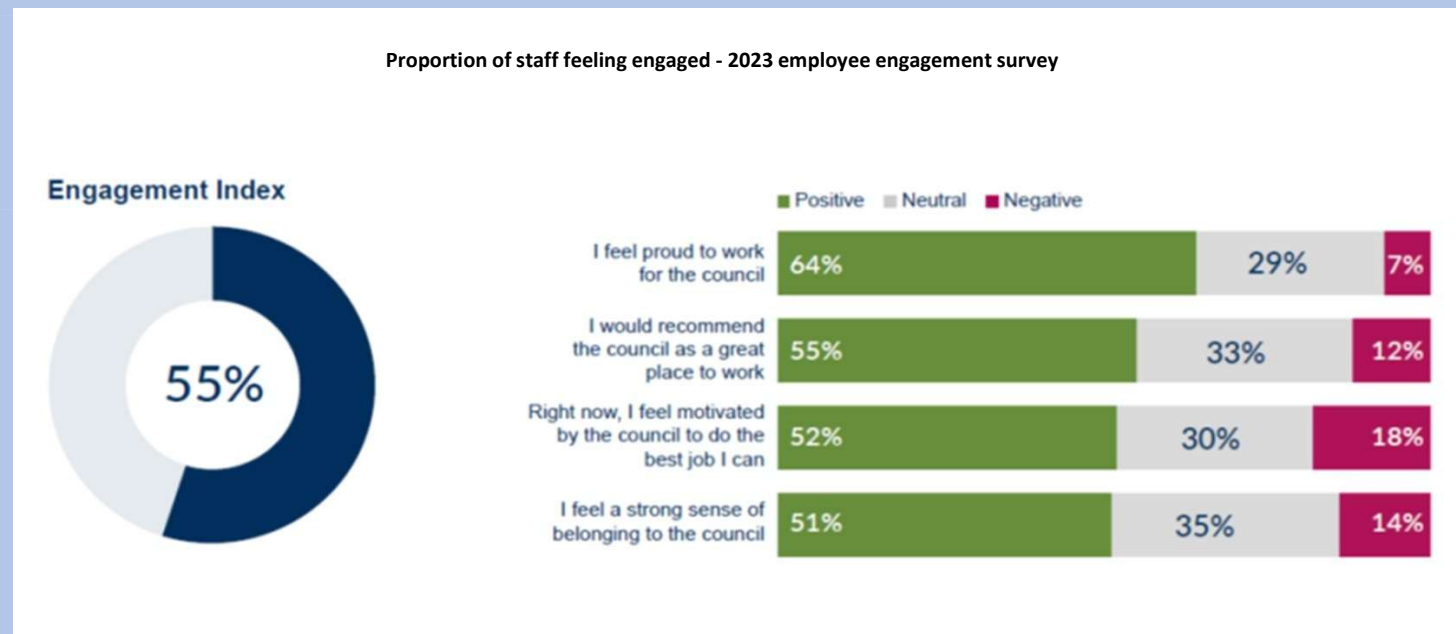
Target	Direction for Improvement	Current Year	Previous Year	Change in Performance
TBC	↑	55.0%	N/A	N/A

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

Path to Green

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
80.0%	↑	83.50%	81.53%	Improving

