



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Performance Management Framework

2023-2025



Version History

Revision Number	Revision Date	Nature of Revision	Created by
V1	September 2023	First publication	Programme Office
	Next review September 2024		

DRAFT

Contents

Introduction	4
Approach	5
How we will do performance management.....	7
Quality standards	7
Key performance indicators	7
Accountability to local scrutiny	8
Corporate performance reports	8
Thematic performance reports	9
Directorate Business Plan Performance Reporting	9
Project reporting.....	10
Accountability to the public	10
Committee Meetings	10
Mayoral Question Time	11
Social and Digital Media.....	11
Performance Dashboard	11
Engagement with Partners	11
State of the Region Review and Cambridgeshire Insight.....	12
Accountability to the UK Government	12
Department for Levelling Up, Housing and Communities (DLUHC).....	12
Staff Performance	13
Roles and Responsibilities.....	14
How our culture will support performance management.....	15
Values	15
Knowledge, skills and behaviours.....	15
Monitoring & Evaluation of the Framework.....	16
Appendix 1: Combined Authority strategies and plans	17
Appendix 2: Roles and Responsibilities	18
Appendix 3: Balanced Scorecard of Corporate Key Performance Indicators Sep23.....	20
Appendix 4: Most Complex Programmes and Projects Report Sep23.....	21
Appendix 5: KPIs RAG Rating categories	27

Introduction

Performance management is central to delivering our vision:

A prosperous and sustainable Cambridgeshire and Peterborough. Driven by our values and using our collective voice and strengths, we seek inclusive good growth for an equitable, resilient, healthier, and connected region.

The Performance Management Framework (PMF) ensures that there is a consistent, streamlined and joined-up approach to performance.

Effective performance management comes from a clear idea of where we want to get to, what impact we want to have and how we will do that.

For the Combined Authority, this began with our [Devolution Deal](#) (2017) which set out powers and funding afforded by devolution, and our performance target of doubling the size of the economy and creating more good jobs. Also at the heart of the deal was a commitment to:

- achieve a skills base that matches business needs, providing world class connectivity and transport systems, and
- accelerating the delivery of the mix of new homes and sustainable communities.

Our 2023-25 Corporate Strategy built on the Devolution Deal. The strategy identifies four strategic priority areas and sets out performance management baselines, based on the Sustainable Growth Ambition Statement. A fifth Corporate Priority was adopted by Board in May 2023 – achieving best value & high performance.

This PMF is for our staff, members, partners and the public. It sets out why and how we do performance management.

Performance management is about how we consistently plan and manage improvements to our services and how we demonstrate our accountability to the public, government and other stakeholders. It enables our decision makers, both elected members and officers, to take necessary action based on facts about our performance. It assists the public and our funders to see whether we are delivering what we are committed to delivering and achieving what we set out to achieve.

Good performance management offers many benefits including:

- supporting our vision for Cambridgeshire & Peterborough
- driving and embedding a culture of continuous improvement
- giving clarity on key objectives and targets – where we are and where we want to be
- enabling us to understand whether we are on track to achieve our objectives and desired outcomes
- helping us make informed choices about how to change our activities to improve service delivery and value for money

- helping us measure the progress of our strategies and plans
- promoting accountability and transparency
- enabling us to demonstrate best value
- instilling confidence across our organisation, our service-users and stakeholders

The Department for Levelling Up Housing & Communities' English Devolution Accountability Framework (EDAF), published in March 2023, provides guidance on how Mayoral Combined Authorities should be accountable to local scrutiny, the public and the UK government. Our Performance Management Framework supports us to comply with the standards in the EDAF.

This Framework will sit within a broader proposed Single Assurance Framework (SAF). The SAF sets out the processes, approach and criteria that demonstrates to government the robust assurance, appraisal and value for money considerations that are in place to develop and deliver projects and programmes to a high standard. This maximises the opportunity to realise benefits, whilst ensuring stewardship of public funds.

The PMF will be a key tool in successfully delivering the SAF. It will ensure that appropriate pipeline and project oversight is provided by both officers and politicians and provides performance data on project development and delivery to drive performance review considerations.

Approach

We will approach performance management as a continuous cycle, based on an Evidence, Plan, Do, Review model. We will collect, analyse and interpret information. We will create insights and make judgements to understand the links between cause and effect. Based on this understanding, we will take decisions, make plans and act on our decisions. Then we will collect further data to learn and review. This is illustrated in Figure 1.

