



Combined Authority Board

13 November 2024

Title:	Corporate Performance Report, Q1 and Q2 2024/25
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 Arrangements:	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.
E	Note progress to implement the Combined Authority's Performance Management Framework.

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	<p>Sections 2 - 5 and Appendices A and B present Corporate Key Performance Indicators (KPIs) performance information in a Balanced Scorecard, Red, Amber, Green rating summary and Dashboard, for Members' scrutiny and comment.</p> <p>This report shows the latest results available at Q2, to present Members with the latest data available. As the previous Corporate Performance Report presented in July 2024 reported on latest data available at Q4 2023/24, Balanced Scorecards for both Q1 2024/25 (Appendix A) and Q2 2024/25 (Appendix B) are included to show results and RAG statuses for each period. The Q2 Dashboard included at Appendix B presents the latest results, commentary and actions for all KPIs, including those updated at Q1, alongside graphs showing historic results and trends.</p>
1.2	<p>Section 6 and Appendices C and D 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.</p> <p>Dashboards are included for both Q1 (Appendix C) and Q2 (Appendix D) to show how the programmes and projects have progressed since the Q4 2023/24 report, including changes to RAG ratings linked to risks and delivery.</p>
1.3	<p>Section 7 presents Headline Priority Activities performance information in narrative form, for Members' scrutiny and comment.</p>
1.4	<p>Section 8 presents an update on the planned evaluation of the impact of the Combined Authority's Devolution Deal, for Members to note.</p>
1.5	<p>Section 9 describes planned further implementation of the Performance Management Framework.</p>

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

2.1	<p>The Combined Authority's Balanced Scorecard at Appendix A (Q1 2024/25) and Appendix B (Q2 2024/25) summarises the performance of 27 KPIs. 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.</p> <p>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.</p>																						
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	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 - sustainable travel	
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 • Target <p>Red, Amber, Green (RAG) rating of current period performance compared to target.</p>	
2.3	A dashboard for each metric is presented in Appendix B 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).	
2.5	A workshop to review Corporate Key Performance Indicators is due to be scheduled to provide an opportunity to review and refine the State of the Region, Internal Processes, Learning and Growth, and Financial KPIs used in Corporate Performance Reports, informed by the new State of the Region (SOTR) report/dashboard and previous feedback from Overview and Scrutiny Committee and Combined Authority Board Members. This will include opportunities to develop and implement new measures relating to equality.	

3. Balanced Scorecard and Dashboard updates

3.1	This section of the Balanced Scorecard presents metrics for which there is new performance data since the last Q4 Corporate Performance Report. A view of the full Balanced Scorecard at the end of Q1 2024/25 is available in Appendix A and for Q2 2024/25 at Appendix B.
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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	Housing and Social Well-being	Metric 6: New Housing Completions per 1000 of population	All	Annual	Mar-24	5.29	5.82	↑	↑	Increase	Blue
	Ambitious Skills and Employment Opportunities	Workforce Educational Attainment and Skills	Metric 8: Proportion of the Cambridgeshire and Peterborough working age population with level three, four and above qualifications	All	Annual	Dec-23	66.00%	67.90%	↑	↑	Increase	Green
	Enabling Resilient Communities	Carbon Emissions Reduction	Metric 10: Total annual net CO2 emissions in Cambridgeshire and Peterborough	All	Annual	Dec-22	6,246	6,103	↓	↓	5,110	Red
			Metric 11: Total CO2 from transport	All	Annual	Dec-22	2,107	2,151	↓	↑	Decrease	Amber
	Improving Connectivity	Road Safety	Metric 14: Killed or seriously injured (KSI) casualties	All	Annual	Dec-23	458	428	↓	↓	353	Red
		Sustainable Transportation	Metric 15: Mode share - sustainable travel	All	Annual	Oct-23	14.23%	15.56%	↑	↑	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	Sep-24	7.75	6.67	↓	↓	Decrease	Blue
		Data Security Awareness	Metric 19: Proportion of staff who have completed Data Protection and Information Security courses/refreshers	CPCA	Monthly	Sep-24	96.36%	98.31%	↑	↑	97.00%	Green
		Efficient FOI Request Handling	Metric 20: Number of FOI requests responded and completed within 20 days of review	CPCA	Monthly	Sep-24	100.00%	83.33%	↑	↓	90%	Amber
	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	Oct-24	14,249	15,872	↑	↑	8,798	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	2023/24	19,468	21,163	↑	↑	19,765	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	Sep-24	259	278	↑	↑	975	Red
	Improving Connectivity	Digital Connectivity	Metric 25: Proportion of Cambridgeshire and Peterborough region with gigabit broadband availability	CPCA	Tri-annual	Jan-24	80.22%	82.80%	↑	↑	85.00%	Amber
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	Sep-24	89.23%	86.35%	↑	↓	100.00%	Red

