

Corporate Performance Report

To: Assets and Procurement Committee

Meeting Date: 17 September 2024

From: Executive Director for Finance and Resources

Electoral division(s): All

Key decision: No

Forward Plan ref: Not Applicable

Executive Summary: This report provides an update to the Committee on the performance monitoring information for the 2024/25 quarter one period, covering 1 April 2024 to 30 June 2024.

Recommendation: The Committee is asked to:

- a) Note performance information and act, as necessary.

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1. Creating a greener, fairer, and more caring Cambridgeshire

- 1.1 This report analyses the key performance indicators (KPIs) which link to Ambition 6: Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised. Due to the complex nature of KPIs, some indicators may also impact other ambitions.

2. Background

- 2.1 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.
- 2.2 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.
- 2.3 The report covers the period of quarter one 2024/25, up to the end of June 2024.
- 2.4 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.
- 2.5 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 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.

3. Main Issues

3.1 Current performance of available indicators monitored by the Committee is as follows:

Status	Number of KPIs	Percentage of KPIs*
Red	3	28%
Amber	2	18%
Green	2	18%
Blue	3	28%
Baseline	0	0%
Contextual	1	10%
In Development	0	0%
Suspended	0	0%

*Figures may not add to one hundred due to rounding.

3.2 The following indicator is an annual indicator, and the data will be updated in December 2024

- Indicator 171: Rent per acre obtained from the agricultural estate.

This indicator is currently being reviewed as it does not provide a stretch target and drive improvement, we are looking at alternative indicators which can be used to drive improvement whilst also enabling benchmarking at a regional and national level, until an alternative is found, indicator 171 will continue to be reported to this committee.

3.3 There are two red indicators for commentary this quarter.

Indicator 169: % of contract waivers submitted less than 5 days before their proposed start date.

Performance has declined again in the last quarter with 58% of total waivers submitted being submitted late. 40% of those waivers submitted within 5 days of their start date were submitted under either the 'urgency' or 'process delays' categories, meaning that they were submitted correctly and might be expected to be 'late'.

The actual number of late waivers was 20 during the period, 17 of these were for values less than £30k. As a result of the deterioration of the performance against this KPI the Chief Executive has reintroduced his personal monthly review of performance in this area.

Following a recommendation from the internal Audit team, this indicator will be developed to provide the committee with additional data showing the number of adjusted waivers, where there was either: a genuine emergency or where the procurement team was directly involved in the waiver submission. This additional information will provide the committee with more detail and context with regards to the performance of this indicator.

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

The income received across all commercial investments in 2023-24 was £19.2m with a net income of £12.7m after financing costs. Within this indicator, the Collective Investment Funds are forecasting to perform well again this year, with additional income of £371k estimated. However, the This Land budget is forecasting a pressure. The Strategy, Resources and Performance Committee received a detailed monitoring update on This Land in July 2024 alongside an advisor's report. There are site specific short-term cashflow timing delays currently which have increased uncertainty to the Council about timing of interest payments and level of risk, leading to a more prudent forecast. This committee is due to receive the annual business report from This Land in November, which will provide a detailed overview of the company's outlook and performance.

Triangle Solar Farm performed well in 2023-24 under the new contract and overachieved by £200k. The 2024-25 business plan has been updated to reflect this additional income. At this stage in the financial year, it is too early to predict if we will over/under achieve against the increased 2024-25 budget.

Evolution Business Park and Kingsbridge are currently fully occupied. The student accommodation bookings for the academic year 2024-25 is progressing well, having sold 95% of the rooms at this point. There is a need for continued investment in the property with updates to kitchens and other areas planned for this summer. Two units remain unlet at Cromwell Leisure Park; a revised marketing approach is underway and has attracted some new interest (one of the units has been empty since the investment was made).

Please note: the return percentages for the prior year quarters have been restated to include the additional investment in relation to Evolution Business Park (the additional income had been included, but not the investment). This has reduced the overall return very slightly for those quarters compared to what had been reported previously.

Detailed commentary and summary of each indicator can be found in Appendix 1.

3.4 In addition to the indicators that can be found within Appendix 1, included below are indicators related to property compliance and safety. Officers continue to work to develop these indicators, reviewing the measures we are collating to ensure that they are relevant and can be used to drive improvement and change where required and give a true outcome and provide comparison with others similar local authorities.