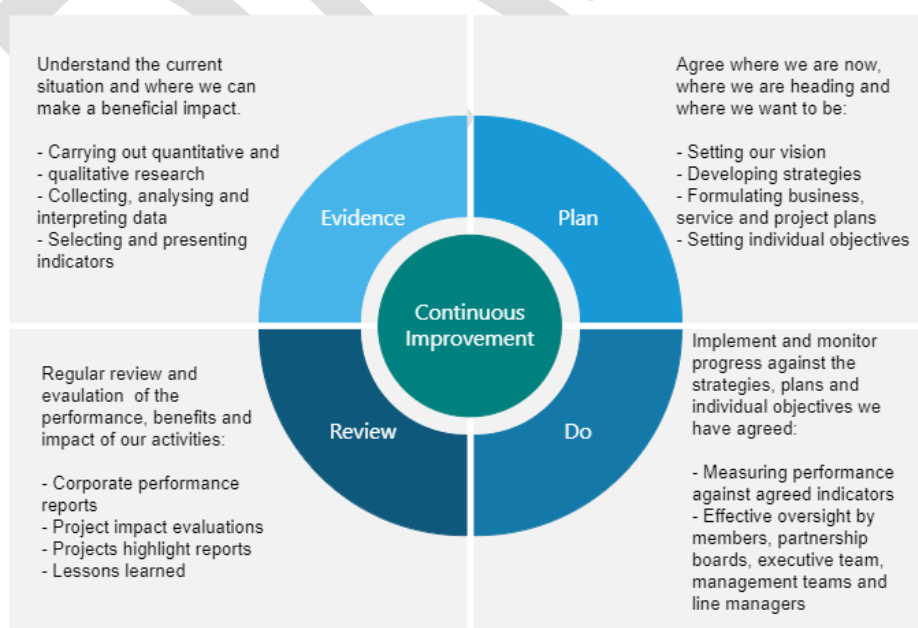


Figure 1 - Evidence, Plan, Do, Review model

A Golden Thread of performance management will ensure that our outcomes, plans and measures at all levels of the Combined Authority are aligned to our Corporate Strategy. This is illustrated in Figure 2. Our strategies and plans are listed in Appendix 1 and our Corporate Key Performance Indicators are listed in Appendix 3.

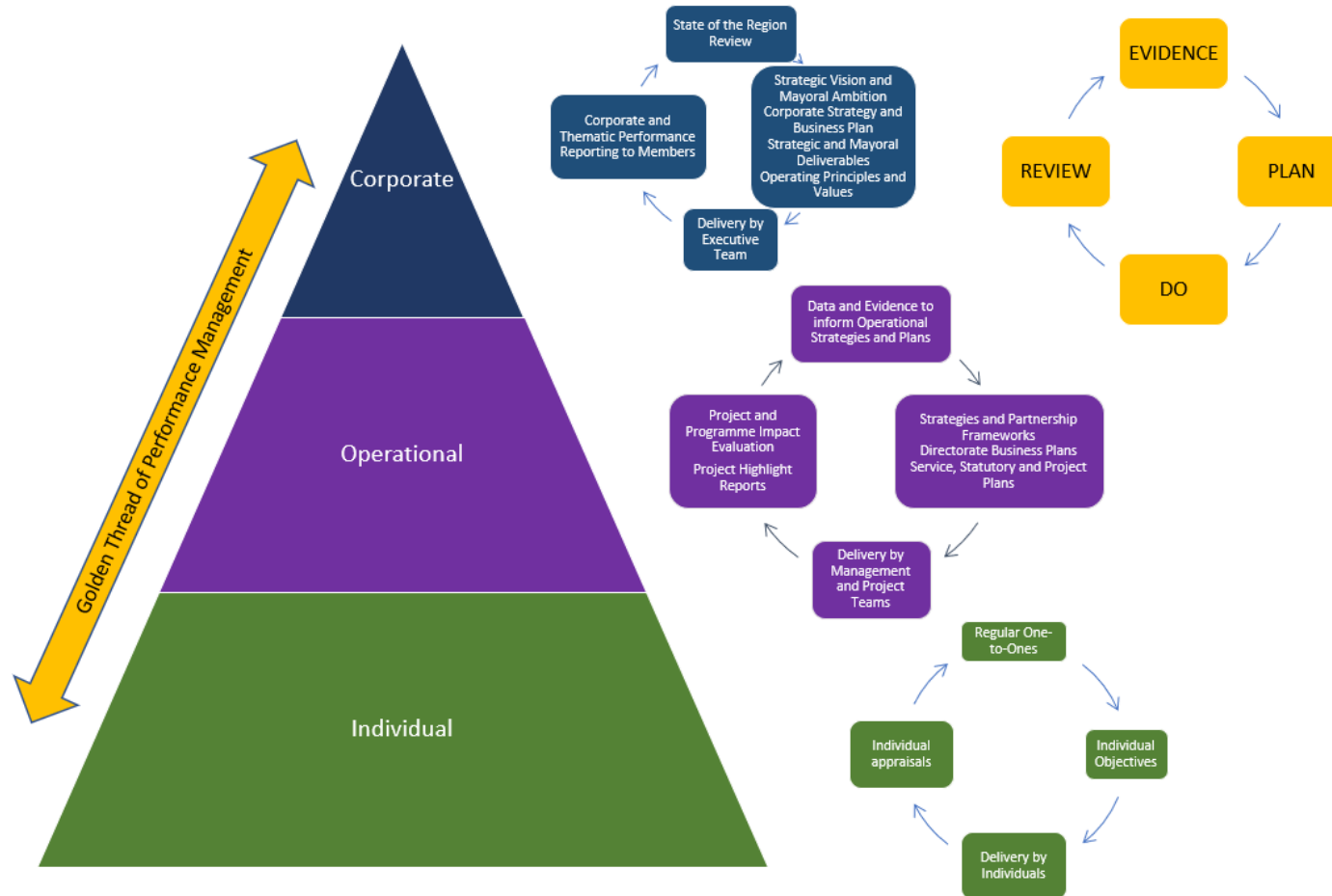


Figure 2 - Golden Thread linking corporate, operational and individual outcomes, plans and measures

How we will do performance management

Quality standards

To be effective, our performance management system will meet the following quality standards:

- **Accessible:** our stakeholders can access and understand our performance information. As such an easy to access performance dashboard will be available to all Constituent Authorities, Chief Executives and Leaders, as well as any other interested stakeholder.
- **Joined Up:** our performance information presents the big picture at a Cambridgeshire & Peterborough level.
- **Accountable:** we provide relevant information to the right people at the right time.
- **Flexible:** our performance management framework can adapt to a changing environment. If information on performance is requested the Combined Authority, it will be flexible to meet the demands of partners.
- **Value for Money:** the cost of our performance management is proportional to its benefit. This will be continually reviewed.

Key performance indicators

Our performance information needs to be relevant, reliable, clear, fit for use and balanced. We will collect, sort, analyse and interpret data to produce meaningful information, including key performance indicators (KPIs).

