



## Combined Authority Board

**24th July 2024**

Title:	Corporate Performance Report, Q4 2023/24
Report of:	Jules Ient, Head of Policy, Insight and Performance
Lead Member:	Cllr Edna Murphy, Lead Member Governance
Public Report:	Yes
Key Decision:	No
Voting Arrangement:	No vote required

### 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 - 5 and Appendix A presents Corporate Key Performance Indicators (KPIs) performance information in a Balanced Scorecard, Red, Amber, Green rating summary and Dashboard, for Members' scrutiny and comment.
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1.2	Section 6 and Appendix B presents 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.

<b>Metrics owned by the whole region</b>	<b>Metrics owned by the Combined Authority</b>
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"> <li>• Mapping to Combined Authority strategic objective</li> <li>• Mapping to indicator of progress</li> <li>• Ownership</li> <li>• Reporting period</li> <li>• Date of latest available data</li> <li>• Previous period performance</li> <li>• Current period performance</li> <li>• Direction for improvement</li> <li>• Direction of travel</li> <li>• Target</li> <li>• Red, Amber, Green (RAG) rating of current period performance compared to target.</li> </ul>	
2.3	<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>	
2.4	<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).</p>	

### 3. Balanced Scorecard and Dashboard updates

3.1

This section of the Balanced Scorecard presents metrics that have new performance data for Q4 2023/24. A view of the full Balanced Scorecard is available in Appendix A. To streamline reporting and reduce potential confusion, we have consolidated the two previously separate RAG ratings into one rating. Where quantitative performance targets have not yet been established, we have noted the target as “Increase” or “Decrease” in direction of travel. The RAG rating system uses performance changes against the target with a certain tolerance value. Each colour indicates:

- **Red:** Performance is off target by more than 10%.
- **Amber:** Performance is off target by 10% or less.
- **Green:** Performance is on target, up to 5% over target.
- **Blue:** Performance exceeds the target by more than 5%.

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	Target	RAG Rating against target
State of the Region (Shared Ownership)	Achieving Good Growth	Economic Performance and Job Market	Metric 1: Gross Value Added	All	Annual	Dec-22	28,892	31,033	↑	↑	28,038	Blue
			Metric 2: Total jobs	All	Annual	Jun-22	516,000	513,000	↑	↓	Increase	Amber
			Metric 3: Number of jobs per working age person	All	Annual	Jun-22	0.90	0.90	↑	→	Increase	Amber
	Business Environment and Growth	Metric 4: Number of active businesses per 10,000 working age population	All	Annual	Dec-22	729	726	↑	↓	Increase	Amber	
		Metric 5: Number of business startups per 10,000 working age population	All	Annual	Dec-22	84.84	82.08	↑	↓	Increase	Amber	
Ambitious Skills and Employment Opportunities	Workforce Educational Attainment and Skills	Metric 9: 19+ further education and skills achievements per 100,000 population	All	Annual	Mar-23	2,204	2,481	↑	↑	Increase	Blue	
Internal Process (CPCA Ownership)	Achieving Best Value and High Performance	Contract Management Efficiency	Metric 16: Number of contract waivers that are active	CPCA	Monthly	Mar-24	7.67	7.50	↓	↓	Decrease	Green
		On-Time Project Delivery Rate	Metric 17: Percentage of projects delivered on time	CPCA	Annual	Mar-24	75.00%	50.00%	↑	↓	100.00%	Red
		Inclusive Website Experience	Metric 18: Website Accessibility Score	CPCA	Monthly	May-24	65.00%	65.00%	↑	→	Increase	Amber
		Data Security Awareness	Metric 19: Proportion of staff who have completed Data Protection and Information Security courses in last 12 months	CPCA	Monthly	May-24	82.48%	89.16%	↑	↑	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%	↑	↓	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	↑	↑	6,835	Blue
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	Apr-24	0	116	↑	↑	116	Green	
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	Mar-24	78.66%	68.94%	↑	↓	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 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%	5	41.7%
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	3	25.0%
Blue	current performance is on target by more than 5%	4	33.3%
Total		12	100.00%

#### 4.3 Current period performance compared to target: red rated metrics

Metric 17: Percentage of projects delivered on time

Metric 18: Website Accessibility Score

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 27: Forecast vs budget loss/carried forward (current financial year)

