



**CAMBRIDGESHIRE
& PETERBOROUGH
COMBINED AUTHORITY**

Performance Management Framework

2025-2029



Version History

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Introduction

Performance management is central to delivering the Combined Authority purpose to:

Get Cambridgeshire and Peterborough moving

The Corporate Plan sets a bold and focused direction for the Cambridgeshire and Peterborough Combined Authority for the years 2025 to 2029. It marks a renewed commitment to delivering real outcomes for our region, shaped by the ambitions of the newly elected Mayor, the evolving needs of our communities and positioning the organisation to maximise the benefits of devolution and get Cambridgeshire and Peterborough moving. It builds on existing Devolution powers and enables the CPCA to prepare for future devolution opportunities that arise from the English Devolution and Community Empowerment Bill. To deliver, the Combined Authority must continue to improve its performance.

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

This PMF is for CPCA 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 delivery of the Corporate Plan's purpose and objectives
- driving and embedding a culture of continuous improvement
- giving clarity on key 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, plans and activities
- promoting accountability and transparency
- enabling us to demonstrate best value
- instilling confidence across our organisation, our service-users and stakeholders

The [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 and the expectations set out in the [Scrutiny Protocol](#) guidance for devolved authorities published in November 2023.

The English Devolution and Community Empowerment Bill was introduced to the House of Commons in July 2025, following the publication of the [English Devolution White Paper](#) in December 2024. It is proposed that as an existing Combined Authority, the CPCA would automatically become a Mayoral Strategic Authority (MSA) before preparing to become an Established Mayoral Strategic Authority (EMSA) subject to meeting set criteria and consideration of the CPCA's track record of managing major programmes. Becoming an EMSA will enable the CPCA to gain access to an Integrated Settlement, which will reform the way Strategic Authorities account to government for the funding they get. Integrated Settlements include a single, mutually agreed outcomes framework underpinned by outputs and outcomes key performance indicators (KPIs).

This Framework sits within the CPCA's [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 is a key tool in successfully delivering the SAF. It ensures that appropriate project oversight is provided by both officers and politicians and provides performance data on project development and delivery to drive performance review considerations.

