



Overview and Scrutiny Committee

12 March 2024

Title:	Corporate Performance Report, Q3 2024/25
Report of:	Jules lent, Head of Policy, Insight and Performance

Overview and Scrutiny Committee Key Principle:

To examine all decision-making through the lens of integrated decision-making, to drive out silo approaches and ensure CPCA strategy is not operating in isolation, considers wider impact across corporate plan priority areas, and considers future devolution opportunities and benefits.

Strategic Objective(s):

The topics within this report fit under the following strategic objective(s):

<input checked="" type="checkbox"/>	Achieving ambitious skills and employment opportunities
<input checked="" type="checkbox"/>	Achieving good growth
<input checked="" type="checkbox"/>	Increased connectivity
<input checked="" type="checkbox"/>	Enabling resilient communities
<input checked="" type="checkbox"/>	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).

Topic Scoring

	Numerical Score
Public Interest	1
Strategic Value	3
Risk to Combined Authority	2
Alignment to Corporate Priorities	3
Financial Value	1
Issue of concern for partners?	2
Will the CA be able to achieve an effective outcome?	2
Will there be potential benefits for a significant part of the Combined Authority area/partners/stakeholders?	2
Scrutiny Value Score	16

Rating Scores

1 = Low
2 = Medium
3 = High

1. Purpose

1.1	Sections 2 - 5 and Appendix A present Corporate Key Performance Indicators (KPIs) performance information drawing on the latest available data at the end of Q3 2024/25, for Members' scrutiny and comment. Section 3.1 presents a Balanced Scorecard with a Red, Amber, Green rating summary and the Dashboard included at Appendix A presents the latest results, commentary and actions for all KPIs, alongside graphs showing historic results and trends.
1.2	Section 6 and Appendix B present Most Complex Programmes and Projects performance information at end of Q3 2024/25 in a Red, Amber, Green rating summary, an exception report and dashboard, for Members' scrutiny and comment. The dashboard included at Appendix B shows how the Most Complex Programmes and Projects have progressed since the Q2 2024/25 report, including changes to RAG ratings linked to risks and delivery.
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 provides an update on the implementation of the Performance Management Framework.

