

Balanced Scorecard Perspective	Strategic Objective	KPI	Input / Output / Outcome	Leading / Lagging	Reporting Frequency	Reporting Delay
Resident	Achieving Best Value and High Performance	Indicator 31: Partner Perception	Output	Leading	TBC	
	Achieving Good Growth	Indicator 8: Gross Value Added for Cambridgeshire and Peterborough Area	Outcome	Lagging	Annual	2 years
		Indicator 11: Business Demography	Outcome	Lagging	Annual	1 year
		Indicator 9: Total number of jobs and number of jobs per working age person in CPCA Area	Outcome	Lagging	Annual	2 years
		Indicator 10: Total Jobs	Outcome	Lagging	Annual	
		Indicator 16: New Housing Completions	Output	Lagging	Annual	
		Indicator 19: Deprivation Gap	Outcome	Lagging	Annual	
		Indicator 32: Number of business startups in CPCA Area	Outcome	Leading	Annual	
		Indicator 33: Net contribution to treasury indicator	Outcome	Lagging	TBC	
	Ambitious Skills and Employment Opportunities	Indicator 21: Proportion of the total population in CA area with level three, four, five and six qualifications	Outcome	Lagging	Annual	2 years
		Indicator 22: Number of apprenticeship opportunities by CA funded investment	Output	Leading	TBC	
	Enabling Resilient Communities	Indicator 13: Total CO2 from Transport	Outcome	Lagging	Annual	
		Indicator 12: Total CO2 reduction	Outcome	Lagging	Annual	
		Indicator 20: Percentage of households in fuel poverty	Outcome	Lagging	Annual	2 years
		Indicator 14: Proportion of land (hectares) that is classed as nature rich	Outcome	Lagging	TBC	
	Improving Connectivity	Indicator 15: Killed or seriously injured (KSI) casualties by road user type and district	Outcome	Lagging	Annual	2 years
		Indicator 17: Mode Share	Outcome	Lagging	Annual	2 years
		Indicator 42: Average journey length by purpose	Outcome	Leading	Annual	

Internal Process	Achieving Best Value and High Performance	Indicator 40: Number of contract waivers submitted	Output	Leading	Monthly	
		Indicator 41: Percentage of projects delivered on time	Output	Leading	TBC	
		Indicator 6: Website Accessibility Score	Output	Leading	Monthly	
		Indicator 47: Percentage of staff that completed Data Protection and Information Security courses	Output	Lagging	Monthly	
		Indicator 46: Number of FOI requests responded and completed within 20 days of review	Output	Lagging	Annual	
	Achieving Good Growth	Indicator 4: Number of affordable homes built on sites unlocked by Combined Authority funded investment	Output	Leading	Annual	
		Indicator 1: Total number of jobs created and supported by key Combined Authority Economy and Growth funds	Output	Leading	Annual	
		Indicator 43: Research and development indicator	Output	Leading	TBC	
	Ambitious Skills and Employment Opportunities	Indicator 7: Enrolments and achievements supported by adult education services funded by CA investment	Output	Lagging	Annual	
		Indicator 5: Number of University of Peterborough Phase 1 Enrolments	Output	Lagging	Annual	
	Enabling Resilient Communities	Indicator 35: Acres of land turned over to nature recovery with CA investment	Output	Lagging	TBC	
		Indicator 38: Number of landowners receiving CA-funded support to encourage nature	Output	Leading	TBC	
		Indicator 2: Cumulative number of homes retrofitted in current financial year by month	Output	Lagging	Annual	
		Indicator 3: Proportion of buses that are electric	Output	Leading	Annual	
		Indicator 45: Indicator of water and power infrastructure delivered with CA investment	Output	Lagging	TBC	
	Improving Connectivity	Indicator 18: Percentage of households with full-fibre and percentage of households with gigabit-capable broadband	Output	Leading	Annual	
		Indicator 36: Number of footfall and cyclists in CA supported locations	Output	Lagging	TBC	

		Indicator 39: Number of passenger journeys for travel innovations supported by CA	Output	Lagging	TBC	
		Indicator 44: Number of rail stations supported	Output	Lagging	TBC	
Learning and Growth	Achieving Best Value and High Performance	Indicator 23: Staff Absence Rates	Input	Lagging	Monthly	
		Indicator 50: Staff Satisfaction	Input	Lagging	TBC	
		Indicator 24: Staff turnover	Input	Lagging	Monthly	
		Indicator 26: Gender Pay Gap	Input	Lagging	Annual	
		Indicator 51: CPCA Diversity	Input	Leading	Monthly	
Financial	Achieving Best Value and High Performance	Indicator 27: Actual vs budgeted income to date (current financial year)	Input	Leading	TBC	
		Indicator 28: Actual vs budgeted expenditure to date (current financial year)	Input	Leading	TBC	
		Indicator 29: Budget vs forecast loss/carried forward (current financial year)	Input	Leading	TBC	
		Indicator 30: Proportion of unringfenced income in current financial year budget and forecast	Input	Leading	TBC	
		Indicator 48: Efficiency measured as total output (measure tbc) vs input (total forecast expenditure)	Output	Leading	TBC	
	Achieving Good Growth	Indicator 52: Proportion of expenditure allocated to Achieving Good Growth (current financial year budget and forecast)	Input	Leading	TBC	
	Ambitious Skills and Employment Opportunities	Indicator 25: Proportion of expenditure allocated to Ambitious Skills and Employment Opportunities (current financial year budget and forecast)	Input	Leading	TBC	
	Improving Connectivity	Indicator 34: Proportion of expenditure allocated to Improving Connectivity (current financial year budget and forecast)	Input	Leading	TBC	
	Enabling Resilient Communities	Indicator 49: Proportion of expenditure allocated to Enabling Resilient Communities (current financial year budget and forecast)	Input	Leading	TBC	