We will collect data from several sources, including:

- Office for National Statistics (ONS)
- Nomis
- Cambridgeshire Insight
- Government Websites (GOV.UK databases, council data)
- Cambridge Ahead
- Sector Research Data
- Internal performance data

We will use quality assurance to ensure that our measurements and calculation of indicators are accurate and based on reliable data sources.

We will ensure our measures are fit for use by all our stakeholders, for example by developing an optimal number and mix of measurements to support our decision making.

We will establish a comprehensive list of Corporate KPIs, with a balanced scorecard approach encompassing resident, internal process, learning and growth, and financial perspectives. Each indicator will link directly to one of our strategic priorities.

We will ensure there is the right blend of financial and non-financial, and leading and lagging indicators. Lagging indicators measure whether we have reached our goals. Leading indicators help us understand whether we are delivering the activities that will lead to our goals. This helps us work out how confident to be about whether we will achieve them.

Having a comparison available is very useful in interpreting performance indicators. We will use indicators that have a standardised definition for councils across the country where possible. This will enable comparison to:

- other authorities in Cambridgeshire & Peterborough
- similar geographies
- other Combined Authority areas
- national averages in England or UK

Where appropriate, we will develop and agree targets with our partners and members. This will allow us to understand where we are, where we need to get to and whether we are off track.

We will develop a RAG rating system to assess the performance of the KPIs. We will RAG rate compared to direction for improvement and compared to target. This rating system will provide a clear and standardised approach to evaluating KPI performance based on predefined criteria. It will allow for easy comparison and understanding of performance levels and offer clear visual cues, making it easier to identify areas of concern or success at a glance. The KPIs RAG Rating categories are set out in Appendix 5.

We will seek to align our indicators with our constituent councils and refine our approach to set new standards of best practice.

We will ensure that our KPIs are relevant by adding and removing them in response to changes to our corporate priorities, strategies and operating models. To ensure correct oversight, our Board will approve any changes to our KPIs from Q4 2023/24 and a formal procedure will be followed.

Accountability to local scrutiny

In line with the EDAF we are committed to being accountable to local scrutiny.

Corporate performance reports

We will produce quarterly Corporate Performance Reports encompassing:

- Balanced Scorecard of Corporate Key Performance Indicators (KPIs)
- Most Complex Programmes and Projects
- Priority Activities
- Original Devolution Deal (through our Investment Fund Gateway Review)

The quarterly Corporate Performance Reports will be scrutinised by our Corporate Management Team (CMT), Overview and Scrutiny Committee and the Combined Authority Board.

We will report our performance against KPIs in a Balanced Scorecard. This will include information about targets, direction for improvement, performance (current period), performance (previous period), change in performance and RAG rating. If there are any Red rated KPIs, this will be escalated to members via the Corporate Performance Report along with a summary of the planned actions to improve performance. Our September 2023 Balance Scorecard is set out in Appendix 3.

The Combined Authority is accountable for multiple projects or programmes, each of which are reported in line with our Single Assurance Framework.

The quarterly Corporate Performance Report will contain a focused report on our most complex projects, which will be those considered most significant at the time of the report, in terms of value, strategic fit and where there would be significant impact if the project fails to deliver. To reach the proposed list we will use the Corporate Prioritisation approach, whilst also considering the stage of project and financial value. The list of projects in this report will be adaptable, if a project complexity changes it will be added or removed. A Combined Authority Member will also be able to request the addition of a project. Any changes to the list will be declared in the Corporate Reports. See Appendix 4 for the September 2023 Most Complex Programmes and Projects Report.

We will also explore other methods of rapidly escalating performance issues in-between board cycles.

Thematic performance reports

We will produce quarterly Thematic Performance Reports encompassing Dashboards of Key Performance Indicators (KPIs) and an exception report of Red rated KPIs.

The quarterly Thematic Performance Reports will be scrutinised by our Corporate Management Team (CMT) and the relevant thematic committee (Skills and Employment Committee, Environment and Sustainable Communities Committee, Transport and Infrastructure Committee and Business Board).

We will also explore other methods of rapidly escalating performance issues in-between committee cycles.

Directorate Business Plan Performance Reporting

Each Combined Authority Directorate has a Business Plan in place, scrutinised regularly by Executive Directors and management teams. Progress against the priority activities within those Business Plans will be scrutinised by members as part of Corporate Performance Reports.

Project reporting

All Combined Authority funded projects, regardless of the budget, must report to the Combined Authority Programme Office. The frequency and complexity of this report is proportionate and based on the stage of project and risk.

All projects in delivery must do a full highlight report. In delivery is defined as a project that is post-business case stage, delivering outputs beyond development stage. All projects at pre-delivery stage including concept or business case, must do a simplified report. Any project on our pipeline can pause reporting until either it drops off our pipeline or it receives funding for delivery.

The frequency of reporting will be based on the level of risk, which are linked to the proposed SAF thresholds and delivery route guidance:

- If the expected delivery costs are up to £1m then a report is developed quarterly,
- If between £1m and up to £5m then it is developed every two months, and
- If it is over £5m then it is developed every month.

The responsible Executive Director can change frequency of reporting by exception, in agreement with the Programme Office.

A project can be reported at a programme level, but in that situation, there would still need to be an individual RAG rating for each project in that programme.

The project manager and delivery team in many circumstances will not be internal to the Combined Authority. In this circumstance, it is the delivery team external to the Combined Authority who are responsible for completion of the report. Nevertheless, all projects have an allocated internal representative. It is the responsibility of this internal representative / contract manager to review progress of reporting against the contract or funding agreement and escalate if off track. The Single Project Register is a vehicle to escalate these issues, where the contract manager must keep the project line up to date.

Each project has a RAG rating and an arrow indicating direction of travel. Any red RAG or project direction moving towards red is to be escalated to the Director for Resources and Performance through a monthly meeting between the Programme Office and the Director.