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

2.1	<p>The Combined Authority's Balanced Scorecard at Appendix A 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> <table border="1"> <thead> <tr> <th>Metrics owned by the whole region</th> <th>Metrics owned by the Combined Authority</th> </tr> </thead> <tbody> <tr> <td>Metric 1: Gross Value Added for Cambridgeshire and Peterborough Area</td> <td>Metric 16: Number of contract waivers that are active</td> </tr> <tr> <td>Metric 2: Total jobs in Cambridgeshire and Peterborough</td> <td>Metric 17: Percentage of projects delivered on time</td> </tr> <tr> <td>Metric 3: Number of jobs per working age person in Cambridgeshire and Peterborough</td> <td>Metric 18: Website Accessibility Score</td> </tr> <tr> <td>Metric 4: Number of active businesses per 10,000 working age population</td> <td>Metric 19: Proportion of staff who have completed Data Protection and Information Security courses</td> </tr> <tr> <td>Metric 5: Number of business startups per 10,000 working age population</td> <td>Metric 20: Number of FOI requests responded and completed within 20 days of review</td> </tr> <tr> <td>Metric 6: New Housing Completions per 1000 of population</td> <td>Metric 21: Total number of jobs created and supported by key Combined Authority Economy and Growth funds</td> </tr> <tr> <td>Metric 7: Number of Local Super Output Areas in the 20% most deprived nationally</td> <td>Metric 22: Enrolments onto and achievements supported by adult education services funded by CA investment</td> </tr> <tr> <td>Metric 8: Proportion of the Cambridgeshire and Peterborough working age population with level three, four and above qualifications</td> <td>Metric 23: Number of apprenticeships created by CA funded investment</td> </tr> <tr> <td>Metric 9: 19+ further education and skills achievements per 100,000 population</td> <td>Metric 24: Cumulative number of homes retrofitted through schemes led by Greater South East Net Zero Hub</td> </tr> <tr> <td>Metric 10: Total annual net CO2 emissions in Cambridgeshire and Peterborough</td> <td>Metric 25: Proportion of Cambridgeshire and Peterborough region with gigabit broadband availability</td> </tr> <tr> <td>Metric 11: Total CO2 from transport</td> <td>Metric 26: Proportion of staff feeling valued by the Combined Authority</td> </tr> <tr> <td>Metric 12: Percentage of households in fuel poverty</td> <td>Metric 27: Forecast vs budget loss/carried forward (current financial year)</td> </tr> <tr> <td>Metric 13: Proportion of land (hectares) that is classed as nature rich</td> <td></td> </tr> <tr> <td>Metric 14: Killed or seriously injured (KSI) casualties</td> <td></td> </tr> <tr> <td>Metric 15: Mode share - sustainable travel</td> <td></td> </tr> </tbody> </table>	Metrics owned by the whole region	Metrics owned by the Combined Authority	Metric 1: Gross Value Added for Cambridgeshire and Peterborough Area	Metric 16: Number of contract waivers that are active	Metric 2: Total jobs in Cambridgeshire and Peterborough	Metric 17: Percentage of projects delivered on time	Metric 3: Number of jobs per working age person in Cambridgeshire and Peterborough	Metric 18: Website Accessibility Score	Metric 4: Number of active businesses per 10,000 working age population	Metric 19: Proportion of staff who have completed Data Protection and Information Security courses	Metric 5: Number of business startups per 10,000 working age population	Metric 20: Number of FOI requests responded and completed within 20 days of review	Metric 6: New Housing Completions per 1000 of population	Metric 21: Total number of jobs created and supported by key Combined Authority Economy and Growth funds	Metric 7: Number of Local Super Output Areas in the 20% most deprived nationally	Metric 22: Enrolments onto and achievements supported by adult education services funded by CA investment	Metric 8: Proportion of the Cambridgeshire and Peterborough working age population with level three, four and above qualifications	Metric 23: Number of apprenticeships created by CA funded investment	Metric 9: 19+ further education and skills achievements per 100,000 population	Metric 24: Cumulative number of homes retrofitted through schemes led by Greater South East Net Zero Hub	Metric 10: Total annual net CO2 emissions in Cambridgeshire and Peterborough	Metric 25: Proportion of Cambridgeshire and Peterborough region with gigabit broadband availability	Metric 11: Total CO2 from transport	Metric 26: Proportion of staff feeling valued by the Combined Authority	Metric 12: Percentage of households in fuel poverty	Metric 27: Forecast vs budget loss/carried forward (current financial year)	Metric 13: Proportion of land (hectares) that is classed as nature rich		Metric 14: Killed or seriously injured (KSI) casualties		Metric 15: Mode share - sustainable travel	
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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	<p>A dashboard for each metric is presented in Appendix A and includes summary performance information, data visualisation, target (where set), 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>
2.5	<p>A new Mayoral mandate from May 2025 may require KPIs and targets to be revised to reflect any new priorities. Following a one-year extension of the Combined Authority's Corporate Strategy to March 2026, a fuller review will be undertaken after the 2025 Mayoral election. KPIs and targets are likely to be reviewed as part of this.</p>

3. Balanced Scorecard and Dashboard updates

3.1	<p>This section of the Balanced Scorecard presents metrics for which new performance data since the Q2 Corporate Performance Report is available. A view of the full Balanced Scorecard at the end of Q3 2024/25 is available in Appendix A.</p>
3.2	<p>Of 27 corporate performance indicators, 12 have been updated with new results since the last report. These are all shown in table 1 on the next page.</p> <p>Results have exceeded target for eight updated indicators, including five which are rated Blue due to results being over 5% better than target:</p> <ul style="list-style-type: none"> • Metric 9: 19+ further education and skills achievements per 100,000 population • Metric 16: Number of contract waivers that are active • Metric 20: Number of FOI requests responded and completed within 20 days of review • Metric 22: Enrolments onto and achievements supported by adult education services funded by CA investment • Metric 26: Proportion of staff feeling valued by the Combined Authority <p>Four of the updated indicators had results which did not meet their target. Three of these are rated Red as results were more than 10% outside the target. Details of Red metrics can be found in sections 4.3 and 5.3.</p> <p>Four of the updated indicators have an improved RAG status compared to the results reported in the Q2 report:</p> <ul style="list-style-type: none"> • Metric 20: Number of FOI requests responded and completed within 20 days of review (Amber to Blue) • Metric 23: Number of apprenticeships created by CA funded investment (Red to Green) • Metric 25: Proportion of C&P region with gigabit broadband availability (Amber to Green) • Metric 26: Proportion of staff feeling valued by the Combined Authority (Green to Blue) <p>One indicator (metric 5, business startup rate) now has a worse status than reported last quarter (Amber to Red).</p>

