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Corporate Performance Report

Quarter 2

2020/21 financial year

Corporate Services

Business Intelligence
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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 • Blue – current performance exceeds target by more than 5% • Baseline – indicates performance is currently being tracked in order to inform the target setting process • Contextual – these measures track key activity being undertaken, but where a target has not been deemed pertinent by the relevant service lead
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
99.00%	↑	97.83%	97.78%	Improving
Statistical Neighbour Mean England Mean		RAG Rating		
N/A 96.8%		Amber		

Indicator Description

This indicator shows the percentage of addresses with Superfast broadband (greater than 24mbps) availability across Cambridgeshire and Peterborough. The data has been produced by Think Broadband. This is a nationally recognised source of digital infrastructure statistics.

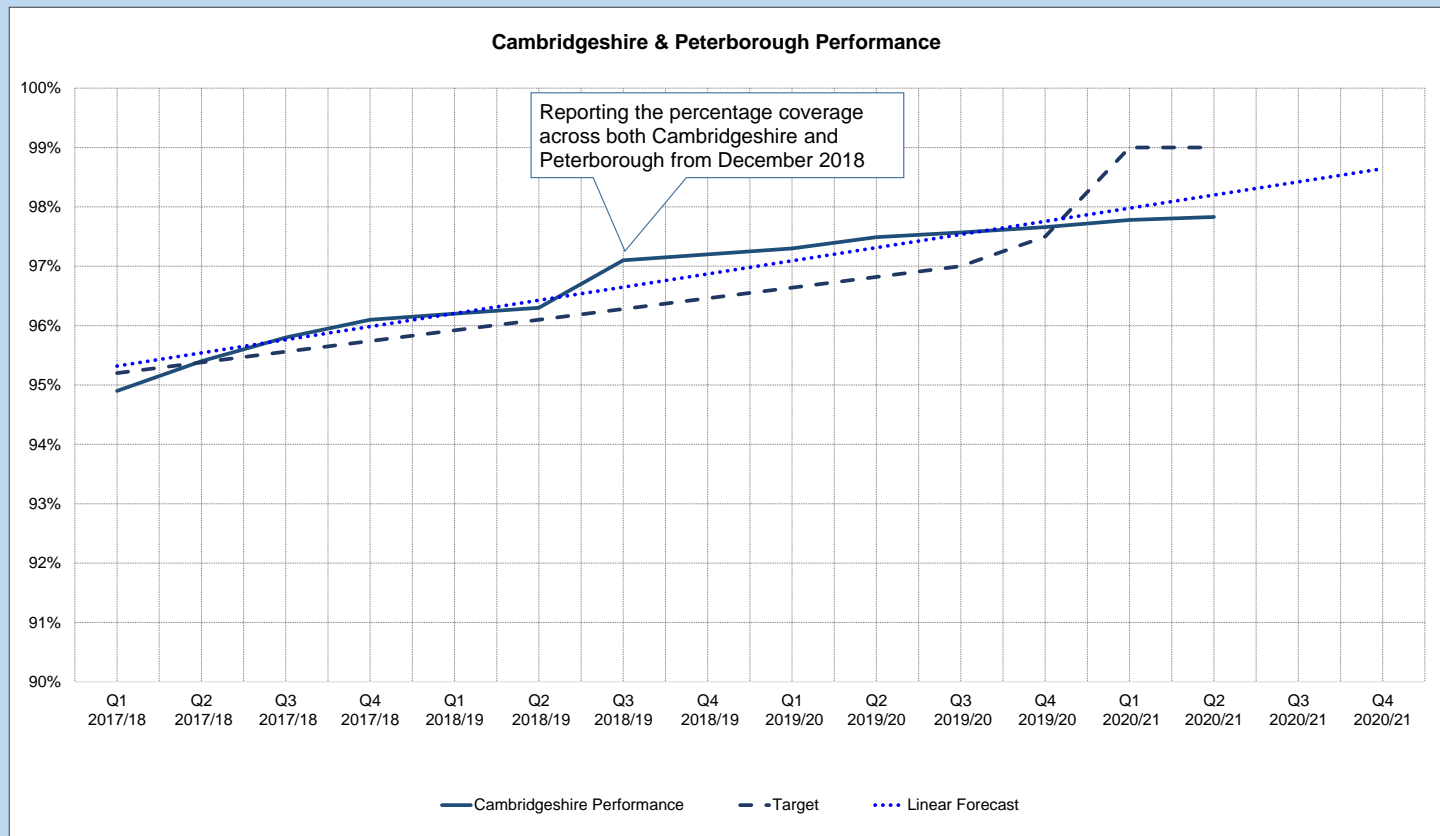
There is an interim target of 97% by end of 2019 and then 99% by 2020.

Source name: Think Broadband Collection name: Local Broadband Information

Polarity: High is good.

There is no statistical neighbour data.

Useful Links



Commentary

The percentage of premises in Cambridgeshire with access to at least superfast broadband continues to increase. 97.66% of premises had access at the end of quarter 4 in 2019/20. This continues to be above the target for the quarter (97.5%) and as we move towards the target of 99% by end of 2020.

Please note the following changes to the indicator:

1. The targets and quarterly figures are now for both Cambridgeshire and Peterborough.
2. Quarterly targets have been calculated based on the interim target for end of 2019 and going forward will be based on the overall target to reach over 99% coverage countywide by the end of 2020.

Note, the Covid 19 pandemic has affected the pace of digital infrastructure delivery. Therefore, it is likely to take longer than originally planned to reach or 99% target.

Actions

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
Contextual	↑	72.4%	71.1%	Improving

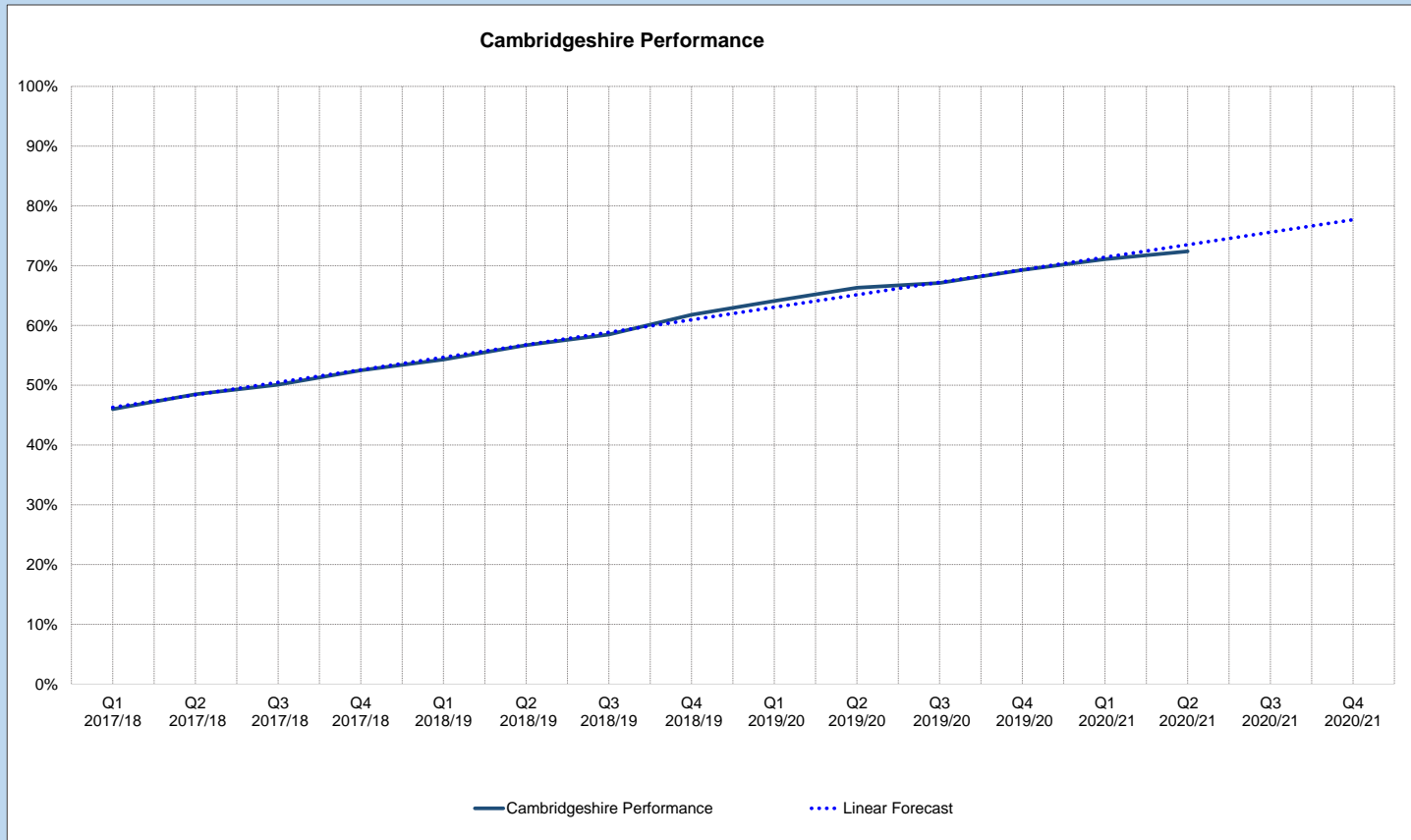
RAG Rating

Contextual

Indicator Description

Access to broadband is a key enabler of economic growth.

This is a local contextual indicator. Therefore, there are no statistical neighbour or England data for comparison.



Commentary

The percentage of take-up as part of the superfast broadband rollout programme continues to increase.

The percentage of take-up has increased to 69.28% at the end of quarter 4 in 2019/20. This is a contextual indicator and as such there is no target.