3.2	<p>Continuous improvement in performance management has included further internal quality assurance since Q4. Officers have acted on internal audit findings and recommendations, enabled by increased Performance and Evaluation capacity, to make a number of improvements to processes as well as corrections and revisions to historic data.</p> <p>Two metrics are currently on hold for review:</p> <ul style="list-style-type: none"> • Metric 18: Website Accessibility Score – the subscription to collect the monthly website accessibility score has ended and this data is no longer available. This is under review, linked to plans for a new website. • Metric 23: Number of apprenticeships created by CA funded investment – this metric was placed on hold after Q4 2023/24 as it was linked to a previous contract with delivery partner Growth Works. Under UK Shared Prosperity Fund funding, some former activities are performed in house but the overall target for apprenticeships is not applicable as this was a contractual target, with data collected and reported by Growth Works. Additionally, other work delivered by the Combined Authority creates apprenticeship opportunities not captured by this metric. Further review is needed to develop a replacement KPI. <p>Minor amendments have been made to the following metrics to improve the reliability, accuracy and frequency of results reported:</p> <ul style="list-style-type: none"> • Metric 19: Proportion of staff who have completed Data Protection and Information Security courses/refreshers - as previously advised, the Data Protection Officer has reviewed this metric. Non-compliance is now counted after two months, aligning with induction processes and timing of annual refresh reminders. Based on benchmarking and risk analysis, a target of 97% to factor in small numbers of non-completions due to periods of absence was requested by the Data Protection Officer and agreed by the Director of Legal and Governance. • Metrics 20 [Number of FOI requests responded and completed within 20 days of review] and 25 [Proportion of Cambridgeshire and Peterborough region with gigabit broadband availability] have revised reporting frequency to provide more frequent and up to date performance data.
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4. Proposal – Exception Report for Internal Process, Learning and Growth and Financial Corporate KPIs, that are owned by the Combined Authority

4.1	<p>Metrics are classed as owned by the Combined Authority when the ability to change performance lies wholly or mainly with the Combined Authority. This applies to the Internal Process, Learning and Growth, and Financial KPIs in the Balanced Scorecard.</p>																								
4.2	<p>Current period performance compared to target: summary of RAG ratings</p> <table border="1" data-bbox="188 1451 1506 1731"> <thead> <tr> <th>RAG rating</th> <th>Description</th> <th>Number of metrics</th> <th>Proportion of metrics</th> </tr> </thead> <tbody> <tr> <td style="background-color: red; color: white;">Red</td> <td>current performance is off target by more than 10%</td> <td style="text-align: center;">4</td> <td style="text-align: center;">33%</td> </tr> <tr> <td style="background-color: gold;">Amber</td> <td>current performance is off target by 10% or less</td> <td style="text-align: center;">2</td> <td style="text-align: center;">17%</td> </tr> <tr> <td style="background-color: green;">Green</td> <td>current performance is on target by up to 5% over target</td> <td style="text-align: center;">3</td> <td style="text-align: center;">25%</td> </tr> <tr> <td style="background-color: blue;">Blue</td> <td>current performance is on target by more than 5%</td> <td style="text-align: center;">3</td> <td style="text-align: center;">25%</td> </tr> <tr> <td>Total</td> <td></td> <td style="text-align: center;">12</td> <td style="text-align: center;">100%</td> </tr> </tbody> </table>	RAG rating	Description	Number of metrics	Proportion of metrics	Red	current performance is off target by more than 10%	4	33%	Amber	current performance is off target by 10% or less	2	17%	Green	current performance is on target by up to 5% over target	3	25%	Blue	current performance is on target by more than 5%	3	25%	Total		12	100%
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4.3	<p>Current period performance compared to target: red rated metrics</p> <p>Metric 17: Percentage of projects delivered on time</p> <ul style="list-style-type: none"> • No new data is available as this metric is currently reported annually due to a lag between the completion of projects and that being reported to the Combined Authority - often the accurate figure cannot be known until after the financial year has ended. However, work is ongoing to move this to live data. As part of the Continuous Improvement element of the Improvement Programme, through the embedding of the SAF, the CPCA monitoring processes are improving and by the end of 2024 we will begin reporting on live data. • The main reasons for projects falling behind link to delays associated with the pandemic or changes in project design. 																								