Table 1: Corporate Key Performance Indicators updated since Q2 2024/25 Corporate Performance Report

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	Business Environment and Growth	Metric 4: Number of active businesses per 10,000 working age population	All	Annual	2023	678	657	↑	↓	Increase	Amber
			Metric 5: Number of business startups per 10,000 working age population	All	Annual	2023	76.62	67.42	↑	↓	Increase	Red
	Ambitious Skills and Employment Opportunities	Workforce Educational Attainment and Skills	Metric 9: 19+ further education and skills achievements per 100,000 population	All	Annual	2023/24	2,481	2,814	↑	↑	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	Dec-24	6.67	5.75	↓	↓	Decrease	Blue
		Data Security Awareness	Metric 19: Proportion of staff who have completed Data Protection and Information Security courses/refreshers	CPCA	Monthly	Dec-24	98.31%	98.27%	↑	↓	97.00%	Green
		Efficient FOI Request Handling	Metric 20: Number of FOI requests responded and completed within 20 days of review	CPCA	Monthly	Dec-24	83.33%	100.00%	↑	↑	90%	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	21,163	21,556	↑	↑	19,765	Blue
			Metric 23: Number of apprenticeships created by CA funded investment	CPCA	Quarterly	Dec-24	804	837	↑	↑	Increase	Green
	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	Dec-24	403	418	↑	↑	495	Red
	Improving Connectivity	Digital Connectivity	Metric 25: Proportion of Cambridgeshire and Peterborough region with gigabit broadband availability	CPCA	Tri-annual	Jul-24	82.80%	85.57%	↑	↑	85.00%	Green
Learning and Growth (CPCA Ownership)	Achieving Best Value and High Performance	Stability of workforce	Metric 26: Proportion of staff feeling valued by the Combined Authority	CPCA	Bi-annual	Oct-24	60.20%	71.54%	↑	↑	Increase	Blue
Financial (CPCA Ownership)	Achieving Best Value and High Performance	Financial Planning and Sustainability	Metric 27: Forecast vs budget loss/carried forward (current financial year)	CPCA	Monthly	Dec-24	86.35%	80.38%	↑	↓	100.00%	Red