3.4.1 Water Management

The water hygiene indicator monitors the completion of the Water Hygiene Risk Assessments across a total of 103 operational assets on an annual basis. Depending on workload and other work priorities the number of sites per quarter may alter however the key measure is that the 103 sites are carried out within 2024/25.

KPI	Target Number of sites	Outcome	Performance	RAG Rating
Water Hygiene – Q1 2024/25	25	23	Two outstanding to be arranged in	Amber

			Q2 due to access difficulties to site.	
Water Hygiene – Q2 2024/25	26			
Water Hygiene – Q3 2024/25	26			
Water Hygiene – Q4 2024/25	26			

The water temperature monitoring is coordinated by compliance team to check that the water temperature aligned to statutory regulations is within safe parameters. This is carried out to 103 operational sites each quarter.

KPI	Target Number of sites per Q	Outcome	Performance	RAG Rating
Water Temperature Monitoring – Q1 2024/25	103	101	Two outstanding due to restricted access to sites, however both sites are deemed very low risk sites.	Amber
Water Temperature Monitoring – Q2 2024/25	103			
Water Temperature Monitoring – Q3 2024/25	103			
Water Temperature Monitoring – Q4 2024/25	103			

3.4.2 Asbestos Management

The Asbestos Management Plan reviews are carried out annually to a total of 103 operational assets. This is programmed throughout the year equally within each quarter. The reviews have been prioritised and have all been completed within Q1 for 2024/25.

KPI	Target Number of sites	Outcome	Performance	RAG Rating
Asbestos Management – Q1 2024/25	103	103	Completed all sites within Q1	Green

Asbestos Management – Q2 2024/25	0			
Asbestos Management – Q3 2024/25	0			
Asbestos Management – Q4 2024/25	0			

3.4.3 Fire Safety

A Fire Risk Assessment is required at 188 operational sites, these require updating every three years and is managed on a rolling three-year programme. This year's programme has a target of 51 sites.

KPI	Target Number of sites	Outcome	Performance	RAG Rating
Fire Risk Assessments – Q1 2024/25	12	10	Access issues at 2 sites prevented assessments being carried out, these will be picked up within Q2.	Red
Fire Risk Assessments – Q2 2024/25	13			
Fire Risk Assessments – Q3 2024/25	13			
Fire Risk Assessments – Q4 2024/25	13			

This is the maintenance and servicing of fire extinguishers at 103 sites annually.

KPI	Target	Outcome	Performance	RAG Rating
Annual Fire Extinguisher Maintenance – Q1 2024/25	26	26	Completed	Green
Annual Fire Extinguisher Maintenance – Q2 2024/25	26			
Annual Fire	26			

Extinguisher Maintenance – Q3 2024/25				
Annual Fire Extinguisher Maintenance – Q4 2024/25	25			

3.4.4 Control of Contractors

This measures the checking of whether contractors adhere to the 5C's control of contractor protocol (Co-operation, Coordination, Communication, Competent People, and Control of Risk) when visiting operational sites to carry out both reactive and planned maintenance. This covers 188 individual sites, and each site is programmed to have an annual check.

KPI	Target Number of sites checked.	Outcome	Performance	RAG Rating
Reviews & Audits of 5C's System – Q1 2024/25	26	30	Overachieved within Q1 Completed.	Blue
Reviews & Audits of 5C's System – Q2 2024/25	26			
Reviews & Audits of 5C's System – Q3 2024/25	26			
Reviews & Audits of 5C's System – Q4 2024/25	25			

4. Conclusion and recommendations

4.1 Of the indicators that have been updated this quarter, two have seen an improvement in performance:

- Indicator 205: Amount of social value achieved.
- Indicator 206: Percentage of annual spend on purchased goods or services that is with suppliers that are based locally.

3.1 shows the breakdown of RAG status for this committee's indicator set. Of the indicators updated this quarter, one indicator saw a decline in performance from the quarter four paper, reported to the committee in July 2024:

- One indicator moved from **Green to Red**: Indicator 204: Annual forecast of the gross income from our commercial investment as a percentage of initial investment

5. Significant Implications

5.1 This report monitors quarterly performance. There are no significant implications within this report.

6. Source Documents

6.1 Appendix 1: Assets and Procurement Corporate Performance Report Q1 2024-25