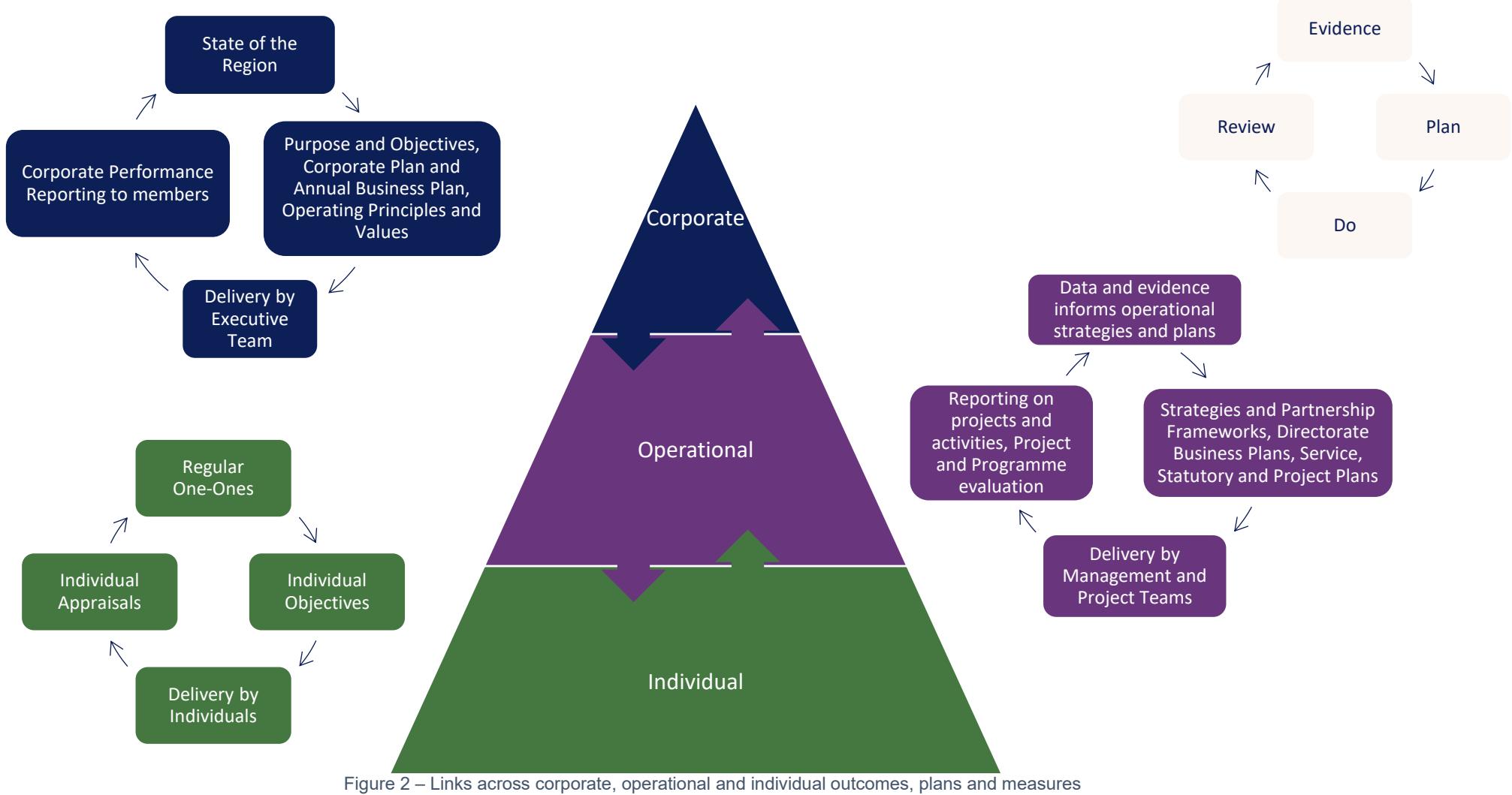
Approach

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



Figure 1: Evidence, Plan, Do, Review Model

Performance management links outcomes, plans and measures across all levels of the Combined Authority and ensures alignment to our Corporate Plan. This is illustrated in Figure 2 below:



How we will do performance management

Quality standards

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

- **Accessible:** our stakeholders can access and understand our performance information. As such an easy to access performance report is produced each quarter.
- **Accountable:** we provide relevant information to the right people at the right time.
- **Accurate:** the results reported are based on high quality data and analysis.
- **Flexible:** our performance management framework can adapt to a changing environment. If information on performance is requested from the Combined Authority, we will consider how we can provide support to partners.
- **Value for Money:** the cost of our performance management is proportional to its benefit. This will be continually reviewed.

Outcomes Framework

Embedding the approach to performance management includes use of an Outcomes Framework to define the outcomes we are setting out to achieve and measure and report on performance. It measures success against the ambitions in the Corporate Plan to deliver tangible outcomes for people in Cambridgeshire and Peterborough. The Outcomes Framework sets out the indicators and targets that performance is assessed against.

The CA has observed and learned from the development and use of this approach in [Greater Manchester](#) and the [West Midlands](#) as the first Mayoral Combined Authority areas to receive Integrated Settlements. It is expected that our Outcomes Framework will evolve as the CPCA moves towards becoming an Established Mayoral Strategic Authority, as we prepare for negotiating outcomes, KPIs and targets with Government as part of a future Integrated Settlement.

Key performance indicators (KPIs)

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

We collect data from several sources, including:

- Office for National Statistics (ONS)
- Other Government departments (e.g. Department for Transport, Department for Work and Pensions)
- Delivery partners
- Internal performance data

We use quality assurance to ensure that our measurements and calculation of indicators are accurate and based on reliable data sources. This includes implementing, where possible, automation of the Corporate Performance reporting process to reduce or eliminate manual input of KPI data and carrying out data validation on data from departments, with the validation process documented and evidence retained.