Useful Links

Actions

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
90.0%	↑	71.0%	76.0%	Declining

RAG Rating

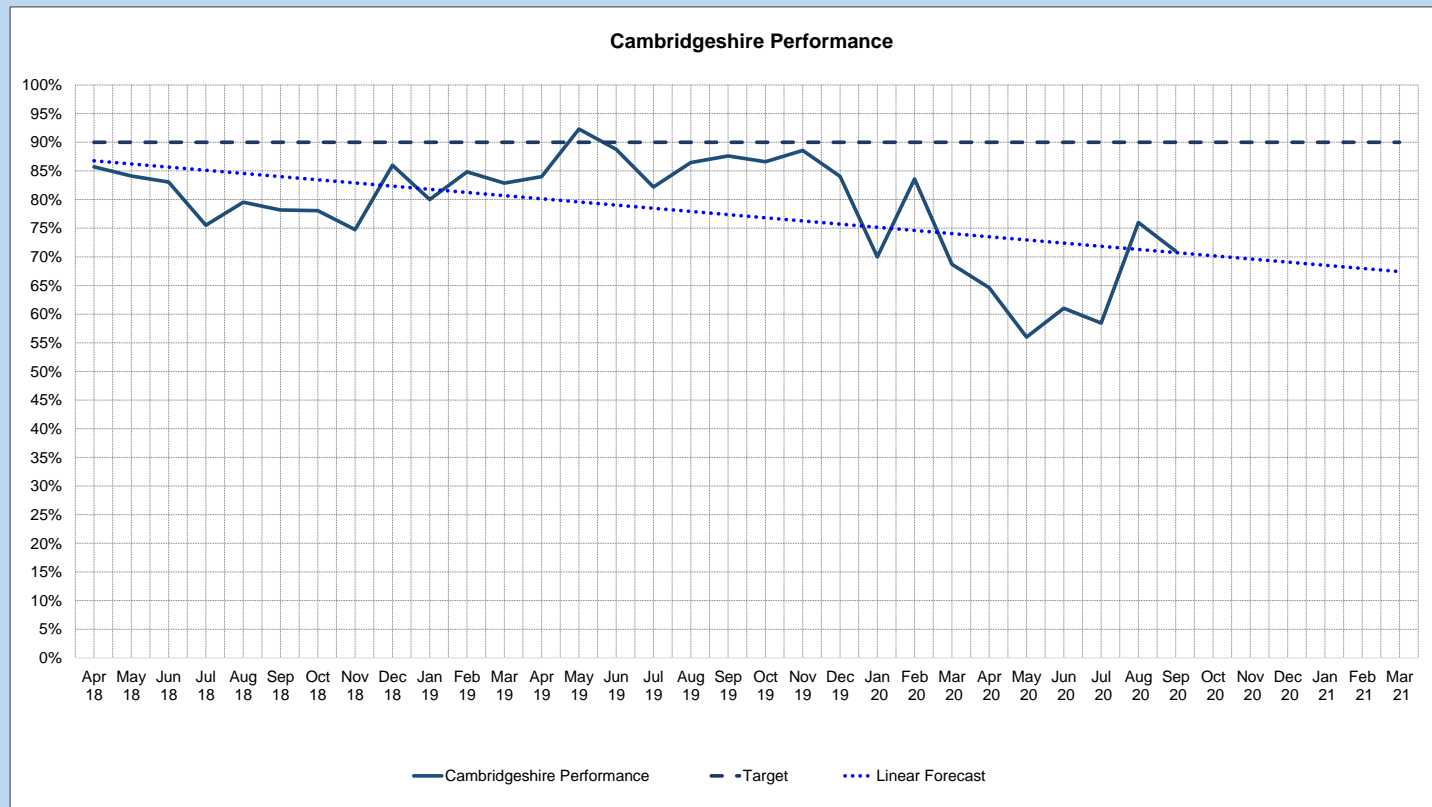
Red

Indicator Description

We have seen a sharp increase in the number of Freedom of Information requests and Subject Access Requests. This increase followed the changes to the General Data Protection Regulations introduced in May 2018.

The capacity required to process these has caused a backlog. We are monitoring to see if this increase is sustained.

Useful Links



Commentary

The performance of the team has been significantly impacted by the COVID 19 pandemic. The Joint Management Team took the decision in March that services should not work in buildings unless it was critical. This has impacted on the team being able to access or scan paper files. The Information Commissioner's Office made a statement that it understood that public authorities would prioritise critical service delivery over rights work. As such, they would manage the expectations of anyone complaining about a failure to respond within 20 working days. As a result, and to help those critical services, freedom of information requests were held back or internal timescales extended to help those services. This has meant that as we return to normality and complete outstanding requests from the period, many will have to be considered overdue because of the impact of the pandemic. We are progressing with a review of the service. We will be providing the Joint Management Team with an update as well as requesting assistance from them for the return to a sense of normality. However, we will see continue to see an impact on performance as we begin to clear the delayed freedom of information request responses.

Actions

A remedial action plan is in development to be presented to JMT which will related to the committee once available

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
80.0%	↑	63.0%	41.6%	Improving

RAG Rating

Red

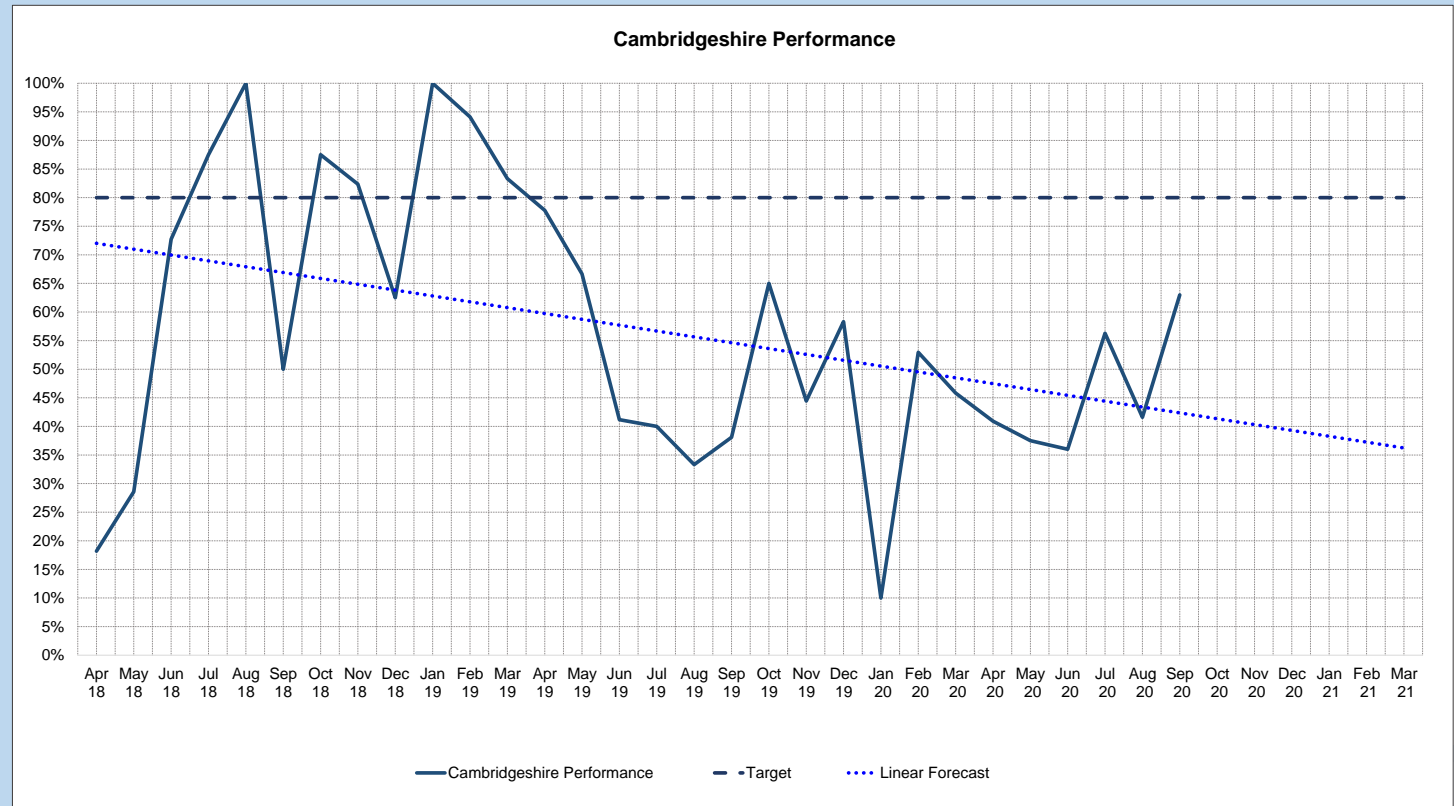
Indicator Description

We have seen a sharp increase in the number of Freedom of Information requests and Subject Access Requests. This increase followed the changes to the General Data Protection Regulations introduced in May 2018.

A Subject Access Request is a request by a member of public to release all the documentation we hold on them or their family. This can require the council to search archives and legacy business systems to retrieve documents. These archives can go back over many years.

The Information Commissioner recommends an organisation should aim for 80% of Subject Access Requests to be completed within the statutory timescales.

Useful Links



Commentary

The performance of the team has been significantly impacted by the COVID 19 pandemic. The Joint Management Team took the decision in March that services should not work in buildings unless it was critical. This has impacted on the team being able to access or scan paper files. The Information Commissioner's Office made a statement that it understood that public authorities would prioritise critical service delivery over rights work. As such, they would manage the expectations of anyone complaining about a failure to respond within a month. A service review report was taken to the Joint Management Team. A second paper has been submitted for the funding needed to provide specialist external companies to undertake work on the council's behalf. This will help to bring the overdue requests to conclusion. This has been agreed and we will be providing specialist services to deal with the overdue requests.