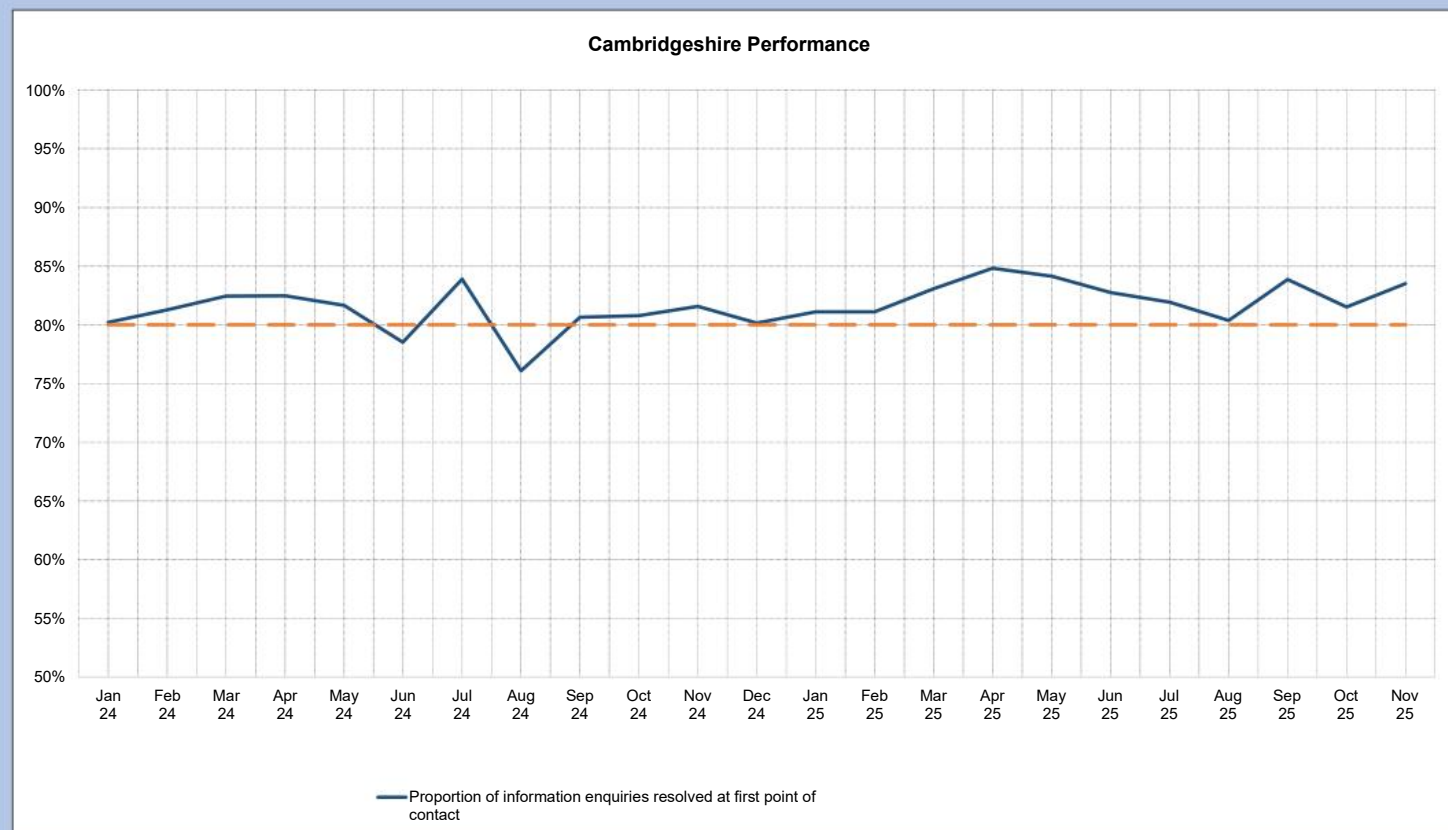
RAG Rating

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

In July and August the service saw the percentage of First Contact Resolutions drop to 81.93% and 80.38% respectively, this was largely due to a decrease for the Registrations service. During these two months we saw an increase in calls about the re-registering of births as well as corrections on certificates, both of which have to be referred to the back office to be resolved. During September the service achieved a First Contact Resolution rate of 83.87% as we saw the volume of contacts being referred to the back office for both Registrations and Childrens reduce

