



Combined Authority Board	Agenda Item
20 March 2024	11

Title:	Corporate Performance Report, Q3 2023/24
Report of:	Jules Ient, Head of Policy, Insight and Performance
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 and agree performance information relating to the Combined Authority's Corporate Key Performance Indicators.
B	Scrutinise and agree performance information relating to the Combined Authority's Most Complex Programmes and Projects.
C	Scrutinise and agree 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 - 5 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 6 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 7 presents Headline Priority Activities performance information in narrative form, for Members' scrutiny and comment.
1.4	Section 8 presents an update on the planned evaluation of the impact of the Combined Authority's Devolution Deal, for Members to note.
1.5	Section 9 describes planned further implementation of the Performance Management Framework.

2. Corporate Key Performance Indicators (KPIs) Balanced Scorecard and Dashboard

2.1 The Combined Authority's Balanced Scorecard in Section 2.2 summarises the performance of 27 Key Performance Indicators. Metrics are classed as owned by the Combined Authority when the ability to change performance lies wholly or mainly with the Combined Authority. Metrics are classed as State of the Region when the ability to change performance does not lie solely with the Combined Authority.

The metrics below were chosen with the rationale of applying a balanced scorecard approach encompassing four perspectives: State of the Region, Internal Process, Learning and Growth and Financial. This allows the Combined Authority to link long-term strategies to shorter-term actions.

Metrics owned by the whole region	Metrics owned by the Combined Authority
Metric 1: Gross Value Added for Cambridgeshire and Peterborough Area	Metric 16: Number of contract waivers that are active
Metric 2: Total jobs in Cambridgeshire and Peterborough	Metric 17: Percentage of projects delivered on time
Metric 3: Number of jobs per working age person in Cambridgeshire and Peterborough	Metric 18: Website Accessibility Score
Metric 4: Number of active businesses per 10,000 working age population	Metric 19: Proportion of staff who have completed Data Protection and Information Security courses
Metric 5: Number of business startups per 10,000 working age population	Metric 20: Number of FOI requests responded and completed within 20 days of review
Metric 6: New Housing Completions per 1000 of population	Metric 21: Total number of jobs created and supported by key Combined Authority Economy and Growth funds
Metric 7: Number of Local Super Output Areas in the 20% most deprived nationally	Metric 22: Enrolments onto and achievements supported by adult education services funded by CA investment
Metric 8: Proportion of the Cambridgeshire and Peterborough working age population with level three, four and above qualifications	Metric 23: Number of apprenticeships created by CA funded investment
Metric 9: 19+ further education and skills achievements per 100,000 population	Metric 24: Cumulative number of homes retrofitted through schemes led by Greater South East Net Zero Hub
Metric 10: Total annual net CO2 emissions in Cambridgeshire and Peterborough	Metric 25: Proportion of Cambridgeshire and Peterborough region with gigabit broadband availability
Metric 11: Total CO2 from transport	Metric 26: Proportion of staff feeling valued by the Combined Authority
Metric 12: Percentage of households in fuel poverty	Metric 27: Forecast vs budget loss/carried forward (current financial year)

	Metric 13: Proportion of land (hectares) that is classed as nature rich	
	Metric 14: Killed or seriously injured (KSI) casualties	
	Metric 15: Mode share	
2.2	<p>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 	
2.3	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).	
2.4	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).	

3. Balanced Scorecard

3.1 The following metrics have changed from Q2 2023/24 to Q3 2023/24. The full Balanced Scorecard can be found at Appendix A.