Monthly meetings take place between the Programme Office, Finance and Service Teams to review performance.

Accountability to the public

We are committed to being accountable to the public.

Committee Meetings

Our Board and Committee meetings are open to the public and livestreamed on our [YouTube channel](#). We publish our Corporate Performance Reports in the [Meetings](#) section of our website.

The Mayor will attend Overview & Scrutiny meetings three times a year to provide an update on the work of the Combined Authority.

Mayoral Question Time

In line with the EDAF we will seek to develop Mayoral Question Time events that will enable the public to question the Mayor and members on a broad range of topics including the economy and growth, transport, skills and digital connectivity. We will explore a mixture of face to face and virtual events. This could include face to face events taking place in accessible venues across the region. Questions that cannot be answered sufficiently at the event will receive a full written answer.

Social and Digital Media

Key findings from Corporate Performance Reports will be communicated through social media and press releases. We will take the initial data source and identify points of interest for the public. We will create social media content that communicates these messages in a relatable way and sets them in the context of the Combined Authority's strategic objectives. To ensure that we are driving meaningful two-way engagement, we will not just use social media to broadcast our messages but to proactively engage with our target audience by asking questions and seeking feedback. The channels we currently use include LinkedIn, X (formally Twitter), Facebook, YouTube.

Performance Dashboard

A Performance Dashboard will be published on our website, which includes reporting on all Combined Authority projects. It will offer an overview of how the Combined Authority projects are performing including how many are red, amber and green.

The Dashboard will be able to be filtered by area so residents, stakeholders or members can view the projects we are delivering in their area. It will be available on our website so can be easily accessed. Filters are used so that the user can quickly find the data relevant to them.

It can be filtered by:

- RAG Status
- District (unless it is a district wide project)
- Directorate
- Activity Type/Service e.g. Transport, Skills etc.

The dashboard will include spatial data points, and the data can be drilled down to a project level where more information can be found on individual projects.

We will also use the Combined Authority's website to publish reports and news articles relating to our performance as well as this framework.

Engagement with Partners

Partners will be made aware of findings at an early stage and will help to shape our reports through sharing of good news stories and key risks and issues. Lessons learned will be captured through our lessons software (Microsoft PowerApps) which captures all lessons learned in the Combined Authority. These are shared with partners to enable a community of learning and collaboration.

A Partner Working Group has been established with Combined Authority partners. It is a forum where Assurance, Performance and Risk officers can share ideas and lessons. Similarly, the Combined Authority is a member of a network of Mayoral Combined Authority officers.

State of the Region Review and Cambridgeshire Insight

We will create a relevant, reliable and accessible 'State of the Region' review of the current state of the Cambridgeshire and Peterborough Region. The review will assess the impact of recent macro-economic factors on how residents live and businesses operate. It will inform conversations about the contribution the region is making regionally, nationally and internationally. We will ensure this evidence base adds value to what is already being done locally and is aligned with locally established methodologies and reporting measures. We will ensure that the evidence base meets the needs of stakeholders from diverse sectors including local government, voluntary, community and business.

Findings from the review will be presented accessibly in a suite of communications resources including a report, short animated video, slides, infographics and an interactive dashboard embedded in the Cambridgeshire Insight website. We will seek to refresh the evidence base annually, funding permitting.

Accountability to the UK Government

We are committed to being accountable to the UK government.

As a local authority the Combined Authority is subject to the requirements of the Local Government Accountability Framework. It adheres to this framework and is supported by its governance framework, internal and external audit arrangements, existing assurance framework and annual reporting of its accounts and the Annual Governance Statement.

The Combined Authority provides accountability to government through its assurance framework which demonstrates to government robust assurance, project appraisal and value for money processes.

The new (SAF) will deliver enhanced processes, protocols, criteria, templates and decision-making in support of the stewardship of public funds, whilst raising standards of initiation, business case development and decision-making. This, in turn, will enhance the realisation of intended benefits and deliver the strategic objectives of the Combined Authority.

The SAF sets out within its Annexes how it meets Value for Money and reporting requirements from central government departments including the Department for Transport and Department for Education.

As an example, as written in the SAF, the Combined Authority produces an Annual Assurance Report on the delivery of its Adult Education Budget functions in line with wider monitoring and evaluation requirements and the English Devolution Accountability Framework. This is reported to Department for Education in January each year.

Department for Levelling Up, Housing and Communities (DLUHC)

As part of devolution, all Combined Authorities and Growth Deals are expected to undergo a five yearly Gateway Review of effectiveness, with DLUHC setting the requirements for this process. The purpose of the Gateway Review is to evaluate the impact of interventions funded by each Investment Fund on local economic growth, and the process by which these interventions were agreed and implemented.

The following four interventions will be subject to impact evaluation for the Combined Authority's next Gateway Review in 2025:

- Covid Micro Grants
- Market Towns (Phase 1)
- University of Peterborough
- Enabling Digital Connectivity

The Combined Authority has produced a Local Evaluation Framework as the first stage of the 2025 Gateway Review involving tailored logic models covering activity by intervention areas with a plan for intervention-level evaluations. The Local Evaluation Framework has been approved by DLUHC. A Mid-term Report will be submitted in February 2024 and a Final Report and Contextual Report by the end of October 2025.

Staff Performance

A new performance review ("appraisal") was piloted in March 2023, with individuals completing the reviews by the end of April 2023. For staff with less than a year's service, it was determined that those who had passed probation would have an appraisal.

This pilot was reviewed over the summer, and it was agreed that this would be renamed, from appraisal, to "LEAP – Learning, Excellence, Achievement and Performance".

The performance cycle going forward will be:

- Your LEAP Review to be completed by the end of April each year
- Your LEAP Mid-Year Review completed by the end of October each year

Alongside these reviews, there is an expectation that staff will meet with their line managers one-to-one at least once a month.

