



Overview and Scrutiny Committee		Agenda Item
27 November 2023		7
Title: Corporate Performance Report Q2 2023/24		
Report of: Jules Ient, Interim Policy Manager		
Lead Member: Cllr Edna Murphy		
Public Report: Yes		
Key Decision: No		
Voting Arrangement: A simple majority of all Members present and voting		

Recommendations:	
A	Scrutinise performance information relating to the Combined Authority's Corporate Key Performance Indicators.
B	Scrutinise performance information relating to the Combined Authority's Most Complex Programmes and Projects.
C	Scrutinise performance information relating to the Combined Authority's Headline Priority Activities.
D	Note progress to evaluate the impact of the Devolution Deal Investment Fund in a Gateway Review.

Strategic Objective(s):	
The proposals within this report fit under the following strategic objective(s):	
X	Achieving ambitious skills and employment opportunities
X	Achieving good growth
X	Increased connectivity
X	Enabling resilient communities
X	Achieving best value and high performance
The performance information presented relates to the achievement of outcomes and outputs of all five strategic objectives, strengthening scrutiny and accountability in line with expectations outlined in the English Devolution Accountability Framework (EDAF).	

1. Purpose

1.1	Sections 2.1-2.4 and Appendix A present Corporate Key Performance Indicators (KPIs) performance information in a Balanced Scorecard, Red, Amber, Green rating summary and Dashboard, for Members' scrutiny and comment.
1.2	Section 2.5 and Appendix B present Most Complex Programmes and Projects performance information in a Red, Amber, Green rating summary, an exception report and dashboard, for Members' scrutiny and comment.
1.3	Section 2.6 presents Headline Priority Activities performance information in narrative form, for Members' scrutiny and comment.
1.4	Section 2.7 presents an update on the planned evaluation of the impact of the Combined Authority's Devolution Deal, for Members to note.
1.5	Section 2.8 describes planned further implementation of the Performance Management Framework.

2. Proposal

2.1	<p>Corporate Key Performance Indicators (KPIs) Balanced Scorecard and Dashboard</p> <p>The Combined Authority's Balanced Scorecard in Section 2.2 summarises the performance of 27 metrics grouped into 20 KPIs. The information presented for each metric comprises:</p> <ul style="list-style-type: none">• Mapping to Combined Authority strategic objective• Mapping to indicator of progress• Ownership• Reporting period• Date of latest available data• Previous period performance• Current period performance• Direction for improvement• Direction of travel• Red, Amber, Green (RAG) rating of direction of travel compared to direction for improvement• Target• Red, Amber, Green (RAG) rating of current period performance compared to target <p>A dashboard for each metric is presented in Appendix A and includes summary performance information, data visualisation, target (where available), metric description, commentary, actions and links to data source(s).</p> <p>Targets have been set by a variety of means appropriate to the measure in question. This has included relevant partnerships (Cambridgeshire and Peterborough Climate Partnership, Vision Zero Partnership), Government departments (Department for Energy and Net Zero, HM Treasury), individual teams (Adult Education, Economy and Growth, Data Protection, Finance, Programme Management) and external consultants (Cambridgeshire and Peterborough Independent Economic Review 2018). Further targets are in development.</p>
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2.2