We are now progressing with a review of the service. We will provide the Joint Management Team with an update on the changes or resources required to make an impact.

Actions

A remedial action plan is in development. This will be presented to the Joint Management Team, which will related to the committee once available.

Indicator 184: Statutory returns completed on time

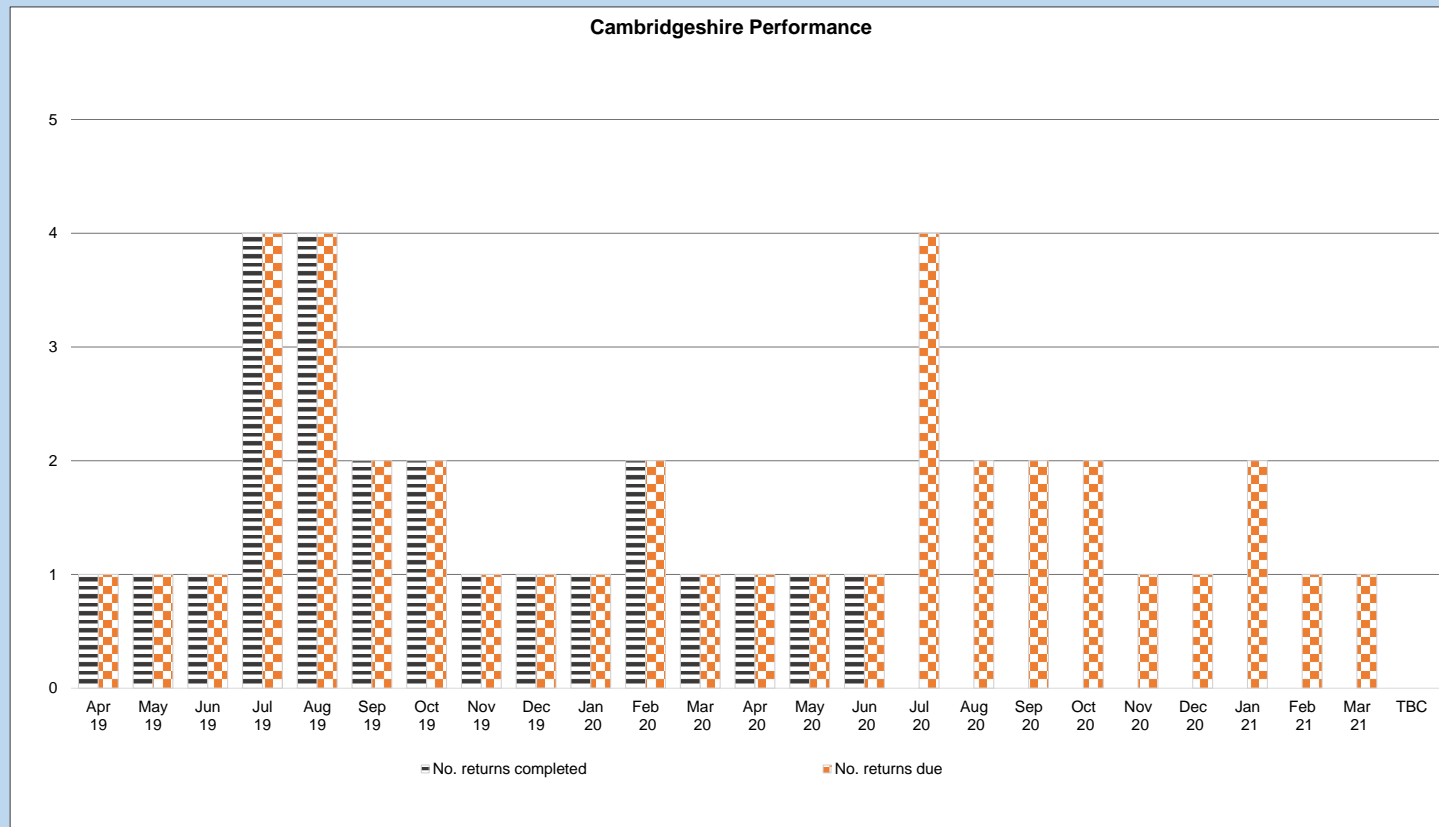
Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
100%	↑	100.0%	100.0%	Unchanged

RAG Rating

Green

Indicator Description

The Council's Business Intelligence Service 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

The presentation of this indicator has been updated following the review of the quarter 3 figures by members. The above visualisation is intended to provide greater clarity to the volume and frequency of returns made to central government by the Council's Business Intelligence Service.

As of the end of the reporting period, all statutory returns have been completed to the agreed standard. All statutory deadlines have been met.

Useful Links

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

Actions

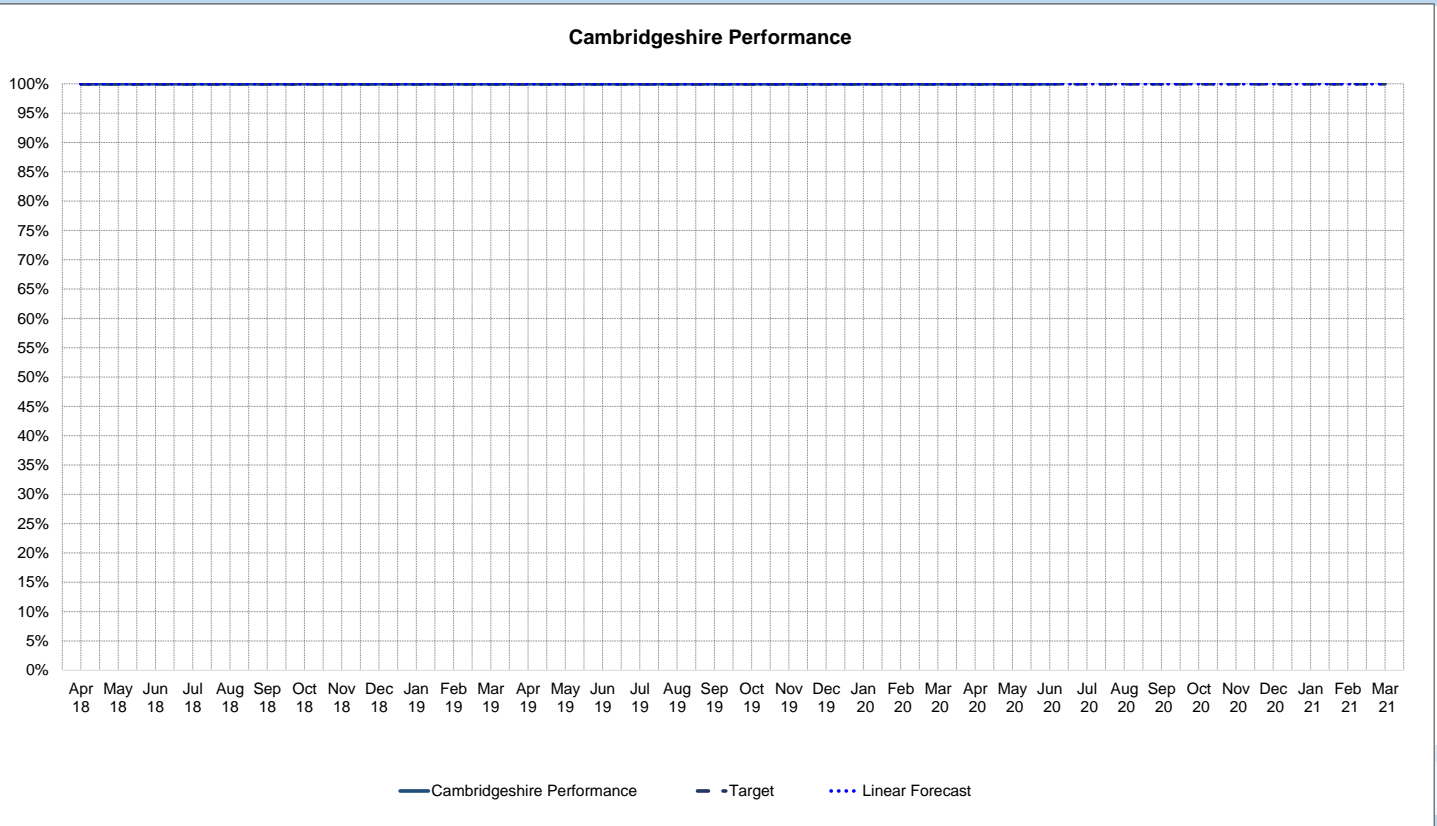
Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
100%	↑	100.0%	100.0%	Unchanged

RAG Rating

Green

Indicator Description

The Council's Youth Offending and Children's Social Care services are run in line with national inspection regulations. These state local authorities must produce statutory datasets in the event of an inspection. They must be provided within agreed timeframes. The Council's Business Intelligence Service is currently responsible for the production of these inspection datasets.



Commentary

All statutory inspection data been completed to the agreed standard. All statutory deadlines have been met.

A review of the presentation of this indicator is underway and will be revised for the quarter 1 report.