	<p>Metric 23: Number of apprenticeships created by CA funded investment</p> <ul style="list-style-type: none"> No new data is available as this indicator is currently on hold due to the end of contract with Growth Works Service at the end of 2023. The target to 31 December 2023 was missed by 596, which was more than 10% and caused the metric to be RAG rated Red. Further review is needed to develop a replacement KPI. The pandemic and businesses' post-pandemic adaptations affected the performance of this metric, leading to slower growth than anticipated. <p>Metric 24: Cumulative number of homes retrofitted through schemes led by Greater South East Net Zero Hub</p> <ul style="list-style-type: none"> New data shows a gap between the number of homes retrofitted and the target. While further works have been batch approved, there is a risk of under-delivery by 400-700 homes against the target of 1,643 homes by the end of Year 2. These risks and issues are experienced nationally and have been escalated to the Department for Energy Security & Net Zero. <p>Metric 27: Forecast vs budget loss/carried forward (current financial year)</p> <ul style="list-style-type: none"> New data at the end of September 2024 showed forecast spend reported as 86.35% of the budget available. This is RAG rated Red against the target of 100%, with a forecast underspend on the HUG2 Energy Retrofit Scheme contributing to this overall position. Further details are available in the budget monitoring reports to the Combined Authority Board. The previous financial year's outturn position showed 69% of the budget spent, with slippage in several key areas such as Growth Company Capital investments, Affordable Housing grants and infrastructure upgrades (A141 & St Ives, A10).
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5. Proposal – Exception report for State of the Region Corporate KPIs

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5.2	<p>Current period performance compared to target: summary of RAG ratings</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #cccccc;">RAG rating</th> <th style="background-color: #cccccc;">Description</th> <th style="background-color: #cccccc;">Number of metrics</th> <th style="background-color: #cccccc;">Proportion of metrics</th> </tr> </thead> <tbody> <tr> <td style="background-color: #ff0000; color: white;">Red</td> <td>current performance is off target by more than 10%</td> <td style="text-align: center;">3</td> <td style="text-align: center;">20%</td> </tr> <tr> <td style="background-color: #ffcc00;">Amber</td> <td>current performance is off target by 10% or less</td> <td style="text-align: center;">6</td> <td style="text-align: center;">40%</td> </tr> <tr> <td style="background-color: #92d050;">Green</td> <td>current performance is on target by up to 5% over target</td> <td style="text-align: center;">1</td> <td style="text-align: center;">7%</td> </tr> <tr> <td style="background-color: #66b3ff;">Blue</td> <td>current performance is on target by more than 5%</td> <td style="text-align: center;">5</td> <td style="text-align: center;">33%</td> </tr> <tr> <td style="background-color: #cccccc;">Total</td> <td></td> <td style="text-align: center;">15</td> <td style="text-align: center;">100%</td> </tr> </tbody> </table>	RAG rating	Description	Number of metrics	Proportion of metrics	Red	current performance is off target by more than 10%	3	20%	Amber	current performance is off target by 10% or less	6	40%	Green	current performance is on target by up to 5% over target	1	7%	Blue	current performance is on target by more than 5%	5	33%	Total		15	100%
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5.3	<p>Current period performance compared to target: red rated metrics</p> <p>Metric 7: Number of Local Super Output Areas in the 20% most deprived nationally</p> <ul style="list-style-type: none"> No new data is available, with the Indices of Deprivation not due to be updated until late 2025. "Barriers to Housing and Services" remained the region's worst-performing Index of Multiple Deprivation (IMD) domain in 2019, indicating that despite efforts, key issues such as access to affordable housing and accessibility of local services had not improved relative to other areas The number of Local Super Output Areas (LSOAs) in the 20% most deprived nationally increased by more than 10% between 2015 and 2019, rising from 54 to 62 <p>Metric 10: Total annual net CO2 emissions in Cambridgeshire and Peterborough</p> <ul style="list-style-type: none"> New data shows that emissions reduced in 2022 compared to 2021. While emissions remain higher than in 2020, when the large dip in emissions reflected the effects of the Covid-19 pandemic on lifestyles and the economy, there is an overall downward trend. Emissions from most sectors reduced in the latest year, with the exception of commercial sector and transport emissions which both increased slightly. Despite the recent reduction, this metric is RAG rated Red as the result is more than 10% above the target trajectory for CO2 emissions. 																								

