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# Performance Report

## Quarter 2

### 2024/25 financial year

Strategy, Resources & Performance Committee

Governance & Performance  
Cambridgeshire County Council  
[governanceandperformance@cambridgeshire.gov.uk](mailto:governanceandperformance@cambridgeshire.gov.uk)

## 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>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

## Indicator 182: Proportion of Freedom of Information requests responded to within statutory timescale

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December 2024

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
90.0%	↑	80.2%	73.3%	Improving
<b>RAG Rating</b>				
Red				

**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>

**Commentary**

This has improved this quarter by 7% and continues to make good progress. There is a continued high level of requests on contentious issues relating to highways in particular. The process has begun around publishing data on potholes to address the higher levels of requests on that topic as well as meeting with our IT & Digital Services' colleagues to discuss improvements to reporting, self-service and the use of AI to enable smoother processing. We have also introduced a better search functionality to the FOI system through Power BI and we are working on more improvements to ensure that the FOI team look at what we have published already on the web before going to colleagues in the service for information.

**Path to Green**

The FOI service is actively working with the directorates to support, guide and find ways of publishing data on the most common requests to reduce the impact for all. 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 15 day deadline will be escalated to the head of service to chase with the relevant service/executive director.

The service are working with IT & Digital Service and Communications colleagues to utilise AI and a disclosure log on the website to direct requesters to self service.

## Indicator 183: Percentage of Subject Access Requests completed within statutory timescales

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December 2024

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
90.0%	↑	88.0%	86.0%	Improving
<b>RAG Rating</b>				
<b>Amber</b>				

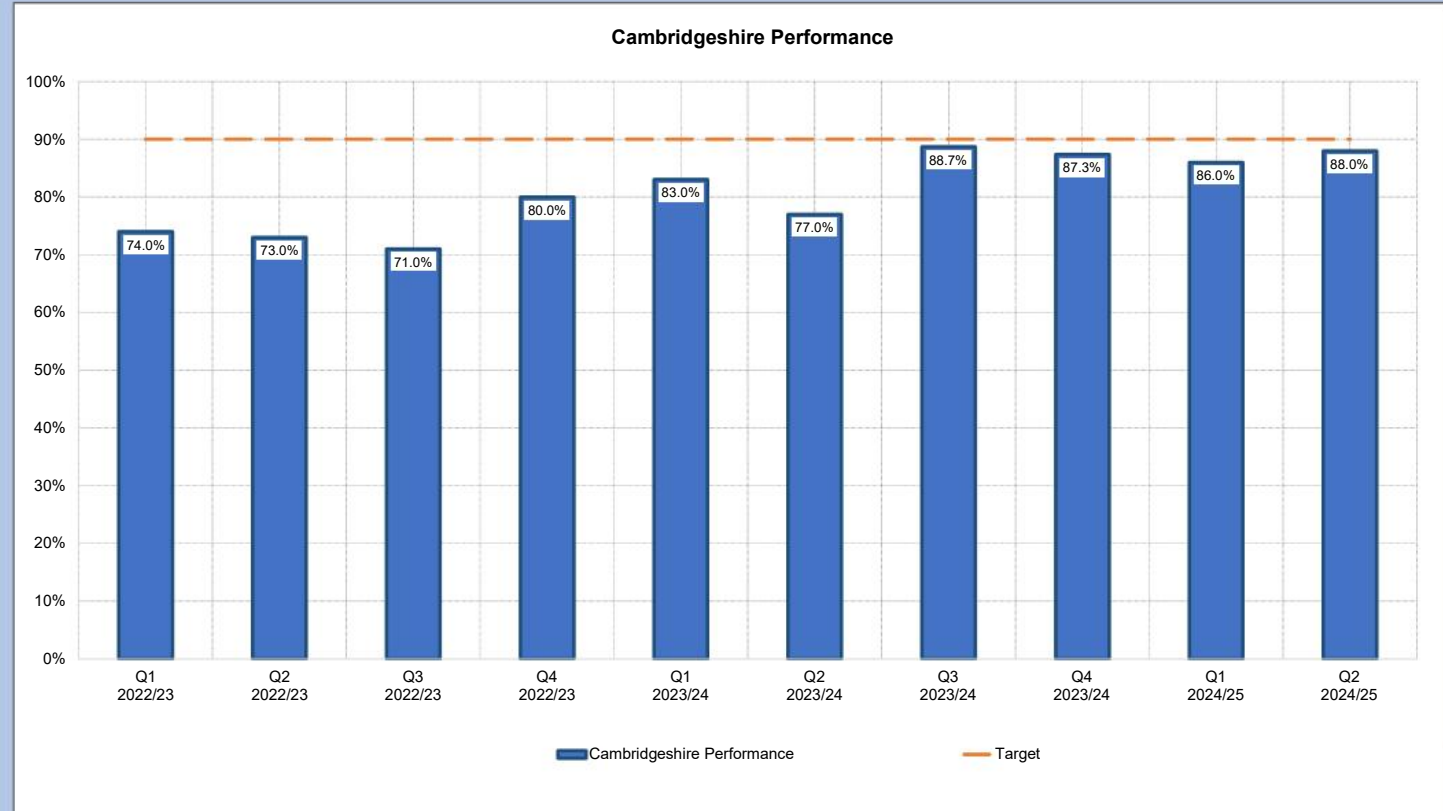
**Indicator Description**

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.

**Useful Links**

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

**Commentary**

The team continues to make great progress, with improvement seen over the last three financial years, to achieving 87% of responses issued on time for the first half of the year. The team continue to make great strides to increase this response rate despite continued high volumes of requests received, averaging more than 1 per working day, some of which are resource intensive due to the timeframe or the complexity of the matter at hand.

The team closed 99 matters in Q2 with 84 responses issued. For the remaining 15, there was no further response received from the submission requester, following a request for identification or clarification from the team.

**Path to Green**

The team are working with Childrens Social Care to identify more beneficial ways to deal with care leaver requests through better engagement with care leavers around what information is helpful rather than providing thousands of pages that a care leaver may find overwhelming and unhelpful. We are also working with services to ensure that they do not refer customers to make a subject access request which could be a business as usual response. The aim is to bring down the level of requests made and enable the team to respond in time for all requests where possible and to find better ways for individuals to access information rather than having to revert to using the SAR process.