Balanced Scorecard

Scorecard Perspective	Strategic Objective	Indicator of progress	Metrics	Ownership	Reporting Period	Date of Latest Available Data	Previous Period Performance	Current Period Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
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	Dec-21	26,704	28,649	↑	↑	Green	27,272	Blue
			Metric 2: Total jobs in Cambridgeshire and Peterborough	All	Annual	Jun-21	519,000	516,000	↑	↓	Red	N/A	Target N/A
			Metric 3: Number of jobs per working age person in Cambridgeshire and Peterborough	All	Annual	Jun-21	0.98	0.90	↑	↓	Red	N/A	Target N/A
		Business Environment and Growth	Metric 4: Number of active businesses per 10,000 working age population	All	Annual	Jun-21	725	729	↑	↑	Green	N/A	Target N/A
			Metric 5: Number of business startups per 10,000 working age population	All	Annual	Jun-21	80.56	88.05	↑	↑	Green	N/A	Target N/A
		Housing and Social Well-being	Metric 6: New Housing Completions per 1000 of population	All	Annual	Mar-21	5.25	4.11	↑	↓	Red	N/A	Target N/A
			Metric 7: Number of Local Super Output Areas in the 20% most deprived nationally	All	Every 4 years	Jul-19	54	62	↓	↑	Red	N/A	Target N/A
	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	Aug-21	62.60%	64.00%	↑	↑	Green	N/A	Target N/A
			Metric 9: 19+ further education and skills achievements per	All	Annual	Aug-21	2,297	2,204	↑	↓	Red	N/A	Target N/A
	Enabling Resilient Communities	Carbon Emissions Reduction	Metric 10: Total annual net CO2 emissions in Cambridgeshire and Peterborough	All	Annual	Jun-21	5,951	6,372	↓	↑	Red	6371.89	Red
			Metric 11: Total CO2 from transport	All	Annual	Jun-21	1,947	2,189	↓	↑	Red	N/A	Target N/A
		Energy Affordability and Fuel Poverty	Metric 12: Percentage of households in fuel poverty	All	Annual	Mar-22	12.90%	11.70%	↓	↓	Green	N/A	Target N/A
	Improving Connectivity	Biodiversity and Nature Conservation	Metric 13: Proportion of land (hectares) that is classed as nature rich	All	Every 2 years	Jul-21	11.50%	10.50%	↑	↓	Red	N/A	Target N/A
			Road Safety	Metric 14: Killed or seriously injured (KSI) casualties	All	Annual	Dec-21	395	435	↓	↑	Red	353.40
Sustainable Transportation		Metric 15: Mode share	All	Annual	Oct-21	9.03%	14.23%	↑	↑	Green	N/A	Target N/A	
Internal Process (CPCA Ownership)	Achieving Best Value and High Performance	Contract Management Efficiency	Metric 16: Number of contract waivers that are active	CPCA	Monthly	Sep-23	7.42	7.92	↑	↑	Red	N/A	Target N/A
		On-Time Project Delivery Rate	Metric 17: Percentage of projects delivered on time	CPCA	Annual	Mar-23	0.00%	100.00%	→	↑	Green	100%	Green
		Inclusive Website Experience	Metric 18: Website Accessibility Score	CPCA	Monthly	Sep-23	82.00%	82.00%	↑	→	Amber	N/A	Target N/A
		Data Security Awareness	Metric 19: Proportion of staff who have completed Data Protection and Information Security courses	CPCA	Monthly	Sep-23	96.77%	97.33%	↑	↑	Green	100%	Amber
		Efficient FOI Request Handling	Metric 20: Number of FOI requests responded and completed within 20 days of review	CPCA	Annual	Dec-22	94.12%	100.00%	↑	↑	Green	90%	Blue
	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	Apr-23	7,711	11,972	↑	↑	Green	6,835	Blue
	Ambitious Skills and Employment Opportunities	Advancing Education and Skills	Metric 22: Enrolments and achievements supported by adult education services funded by CA investment	CPCA	Annual	Feb-23	16,740	19,285	↑	↑	Green	17,000	Blue
			Metric 23: Number of apprenticeships created by CA funded investment	CPCA	Quarterly	Sep-23	470	723	↑	↑	Green	950	Red
	Enabling Resilient Communities	Sustainable Housing, Energy and Infrastructure	Metric 24: Cumulative number of homes retrofitted through schemes led by Greater South East Net Zero Hub	CPCA	Monthly	Sep-23	3,296	3,542	↑	↑	Green	3,745	Amber
	Improving Connectivity	Digital Connectivity	Metric 25: Proportion of region with gigabit broadband availability	CPCA	Annual	Sep-22	38.00%	71.00%	↑	↑	Green	55%	Blue
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	42.55%	58.33%	↑	↑	Green	N/A	Target N/A
Financial (CPCA Ownership)	Achieving Best Value and High Performance	Financial Planning and Sustainability	Metric 27: Forecast vs budget loss/carried forward (current financial year)	CPCA	Monthly	Aug-23	96.66%	95.91%	↑	↓	Red	100%	Amber



2.3

RAG ratings for Corporate KPIs owned by the Combined Authority

Indicators are classed as owned by the Combined Authority when the ability to change the indicator lies wholly or mainly with the Combined Authority.

Direction of travel compared to direction for improvement: summary of RAG ratings

RAG rating	Description	Number of metrics	Proportion of metrics
Red	change in performance from previous period to current period is in the opposite direction to direction for improvement	2	16.67%
Amber	performance is unchanged from previous to current period	1	8.5%
Green	change in performance from previous period to current period is in line with direction for improvement	9	75.00%
Total		12	100.0%

Direction of travel compared to direction for improvement: red rated metric

Metric 16: Number of contract waivers that are active

Metric 27: Budget vs forecast loss/carried forward (current financial year)

Current period performance compared to target: summary of RAG ratings

RAG rating	Description	Number of metrics	Proportion of metrics
Red	current performance is off target by more than 10%	1	8.3%
Amber	current performance is off target by 10% or less	3	25.0%
Green	current performance is on target by up to 5% over target	1	8.3%
Blue	current performance is on target by more than 5%	4	33.3%
Target N/A	these measures track key activity being undertaken, without a current performance target	3	25.0%
Total		12	100.0%

Current period performance compared to target: red rated metric

Metric 23: Number of apprenticeships created by Combined Authority funded investment

2.4

RAG ratings for State of the Region Corporate KPIs

Indicators are classed as State of the Region when the ability to change the indicator does not lie wholly or mainly with the Combined Authority.