Path to Green

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

RAG Rating

Green

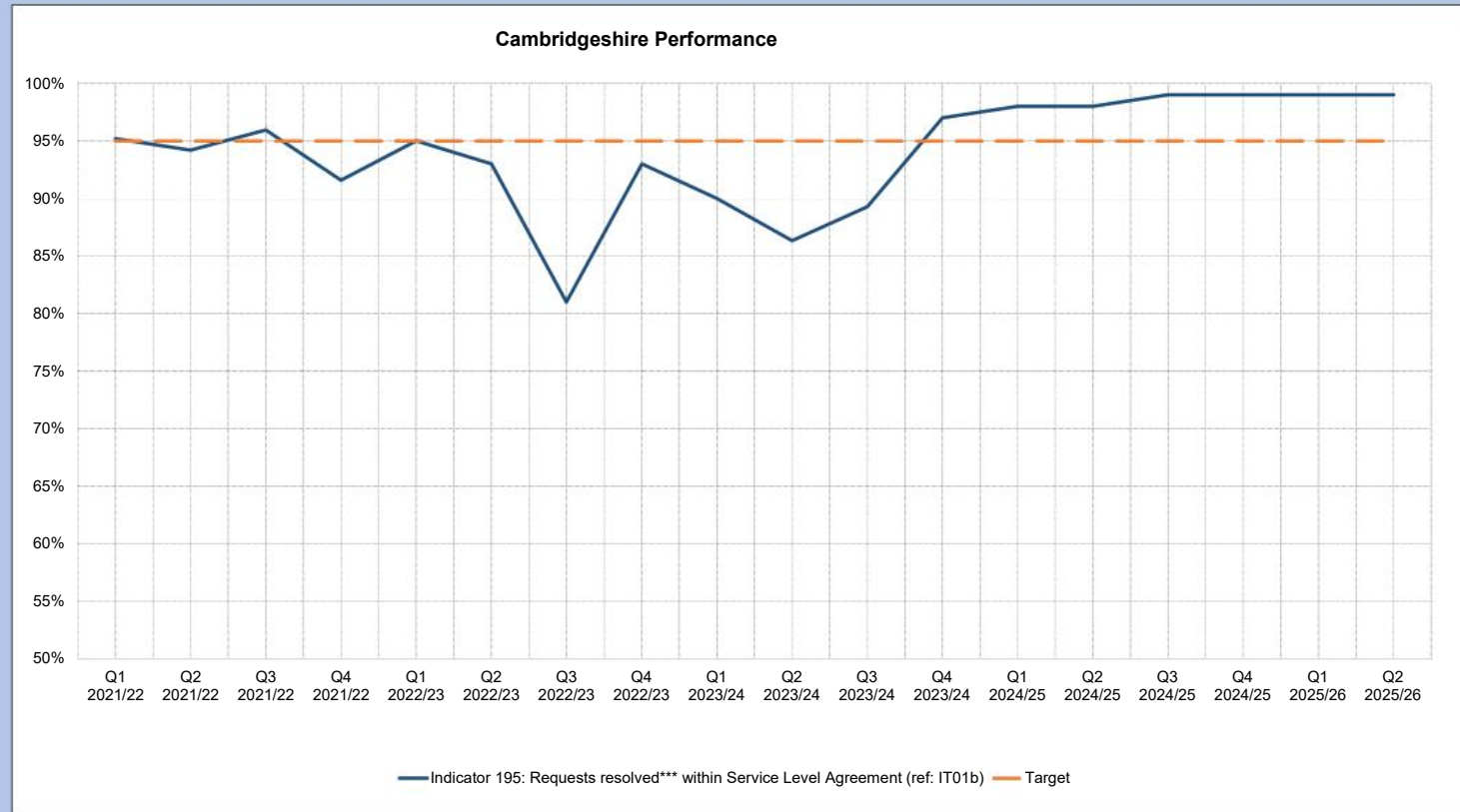
Indicator Description

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

Path to Green

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
10-13%	Within Target Range	11.01%	11.19%	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.