The Combined Authority's adopted CIVIL Values and Behaviours play a key role in these discussions across the year. In the Reviews and One-to-One meetings, there will be an open discussion around the Values and Behaviours and how the individual is positively demonstrating these. By encouraging discussions across the year, this will build confidence and allow both the individual and manager to confidently discuss all the Values and Behaviours.

The objectives set in the LEAP Review are reviewed during every One-to-One meeting, to monitor progress and identify when more support may be needed.

The LEAP Review rating will be two separate ratings. One rating will be for "what" the employee is doing (what objectives have been delivered), and the other rating will be "how" (how the employee is displaying the Values and Behaviours).



Figure 3 - The Employee Performance Cycle

Roles and Responsibilities

All Combined Authority staff, members, partners, scrutiny and audit are responsible for performance management in Cambridgeshire & Peterborough.

The Combined Authority Board are the only body able to approve, amend or withdraw this framework. They are responsible for driving performance of key deliverables and performance measures for achieving good growth.

Overview & Scrutiny Committee are responsible for scrutinising our work and decisions. They ensure the work is to standard and that decisions made by Board and Committees will achieve our desired outcomes.

Audit & Government Committee's role is to ensure we are spending public money properly and have the right systems and processes in place to manage our finances correctly and meet our legal and regulatory responsibilities.

The Programme Office, Finance and Policy and Insight teams work together to ensure performance data remains up to date. The Policy and Insight team is responsible for ensuring KPIs are developed and updated. The Programme Office and Finance Team are responsible for reporting on projects and programmes.

The HR team are responsible for ensuring staff are aware of the appraisals process each year, and it is line managers who are responsible for completing the appraisal.

A full list of roles & responsibilities is set out in Appendix 2.

How our culture will support performance management

An effective performance management system must be underpinned by a strong performance management culture.

Values

Our five values (**CIVIL**) are central to our culture, driving everything we do. Our employees embody these values to help us all work toward a common purpose.



Figure 4 - Civil Values

Excellent performance management will demonstrate our values by:

- encouraging open, honest and inclusive debate on performance, and working with partners to ensure they receive the necessary information to make informed decisions (demonstrating our value '**Collaborative**').
- being open and transparent about our performance outcomes – good and bad (demonstrating our value '**Integrity**').
- ensuring at the heart of our performance management is to seek inclusive good growth for an equitable, resilient, healthier, and connected region (demonstrating our value '**Vision**').
- positively challenging why we do things the way we do based on data and evidence (demonstrating our value '**Innovation**').
- using our resources wisely to deliver on our priorities to the community (demonstrating our value '**Leadership**').

Establishing and embedding a performance management culture is new to many areas of Combined Authority activity and the organisation as a whole. Stakeholder engagement, awareness and capability will be key. We are making significant strides forward, although progress has sometimes been slow due to the newness of the process. Further effort will be required to establish and embed performance reporting. Cross-organisational collaboration will be critical to ensuring that accurate data collection, targets and performance commentary are captured.

Knowledge, skills and behaviours

We will ensure that our people have the right skills, capabilities and behaviours that enable them to deliver in their role. Our leaders will be confident to focus on performance. They will create the environments that enable our people to be accountable. Our employees will review

the services they provide to the public. They will suggest better ways to deliver individual, team and corporate outcomes.

All staff will be provided with performance training appropriate to their role. We will develop this training to support members and staff to engage with data and to embed this framework. It will be delivered via workshops, online seminars and one to one support as appropriate.

Those identified with increasing responsibility for performance and reporting may be required to attend additional specific risk training. A training schedule is to be held by the Programme Office to ensure regular training is made available.

Monitoring & Evaluation of the Framework

The Corporate Management Team will regularly review the overall Performance Management Framework to ensure that it continues to meet the needs of the Combined Authority and is further refined and continually improved over time.

The Audit & Governance Committee will review the Performance Management Framework on an annual basis to ensure that it is fit for purpose and working effectively. The Framework will be subject to review by Internal Audit on an annual basis. The outcome from this will inform the Annual Head of Internal Audit Opinion.

The Combined Authority Board will approve any amendment to the Performance Management Framework.

Appendix 1: Combined Authority strategies and plans

Documents	Date and link
Devolution Deal	Cambridgeshire and Peterborough Devolution Deal 2017
Corporate Strategy	Corporate Strategy and Business Plan 2023-25
Mayoral Ambition Statement	Mayoral Ambition Statement 2023
Strategies and Plans	Cambridgeshire and Peterborough Advanced Manufacturing Strategy 2021 Cambridgeshire and Peterborough Climate Action Plan (2022) Cambridgeshire and Peterborough Digital Connectivity Strategy 2021-2025 Cambridgeshire and Peterborough Digital Sector Strategy 2019 Cambridgeshire and Peterborough Economic Growth Strategy 2022 Cambridgeshire and Peterborough Local Transport Plan 2020 CPCA Bus Strategy 2023 CPCA Employment and Skills Strategy 2022 CPCA Housing Strategy 2018 CPCA Medium Term Financial Plan 2023-27 CPCA Sustainable Growth Ambition Statement 2022 CPCA Agri-tech Sector Strategic Action Plan CPCA Life Science Strategy