Direction of travel compared to direction for improvement: summary of RAG ratings

RAG rating	Description	Number of metrics	Proportion of metrics
Red	change in performance from previous period to current period is in the opposite direction to direction for improvement	9	60%
Amber	performance is unchanged from previous to current period	0	0%
Green	change in performance from previous period to current period is in line with direction for improvement	6	40%
Total		15	100%

Direction of travel compared to direction for improvement: red rated metrics

Metric 2: Total jobs in Cambridgeshire and Peterborough

Metric 3: Number of jobs per working age person in Cambridgeshire and Peterborough

Metric 6: New Housing Completions per 1000 of population

Metric 7: Number of Local Super Output Areas in the 20% most deprived nationally

Metric 9: 19+ further education and skills achievements per 100,000 population

Metric 10: Total annual net CO2 emissions in Cambridgeshire and Peterborough

Metric 11: Total CO2 from transport

Metric 13: Proportion of land (hectares) that is classed as nature rich

Metric 14: Killed or seriously injured (KSI) casualties

Current period performance compared to target: summary of RAG ratings

RAG rating	Description	Number of metrics	Proportion of metrics
Red	current performance is off target by more than 10%	2	13.3%

Amber	current performance is off target by 10% or less	0	0%
Green	current performance is on target by up to 5% over target	0	0%
Blue	current performance is on target by more than 5%	1	6.7%
Target n/a	these measures track key activity being undertaken, to present a rounded view of information relevant to the service area, without a current performance target	12	80.0%
Total		15	100%

Current period performance compared to target: red rated metrics

Metric 10: Total annual net CO2 emissions in Cambridgeshire and Peterborough

Metric 14: Killed or seriously injured (KSI) casualties

2.5 Summary of Most Complex Programmes and Projects RAG ratings and exception report

Programmes and Projects are classed as Most Complex when a Combined Authority Funded programme or project is considered most significant in terms of value, strategic fit and where there would be significant impact if failure to deliver. This list is subject to change. Due to the inherent complexity of these projects, there is likely to be a higher percentage at amber than when considering less complex projects.

A summary of RAG ratings for Most Complex Programmes and Projects is as follows.

RAG rating	Description	Number of programmes and projects	Proportion of
Red	Without action, successful delivery is highly unlikely.	0	0%
Amber	Without action, successful delivery is in doubt, and/or there is uncertainty and risk surrounding future deliverability.	4	57%
Green	High level of confidence in successful delivery.	3	43%
Total		7	100%

There are no red rated Most Complex Programmes and Projects.

Headline Priority Activities

Climate Summit

On Thursday 9th November, the Combined Authority hosted the Cambridgeshire & Peterborough Climate Partnership: The green future at the Maltings in Ely.

The summit was convened by Mayor Dr Nik Johnson to raise awareness of the steps the region has taken so far to tackle climate change and our bold ambitions for the future. The summit also discussed the further actions required at a regional and national level to reach net zero emissions and brought together partners and stakeholders from a wide range of organisations.

Following the summit, attendees have been provided with an opportunity to provide further feedback on existing plans and a platform to continue to engage with the work of the Cambridgeshire & Peterborough Climate Partnership.

Engineering UK Inquiry

Engineering UK have published a 5-point plan to grow and sustain engineering and technology apprenticeships for young people. *Fit for the future: Growing and sustaining engineering and technology apprenticeships for young people*, is an inquiry that had been led by Lord Knight and Lord Willetts.

The Combined Authority provided evidence to the inquiry and attended the 5-point plan launch. It is welcome to see much of the Combined Authority's recommendations within the report. The report identifies barriers such as funding disparities, lack of awareness, and application process challenges for young people and businesses, all of which must be addressed to make apprenticeships more accessible. It aligns with the Combined Authority's strategic approach, emphasising the importance of engaging more employers, diversifying job boards, and promoting diversity champions.