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	Business Environment and Growth	Metric 4: Number of active businesses per 10,000 working age population	All	Annual	Dec-22	729	726	↑	↓	Amber	N/A	Target N/A
			Metric 5: Number of business startups per 10,000 working age population	All	Annual	Dec-22	84.84	82.08	↑	↓	Amber	N/A	Target N/A
	Housing and Social Well-being	Metric 6: New Housing Completions per 1000 of population	All	Annual	Mar-23	4.73	5.37	↑	↑	Green	N/A	Target N/A	
Improving Connectivity	Road Safety	Metric 14: Killed or seriously injured (KSI) casualties	All	Annual	Dec-22	435	458	↓	↑	Red	353	Red	
Internal Process (CPCA Ownership)	Achieving Best Value and High Performance	Contract Management Efficiency	Metric 16: Number of contract waivers that are active	CPCA	Monthly	Dec-23	7.58	7.58	↓	→	Amber	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	100.00%	Green
		Inclusive Website Experience	Metric 18: Website Accessibility Score	CPCA	Monthly	Dec-23	82.00%	64.00%	↑	↓	Red	N/A	Target N/A
		Data Security Awareness	Metric 19: Proportion of staff who have completed Data Protection and Information Security courses	CPCA	Monthly	Dec-23	77.24%	83.21%	↑	↑	Green	100.00%	Red
	Efficient FOI Request Handling	Metric 20: Number of FOI requests responded and completed within 20 days of review	CPCA	Annual	Dec-23	100.00%	94.74%	↑	↓	Red	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	Jan-24	7,711	14,249	↑	↑	Green	6,835	Blue
	Ambitious Skills and Employment Opportunities	Advancing Education and Skills	Metric 22: Enrolments onto and achievements supported by adult education services funded by CA investment	CPCA	Annual	Feb-23	16,740	19,468	↑	↑	Green	17,000	Blue
			Metric 23: Number of apprenticeships created by CA funded investment	CPCA	Quarterly	Dec-23	723	804	↑	↑	Green	1,400	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	3,230	3,265	↑	↑	Amber	3,745	Red	
Improving Connectivity	Digital Connectivity	Metric 25: Proportion of Cambridgeshire and Peterborough region with gigabit broadband availability	CPCA	Annual	Dec-23	71.00%	79.65%	↑	↑	Green	55.00%	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	Dec-23	58.33%	60.20%	↑	↑	Amber	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	Dec-23	87.47%	89.00%	↑	↑	Amber	100.00%	Red

4. RAG ratings for Corporate KPIs owned by the Combined Authority

4.1 Metrics are classed as owned by the Combined Authority when the ability to change performance lies wholly or mainly with the Combined Authority.

4.2 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 more than 5% and in the opposite direction to direction for improvement	2	16.7%
Amber	change in performance from previous to current period is 5% or less	4	33.3%
Green	change in performance from previous period to current period is more than 5% and in line with direction for improvement	6	50.0%
Total		12	100.0%

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

Metric 18: Website Accessibility Score

Metric 20: Number of FOI requests responded and completed within 20 days of review

4.4 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%	3	25.0%
Amber	current performance is off target by 10% or less	0	0.0%
Green	current performance is on target by up to 5% over target	2	16.7%
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%

4.5 Current period performance compared to target: red rated metric

Metric 19: Proportion of staff who have completed Data Protection and Information Security courses

Metric 23: Number of apprenticeships created by CA funded investment

Metric 24: Cumulative number of homes retrofitted through schemes led by Greater South East Net Zero Hub

5. RAG ratings for State of the Region Corporate KPIs

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

5.2 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 more than 5% and in the opposite direction to direction for improvement	4	26.67%
Amber	change in performance from previous to current period is 5% or less	7	46.67%
Green	change in performance from previous period to current period is more than 5% and in line with direction for improvement	4	26.67%
Total		15	100%

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

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

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

Metric 11: Total CO2 from transport

Metric 14: Killed or seriously injured (KSI) casualties

5.4 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	0.0%
Green	current performance is on target by up to 5% over target	0	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%

5.5 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

6. Summary of Most Complex Programmes and Projects RAG ratings and exception report

6.1	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.		
6.2	A summary of RAG ratings for Most Complex Programmes and Projects is as follows.		
	RAG rating	Description	Number of programmes and projects
	Red	Without action, successful delivery is highly unlikely.	0
	Amber	Without action, successful delivery is in doubt, and/or there is uncertainty and risk surrounding future deliverability.	4
	Green	High level of confidence in successful delivery.	3
	Total		7
6.3	There are no red rated Most Complex Programmes and Projects.		

