

## Corporate Performance Report – Quarter 2 2023-24

To: Strategy, Resources and Performance Committee

Meeting Date: 19th December 2023

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

Electoral division(s): All

Key decision: No

Forward Plan ref: Not Applicable

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

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

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# 1 Background

- 1.1 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.
- 1.2 This report, delivered quarterly, continues to support the committee with its performance management role. It provides an update on the status of the selected Key Performance Indicators (KPIs) which track the performance of the services the committee oversees.
- 1.3 The report covers the period of quarter two 2023/24, up to the end of September 2023.
- 1.4 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 / Blue (RAGB) 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.
- 1.5 The following RAGB 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%.
  - Blue – current performance is better than target by 5% or more.
  - Baseline – indicates performance is currently being tracked in order to inform the target setting process.
  - Contextual – these 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.

## 2. Main Issues

2.1 Current performance of KPIs monitored by this committee is as follows:

Status	Number of KPIs	Percentage of KPIs*
Red	2	14%
Amber	3	21%
Green	6	43%
Blue	1	7%
Baseline	2	14%
Contextual	-	0%
In Development	-	0%
Suspended	-	0%

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

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

2.2.1 Indicator 190: Proportion of information enquiries resolved at first point of contact.

First Contact Resolution (FCR) is a KPI used to measure whether a contact from a customer is dealt with by customer services at the first point of contact. Having a high percentage for this KPI is important as it means many of these contacts are being answered by Customer Services, and do not have to be passed on to the service back office. This allows the service officers to focus their time on investigating and querying the more complex enquiries from customers. In addition, this also provides a better customer experience as the customer can have their enquiry resolved at the time of the contact, rather than having to wait for someone to respond to them.

Over the period of July to September 2023, Customer Services saw two months where the First Contact Resolution percentage stayed around the 83.5% mark whilst experiencing a slight drop in August of 0.67%, this equates to approximately 50 more cases being passed through to service colleagues in August.

The reason there was a noticeable drop off in August was because of a drop in First Contact Resolution for Education Transport. August sees an increase in the volume of contacts due to parents following up on their application for a school bus pass or requesting amendments to the bus route they have been assigned. The majority of these types of contacts being referred to the schools' transport team to investigate and then respond to the customer.

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

The expected outturn for commercial income, at 6.4% in 2023-24, is currently forecast to exceed the 6% target. Performance against this indicator has generally improved year-to-year; 2019-20: 5.4%, 2020-21: 5.5%, 2021-22: 5.8%. However, it dropped slightly to 5.75% in 2022-23 as a result of a small, planned decrease in interest due from loans to This Land, following a scheduled repayment of one loan during 2021-22. In addition, Triangle Solar Farm has overperformed in previous years, but price changes mean it did not achieve its

target in 2022-23. The income expected across these investments in 2023-24 is £19.3m with a net income of £12.9m after financing costs; this is an improvement of £306k from the start of the year.

Within this indicator, interest from This Land and the Infrastructure Fund are performing well, with a forecast of £186k additional income. The solar farm is performing as per the budget at this stage in the year. Unit 13 Evolution Business Park will lose a tenant at the end of August, negotiations are currently taking place to occupy this unit. The student accommodation levels for 2022-23 academic year recovered, with new lettings being taken for 2023-24 academic year, with 100% room bookings now confirmed. Cromwell Leisure Park unit 1 and 3 remain unlet, options are being looked at for increasing the marketing of these units. Unit 1 has been vacant since the investment was made.

## 2.3 Commentary on red indicators is as follows:

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

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

The Information Governance team continues to make progress with 80% of responses issued on time for the year to date, showing a sustained improvement overall. The team continues to make efforts to increase this response rate and maintain the good start to the year despite continued high volumes of requests received.

The team received 74 subject access requests in Q2 which were predominantly health and social care matters which run to several thousands of pages of sensitive information which need careful review to ensure that appropriate information is provided without impacting on the rights of third parties and mindful of the requirements of data protection regulations. These files often include paper records, sometimes from the 1960s onwards which can be both time and resource intensive.

The team closed 68 matters in Q2 with 57 responses issued. For the remaining 11, no response was received to the request for identification or clarification.

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

28.5% of the target of 3,000 employees have completed the Introduction to First Aid to date. Staff continue to complete the courses and within the first two quarters of 2023 - 2024 there have been 854 completions. The Health and Safety team continues to promote the course via the Corporate Leadership Team, Directorate Management Teams and the Directorate Health and Safety Meetings to ensure that the target of 3,000 by the end of the financial year is met.

### 3. Joint Agreement Action Plan Progress

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

Ref	Action	Milestone	Lead Officer(s)	Success criteria	Baseline position May 2021	Achieved	Update / comments by lead officer
F.9	New Project Management Framework and Strategic Programme Management Office (SPMO)	Nov '21 Complete  Revised to January 2024 to align with implementation timescale of the new Programme and Service Improvement team to deliver the SPMO	Sue Grace	SPMO established	No SPMO in place	Complete	Project Management Framework is being applied. Corporate Programme Governance and Performance structure has been agreed by the Corporate Leadership Team. This will facilitate the delivery of the SPMO. Implementation of this structure will be from January 2024. 17th January Member seminar planned to discuss reporting of performance to committee.

### 4. Alignment with ambitions

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

There are no significant implications for this ambition.

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

There are no significant implications for this ambition.

#### 4.3 Health inequalities are reduced

There are no significant implications for this ambition.

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

There are no significant implications for this ambition.

#### 4.5 Helping people out of poverty and income inequality

There are no significant implications for this ambition.

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

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

#### 4.7 Children and young people have opportunities to thrive

There are no significant implications for this ambition.

### 5. Source documents

#### 5.1 Source documents

Appendix 1 Strategy Resources & Performance Q2 23-24 Dashboard