Indicator 184: Statutory returns completed on time

December 2024

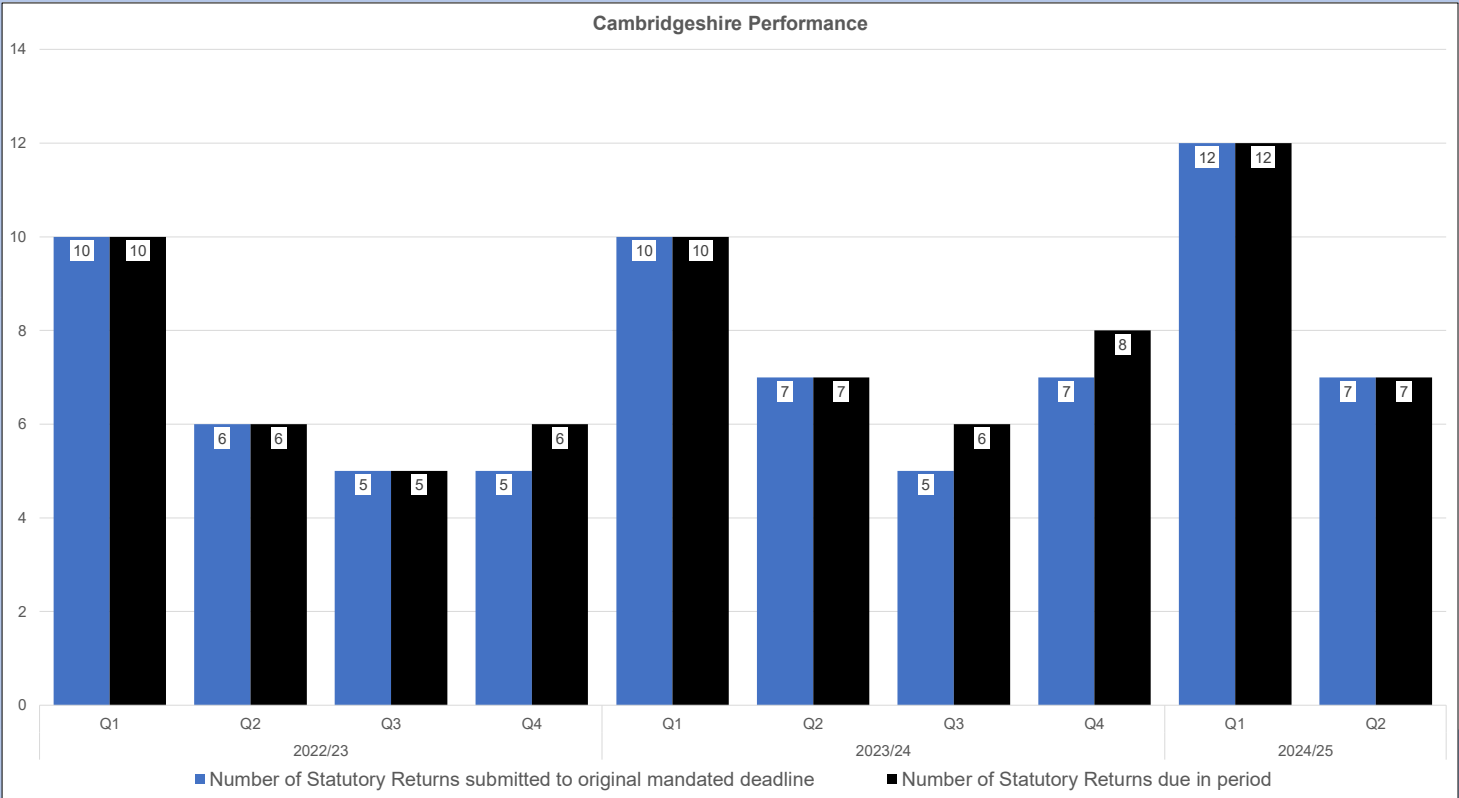
Target	Direction for Improvement	Current Quarter	Previous Year	Change in Performance
100%	↑	100.00%	95.65%	Improving

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.

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



**Commentary**  
 Within Q2, there were 7 statutory returns due and all were completed on time. So far there have been 19 statutory returns in 2024/25.

**Path to Green**

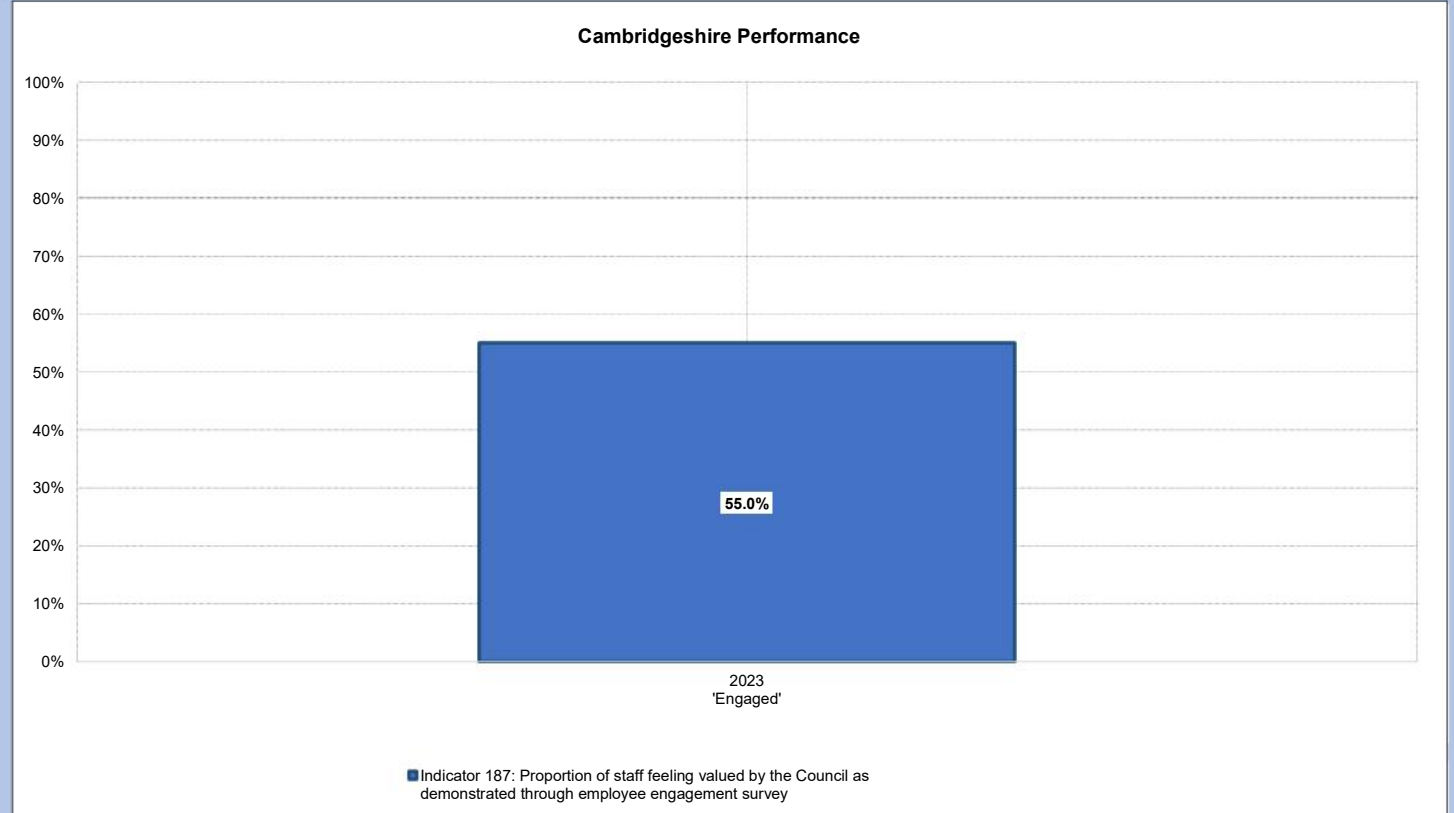
Target	Direction for Improvement	Current Year	Previous Year	Change in Performance
TBC	↑	55.0%	N/A	N/A