We 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 have established a comprehensive list of Corporate KPIs within our Outcomes Framework, with measures aligned to both our Corporate Plan objectives and the outcomes that will be agreed with Government as part of a future Integrated Settlement Outcomes Framework.

Where appropriate, we include indicators of outputs as well as outcomes. This enables reporting on progress where longer-term outcomes have lagging KPIs. Leading indicators help us understand whether what we are doing is delivering as expected.

Having a comparison available is very useful in interpreting performance indicators and for benchmarking purposes. Where possible, we use indicators that have a standardised definition that enables comparison to:

- similar geographies
- other Combined Authority areas
- national averages in England or the UK

We aim to set targets for all KPIs. This allows us to understand where we are, where we need to get to and whether we are off track. Targets for KPIs selected in a future Integrated Settlement Outcomes Framework are expected to be subject to negotiation with the Government, linked to the funding and flexibilities available through the Integrated Settlement.

We have developed a RAG rating system to assess the performance of local KPIs. We RAG rate on the basis of both direction for improvement and how performance compares to targets. This rating system provides a clear and standardised approach to evaluating KPI performance based on predefined criteria. It allows 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 2.

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, as well as the need to respond to changes linked to future devolution. To ensure correct oversight, our Board will approve any changes to our KPIs. Proposals to amend, remove or add KPIs will be included as recommendations accompanying Corporate Performance Reports, with changes approved to apply to the following quarter's Corporate Performance Report.

Accountability to local scrutiny

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

Corporate performance reports

We produce quarterly Corporate Performance Reports encompassing:

- Dashboard of Corporate KPI results
- Annual Business Plan Activities (incorporating Strategic Programmes and Projects)

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

We report our performance against KPIs in a dashboard including information about targets, latest performance, RAG rating against target and commentary. The dashboard also shows previous performance and the preferred direction for improvement. Any Red rated KPIs are highlighted within the report and details are provided of planned actions to improve performance.

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

As shown in the performance management cycle diagram at Figure 2, there is regular review of individual, directorate and corporate performance which enables performance issues to be identified and addressed in-between Board meetings. Internal performance data is regularly reviewed by our Corporate Management Team, including data on Finance, HR and wellbeing, project management, internal audit and risk management.

Annual Business Plan performance reporting

Annual Business Plans will be produced each year setting out details of key activities across the organisation that support the delivery of Corporate Plan outcomes, providing a helicopter view of the most significant activities, including Strategic Programmes and Projects. Progress on delivering these business plans will be reported as part of the quarterly Corporate Performance Report, using milestones set for each activity to allow actual delivery to be compared against plans.

Thematic Committee performance reports

We will work with Thematic Committees to develop appropriate performance reporting processes. These may be linked to key strategies or projects of most interest to each Committee (for example, a monitoring report on the Local Transport and Connectivity Plan for the Transport Committee). These processes will be informed by the Terms of Reference agreed for each Committee.

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 the Corporate Management Team and key messages on progress in delivering these activities is provided to members as part of the regular Corporate Performance Reports.

Project reporting

The Corporate Management Team has approved criteria based on the value of in-delivery projects to determine the frequency of project reporting to the Programme Management Office. This approach aims to ensure reporting is proportionate.

All in-delivery projects that have progressed through the Single Assurance Framework are required to submit a highlight report. In delivery is defined as a project that is past the business case stage and delivering outputs beyond the development phase. Projects in pre-delivery stages are not required to report; however, at the discretion of the Assistant / Executive Director, they may choose to produce a report, or a simplified version.

The minimum frequency of highlight reporting will be determined by the value of the project, linked to the SAF approval thresholds:

- For expected delivery costs up to £2m, reports will be submitted quarterly
- For costs between £2m and up to £5m, reports will be submitted bi-monthly
- For costs exceeding £5m, reports will be submitted monthly.

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

Highlight reports can be submitted in any format. However, two templates are provided by the Programme Management Office. If a bespoke highlight report is submitted, it must meet the minimum requirements outlined in the Minimum Requirements document held by the Programme Management Office.