UK's Real Estate Investment & Infrastructure Forum

The Combined Authority have booked a pavilion at the UK's Real Estate Investment & Infrastructure Forum (UKREiiF) 21-23rd May 2024. UKREiiF is the largest cross sector property conference in the UK, forecasting 10,000 delegates in 2024. It is an opportunity to showcase Cambridgeshire and Peterborough investment propositions to a national and international audience of developers, investors and occupiers. It will also heighten awareness of the Combined Authority.

A small multi-disciplinary team are working to produce a programme of events and marketing materials for the pavilion, and will be looking to work in partnership with our constituent authorities, partners and stakeholders to develop these further in the near future.

Why hasn't UK regional policy worked?

The Combined Authority has welcomed Harvard University's recent report: *Why hasn't UK regional policy worked?*, authored by Dan Turner, Harvard Kennedy School, Nyasha Weinberg, Harvard Kennedy School, Esme Elsdon, University College London and Ed Balls, King's College London & Harvard Kennedy School. The authors interviewed ninety-three top level political and official policymakers across the UK (spanning six decades of experience).

We support the report's findings that the Mayoral Combined Authority model, coupled with sustainable local government funding, can be the vehicle to form the basis for a cross-party consensus on regional growth. The report also makes a strong case of deeper skills devolution and an acknowledgement that skills policy must align with local business needs and industry strategy. The Combined Authority are echoing these recommendations in conversations with the Government, regarding Cambridge 2040, deeper devolution at the Autumn Statement.

2.7	<p>Planned evaluation of the impact of the Combined Authority’s Devolution Deal</p> <p>ekosgen have been appointed to support the Combined Authority in developing the Mid-Term Report, the next phase of the current Gateway Review process. Early engagement is underway with DLUHC’s Independent Evaluation Panel to review and confirm any changes to the evaluation methodology set out in the Local Evaluation Framework. There is potential to extend the contract with ekosgen to cover the Final Report, which is due in October 2025. The Combined Authority is participating a forum set up by DLUHC for authorities undertaking Gateway Reviews, for sharing lessons learnt and other support.</p>
2.8	<p>Planned further development of Performance Management Framework (PMF)</p> <p>The Combined Authority is on a journey to implement and embed its new Performance Management Framework. Further work is planned to refine how the Combined Authority measures, manages and communicates its performance, drawing on best practice locally and nationally.</p> <p>Accountability to the public</p> <p>A Projects Performance Dashboard will be published on our website, which will include reporting on all Combined Authority projects. It will offer an overview of how 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.</p> <p>In line with the English Devolution Accountability Framework, the Combined Authority is planning 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. These will be a mixture of face to face and virtual events.</p> <p>Refinement of list of Corporate KPIs</p> <p>Work is ongoing to further refine the Corporate KPIs, responding to feedback from members and local partners, and national government policy.</p> <p>Metric 7 will be refined to provide a measurement of the improvement or worsening of inequality in the C&P region, to support scrutiny of the achievement of the Combined Authority’s commitment to reducing inequality between and within Greater Cambridge, The Fens and Greater Peterborough, whilst increasing productivity.</p> <p>New aggregated metrics for apprenticeships and property retrofitted will be developed, incorporating the activity of all the constituent authorities, not just the Combined Authority.</p> <p>The Combined Authority is engaging with constituent councils and the Integrated Care System (ICS), to align performance reporting across the system.</p> <p>A ‘State of the Region Review’ project is being co-produced and co-delivered with constituent authorities, Higher Education (HE) institutions and the ICS. It has entered delivery phase and 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 and will inform the development of Combined Authority and partners’ strategies. Findings from the review will be presented accessibly in a suite of communications resources including a report, video and an interactive dashboard embedded in the Cambridgeshire and Peterborough Insight website. The Combined Authority will seek to refresh the evidence base annually, funding permitting.</p> <p>The Office for Local Government (Oflog) is developing a dashboard that compares performance data across similar local authorities. A beta version of the Local Authority Data Explorer has been</p>

launched with a handful of metrics and further metrics will be released in tranches. The Combined Authority has responded to a consultation providing feedback on the draft metrics. The Oflog metrics will inform our further development of the list of indicators.

Thematic reports

Work has begun to develop quarterly Thematic Performance Reports encompassing Dashboards of Key Performance Indicators (KPIs) relevant to the remit of the particular thematic committee. 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 or Business Board). Whilst this work is in development, progress updates will be reported via Directors' Highlight Reports.

Use of technology

The Corporate KPIs dashboard is a spreadsheet that can only be shared with Members as a printed PDF. The Combined Authority plans to transition to Power BI, a platform that is routinely used by MCAs and other local authorities. This will provide Members with ongoing access to the data and the ability to drill down into the data, for example by geography. We will also explore other methods of rapidly escalating performance issues in-between committee cycles.