RAG Rating

Baseline
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### 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

The Employee Engagement Survey results have been widely communicated and shared within the Council and employee listening sessions involving members of the Corporate Leadership Team have taken place during January – March to test the results with focus groups of employees and to inform the development of the Council's action plan in response to the survey. In addition, each of the Executive Directors has been holding listening sessions within their own directorates to inform local action plans. Actions in response to the survey will be developed and considered by Corporate Leadership Team, with Directorate actions plans developed locally. Updates 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%	↑	80.63%	76.10%	Improving

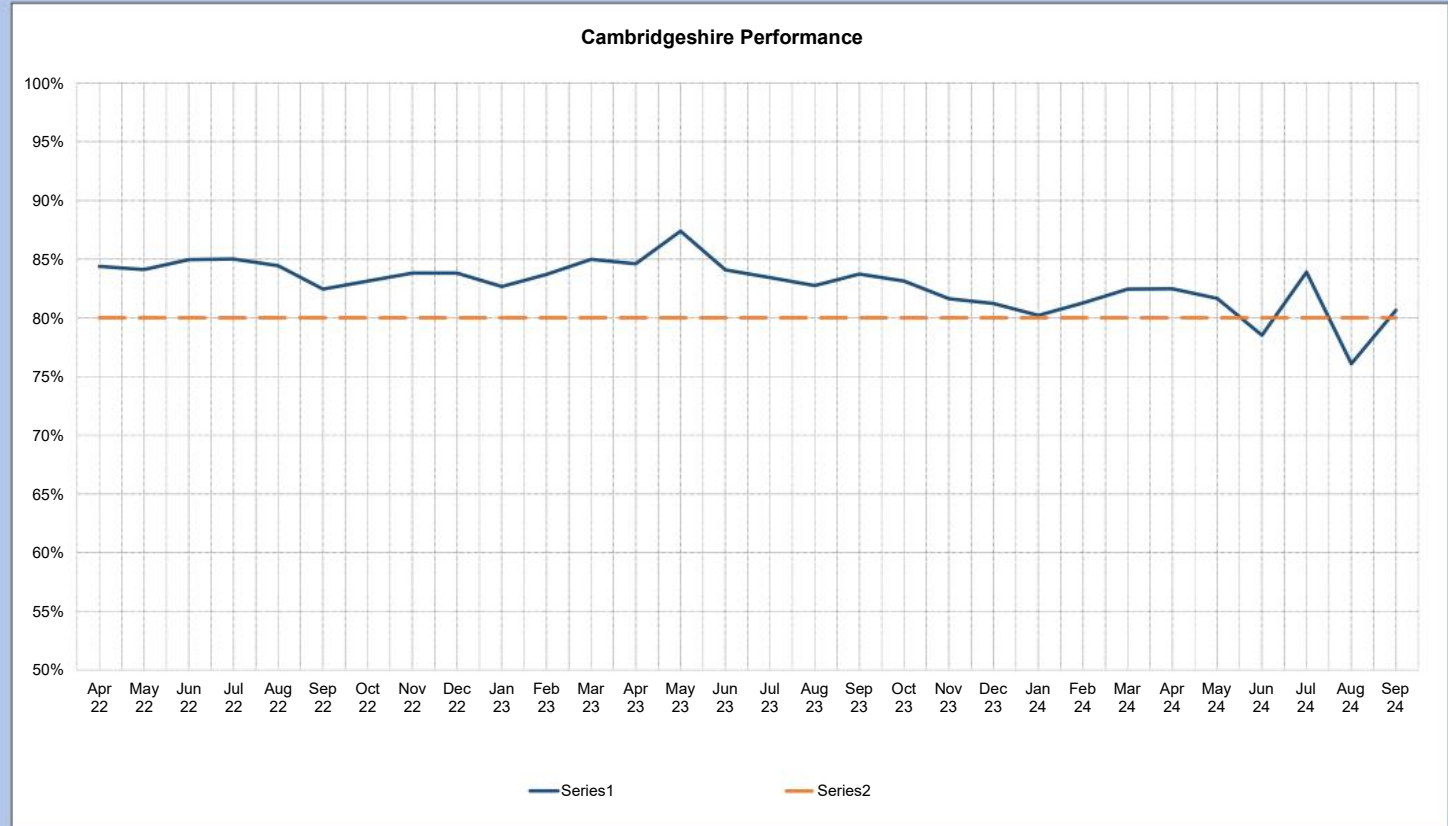
RAG Rating

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**

Over the period of July to September 2024, Customer Services achieved a First Contact Resolution percentage of around 82% including a drop off to 76.1% in August.

The decrease in August can be attributed largely to an increase in the number of contacts being passed to the service from the Registrations Service. For comparison we saw the individual percentage for the Registrations Service drop to 61% in August when it had achieved 78% and 72% in July and September respectively.