7. Headline Priority Activities

7.1	<p>Climate Summit</p> <p>On Thursday 9th November, the Combined Authority hosted the Cambridgeshire & Peterborough Climate Partnership: The green future at the Maltings in Ely.</p> <p>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.</p> <p>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.</p>
7.2	<p>Engineering UK Inquiry</p> <p>Engineering UK have published a 5-point plan to grow and sustain engineering and technology apprenticeships for young people. <i>Fit for the future: Growing and sustaining engineering and technology apprenticeships for young people</i>, is an inquiry that had been led by Lord Knight and Lord Willetts.</p> <p>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.</p>
7.3	<p>UK's Real Estate Investment & Infrastructure Forum</p> <p>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</p>

	<p>Peterborough investment propositions to a national and international audience of developers, investors and occupiers . It will also heighten awareness of the Combined Authority.</p> <p>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.</p>
7.4	<p>Why hasn't UK regional policy worked?</p> <p>The Combined Authority has welcomed Harvard University's recent report: <i>Why hasn't UK regional policy worked?</i>, 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).</p> <p>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.</p>

8. Planned evaluation of the impact of the Combined Authority's Devolution Deal

8.1	<p>The Devolution deal commits a £20m per annum Investment Fund (referred to as Gainshare) to the Combined Authority over 30 years. This funding is subject to 5-year independent gateway reviews to assess the impact investment funds have made in the local area on economic growth. Ekosgen has supported the Combined Authority in developing the Mid-term report, the current phase of the Gateway Review process. This has included the development of eight draft papers that have been submitted to DLUHC's consultants SQW for review. Feedback from this review will be incorporated into a mid-term report. The evidence papers are:</p> <ul style="list-style-type: none"> • Covid Micro Grants impact evaluation report • Digital Connectivity impact evaluation report • Market Towns Phase 2 progress plus evaluation • University of Peterborough update and next steps evidence paper • Contextual Economic Forecast evidence paper • Progress Evaluation evidence paper • Market Towns Phase 1 evidence paper • Complementary Workstreams evidence paper <p>Following the mid-term report, Eskogen will hold Case Study interviews on the Complimentary Workstreams process and on Capacity Development and Partnership.</p>
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9. Implementation of the Performance Management Framework (PMF)

9.1	<p>The CA is working to embed the new Performance Management Framework, a key component of the Single Assurance Framework (SAF).</p>
9.2	<p>Thematic reports</p> <p>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.</p>

9.3	<p>Developing an effective performance management culture</p> <p>The Combined Authority is developing plans to establish and embed an effective performance management culture for the organisation. As part of the implementation of the Performance, Risk and Single assurance Framework, the Programme Office are developing a change handbook, incorporating the CPCA frameworks and governance into once place. The new project reporting governance implementation will be established from June 2024.</p> <p>Training sessions have been run for members and officers to explain the new minimum reporting requirements. This includes training on the Performance Management Framework given to all staff and Board/Committee training. A lessons learned training will also take place and will be captured through Microsoft PowerApps and shared with partners to enable a community of learning and collaboration.</p> <p>Training for CPCA officers has been undertaken in the following areas:</p> <ul style="list-style-type: none"> • Project Management – Association of Project Manager Fundamentals • Project Management – Association of Project Manager Professional Qualification • Risk Management Framework and Processes – RSM Auditors • Risk Management – 4Risk software • Procurement training • Contract Management training
9.4	<p>Accountability to the public</p> <ul style="list-style-type: none"> • A Projects Performance Dashboard will be published on our website, which will include reporting on all Combined Authority projects. 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. • The KPI Dashboards will also be published on our website • Mayoral Question Time events are in development, 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 • Social and Digital Media will also be utilised to effectively communicate the Corporate Performance Reports. • A performance communications plan will be developed to go live in June 2024.
9.5	<p>Use of technology</p> <p>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. Power BI training took place in Q2.</p>

10. Appendices

12.1	Appendix A – Balanced Scorecard and Corporate KPIs Dashboard Q3 2023/24
12.2	Appendix B – Most Complex Programmes and Projects Dashboard Q3 2023/24

11. Implications

Financial Implications

12.1	<p>There are no immediate direct financial implications as a consequence of the delivery of this Q3 performance report.</p> <p>The Gateway review in 2025, 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>
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Legal Implications	
12.2	<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.</p> <p>Whilst there may 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.</p>
Public Health Implications	
12.3	<p>This Q3 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.</p>
Environmental & Climate Change Implications	
12.4	<p>This Q3 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.</p>
Other Significant Implications	
12.5	<p>There are no immediate equality, diversity and inclusion implications as a consequence of the delivery of this Q3 performance report. However, future performance reports will develop and implement equality data categories for the KPIs.</p>
Background Papers	
12.6	None