	<p>Metric 14: Killed or seriously injured (KSI) casualties</p> <ul style="list-style-type: none"> New data shows a reduction in casualties in Cambridgeshire and Peterborough, from 458 in 2022 to 428 in 2023. The latest figure is lower than in every year since 2015 except for 2020, when a fall in the number of casualties was also seen nationally and which is likely to be linked to reduced traffic during the Covid-19 pandemic. However, this metric remains rated Red as the number of casualties is more than 10% above the target trajectory linked to the 2030 target.
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6. Proposal – 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	<p>RAG ratings for programmes and projects are informed by risk, as well as resources, progress and delivery. A summary of RAG ratings for Most Complex Programmes and Projects is as follows.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #cccccc;">RAG rating</th> <th style="background-color: #cccccc;">Description</th> <th style="background-color: #cccccc;">Number of programmes and projects</th> <th style="background-color: #cccccc;">Proportion of programmes and projects</th> </tr> </thead> <tbody> <tr> <td style="background-color: #ff0000; color: white;">Red</td> <td>Without action, successful delivery is highly unlikely.</td> <td style="text-align: center;">1</td> <td style="text-align: center;">14.3%</td> </tr> <tr> <td style="background-color: #ffcc00;">Amber</td> <td>Without action, successful delivery is in doubt, and/or there is uncertainty and risk surrounding future deliverability.</td> <td style="text-align: center;">2</td> <td style="text-align: center;">28.6%</td> </tr> <tr> <td style="background-color: #00cc00;">Green</td> <td>High level of confidence in successful delivery.</td> <td style="text-align: center;">3</td> <td style="text-align: center;">42.8%</td> </tr> <tr> <td style="background-color: #0000ff; color: white;">Complete</td> <td>Projects that have reached completion</td> <td style="text-align: center;">1</td> <td style="text-align: center;">14.3%</td> </tr> <tr> <td style="background-color: #cccccc;">Total</td> <td></td> <td style="text-align: center;">7</td> <td style="text-align: center;">100%</td> </tr> </tbody> </table>	RAG rating	Description	Number of programmes and projects	Proportion of programmes and projects	Red	Without action, successful delivery is highly unlikely.	1	14.3%	Amber	Without action, successful delivery is in doubt, and/or there is uncertainty and risk surrounding future deliverability.	2	28.6%	Green	High level of confidence in successful delivery.	3	42.8%	Complete	Projects that have reached completion	1	14.3%	Total		7	100%
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6.3	<p>Current period performance: red rated programmes/projects</p> <p>The Net Zero programme Home Upgrade Grant 2 (HUG2) RAG rating has changed from Amber to Red.</p> <ul style="list-style-type: none"> The project is currently Red, with major activity with partners on a push for referrals in September and early October as these will be the last to go through on the current scheme (final submission due by the end of the calendar year). 																								