Useful Links

- [Government guidance on inspecting local authority children's services from 2018](#)
- [Youth offending services inspection data from the Justice Inspectorate](#)

Actions

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
Baseline	↑	59.0%	59.0%	Unchanged

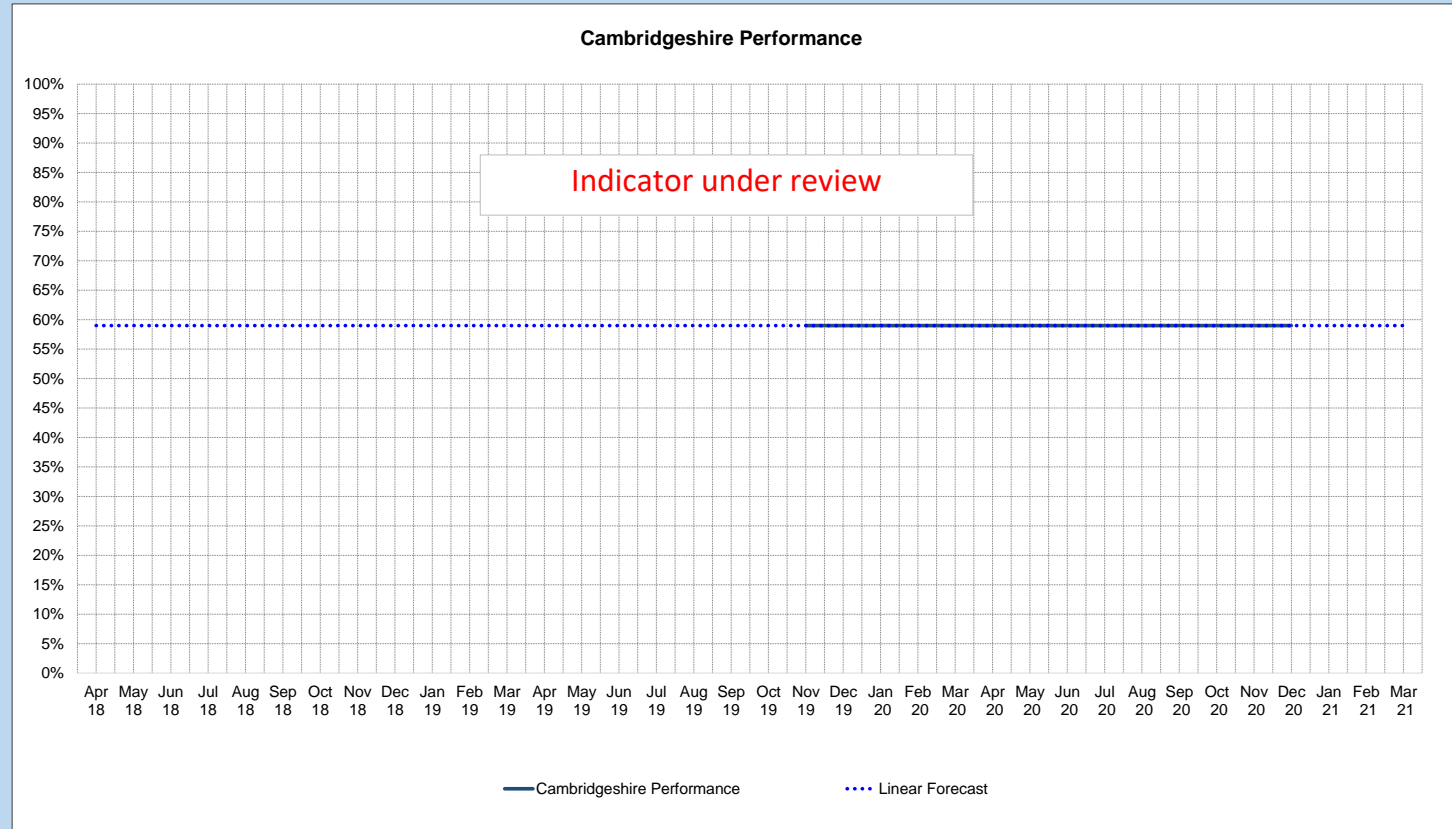
RAG Rating

Baseline

Indicator Description

A doorstep survey was carried out with residents. This was representative by district, age group and gender of the county as a whole. It took place in November 18 to December 18. 1,106 residents responded to the survey.

Useful Links



Commentary

The appropriateness of this indicator is under review. The underlying survey was carried out in late 2018. A replacement indicator will be proposed to replace this indicator in the quarter 4 report.

Actions

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
60.0%	↑	63.0%	63.0%	Unchanged

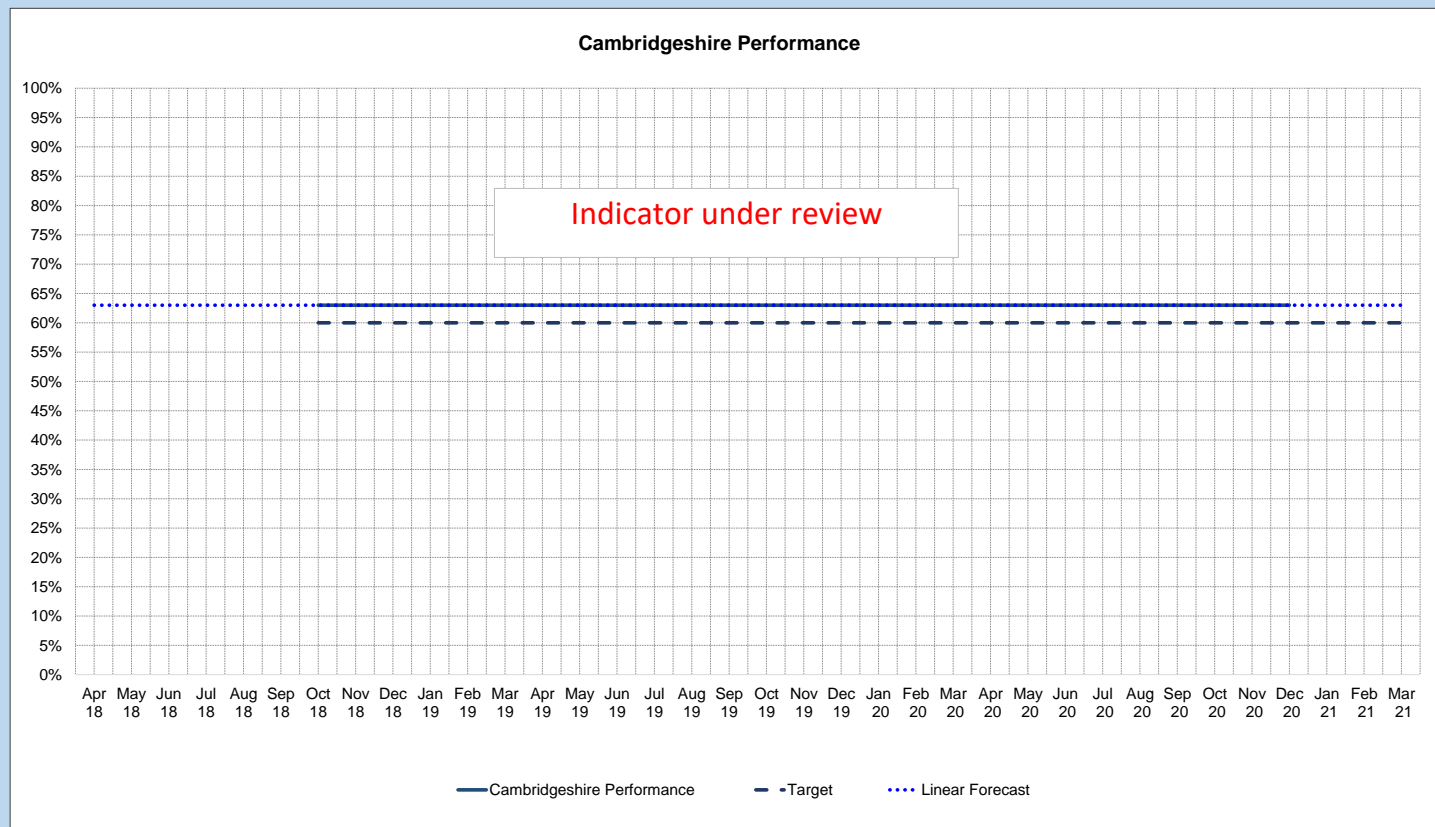
RAG Rating

Amber

Indicator Description

The most recent staff survey was conducted in October 17. Overall staff engagement was higher than both the public sector norm (55%) and the UK norm (60%).

Useful Links



Commentary

Through the 'Shaping Your Future' survey, carried out in October 2017, we saw that 63% of staff felt engaged with the organisation and their roles. We sat above the national average (63%) for 'Involvement' (Relationship with the job) at 69%. We also sat above the national average (58%) for 'Alignment' (links to organisational aims and objectives) at 66%. The survey did highlight areas in which we needed to improve. One area being change management and the opportunities for staff to get involved in shaping our work. This was partly addressed through our series of Cambs2020 workshops and focus groups. This is also a key focus of the 'People Plan' (People Strategy). This strategy will allow staff to be given real opportunities to engage with our change programmes.

The appropriateness of this indicator is under review. This is due to the underlying survey being carried out in late 2018. It is planned that a replacement indicator will be proposed. This was due to take place in time for the quarter 4 report, but has been delayed due to the volume of urgent Covid 19 work requests.