In addition, during late August and early September Customer Services received a large volume of contacts for Education Transport regarding passes for the new school year with a lot of these needing to be passed on to the service to respond to. During August we saw the percentage for this service drop down to 66% whilst in September it rose to 75% with September actually receiving a higher number of total contacts.

**Path to Green**

In order to address the above issue for Registrations the service is still undertaking recruitment to fill posts that will in turn allow more appointments to be booked and help alleviate the pressure.

The pressure caused by the dip for Education Transport is a regular annual occurrence caused by people not receiving passes in the post or wanting to discuss changes with the route they have been assigned. After the first few weeks of September this percentage increases significantly for the rest of the year.

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

RAG Rating

Green

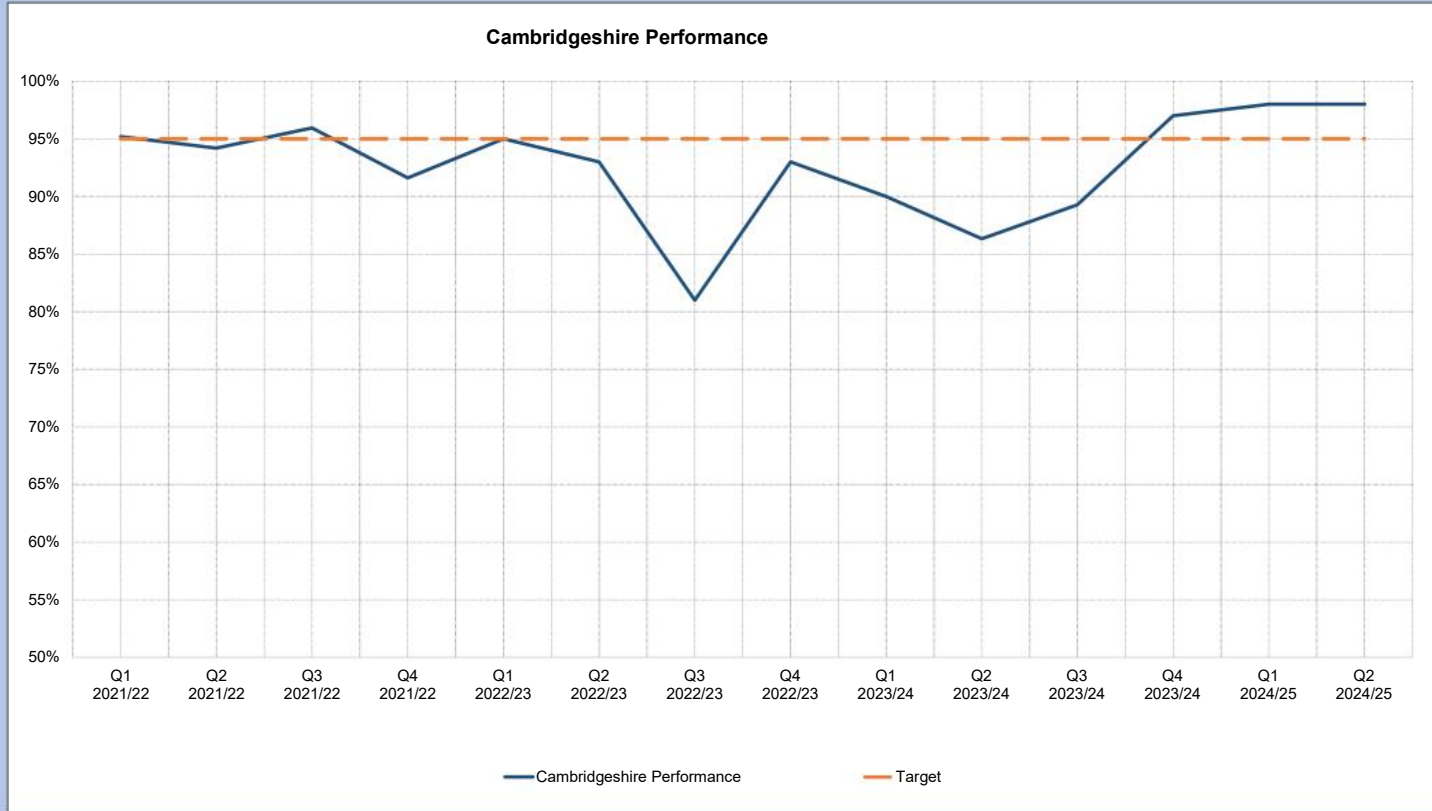
**Indicator Description**

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**

Performance for Q2 is holding well during the transition period despite calls on resource to enable the decoupling of this service from Peterborough City Council's IT and Digital service. Process refining and training continues and with stability in the teams, the progress made should ensure consistent performance going forward.

**Path to Green**



Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
1,500	↑	1,607	541	Improving