Projects may be reported at a programme level as long as the project was originally approved as a programme; however, in such cases, an individual RAG rating and details regarding delivery dates and costs for each project within the programme must be provided.

In many cases, the project manager and delivery team will be external to the Combined Authority. When external delivery teams are responsible for completing reports, an internal representative (such as a programme manager) must oversee progress, review reporting against the contract or funding agreement, and escalate issues if the project is off track.

A Programme/Project Board is established for each project to include the delivery team as well as the internal representative. This is often the place where key risks and issues are escalated.

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

The [Monitoring and Evaluation Framework](#) highlights that once a project has completed, a project closedown process begins, which includes project closedown and evaluation reporting to provide information and evidence of inputs, outputs and outcomes used to inform evaluation. Further tracking of outputs and outcomes may be handed over to delivery teams or external consultants where these need to continue to be monitored after project closure.

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. We publish our Corporate Performance Reports on our website.

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

Mayoral Question Time

In line with the EDAF, and the [Scrutiny Protocol for devolved organisations](#), a Mayor's question time will be organised where the Mayor takes questions from the public, chaired by an independent person such as a local journalist or businessperson. These will be held at least every three months. Mayoral Question Time events will therefore be arranged to enable the public to question the Mayor and Members on a broad range of topics. Events will be a mixture of face to face and virtual. We will ensure that face to face events are held in accessible venues. 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 in a relatable way and sets them in the context of the Combined Authority's objectives. To ensure that we are driving meaningful two-way engagement, we will proactively engage with our target audiences by asking questions and seeking feedback. We will use our full suite of social media channels including LinkedIn, X (formally Twitter) and Facebook.

Engagement with Partners

Partners will be made aware of findings at an early stage and will help to shape our reports through sharing of lessons learned, good news stories and key risks and issues.

We share ideas and lessons learnt relating to performance management via a Partner Working Group of regional Assurance, Performance and Risk officers and a network of Mayoral Combined Authority officers.

State of the Region Report and Dashboard

The 'State of the Region' is a relevant, reliable and accessible report and data portal of the current state of the Cambridgeshire and Peterborough Region. It provides contextual data about the region and assesses the impact of recent macro-economic factors on how residents live and businesses operate and informs conversations about the contribution the region is making regionally, nationally and internationally. This evidence base is updated quarterly and continues to add value to what is already being done locally, aligned with locally established methodologies and reporting measures.

Accountability to the UK Government

We are committed to being accountable to the UK government.

The Combined Authority is subject to the requirements of the Local Government Accountability Framework and the Scrutiny Protocol. 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 SAF delivers 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, enhances the realisation of intended benefits and deliver the 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, 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.

Ministry for Housing, Communities and Local Government (MHCLG)

As part of devolution, all Combined Authorities and Growth Deals are expected to undergo a five yearly Gateway Review of effectiveness, with MHCLG setting the requirements for this process (originally set by The Department for Levelling Up, Housing and Communities, which was renamed to MHCLG). 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 three interventions were subject to impact evaluation for the Combined Authority's second Gateway Review in 2025:

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

The Combined Authority produced a Local Evaluation Framework, which was approved by MHCLG and involved tailored logic models covering activity by intervention areas with a plan for intervention-level evaluations. The Mid-term Report of the second Gateway Review was published in October 2024, and a Final Report is due to be submitted by the end of November 2025 for review by MHCLG to inform their recommendations to Ministers.

Staff Performance

CPCA staff complete LEAP (Learning, Excellence, Achievement and Performance) reviews as part of the annual appraisal process. The process runs in line with the financial year (April to March), with mid-year reviews held in October.

The LEAP performance cycle (shown in Figure 4 below) is:

- LEAP Reviews completed by the end of April each year
- LEAP Mid-Year Reviews 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. In the Reviews and One-to-One meetings, there will be an open discussion around how the individual is positively demonstrating our Values and Behaviours. 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).