7. Proposal – Headline Priority Activities

7.1	<p>Local Growth Plan</p> <p>The Government has consolidated its position on the importance of Mayoral Combined Authorities producing Local Growth Plans as part of embedding Mayoral Combined Authorities into the delivery system for its mission for Kickstarting Economic Growth.</p> <p>Local Growth Plans are required to be locally led, ten-year strategic plans for Mayoral Combined Authorities with an opportunity to feed into the Comprehensive Spending Review in Spring 2025.</p> <p>They are pitched by Government as the 'guiding star' of all future plans for the area.</p> <p>A key focus has been an ask from Government to set 3 to 5 key priorities to feed into the National Industrial Strategy.</p> <p>These priorities are required to feature in the Local Growth Plan and will be the basis for potentially securing funding linked to single integrated settlements.</p> <p>The priorities are based on expanding key tradeable sectors and clusters that demonstrate comparative economic advantage and contribute to national productivity and economic growth or are based on unlocking binding constraints on productivity and national economic growth.</p>
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	Once agreed locally, and then agreed centrally, a 'Remit Letter' will be issued by Government setting out the importance of the priorities as pillars of the Local Growth Plan.
7.2	<p>Tiger Bus Pass</p> <p>The Tiger Bus Pass was introduced in May 2024 to offer young people under 25 bus fare for £1, to reduce their travel costs. Since its launch, over 29,000 young people have applied for the pass. In the first month alone, 12,200 journeys were made using the Tiger passes, and usage continues to grow.</p> <p>The pass helps young people travel affordably to education, work, and social activities, cutting travel expenses by half, as fares normally cost £2. It is part of a broader initiative to improve bus services in the region, including 30 new or improved routes coming later this year.</p> <p>We are actively engaging with stakeholders in areas with lower uptake, such as East Cambridgeshire, to ensure the pass is accessible and well-promoted across the entire region. Our focus remains on targeting the right demographic through schools, colleges, and community outreach, ensuring we maintain strong application and usage numbers.</p> <p>We aim to highlight how the pass can be used on routes linking schools, colleges, universities, and key community hubs like sports facilities, leisure venues, and cultural spots, providing value not only to students but also to families.</p>
7.3	<p>Bus Reform Consultation</p> <p>The Combined Authority has launched a 14-week consultation to gather public input on the future of the area's bus services. The consultation is open to everyone – including families, students, older people and other stakeholders, and aims to understand how bus services can be improved. The Combined Authority is using a variety of methods to engage with the public, including letters, newsletters, briefings, focus groups, and media outreach. These efforts aim to reach as many people as possible, especially in busy public areas like bus stations and town centres, where they are likely to connect with bus users. Public feedback will inform a decision by the Mayor on reforming buses in the region.</p> <p>Details of drop-in events at locations around the region will be listed on the web page during the consultation. The site can be found by visiting https://cpca-yourvoice.co.uk/bus-franchising-consultation/.</p>
7.4	<p>Best Value Notice</p> <p>The Ministry of Housing, Communities and Local Government (MHCLG) has recognised the Combined Authority's progress and commitment to continuous improvement, with better partnership working across the region leading to the Government's decision to not renew the Best Value Notice issued in January 2024. The Independent Improvement Board has overseen significant changes, including improvements in governance, culture, and processes. Key achievements include approval of the Local Transport and Connectivity Plan, the development of a Shared Ambition for Cambridgeshire and Peterborough, and improvements in procurement, leadership, and partnership efforts, such as ARU Peterborough.</p>
7.5	<p>Directorate Business Plan delivery</p> <p>In addition to the headline activities referenced in 8.1 to 8.4, teams across the Combined Authority continue to deliver on activities within their Directorate Business Plans. These activities, linked to Corporate Strategy Deliverables, are being monitored using milestones and performance indicators to track progress, with results reviewed at Corporate Management Team and within each Directorate.</p> <p>Most activities are progressing in line with original plans, but these plans are live and can change due to the need to respond and react to new priorities and other external factors. For example, the pre-election period for the general election affected communication campaign plans and the items that could be taken to meetings for decisions. The focus of the new Government presents new opportunities for the Combined Authority but has also resulted in new areas of work, such as the Local Growth Plan, impacting resources available for other planned activities.</p>