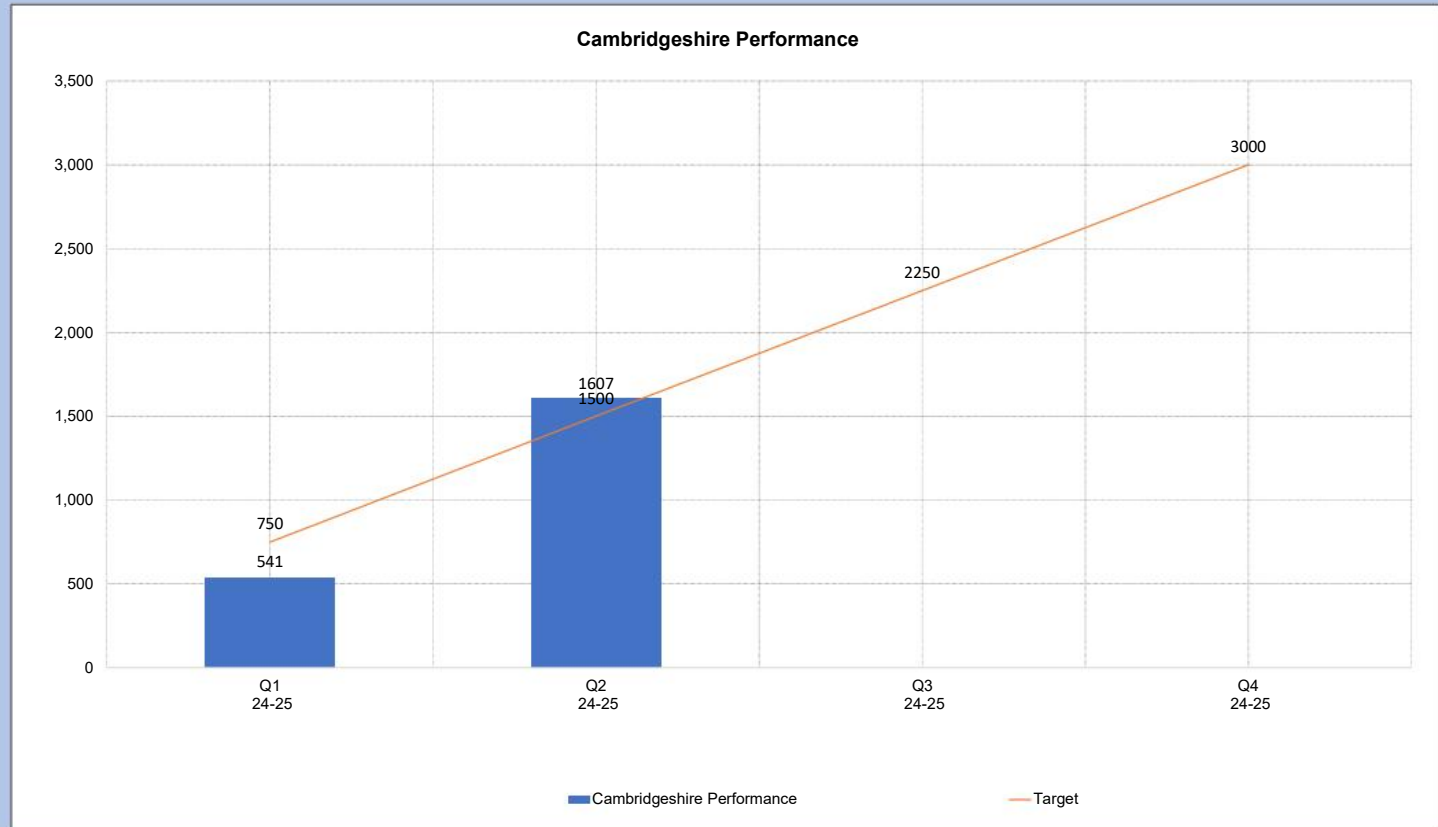
RAG Rating

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 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 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	9.01	8.80	Declining

**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:

$$\frac{\text{Total FTE days lost to sickness absence in last 12m}}{\text{Average number of FTE (average taken from start and end of 12m period)}}$$

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.

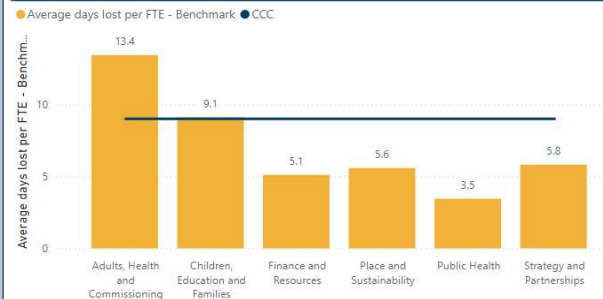
The National average refers to all English single tier and county authorities that submitted data to the LG inform workforce benchmarking club for the 2022/23 financial year (34 authorities). Statistical (CIPFA) neighbour average is the average of Cambridgeshire's CIPFA nearest neighbour authorities who submitted data to LG inform (4/15 neighbours). CIPFA nearest neighbours are calculated 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 (Q2 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**

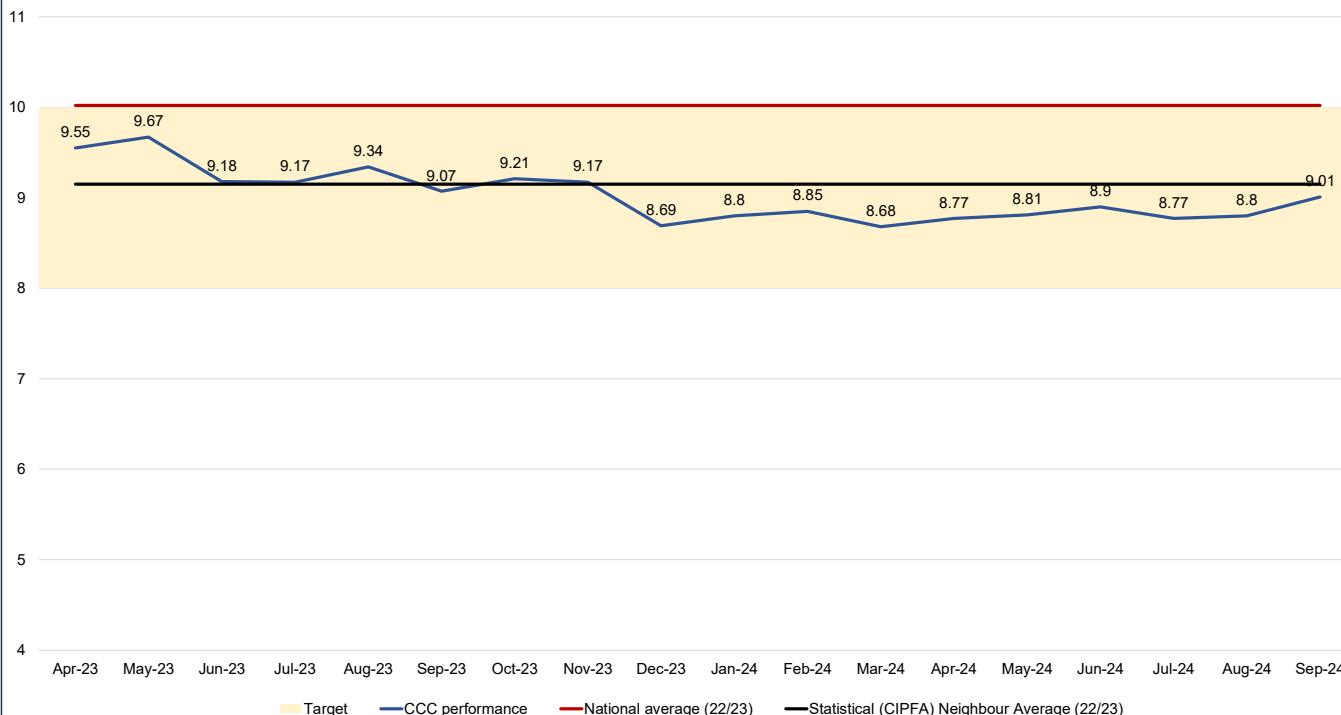


**Wellbeing support**

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

**Cambridgeshire Performance**



**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 July, we have embedded our 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.