Actions

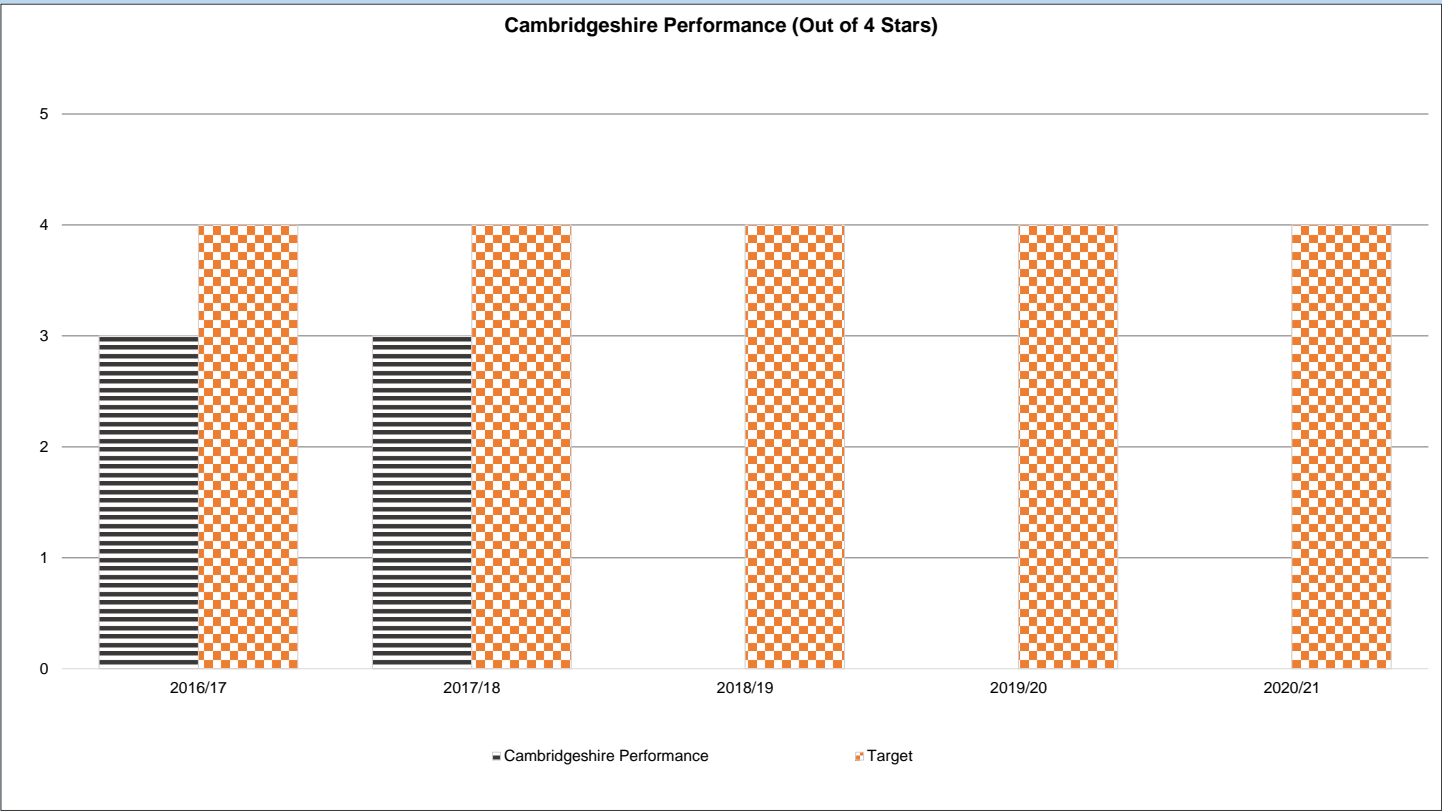
Target (Stars)	Direction for Improvement	Current Year (Stars)	Previous Year (Stars)	Change in Performance
4	↑	3	3	Unchanged

RAG Rating

Amber

Indicator Description

Better Connected' measures and makes recommendations on the performance of local authority websites across the United Kingdom. It particularly focuses on accessibility and functionality.



Commentary

The Society of IT Management 'Better Connected' survey, surveys every United Kingdom local authority website every year. It tests scenarios that reflect services provided by local authorities. Examples include finding information about planning and charges.

The Society of IT Management marking system has changed over the years. It currently uses a four star rating system. Four is the highest rating.

Useful Links

[The Society of IT Management Better Connected+ website](#)

[The local area benchmarking tool from the Local Government Association](#)

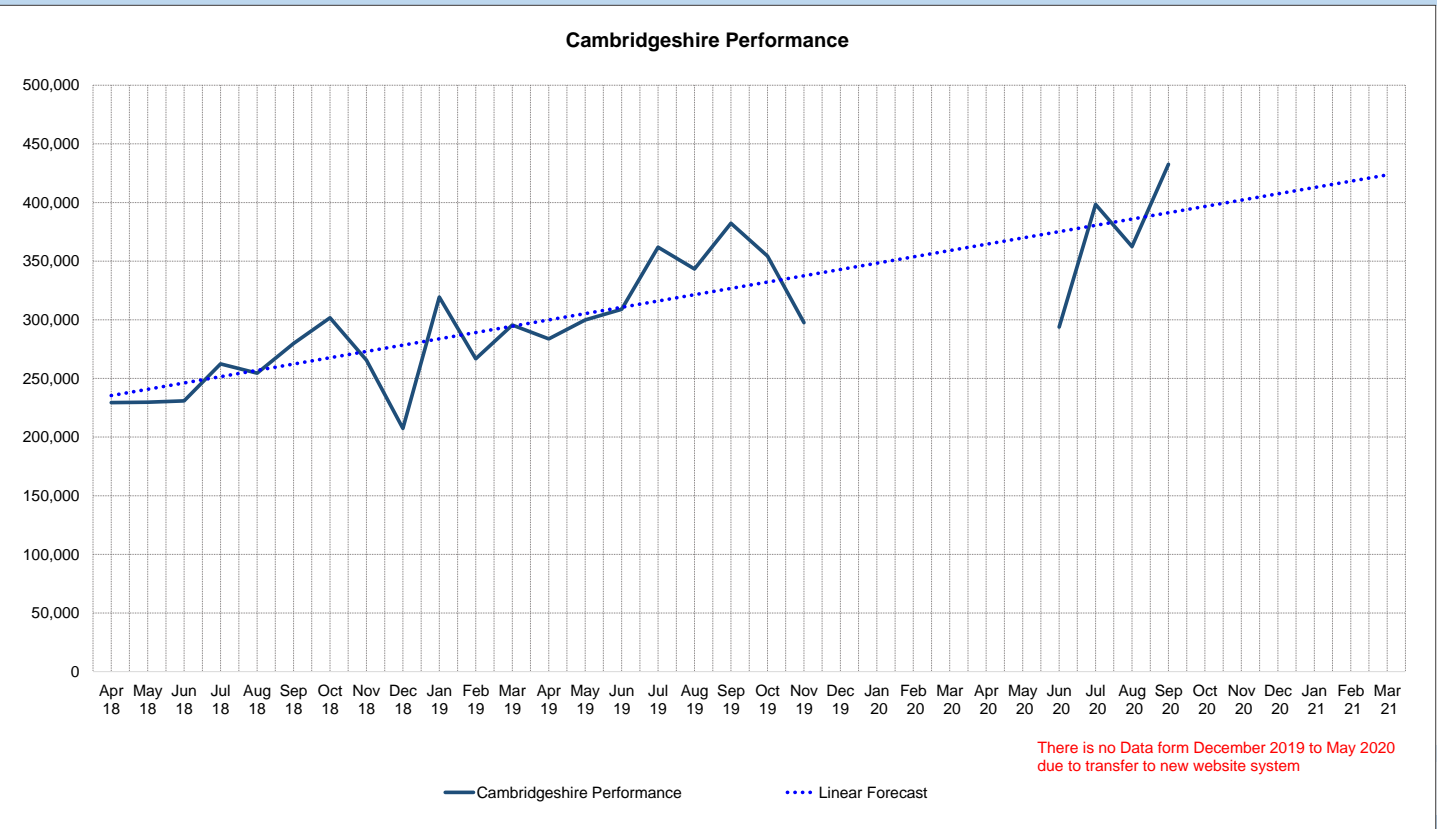
Actions

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
Contextual	↑	432,584	362,433	Improving

RAG Rating

Contextual

Indicator Description
 A count of unique web sessions taking place within the reporting period.



Commentary
 We have seen a steady rise in visits to the cambridgeshire.gov.uk website. This is a result of a Digital First approach. This makes it easier and quicker for residents to find information online. This has the added benefit of reduced 'avoidable' calls to the Customer Services contact centre. This frees up call handler time for more complex calls and cases. We expect to see a continued steady rise in visits to our online platforms. These include our new online community information directory, but not necessarily our website.