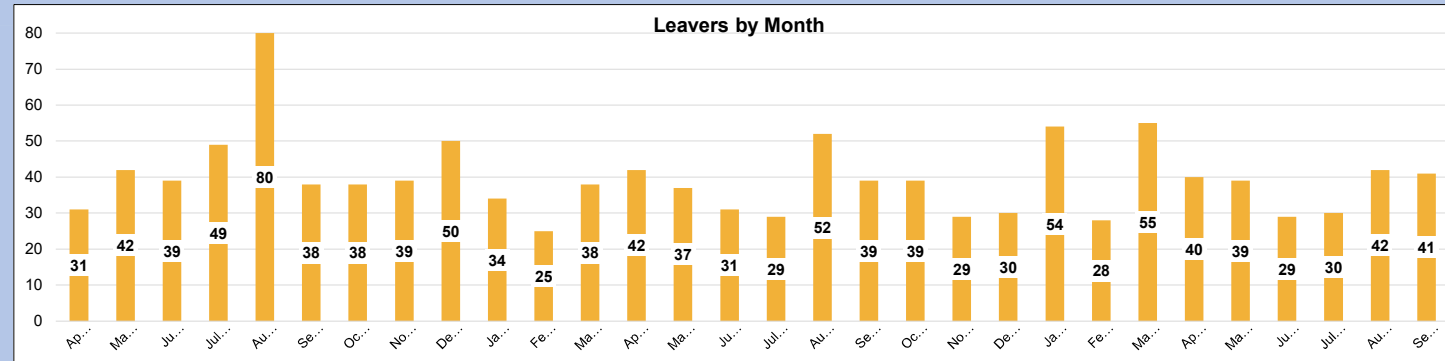
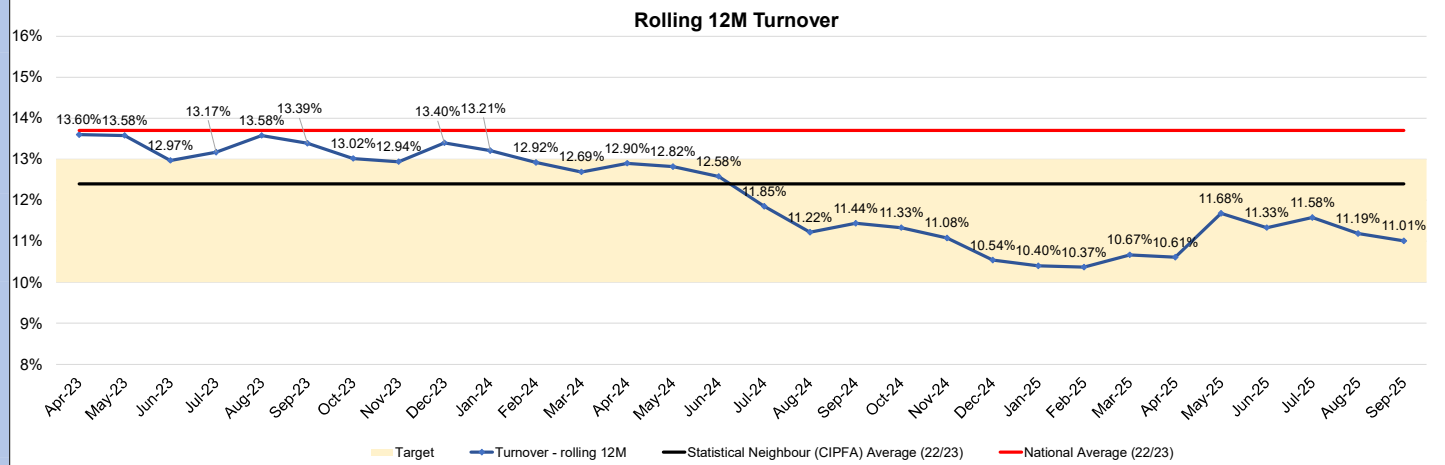
The blue line confirms the rolling 12 month average turnover which is calculated by number of voluntary and non-voluntary leavers / average headcount over a 12 month period. All permanent employees are included in the leavers and headcount figures used for the turnover calculation. This excludes agency 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 (Q2 2025/26). The orange bars show the sum of leavers over the past 12 months. 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).



Commentary

The number of leavers has remained stable and the offer and uptake of leaver discussions continues to rise, the information captured is analysed and fed back to the Directorate Management Team

Path to Green

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
99.0%	↑	100%	100%	Unchanged