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

8.1	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
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	<p>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"> • 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>The findings of the Mid-Term report have been published and presented to Corporate Management Team, Combined Authority Chief Executives Group and Leaders Strategy Meetings and the Combined Authority Board.</p> <p>Planning towards the final report has commenced, with the final report due in October 2025. Procurement for this stage of the Gateway Review is now in progress to enable evaluation activity for the final report to commence soon.</p>
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9. Proposal – Implementation of the Performance Management Framework (PMF)	
9.1	The Combined Authority continues to work to embed the new PMF, a key component of the Single Assurance Framework (SAF).
9.2	<p>Continuous Improvement</p> <p>Recruitment to provide additional capacity for policy, insight and performance functions was completed in Q2, increasing resources available to implement the PMF. Building on the findings and recommendations of the internal audit into Strategic Planning in February 2024, further quality assurance activities have already led to improvements in processes and data quality.</p> <p>In addition to the progress noted at 9.3-9.6, the final State of The Region and Shared Ambition reports were approved by the Combined Authority Board in October 2024. Work is also underway on developing Thematic Committee performance reports and engaging with partners on performance management through the SAF partner working group.</p>
9.3	<p>Mayoral Question Time</p> <p>A new Mayoral Question Time event was held in St Neots on Thursday 12 September 2024. This provided a platform for the Mayor to hear directly from the community and to update residents on progress against his Mayoral priorities and the Combined Authority’s Strategic Objectives.</p> <p>The Mayor was asked a range of questions, including what steps he is taking to protect the region from rising sea levels, his plans to improve cycling provision in Fenland and what is being done regarding bus improvements for the region. He provided detailed answers for all questions asked, which can be found here: Ask the Mayor (youtube.com).</p>
9.4	<p>Directorate Business Plan Performance Reporting</p> <p>Progress against priority activities continues to be reported in section 7 of this report. Quarterly updates on progress in delivering individual activities within each Directorate Business Plan are being reported to Corporate Management Team as well as being reviewed within each Directorate.</p>
9.5	<p>Corporate Performance Indicators Review</p> <p>In response to feedback from Members and recent work on the State of the Region and Shared Ambition, a workshop is due to be scheduled for discussion and review of Corporate Performance Indicators. This will help to ensure that the metrics used are fit for purpose and provide timely insight into performance and impacts of the Combined Authority’s work.</p>
9.6	<p>Audit and Governance Committee review</p>

	Audit and Governance Committee (A&G) are responsible for reviewing the PMF on an annual basis to ensure that it is fit for purpose and working effectively. A progress update report presented to A&G on 20 June 2024 was positively received. The next progress update will be taken to A&G in February 2025.
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10. Appendices

10.1	Appendix A - Balanced Scorecard Q1 2024/25
10.2	Appendix B - Balanced Scorecard and Corporate KPIs dashboard Q2 2024/25
10.3	Appendix C - Most Complex Programmes and Projects Q1 2024/25
10.4	Appendix D - Most Complex Programmes and Projects Q2 2024/25

11. Implications

Financial Implications

11.1	<p>There are no immediate direct financial implications as a consequence of the delivery of this corporate 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

11.2	<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>
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Public Health Implications

11.3	This 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. This is also relevant to the road safety metrics.
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Environmental & Climate Change Implications

11.4	This report does not have direct environmental & climate change impacts. Achieving, or supporting the achievement of Green RAG ratings for relevant climate and environment KPIs are significant and have implications that need to be considered by Thematic Committees.
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Other Significant Implications

11.5	There are no immediate equality, diversity and inclusion implications as a consequence of the delivery of this performance report. However, opportunities to develop and implement equality data categories will be considered in reviewing KPIs for future performance reports.
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Background Papers

11.6	None.
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