Actions

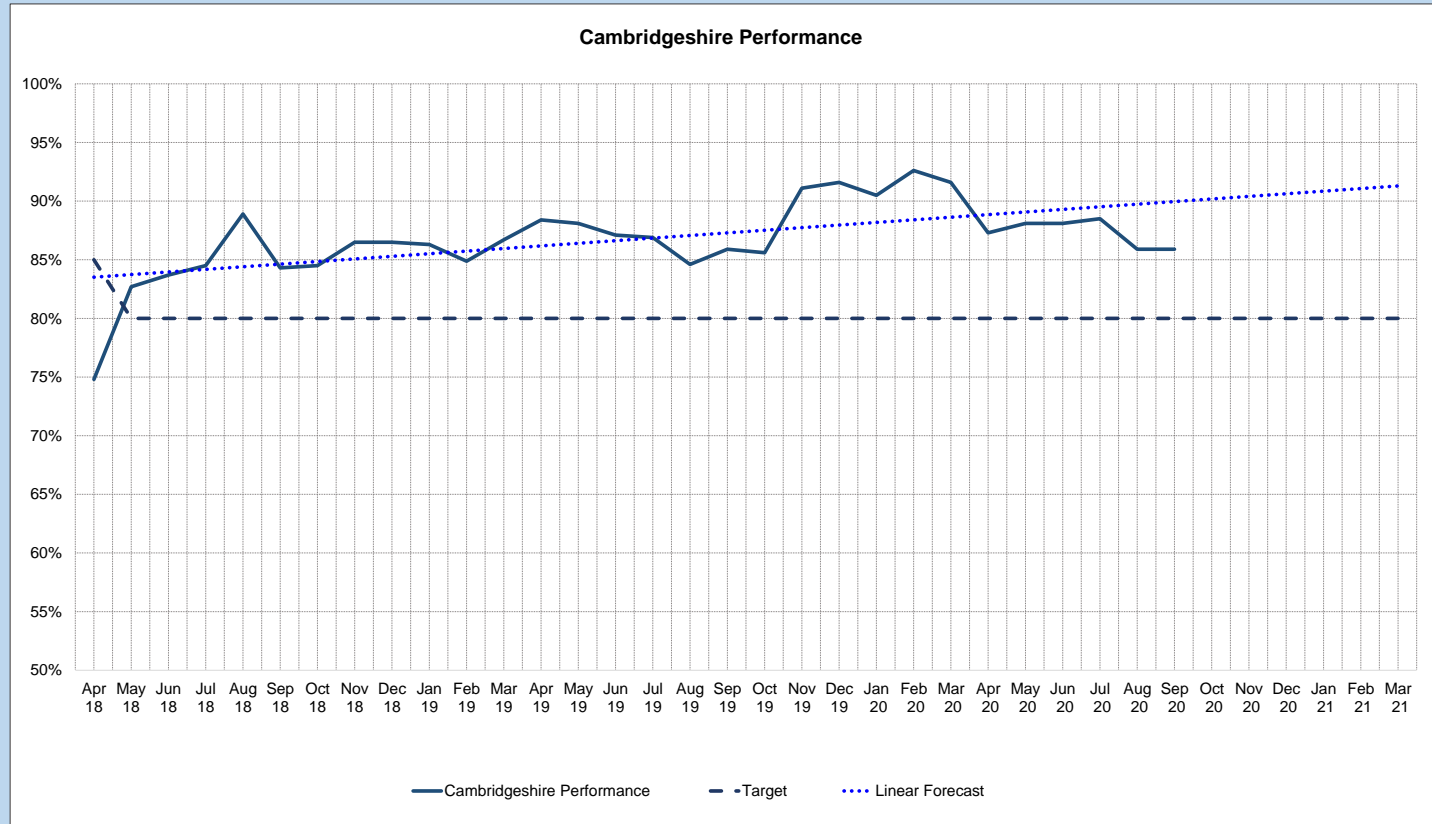
Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
80.0%	↑	85.9%	85.9%	Unchanged

RAG Rating



Indicator Description

Customer Services delivers a front facing service for customers. They can access seventeen county council services for Cambridgeshire and one service for Peterborough. Contacts are received through several channels. This indicator shows the number of information and advice enquiries resolved by customer services without needing to escalate to other council officers or teams.



Commentary

This target is being met and performance against this indicator is continually improving. This is a result of a close working relationship between Customer Services and the Communication and Information Team. Customer Services data is analysed to identify where digital content is missing or needs amendment. This is to make sure chances for customers to self-serve are maximised. It also makes sure that handlers can access relevant service information on request.

Actions

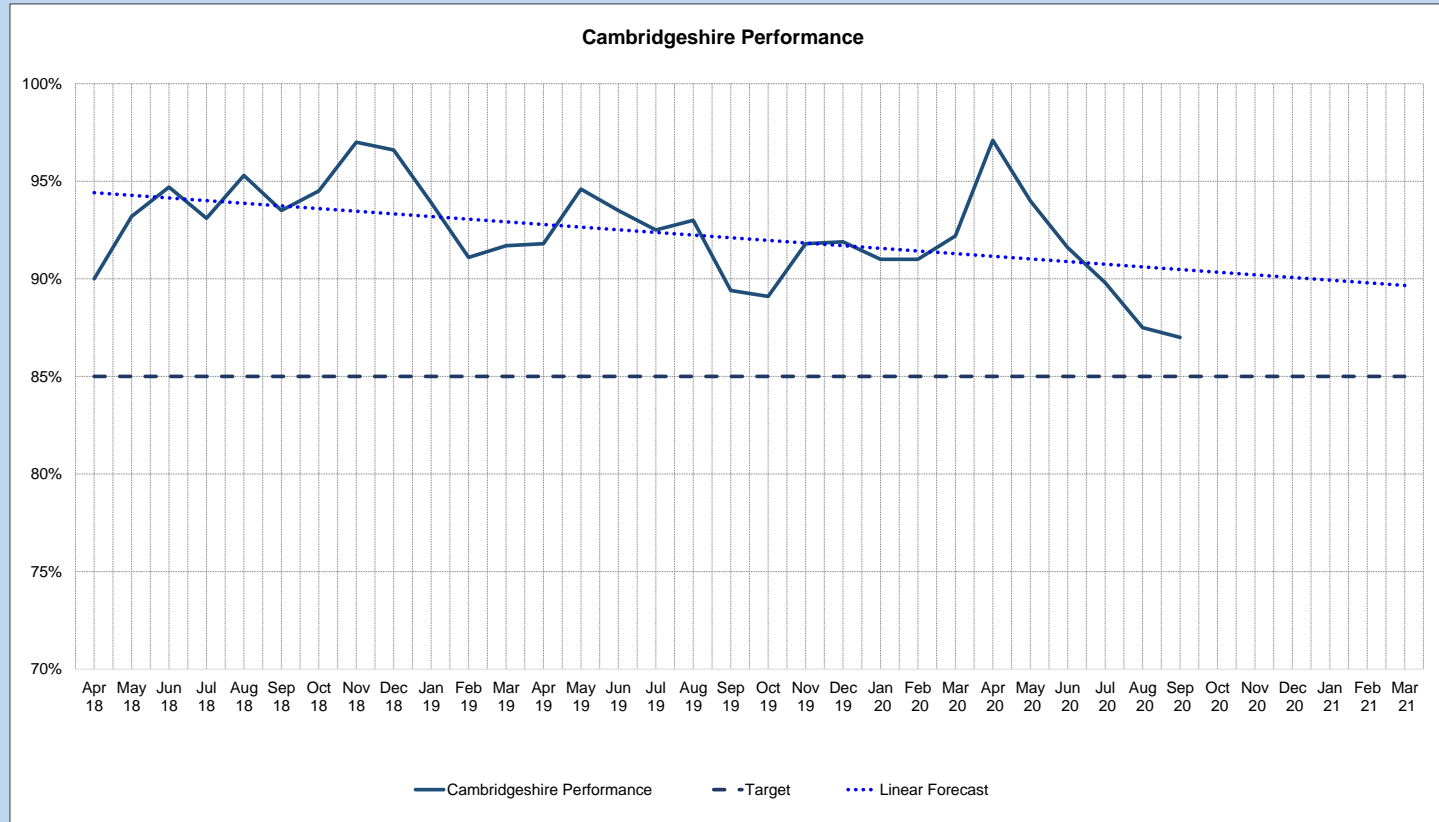
Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
85.0%	↑	87.0%	87.5%	Declining

RAG Rating

Green

Indicator Description

This indicator shows the number of telephone contacts that are picked up by customer services before a customer hangs up. Messages are recorded on each service line to provide customers with information and advice about affiliated services/organisations. They can also inform about online information/options to direct customers that can self-serve online. In this way, customers, who are more vulnerable or have complex requests, can access a human response more quickly.



Commentary

This target has been met consistently for the last 4 years. This is due to proactive recruitment, a comprehensive training programme to upskill staff, a review of recruitment processes, and improvements to forecasting in relation to demand for our services. We have also worked with colleagues across corporate services to decrease the number of phone contacts and encourage customers to use digital channels. Most recently, targets have continued to be achieved with home working in place. This is new to all Customer Service staff and despite some significant system issues.

Actions

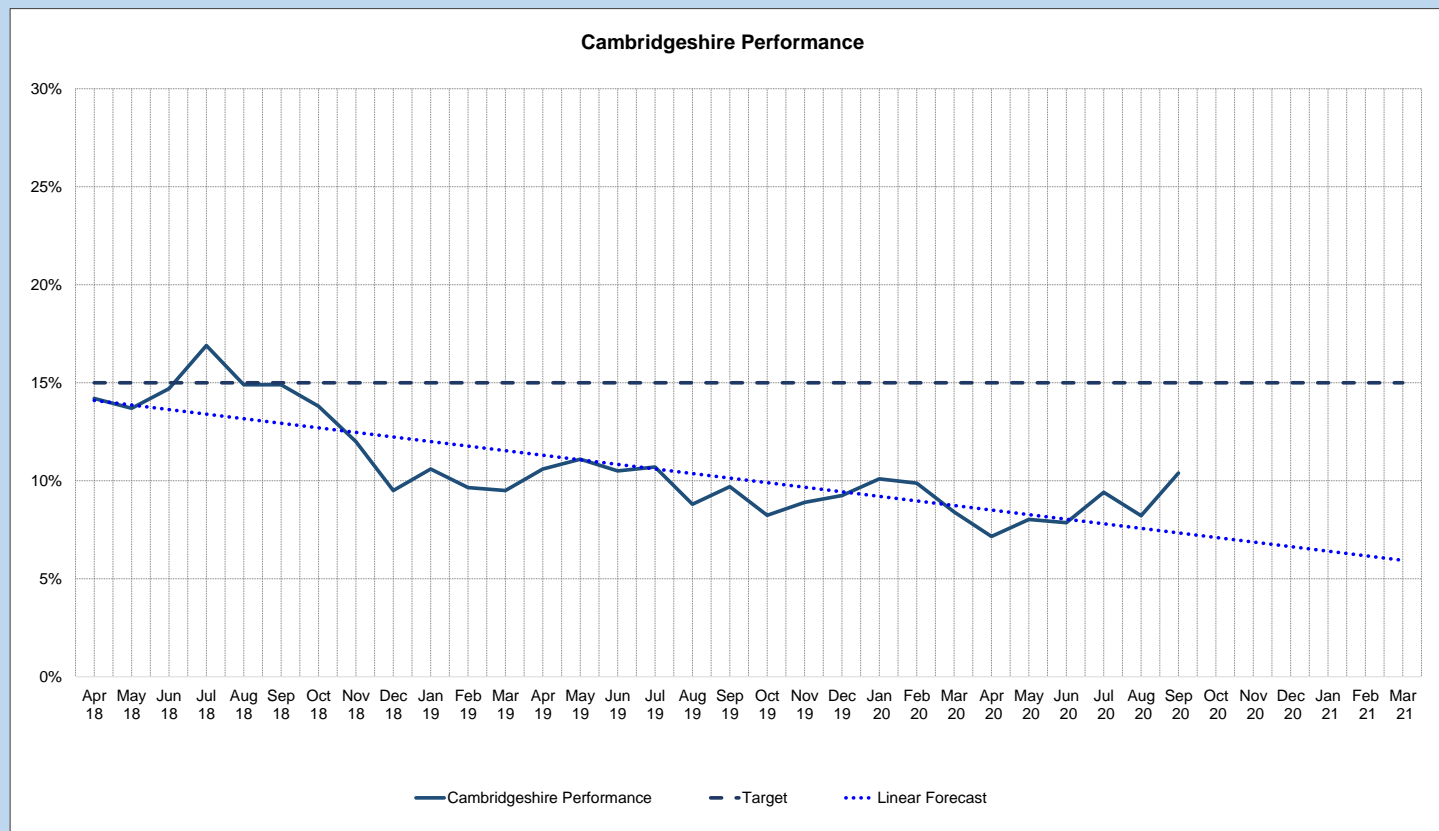
Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
15.0%	↓	10.4%	8.2%	Declining