**Path to Green**

Indicator 214: Staff turnover (rolling 12 month average)

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December 2024

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
10-13%	Within Target Range	11.44%	11.22%	Declining

**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.

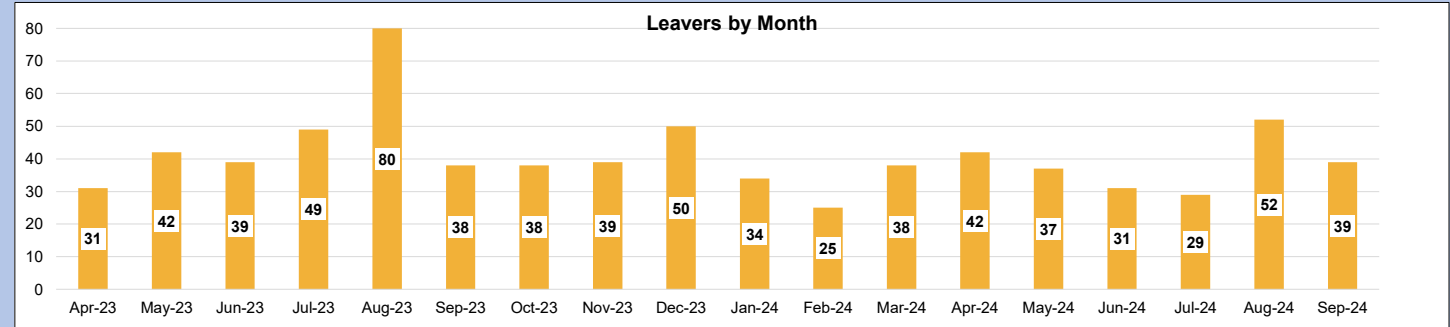
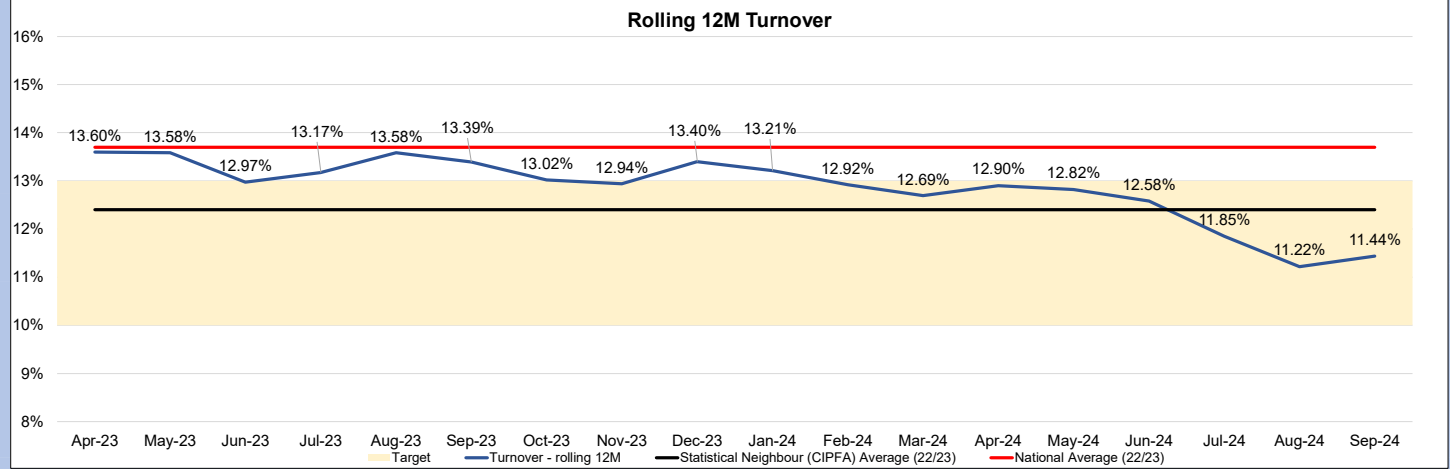
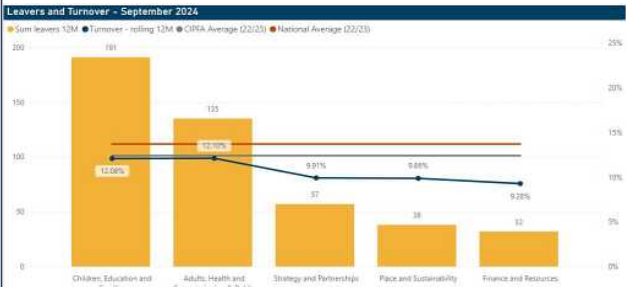
The blue line confirms the rolling 12 month average turnover which is calculated by number of voluntary and non-voluntary leavers / average headcount over a 12 month period. All permanent employees are included in the leavers and headcount figures used for the turnover calculation. This excludes agency 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 (Q1 2024/25). The orange bars show the sum of leavers over the past 12 months (Jul 23-Jun 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).



**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 is on a downward trajectory. 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.