3.3	<p>Continuous improvement in performance management has included further internal quality assurance since the previous Corporate Performance Report. Officers have acted on previous feedback to review options for improving some existing metrics and the information reported in the dashboard.</p> <p>Metric 7: Number of Local Super Output Areas in the 20% Most Deprived Nationally</p> <p>At November’s Combined Authority Board meeting, a change to the data source for Metric 7 was proposed because the most recent Index of Multiple Deprivation (IMD) data is from 2019. The Annual Deprivation Index (ADI) was suggested as a replacement to provide more up-to-date insights. In reviewing the ADI, the performance team has explored its use locally and nationally and has not found any examples of it being adopted by local authorities as a source of performance data. The data obtained from the ADI is raw data showing prevalence rates and case numbers for 21 health indicators, 14 crime indicators and unemployment benefit claimants. With no scores provided at the overall, domain or sub-domain levels, the data can be used to rank areas based on each of the 36 individual indicators (e.g. on asthma prevalence) but not on overall or domain level deprivation.</p> <p>Discussions with ONS Local confirmed that, while the ADI methodology is transparent and based on appropriate datasets, it is considered a less comprehensive measure of deprivation than the IMD. Unlike the IMD, which assesses seven domains of deprivation, the ADI focuses only on three - employment, crime, and health. This allows for annual updates, but the narrower scope excludes key factors such as education, skills, training and barriers to housing, which are covered by the IMD. More up-to-date data is available directly from open data sources or via the Cambridgeshire and Peterborough Insight website, where local analysis is available in publications such as the Joint Strategic Needs Assessment and State of the Region report.</p> <p>Although the IMD is updated infrequently, it remains the preferred dataset for monitoring relative deprivation due to its widespread use and compatibility for benchmarking against other areas. The next IMD update is expected by the end of 2025. Any updates regarding this metric will be reflected in future Corporate Performance Reports.</p> <p>To provide some helpful recent context on deprivation, we have added some information on unemployment claimant rates – an underlying component of employment deprivation - to the commentary for metric 7. Similar information on the performance of other underlying indicators of deprivation can be included in commentary in future reports until a fuller review of the Combined Authority’s Corporate Strategy and the accompanying KPIs is undertaken after the 2025 Mayoral election.</p> <p>Metric 23: Number of apprenticeships created by CA funded investment</p> <p>This metric was on hold since the end of the Growth Works contract at the end of 2023 and is now being reported again. Data is now shown for all quarters since the beginning of 2024, that captures the number of new apprenticeships recorded by and attributed to the Combined Authority’s Skills Brokerage service. A change to the reporting of this metric is that no quantitative target is set. This is because the target was linked to the delivery of previous European Social Funds investment. This has now transitioned to a new funding stream with no formal targets currently set for apprenticeship creation. A new target is expected to be developed and reported on in the Q3 2025/26 Performance Report. This new target will be informed by the direction identified within the Local Growth Plan and Strategic Skills Plan, and needs highlighted in future Local Skills Improvement Plan updates.</p>
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4. Exception Report for Internal Process, Learning and Growth and Financial Corporate KPIs, that are 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. This applies to the Internal Process, Learning and Growth, and Financial KPIs in the Balanced Scorecard.																								
4.2	<p>Current period performance compared to target: summary of RAG ratings</p> <table border="1" data-bbox="188 1821 1500 2083"> <thead> <tr> <th>RAG rating</th> <th>Description</th> <th>Number of metrics</th> <th>Proportion of metrics</th> </tr> </thead> <tbody> <tr> <td>Red</td> <td>current performance is off target by more than 10%</td> <td>3</td> <td>25%</td> </tr> <tr> <td>Amber</td> <td>current performance is off target by 10% or less</td> <td>1</td> <td>8%</td> </tr> <tr> <td>Green</td> <td>current performance is on target by up to 5% over target</td> <td>3</td> <td>25%</td> </tr> <tr> <td>Blue</td> <td>current performance is on target by more than 5%</td> <td>5</td> <td>42%</td> </tr> <tr> <td>Total</td> <td></td> <td>12</td> <td>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	25%	Amber	current performance is off target by 10% or less	1	8%	Green	current performance is on target by up to 5% over target	3	25%	Blue	current performance is on target by more than 5%	5	42%	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 for this metric, as it is reported annually due to a lag between project completion and reporting to the Combined Authority. The next update will be for Q4 2024/25. However, efforts are underway to transition this metric to live data. As part of the Continuous Improvement element of the Improvement Programme, the embedding of the SAF is enhancing CPCA monitoring processes, which will enable live data reporting. The main reasons for previous projects falling behind were linked to delays associated with the pandemic or changes in project design. Further work planned on reporting will allow greater scrutiny of which projects are on track and off track. An embedded change control process will also support this. The new processes will allow us to see when projects are about to slip so issues can be resolved before they happen. The ambition is to make this a leading indicator so we can report in real time when a project is about to slip, rather than after it has slipped. <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"> Performance at the end of December 2024 was RAG rated Red as it was more than 10% below target. The targets for this metric have been revised following a programme change request recently approved by the Department for Energy Security and Net Zero. When retrofitting work in progress, batch approved homes, homes which have been batch submitted and homes which are batch ready are taken into account, we are on track to deliver the reduced target number of 925 homes retrofitted by the end of March 2025. <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 December 2024 showed forecast spend reported as 80% of the budget available. This is RAG rated Red against the target of 100%. A forecast underspend on the HUG2 Energy Retrofit Scheme and Transport projects has contributed to this overall position. Budgets have been revised since the Q2 report to reflect updated project phasing reflected in the 2025/26 MTFP.
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5. Exception report for State of the Region Corporate KPIs