RAG Rating

Blue

Indicator Description

This indicator shows the percentage of contacts received that could have been avoided. Customer Services log details of all enquiries received to analyse the data and make improvements to the service. This includes looking at details about why the customer contacted us and failure demand. One way of determining this is logging when avoidable contacts occur. The definition we use for an avoidable contact is 'When an external or internal customer has contacted us across any channel due to human error, or a system/process failure'.



Commentary

This target has been met consistently for the last 3 years. This is a result of the way in which data is being analysed within customer services and fed back to service areas in review meetings. This enables a focus on areas in which service improvements and the customer journey/experience can be improved. The messaging on the contact centre lines has been changed in line with our data findings. This ensures that requests for services, which fall outside of the remit of the county council, are quickly directed elsewhere.

Actions

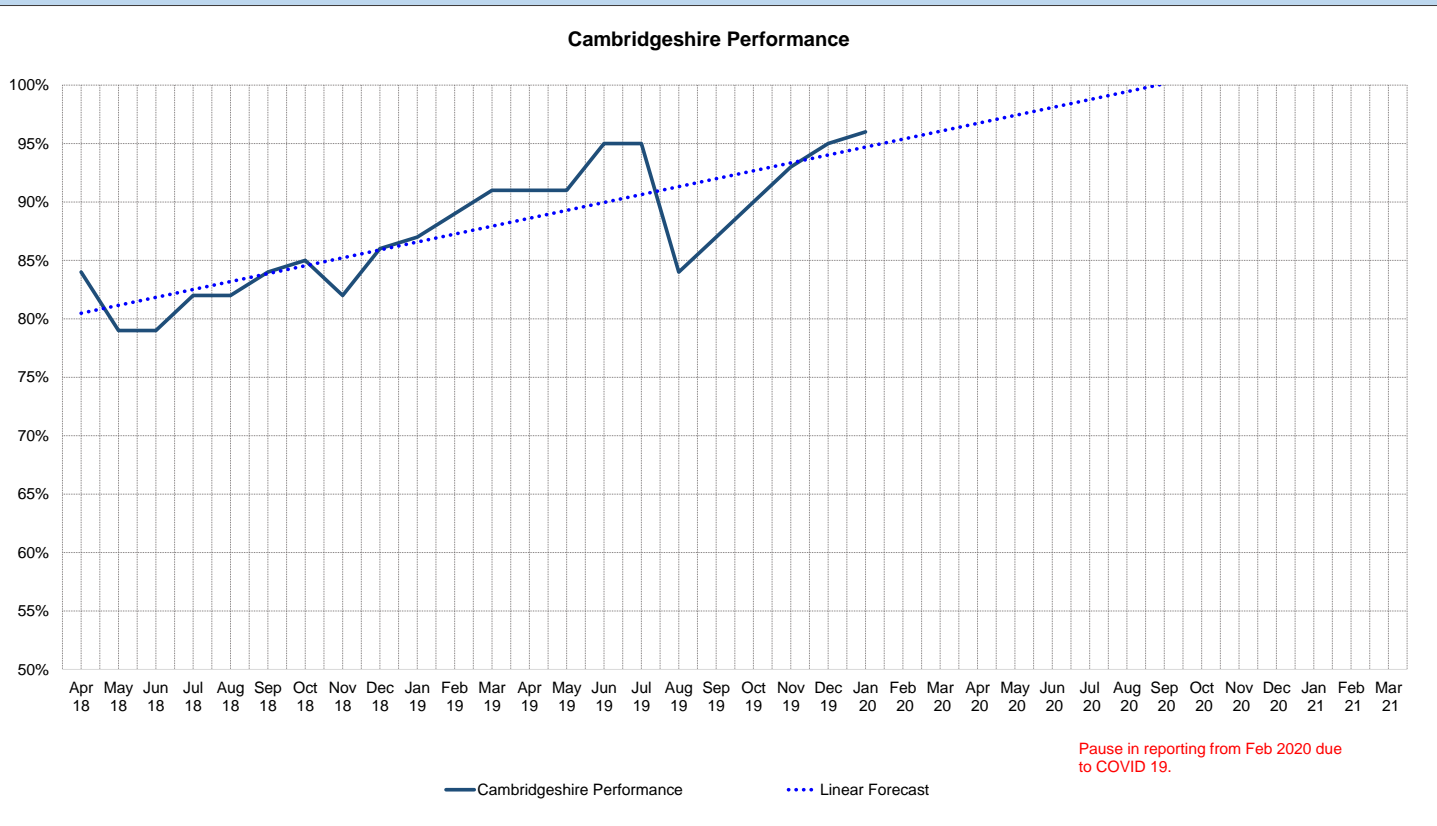
Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
Contextual	↑	96.0%	95.0%	Improving

RAG Rating

Contextual

Indicator Description

The Emergency Management Team manages the development of business continuity policy and planning. They work with services to make sure business continuity plans are up to date. The proportion of services with completed plans is regularly monitored. The number reflects current up to date service business continuity plans.



Commentary

The number of completed business continuity plan's increased gradually, as expected, in line with the work that was undertaken with services.

Actions

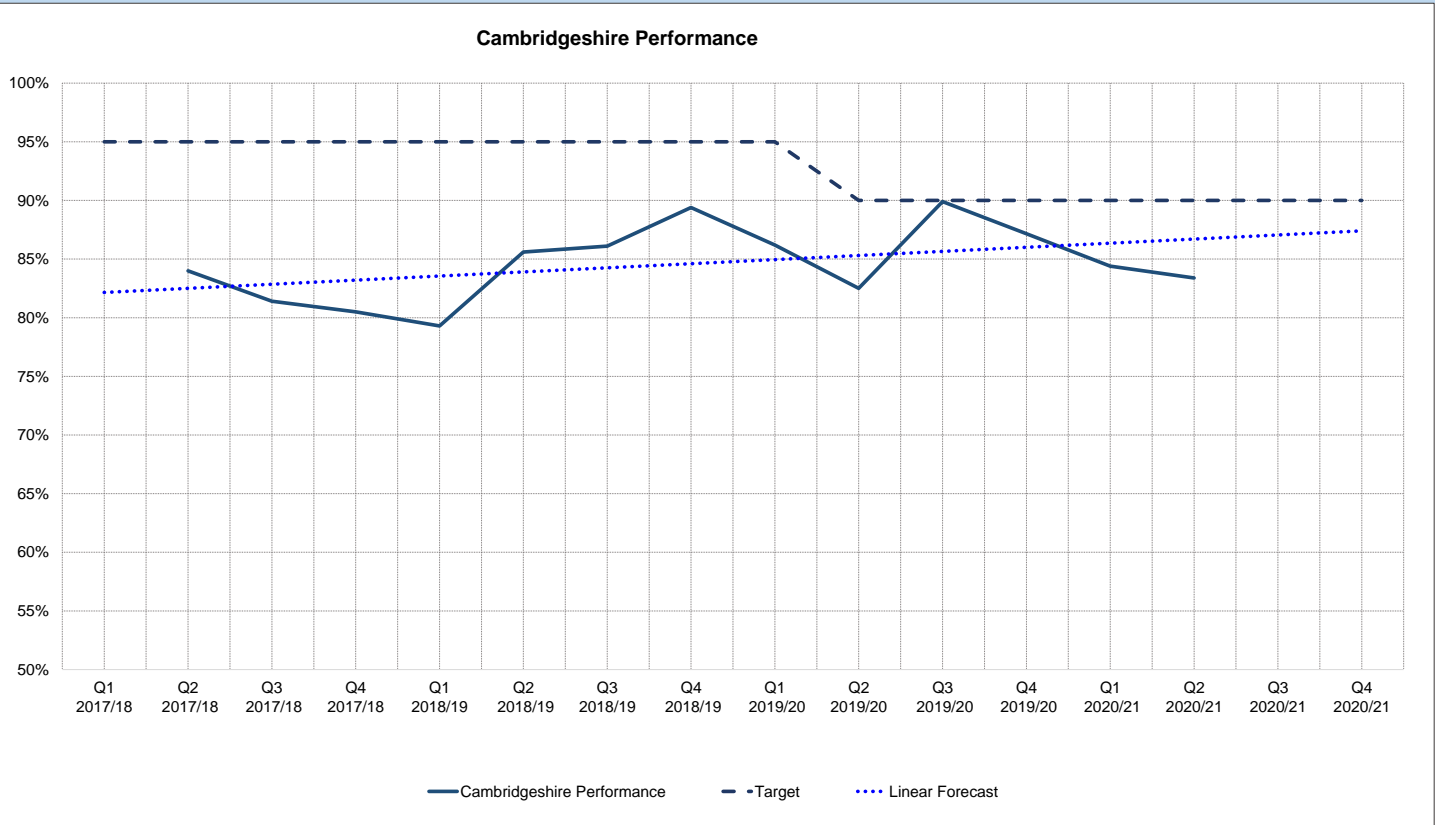
Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
90.0%	↑	83.4%	84.4%	Declining

RAG Rating

Amber

Indicator Description

An Incident is defined as an unplanned interruption to an IT service or reduction in the quality of an IT service. Examples include replacing a broken laptop and resetting a forgotten password.