#### 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 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%	5	33.3%
Amber	current performance is off target by 10% or less	4	26.7%
Green	current performance is on target by up to 5% over target	2	13.3%
Blue	current performance is on target by more than 5%	4	26.7%
Total		15	100.00%

#### 5.3 Current period performance compared to target: red rated metrics

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

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

## 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	Proportion of programmes and projects
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.	2	29%
Green	High level of confidence in successful delivery.	5	71%
Total		7	100%

6.3 There are no red rated Most Complex Programmes and Projects.

## 7. Headline Priority Activities

### 7.1 UKREiiF

The Combined Authority convened Team Cambridgeshire & Peterborough's first delegation at this year's UK's Real Estate Investment & Infrastructure Forum (UKREiiF).

Held in Leeds from 21 to 23 May, UKREiiF was attended by over 13,000 delegates across the UK and internationally.

Team Cambridgeshire & Peterborough's purpose for attending UKREiiF was to showcase our region's strengths and potential for investors, highlighting Cambridgeshire and Peterborough as an exceptional destination for living, working, learning, and investing.

The decision to attend was taken with the support of the Combined Authority's Independent Improvement Board, in line with recommendations for the Combined Authority to work in partnership with constituent authorities to develop a 'one-voice' approach for advocating and influencing on behalf of Cambridgeshire and Peterborough.

To deliver this, a small multi-disciplinary team have worked with our Constituent Authorities and the Business Board to develop and deliver a programme of six core panel events, and two fringe events which were well attended with many being standing room only.

A Team Cambridgeshire & Peterborough Investment Prospectus was also co-produced with our Constituent Authorities and the Business Board alongside a suite of marketing materials.

This was underpinned by bespoke website which can be found by visiting [www.cambridgeshirepeterborough-ca.gov.uk/investwithus/](http://www.cambridgeshirepeterborough-ca.gov.uk/investwithus/).

Feedback from delegates visiting the pavilion included:

- "I've been in all the pavilions, and Team Cambridgeshire and Peterborough events have been by far the most interesting."
- "It's noticeable how much more energy there is in the Team Cambridgeshire and Peterborough pavilion."

Following this year's successful attendance, work has already begun on preparing for next year's UKREiiF.

7.2	<p><b>Shared Ambition</b></p> <p>Work continues at pace to deliver a Shared Ambition for Cambridgeshire &amp; Peterborough.</p> <p>On Friday 10<sup>th</sup> May we were joined by over 60 participants, from a wide range of organisations, for our second stakeholder workshop to further develop the emerging Shared Ambition.</p> <p>The final document will set out our collective future ambitions and aspirations for the region.</p> <p>In addition to the second stakeholder workshop, we also facilitated two sessions with Combined Authority Officers on Wednesday 15<sup>th</sup> ensuring our staff had the opportunity to contribute to shaping the Shared Ambition.</p> <p>On Thursday 13<sup>th</sup> June, we are inviting Elected Members who sit on Combined Authority Thematic Committees, and Members of the Business Board, to an in-person Shared Ambition workshop.</p> <p>The purpose of the interactive session is to: understand why we are developing a Shared Ambition, receive an overview of the work so far and themes emerging, capture your feedback on emerging outcomes from Stakeholder Workshops and engagement to date and ensure your views and insights feed into the next stages of developing the Shared Ambition.</p> <p>To raise awareness of the Shared Ambition, and boost engagement, we have developed an online platform which can be found by visiting <a href="https://cpcasharedambition.commonplace.is/">https://cpcasharedambition.commonplace.is/</a>.</p> <p>We have promoted the online platform via this month's Member Newsletter, including providing some wording which can be used by Members to promote the Shared Ambition website within their local communities.</p>
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## 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 reviewed by DLUHC's consultants SQW and incorporated into a Mid-term report. The evidence papers are:</p> <ul style="list-style-type: none"> <li>• Covid Micro Grants impact evaluation report</li> <li>• Digital Connectivity impact evaluation report</li> <li>• Market Towns Phase 2 progress plus evaluation</li> <li>• University of Peterborough update and next steps evidence paper</li> <li>• Contextual Economic Forecast evidence paper</li> <li>• Progress Evaluation evidence paper</li> <li>• Market Towns Phase 1 evidence paper</li> <li>• Complementary Workstreams evidence paper</li> </ul> <p>A Final Report is due in October 2025. Procurement for this stage of the Gateway Review will take place over the summer, with evaluation activity planned to commence in October 2024.</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><b>Lessons learnt</b></p> <p>A lessons learnt session took place on 16 May to review and reflect on progress to implement the PMF. 18 officers from across the CA attended. Key findings that arose from the session included:</p> <ul style="list-style-type: none"> <li>• Achieving a balanced Balance Scorecard</li> </ul>