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5.3	<p>Current period performance compared to target: red rated metrics</p> <p>Metric 5: Number of business startups per 10,000 working age population</p> <ul style="list-style-type: none"> New data shows a reduction in business startups per 10,000 working age people in 2023 compared to 2022. Due to the decrease, the metric has now moved to a Red RAG rating from Amber. There has also been a decrease nationally but the gap between the Cambridgeshire and Peterborough rate and the national rate has increased in the latest year. "Unprecedented challenges" faced by businesses over the past few years, as described by the Department for Business and Trade and the Department for Work and Pensions, have included soaring inflation, interest rates and high energy bills. These are likely to have had a dampening effect on business creation for the UK. There was an increase in the business startup rate from 2022 to 2023 in South Cambridgeshire. <p>Metric 7: Number of Local Super Output Areas in the 20% most deprived nationally</p>																								

	<ul style="list-style-type: none"> 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. No new data is available, with the Indices of Deprivation not due to be updated until late 2025. "Barriers to Housing and Services" was the region's worst-performing Index of Multiple Deprivation (IMD) domain in 2019, generally driven by geographical barriers (road distance to key services) within our LSOAs rather than wider housing-related barriers such as household overcrowding or homelessness. <p>Metric 10: Total annual net CO2 emissions in Cambridgeshire and Peterborough</p> <ul style="list-style-type: none"> No new data is available since the 2022 data presented in the Q2 report. 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 2022, with the exception of commercial sector and transport emissions which both increased slightly. Despite the recent reduction, this metric is RAG rated Red as CO2 emissions are over 10% above target. <p>Metric 14: Killed or seriously injured (KSI) casualties</p> <ul style="list-style-type: none"> No new data is available since the 2023 data presented in the Q2 report. Latest data shows a decline in casualties in Cambridgeshire and Peterborough, dropping from 458 in 2022 to 428 in 2023. This is the lowest figure recorded since 2015, aside from 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. Despite this improvement, the metric is RAG rated Red, as the number of casualties remains more than 10% above the target trajectory needed to meet the 2030 target.
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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	<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;">4</td> <td style="text-align: center;">57.1%</td> </tr> <tr> <td style="background-color: #90ee90;">Green</td> <td>High level of confidence in successful delivery.</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0%</td> </tr> <tr> <td style="background-color: #0000ff; color: white;">Complete</td> <td>Projects that have reached completion</td> <td style="text-align: center;">2</td> <td style="text-align: center;">28.6%</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.	4	57.1%	Green	High level of confidence in successful delivery.	0	0%	Complete	Projects that have reached completion	2	28.6%	Total		7	100%
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.	4	57.1%																						
Green	High level of confidence in successful delivery.	0	0%																						
Complete	Projects that have reached completion	2	28.6%																						
Total		7	100%																						
6.3	<p>Current period performance: red rated programmes/projects</p> <p>The Q2 report was taken to Investment Committee on 16 December. Following their feedback, we have added a new column on progress, so the progress being made on each programme/project is clearer.</p> <p>Since the Q2 report, following a review of the individual Market Town projects and which are on track, the RAG rating for the Market Town Masterplans programme has changed from Green to Amber until change requests are approved. The Adult Skills Fund and Free Courses for Jobs project now has a RAG rating of Amber, from Green, due mostly to lower performance on Free Courses for Jobs than was achieved in the previous year.</p> <p>The one red RAG rated project is Homes Upgrade Grant 2. The programme target has been revised following change control approval with Department for Energy Security and Net Zero (DESNZ), and this puts the programme back on track to deliver what is agreed. However, the RAG remains red as the financial risk remains, for more information see Appendix B.</p>																								

7. Headline Priority Activities

7.1 Devolution White Paper

Following the publication of the English Devolution White Paper on 16 December 2024, Senior Officers at the Combined Authority have spent time reviewing the key elements of the white paper as well as holding discussions with the Ministry of Housing, Communities and Local Government (MHCLG) and other Mayoral Combined Authorities to fully understand the emerging opportunities and next steps, both short and medium term.

We are now planning the next steps for taking on the new responsibilities as this becomes legislation and we have been designated as a Mayoral Strategic Authority. We are also working on the pathway to being designated as an 'established' authority as set out in the White Paper. The current established authorities are consistent with what was announced in the Chancellor's budget and clarity on the process is helpful as our role and responsibilities change.

As part of our ongoing engagement with the Government, the Combined Authority is currently drafting a response to the publication of the White Paper. Our response will consist of two parts, a joint response with the other MCAs, currently being finalised by Chief Executives, and an individual response on the unique opportunities and challenges for Cambridgeshire & Peterborough.