The Combined Authority recognises that national data sets can have a significant lag of two years or more, limiting decision making usefulness. The Combined Authority is exploring using household level data held by constituent authorities to analyse and report on measures such as poverty and public health.

Developing an effective performance management culture

The Combined Authority is developing plans to establish and embed an effective performance management culture for the organisation as a whole. This will include training for members and officers, and appointment of data champions.

3. Background

3.1 On 18 September 2023, Overview and Scrutiny Committee, and on 20 September 2023, Combined Authority Board received the Q1 Corporate Performance Report, which presented members with the Performance Management Framework, the Corporate Key Performance Indicators, Most Complex Programmes and Projects performance information and an update on the planned evaluation of the impact of the Combined Authority's Devolution Deal.

On 1 November 2023, the draft Q2 Balanced Scorecard, Corporate Key Performance Indicators and Most Complex Programmes and Projects Dashboards were reviewed at an informal Overview and Scrutiny Committee meeting.

On 8 November, Leaders Strategy Meeting received the draft Q2 Corporate Performance Report.

A summary of Members' requests for further development is given below:

Corporate KPIs Balanced Scorecard and Dashboard

- Whilst the revised Corporate KPIs presented in the Balanced Scorecard and Dashboards contain a wealth of information, concerns were raised regarding their complexity. Members

	<p>expressed their desire for a more streamlined presentation, particularly emphasising the need to make the Balanced Scorecard more central. The suggestion of removing the narrative element of the exception report on red rated metrics from the covering paper was welcomed. This has been actioned.</p> <ul style="list-style-type: none"> • The overall trend of the time series data was highlighted as important to include in the analysis. This has been actioned. • RAG rating of performance against targets along with information about target setting was requested. This has been actioned. • The relevancy of the data contained within the State of the Region metrics was brought into question. Members noted that some of the most recent data available dated back to 2021 and earlier, prompting a request for more up-to-date information to ensure accurate assessments and decision-making. This work is ongoing. • It was noted that reporting direction of travel compared to direction for improvement sometimes gives an incomplete assessment of performance. Greater use of comparison with comparable authorities was requested. This work is ongoing. • Refinement of Metric 7 to provide a measurement of the improvement or worsening of inequality in the C&P region was requested, to support scrutiny of the achievement of the Combined Authority’s commitment to reducing inequality between and within Greater Cambridge, The Fens and Greater Peterborough, whilst increasing productivity. An analysis based on available ONS data was suggested. This work has started. • New aggregated metrics for apprenticeships and property retrofitted were requested incorporating the activity of all the constituent authorities, not just the Combined Authority. This work has started. <p>Most Complex Programmes and Projects</p> <ul style="list-style-type: none"> • Committee members sought further clarification regarding the 'green' rating associated with the bus reform project on the dashboard. There was a request for additional information and context to support the rating. • The confidence level in the Net Zero Programme rating was also discussed. Committee members sought a more in-depth understanding of the confidence in this rating.
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4. Appendices	
4.1	Appendix A – Corporate KPIs Dashboard Q2 2023/24
4.2	Appendix B – Most Complex Programmes and Projects Dashboard Q2 2023/24

5. Implications	
Financial Implications	
5.1	<p>There are no immediate direct financial implications as a consequence of the delivery of this Q2 performance report.</p> <p>The Gateway review in 2025, referred to in paragraph 2.7, is the next in the 5-yearly reviews of the Combined Authority’s investment fund (a.k.a. gainshare) agreed as part of the devolution deal, continuation of the Combined Authority’s £20m p.a. devolved funding is tied to passing these gateways.</p>
Legal Implications	
5.2	<p>This report needs to be seen in the context of the legal and constitutional nature of the Combined Authority itself. Under Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government & Public Involvement in Health Act 2007), the Combined Authority is under a general duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. Whilst there may</p>

	be Legal implications as a result of the delivery of the Combined Authority's Corporate Plan and its Priorities, there are no direct Legal implications as a consequence of the delivery of this performance report.
Public Health Implications	
5.3	This Q2 report does not have direct public health impacts. Achieving, or supporting the achievement of Green RAG ratings for relevant public health KPIs will have implications that need to be considered by thematic Committees.
Environmental & Climate Change Implications	
5.4	This Q2 report does not have direct environmental & climate change impacts. Achieving, or supporting the achievement of Green RAG ratings for relevant climate and environment KPIs will have implications that need to be considered by thematic Committees.
Other Significant Implications	
5.5	There are no immediate equality, diversity and inclusion implications as a consequence of the delivery of this Q2 performance report. However, future performance reports will develop and implement equality data categories for the KPIs.
Background Papers	
5.6	