**Path to Green**

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

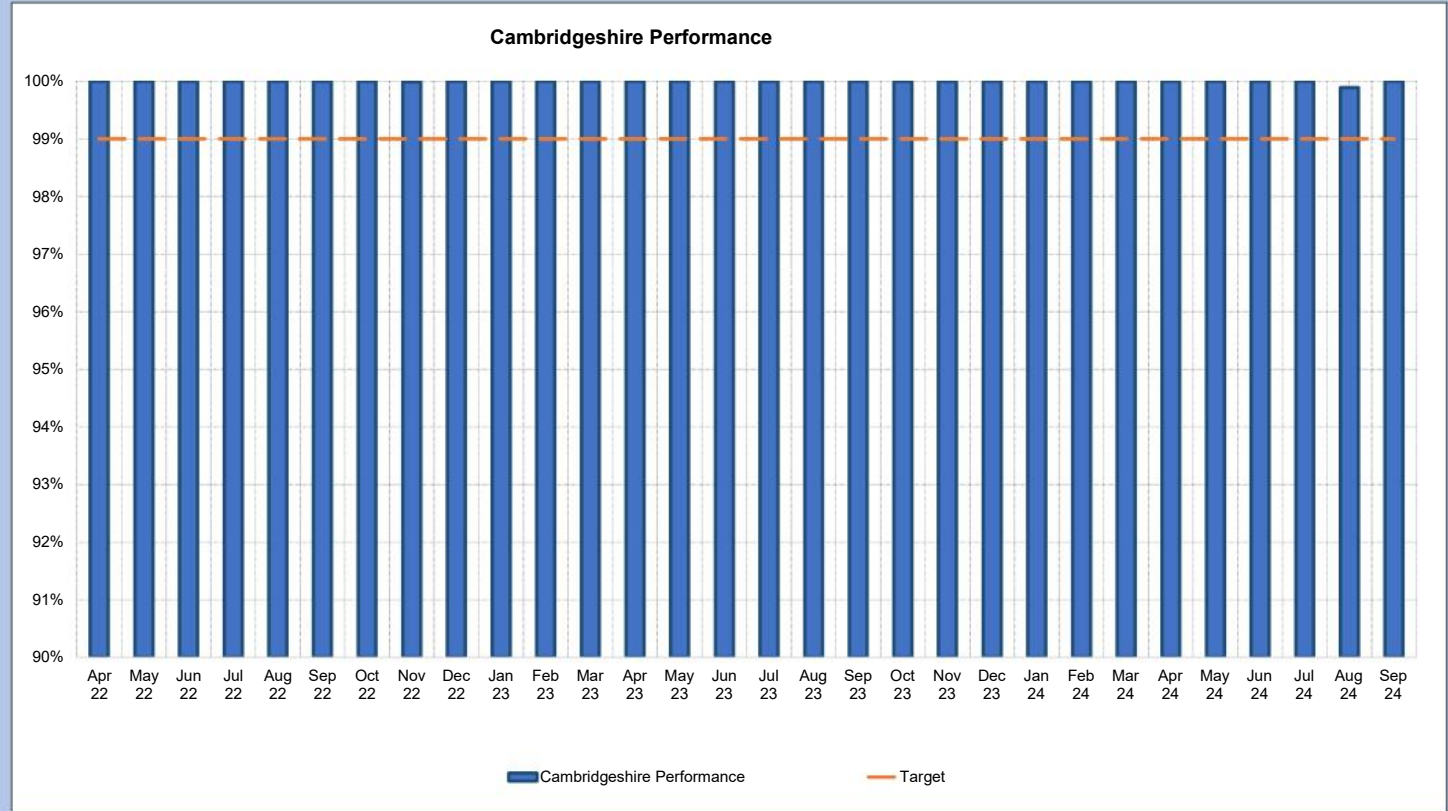
RAG Rating

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**

PaloAlto Secure Web Gateway (network) availability has been 100% in operational hours for this quarter. There was a short break out of hours on the 12th August but there were no reports of it impacting our services.

**Path to Green**

**Path to Green**

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
85.0%	↑	92.0%	92.0%	Unchanged

RAG Rating

Green

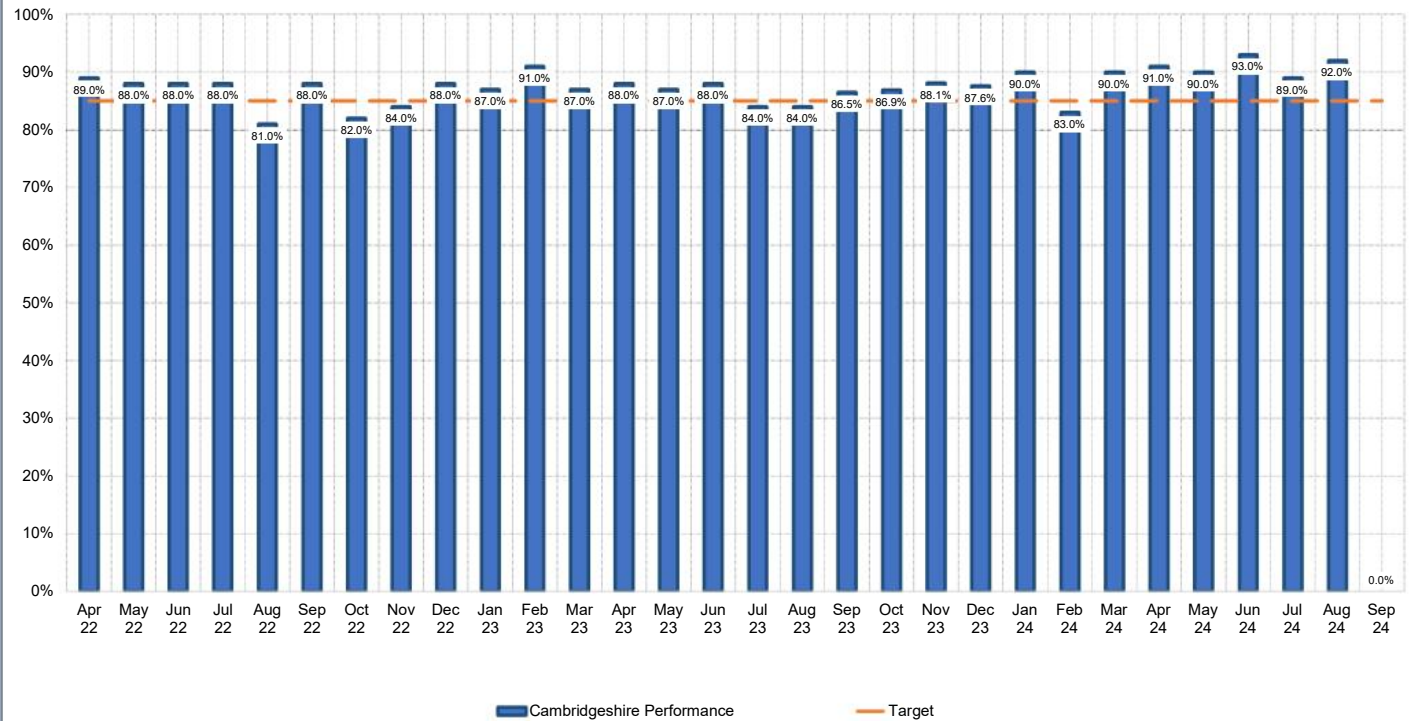
**Indicator Description**

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.

**Useful Links**

**Cambridgeshire Performance**



**Commentary**

September figures are currently unavailable due to Hornbill being updated to be a Cambridgeshire only platform occurring on the day the report generated. The Hornbill support team will endeavour to have this data available for the next reporting cycle. Figures are holding up well despite the calls for additional resource from teams to support the decoupling from Peterborough City Council's IT and Digital service.