7.2 Local Growth Plan

Our emerging Local Growth Plan was discussed at the Government's Growth Mission Board meeting in December 2024 with feedback subsequently received from MHCLG Officials.

The Sector Priorities, developed in collaboration with Constituent Councils and partner organisations, were positively received by the Growth Mission Board and these will continue to be taken forward as part of the future development of a National Industrial Strategy.

Since December, we have also received further clarity around the timeline and process for developing our Local Growth Plan. Three stages of development have been outlined:

1. Co-determine shared priorities (by end of Jan) – as set out in previous report
2. Consider jointly with HMG how we reflect the priorities in relevant programmes and policies (Jan-Jul 2025)
3. Finalise and publish plans (over Summer 2025).

7.3 UKREiiF

On Wednesday, 4 December, UKREiiF officially announced Team Cambridgeshire & Peterborough's attendance in 2025. The announcement was made via their LinkedIn platform to over 10,000 followers and press contacts. The immediate focus was on the Westminster event, Driving Growth for the UK: Pivotal role for Cambridgeshire and Peterborough, that took place on Monday 27 January.

This event featured a series of panel discussions exploring how our region's strengths and assets can contribute to driving economic growth across the UK. The event was also an opportunity to highlight how collectively Team Cambridgeshire & Peterborough is advancing an equitable, pioneering, connected and resilient region (our Shared Ambition outcomes) and in doing so accelerating growth and opportunities.

More than 60 delegates attended representing established businesses, start-up's, local government, the National Wealth Fund, MPs and national stakeholder organisations – each playing a vital role within their industry in advancing Cambridgeshire and Peterborough's strategic growth objectives.

7.4 Tiger Bus Pass

To date, the Tiger £1 Bus Pass campaign has achieved over 35,400 applications and supported an impressive 736,400 journeys. The campaign continues to perform strongly, with a reach of over 52,000, 86,000 impressions and an engagement rate of 2.69%.

We are now collaborating with operators to analyse areas for increased usage, focusing on the purpose of journeys. For example, we are identifying opportunities to promote leisure travel during weekends by engaging key leisure stakeholders, such as football stadiums, gyms, and other recreational venues.

7.5 Active Travel

To enhance safety and accessibility in rural areas, Brampton Road has been selected by Cambridgeshire County Council with support from Sustrans, as the location for a trial of the Quietway initiative.

Quietways are designed to reduce vehicle speeds and improve road conditions, creating safer and more pleasant routes for walking, wheeling, and cycling. Sustrans has been spearheading the public engagement process,

	<p>ensuring community input and support. Two resident meetings were held in late November 2024 to gather feedback, provide information, and discuss the benefits of this project, which aims to foster safer and more sustainable travel options in rural communities</p> <p>In addition, the County Council has been appointed to lead the development of the Combined Authority's Active Travel Strategy, with valuable input from Peterborough City Council officers, the Combined Authority, and a range of key partners. The inception meeting for this important strategy was held in November 2024, marking the start of a collaborative process aimed at shaping the future of active travel across the region. A draft of the strategy is expected to be presented to the Committee in summer 2025, offering a comprehensive vision that integrates local insights and aligns with regional priorities to promote sustainable, safe, and accessible travel options for all.</p>
7.6	<p>Q3 2025/26 Directorate Business Plans Performance Report</p> <p>In addition to the headline activities, 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>The Q3 2025/26 Directorate Business Plans Performance Report concluded that some activities continue to progress in line with original plans, and other activities have been re-phased, reduced in scope and/or superseded to accommodate changes to priorities or newer areas of work that have emerged. Changes to original plans have been made due to the need to respond and react to new priorities and other external factors. These changes have been informed by prioritisation exercises held with the Corporate Management Team and Senior Leadership Network, to ensure that efforts are focused on key priorities and deliverables.</p>