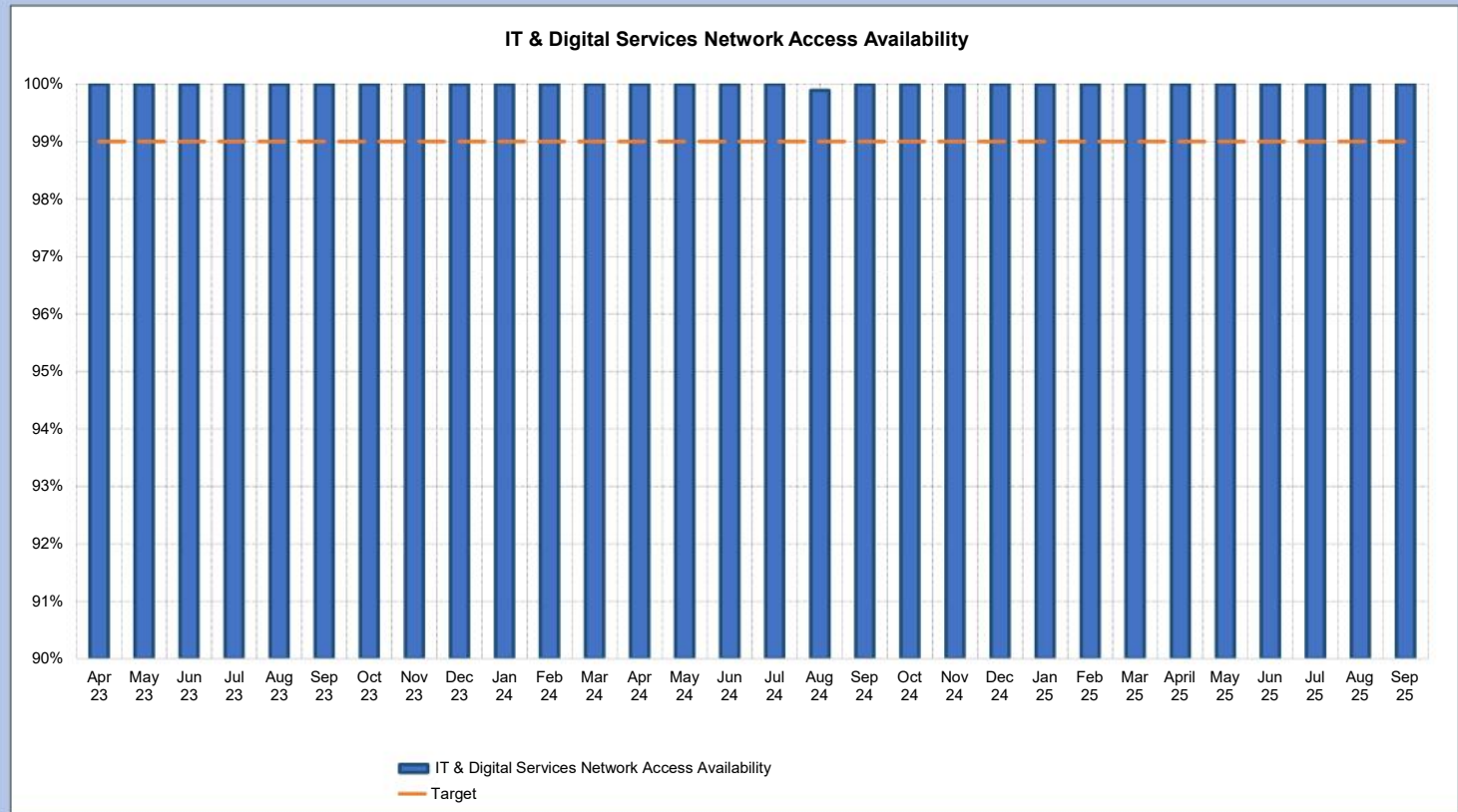
RAG Rating

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

Path to Green

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
88.4%	↑	97.0%	95.0%	Improving