**Path to Green**

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
87.0%	↑	99.0%	98.0%	Improving

RAG Rating

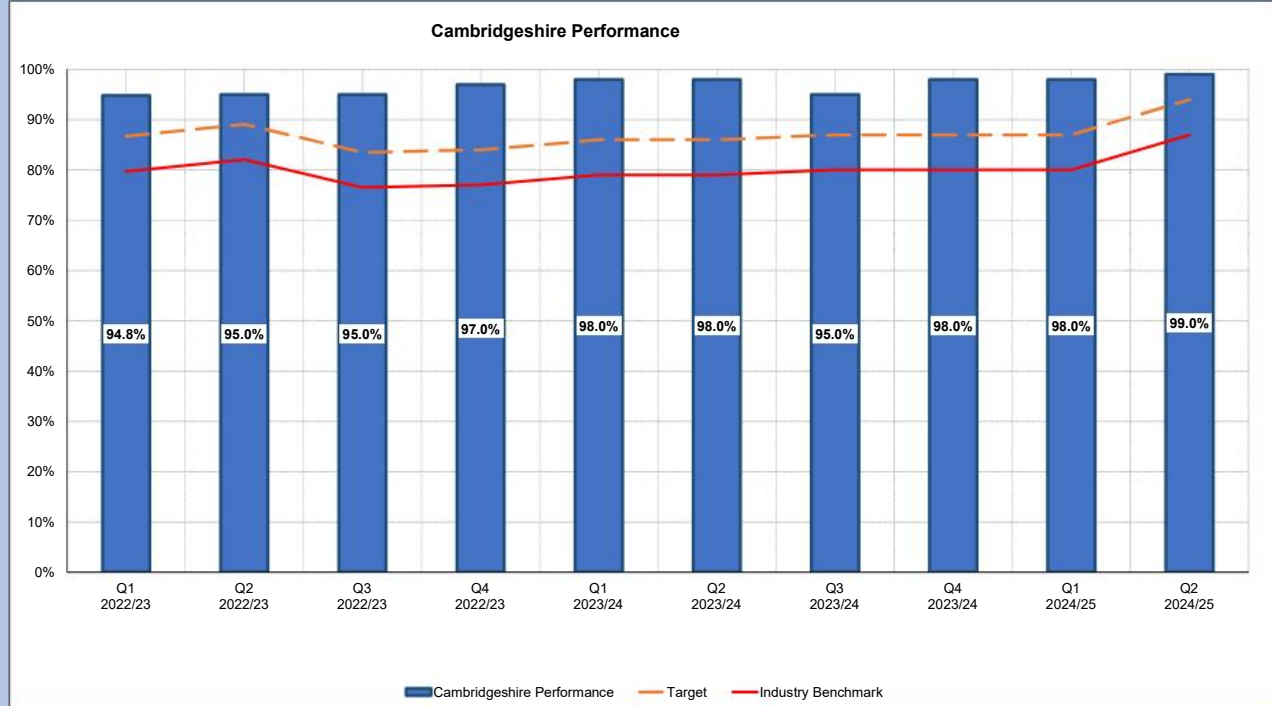
Green

**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**

The Q2 score for the website remains high at 99%, while at the same time the Industry Standard has increased to 87% from 80%.

**Path to Green**

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
92.0%	↑	93.0%	94.0%	Declining

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.

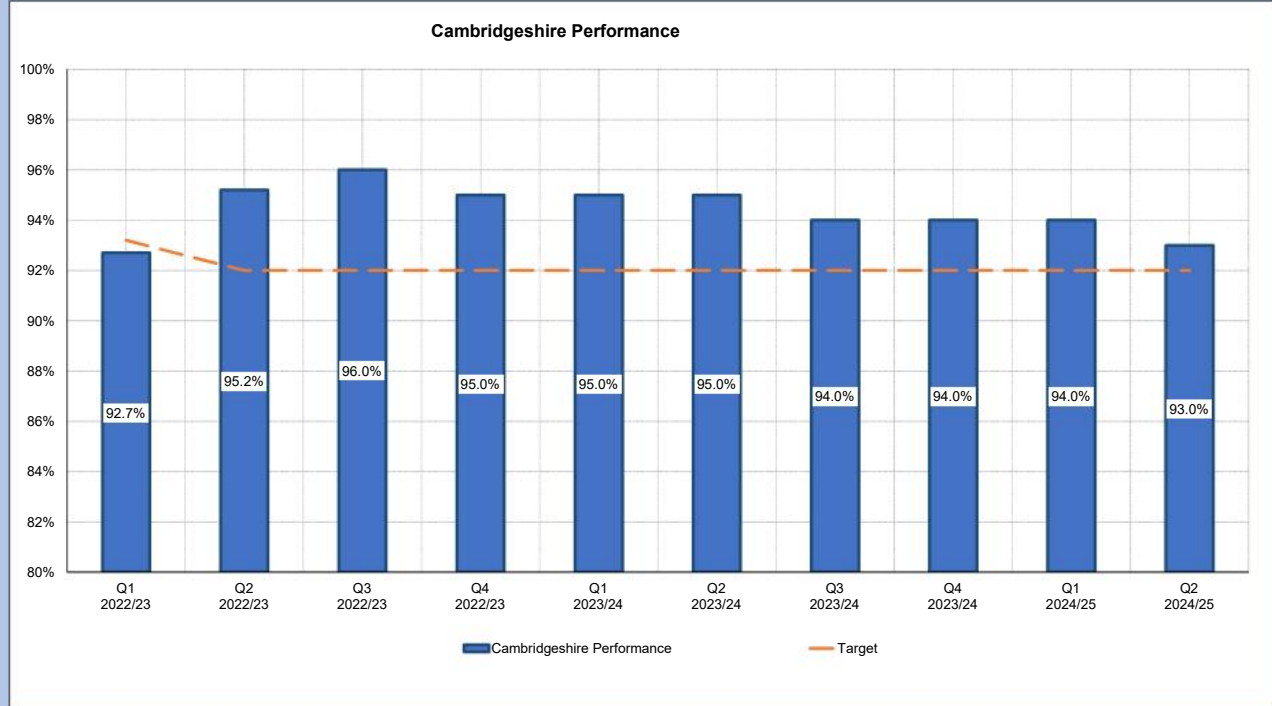
New regulations on accessibility came into force for public sector bodies in 2018 - <https://www.gov.uk/guidance/accessibility-requirements-for-public-sector-websites-and-apps>. We must make our website accessible by making it 'perceivable, operable, understandable and robust'.

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**