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

8.1	<p>The Devolution Deal commits £20 million per annum to the Combined Authority's Investment Fund (Gainshare) over 30 years. This funding is subject to five-yearly independent Gateway Reviews, which assess the impact of investments on local economic growth.</p> <p>The Mid-Term Report, submitted to MHCLG last year, provided an assessment of progress and set the foundation for the Final Report. The Combined Authority is now in the final phase of the Gateway Review, focusing on the development of the Final Report, which will form the basis of the Government's assessment in October 2025.</p> <p>The Final Report will include:</p> <ul style="list-style-type: none"> • Progress Evaluation – Assessing financial and delivery performance across 23 funded interventions. • Impact Evaluation – Conducting in-depth evaluations on three key interventions: Market Towns, the University of Peterborough and the Digital Connectivity programme, examining their economic impact and contribution to productivity. • Progress Plus Evaluation – Forecasting the long-term impact of major interventions still in development. • Complementary Workstreams – Reviewing improvements in local governance, capacity building, and partnership effectiveness since the first Gateway Review. <p>Procurement for core support and impact evaluations has concluded, with ekosgen and Winning Moves appointed as suppliers to assist in the Final Report. As part of the evaluation process, project managers will be engaged directly to conduct the evaluations, stakeholder consultations, and data analysis. With a clear timeline in place, efforts are focused on gathering and analysing the necessary data to support the evidence papers and complete the final submission by the October 2025 deadline. Work is also currently underway to commission Contextual Economic Forecasts, which will provide updated productivity, employment and Gross Value Added (GVA) projections. These will be presented in the Final Report and will inform the next Gateway Review in 2030.</p> <p>Key milestones in the Final Report process include:</p> <table border="1"> <thead> <tr> <th colspan="2">Final Report milestones to Independent Evaluation Panel (IEP)</th> </tr> </thead> <tbody> <tr> <td>Bi-annual meeting with IEP</td> <td>June 2025</td> </tr> <tr> <td>Draft evidence papers submitted to IEP</td> <td>21 July 2025</td> </tr> <tr> <td>Area submits Evidence Papers to IEP</td> <td>22 August 2025</td> </tr> </tbody> </table>	Final Report milestones to Independent Evaluation Panel (IEP)		Bi-annual meeting with IEP	June 2025	Draft evidence papers submitted to IEP	21 July 2025	Area submits Evidence Papers to IEP	22 August 2025
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	Meeting(s) with IEP to review Evidence Papers	September 2025
	IEP submits draft Final Report to Academic Panel and Area	22 September 2025
	Academic Panel meeting	2/3 or 6 October 2025
	Area provides comments on draft Final Report to IEP	6 October 2025
	IEP submits updated draft Final Report to Area	17 October 2025
	Area provides comments on updated draft Final Report to IEP	24 October 2025
	Final Report submitted to the Ministry of Housing, Communities and Local Government (MHCLG) by IEP	31 October 2025

9. 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	PMF Implementation Review A report to the Audit and Governance Committee in February 2025 presented a further six-monthly update on progress with implementing the PMF. This assessed progress on commitments against achievements to date and set out further next steps, which include future development of Thematic Committee performance reports. The Committee noted the progress made in the implementation of the PMF and next steps.
9.3	Review of Corporate Performance Indicators A new Mayoral mandate from May 2025 may require KPIs and targets to be revised to reflect any new priorities. Following a one-year extension of the Combined Authority's Corporate Strategy to March 2026, a fuller review will be undertaken after the 2025 Mayoral election. KPIs and targets are likely to be reviewed as part of this.

10. Appendices

10.1	Appendix A - Balanced Scorecard and Corporate KPIs dashboard Q3 2024/25
10.2	Appendix B - Most Complex Programmes and Projects Q3 2024/25

11. Implications

Have the following been taken into account?

Financial Implications

Yes No

There are no immediate direct financial implications as a consequence of the delivery of this corporate performance report.

The Gateway review in 2025, is the next in the 5-yearly reviews of the Combined Authority's investment fund (gainshare) of £20m agreed as part of the devolution deal. Continuation of this devolved funding is tied to passing the gateway review.

Legal Implications

Yes No

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), the Combined Authority is under a general duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

	Whilst there may 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. Individual projects and strategies will receive specific legal advice and support as required.
Public Health Implications	
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	This report does not have direct public health impacts. Achieving, or supporting the achievement of, public health related KPI targets will have implications that need to be considered by Thematic Committees.
Environmental & Climate Change Implications	
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	This report does not have direct environmental and climate change impacts. Achieving, or supporting the achievement of, climate change and environment related KPI targets will have implications that need to be considered by Thematic Committees.
Other Significant Implications	
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	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.