Appendix 2: Roles and Responsibilities

Role	Responsibility
Combined Authority Board	<p>A reserved function for the adoption of, and any amendment to or withdrawal of the Performance Management Framework.</p> <p>Also, a reserved function for the adoption of any major strategy, this includes all the strategies within our performance framework golden thread.</p> <p>Responsibility for driving performance of key deliverables/ performance measures for achieving good growth and ensuring that Thematic Committees and the Business Board are driving delivery of good growth key deliverables as they relate to each Thematic Committee remit.</p>
Thematic Committees	<p>Drive delivery of key strategic performance measures within thematic strategy, service plan and corporate plan. Oversight and management of the development and delivery of thematic business cases, programmes and projects, ensuring that they are contributing to the delivery of CPCA Strategic Objectives and the Annual Business Plan.</p> <p>The Thematic Committees are Environment & Sustainable Communities Committee, Skills & Employment Committee, Transport & Infrastructure Committee</p>
Audit & Governance Committee	<p>This committee ensures we are spending public money properly and have the right systems in place to manage our finances correctly and meet our legal and regulatory responsibilities. It is responsible for reviewing performance to ensure financials are being managed correctly and the right systems are in place.</p>
Overview & Scrutiny Committee	<p>This Committee scrutinises the work and decisions made by the Cambridgeshire and Peterborough Combined Authority. As such are involved in ensuring the work is to standard and that the decisions made by Board and Committees will lead to hitting our performing measures.</p>
Human Resources Committee	<p>Development, management and review of human resources policy to assist delivery of the Combined Authority's strategic objectives.</p>
Executive Team	<p>Executive Team responsible for management of performance against Corporate Plan and mayoral priorities.</p>
Regional Chief Executives	<p>Responsible for reviewing CPCA performance and when appropriate using the data to make decisions, or request further information.</p>
Executive Directors	<p>Responsible for development of their Directorate Business Plans.</p> <p>Strategic accountability and responsibility for leading and directing the performance of their strategic service area via their Heads of Service. Contributing to the setting of the Council's priorities by Elected Members. Ensuring performance improvement methods are utilised to improve service delivery where necessary. Quarterly reporting on Performance to CMT and Service Committee twice yearly.</p>

Heads of Service	Heads of Service are responsible for performance against Business Plans and any framework that falls within their remit.
Line Managers	Line managers are responsible for performance of their staff in line with appraisal framework.
HR Team	The HR team are responsible for ensuring line managers measure performance in line with the appraisal framework.
Programme Office, Policy and Insight and Finance Teams	The Programme Office, Finance and Policy Analysts work together to ensure performance data remains UpToDate to support this decision making. The Policy Analysts are responsible for ensuring KPIs and progress against targets are updated, and the Programme Office and Finance are responsible for reporting on project and programme progress. All data is gathered and presented to decision makers through reporting.
Combined Authority Employees	Individuals have a responsibility to undertake tasks allocated in accordance with their role. Performance is discussed during regular One-to-Ones with line manager and during annual Learning, Excellence, Achievement and Performance (LEAP) Reviews and employees are supported to develop the skills and knowledge required to undertake their role. Everyone should understand how their work contributes to the delivery of the Council’s key priorities. Engagement in continuous improvement processes is expected and encouraged and employees should feel able to contribute to performance improvement activity.

DRAFT

Appendix 3: Balanced Scorecard of Corporate Key Performance Indicators Sep23

Scorecard Perspective	Strategic Objective	Indicator of progress	Metrics	Ownership	Reporting Period	Date of Latest Available Data	Direction for Improvement	Previous Period Performance	Current Period Performance	Direction of Travel	RAG Rating
State of the Region (Shared Ownership)	Achieving Good Growth	Economic Performance and Job Market	Metric 1: Gross Value Added for Cambridgeshire and Peterborough Area	All	Annual	2021	↑	26,704	28,649	↑	Green
			Metric 2: Total jobs in Cambridgeshire and Peterborough	All	Annual	2021	↑	519,000	516,000	↓	Red
			Metric 3: Number of jobs per working age person in Cambridgeshire and Peterborough	All	Annual	2021	↑	0.98	0.90	↓	Red
		Business Environment and Growth	Metric 4: Number of active businesses per 10,000 working age population	All	Annual	2021	↑	725	729	↑	Green
			Metric 5: Number of business startups per 10,000 working age population	All	Annual	2021	↑	80.56	88.05	↑	Green
		Housing and Social Well-being	Metric 6: New Housing Completions per 1000 of population	All	Annual	2021	↑	5.25	4.11	↓	Red
			Metric 7: Number of Local Super Output Areas in the 20% most deprived nationally	All	Every 4 years	2019	↓	54	62	↑	Red
	Ambitious Skills and Employment Opportunities	Workforce Educational Attainment and Skills	Metric 8: Proportion of the Cambridgeshire and Peterborough population with level three, four and above qualifications	All	Annual	2021	↑	62.60%	67.47%	↑	Green
			Metric 9: 19+ further education and skills achievements per 100,000 population	All	Annual	2021	↑	2,297	2,204	↓	Red
	Enabling Resilient Communities	Carbon Emissions Reduction	Metric 10: Total annual net CO2 emissions in Cambridgeshire and Peterborough	All	Annual	2021	↓	5,951	6,372	↑	Red
			Metric 11: Total CO2 from transport	All	Annual	2021	↓	1,947	2,189	↑	Red
		Energy Affordability and Fuel Poverty	Metric 12: Percentage of households in fuel poverty	All	Annual	2021	↓	12.90%	11.70%	↓	Green
		Biodiversity and Nature Conservation	Metric 13: Proportion of land (hectares) that is classed as nature rich	All	Every 2 years	2021	↑	11.50%	10.50%	↓	Red
		Road Safety	Metric 14: Killed or seriously injured (KSI) casualties	All	Annual	2021	↓	395	435	↑	Red
	Improving Connectivity	Sustainable Transportation	Metric 15: Mode share	All	Annual	2021	↑	9.03%	14.23%	↑	Green
Contract Management Efficiency			Metric 16: Number of contract waivers submitted	CPCA	Annual	Apr-23	↓	3	1	↓	Green
Internal Process (CPCA Ownership)	Achieving Best Value and High Performance	On-Time Project Delivery Rate	Metric 17: Percentage of projects delivered on time	CPCA	Annual	2022	→	0%	100%	↑	Green
		Inclusive Website Experience	Metric 18: Website Accessibility Score	CPCA	Monthly	May-23	↑	0.82	0.82	→	Amber
		Data Security Awareness	Metric 19: Proportion of staff who have completed Data Protection and Information Security courses	CPCA	Monthly	Jun-23	↑	94%	97%	↑	Green
		Efficient FOI Request Handling	Metric 20: Number of FOI requests responded and completed within 20 days of review	CPCA	Annual	2022	↑	94%	100%	↑	Green
		Achieving Good Growth	Job Creation and Support	Metric 21: Total number of jobs created and supported by key Combined Authority Economy and Growth funds	CPCA	Annual	2023	↑	7,711	11,972	↑
	Metric 22: Enrolments and achievements supported by adult education services funded by CA investment			CPCA	Annual	2022	↑	16740	19285	↑	Green
	Ambitious Skills and Employment Opportunities	Advancing Education and Skills	Metric 23: Number of apprenticeships created by CA funded investment	CPCA	Quarterly	Apr-Jun 2023	↑	408	470	↑	Green
			Enabling Resilient Communities	Metric 24: Cumulative number of homes retrofitted through schemes led by the Greater South East Net Zero Hub	CPCA	Quarterly	Apr-Jun 2023	↑	2,727	3,141	↑
	Improving Connectivity	Digital Connectivity	Metric 25: Gigabit broadband availability	CPCA	Annual	2022	↑	38%	71%	↑	Green
	Learning and Growth (CPCA Ownership)	Achieving Best Value and High Performance	Stability of workforce	Metric 26: Proportion of staff feeling valued by the Combined Authority	CPCA	Bi-annual	Jun-23	↑	43%	58%	↑
Financial (CPCA Ownership)	Achieving Best Value and High Performance	Financial Planning and Sustainability	Metric 27: Budget vs forecast loss/carried forward (current financial year)	CPCA	Quarterly	Jul-23	↑	93%	91%	↓	Red