Commentary

Initial evidence obtained from the IT helpdesk monitoring systems suggests that overall call volumes are increasing. This is mostly due to the implementation of new social care IT systems (such as the adult social care Mosaic system). This is having an impact on this performance measure.

Actions

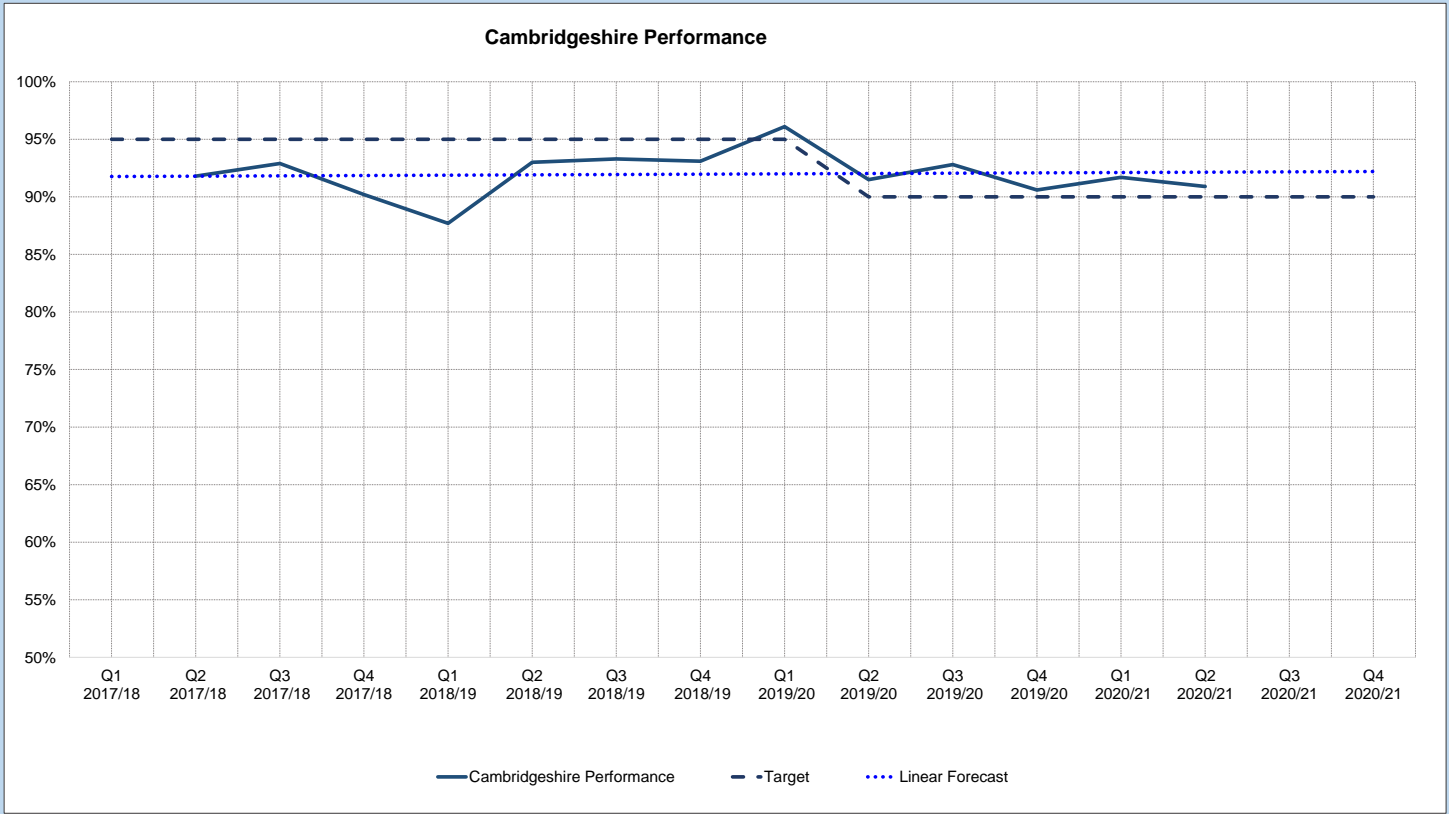
Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
90.0%	↑	90.9%	91.7%	Declining

RAG Rating

Green

Indicator Description

A request is defined as a new request from a user for information, advice, a standard change or access to a service. Requests will include system access requests, changes to IT profiles and laptop applications.



Commentary

Performance remains above target

Actions

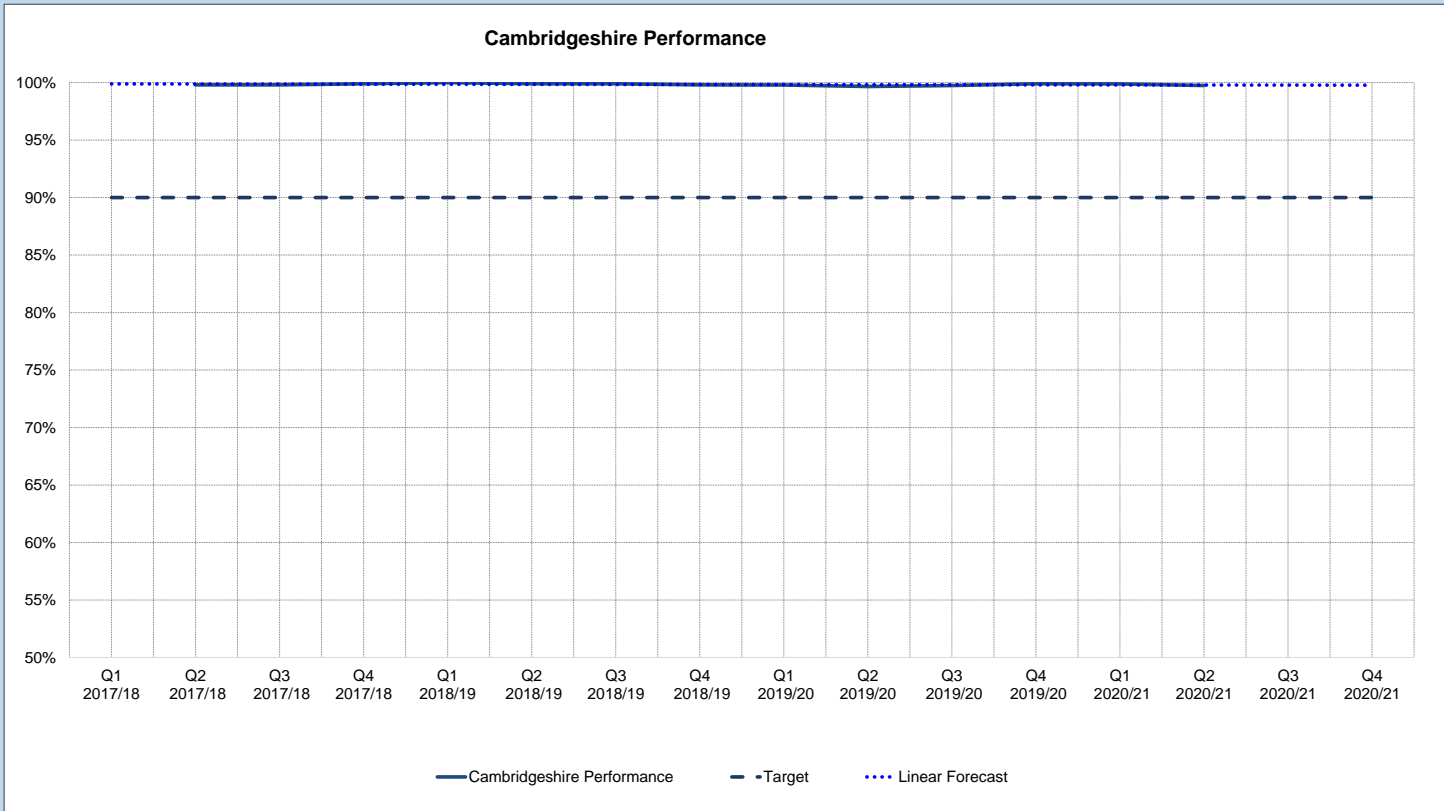
Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
90.0%	↑	99.7%	99.9%	Declining

RAG Rating

Blue

Indicator Description

The 'Universal Business System' covers a range of key business applications used across the council. These include Adults and Children's social care case management systems, the Council IT network, remote access systems and land and mobile telephone networks.



Commentary

Performance is above target

Actions

Actions