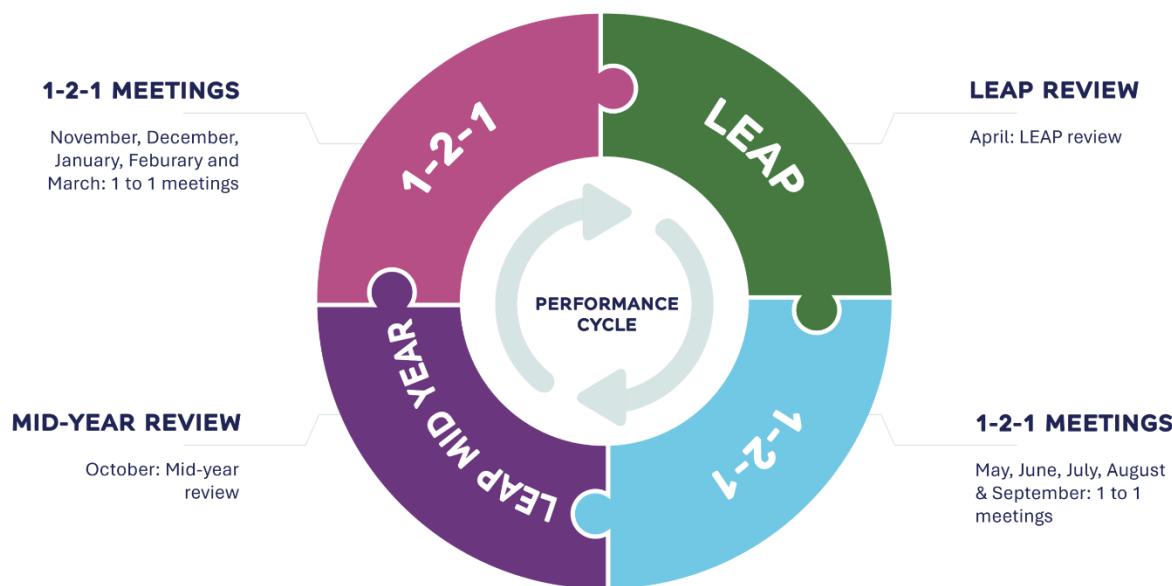


Figure 1 - The Employee Performance Cycle

Roles and Responsibilities

All Combined Authority staff, members, partners, scrutiny and audit are responsible for performance management at the Combined Authority.

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, Insight and Performance teams work together to ensure performance data remains up to date. The Policy, Insight and Performance 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 1.

How CPCPA culture supports 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 2 - 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**').

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 are provided with performance training appropriate to their role. We will continue to 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 held by the Programme Office to ensure regular training is made available.

Governance of This 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 may be subject to review by Internal Audit and any outcome from this would inform the Annual Head of Internal Audit Opinion.

The Combined Authority Board will be asked to approve any significant amendments to the Performance Management Framework.

Appendix 1: 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 corporate strategic framework.</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 CPCAs Objectives and the Annual Business Plan.</p>
Audit & Governance Committee	<p>The Thematic Committees are the Growth Committee, Skills Committee, and Transport Committee.</p> <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 performance measures.</p>
Human Resources Committee	<p>Development, management and review of human resources policy to assist delivery of the Combined Authority's 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 CPCAs 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.</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, Finance and Policy, Insight and Performance Teams	The Programme Office, Finance and Policy, Insight and Performance teams work together to ensure performance data remains up to date 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.

Appendix 2: 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 or better than target by up to 5%
Blue	Current performance is better than target by 5% or more
Baseline	Indicates performance is currently being tracked to inform the target setting process
In Development	Measure has been agreed, but data collection, target setting, and dashboard are in development
Contextual	These measures track key activity being undertaken, to present a rounded view of information relevant to the service area, without a performance target

There may be indicators where results are subject to a high level of variance which mean changes of more than 10% may not reflect performance achieved (e.g. where results are based on surveys with small samples). In such cases, bespoke Red, Amber, Green or Blue levels which don't align with the percentage approach above may be agreed and reports will clearly show how the RAG rating of performance is determined.