Appendix 4: Most Complex Programmes and Projects Report Sep23

Project/programme	Description	RAG	Direction of travel	Update/narrative on status	Next key milestone	Outcomes and Impacts	Number 1 risk and mitigation
Peterborough Station Quarter	Regeneration of the area around Peterborough Train Station – known as Station Quarter. A site consisting of circa 18 acres of underutilised land around the station.	Amber	→	Peterborough City Council appointed Arup to undertake the Masterplan Framework and develop the Outline Business Case for the Peterborough Station Quarter. Already a Masterplan Framework options Workshop has taken place with further workshop planned at the end of August. Peterborough Station Quarter is key to transforming connectivity, access and development opportunities for this area of Peterborough. The Combined Authority and Peterborough City Council met representatives of the Department for Levelling Up, Housing and Communities, Department for Transport and Active Travel England to provide an update on progress and discuss the next stages of the	Draft OBC – December 2023	<ul style="list-style-type: none"> - New Access to Western Entrance - Improved public access - Regeneration of City, increased footfall in city centre. - Enhanced passenger facilities - Range of commercial and retail spaces - Improved pedestrian and cycling routes and facilities - Increased GVA 	<p>Risk – Impacted cost increases potentially related to material inflation and labour cost increases, leading to impact on OBC and future deliverability.</p> <p>Mitigation – Once fully designed we will be looking at options to mitigate inflation, such as buying</p>



				work, including progressing with the Outline Business Case.		- Reduction Co2	products early in the programme and storing them.
University of Peterborough	The Combined Authority, Peterborough City Council and Anglia Ruskin University (ARU) have been working closely together as partners and with key stakeholders in designing and building the university and research facility.	Amber	→	Phase 1 and 2 constructed and completed projects. Phase 3 construction underway and being delivered under contract to time and budget. The overall RAG status remains amber but the PropCo Board have reduced the outstanding red risk to amber because part of the issue has been resolved, therefore the overall status is moving in a positive direction with action plans to mitigate being made at pace.	Phase 3 construction and handover of second teaching building – Autumn 2024	<ul style="list-style-type: none"> - Increased productivity - Support economic development for region - Increased number of people in Higher Education and achieving degrees that are business focused - Increased graduates in area 	<p>Risk - Material supply shortages leading project delays and increased costs.</p> <p>Mitigation – PropCo1 has approved additional funding to cover increased costs (in addition to existing project contingency).</p>
Net Zero Programme	A capital fund comprising Sustainable Warmth (Local Authority Delivery Phase 3 and	Amber	→	Home Upgrade Grant Phase 2 is now in mobilisation. Sustainable Warmth is due to complete at the end of this month. LAD3 funds should be fully spent, and HUG1 will have an underspend of c. £8.5m.	- Procurement of contractors for HUG2 in June, and	<ul style="list-style-type: none"> - Co2 reduction - Percentage households living in fuel poverty reduced 	Risk – Financial risk on meeting parameters of the programme in

	Home Upgrade Grant Phase 1), and Home Upgrade Grant Phase 2.			It is amber due to a) HUG2 significant risk as new delivery model not yet tested or proven b) we have procurement delays and do not have contracts signed although procurements are ongoing.	appointment of contractors in July - Continued delivery of LAD2 to September 23	- 3,792 homes upgraded from LAD3. - 4,419 homes upgraded from HUG 1&2	particular cost caps, batch approvals and inflationary pressures, leading to reduction in Properties receiving measures. Mitigation – Bi-weekly meetings with the Department and weekly meetings with contractors to review the pipeline and any financial pressures.
Bus Reform Programme	Delivering better public transport to our citizens. This is through work on a Bus Strategy to work on potential Franchise or	Green	→	As £4.6m of BSIP+ funding has been obtained, we are re-evaluating the franchising and EP options. ZEBRA buses have launched successfully. TING is running well and DRT analysis project is well launched. New projects started are (1) to analyse and record roadside	Submitting proposal to DfT for BSIP+ roll out – End of October 2023 (timing change from	- Increased patronage on public transport - Stability and expansion of network to re-establish connectivity,	Risk – Failing to maintain service quality whilst keeping prices down, leading to continued cuts