RAG Rating

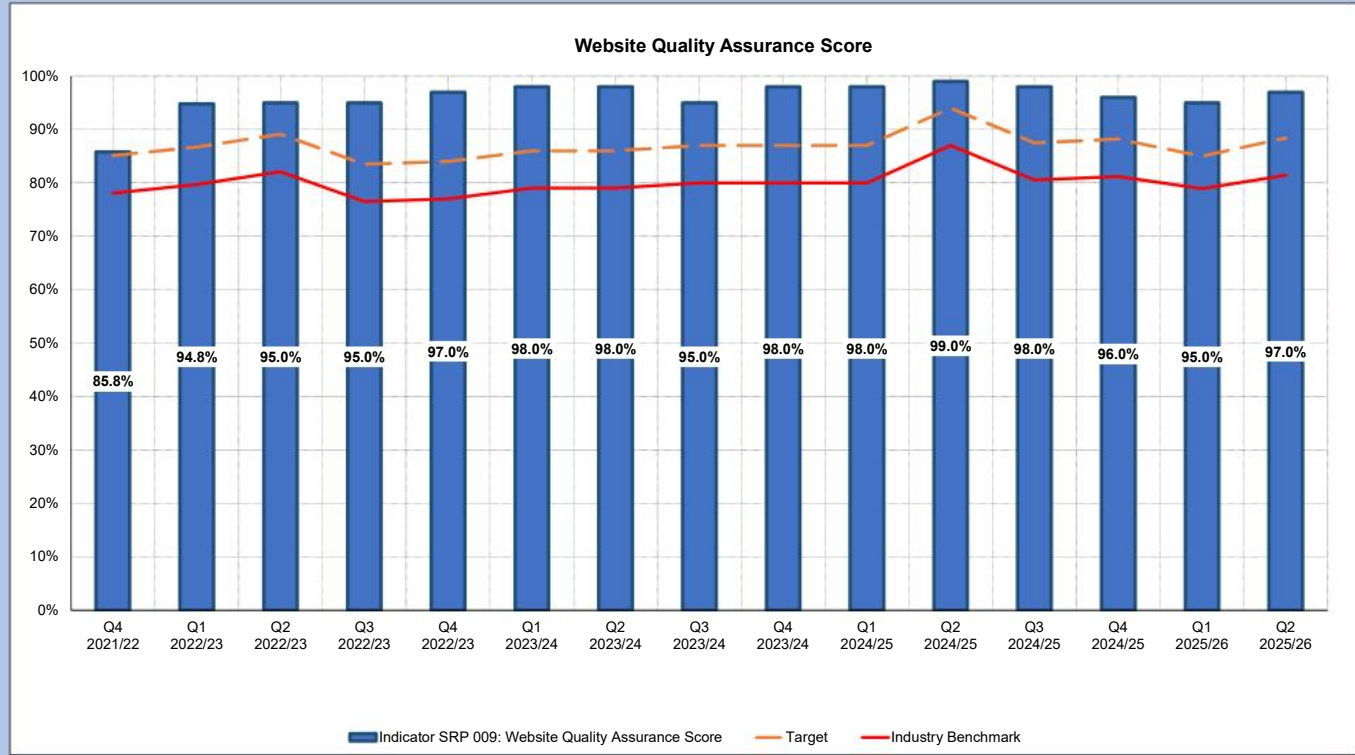
Green

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

A number of long term issues with broken links were resolved and some large areas of content on the CCC website were reviewed this quarter. This accounts for a slight increase in the QA score.

Path to Green

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
92.0%	↑	94.0%	94.0%	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>

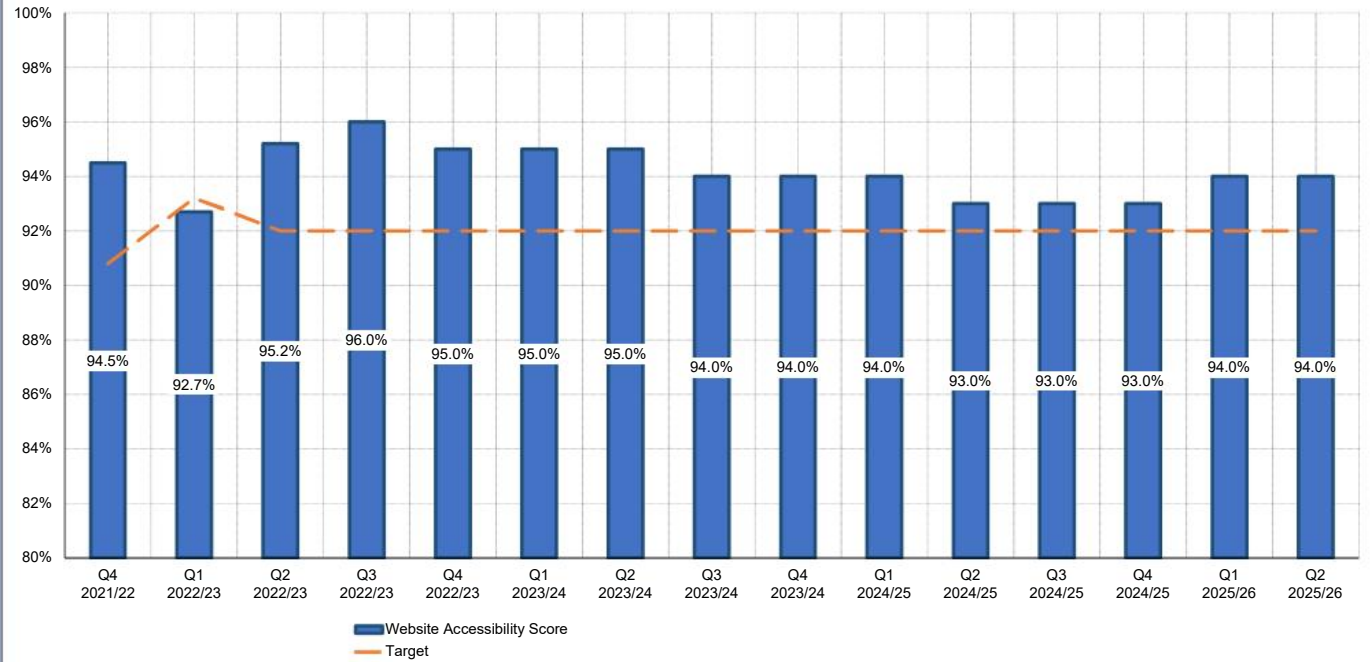
We have also developed an Accessibility E-Learning course to enable all staff to understand the accessibility regulations and make their own content accessible.

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.

You can also compare accessibility of our website with other council's using the SilkTide Index for UK Councils. <https://index.silkTide.com/category/council-uk>

Website Accessibility Score



Commentary

We have improved accessibility of some The accessibility score remains the same this quarter.

Path to Green