	<ul style="list-style-type: none"> <li>• Simplification of report contents and timely reporting</li> <li>• Effective presentation in Committee Meetings</li> <li>• Streamlining project risk reporting</li> <li>• Easier public query access with Mayoral Question Time</li> <li>• Achieving a performance drumbeat</li> <li>• Enabling further transparency and open feedback</li> <li>• Expanding the Policy, Insight and Performance Team</li> </ul>
9.3	<p><b>Audit and Governance Committee review</b></p> <p>Audit and Governance Committee (A&amp;G) are responsible for reviewing the Performance Management Framework on an annual basis to ensure that it is fit for purpose and working effectively. A progress update report presented to A&amp;G on 20 June 2024 was positively received. The next progress update will be taken to A&amp;G in December 2024.</p>
9.4	<p><b>Internal Audit</b></p> <p>An internal audit into Strategic Planning in February 2024 concluded that the Board can take reasonable assurance that the controls upon which the organisation relies to manage Strategic Planning are suitably designed, consistently applied and effective. However, the audit identified issues that need to be addressed to ensure that the control framework is effective in managing the identified area(s). In relation to the Corporate Performance Report, the audit reviewed CPCA Board papers, agendas, and minutes, and confirmed that the Quarterly Corporate Performance Reports for Q1 and Q2 were submitted to the Board in September and November 2023 respectively. The Corporate Performance Report for Q2 was reviewed and confirmed that it was prepared by the Acting Policy Manager and signed off by the relevant Lead Member. It was found that the report provided an update in relation to the Corporate Strategy in providing a detailed performance dashboard showing performance against KPIs. It was confirmed that the report included the agreed metrics and provided a summary narrative of the key performance areas, as well as detailed the priority actions for the next period. The balanced scorecard also summarises the performance of 27 metrics grouped into 20 KPIs. There were no management actions arising from this section of the audit.</p> <p>An internal audit into Performance Management took place on 17th May 2024 by RSM. The final report has not yet been received; however draft management actions include:</p> <ul style="list-style-type: none"> <li>• automation of the Corporate Performance Dashboard to eliminate manual input of KPI data and reduce the likelihood of human error.</li> <li>• retain evidence of quality assurance and an audit trail of checks to be able to easily track changes between reporting periods.</li> <li>• final approval of the Performance Dashboards should be recorded and retained for each quarterly dashboard that is signed off.</li> <li>• ensure all Corporate Management Team meeting minutes are documented, and action plans for outcomes drafted and monitored for implementation in subsequent meetings.</li> </ul>
9.5	<p><b>Increased capacity</b></p> <p>There has been a gap in resources and capacity to fully deliver the components of the PMF from its inception in April 2023 where corporate performance reporting was still being established. Following a review of the policy, insight &amp; performance function additional capacity is being brought in and all staff will be in place mid Q2 to address these resource issues.</p>

## 10. Appendices

12.1	<a href="#">Appendix A – Balanced Scorecard and Corporate KPIs Dashboard Q4 2023/24</a>
12.2	<a href="#">Appendix B – Most Complex Programmes and Projects Dashboard Q4 2023/24</a>



## 11. Implications

### Financial Implications

12.1	<p>There are no immediate direct financial implications as a consequence of the delivery of this Q4 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 &amp; 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>
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### Public Health Implications

12.3	<p>This Q4 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>
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### Environmental & Climate Change Implications

12.4	<p>This Q4 report does not have direct environmental &amp; 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>
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### Other Significant Implications

12.5	<p>There are no immediate equality, diversity and inclusion implications as a consequence of the delivery of this Q4 performance report. However, future performance reports will develop and implement equality data categories for the KPIs.</p>
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### Background Papers

12.6	None
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