	<p>Enhanced Partnership solution. As well as Zero Emission Buses, Demand Responsive Transport (TING), and Bus Service Improvement Plan.</p>			<p>infrastructure and (2) to investigate through ticketing. We have started developing a feasibility scheme for replacing the old Peterborough bus garage with one appropriate for investment in electrification - this is currently being pushed forward by PCC.</p>	<p>August as DfT timescales changed)</p>	<p>frequency and reliability. - Reduction car traffic - Reduce CO2 Emissions</p>	<p>by bus providers. Mitigation – Network Review will devise a new and more efficient bus network, increasing attractiveness to bus providers.</p>
<p>Adult Education Provision</p>	<p>To provide Adult Education that can be accessed by employers and individuals to fund a huge range of training. The programme also includes a Level 3 adult education offer through Free Courses for Jobs.</p>	<p>Green</p>	<p>→</p>	<p>Programme is on target for delivery. As of July 2023, there have been 18,136 enrolments onto AEB funded courses, across 10,123 learners. This is compared to 15,914 enrolments at the same period last year. There have been 545 enrolments to date for Free Courses for Jobs, across 534 learners. This is compared to 277 enrolments at the same period last year. We have successfully procured 15 new providers to ensure we have additional capacity to deliver AEB, plus we have contracted the "recycled" underspends.</p>	<p>Doubling enrolments in Level 3 – August 2023 Outcomes for learners – on-going</p>	<p>- Employee jobs - Growth (GVA) - Enrolments onto Adult Education courses - Double enrolments in Level 3 courses.</p>	<p>Risk – Providers failing to achieve targets set in the contracts lead to CA not achieving its targets in the Employment & Skills Strategy. Mitigation – Expanded the marketplace of providers, strengthened</p>

							performance management and compliance.
Business Growth Service	<p>The Service consists of 5 workstreams, these are:</p> <ol style="list-style-type: none"> 1.A Growth Coaching Service 2. An Inward Investment Service 3.A Skills Brokerage Service including Careers Hub 4.A Capital Growth Investment Fund 5. A Growth Hub service 	Amber	→	<p>Programme jobs committed is 29.5% (+1,239) ahead of target (5,434) in Year 3 which leaves only 52 to deliver the overall jobs target set for the programme (5,486) by December 2023. Growth Coaching and Inward Investment service lines have over performed whilst Equity and CapEx Grants are slightly below expectations against service line targets. Skills service outcomes remain a concern with only 481 apprenticeships confirmed against an overall target of 1,400. Despite a marked improvement in performance, the project status remains at Amber+ for the programme.</p>	<p>Continued delivery to December 2023 (please note elements of the Service will be continued subject to funding Board approvals)</p>	<ul style="list-style-type: none"> - Growth (GVA) - New Jobs (5278) - Apprenticeships (1400) - 1705 Additional training 	<p>Risk – Recover – Orient – Adapt – Regrow (ROAR) grants behind expenditure profile due to incomplete audit trains in European Regional Development Fund documentation from delivery partner.</p> <p>Mitigation – Review is underway following the published report by Independent Consultant, due for first</p>

							draft end of July.
Market Town Masterplans	<p>Masterplans developed to provide an evidence base and a set of priorities for the market towns to consider to realise their future economic growth potential. Phase 1 provided the investment to implement masterplans. Phase 2 providing investment to strengthen local communities and groups and to support social enterprises and community-owned businesses.</p>	Green	→	<p>Phase 1 investment fully committed and delivery underway, with a portfolio of 52 projects. A total of 26 projects are now completed, 17 projects are 'in delivery' (to be completed by March 2024), 5 projects are 'in delivery' (completion expected March 2025) 1 project 'in delivery' (completion expected March 2026), and 2 projects have been cancelled (and budget reallocated within the programmes project portfolio). Delivery partners have been procured for the Phase 2 of the Programme - Stream 1 Community Ownership of Local Businesses (Plunkett Foundation), Stream 2 Social Enterprise Hubs (Social Enterprise East England) and Stream 3 STEM roadshow Exhibitions (Cambridge Science Centre). Social Enterprise East of England also commissioned to undertake additional Strategy development work and to deliver of impact growth business pilot programme for the sector.</p>	<p>To complete procurement of delivery partners for phase 2 and to mobilise delivery by end of July 2023.</p>	<ul style="list-style-type: none"> - Jobs created and safeguarded - Revitalised market towns - Bringing back vacant assets into use through community ownership - Driving footfall - Improving cultural local sense of pride in place - Improving community space 	<p>Risk – Delivery timescale slippage, leading to underspend against budget.</p> <p>Mitigation – To seek Board approval to reprofile budget spend.</p>

Appendix 5: KPIs RAG Rating categories

RAG rating compared to Direction for Improvement

RAG rating	Description
Red	change in performance from previous period to current period is in the opposite direction to direction for improvement
Amber	performance is unchanged from previous to current period
Green	change in performance from previous period to current period is in line with direction for improvement

RAG rating compared to Target

RAG Rating	Description
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 is on target by more than 5%
Baseline	Indicates performance is currently being tracked to inform the target setting process
Contextual	These measures track key activity being undertaken, to present a rounded view of information relevant to the service area, without a performance target
In Development	Measure has been agreed, but data collection, target setting, and dashboard are in development